

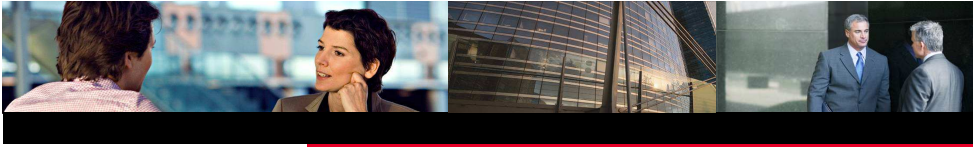


September 2010

**Banking & Insurance CEO Conference**  
*Frédéric Oudéa, Chairman & CEO*  
*London – September 29, 2010*



**We stand by you**



## Disclaimer

*The following presentation contains a number of forward-looking statements relating to Societe Generale's targets and strategies. These forecasts are based on a series of assumptions, both general and specific, particularly - unless otherwise indicated - the application of the IFRS accounting principles and methods as adopted by the European Union and applied by the Group in its accounts at June 30th 2010, and the application of current prudential regulations. There is a risk that these projections will not be met. Readers are therefore advised not to rely on these figures more than is justified as the Group's future results are liable to be affected by a number of factors and may therefore differ from current estimates.*

*Readers should take into account elements of uncertainty and risk when basing their investment decisions on information provided in this presentation.*

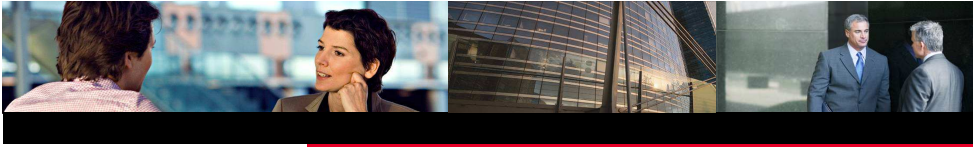
*Neither Societe Generale nor its representatives shall have any liability whatsoever for any loss arising from any projections or analyses relating to the Societe Generale Group's targets and strategies to which this presentation may refer.*

*The consolidated half-yearly income statements at June 30th 2010 and the comparative information thus prepared have undergone a limited review by the statutory auditors. These income statements were approved by the Board of Directors on August 3rd 2010.*

*The figures provided for the six months ended June 30th 2010 have been prepared in accordance with IFRS (International Financial Reporting Standards) adopted by the European Union on June 30th 2010. In particular, the Group's condensed consolidated half-yearly income statements have been drawn up and are presented in accordance with IAS 34 "Interim Financial Reporting".*

*The sources for the business rankings are explicitly stated. Unless otherwise indicated:*

- the sources for the rankings are internal;*
- the French Network figures do not include Société Marseillaise de Crédit.*



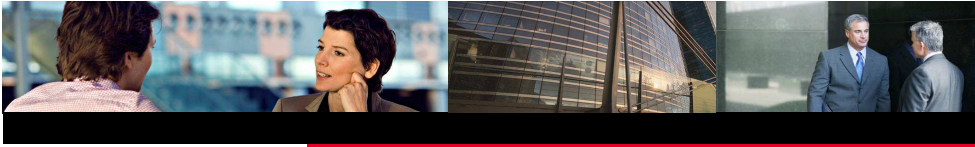
## Strategic plan highlights

### Ambition SG 2015

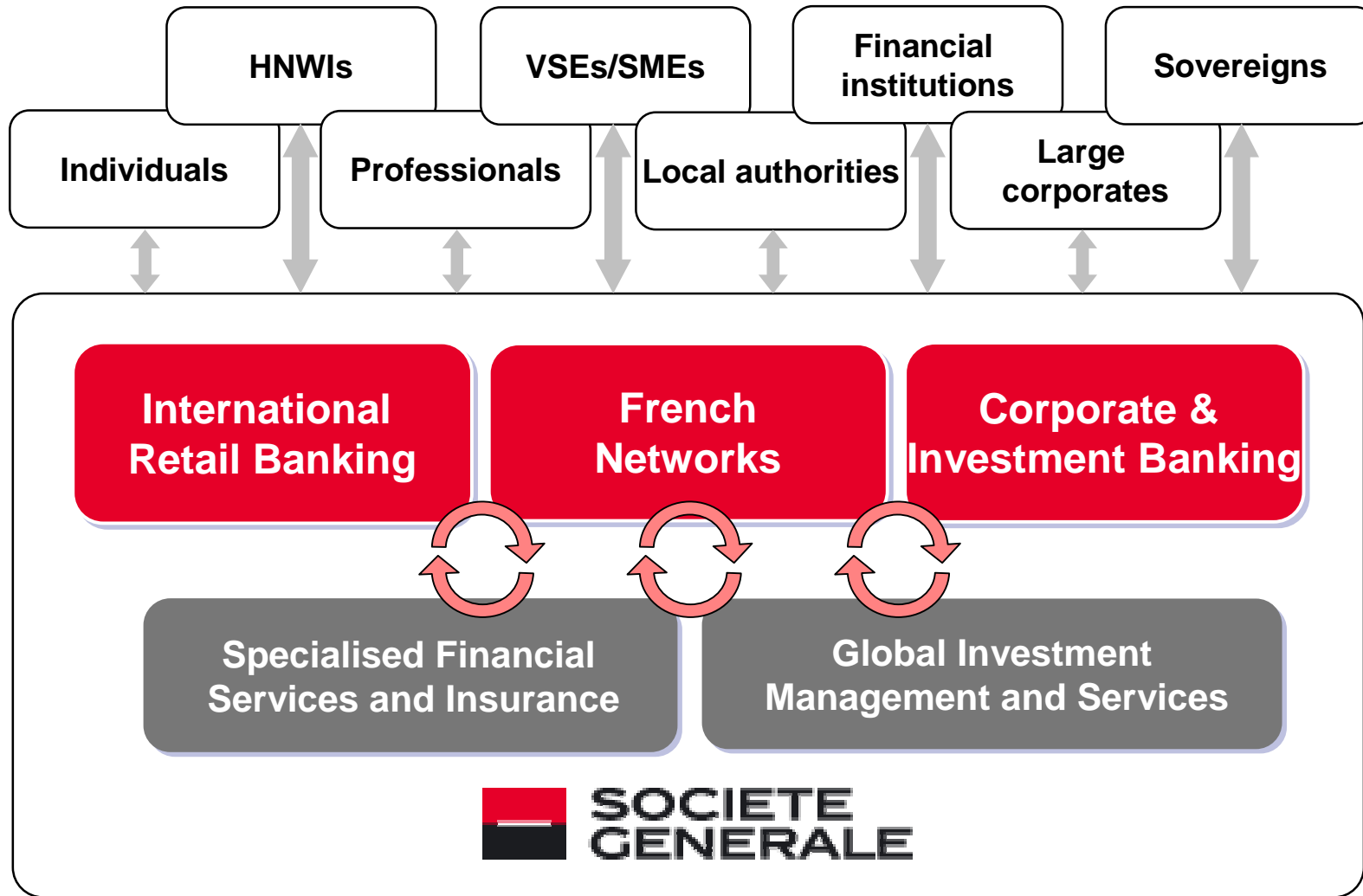
- **Enhance a client-oriented Universal Banking model refocused on 3 core pillars with strong potential**
  - ▶ Retail Banking in France
  - ▶ International Retail Banking
  - ▶ Corporate & Investment Banking
- **Complete the optimisation of the Group's portfolio of activities**
- **Maintain a strict risk management**
- **Transform of the operational model**

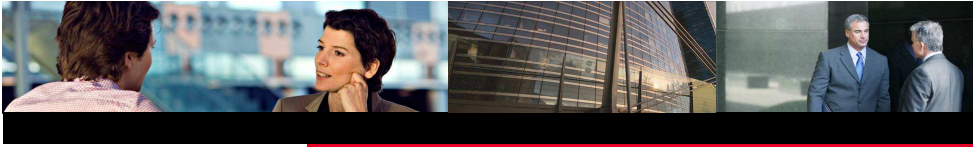
### Main financial targets

- **Group net earnings target around EUR 6bn in 2012**
- **C/I ratio below 60% in 2012**
- **After tax RoE  $\approx$  14-15% in 2012**
- **Core Tier 1 ratio above 8% by 2012 (Basel 2, proforma for CRD3)**



## A Universal Banking model refocused on 3 core pillars





# FRENCH RETAIL BANKING

## French networks well positioned to outperform

### ■ Healthy retail banking market fundamentals

- ▶ Positive demographic trends
- ▶ Still low home ownership rate (58%)

### ■ Sustained commercial activity during the crisis...

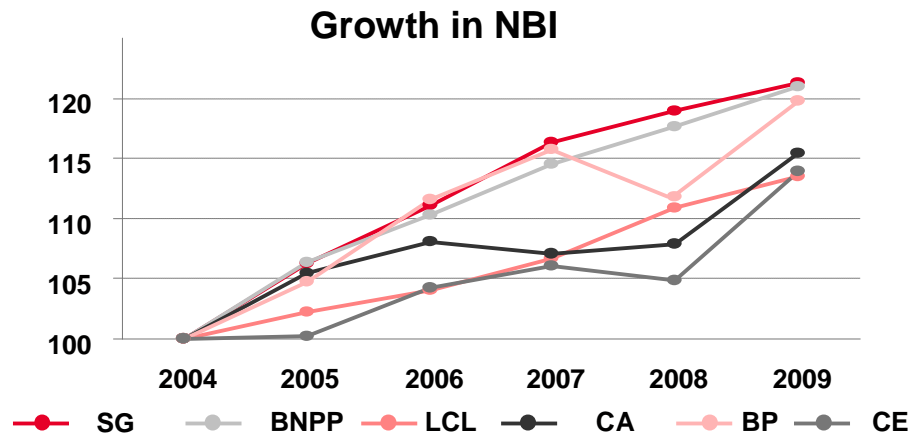
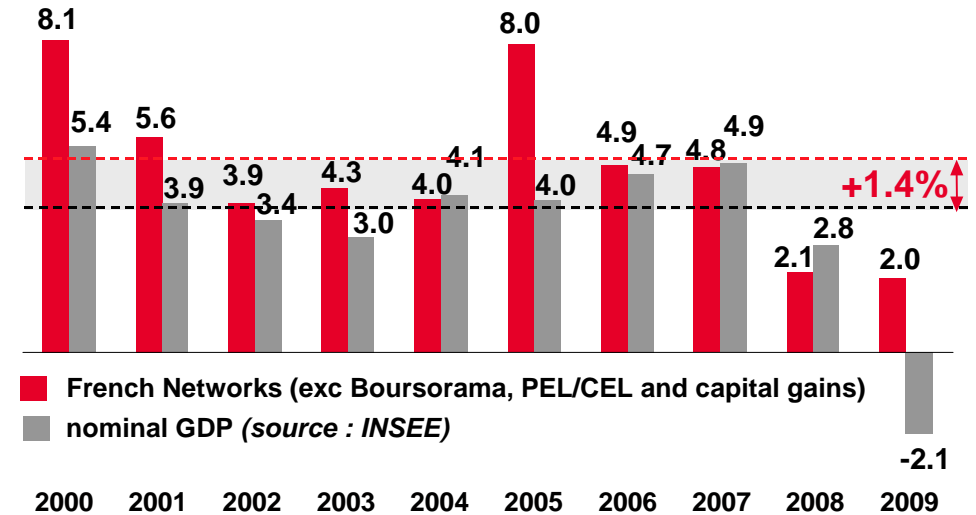
- ▶ Best NBI growth for the last 5 years
- ▶ Significant market share gains on business customers

### ■ ... Supported by the attractiveness of the franchise

- ▶ 3<sup>rd</sup> largest network in France with 3 complementary brands
- ▶ Branches located in high potential regions
- ▶ Wealthier customers and younger customers than average

■ NBI growth 2009-2012:  $\approx$  +3% per year  
 ■ 2012 net earnings target: EUR 1.4-1.6bn

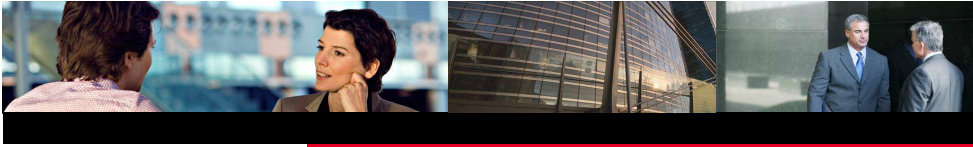
### NBI growth an average of 1.4% higher than nominal GDP



\* Excluding Société Marseillaise de Crédit

Source: Trapeza (base 100: 2004)





## Expand SG's leading positions on markets with high potential

### ■ Benefiting from strong potential in emerging countries despite the crisis

- ▶ Favourable GDP growth forecast
- ▶ Sound public finances in most of our key markets
- ▶ Low banking penetration rate

### ■ Taking advantage of specific competitive edges

- ▶ Strong market shares
- ▶ Wide range of services and sound expertise

### ■ Expand the franchise through differentiated strategies:

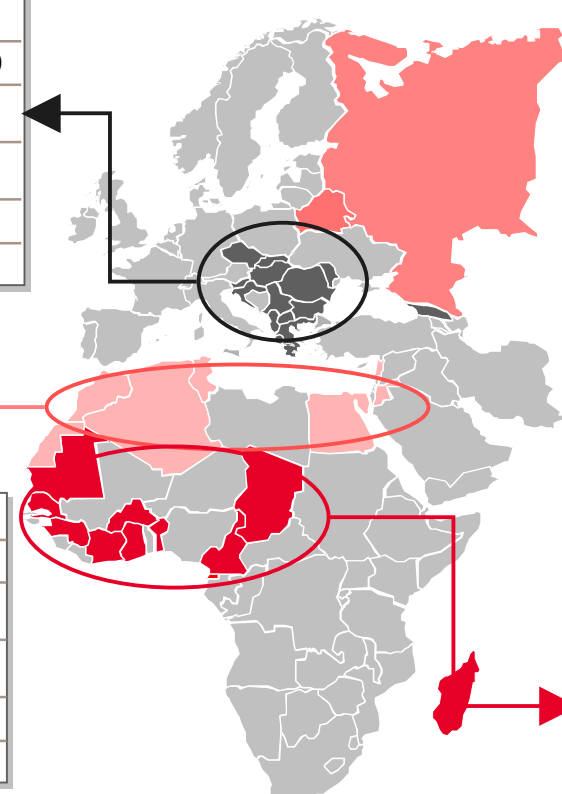
- ▶ Mobilizing revenues synergies across the Group in Russia
- ▶ Intensify customer relationships in the most mature entities (KB, BRD)
- ▶ Increase banking penetration (Mediterranean Basin & Africa)
- ▶ Optimize costs through centralization in South East Europe

#### CEE

Clients	6.8m
Outlets	2,070
Market share loans	7.6%
Market share deposits	7.5%
Loans (EUR)	33bn
Deposits (EUR)	35bn

#### Russia

Clients	3m
Outlets	711
Market share loans	2.4%
Market share deposits	3.2%
Loans (EUR)	9bn
Deposits (EUR)	9bn



#### North Africa

Clients	1.9m
Outlets	682
Market share loans	8.1%
Market share deposits	5.6%
Loans (EUR)	11bn
Deposits (EUR)	12bn

#### Sub-Sah. Africa and French Overseas territories

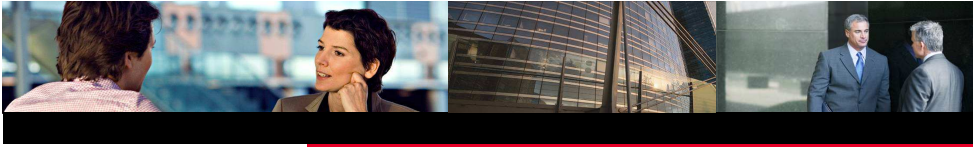
Clients	1.2m
Outlets	297
Market share loans <sup>2</sup>	19.4%
Market share deposits <sup>2</sup>	22.2%
Loans (EUR)	6bn
Deposits (EUR)	7bn

<sup>2</sup> Africa only

2009 data

- NBI growth 2009-2012: ≈ +8% per year
- 2012 net earnings target: EUR 0.9-1.1 bn

61,000 employees serving  
13m clients in 41 countries



## Developing the franchise in a new environment

### ■ Benefiting from strong competitive edges

- ▶ Leadership position in Equity derivatives
- ▶ Strong expertise in Structured finance
- ▶ Develop CIB activities in CEE & Russia, leveraging the Group's presence
- ▶ Diversified business model between Financing and Capital markets geared to client needs

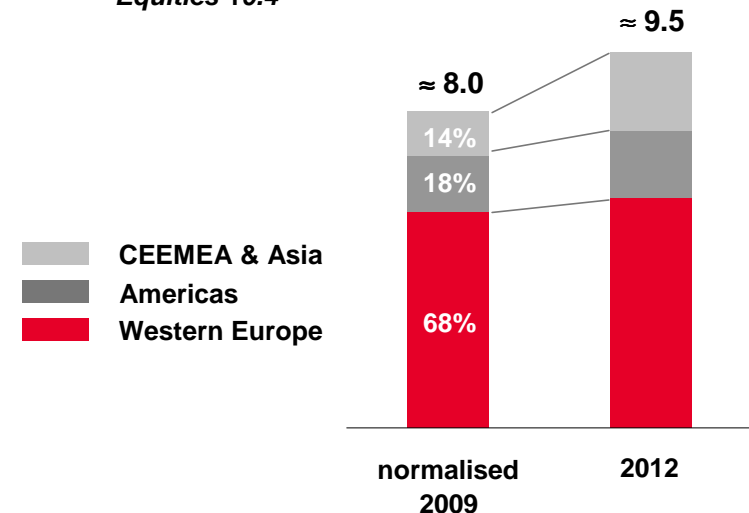
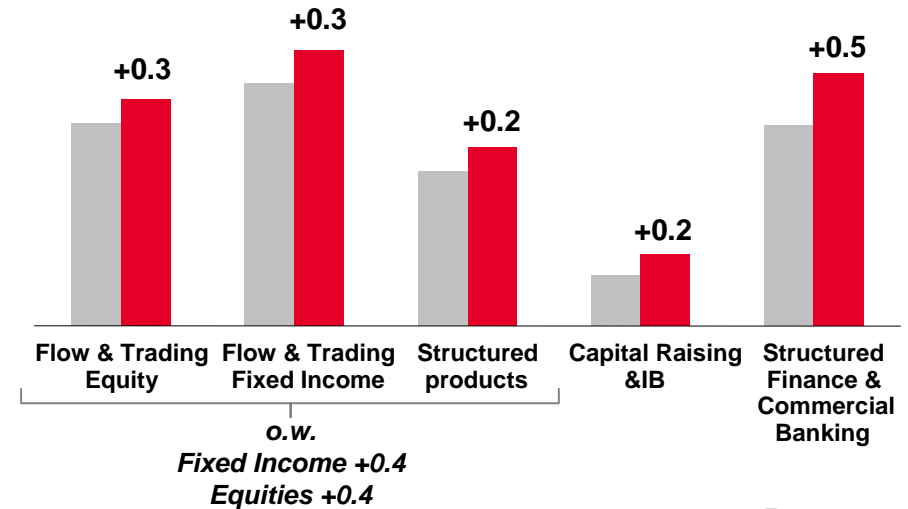
### ■ Competing in a tougher regulatory environment

- ▶ Higher capital requirements and more restrictive capital definitions
- ▶ Enhanced liquidity constraints
- ▶ Additional regulations and new taxes on banks

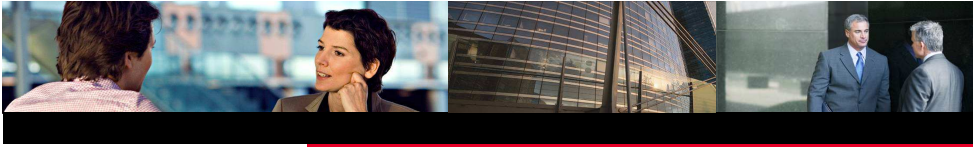
### ■ Preparing for a changing market structure

- ▶ Common incentive to adjust margins
- ▶ Downward pressure on compensation
- ▶ Necessity to improve operational efficiency

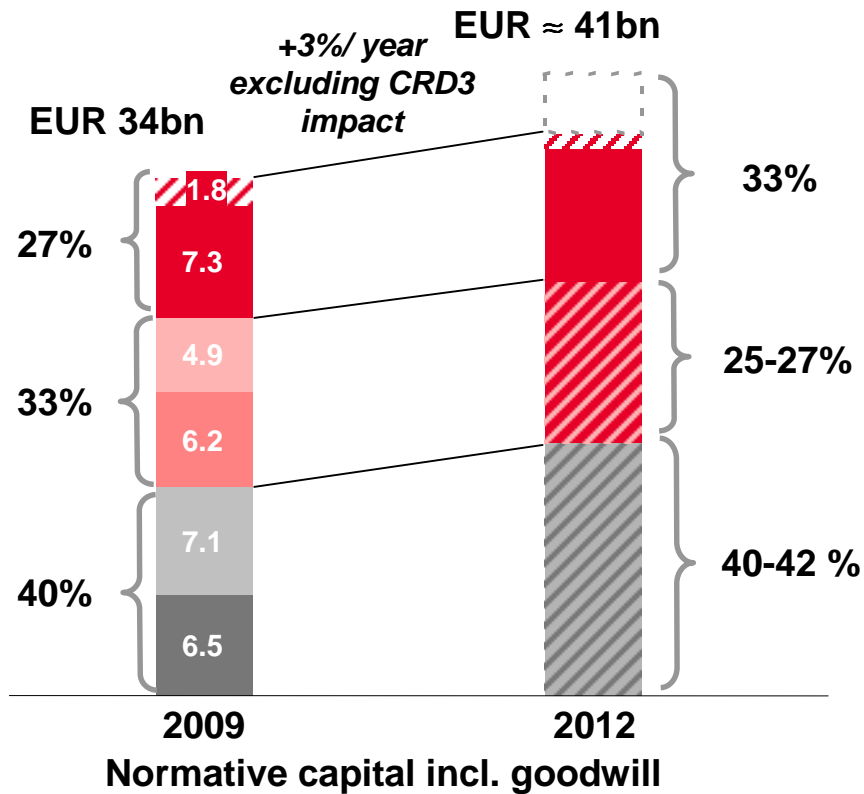
SGCIB NBI 2009-2012



- 2012 NBI: ≈ EUR 9.5bn
- 2012 net earnings target: EUR 2.3-2.8bn



# Optimise balanced capital allocation



- 1/3 of capital to SG CIB including CRD3 impact
- Capital reallocation from businesses in synergy towards Retail Banking activities
- Potential external growth primarily funded by portfolio arbitrages

**Retail Banking**

- French Networks
- International Retail Banking

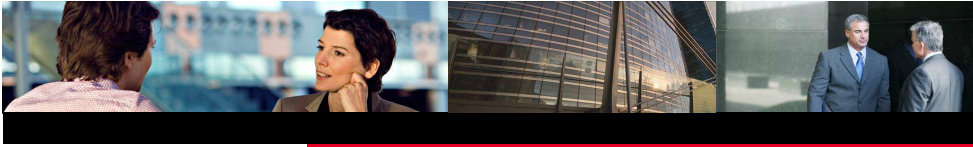
**Businesses in synergy**

- Global Investment Management and Services
- Specialised Financial Services and Insurance

**SG CIB**

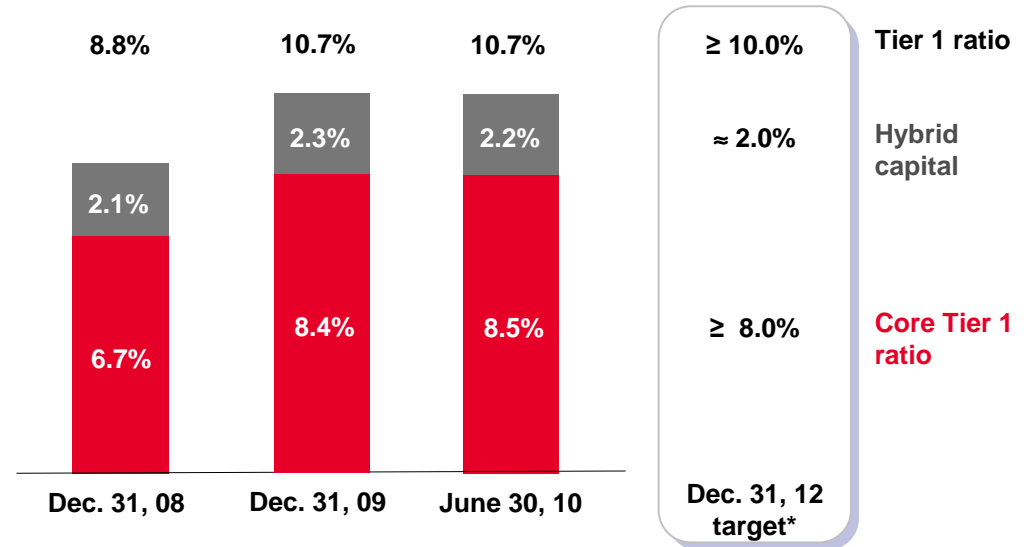
- Corporate & Investment Banking (excluding legacy assets)
- ▨ Legacy assets
- ▨ Regulatory impact (CRD3)



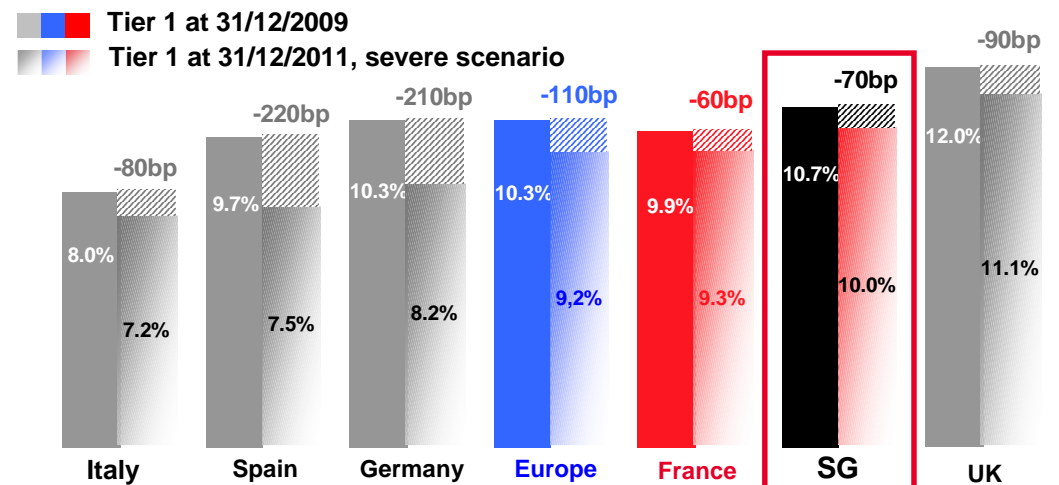


## Solid financial structure, confirmed by European stress tests

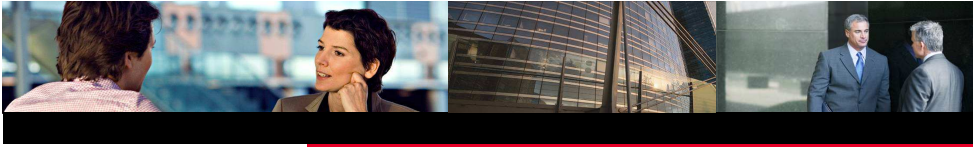
- **Robust financial solidity: 10.7% Tier 1 and 8.5% core Tier 1 at end-June 2010**
- **... confirmed by European stress tests results**
  - ▶ 10% Tier 1 at end-2011 in the most severe stress scenario, in line with the European average and above other French banks tested
- **Future organic capital generation is sufficient to:**
  - ▶ Absorb the regulatory impact of CRD3 (-100bp impact on Core Tier 1) and the progressive implementation of Basel 3
  - ▶ Sustain sound organic growth
  - ▶ Distribute dividends (35% payout)
- **SG will comply with the Basel 3 common equity requirement of 7% as of 2013**



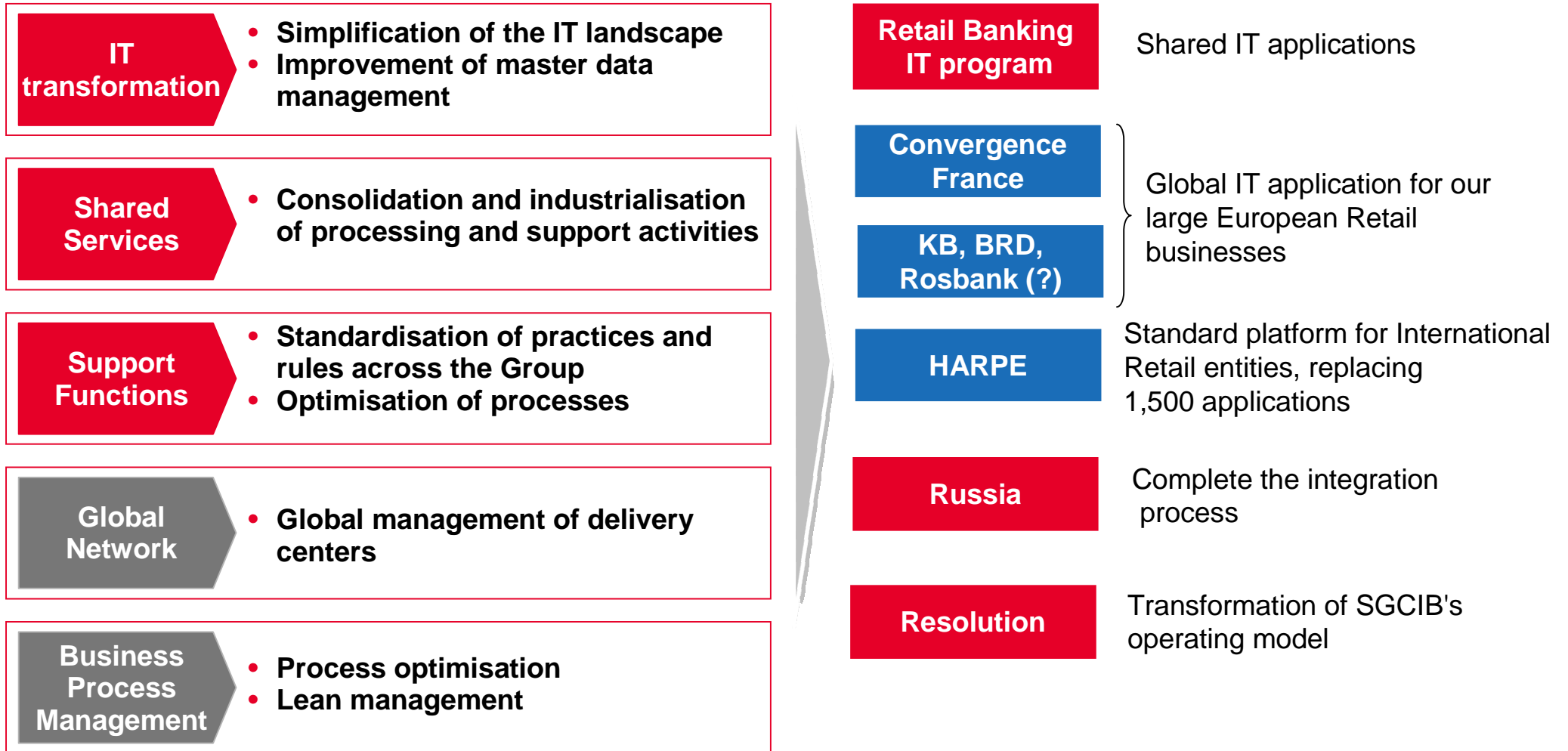
### Benchmark of Tier 1 impact in a severe stress scenario

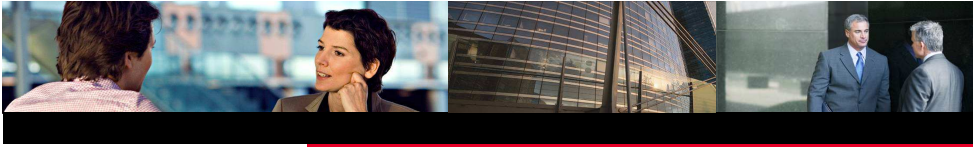


\* Basel II - Including CRD 3 impact



## Transform the Group's operational model





## Ambition SG 2015: deliver growth with lower risk

- ▶ **Solid foundations for long term profitable growth**
- ▶ **Renewed management team with a long term ambition and committed to deliver**
- ▶ **Group's transformation launched: portfolio arbitrages and mutualisation of information systems**



**SOCIETE  
GENERALE**

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