ANNOUNCEMENT OF THE PROPOSED ACQUISITION OF LEASEPLAN BY ALD

| 06.01.2022 |
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 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.
CREATING A LEADING GLOBAL PLAYER IN MOBILITY

A DEFINING TRANSACTION AT THE FOREFRONT OF THE INDUSTRY TRANSFORMATION

- A step-change towards creating a leading player of sustainable mobility solutions
- Strongly positioned to embrace the industry megatrends: Digital, Usership, Flexible & Shared mobility, Electrification
- Ideally placed to capture superior growth fostered by mobility transformation

CREATING SIGNIFICANT VALUE FOR ALD

- Best-in-class cost/income target of 45% achieved through scale effects and ~EUR 380m estimated cost synergies in 2025
- Materially increased investment capabilities to lead the digital transformation
- Strong benefits from being fully integrated within Societe Generale
- Attractive transaction impacts with ~+20% EPS accretion as of 2023

HIGHLY ACCRETIVE FOR SOCIETE GENERALE

- Further strengthening of a business with sustainable profitable growth and commitment of Societe Generale to remain the majority shareholder of ALD in the long term
- Reinforce the Group’s leadership in ESG and energy transition
- Compelling financial effects through ~+5% EPS accretion, ~16% ROI and ~+80bps ROTE uplift in 2024 with a CET1 ratio impact of ~-40bps at closing

(1) Annual run rate, pre-tax. (2) Computed based on net 2023 income group share post AT1 cost, including fully phased run rate synergies, excluding restructuring costs and at constant perimeter. ALD standalone 2023E EPS adjusted for capital increase, based on 2023 consensus as of 27 October 2021 (Factset). (3) Computed based on 2024 net income group share post AT1 cost, including fully phased run rate synergies and excluding restructuring costs, based on 2024 consensus as of 27 October 2021 (Factset). (4) Calculated as the incremental 2024 net income for Societe Generale, including fully phased run rate synergies and excluding restructuring costs, divided by allocated capital from Societe Generale standpoint defined as 11% of incremental RWA consolidated under Basel III plus created goodwill and intangibles at Societe Generale minus recognised minority interests & other effects. ROI at ~14% under Basel IV. (5) Computed based on 2024 net income group share post AT1 cost, including fully phased run rate synergies and excluding restructuring costs, divided by average tangible shareholders’ equity. (6) Q3 2021 pro forma.
THE ALD JOURNEY: 20 YEARS OF GROWTH, INNOVATION AND DISCIPLINED EXECUTION

20-year journey underpinned by a **long-term vision** anticipating major secular trends and sector consolidation

Persistent and disciplined execution translating into **strong growth and best-in-class performance**

Strategic proactivity demonstrated by numerous organic and external **growth initiatives**

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2001

Acquisition of ALD Interleasing by Societe Generale and creation of the ALD Automotive brand

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2016

Acquisitions (Ford Lease & Hertz Lease Europe, Parcours)

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2017

IPO to enhance strategic agility

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2020

**“Move 2025” strategic plan**

- Digital capabilities
- Electric mobility
- Full service leasing & fleet management

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2021

Bolt-on acquisitions (Bansabadell Renting, MaaS, start-up Skipr, Fleetpool)

Partnership with Smart Europe (100% EV player)

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2022

Proposed acquisition of LeasePlan

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2021

Proposed acquisition of LeasePlan

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2022

3.5m VEHICLES

---

2017

1.5m VEHICLES

---

2016

2003

Acquisitions (Ford Lease & Hertz Lease Europe, Parcours)

---

2001

298k VEHICLES

---

2021

Bolt-on acquisitions (Bansabadell Renting, MaaS, start-up Skipr, Fleetpool)

Partnership with Smart Europe (100% EV player)

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Proposed acquisition of LeasePlan

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2022

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Persistent and disciplined execution translating into **strong growth and best-in-class performance**

Strategic proactivity demonstrated by numerous organic and external **growth initiatives**

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(1) Figure shown pro-forma for the divestment of LeasePlan Australia and New Zealand, as of September 2021.
AN OPTIMISED TRANSACTION STRUCTURE

PRICE

CONSIDERATIONS

TRANSACTION

STRUCTURE

STOCK

CASH

OTHERS

CONSIDERATIONS

• Acquisition of 100% of LeasePlan for a total consideration of EUR 4.9bn(1), through a combination of shares and cash (EUR 2.0bn)
• Based on LeasePlan book value of ~EUR 3.5bn at closing(2)
• 30.75% stake(3) in the combined entity (“NewALD”) for LeasePlan shareholders
• 12 month lock-up for LeasePlan shareholders from closing, followed by a 24 month period with orderly sale provision
• In addition, LeasePlan shareholders to be awarded warrants representing ~3%(4) of the issued share capital of ALD at closing
• EUR 2bn consideration financed by a ~EUR 1.3bn rights issue of ALD underwritten by Societe Generale and ~EUR 0.7bn of surplus capital(2)
• Take up enabling Societe Generale to hold ~53%(3) in NewALD at closing
• ALD to apply to the ECB for regulated status ahead of the closing of the transaction (Financial Holding Company)
• Increased ALD free float value (in EUR) enhancing the stock attractiveness
• Closing expected by the end of 2022
• Shareholders’ agreement between certain LeasePlan shareholders and Societe Generale and separate agreements with other LeasePlan shareholders

(1) Based on EUR 12.12 per share for ALD (1-month VWAP on Euronext as of 27 Oct 21, date of publication of press release after market close confirming discussions concerning a potential combination) and excluding warrants. (2) LeasePlan book value and cash leg funding mix (rights issue/surplus capital) at closing subject to minor adjustments. (3) Ownership structure before warrant exercise, fully diluted ownership post warrant exercise: ~51% for Societe Generale, ~33% for LeasePlan shareholders and ~15%+ for the free float. (4) Equivalent to an incremental ~2% ownership for LeasePlan shareholders on a fully diluted basis.

An Optimised Transaction Structure

- Acquisition of 100% of LeasePlan for a total consideration of EUR 4.9bn, through a combination of shares and cash (EUR 2.0bn).
- Based on LeasePlan book value of ~EUR 3.5bn at closing.
- 30.75% stake in the combined entity (“NewALD”) for LeasePlan shareholders.
- 12 month lock-up for LeasePlan shareholders from closing, followed by a 24 month period with orderly sale provision.
- In addition, LeasePlan shareholders to be awarded warrants representing ~3% of the issued share capital of ALD at closing.
- EUR 2bn consideration financed by a ~EUR 1.3bn rights issue of ALD underwritten by Societe Generale and ~EUR 0.7bn of surplus capital.
- Take up enabling Societe Generale to hold ~53% in NewALD at closing.
- ALD to apply to the ECB for regulated status ahead of the closing of the transaction (Financial Holding Company).
- Increased ALD free float value (in EUR) enhancing the stock attractiveness.
- Closing expected by the end of 2022.
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A TRANSACTION ENHANCING SOCIETE GENERALE BUSINESS MODEL

- Strengthen leadership in our core businesses
- Selectively allocate capital to the most profitable businesses
- Leverage synergies with the rest of the Group
- Reinforce Societe Generale leadership in ESG and Energy transition

Delivering profitable growth while maintaining a disciplined cost and capital management as well as an attractive shareholder distribution policy.
AT THE FOREFRONT OF THE INDUSTRY TRANSFORMATION
MEGATRENDS CURRENTLY RESHAPING THE MOBILITY SECTOR

1. DATA-DRIVEN DIGITAL TRANSFORMATION OF THE SECTOR

2. SHIFT TOWARDS USERSHIP

3. FLEXIBLE AND SHARED MOBILITY

4. TRANSITION TOWARDS ELECTRIFICATION

SIGNIFICANT SECTOR GROWTH EXPECTATIONS

- **~4%**
  - CORPORATE FLEET
    - 20-25% CAGR

- **~7%**
  - PRIVATE LEASE
    - 20-25% CAGR

- **~20%**
  - LAST-MILE DELIVERY
    - 20-30% CAGR

- **~25%**
  - EV REGISTRATIONS
    - 20-25% CAGR

- **~25%**
  - SUBSCRIPTION / FLEXIBLE LEASE PRODUCTS
    - 20-30% CAGR

ALD TODAY: A LEADING PLAYER WITH A STRONG TRACK RECORD OVER THE PAST YEARS

SOLID ATTRIBUTES

- **1.7m vehicles** serving corporate & retail clients
- **Worldwide presence** with operations in 43 countries
- **Leading positions in B2B & B2C** and differentiated partnership capabilities
- **Strong innovation DNA**
- **High services penetration**

DIVERSIFIED GEOGRAPHIC MIX

- **SPLIT OF FLEET BY GEOGRAPHY, 2020**
  - France: 33%
  - Germany: 27%
  - Netherlands: 11%
  - Spain: 10%
  - Italy: 8%
  - UK: 7%
  - Other: 4%

STRONG TRACK RECORD

1. **FLEET CAGR**
   - +4%

2. **EV DELIVERIES**
   - 27%

3. **REVENUE FROM SERVICES**
   - ~50%

4. **COST / INCOME RATIO**
   - +6.7%

5. **NET INCOME CAGR**
   - +9.4%

6. **NET INCOME**
   - EUR 0.8bn

7. **AVERAGE ROE**
   - ~16%

(1) Based on ALD reported figures. (2) Since 2017. (3) Computed as services margin divided by gross profit excluding car sales result. Average since 2017. (4) Computed as: Total overheads / Gross margin (excluding used car sales result and cost of risk). (5) In Europe. Electric vehicles (EV) include battery powered electric vehicles (BEV) and plug-in hybrid electric vehicle (PHEV). (6) 9M 21, annualized.
A HIGHLY SYNERGETIC COMBINATION WITH COMPELLING COMPLEMENTARITIES

MILLION OF VEHICLES
JUNE 2021

<table>
<thead>
<tr>
<th>Brand</th>
<th>9M 2021</th>
<th>Pro forma 9M 2021</th>
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<tbody>
<tr>
<td>Volkswagen</td>
<td>3.8</td>
<td></td>
</tr>
<tr>
<td>RCI</td>
<td>3.2</td>
<td></td>
</tr>
<tr>
<td>Toyota</td>
<td>1.8</td>
<td></td>
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<tr>
<td>Lucca</td>
<td>1.7</td>
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</tr>
<tr>
<td>Arezzo</td>
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<tr>
<td>Arval</td>
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<tr>
<td>Alphabet</td>
<td>0.7</td>
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</tbody>
</table>

CLIENTS

- Best-in-class partnerships
- Leading innovator in B2C segments
- Leading B2B and blue-chip clients franchise

PRODUCTS & DIGITAL

- Proven innovation track record
- Fully digital customer journey
- Entrepreneurial and innovative culture
- Innovative last mile delivery capacity

REMARKETING

- ALD Carmarket: >300K cars p.a. sold in 41 countries
- Clicks 'n bricks offering live in 11 countries
- Partnership with leading digital platform Constellation
- Upside on car sales result through broad and diversified multi-channel remarketing set-up

FINANCE & FUNDING

- Scalable operating model with superior efficiency
- Balanced mix from internal and external funding sources
- Established issuer in the market (esp. securitization)
- Strong deposit collection platforms (Germany & NL)
- Diversified and agile funding structure

Source: Company information. (1) Fleet pro forma for Australia and New Zealand sale by LeasePlan (~100k fleet). (2) In October 2021 Constellation Automotive Holding Sarl (“CAG”) acquired CarNext in an all share transaction that resulted in CarNext shareholders exchanging their shares in CarNext for Constellation shares.
NewALD IDEALLY POSITIONED TO EMBRACE THE MOBILITY MEGATRENDS

DRIVING THE Shift TOWARDS USERSHIP

B2B - Well positioned to address corporate clients’ complex needs
B2C - Unique ability to develop innovative solutions to accelerate change of mobility behaviour for individuals
B2E - Leverage corporate client portfolio

LEADING THE DATA-DRIVEN DIGITAL TRANSFORMATION

State-of-the-art combined digital solutions across clients categories, products and services
Increased investment firepower to develop the next generation of data-driven digital mobility solutions and tap new revenue streams
Enhanced NewALD digital capabilities for partnerships

ACCELERATING THE TRANSITION TOWARDS SUSTAINABLE MOBILITY

Becoming corporates’ partner of choice to support transition towards EV
Establishing new global partnerships around new services for EV
Accelerated deployment of multi cycle, flexible and multi modality solutions

LEADING TO HIGHER GROWTH

≥ 6%
TOTAL FLEET ANNUAL GROWTH POST INTEGRATION
SIGNIFICANT VALUE CREATION FOR ALD
BEST-IN CLASS COST/INCOME RATIO ACHIEVED THROUGH SCALE EFFECTS AND SYNERGIES

**BEST-IN-CLASS COST/INCOME RATIO**

<table>
<thead>
<tr>
<th></th>
<th>9M 2021</th>
<th>2025E</th>
</tr>
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<tbody>
<tr>
<td>ALD</td>
<td>48%</td>
<td></td>
</tr>
<tr>
<td>ALD + W</td>
<td>58%</td>
<td>c.45%</td>
</tr>
</tbody>
</table>

TARGET COST / INCOME RATIO

- 58%
- c.45%

**SCALE EFFECTS**

SIGNIFICANT PORTION OF COSTS ABSORBED THROUGH OPERATING LEVERAGE

**COST SYNERGIES**

TOTAL ESTIMATED RUN-RATE OF ~ EUR 380M (PRE-TAX)\(^{(2)}\)

TO BE FULLY ACHIEVED IN 2025

**TOTAL ESTIMATED PRE-TAX RESTRUCTURING COSTS REPRESENTING ~ 1.25X OF TOTAL SYNERGIES\(^{(2)}\)**

EXPECTED TO BE INCURRED IN 2023 & 2024

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(1) Computed as: Total overheads / Gross margin (excluding used car sales result and cost of risk). (2) Annual run rate.
ROBUST COMBINED CAPITAL STRUCTURE AND DIVERSIFIED FUNDING

ROBUST CAPITAL STRUCTURE

• Sound capital ratio allowing for robust buffers over capital requirements
  – Target capital structure to include hybrid capital / Tier 2 debt
• ALD to apply to the ECB for regulated status ahead of the transaction (Financial Holding Company)
• LeasePlan to maintain banking license and continued application of the Dutch deposit guarantee scheme

TARGET CAPITAL RATIOS AT CLOSING

<table>
<thead>
<tr>
<th>CET1 ratio</th>
<th>Total capital ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>~13% (1)</td>
<td>15-16%</td>
</tr>
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</table>

ALD’S CURRENT RATING

| S&P Global Ratings | BBB | Fitch Ratings | BBB+ |

DISSERIFIED FUNDING

• New sources of funding allowing a more diversified funding structure
  – Deposits through LeasePlan Bank in Germany and Netherlands
  – Green Bonds and securitization as established issuers
• Strong support from Societe Generale to continue
• Market access to benefit from regulated status and strong ratings

(1) Based on delivery by each of ALD and LeasePlan of a pre-agreed Net Asset Value at closing allowing the combined entity to reach a CET1 ratio level of ~13%.
New ALD Designed to Deliver Strong Value Creation

**Best-in-Class Value Proposition for Clients**

- Global reach and product depth
- Leading brands
- Enhanced customer relationships
- Strengthened position to strike value-enhancing partnerships

**Leading Through Innovation & Attractiveness**

- Unique ability to bring innovative digital solutions to the market
- Enhanced investment capabilities
- Access to a broad pool of talent
- Broad and diversified multi-channel remarketing set-up

**Strong Edge from Being Part of Société Générale**

- Access to a large and diversified customer base
- Strong funding and rating support
- Benefitting from best-in-class risk and compliance foundation
- Strong governance framework

**150+ Partnerships**

Covering the full value chain

**EUR 400M**

Combined strategic investments in digital in 2020

**≥ 30%**

Share of ALD NBI generated in synergies with the Group in 2020
HIGHLY COMPELLING VALUE DELIVERED TO ALD SHAREHOLDERS

UPGRADED NewALD TARGETS

2025E COST/INCOME RATIO(1) ~45%

MID-TERM DIVIDEND PAY-OUT 50-60%

2023E EPS ACCRETION(2) ~+20%

ATTRACTIVE TRANSACTION IMPACT

(1) Computed as: Total overheads / Gross margin (excluding used car sales result and cost of risk). (2) Computed based on net 2023 income group share post AT1 cost, including fully phased run rate synergies, excluding restructuring costs and at constant perimeter. ALD standalone 2023E EPS adjusted for capital increase, based on 2023 consensus as of 27 October 2021 (Factset).
HIGHLY ACCRETIVE FOR SOCIETE GENERALE
REINFORCING A BUSINESS WITH SUSTAINABLE PROFITABLE GROWTH AND RECURRING REVENUES

Sustainable growing business positioning Societe Generale at the forefront of global megatrends in the mobility sector

ACCESS TO GROWTH

QUALITY OF REVENUES

High share of services and long-term contracts

High fee component and limited sensitivity to interest rates

Low cost of risk through the cycle of ~20bps\(^{(1)}\) for NewALD

STRONG RETURNS

Structurally high returns thanks to high fee component and robust cost/income ratio

≥ 6%

NewALD FLEET GROWTH

ANNUAL GROWTH POST INTEGRATION

~50%

NewALD SHARE OF FEES

9M 2021, AS % OF TOTAL GROSS PROFIT \(^{(2)}\)

~+80bps

SOCIETE GENERALE ROTE UPLIFT \(^{(3)}\)

2024

(1) Calculated as cost of risk divided by total earning assets. (2) Computed as services margin divided by gross profit excluding car sales result. (3) Computed based on 2024 net income group share post AT1 cost, including fully phased run rate synergies and excluding restructuring costs, divided by average tangible shareholders’ equity.
COMMITMENT TO SUSTAINABLE MOBILITY: REINFORCEMENT OF SOCIETE GENERALE ESG LEADERSHIP

ACCELERATION OF ELECTRIC VEHICLES PENETRATION

A LEADING GLOBAL PROVIDER OF SUSTAINABLE MOBILITY SOLUTIONS

SHARED COMMITMENT TO ENERGY TRANSITION

ACCELERATION OF ELECTRIC VEHICLES PENETRATION

Light Vehicles in Europe
In million

Source: EV Volumes

Leading the fair transition towards Electric Vehicles for both corporates and individuals.

Designing new mobility offering through multi-modal & multi-cycle solutions.

Developing partnerships with key players in e-mobility.

50%
Share of BEV(1) in passenger car deliveries by 2030E

100%
Share of EV(2) in passenger car deliveries by 2030E

Committed to decarbonization in line with the 1.5°C scenario within the Science Based Target Initiative (SBTi)

Rated low ESG risk by Sustainalytics

(1) Current ALD standalone target, BEV: battery powered electric vehicles.
(2) Current LeasePlan standalone target, EV: electric vehicles = BV + PHEV. PHEV: plug in hybrid electric vehicle.
(3) 16.1 for ALD and 15.9 for LeasePlan (update on 07 Oct 21 for LeasePlan and 20 Nov 21 for ALD).
DELIVERING STRONG VALUE TO SHAREHOLDERS

- **SOLID 2024E EPS ACCRETION**(1)
  - Including run-rate synergies and excluding restructuring costs
  - >+5%

- **STRONG INCREASE IN 2024E ROTE**(2)
  - >+80bps

- **DOUBLE-DIGIT 2024E ROI**(3)
  - >16%

- **IMPACT ON CET 1 RATIO**(4) AT CLOSING
  - ~-40bps

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(1) Computed based on 2024 net income group share post AT1 cost, including fully phased run rate synergies and excluding restructuring costs, based on 2024 consensus as of 27 October 2021 (Factset). (2) Computed based on 2024 net income group share post AT1 cost, including fully phased run rate synergies and excluding restructuring costs, divided by average tangible shareholders’ equity. (3) Calculated as the incremental 2024 net income for Societe Generale divided by allocated capital from Societe Generale standpoint defined as 11% of incremental RWA consolidated under Basel III plus created goodwill and intangibles at Societe Generale minus recognised minority interests & other effects. ROI at ~14% under Basel IV. (4) Q3 2021 pro forma.
**ENVISAGED TRANSACTION TIMETABLE**

### MOU SIGNING TO CLOSING

- **JAN/FEB 2022**
  - Start of works council consultations

- **FEB/MAR 2022**
  - Filing of transaction with competition and regulatory authorities

- **JAN 2022**
  - MoU signing

### INTEGRATION

- **Q2/Q4 2022**
  - Constitution of workshops to start to work on targeted organisation

- **Q4 2022**
  - Launch and completion of ALD rights issue

- **H2 2022**
  - Regulatory approvals received

### TARGET OPERATING MODEL

- **2023 & 2024**
  - Interim period with tactical integration
  - Objective to complete integration in the 12 main countries within 18 months
  - Focus on synergies realisation

- **2025 onwards**
  - Transition towards the target operating model for NewALD
  - Implementation and stabilisation of IT and operational processes

---

**INTEGRATION TARGET OPERATING MODEL**

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**TARGET OPERATING MODEL**

- **2025 onwards**
  - Transition towards the target operating model for NewALD
  - Implementation and stabilisation of IT and operational processes
KEY MESSAGES
KEY MESSAGES

1. Exceptional opportunity to create a global leader in an exciting growth industry with high profitability

2. Optimal structure creating significant value for ALD and Societe Generale shareholders

3. Reinforcement of Societe Generale leadership in ESG transition and digital transformation

4. Enhancement of Societe Generale business model delivering profitable growth while maintaining a disciplined cost and capital management as well as an attractive distribution policy
AN ACCELERATED SHIFT TOWARDS “MOBILITY AS A SERVICE”

NEW ADDRESSABLE DEMAND ARISING IN THE MOBILITY ECOSYSTEM

- PRIVATE INDIVIDUALS
- SMEs
- CORPORATES

INCREASING PRODUCTS & SERVICES BREADTH

- DIGITAL SERVICES
- INSURANCE
- MAINTENANCE / REPAIR
- CAR FINANCING

FUTURE

- LIGHT COMMERCIAL VEHICLES
- EMPLOYEES (B2B2E)
- MOBILITY BUDGET MANAGEMENT
- LAST MILE DELIVERY
- MOBILITY AS A SERVICE
- MULTI-CYCLE LEASE
- SHARED MOBILITY

(1) LCV is already a current offering, but is strongly expected to increase in the future.

Fully digital product and services
LEASEPLAN TODAY

SOLID ATTRIBUTES

- **1.8m**(1) vehicles serving corporate & retail clients
- **Worldwide presence** with operations in 29 countries
- Coverage of the full client scope, **leading on B2B clients** and **last mile delivery**
- Experienced management team
- **Innovative and digital mindset**

DIVERSIFIED GEOGRAPHIC MIX

<table>
<thead>
<tr>
<th>Country</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Germany</td>
<td>11%</td>
</tr>
<tr>
<td>UK</td>
<td>11%</td>
</tr>
<tr>
<td>Spain</td>
<td>8%</td>
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<td>6%</td>
</tr>
<tr>
<td>Germany</td>
<td>11%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
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</table>

(1) LeasePlan fleet pro forma for Australia and New Zealand sale (~100k fleet). (2) Based on LeasePlan reported figures, as of 9m 2021. (3) Including cost of risk. (4) EUR 548m underlying net income for 9M 21 from continued operation, net of AT1 costs, and computed on a 12 months basis. (5) Computed as the sum of LeasePlan amounts receivable under finance lease, operating lease and rental fleet.

STRONG FINANCIAL METRICS**(2)**

- **1.8 M**
  TOTAL FLEET**(1)**
- **EUR 1.9bn**
  GROSS PROFIT**(3)**
- **EUR 0.7bn**
  NET INCOME**(4)**
- 58%
  COST/INCOME RATIO**(3)**
- **EUR 10.5bn**
  DEPOSITS**(1)**
- **EUR 21.5bn**
  EARNING ASSETS**(5)**
# Building a Strong Combined Financial Profile

As of 9M 2021, unless stated otherwise

<table>
<thead>
<tr>
<th></th>
<th>ALD</th>
<th>LeasePlan</th>
<th>“NEWALD”</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Fleet</strong></td>
<td>1.7 M</td>
<td>1.8 M</td>
<td>3.5 M</td>
</tr>
<tr>
<td><strong>Gross profit</strong></td>
<td>EUR 1.7bn</td>
<td>EUR 1.9bn</td>
<td>EUR 3.7bn</td>
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<tr>
<td><strong>Net income</strong></td>
<td>EUR 0.8bn</td>
<td>EUR 0.7bn(4)</td>
<td>EUR 1.5bn</td>
</tr>
<tr>
<td><strong>Cost / income ratio</strong></td>
<td>48%</td>
<td>58%</td>
<td>53%</td>
</tr>
<tr>
<td><strong>Earning assets</strong></td>
<td>EUR 21.6bn(6)</td>
<td>EUR 21.5bn(7)</td>
<td>EUR 43.1bn</td>
</tr>
</tbody>
</table>

(1) Figures are pro-forma for the divestment of LeasePlan Australia and New Zealand. (2) Annualized. (3) Excluding cost of risk. (4) Underlying net income from continued operations, post AT1 cost. (5) Computed as: Total overheads / Gross margin (excluding used car sales result and cost of risk). (6) As of Jun’21. (7) Computed as the sum of LeasePlan amounts receivable under finance lease, operating lease and rental fleet.