SUSTAINABLE AND RESPONSIBLE BANKING

November 2022
CONTENTS

1
APPROACH TO SUSTAINABILITY
› p.3

2
CLIMATE & ENVIRONMENTAL TRANSITION
› p.12

3
POSITIVE LOCAL IMPACT ON COMMUNITIES
› p.19

4
RESPONSIBLE EMPLOYER
› p.28

5
CULTURE OF RESPONSIBILITY
› p.35

6
CORPORATE GOVERNANCE
› p.44

7
APPENDICES
› p.50
1. APPROACH TO SUSTAINABILITY
OUR PURPOSE IN ACTION TO SHAPE THE BANK OF THE FUTURE

"Building together, with our clients, a better and sustainable future through responsible and innovative financial solutions"

BE THE PREFERRED BANK OF OUR CLIENTS

BE A LEADER IN RESPONSIBLE BANKING AND SUSTAINABLE FINANCE

BE A TRULY DIGITAL & DATA-DRIVEN COMPANY
WELL RECOGNISED LEADERSHIP IN SUSTAINABILITY

Awards & Ratings

- Bank of the Year for Sustainability
- Euromoney Awards for Excellence 2022: Global Best Bank Transition Strategy
- Moody’s ESG TOP 1%
- MSCI ESG Research AAA

League Tables & Rankings

- #1 Project Finance Advisory
- #4 Global Renewable Energy Project Finance
- #1 Sustainable Export Finance
- #1 Export Finance in Africa
- #3 Green, Social, Sustainability Bonds in EMEA EUR
- #1 in the Top 20 Clean Energy Lead Arrangers by deal value

Ambitious 2025 targets

- EUR 300bn Sustainable Finance 2022-25
- -50% Cut own CO2 emissions 2019-2030
- 30% Women in Group management bodies
- ESG training offered to 100% staff

(1) IJ Global League Tables FY2021  (2) Dealogic FY2021  (3) TXF FY2021  (4) Clean Energy Pipeline 2020 League Table
A RENEWED CSR AMBITION TO FACE THE NEW PARADIGM

URGENCY TO ACT

Climate disruption, as clearly stated by the scientific community
A planet with limited resources

Evolving perception of the bank’s role, with stronger expectations coming from our stakeholders

A COMPLEX SUBJECT, WHICH REQUIRES A MAJOR TRANSITION

Economies mainly reliant on fossil fuel energy, which need to shift progressively towards greener energies

Reducing energy use will be key, with new solutions and a switch from ownership to optimised usage

With the necessity to ensure a fair and inclusive transition

WE NEED TO ADAPT

A duty and an opportunity

Our corporate purpose
Building together, with our clients, a better and sustainable future through responsible and innovative financial solutions

Our values
Innovation
Team Spirit
Commitment
Responsibility

Our expertise
Our ability to provide a large range of technical expertise, skills and ability in our activities and core sectors

A CSR ambition built on 4 strategic pillars
A CSR AMBITION BUILT ON 4 STRATEGIC PILLARS

2 pillars linked to our activities...

1 | ENVIRONMENTAL TRANSITION
Accompany our clients in their transition
With innovative solutions to support their evolving needs
Contribute to the preservation of biodiversity and the development of a circular economy
While aligning our portfolios with carbon-neutral trajectories

2 | POSITIVE LOCAL IMPACT
Support economic and societal transformation at a local level
• Financing infrastructure
• Supporting local players, SMEs and entrepreneurs
Be at the forefront of the transition towards sustainable mobility
Develop our social and inclusive offer

3 | RESPONSIBLE EMPLOYER
Offer an attractive, inclusive and engaging working environment
• Act for professional equality, diversity and inclusion
• Develop skills and employability, support staff mobility
• Attract and retain talent
• Ensure quality of life in the workplace

4 | CULTURE OF RESPONSIBILITY
A requirement for ethical and responsible conduct of the group’s activities
Robust management of our environmental & social risks, ensuring respect of our commitments in terms of human rights, climate and biodiversity
A governance integrating sustainability at the highest level

...supported by 2 pillars for a responsible bank

TRANSFORM OUR GROUP
1. Raise awareness and train our staff
2. Reinvent our business
3. Execute our operationalisation programme « ESG by Design »
A LONG-TERM SUSTAINABILITY JOURNEY

- EXPANSION OF EXPERTISE
  - ACROSS PRODUCTS AND GEOGRAPHIES

- AWARENESS BOOST
  - EXTENSIVE TRAINING PROGRAMME

- EMBED ESG
  - "ESG BY DESIGN" OPERATIONAL & DATA ROADMAP
  - COMMUNITY ESG CHAMPIONS
  - TOOLS FOR BUSINESS LINES TO BECOME AUTONOMOUS ON ESG
  - STRENGTHENED ESG GOVERNANCE

RETHINKING MANDATES: POSITIVE IMPACT BY DESIGN

EXPERT TEAMS, IN CONSTANT ADAPTATION
1. RAISE AWARENESS AND TRAIN OUR STAFF

Different levels of expertise, from beginner to expert

Various formats: videos, conferences, MOOCs, workshops, masterclass, podcasts

6 areas of expertise: CSR basics, ESG risks & analysis, environment & energy transition, sustainable IT, sustainable finance and sustainable investment

GROW CSR CULTURE AND EXPERTISE

Offering nearly **100 training and awareness modules**

ESG training offered to **100%** staff by end 2025

Objective to engage **30%** of staff in Climate Fresk workshops by end 2024
2. REINVENT OUR BUSINESS

RETAIL & INSURANCE
Expand our sustainable & socially responsible offer, leveraging regional presence

- Expansion of ESG financing and savings offer in our retail banks and insurance
- Deployment of local ESG expert teams for SMEs across geographies
- Building of ecosystems of expertise to support clients

WHOLESALE
Adapt & shift our offer to accompany our clients in their transitions & pioneer innovative ESG solutions

- Alignment of credit portfolios and shift of offers across sectorial value chains and new business models to foster decarbonisation
- Extension of transversal training programme, accompaniment of emerging leaders and support of client sustainability journey
- Development of impact-based finance and continuation of leading roles in sector alliances

MOBILITY
Drive the mobility revolution

- Leading the transition towards sustainable mobility, and particularly electric vehicles
- Expansion of consultancy to best accompany clients in sustainable mobility
- Strengthening partnerships with key players in e-mobility
3. EXECUTE OUR OPERATIONALISATION PROGRAMME “ESG BY DESIGN”

Implement our transformation by embedding ESG in our processes and operations, as well as in the monitoring of our Environmental & Social commitments

MEET REGULATION & EXTERNAL COMMITMENTS

Ensure obligations towards regulators/supervisors (e.g., ECB, EBA) and other commitments made by the bank (e.g., sectorial policies, NZBA) are met and operationally implemented throughout the Group

OPERATIONALIZE ESG STRATEGY

Enable the ESG strategy, incl. define & establish RACI, structure processes, oversee tools and architecture global consistency and the ability to leverage and report data

FOSTER EFFICIENCY

Industrialise solutions globally

Set the infrastructure to reduce time to market at best-in-class cost

BE BUSINESS & CLIENT CENTRIC

Consider impact of initiatives on business and client satisfaction when operationalising the ESG strategy
CLIMATE AND ENVIRONMENTAL TRANSITION
## 20 Years Commitment to the Environmental Transition

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<tbody>
<tr>
<td></td>
<td>CDP, Equator Principles and soft commodities compact</td>
<td>ICMA green bond principles</td>
<td>Hydrogen council</td>
<td>Steel climate-aligned finance working group</td>
<td>Sustainable steel principles</td>
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<td></td>
<td>Katowice commitment</td>
<td>Getting to zero coalition</td>
<td>Poseidon Principles</td>
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</table>

**Timeline:**
- 2001-2017
- 2018
- 2019
- 2020
- 2021
- 2022
PROACTIVELY MANAGING THE IMPACT OF BUSINESS ACTIVITIES (1/3)

GRADUALLY ALIGN OUR CREDIT PORTFOLIOS WITH TRAJECTORIES COMPATIBLE WITH A 1.5°C SCENARIO

KEY COMMITMENTS

<table>
<thead>
<tr>
<th><strong>UPSTREAM OIL AND GAS</strong></th>
<th><strong>COAL</strong></th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce exposure by 20% (2019 to 2025); Reduce scope 3 absolute emissions by 30% (2019 to 2030)</td>
<td>Reduce our exposure to coal to zero by 2030 in EU and OECD countries, and by 2040 elsewhere</td>
</tr>
</tbody>
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<table>
<thead>
<tr>
<th><strong>VEHICLE LEASING</strong></th>
<th><strong>POWER GENERATION</strong></th>
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<tbody>
<tr>
<td>Reduce the carbon intensity of ALD Automotive deliveries by 40% between 2019 and 2025</td>
<td>Reduce the carbon emissions intensity to 125 gCO2/kWh by 2030</td>
</tr>
</tbody>
</table>

> 40-50% corporate financed emissions already have targets set, representing ~10% of gross corporate commitments

Sectors to be aligned as per NZBA requirement

- **OIL AND GAS**
- **POWER GENERATION**
- **COAL**
- **SHIPPING**

**TARGETS COMMUNICATED**

- **2024 NZBA Deadline**

<table>
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<tr>
<th><strong>AUTOMOTIVE</strong></th>
<th><strong>STEEL</strong></th>
<th><strong>REAL ESTATE</strong></th>
<th><strong>AGRICULTURE</strong></th>
<th><strong>ALUMINIUM</strong></th>
<th><strong>AVIATION</strong></th>
<th><strong>CEMENT</strong></th>
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Sectorial working groups with active role by SG
PROACTIVELY MANAGING THE IMPACT OF BUSINESS ACTIVITIES (2/3)

CLIMATE COMMITMENTS IN TERMS OF SECTORAL POLICIES

9 policies in the most sensitive industries

- Industrial Agriculture and forestry
- Dams and hydroelectric power
- Thermal power stations
- Ships
- Civilian nuclear power
- Thermal coal
- Defense
- Mining
- Oil and gas

3 environmental and social positions

- BIODIVERSITY
- CLIMATE
- HUMAN RIGHTS
PROACTIVELY MANAGING THE IMPACT OF BUSINESS ACTIVITIES (3/3)

-50% REDUCTION OF CO2 EMISSIONS TIED TO THE GROUP’S ACTIVITY BETWEEN 2019 AND 2030

<table>
<thead>
<tr>
<th>Year</th>
<th>CO2 Emissions (KTCO2e)</th>
</tr>
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<tbody>
<tr>
<td>2019</td>
<td>257</td>
</tr>
<tr>
<td>2020</td>
<td>197</td>
</tr>
</tbody>
</table>

Note. Restated 2019>2021 figures to exclude emissions associated with activities conducted in Russia (SG STRAKHOVANIE ZHIZNI LLC (SG Insurance Russia), ROSBANK and RUSFINANCE).

Breakdown of the Group’s direct CO2 emissions

Internal carbon tax, an innovative mechanism in place since 2011

Sums collected are redistributed at the annual internal Environmental Efficiency Awards
ACCELERATED TRANSITION TIMELINES

**COAL**
- **TOWARDS A COMPLETE EXIT FROM COAL**
  - **2016**: ZERO FINANCING of coal mines and associated infrastructure
  - **2020**: IMMEDIATE CONDITIONS: ceased to offer products and services (unless dedicated to energy transition), to companies whose revenues in thermal coal are >25% and which do not have an exit strategy from the sector, and those developing new thermal coal projects
  - **2021**: FROM END-2021:
    - all clients with mining and power assets defined and communicated a transition plan aligned with SG’s 2030/2040 thermal coal phase-out objective
    - IMMEDIATE CONDITIONS: FROM END-2021
  - **2040**: ZERO EXPOSURE to thermal coal worldwide in OECD and EU countries

**OIL & GAS**
- **GRADUAL REDUCTION OF EXPOSURE TO OIL AND GAS EXTRACTION SECTOR**
  - **2017**: NO NEW FINANCING of Arctic oil or oil sands
  - **2021**: FURTHER REDUCING EXPOSURE to shale oil and gas, oil sands, extra heavy crude oil, Arctic oil, Ecuadorian Amazon oil LNG in north America: no new mandates for new production projects
  - **2023**: FULL EXIT OF US RESERVE-BASED LENDING to onshore shale oil & gas
  - **2025**: -20% EXPOSURE TO OIL AND GAS EXTRACTION SECTOR vs 2019 (vs a previous target at -10%)
  - **2030**: -30% SCOPE 3 ABSOLUTE EMISSIONS vs 2019

**SOCIETE GENERALE**
Implementing a standard, called PACTA for Banks, which is open source and available for all to use: joint publication of a methodology in 2020, with the Katowice Banks and 2DII

OBJECTIVE:
- Select indicators that are enablers of the transition and which help us to accompany clients towards lower carbon practices
- Provide a methodology on which to set credible targets and steer a portfolio

HOW DOES IT WORK?
- Identifies the technology shift needed in specific sectors to slow global warming
- Draws on climate scenarios and the related transition pathways that are developed by independent parties such as the IEA
- Measures the needed technology against the actual technology clients are using, or plan to use in the future

SOCIETE GENERALE, APPLYING THE PACTA METHODOLOGY, HAS SET COAL, OIL & GAS COMMITMENTS MORE AMBITIOUS THAN THE NZE SCENARIO
3 POSITIVE LOCAL IMPACT
Help our customers develop their positive impact activities

- Structuring of social bonds and sustainability-linked bonds with social KPI
- Expansion of ESG Sustainable savings and Investment offer: first bank to offer 100% SRI open architecture savings
- Charity notes through Global Markets platform, SG Positive Impact Notes and Research (thematic/ integration of social factors in analysis)
- Private Banking advisory offer

Support local economies

- Financing SMEs to support local economies and jobs
- Financing local authorities, hospitals, social housing…
- Financing social infrastructure, access to transportation, clean energy, notably in Africa

Social sustainable and positive impact finance: **EUR 5.9BN** in 2021
CATALYSING POSITIVE SOCIETAL AND ECONOMIC IMPACT

Positive local impact worldwide

- Building ecosystems of expertise to support clients
- Developing partnerships with local actors (entrepreneurs, CEO..) and with the academic world (“Conseil des sages”)
- Designing regional energy transition strategies adapted to local territories (including support to regional industry relocation plans, accompany supply chain)
- Pushing innovation and designing new social financing solutions (Social Securitization, Social Impact Solution/Impact based finance…)
- Aiming to support the emergence of the circular economy: new skills for new professions that are emerging

Vision 25 opportunity

- A catalyst for the economic transition of the regions
- Deployment of local ESG expert teams dedicated to SMEs
- Free availability of closed retail branches for local charities

Vision 25 is a unique opportunity to position our retail bank as a key ESG actor
RESPONDING TO THE CHANGING NEEDS OF INDIVIDUALS

**Mobility**

“Expresso Auto Loan” to finance hybrid and electric vehicles

**Financing / Loans**

“Sustainable Development Loan”, and “Expresso Sustainable Development” for buying residential energy renovation equipment / work

**Savings**

New Generation of Savings (Nouvelle génération d’épargne) that is 100% responsible in open architecture: 8 environment funds and 12 SRI funds

LUMO: responsible investing through crowdfunding platform

Solidarity Savings Service: portion of interest earned from a savings account paid to partnering non-profit organizations

“SG Solidarity” fund, with 50% of income paid to non-profit organizations

**Insurance**

“Green” auto insurance, with subsidized rates for electric and hybrid vehicles

“Environment” insurance package covering “green” installations

**Payment**

“Charity Collection” cards pay 0.05€ per payment to a chosen non-profit organization

**Retail Customers**
DEVELOPING OUR SOCIAL AND INCLUSIVE OFFER

FINANCIALLY FRAGILE

- ‘Généri’s dedicated banking package with adapted payment methods: 56k clients at end 2021
- Support for Ukrainian refugees: humanitarian contribution from KB (CZK 2,000 when arranging the account), free account management, free payments to Ukraine and free withdrawals
- Dedicated training for bank advisors in contact with financially fragile clients

INCLUSIVE OFFERS

- AERAS Agreement: supports people with serious health risks secure insurance and loans
- New product ‘Kapsul’, adapting to evolving client demand for greater independence, whilst requiring no revenue conditions: EUR 2 per month for full banking service, +45% customers in 2021 vs. 2019
- #1 distributor of the state-guaranteed student loan, through partnership with BPI France
- ‘Cristal Solidarité’: First structured product with a charitable dimension, launched 2018

MICROFINANCE

- Partnership with ADIE, a non-profit promoting the right to economic initiative since 2006
  In France in 2021: EUR 18.3m in credit lines in 2021 (+24% vs 2020)
  Overseas in 2021: EUR 4.3m credit lines in 2021 (+10% vs 2020)
- Africa: EUR 102m exposure to microfinance institutions in 2021 and target to double outstanding loans to microfinance organisations by 2022 vs 2018 (+85% at Q4 21)

FINANCIAL EDUCATION

- Dedicated webpages for French retail clients in financial difficulty offering information, advice, financial simulations
- SoGé Banky account: a new offer in Morocco for parents and children, it can be used by parents to acquaint their children with the notion of financial autonomy, at a low cost, with no risk and while keeping control of the account at all times
- Volunteer programmes in UK and Romania working with children, (eg online maths lessons for abandoned children in Romania) and in France supporting refugees with CV writing
LEVERAGING HISTORICAL PRESENCE TO CONTRIBUTE TO SUSTAINABLE DEVELOPMENT OF AFRICA

With a presence in 17 African countries, SG is ideally positioned to contribute to scaleable solutions

**SUPPORT FOR AFRICAN SMEs**
- Creation of local “SME Centres” bringing together public and private stakeholders: 8 now opened
- Double outstanding loans to African SMEs 2020-2025 (EUR 400m in 2020)

**INNOVATIVE FINANCING**
- Development of alternative banking models committed to strengthening its support for agricultural sector
- Supporting energy inclusion, including in unconnected rural areas

**INFRASCTRUCTURE FINANCING**
- Four areas of focus: energy, transport, water and waste management and sustainable cities
- Increase financial commitments related to structured finance in Africa by 20%, 2021-2025
- Partner to the Africa Infrastructure Fellowship Programme

**FINANCIAL INCLUSION**
- Offering services that promote people's development through financial inclusion
- Double outstanding loans to microfinance organisations by 2022: +85% at 4Q21

Africa Best Bank for Sustainable Finance

Best SME bank in Africa
**SUSTAINABLE MOBILITY: 2025 ESG STRATEGY AND SCORECARD**

**SHAPING THE FUTURE OF SUSTAINABLE MOBILITY**

- **30% Electric Vehicles in ALD deliveries** (27% end-21)
- **-40% on carbon intensity of ALD Automotive deliveries** (1) vs 2019 (-15% end-21)

- A low emission fleet - Powertrain shift, electrification
- New types of usage - Sharing, Mobility as a Service, Flex
- Safety – Training & policy advice

**BEING A COMMITTED AND RESPONSIBLE EMPLOYER**

- **80% Employee engagement rate** (76% end-21)
- **35% women in management bodies** (2) (~35% end-21)

- Towards a sharper & stronger digital mindset and inclusive culture
- Employee engagement
- Social commitment

**IMPLEMENTING RESPONSIBLE BUSINESS CULTURE & PRACTICES**

- **NPS (3) >40%** (31% end-21)
- **ESG embedded in 100% policies, processes, controls with external stakeholders**
  - Ethics and governance
  - Responsible purchasing
  - Customer satisfaction

**REDUCING INTERNAL ENVIRONMENTAL FOOTPRINT**

- **-30% internal emissions vs. 2019** (-43% end-21)

- Carbon reduction programme

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(1) Average emissions on passenger cars for EU + Norway + UK + Switzerland (CO₂ in g/km (NEDC norm))
(2) Executive Committee and Management Committee of ALD SA (holding) + Operating Board + Chief Executive Officers and local Management Committees of Group entities internationally
(3) Net Promoter Score. Measure of client satisfaction (on fleet managers and drivers) defined as difference between % of promoters and detractors. Measure is updated annually. 2019 NPS was at 36% (next results to be published in November 2020)
SUSTAINABLE MOBILITY: ALD AHEAD OF MOVE 2025 OBJECTIVES

EVs represented 30% of passenger car deliveries in Q4 21 (EU+)
- 27% during FY 2021
- Reaching 2025 target ahead of time

ALD Electric offer (including charging) in 22 markets
- New preferred partnerships with key players in e-mobility

Positive impact of electrification on CO2 emissions
- Rapid decrease in CO2 emissions of new deliveries

2022 Outlook
- EV share of passenger car deliveries >30% (EU+)
- ALD Electric offer in 30+ markets
- Proposed acquisition of LeasePlan by ALD: a step change towards creating a leading player of sustainable mobility solutions

Notes:
1. EU+: European Union + UK, Norway, Switzerland
2. EV: Battery Electric Vehicles (BEVs), Plug-in Hybrids (PHEVs), Fuel Cell (FCEV)
3. Other Green: Full Hybrids (HEVs)
4. Other: Gas, Flex Fuel, Mild Hybrids, other
5. New European Driving Cycle. Vast majority of markets reporting under WLTP (Worldwide harmonized Light vehicles Test Procedure) standard (vs NEDC) in 2021
BUILDING ECOSYSTEMS OF INNOVATION

LaVilleE+ launched from SG’s Internal Start-Up Programme: building an ecosystem of partners needed to collaborate to build tomorrow’s cities

**Equity investment in impact rating agency Impak Finance**, with a commercial partnership to scale-up E&S assessment of corporate clients

**Equity investment in greentech EcoTree**, supporting biodiversity solutions

**Acquisition of Lumo, a participatory investment platform** which allows individuals and businesses to finance projects with positive impact, useful for the ecological transition

**Partnership with Carbo**, supporting our French corporate and retail clients to measure their carbon footprint

**100% acquisition by KB of Enviros**, an ESG consultancy company, to support KB’s expansion in environmental advisory

**Equity investment in Skipr, a Mobility-as-a-Service startup**

We launched in October 2022 our new edition of the Global Markets Incubator. The new cohort will be dedicated to startups that are developing solutions delivering a positive impact on the financial industry and society.
5 KEY HR PRIORITIES

Staying attentive to the quality of life in the workplace, diversity, and professional development of our teams are essential factors to encourage employee engagement and improve performance.

Five top priorities to drive our ambition in line with the HR strategy

1. CORPORATE CULTURE AND ETHICS PRINCIPLES
   Promote the highest standards of culture and conduct and apply an appropriate sanctions policy

2. PROFESSIONS AND SKILLS
   Attract, integrate and develop the potential of each employee through training and internal mobility. Creating a more flexible work organization.

3. PERFORMANCE AND COMPENSATION
   Propose competitive and responsible compensation and benefits schemes

4. DIVERSITY AND INCLUSION
   Increase the diversity of our teams, ensuring that each employee is treated fairly and feels comfortable expressing their difference

5. OCCUPATIONAL HEALTH AND SAFETY
   Ensure quality of work life and prevention of psychosocial risks, esp. in teams involved in transformation and development projects

Key goals

100% Business/Service Units have set up a robust Culture & Conduct management system

ESG training offered to 100% staff by 2025

Implement necessary actions to eliminate gender wage gap by 2025

30% women in Group management bodies by 2023

100% of transformation and development projects incorporate psychosocial risk prevention measures
GROUP PLEDGE FOR DIVERSITY

GROUP OBJECTIVE

**30% women** in Group management bodies by 2023

Implement necessary actions to **eliminate gender wage gap** by 2025

**ACTION LEVERS**

Regular monitoring by the Board

Diversity objectives for each member of the Management Committee from 2021

Gender Pay Gap actions

Diversity action plan with quantified objectives specific to each business/service unit

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<th>KEY FIGURES IN 2021:</th>
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<tr>
<td><strong>SHARE OF WOMEN</strong></td>
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<tr>
<td>Board of Directors 42% Eq vs 2020</td>
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<tr>
<td>General Management 33% Group level, +16% vs 2020</td>
</tr>
<tr>
<td><strong>STRATEGIC COMMITTEE</strong> 23% Group level – Top 30, -1% vs. 2020</td>
</tr>
<tr>
<td><strong>MANAGEMENT COMMITTEE</strong> 26% Group level – Top 60, -2% vs. 2020</td>
</tr>
<tr>
<td><strong>KEY GROUP POSITIONS</strong> 25% Group level – Top 160, +5% vs. 2020</td>
</tr>
<tr>
<td><strong>“AMBASSADORS”</strong> 37% Group level – Top 1400, +11% vs. 2020</td>
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<th>SHARE OF NON-FRENCH</th>
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<tr>
<td><strong>“AMBASSADORS”</strong> 30%</td>
</tr>
<tr>
<td>Group level – Top 1400, +9% vs. 2020</td>
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<tr>
<td><strong>KEY GROUP POSITIONS</strong> 26% Group level – Top 160, +4% in 2020</td>
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**CORRECTING PAY GAPS**

Group level, 2019-2022 EUR 10m
Amount allocated to fight unjustified pay gaps, in France

Amount allocated for 2023 EUR 3.5m
France Level, vs EUR 2m in 2021
# Scorecard of Key Figures in 2021

## Evolution of Professions

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
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<tbody>
<tr>
<td>Students working for SG</td>
<td>10,211</td>
</tr>
<tr>
<td>Average hours of training</td>
<td>26.0</td>
</tr>
<tr>
<td>Corporate University Programmes</td>
<td>317</td>
</tr>
<tr>
<td>Group internal mobility rate</td>
<td>14%</td>
</tr>
<tr>
<td>Number of job cuts announced</td>
<td>1,616</td>
</tr>
<tr>
<td>Voluntary turnover rate</td>
<td>9.4%</td>
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*Excl. Russia and India 5.3% in 2020

## Performance and Compensation

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<thead>
<tr>
<th>Category</th>
<th>Value</th>
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<tbody>
<tr>
<td>Share of capital held by employees</td>
<td>6.7%</td>
</tr>
<tr>
<td>Share of voting rights of employees</td>
<td>11.9%</td>
</tr>
<tr>
<td>Employees who are shareholders</td>
<td>82,000</td>
</tr>
<tr>
<td>CEO comp. Ratio with median salary</td>
<td>45:1</td>
</tr>
<tr>
<td>CEO comp. Ratio with average salary</td>
<td>63:1</td>
</tr>
<tr>
<td>Employer contribution and profit sharing</td>
<td>63</td>
</tr>
</tbody>
</table>

*Amount in EURm - Société Générale SA France – vs 76 in 2020

## Corporate Culture

<table>
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<tr>
<th>Category</th>
<th>Value</th>
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<tbody>
<tr>
<td>Workforce covered by collective agreement</td>
<td>100%</td>
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<tr>
<td>Employee commitment score</td>
<td>66%</td>
</tr>
<tr>
<td>Employees proud to work for SG</td>
<td>76%</td>
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## Business Ethics

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## Health and Safety

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<th>Category</th>
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<tbody>
<tr>
<td>Employees with social protection</td>
<td>100%</td>
</tr>
<tr>
<td>Overall absenteeism rate</td>
<td>3.5%</td>
</tr>
</tbody>
</table>

## Philanthropy

<table>
<thead>
<tr>
<th>Category</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Annual donation for projects</td>
<td>EUR 4.4m</td>
</tr>
</tbody>
</table>
CONTINUING TO APPLY RESPONSIBLE COMPENSATION PRACTICES

EXECUTIVE MANAGEMENT

CSR performance condition 20% of the award, of which:
- ½ Energy transition financing
- ½ Positioning within the extra-financial ratings (S&P Global CSA, Sustainalytics & MSCI)

For Executive Management:
- 20% CSR criteria

EXECUTIVE MANAGEMENT & MANAGEMENT COMMITTEE

For all, alignment with collective Group targets:
- Sustainable Finance KPI
- Client Satisfaction: Net Promoter Score
- Employee Commitment Rate
- Diversity in the main managerial circles
- Financial performance

ALL STAFF

Taken into account in annual performance:
- Values and Behaviours & Compliance and Conduct, as KPI for all employees
- In France, for Societe Generale SA, part of the profit-sharing incentives linked to CSR performance
Variable remuneration

Based on financial objectives (60%) and qualitative objectives (40%)

- Maximum 135% of fixed remuneration for the CEO and 115% for the D-CEOs
- Partly indexed to SG share, conditional and deferred for 3 years, in compliance with European standards

<table>
<thead>
<tr>
<th>Financial targets - 60%</th>
<th>Indicators</th>
<th>Weight</th>
<th>Weight</th>
</tr>
</thead>
<tbody>
<tr>
<td>For the Group</td>
<td>ROTE</td>
<td>20.0%</td>
<td>12.0%</td>
</tr>
<tr>
<td></td>
<td>CET1 ratio</td>
<td>20.0%</td>
<td>12.0%</td>
</tr>
<tr>
<td></td>
<td>CA ratio</td>
<td>70.0%</td>
<td>12.0%</td>
</tr>
<tr>
<td>Individual results</td>
<td>GCI</td>
<td>8.0%</td>
<td>8.0%</td>
</tr>
<tr>
<td></td>
<td>CA ratio</td>
<td>8.0%</td>
<td>8.0%</td>
</tr>
<tr>
<td></td>
<td>RONE</td>
<td>8.0%</td>
<td>8.0%</td>
</tr>
<tr>
<td>TOTAL FINANCIAL TARGETS</td>
<td></td>
<td>60.0%</td>
<td>60.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-financial targets - 40%</th>
<th>Criteria</th>
<th>Proportion of the unvested award</th>
<th>Trigger level</th>
<th>Cap</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR</td>
<td>Relative performance of the Société Générale share</td>
<td>80%</td>
<td>Positioning ranked 6th in Panel</td>
<td>50%</td>
</tr>
<tr>
<td>Positioning in the extra-financial ratings</td>
<td>10%</td>
<td>EUR 200 billion raised for the energy and environmental transition</td>
<td>75%</td>
<td></td>
</tr>
<tr>
<td>Two positioning criteria are checked</td>
<td>10%</td>
<td>EUR 250 billion raised for the energy and environmental transition</td>
<td>100%</td>
<td></td>
</tr>
<tr>
<td>Three positioning criteria are checked</td>
<td>10%</td>
<td>Performance</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

Total variable compensation capped at twice the amount of fixed compensation

Long Term Incentives

Designed to associate executive managers with the Group’s long-term performance and align their interests with those of shareholders

- 80% on Total Shareholder Return and 20% on CSR criteria
- Maximum 135% of fixed remuneration for the CEO and 115% for the D-CEOs
- Entirely conditional and deferred for 7 years
Key changes introduced in 2022:

- Terms for defining annual variable remuneration for Chief Executive Officers:
  - The structure of the non-financial criteria has been simplified, with a special focus on CSR criteria representing 50% of the non-financial part. For the selected criteria, transparency, clarity and measurability have been improved to meet stakeholder expectations.
  - Given the change in governance that was announced at the end of 2021 and has come into force since 17 January 2022, the financial criteria for the Chief Executive Officer will be exclusively Group-level criteria.
5 Culture of Responsibility
CULTURE & CONDUCT: MULTI-PRONGED APPROACH

GOVERNANCE
- Culture & Conduct “C&C” topics reporting to CEO and the Board
- From January 2021, steering of C&C taken over by HR and Compliance departments, with C&C relays and sponsors at each Business and Service Unit to ensure full BU SU ownership of C&C matters on a day-to-day basis
- This new governance follows a 3 year C&C programme which ended in 2020, based on 3 main objectives: accelerate SG’s cultural transformation; achieve the highest standards of quality of service, integrity and behaviour; make SGs culture a differentiating factor

CODE OF CONDUCT
- The Board formally endorsed the updated Code of Conduct in 2016, last update was in December 2019.
- Complemented by Anti-Corruption and Anti-Bribery Code since 2017 (updated in 2021)
- 97% of all staff have validated annual code of conduct training end-2021.

CONDUCT RISK MANAGEMENT
- Embedding conduct risk into overall Group risk management framework
- Role and Responsibilities of LOD2 defined and LOD3 implemented

DASHBOARD
- Annual dashboard for Board and General Management with 6 conduct and 8 culture indicators covering regulatory training, compliance dysfunctions, operational losses resulting from misconduct, sanctions and compensation reviews, results of employee barometers

CULTURAL TRANSFORMATION
- Alignment of HR processes, including sanctions, evaluation and compensation, recruitment and induction, talent development
- Tools to support and encourage appropriate behaviours and an ethical approach
- Specific initiatives on speak-up, including a guidebook and integration of the concept in the annual employee barometer
- Strengthened whistleblowing tool
- Actions targeted at the C&C community: workshops, best practice and suggestions

COMMUNICATION AND AWARENESS
- All-staff communication plan
CONTRIBUTING TO NEW STANDARDS FOR OVER 15 YEARS (1/2)

As co-founder of major industry initiatives, we drive sustainable change.

- Founding member of the Positive Impact Finance initiative within the UNEP-FI
- Paris Agreement: SG commits to aligning its portfolio
- Long partnership with HEC Paris, as sponsor of the Energy & Finance Chair and a continuous commitment to Energy Transition research and thought leadership
- Signatory of the CDP, Equator Principles and the Soft Commodity Compact
- Founding signatory of the Poseidon Principles: decarbonising the shipping industry
- Among the 1st banks to publish TCFD climate disclosure
- Founding bank for UN Principles for Responsible Banking; joined Collective Commitment on Climate Action
- SG signs Sustainable IT Charter, committing to limit environmental impact of technology and support digital inclusion
- First bank to join the Investor Group of the Hydrogen Council
- First commercial bank to sign the CFO Principles on Integrated SDG Investments and Finance
- Societe Generale Assurances signs the “Principles for Responsible Investment” (PRI)
- SG one of the six largest French banks to agree a common goal in the unconventional hydrocarbons sector and the protection of biodiversity in protected areas
- SG joins the UNEP-FI Net-Zero Banking Alliance, as a founding member, and NZAO, to achieve carbon neutrality by 2050
- Joined as co-lead the Steel Climate-Aligned Finance Working Group to define decarbonisation standards for the steel sector
CONTINUING TO PIONEER IN 2022 (2/2)

Portfolio alignment

Committed to define decarbonisation standards for various sectors in Climate-Aligned Working groups:

- Co-lead of the Steel Working Group to define decarbonisation standards for the Steel sector along with five top banks
- One of the founding members of a climate-aligned finance framework to support aviation industry decarbonisation
- Co-lead & Co-founder of the Aluminium Working Group
- Co-lead of the Real Estate Working Group

Biodiversity

SG joins the corporate engagement program of the Science Based Targets Network in order to develop the Science Based Targets for Nature framework and accompany its clients towards a "positive nature" economy

Societe Generale Assurances and SG 29 Haussmann strengthen their commitment for the environment and the preservation of biodiversity by signing the “Finance for Biodiversity Pledge” and by adapting their investment policy regarding activities contributing to deforestation.

Publications of new SLB Q&A as an active participant of different ICMA Working Group on Impact Reporting, Climate Transition, Sustainability-Linked Bonds, Social Bonds, Secured Sustainable Bonds, Sustainable CP
SG A REGULAR ISSUER IN SUSTAINABLE & POSITIVE IMPACT FINANCE

SUPPORTING FINANCING OF GREEN AND SOCIAL ACTIVITIES

TOTAL SUSTAINABLE AND POSITIVE IMPACT BONDS ISSUED SINCE 2015: EUR 8.8BN

CONTINUE TO BE A REGULAR POSITIVE IMPACT BOND ISSUER

First Positive Impact Covered Bond
Set a new standard in market for Green mortgage covered bond

First Positive Impact Bond
Established a benchmark for transparency and traceability

Framework update
Reflect most recent market standards and SG’s E&S commitments

Publication of a new framework
Holistic approach
Enlarged scope of eligible assets
Alignment with EU taxonomy

First Positive Impact Covered Bond
Set a new standard in market for Green mortgage covered bond

Societe Generale EUR 500m 10NC5 Social Positive Impact
ALD EUR 500m 5-year Green Positive Impact Bond: Battery Electric vehicles (BEV)
Structured Positive Impact Notes: EUR 368m Green & EUR 144m Social

Societe Generale SFH EUR 1.5bn 5-year Green Positive Impact Covered Bond
Societe Generale EUR 1bn 6NC5 Social Positive Impact SNP Bond
Structured Positive Impact Notes: EUR 49m Green & EUR 137m Social

Societe Generale SFH EUR 1bn 10-year Green Positive Impact Covered Bond
Societe Generale EUR 80m 11NC10 Social Positive Impact SNP private placement
Societe Generale EUR 1bn 8NC7 Green Positive Impact SNP Bond: focus on renewable energy

Societe Generale SFH EUR 1bn 10-year Green Positive Impact Covered Bond
(CBI certified): refinancing home loans on carbon-efficient buildings

Societe Generale Taipei TWD 1.6bn Green Positive Impact Bond: renewables
ALD EUR 500m 4-year senior Green Positive Impact Bond (CBI certified): electric and hybrid vehicles
Societe Generale EUR 500m 5-year senior Green Positive Impact Bond: renewable energy (solar and wind)

Societe Generale EUR 500m 5-year senior Green Positive Impact Bond: renewables

TOTAL SUSTAINABLE AND POSITIVE IMPACT BONDS ISSUED SINCE 2015: EUR 8.8BN

(3) ALD has its own framework and associated reporting: https://www.aldautomotive.com/investors/information-and-publications/debt-investors#116011184-4-green-bond
MANAGING RISK RELATING TO CLIMATE CHANGE

PROCESS FOR MANAGING CLIMATE RISK:

Climate risk impact analysis:
- For the Group’s geographies of operation
- For our clients and our financing

Assessment of the sensitivity of a country or an economic sector to transition risk

Portfolio analyses and dedicated stress test exercises based on these aspects

SENSITIVITY TO TRANSITION RISK:

2021 sector breakdown of the group’s corporate portfolio (EAD): focus on the 7 sectors most sensitive to transition risk, accounting for 10.9% of the Group’s total credit portfolio

A Corporate Climate Vulnerability Indicator reinforces the credit analysis on the most exposed counterparties to transition risk.

(1) Incl Electricity (1.9%), (2) Incl Construction materials, (3) Incl Water transport (0.7%) and Building of ships, (4) Incl Air transport (0.4%) and Aircraft manufacturers
Societe Generale’s E&S risk management approach for business activities is based on 3 main steps and applied at client and/or transaction levels:

**E&S RISK IDENTIFICATION**

- Identifying whether the client’s activities or the transaction/service present a potential E&S risk.
- The identification step is aimed at verifying whether the counterparties or underlying activities are on the **E&S exclusion list** or the E&S identification list, or **covered by sector policies**
- The identification step also aims at documenting the applicable E&S framework/ due diligence process

**E&S ASSESSMENT**

- Assessing counterparties or transactions identified as presenting an E&S risk.
- E&S risk assessment is **performed by the business lines (for transactions) or relationship managers (for clients)** with support of E&S experts or CSR, analysing compliance with the criteria of the applicable E&S policy(ies), the severity of E&S controversies and the CSR maturity of the counterparties

**E&S ACTIONS**

- The E&S assessment can result in a **positive, conditional** (contractual conditions, action plans, restrictions) or **negative** E&S opinion
- **Mitigation actions** are proposed in proportion to the residual risk identified
- Opinions and proposed action plans are **reviewed by the 2nd line of defence**
The EU regulatory framework for cyber and data security is moving fast:

- the EU General Data Protection Regulation (“GDPR”) was introduced in May 2018 and improves data governance and protection.
- the Network and Information Security (“NIS”) Directive is currently being implemented across member states: it provides organisational and technical measures to increase the level of cyber security in the EU across essential sectors, including banking and finance. SG is already working on the potential impacts of the implementation of the second version of NIS (NIS 2).
- Future challenges are anticipated: the Digital operational resilience Act (DORA) will be implemented approximatively in two years from now, will shape the new landscape for ICT resilience and third-party provider management. SG has recently launched a global program on operational resilience including stream on compliance with DORA.

SG is constantly adapting to this challenging context with the ambition to leverage on those regulations to improve its own security.

Cyber security is monitored by the Board of Directors’ Risk Committee, which receives a quarterly IT and cyber dashboard.

The Group Risk Committee monitors quarterly the progress of the cyber security strategy.

Additional quarterly reporting to the ECB and local regulators.

Group CISO sets the Information Systems Security (ISS) strategy, ensuring policies are observed across the Bank. Development of two IT hubs in Africa in 2016, and dedicated local CISOs in Europe, Africa and Russia.

Computer Emergency Response Team “CERT” (the first of its kind to be registered by a French company in 2009) centralises and coordinates response to security incidents.

REDTEAM SG tests Group defense and response to targeted attacks, based on Threat Intelligence which goes far beyond classic penetration testing. The approach is aligned with the TIBER-EU Framework established by the ECB. At the end of each mission an action plan is established and followed in project mode.

Security policies aligned with international standards.

> 1000 full time employees involved in cyber security.

Mandatory training for all staff and external providers, in addition to special awareness actions, and specific training for cyber specialists (eg ISO 27005 certification, GIAC Advanced Smartphone Forensics, CISSP, CISM).
CYBER SECURITY STRATEGY BASED ON TWO PILLARS: PROTECTION AND EFFICIENCY

We work hand in hand with the business because we need them to make the right decisions.

Protect client data and our operations

We reinforce our infrastructure because attackers exploit widespread vulnerabilities and use known propagation mechanisms.

Prepared for a crisis of great magnitude because this type of scenario is increasingly probable and nobody is safe from cyber threat.

We apply a unified security model to break silos, accelerate our delivery, and reduce costs.

Improve operational efficiency

We make our activity attractive to retain and attract our cybersecurity talents.

We optimise our costs to reinforce run.

EUR 650M INVESTMENT IN SECURITY 2021-2023
CORPORATE GOVERNANCE
## SNAPSHOT OF SG BOARD

### Key changes in 2021:
- Addition of 1 new seat representing shareholder employees: elected by shareholder employees and appointed at AGM
- Appointment of a Non-Voting Board Member “censeur” for 2 years, M. Jean-Bernard Lévy:
  - Chairman and CEO of EDF Group
  - Special advisory role on ESG issues and in particular on energy transition

### Board Chairman
- Separation of Chairman and CEO roles since May 2015

### Independence
- 15 Directors; 92% independent (excluding 3 staff-elected)

### Diversity
- Gender: 42% women;
- Nationality: 9 nationalities

### Non-Voting Member
- Attends Board meetings and committees, in a consultative capacity, and is subject to the same rules of ethics, confidentiality and deontology as the Directors. The Board has asked M. Lévy to follow in particular the manner in which the Group defines and implements its energy transition strategy.

### Tenure
- Length of term: 4 years; Average tenure: 6.5 years

### Overboarding
- Cap on the number of directorships:
  - 1 executive and 2 non-executive; or
  - 4 non-executive

### Attendance
- Attendance in 2021: 96%

### Training
- 12 training sessions in 2021 including ESG, liquidity and ALM, retail and investment banking products, accounting, artificial intelligence, security

### Board evaluation
- External 360° assessment every 3 years (next one 2022); internal assessment in other years

#### Board Chairman: ✔

#### Independence: ✔

#### Diversity: ✔

#### Non-Voting Member: ✔
DIRECTOR COMPETENCIIES AND EXPERIENCE (1/3)

Lorenzo BINI SMAGHI
First appointment: 2014
Term: 2026
Italian Tenure (yrs): 8
- Member of Executive Board of ECB (2005 to 2011).
- Chairman of the Board Directors: ChiantiBanca (Italy) (2016 to 2017), Italgas (Italy) (2016 to 2019).
- Member of the Board of Directors: TAGES Holding (Italy) (2014 to 2019).

Frédéric OUDEA
First appointment: 2009
Term: 2023
French Tenure (yrs): 13
- Societe Generate Group since 1995:
  - Chief Financial Officer (2003 to 2008),
  - Chairman and CEO (2009 to 2015),
  - CEO since 2015.
- Member of the Board of Directors of Cap Gemini since 2018.

William CONNELLY
First appointment: 2017
Term: 2025
French Tenure (yrs): 5
- Board Committee: Risk (Chair); Nomination & Corporate Governance
  - Chairman of Supervisory Board of Aegon N.V. (since 2018),
  - Chairman of the board of Directors of Amadeus IT Group (Spain) (since June 2021)
  - Member of the Board of Directors: Singular Bank SA (Spain) (since 2019).

Jerome CONTAMINE
First appointment: 2018
Term: 2025
French Tenure (yrs): 4
- Board Committee: Compensation (Chair); Audit & Internal Control:
  - CFO of Veolia Environment (2000 to 2009),
  - CFO of Sanofi (2009 to 2018),
  - Member of the Board of TOTALENERGIES (since May 2020)
  - Member of Board of Directors of Valéo (2006 to 2017), Chairman of Sigateo (since 2018).

Diane COTE
First appointment: 2018
Term: 2026
Canadian Tenure (yrs): 4
- Board Committee: Audit & Internal Control; Risk
  - Member of the Board of Directors of X- Forces Entreprises (UK) since April 2021.
  - Chief Risk Officer and member of the executive committee of the London Stock Exchange Group (2012 to February 2021).
  - Administrateur: Member of Board of Directors of LCH SA (2019 to February 2021), Novae Syndicates Limited (UK) (2015 to 2018).

Kyra HAZOU
First appointment: 2011
Term: 2023
US / British Tenure (yrs): 11
- Board Committee: Audit & Internal Control; Risk
  - Managing Director and Regional General Counsel for Salomon Smith Barney / Citibank (1985 to 2000),
  - Lawyer in London and New York.
  - Non-executive Director and a member of the Audit Committee and Risk Committee at Financial Services Authority in the United Kingdom (2001 to 2007).

Henri POUPART-LAFARGE
First appointment: 2021
Term: 2025
French Tenure (yrs): 1
- Board Committee: Nomination & Corporate Governance
  - Chairman and CEO of Alstom (since 2016),
  - Director: Vallourec (France) (from 2014 to 2018), Transmashholding (Russia) (from 2012 to 2019).

Alexandra SCHAAPVELD
First appointment: 2013
Term: 2025
Dutch Tenure (yrs): 9
- Board Committee: Audit & Internal Control (Chair); Risk
  - Various posts at ABN Amro Investment banking division (1984 to 2007),
  - Member of the Supervisory Board: Bumi Armada Berhad (Malaysia) (since 2011), Vallourec SA (2010 to 2020), FMO (The Netherlands) (2012 to 2020),
  - Member of the Board of Directors: 3I PLC (UK) (since 2020).
Gérard MESTRALLET

First appointment: 2015
Term: 2023
French
Tenure (yrs): 7
Board Committee: Nomination & Corporate Governance (Chair), Compensation
- Honorary President: ENGIE et SUEZ
- Chairman: Agence française pour le développement d’Al Ula (since 2018).
- Member of the Board of Directors: Saudi Electricity Company (Saudi-Arabia) (2018 to December 2020), SUEZ (2019 to 2020).
- Member of the Supervisory Board: Siemens AG (Germany) (2013 to 2018).

Juan Maria NIN GENOVA

First appointment: 2016
Term: 2024
Spanish
Tenure (yrs): 6
Board Committee: Compensation, Risk
- Chairman of the Board of Directors: Promociones Habitot (Spain) (since 2018), Itinere Infraestructuras (Spain) (since 2019), Mora Banc (Andorra) (since May 2021).

Annette MESSEMER

First appointment: 2020
Term 2024
German
Tenure (yrs): 2
Board Committee: Audit & Internal Control, Risk
- Banking experience from 1994 at JP Morgan and Merrill Lynch, appointed to Supervisory Board of WestLB in 2010, before joining Commerzbank in 2013 as a member of the Group Executive Committee, Divisional Board member until June 2018.
- Member of the Supervisory Board: Babel AG (Germany) (since August 2021), K+S AG (Germany) (2013 to 2018).

Lubomira ROCHET

First appointment 2017
Term: 2025
French/Bulgarian
Tenure (yrs): 5
Board Committee: Nomination & Corporate Governance
- Head of Strategy at Sogeti (2003 to 2007), Head of Innovation and Start-ups in France at Microsoft (2008 to 2010), Chief Digital Officer and Member of ExCo of L’Oréal (2014 to 2021), Board Director of Founders Factory Ltd (UK) (2016 to 2021).
- Partner in charge of JAB Holding company’s Digital (since 2021), Director of Bally, Coffee & Bagels, Espresso House, Gardyn, Keurig Dr Pepper, Krispy Kreme Doughnuts, NVA Petcare, Panera, Prêt A Manger, You & Mr Jones (since 2021).
- Director of Alan (since July 2021).

France HOUSAYE

First appointment 2009
Term: 2024
French
Tenure (yrs): 13
Board Committee: Compensation
- SG employee since 1989

Johan PRAUD

First appointment 2021
Term: 2024
French
Tenure (yrs): 1
- SG employee since 2005

Sébastien WETTER

First appointment 2021
Term: 2025
French
Tenure (yrs): 1
- SG employee since 1997
BOARD COMMITTEES

6 INDEPENDENT DIRECTORS

Review of the risk panorama & mapping; Culture & Conduct; CSR; HR risks; GDPR; cyber security; liquidity remediation; Brexit; NPLs; stress tests; regulatory projects; litigations; compensation policy; tax management.

Assessment of compliance and risk functions.

As US Risk Committee, it met 10 times to validate the risk appetite of the US operations, supervise risk policies; follow up of remediation plans.

2021: met 10x; attendance rate 98%

5 INDEPENDENT DIRECTORS

Review of Group accounts; Statutory Auditors; audit and internal control; participation in US Risk Committee which audits the US businesses.

Review of compliance organisation; anti-money laundering; monitoring of remediation plans; KYC; whistleblowing mechanism; regulatory compliance; customer protection; and specific business reviews.

2021: met 10x; attendance rate 98%

4 DIRECTORS (3 INDEPENDENT)

Monitors long-term and deferred remuneration; Chairman’s remuneration; and ensures remuneration policies are in line with regulations, internal risk control policy, gender equality and (from 2018) that extra-financial criteria are considered in the variable remuneration of the Management Committee.

2021: met 6x; attendance rate 100%

4 INDEPENDENT DIRECTORS

Prepares the appointment of new directors and succession of General Management; reviews the succession plans of the Business and Service Units; prepares resolutions for General Meeting; examines Internal Rules of the Board; prepares annual internal evaluation of Board; and assesses the independence of Directors.

2021: met 8x; attendance rate 97%

For full activity reports for all Committees see chapter 3, Universal Registration Document.
APPENDICES
RECOGNISED LEADERSHIP IN SUSTAINABILITY

AWARDS

IFR Awards 2021

Bank of the Year for Sustainability

Global Best Bank Transition Strategy

Africa Best Bank for Sustainable Finance

LEAGUE TABLES, RANKINGS & RATINGS

#1 Project Finance Advisory (1)

#4 Global Renewable Energy Project Finance (2)

#1 Sustainable Export Finance (3)

#1 Export Finance in Africa (2)

#3 Green, Social, Sustainability Bonds in EMEA EUR (2)

#1 in the Top 20 Clean Energy Lead Arrangers by deal value (4)

Top 3%

AAA

69/100

TOP 1%

(1) IJ Global League Tables FY2021
(2) Dealogic FY2021
(3) TXF FY2021
(4) Clean Energy Pipeline 2020 League Table
MAPPING OF EXTRA-FINANCIAL RATINGS

AGENCIES

Moody’s ESG
MSCI ESG Research
ISS ESG
Sustainalytics

BEST SCORE WORST

AGENCIES

Moody’s ESG
MSCI ESG Research
ISS ESG
Sustainalytics

TOP 1% ALL COMPANIES WORLDWIDE
TOP 3% BANKS WORLDWIDE
TOP DECILE BANKS WORLDWIDE
TOP 14% BANKS WORLDWIDE

Note: Number of companies in each agency universe: MSCI 190 banks; S&P CSA 242 banks; Sustainalytics 415 banks; Moody’s ESG Solutions 4,882 companies; ISS ESG 285 banks
SELECTED REPORTS FOR FURTHER READING

UNIVERSAL REGISTRATION DOCUMENT AND DUTY OF CARE PLAN

INTEGRATED REPORT

PRINCIPLES FOR RESPONSIBLE BANKING

PACTA METHODOLOGY REPORT (aligning credit portfolios with Paris Agreement)

AROUND THE WORLD IN 2021: integrating our corporate purpose into business solutions

CLIMATE DISCLOSURE REPORT