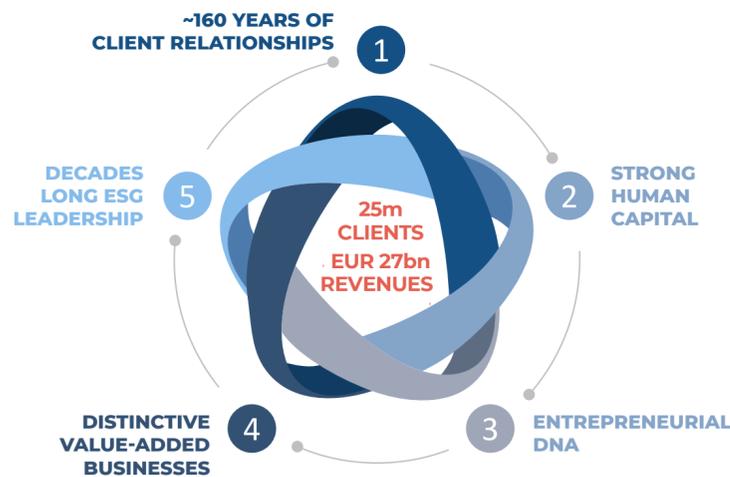


# A TOP TIER EUROPEAN BANK

## STRONG FOUNDATIONS



## 2026 FINANCIAL TARGETS

-  **CET 1 RATIO** **13%**  
in 2026
-  **C/I RATIO** **< 60%**  
in 2026
-  **ROTE** **9%-10%**  
in 2026



Our ambition is to be a rock-solid, top tier European bank, with strong foundations, simplified business portfolio, built-up capital, increased flexibility and operational efficiency, as well as best-in-class risk management.

Our client-centered business platform and pioneering ESG franchise will bolster the performance of our businesses in a world of change and opportunities. And we will accelerate to maximize our positive impact and to deliver long-term value creation for all our stakeholders.

**Slawomir KRUPA**  
CHIEF EXECUTIVE OFFICER

## A FOCUSED STRATEGY FOR A SUSTAINABLE FUTURE

### A ROCK-SOLID BANK

#### ENHANCED STEWARDSHIP OF CAPITAL

- GROW DIFFERENTLY**  
LIMITED ORGANIC RWA GROWTH AND MORE SELECTIVE ALLOCATION
- High organic growth potential from Boursorama & ALD
  - Further increase in advisory and fee-driven business
  - Focus on increasing return on RWA at a granular client and business level
  - Increased origination capacity through partnerships and distribution

 **Revenues**  
**0-2%**  
CAGR 2022-2026

#### STREAMLINED BUSINESS PORTFOLIO

- STRICT PORTFOLIO MANAGEMENT CRITERIA**
- Consistent with our ESG imperative
  - Accretive to Group profitability
  - Material Group synergies
  - Leading franchises in attractive markets
  - Limited exposure to tail risks

#### IMPROVED OPERATIONAL EFFICIENCY

- Deliver on identified efficiencies across businesses
- Improve IT efficiency: platform strategy, automation, digitalization, reusability, scalability
- Shape a leaner organization: simplification & streamlining, process mutualization, redesigned offshoring strategy

 **Gross savings reduction target**  
**EUR 1.7bn**  
2026 vs. 2022

#### BEST-IN-CLASS RISK MANAGEMENT

- Prudent origination policy
- Diversification and low concentration risk
- Stable market risk appetite
- Comprehensive tail-risk monitoring

 **Cost of risk**  
**25-30 bps**  
2026 vs. 2022

## HIGH PERFORMANCE SUSTAINABLE BUSINESSES

#### EXCEL AT WHAT WE DO

##### A WORLD OF CHANGE AND OPPORTUNITIES

- Energy transition acceleration
- Global investment needs
- Demographics, social and behavioral changes
- AI disruption potential
- Volatility induced by macroeconomic imbalances and geopolitical polarization

##### OUR BUSINESS RESPONSE

- Capture megatrends through solutions-driven expert advisory
- Operate a simplified, integrated and synergetic business model
- Scale-up our value proposition for clients with best-in-class partners

#### LEAD IN ESG

##### GOAL

Increase our E&S commitments

Invest for a sustainable future

Lead by example

Partner to catalyse ESG development

##### DECISIONS

Reduce upstream O&G exposure by 80% by 2030 vs 19

Launch a EUR 1bn transition investment fund

New Scientific Advisory Board

Develop a partnership with IFC to support SDGs

#### CULTURE OF PERFORMANCE AND ACCOUNTABILITY

##### A MINDSET TO ENSURE EFFICIENT DELIVERY

- Simplification
- Accountability
- Cooperation
- Alignment

##### A RESPONSIBLE EMPLOYER OF CHOICE

- ~EUR 100m to reduce gender pay gap
- ≥35% women in senior leadership roles in 2026
- Yearly employees share program

## A CLIENT CENTERED, SIMPLIFIED, INTEGRATED AND SYNERGETIC MODEL



	<b>FRENCH RETAIL BANKING</b>	<b>GLOBAL BANKING &amp; INVESTOR SOLUTIONS</b>	<b>INTERNATIONAL RETAIL, MOBILITY &amp; LEASING SERVICES</b>
<b>LEADING FRANCHISES</b>	<ul style="list-style-type: none"> <li>• Leading retail bank and Insurance franchise</li> <li>• Strong Private banking</li> <li>• Leading digital bank – Boursorama</li> </ul>	<ul style="list-style-type: none"> <li>• Top tier wholesale bank</li> <li>• Distinctive global leadership in Equity Derivatives, Structured Finance and ESG</li> </ul>	<ul style="list-style-type: none"> <li>• #1 global player in Mobility solutions</li> <li>• Leading local retail banks</li> </ul>
<b>STRONG PROSPECTS &amp; BUSINESS SYNERGIES</b>	<ul style="list-style-type: none"> <li>• Targeting most attractive segments with higher commercial intensity and value</li> <li>• Wealth &amp; savings leadership leveraging on group commercial and product reach</li> <li>• Bank and Insurance higher integration</li> </ul>	<ul style="list-style-type: none"> <li>• Well positioned to capture long-term structural tailwinds</li> <li>• Bernstein JV</li> <li>• Partnership with Brookfield</li> <li>• Solution provider to all businesses</li> </ul>	<ul style="list-style-type: none"> <li>• Focused international retail footprint</li> <li>• Mobility ecosystem broadening, leveraging on global megatrends</li> <li>• Developing mobility offering to all clients of the Group</li> </ul>
<b>CLEAR EFFICIENCY PATH</b>	<ul style="list-style-type: none"> <li>• Ensure cross-converge of SG network and Boursorama strengths</li> <li>• Higher efficiency for SG network</li> <li>• Higher contribution of Boursorama</li> </ul>	<ul style="list-style-type: none"> <li>• Increase balance-sheet velocity and enhance capital-light model</li> <li>• Maintain strong focus on cost control and best-in-class risk management</li> </ul>	<ul style="list-style-type: none"> <li>• Ensure a successful integration of LeasePlan by ALD</li> <li>• Maintain a best-in-class cost-to-income</li> </ul>
	<b>Efficiency and growth potential</b>	<b>Strong profitability Prudent risk-adjusted growth</b>	<b>Superior profitability Growth potential</b>

## RELYING ON DIGITAL AND DATA-FIRST TECHNOLOGY

<b>MAJOR CREDENTIALS</b>	<ul style="list-style-type: none"> <li>• Boursorama as #1 digital bank in France with 5M clients</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive wholesale offering with SG Markets</li> <li>• Strong position on digital assets</li> </ul>	<ul style="list-style-type: none"> <li>• Native digital approach for ALD</li> <li>• KB New Digital Bank</li> </ul>
<b>KEY INITIATIVES</b>	<ul style="list-style-type: none"> <li>• Enhance seamless multichannel, real time, and personalized client engagement</li> <li>• Improve pricing and risk scoring management</li> <li>• Keep high standards in client data protection</li> <li>• Set-up Societe Generale AI and partner with outside firms to incubate and deploy new use cases and technologies</li> </ul>		