JUNE 2025 / **# 146**

LETTER TO SHAREHOLDERS

SOCIETE GENERALE

EDITORIAL

SLAWOMIR KRUPA
Chief Executive Officer

Dear Shareholders,

I had the pleasure of welcoming you on Tuesday 20 May for our latest Annual General Meeting, which is a high point in the life of our company and in communicating with our shareholders.

Since the presentation of our new strategic plan, the Group has continued its transformation to make it more solid, simpler, more efficient and more profitable, serving to create long-term value for our shareholders.

Over the last few months, we have reached a number of important milestones in our transformation, in line with our commitments to you and laying solid foundations for the future. We will continue to move forward in this direction, with unwavering determination, thanks to the commitment of all the Group's employees.

Thank you for your trust and loyalty.

Appointments and renewals within the Board of Directors

Olivier Klein
Independent Director.

Ingrid-Helen Arnold
Independent Director.

Henri Poupart-Lafarge
Independent Director, Chairman of the Nomination and Corporate Governance Committee.

William Connelly
Independent Director, Chairman of the Risk Committee since 2020 and member of the Nomination and Corporate Governance Committee. He will succeed to Lorenzo Bini Smaghi as Chairman of the Board of Directors as of May 2026.

Sébastien Wetter
Independent Director representing employee shareholders.

ANNUAL GENERAL MEETING

SOCIETE GENERALE'S ANNUAL GENERAL MEETING WAS HELD ON 20 MAY 2025 AND CHAIRED BY LORENZO BINI SMAGHI. THE QUORUM WAS 64.34%. ALL 22 RESOLUTIONS ON THE AGENDA WERE APPROVED WITH PARTICULARLY HIGH APPROVAL RATES[1], INCLUDING THE PAYMENT OF A DIVIDEND OF €1.09 PER SHARE.

In his opening message, Lorenzo Bini Smaghi highlighted the work done by the new Senior Management over the past two years as part of the Group's reorganisation and the implementation of its strategy announced in autumn 2023. This strategy aims to make Societe Generale a leading European bank, robust and sustainable, with clear financial targets set for 2026. The Chairman reaffirmed the Board's confidence in the ability of the Bank and its teams to achieve the targets set, while welcoming the support of shareholders during this period.

After the presentation of the results for 2024, Q1 2025 and the 2025 financial targets by Leopoldo Alvear, the new Chief Financial Officer, and the traditional presentation by the statutory auditors, Slawomir Krupa presented the Group's strategy, and Pierre Palmieri presented Societe Generale's CSR and climate strategy.

Lorenzo Bini Smaghi then returned to the subject of corporate governance. 2024 was marked by changes in governance. The Senior Management is now composed of Slawomir Krupa, Chief Executive Officer, and Pierre Palmieri, Deputy Chief Executive Officer. Slawomir Krupa took direct responsibility for the supervision of Retail Banking following the departure of Philippe Aymerich.

The composition of the Board of Directors changed following the resignation of Lubomira Rochet and Alexandra Schaapveld's decision not to seek renewal of her term of office. The Chairman paid tribute to the latter for her twelve years on the Board. After presenting themselves to the shareholders, Ingrid-Helen Arnold and Olivier Klein were appointed Directors, while Henri Poupart-Lafarge, William Connelly and Sébastien Wetter were re-elected.

Jérôme Contamine, in his capacity as Chairman of the Compensation Committee, concluded this section by presenting the Group's policy in this area. Annette Messemer took over this position following the General Meeting and was appointed Chair of the Audit and Internal Control Committee. A wide-ranging discussion with the shareholders then preceded the vote on the resolutions.

1 - Between 86.08% and 99.85%.

2024 MARKED BY VERY GOOD RESULTS, STRONG REVENUE GROWTH AND AN IMPROVEMENT IN OPERATING LEVERAGE IN ALL BUSINESS LINES

During the presentation of the 2024 results, Leopoldo Alvear, CFO since early 2025, highlighted the exceptional improvement in all financial indicators, in particular the 7% increase in revenues, well above the guidance of 5%. This growth is the result of solid performances observed in all the business lines. Retail Banking benefited from an upturn in net interest margin in the second half of the year as the negative impacts of short-term hedges ended. BoursoBank recorded strong growth, reaching more than 7.2 million clients at the end of the year. Global Banking and Investor Solutions generated revenues of more than €10bn, while International Retail Banking posted excellent results, particularly in Eastern Europe.

For its part, Ayvens saw a clear improvement in margins, with a normalisation of results linked to used vehicle sales.

Cost and risk management efforts helped keep costs stable compared to 2023 and achieve a cost/income ratio of 69%, below the target of 71%. The cost of risk was limited to 26 basis points, reflecting the quality of origination and prudent risk management. These results led to a ROTE of 6.9%, representing an increase of 2.7 points compared to the previous year. The CET1 ratio rose to 13.3%, an increase of around 20 basis points over the year.

These performances enabled the Board of Directors to propose a total distribution of €1.7bn, an increase of 75% compared to 2023, in the form of a dividend of €1.09 per share to be paid in cash and a share buyback programme of €872m also corresponding to €1.09 per share.

For 2025, the Group expects net banking income to grow by more than 3%, driven by French Retail Banking and the confirmed momentum of BoursoBank and Ayvens. Actions have been taken to increase operational efficiency, with a target to reduce costs excluding disposals by more than 1% during the year and a target cost/income ratio of less than 66% by the end of the year. The cost of risk is expected to remain within a range of 25-30 basis points, achieving profitability above 8%, in line with the ROTE target of 9-10% by 2026.

In Q1 2025, Societe Generale posted net income Group share of €1.6bn, 2.4 times more than in Q1 2024. Revenues increased by 6.6% and growth reached 10.2% excluding disposals, ahead of the annual target of more than 3%. Costs decreased by 7.6% compared to Q1 2024, resulting in a cost/income ratio of 65% for a target of less than 66%. The cost of risk was maintained at 23 basis points, slightly below the target range, while the CET1 ratio stood at 13.4% for a target of 13%.
These results, together with a solid capital position and a robust and resilient model, ensure Societe Generale is well positioned in the current environment.

A STRATEGIC OVERHAUL THAT IS BEARING FRUIT AND THAT MUST CONTINUE TO BE IMPLEMENTED WITH DISCIPLINE AND DETERMINATION

During his presentation, Slawomir Krupa discussed the key principles of the strategic overhaul of Societe Generale. He thanked all the employees for their work and the shareholders for their trust and support for the ongoing transformation of the Group.

The new strategy to transform the Bank focuses on four key pillars: solidity, simplicity, efficiency and profitability.

- **A solid bank:** the first pillar of the strategy aims to strengthen the solidity of the Group and its capital. The CEO reiterated the CET1 target ratio of 13% by 2026, which represents the equivalent of around €4bn capital increase. The Bank has already achieved this target in Q1 2025, more than a year ahead of schedule, and has a capital base well above regulatory requirements. This enhanced level of capital is essential to ensure the Bank's resilience in the face of economic turbulence and to capture growth opportunities. The generation of this capital comes from an improved operating performance, proceeds from business disposals and disciplined asset allocation. These strategic choices enable Societe Generale to navigate through economic cycles and maintain an increased presence with clients.
- **A simpler bank:** the second strategic goal is to transform the Group's model to make it simpler, more coherent and more integrated. This requires a rigorous analysis of the portfolio of activities, resulting in certain relevant asset disposals, which are always carried out under very good financial conditions while guaranteeing these activities a sustainable future outside the Group.

This simplification has not only simplified the organisation of Societe Generale's activities, but has also enabled it to focus more on the business lines in which it has leading positions. The Bank has continued to invest in both the merger of the retail networks in France and the transformation of its subsidiary in the Czech Republic, and in BoursoBank, which has become a leader in online banking with more than 7 million clients, while Ayvens, resulting from the integration of ALD and LeasePlan, is positioned at the forefront of mobility solutions. Partnerships with major financial groups such as AllianceBernstein and Brookfield have been established to strengthen core franchises, and the aim of the SocGen AI launch is to optimise performance through the provision of advanced technologies.

- **Operational efficiency:** while there is still some way to go to achieve a cost/income ratio of 60% by 2026, efforts have already been made to reduce the cost base in line with the Group's trajectory.
  Targeted programmes on IT expenses, head office costs and other operational aspects led to a cost reduction of more than 4% excluding disposals in the last quarter. This optimisation not only enhances profitability, but also ensures greater resilience, enabling the Bank to better navigate economic cycles. The focus on automating and streamlining processes will also improve the customer experience.
- **Profitability and sustainable value creation:** improving long-term profitability requires a discipline to which the Chief Executive Officer is very committed.
  The increase in profitability is a direct consequence of the transformations undertaken. Slawomir Krupa is committed to achieving profitability targets aligned with the best performances in the sector, although there is still progress to be made to achieve the 9-10% ROTE target by 2026. Those already carried out have resulted in an increase in the share price and an updated distribution policy. This sets the payout ratio at 50% of net income, through a balanced use of cash dividend payments and share buybacks. Senior Management will be disciplined and transparent in allocating excess capital, with a focus on maximising return while supporting growth initiatives.

Despite the uncertain economic landscape, the CEO has encouraged shareholders to see these challenges as opportunities for a bank whose strategy is beginning to bear fruit and whose solidity, resilience and diversification are the main assets.

In conclusion, Slawomir Krupa reaffirmed Societe Generale's commitment to continue to advance decisively in line with its roadmap. The Group is on track to achieve its 2025 targets by continuing to implement the strategy. The CEO expressed his pride in running Societe Generale and underlined the collective desire of the Group's Management to innovate, attract talent and position itself as a leader among European banks.

CSR AND CLIMATE POLICY

Pierre Palmieri reiterated that Societe Generale has chosen to place sustainability at the heart of its strategy, thus perpetuating the mission of the Bank's founders, which is to support and facilitate major transitions and meet the challenges facing society. These challenges are numerous, from climate change to issues of energy sovereignty, competitiveness and European security.

Building a sustainable future with clients requires consistency and vision, as this is an issue both for business development and for risk management and responding to societal challenges. Over the past two years, the Group has demonstrated its ability to achieve its CSR goals, which has been recognised by the extra-financial rating agencies and rewarded with various distinctions.

The Group is moving forward in line with its CSR roadmap, particularly with regard to the environmental transition. The initial target of €300bn for sustainable finance was reached in 2024, and a new target of €500bn has been set by 2030, covering both environmental and social initiatives.

This target echoes efforts to decarbonise the most emissive portfolios, for which the Group has set targets. In particular, the Group has already reduced its exposure to oil and gas production by more than 50% since the end of 2019, and is maintaining a reduction target of -80% by 2030. As part of its own operations, the Group has already achieved a 36% reduction in its own emissions, in line with the target of -50% by 2030.

At the same time, the Group deploys adapted solutions and expertise to serve its customers, whether individuals or businesses. Thanks to its expertise in environmental and social matters, the Group offers a wide range of services adapted to the new needs of its customers. Our expertise in the energy transition and renewable energies sector is particularly well recognised, especially in project finance consultancy. For its part, Ayvens contributes to electrifying customers' vehicle fleets. The Group also invests in innovation and supports new stakeholders, as evidenced by its majority stake in REED Management, which aims to strengthen investment in innovative energy transition structures.

Partnerships have also been established to strengthen the Group's capacity for action. The collaboration agreement with IFC facilitates financing for SMEs focused on sustainable development, and a partnership with the European Investment Bank aims to provide up to €8bn in investment in Europe's wind energy sector. In addition, the Group is committed to contributing to the preservation of the oceans through initiatives such as the one conducted with The Ocean CleanUp.

Pierre Palmieri also emphasised that CSR has been integrated into all aspects of the Bank's operations, which has notably led to the creation of a training plan for Societe Generale's employees, in order to establish a common skills base. The ESG by Design programme has been deployed to integrate sustainability issues into the Group's decision-making processes. This investment made it possible to meet the ECB's expectations and to publish the Group's first sustainability report. It also prepares it for the new guidelines of the European Banking Authority on ESG risk management.

The Board of Directors plays a key role in terms of CSR by approving strategic guidelines and ensuring that these issues are taken into account in the decisions that it takes. It is assisted in this work by a non-voting member who is an expert on energy transition issues. A Scientific Board was set up in 2024 to provide insight into contemporary challenges.

As a responsible employer, around 30% of the Group's top 250 managers were women executives at Societe Generale at the end of 2024 and a budget of €100m has been allocated to reducing the gender pay gap by 2026.

In conclusion, Pierre Palmieri stated that the Group's determination to contribute to a sustainable world remains constant, driven by the interests of its customers, employees and shareholders.

QUESTIONS & ANSWERS

How were the proceeds from disposals in 2024 used, and are you planning any further disposals in 2025?

Proceeds from disposals helped to consolidate Societe Generale's capital position. It is the second largest contributor, after earnings growth, to the increase in the Group's capital base. For 2025, Management is not closing the door to possible disposals, as the analysis of the performance and consistency of the businesses, as announced in the strategic plan with precise analysis criteria, will continue. Even if a significant part of the divestment programme has been completed, other candidates for disposals could be identified in the future.

What happened during the "black day" of 18 September *(Capital Markets Day)* and what communication lessons can be learned to avoid future costly incidents?

There may always be room for improvement in terms of financial communication, but the decisions taken were necessary and the announcements made that day were a must.

What is the model of successful entrepreneurs or investors that inspires the "Krupa method"?

Slawomir Krupa replied that his method focuses on the Group's long-term interest, an objective assessment of reality and a determination to make decisions based on this approach. He explained that he has been inspired by many entrepreneurs, both in France and in the United States and elsewhere.

What lessons can be learned from the run-up to the Kerviel affair to restore the Bank's reputation?

Any long-term success rests on a solid foundation. It is therefore important to strengthen the Bank's foundations, which may not have been sufficiently addressed in the past. This consolidation work is underway. The Bank can be proud of its 160-year history and the contributions of past generations to serve customers and the economy.

What will be Alexis Kohler's role at Societe Generale?

Alexis Kohler will join the Group in June as Deputy Chief Executive Officer, including Chairman of the Investment Bank, where he will oversee commercial activities. He will also have operational responsibilities in some central departments and will contribute to ongoing transformation plans with the Executive Committee. Slawomir Krupa stressed the importance of building a quality management team by attracting different talents to serve the Group.

How could lower central bank rates favour Societe Generale's business?

Lower interest rates are generally favourable for economic activity and investment, supporting the Bank's growth. However, it can reduce the net interest margin in retail banking, which is negative over the long term. Despite this, a favourable economic environment can offset this fall. For Corporate & Investment Banking, this development is generally positive, as it favours investment and corporate valuation.

After transforming Societe Generale and getting employees up to speed to attract investors, is the plan to slow down to consolidate what has been achieved or to continue at a sustained pace to mobilise talent and drive up the share price?

Regarding the Group's transformation, there are no plans to slow down or change the targets, which include a strengthening of the performance culture. The focus will be on the sustainability and solidity of the Group's foundations, with a commitment to progress towards the 2026 targets, without slowing down the competitiveness effort compared to European competitors.

Any support given by Societe Generale to the deployment of renewable energies will be welcome, but will only really decarbonise economies if it is supplemented by the end of support for fossil fuels, new gas-fired and coal-fired power plants. How do you position yourself on these?

Societe Generale is the world's fifth-largest financier of renewable energies, although it does not rank as high in terms of size among the world's banks, which testifies to its involvement in this field. In terms of fossil fuels, the Bank aims to reduce its exposure to oil and gas exploration and production by 80% between 2019 and 2030. With regard to coal, Societe Generale was among the first banks in 2017 to cease all participation in the dedicated financing of coal-fired power plants and plans to phase out its activity in EU and OECD countries by 2030 and in other countries by 2040.

For gas-fired power plants, Societe Generale does not apply an exclusion policy, as it believes in their role in offsetting the intermittency of renewable energies. Financing of gas-fired power plants is very limited due to Societe Generale's decarbonisation target for its electricity generation portfolio, in line with the International Energy Agency's Net Zero Emission (NZE) scenario, which has enabled a significant reduction in emissions for this portfolio since 2019.

What are the most important and transformative growth projects you are considering in the coming years?

Societe Generale is undergoing a major transformation phase while making considerable investments, such as the integration of its largest acquisition to create with Ayvens a global leader in the sector, which requires extremely complex management in 40 countries. At the same time, the Bank has completed one of the largest banking mergers in history in France between the Societe Generale and Crédit du Nord networks, and is investing hundreds of millions in the transformation of its subsidiary in the Czech Republic, in particular to embark on the overhaul of its Core Banking System. It also chose to invest significantly in BoursoBank to seize a long-term growth opportunity, despite market pressure to focus on short-term results.

These efforts resulted in 10% revenue growth excluding disposals in the first quarter, and management will continue to focus on organic growth in its various businesses.

What initiatives does Management intend to take to preserve and pass on strategic skills within the Group, particularly in the IT and managerial fields, in order to avoid the departure of key talent?

The development of human capital is a key factor in long-term success for Societe Generale, particularly in the services sector. The Bank has invested in specific recruitment in the area of training, to improve existing skills and their transfer within the Company. The company's performance and its ability to satisfy its customers, whether individuals, large companies or financial institutions, are essential to its culture, talent retention and skills development. Any effort to promote a performance culture is therefore essential for the development of human capital and to ensure sustainable performance.

What was Societe Generale's involvement in the discussions with the French Banking Federation and European decision-makers regarding the Omnibus proposal? To what extent is the final Omnibus proposal in line with Societe Generale's proposal?

Societe Generale participates in all market bodies, as well as other companies in different sectors, and the positions of the French and European banking federations are public. However, it does not make any proposals on its behalf regarding changes to its regulatory framework. We are convinced that there is no incompatibility between ambitious goals in the fight against climate change, taking into account major transitions and European competitiveness.

Why did Societe Generale choose to buy back shares rather than distribute the entire €2.18 as a cash dividend?

Societe Generale makes capital allocation decisions that include reinvestment in organic and inorganic growth, while maintaining a stable distribution policy. Currently, the Bank is seeking to strike a balance between share buybacks and dividend distribution, as announced in the strategic plan. The financial efficiency of share buybacks is considered to be higher in the event of a significant discount in the price of the share compared to the value of the assets on the balance sheet.

This balanced approach between cash and share buybacks is designed to meet the varied expectations of different types of shareholder. This strategy may be reassessed when the valuation of the Company reaches at least once the value of its capital.

Will Societe Generale support the reconstruction and modernisation of Mayotte?

Societe Generale expresses its solidarity with its employees, customers and the inhabitants of Mayotte, who are going through difficult times. The Bank has eight branches and 67 local employees through its subsidiary BFCOI. To support the customers, employees and bodies affected, it has set up an assistance fund. It also participates in market measures and the mobilisation prompted by the French authorities. Lastly, the Bank continues to support its customers by carrying out its work as a banker on site.

What is Societe Generale's position regarding the introduction of the digital euro planned for the end of the year?

Societe Generale does not expect the digital euro to be available by the end of the year, as projects will still require many years of development, even if solutions such as instant payment are now available. The Bank remains focused on the needs of its customers, who will continue to favour fiat currency as long as it meets their preferences and continues to invest in technology.

With the progress of the work carried out on BoursoBank, what are the strategies envisaged for its deployment on the European market, through acquisitions or partnerships?

BoursoBank's international development is a subject that is being closely monitored. We are still evaluating this strategic direction so that we can address this issue in a sustainable way. Furthermore, it is important to bear in mind that success in one country does not guarantee success elsewhere.

With regard to the integration of the European banking system, it remains limited, with few cross-border mergers, due in particular to the numerous barriers that exist in terms of synergies, capital or liquidity, as well as banking behaviour that varies significantly from one country to another.

What concrete use of generative artificial intelligence is Societe Generale planning to transform its internal operations or customer services by 2026? Does Societe Generale plan to open up SocGen AI to collaborations or experiments with technological start-ups in the AI area? What share of the expected productivity gains is directly linked to the integration of AI and how do you measure this impact?

Regarding the use of generative artificial intelligence, Societe Generale takes a strategic and concentrated approach through the creation of SocGen AI, which brings together internal and external expertise to act as a catalyst. Six key areas have been identified for AI integration: customer interaction, onboarding, optimisation of back-office operations, IT development, management of regulatory requests and personal productivity.

In terms of collaborations, SocGen AI is open to experimentation and aims to facilitate the interface with start-ups and other companies in order to enrich its capabilities.

Regarding productivity gains, the share related to the integration of AI is not yet quantified in the 2026 targets, although automation can integrate AI solutions in some cases. However, current thinking suggests that AI could play a more significant role in the future.

What are the strategic objectives that Societe Generale plans to implement to improve its competitiveness?

Societe Generale focuses on two key indicators: gross profitability and net profitability. Gross profitability, which measures the Group's ability to create value from the sale of its products and services, is measured by the ratio of revenues to capital employed. Net profitability, or ROTE, is calculated after taking into account the cost structure and risk management.

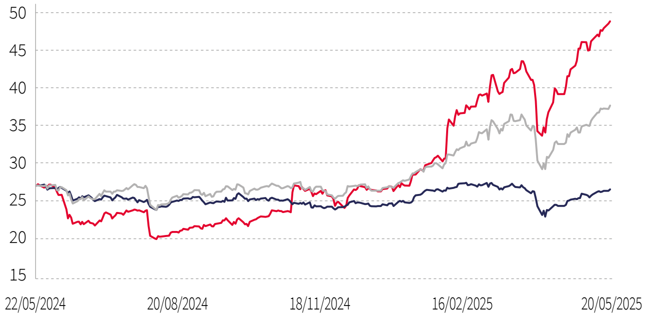
Societe Generale is one of the most profitable banks in the world in terms of gross profitability, due to its robust business model, its capacity for innovation and the quality of its products and services and commercial relationships, developed over decades. However, its major challenge lies in optimising its cost structure to improve its net profitability (ROTE). While significant progress has been made, it is essential to continue efforts to reduce this structure while continuing to generate a high gross margin.

The goal is therefore clear: make significant progress to improve the cost/income ratio and thus sustainably increase ROTE. This approach is part of a strategy to achieve a leading position on the market. Slawomir Krupa believes that all the necessary ingredients are within reach to achieve this objective, provided that the actions undertaken are pursued with the same goal.

NEWS

SHARE PRICE

Societe Generale closing share price at 20/05/2025: **€49.24**



Rescaled to the Societe Generale share price at 22/05/2024. Source: Bloomberg

Societe Generale — Euro Stoxx Banks — CAC 40

AGENDA

July 31st 2025
Second quarter
and first half 2025 results

October 30th 2025
Third quarter
and nine months 2025 results

SOCIETE GENERALE AND YOU

Keeping you informed:

OUR PUBLICATIONS

Societe Generale publishes an e-newsletter for shareholders each semester, for the publication of its results, and another one dedicated to the synthesis of the General Meeting.
Find all our publications in the Shareholders section of our website **investors.societegenerale.com/en**

Dialogue:

SHAREHOLDER MEETINGS

Societe Generale regularly meets with shareholders in Paris and around France and organises a variety of webconferences for the shareholders.

Check out the next dates on our website **monespaceactionnaire.societegenerale.com** (only in French)

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SHAREHOLDERS' CONSULTATIVE COMMITTEE

The Committee is made up of 12 individual shareholders changing regularly, and meeting. It meets twice a year and is an important moment for exchanging views with our shareholders.
To find out more, visit the **Shareholders' Consultative Committee** page of our website.

Societe Generale. A French limited company (Société anonyme) with share capital of €1,000,395,971.25 as of 23 September 2024 – 552 120 222 RCS Paris – Registered office: 29 bd Haussmann, Paris, France. N° ADEME: FR231725_01YSGB – Group Communication Division – Postal address: Societe Generale, 17 cours Valmy CS 50318 - 92972 Paris La Défense cedex – Head of Publication: Slawomir Krupa – Creation and Production: Studio Societe Generale – © Photos: David Lebrun/Imageaste - Joel Saget - © 2016 Guillaume CHANSON Photographies.