



INVESTORday
2010

Disclaimer

This document contains a number of forecasts and comments relating to the targets and strategies of Societe Generale Group. These forecasts are based on a series of assumptions, both general and specific, notably – unless specified otherwise – the application of accounting principles and methods in accordance with IFRS as adopted in the European Union and applied by the Group in its financial statements as at December 31, 2009, as well as the application of existing prudential regulations. As a result, 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 may be affected by a number of factors and may therefore differ from current estimates.

Investors are advised to take into account factors of uncertainty and risk when basing their investment decisions on information provided in this document.

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Unless otherwise specified:

- the sources for the ranking are internal;*
- figures concerning French Networks are given excluding Société Marseillaise de Crédit.*



15 June 2010

INVESTORday 2010

Deliver growth with lower risk

Frédéric Oudéa
Chairman & CEO

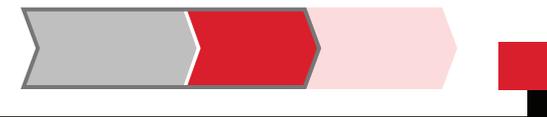
Key takeaways

Ambition SG 2015

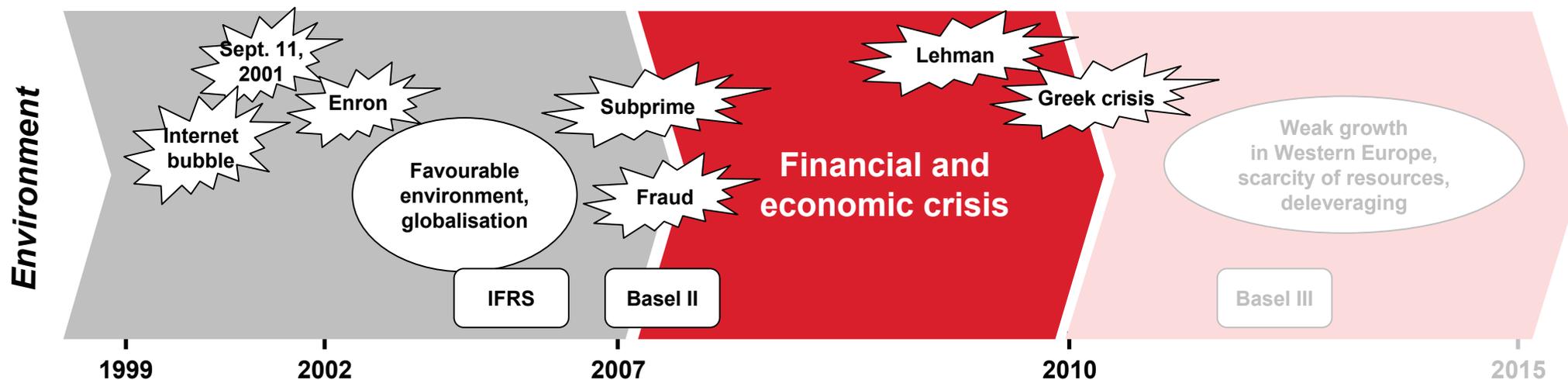
- **Enhance a client-oriented Universal Banking model refocused on 3 core pillars with strong potential**
 - ▶ Retail Banking in France
 - ▶ International Retail Banking
 - ▶ Corporate & Investment Banking
- **Complete the optimisation of the Group's portfolio of activities**
- **Maintain a strict risk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



SG in context: transforming itself in a new environment



Societe Generale

- Priority given to development (mostly external) in regions with growth potential
- Business lines managing their resources autonomously, sometimes at the expense of operational efficiency

- Crisis impacting Group P&L
- Improvement of corporate governance and risk control
- Resilience of main franchises
- Restructuring and first arbitrages in the portfolio of businesses

- Development mainly through organic growth
- Continued refocus on core activities and development of intra-Group synergies
- Transformation of the operational model



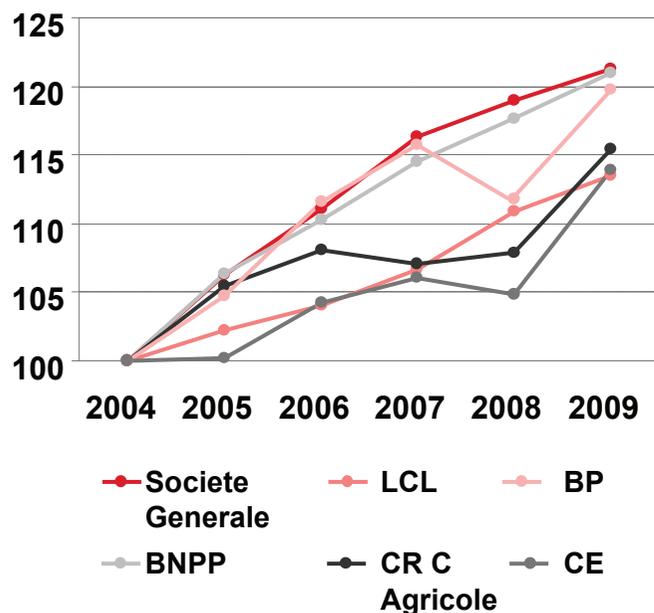
Lessons from the crisis: a portfolio of robust businesses

Solidity and growth of French Networks

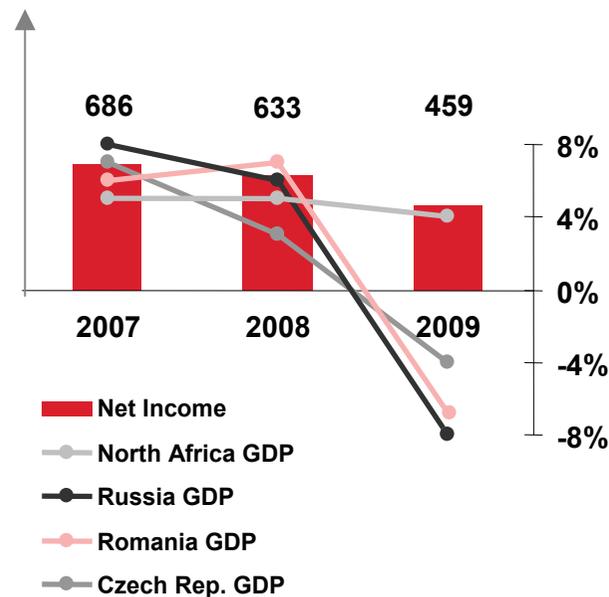
Strong resilience of International Retail Banking

Competitive CIB, standing by its clients during the crisis

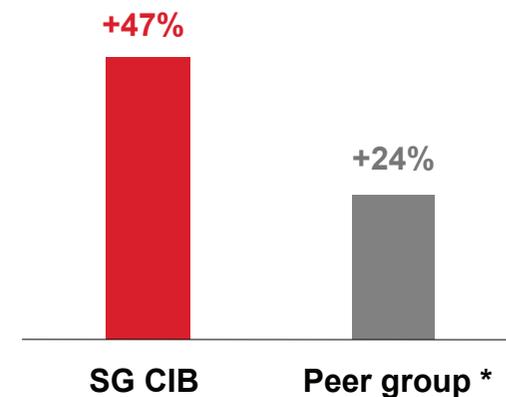
NBI French Networks
(Source: Trapeza)



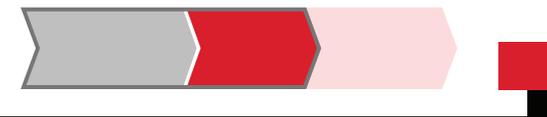
in EUR m



NBI growth 2007-2009
(excl. impact of crisis)



* 2009 peer group = 13 major CIB divisions incl. SG CIB – NBI restated for non-recurring items



Lessons from the crisis: a necessary transformation, already under way

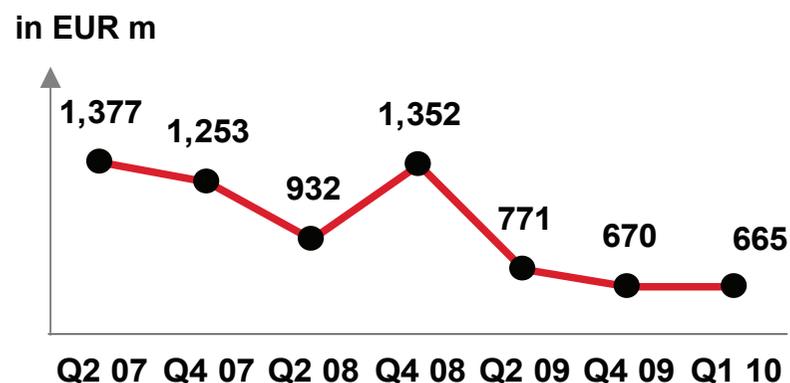
Reducing risks

- ➔ Significant reduction in market risk
- ➔ Strengthening of the Risk Department
- ➔ Centralised management of legacy assets

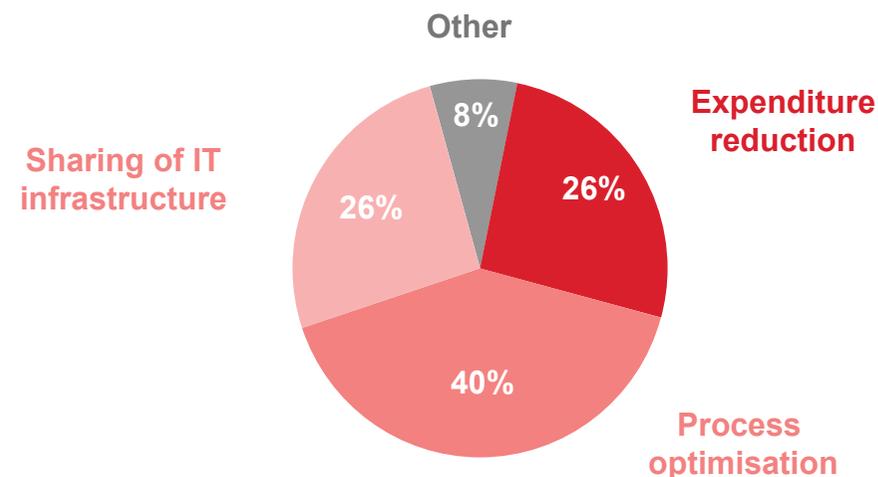
First changes to the operational model

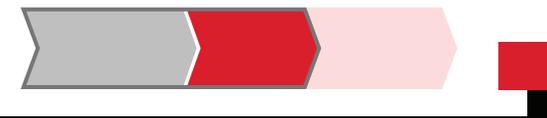
- ➔ Operating efficiency plan: first step in the Group's industrialisation
- ➔ GOI gain of EUR 1bn between 2007 and 2010

Group market stress tests



Gains by project





Lessons from the crisis: agile management of the business portfolio

Anticipate consolidation to achieve critical mass



Enhance growth potential of 3 pillars activities



Active restructuring of peripheral activities

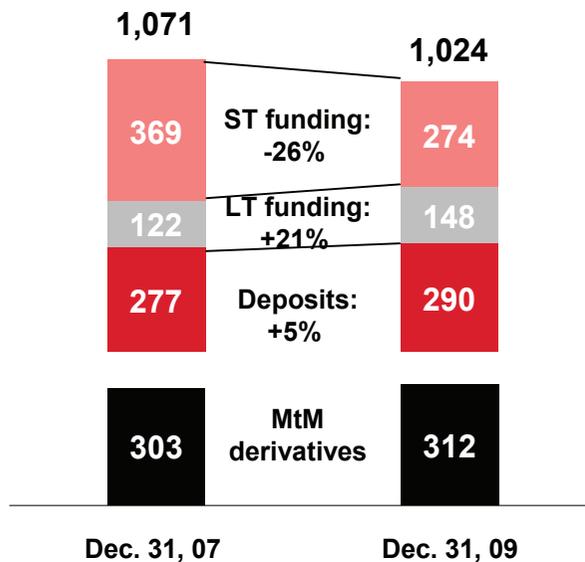


Lessons from the crisis: strict management of scarcer resources

**Liquidity:
scarcer and more expensive**

→ Rigorous and reinforced liquidity management since the start of the crisis

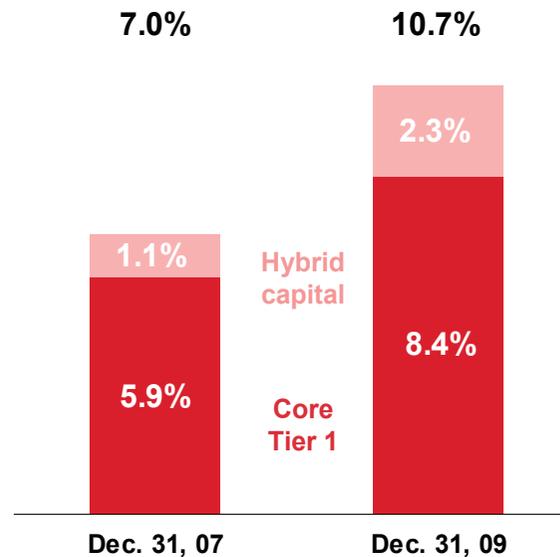
Total liabilities (in EUR bn)



**Capital ratio:
higher requirements**

→ Reinforced financial structure

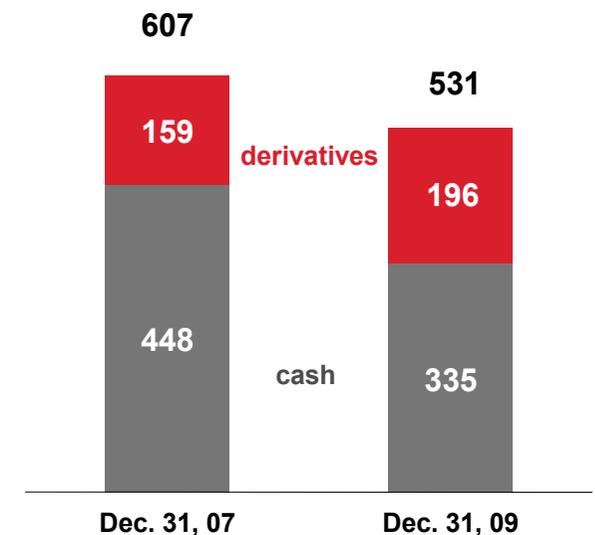
Solvency ratio (%)



**Balance sheet:
lower use required**

→ Reduction in SG CIB balance sheet

SG CIB total assets (in EUR bn)



Q2 to date

■ French Networks

- ▶ Continued strong commercial activity, full year guidance comforted

■ International Retail

- ▶ First signs of recovery in CEE & Russia, still positive trends in other geographies
- ▶ Revenues should be above the Q1 10 level

■ Corporate & Investment Banking

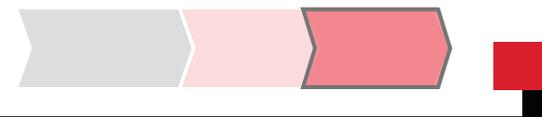
- ▶ Satisfactory results in Fixed Income and Financing and Advisory
- ▶ Mixed performance of the Equity division, consequence of reduced risk appetite in volatile market conditions
- ▶ Impact of legacy assets in line with the full year guidance

■ Specialised Financial Services & Insurance

- ▶ Weak production in Specialised Financial Services but resilient margin
- ▶ Good volumes in Insurance

■ Global Investment Management & Services

- ▶ Improvement of Revenues vs. Q1 despite a still unfavourable environment

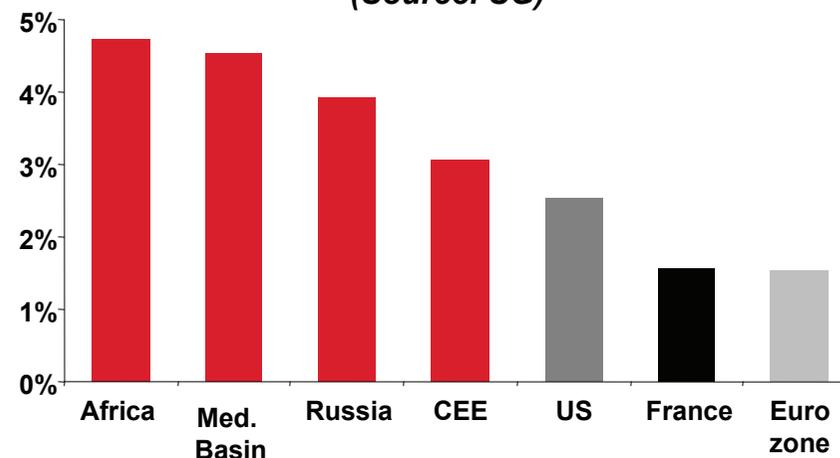


2010-2015 environment: constraints and uncertainty

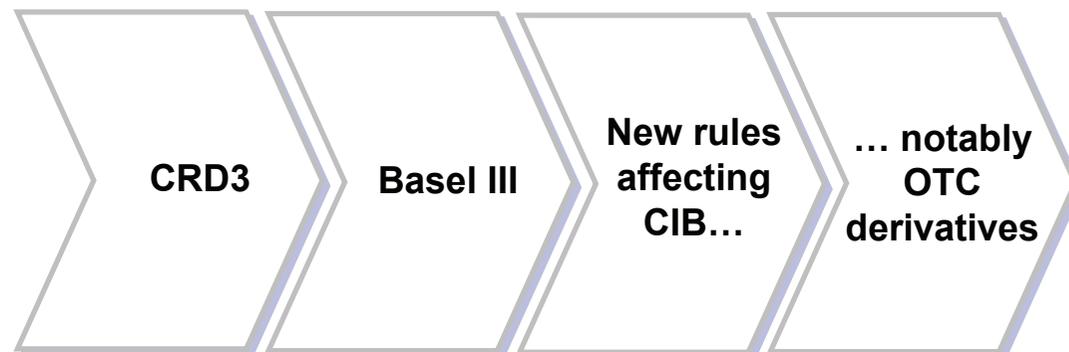
- Different economic outlooks depending on geographic area
- Changes in Euro zone
 - ▶ Stronger solidarity mechanisms
 - ▶ Concerted efforts to reduce public deficits
- A toughened regulatory environment
 - ▶ Europe and the United States: different rules?
 - ▶ Expected strengthening of capital and liquidity requirements
 - ▶ Active debate on crisis resolution mechanisms

Annual GDP growth 2010-2015

(Source: SG)

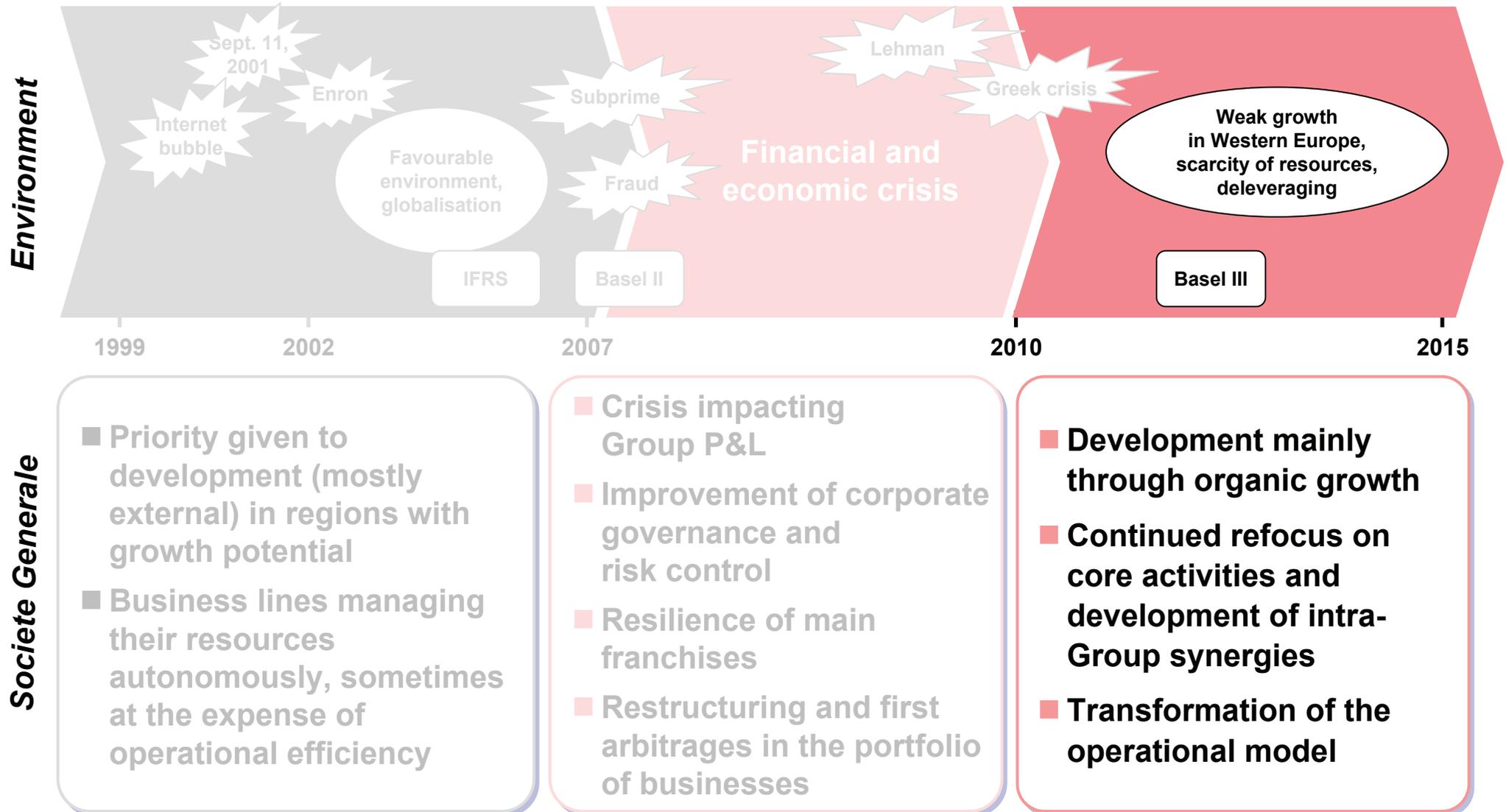


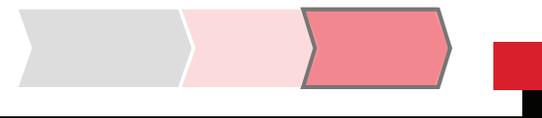
Regulatory framework





SG in context: transforming itself in a new environment



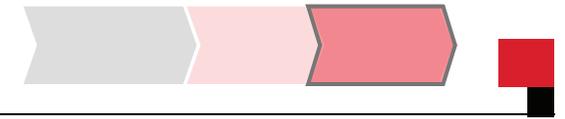


Ambition SG 2015: a universal bank...

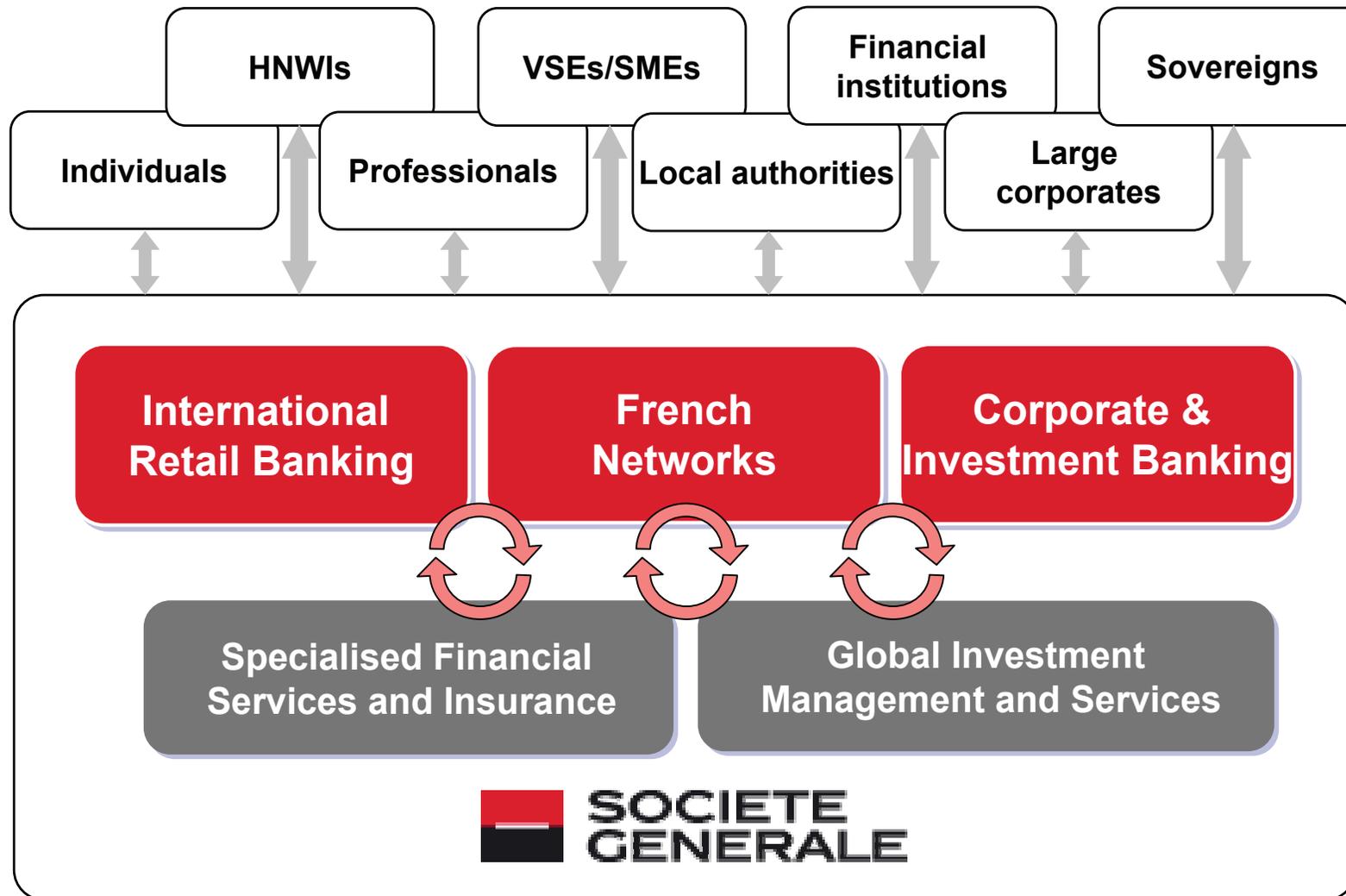
A client driven model
serving clients over the long-term

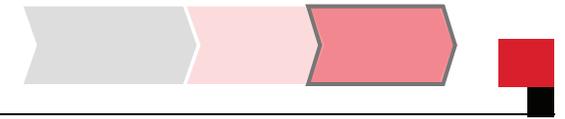
A diversified model
multi-business and multi-client

A balanced model
combining financing solutions and asset gathering schemes



... refocused on 3 pillars and 2 businesses in synergy





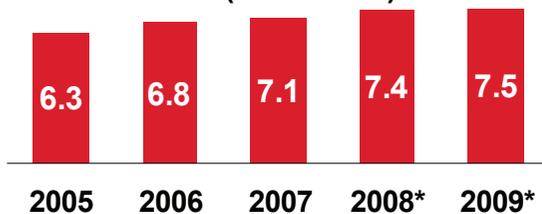
Growth potential driven by a portfolio of promising businesses

French Networks



- ▶ 3rd largest network in France
- ▶ Three complementary brands
- ▶ Positioned in growth regions

NBI (in EUR bn)

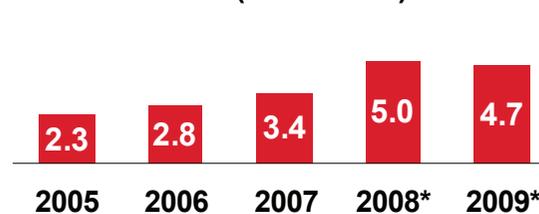


International Retail Banking



- ▶ Largest privately-owned banking group in Russia
- ▶ 4th largest banking group in CEE-Russia
- ▶ Present in countries with positive fundamentals
- ▶ Considerable competitive advantages

NBI (in EUR bn)

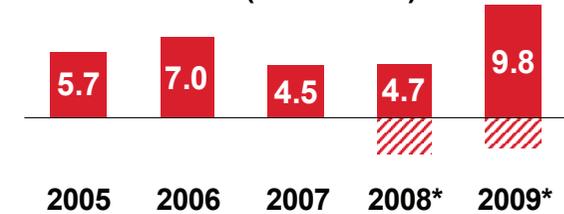


Corporate & Investment Banking



- ▶ Leadership positions in growth businesses
- ▶ Solid client base to better cross-sell
- ▶ Broad product range to satisfy sizeable financing needs

NBI (in EUR bn)

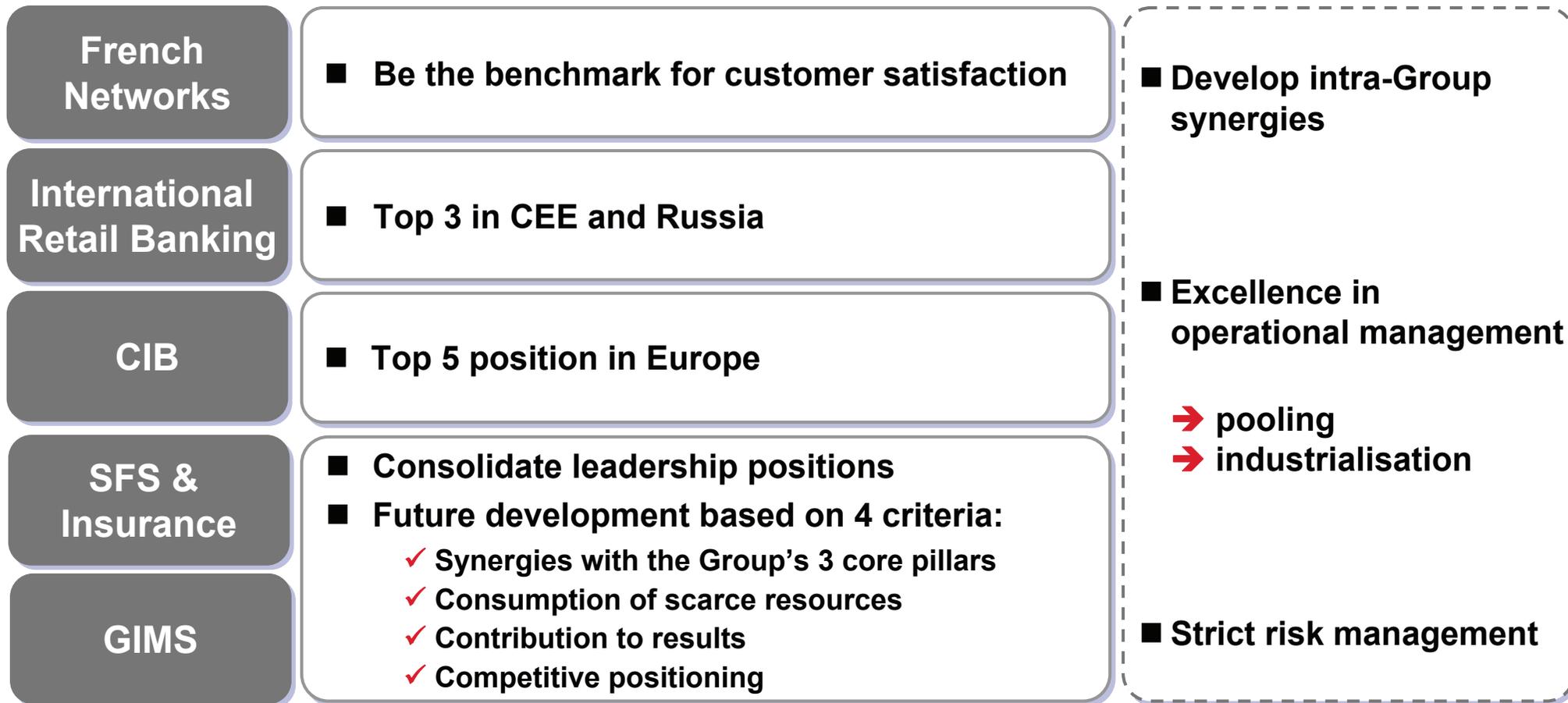


* Calculated on the basis of an allocated capital of 7% RWA

Legacy assets

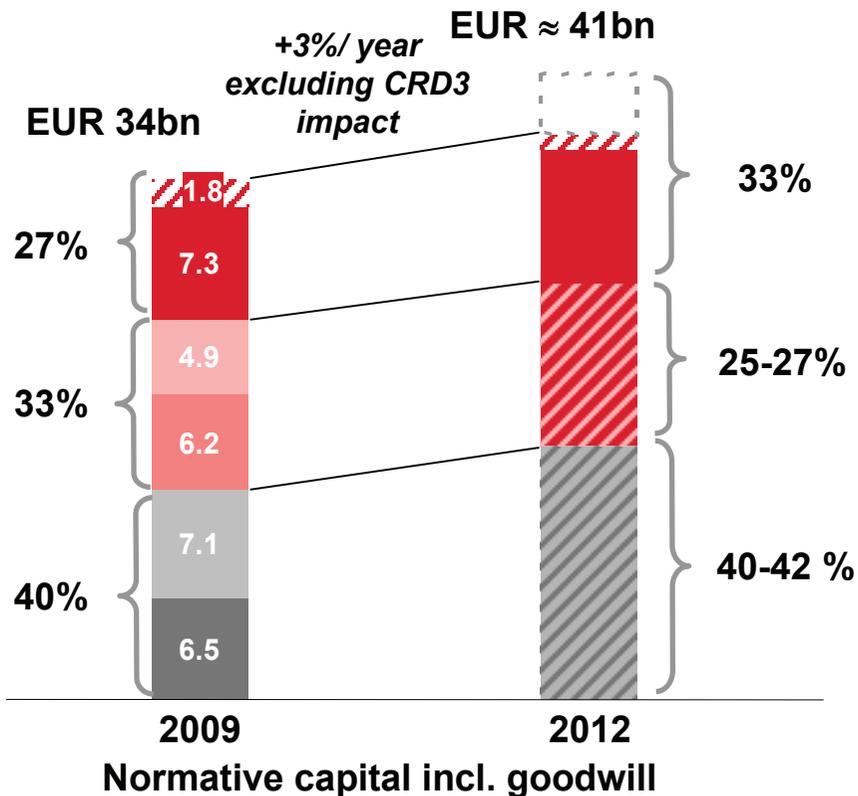


Ambition SG 2015: deliver growth with lower risk



 **Solid foundations for long-term profitable growth**

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

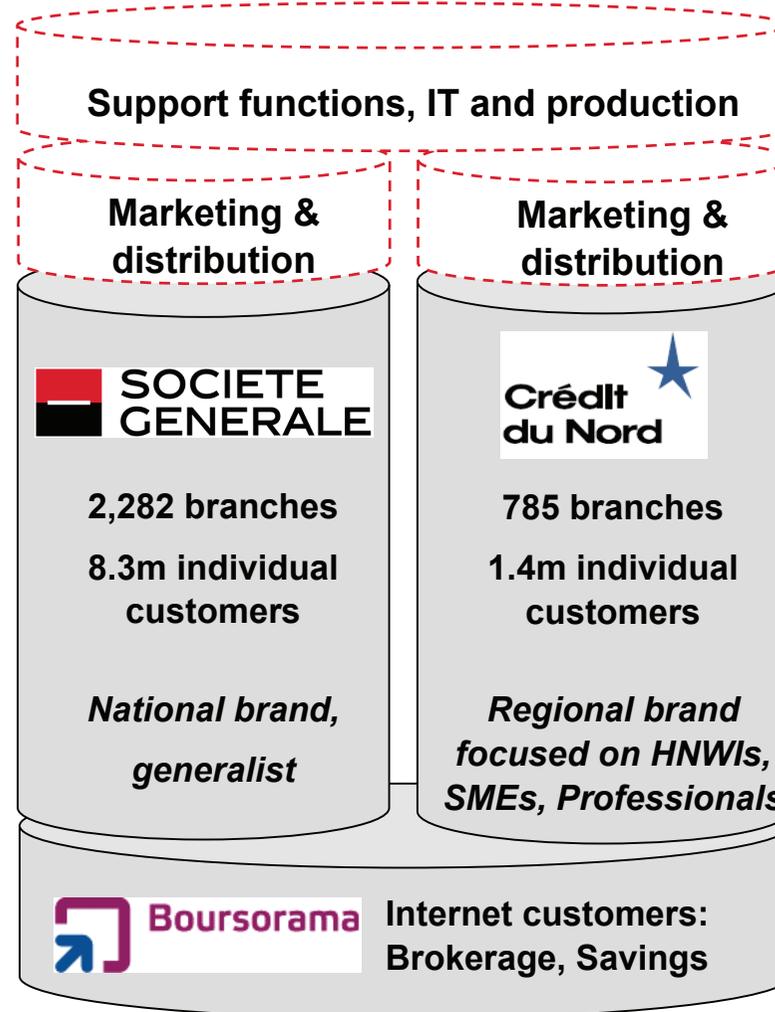
SG CIB

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

Be the benchmark for customer satisfaction

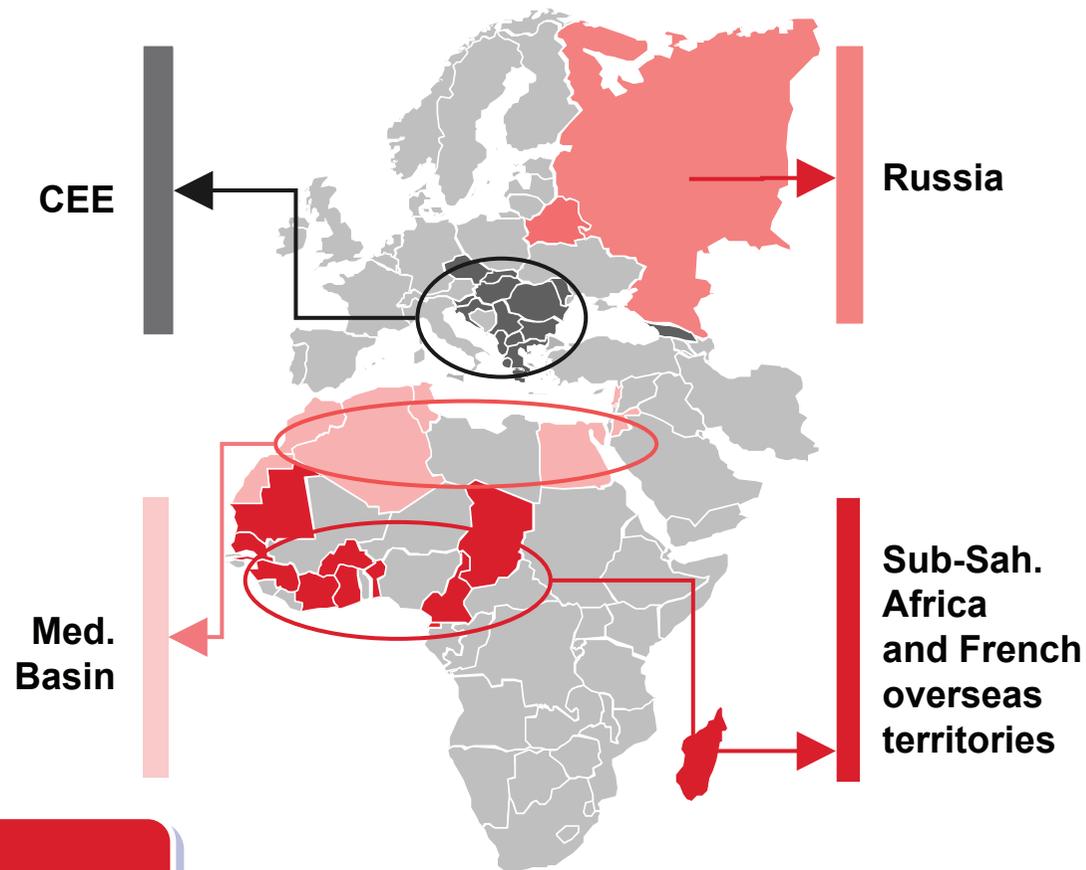
- 3rd largest network in France with 3 complementary brands
- Maximise customer satisfaction for each brand
- Attract 2 million additional individual customers
- Gain 1% market share with business customers
- Improve operating efficiency, particularly through synergies between the 3 brands

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



Top 3 in CEE & Russia

- 20 million clients in 2015
- Create a leading player in Russia
- Intensify client relationships in the most mature entities
- Accelerate growth in areas with potential for higher banking penetration, and seize external growth opportunities
- Deliver growth through innovation
- Improve operational efficiency

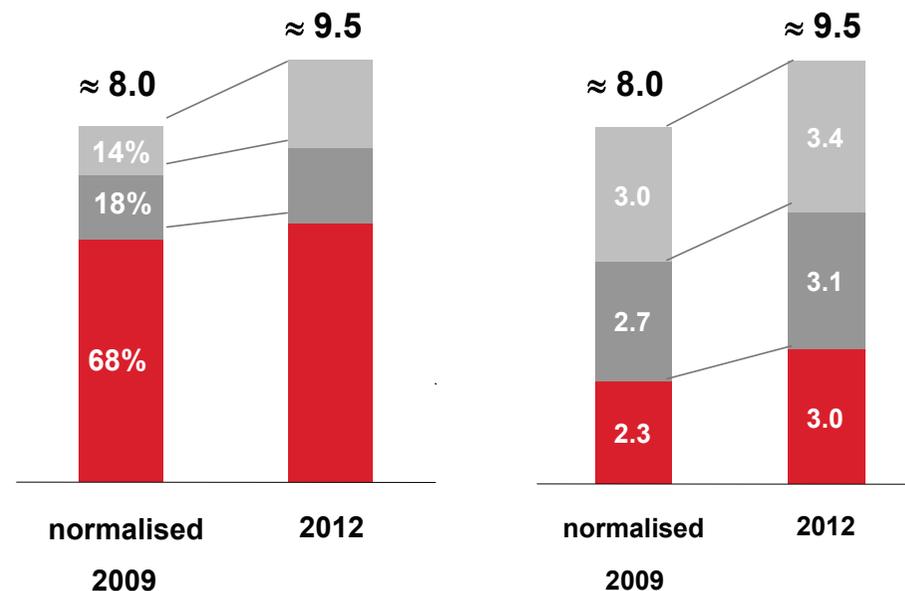


- NBI growth 2009-2012: $\approx +8\%$ per year
- 2012 net earnings target: EUR 0.9-1.1 bn

Top 5 position in Europe

- Expand the worldwide leadership position in equity derivatives and cross-asset structured products
- Develop structured financing by capitalising on high growth segments
- Leverage the solid European client franchise to further develop Fixed Income and Investment Banking
- Develop CIB activities in CEE & Russia, leveraging the Group's presence in those regions

SGCIB NBI 2009-2012



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



Consolidate leadership positions and keep on refocusing (1/2)

Strengths

Priorities

Insurance

- 4th largest “bancassurer” in France
- Foreign subsidiaries supporting most of International Retail Banking business

- Increase product range and distribution in French and International Retail Banking Networks

Business Finance

- Equipment Finance: leader in Europe
- ALD: No. 2 in Europe

- Maintain leadership positions
- Reinforce synergies with other businesses for corporate customers

Consumer Credit

- Solid positioning
- Key activity for development in emerging countries

- Continue network restructuring
- Adapt the business to the new regulatory environment

↘ 2012 net earnings target: EUR 0.7bn to EUR 0.9bn

Consolidate leadership positions and keep on refocusing (2/2)

Strengths

Priorities

**Private
Banking**

- Solid positioning, resilient business, liquidity provider
- Significant synergies with the Retail Banking Networks, SG CIB

Newedge

- 2nd largest US broker (Futures Commission Merchant rankings)

SGSS

- 2nd largest custodian in Europe and 6th largest worldwide
- One of the European leaders in fund administration

**Asset
Management**

- TCW franchise stabilised & reinforced thanks to the MetWest acquisition
- Expertise in fundamental and alternative fixed income strategies

- Organic and/or targeted external growth

- Maintain leadership position
- Improve contribution to results

- Further improve operating efficiency
- Participate in sector consolidation

- Confirm competitive positioning
- Maximise value for the Group

↪ 2012 net earnings target: EUR 0.5bn to EUR 0.7bn

Transform the operational model and maintain strict risk management

Increase operating efficiency

Retail Information System: Industrialisation and Pooling

- ▶ France: one single information system by 2013
- ▶ International entities: convergence with the French systems for the largest entities.
For smaller entities, regional hub in Africa and CEE

CIB: implementation of Resolution

Maintain strict risk management

Continue reduction in risk profile

Legacy assets: external credit analysis (BlackRock Solutions) confirms marks are overall appropriate

2012 financial targets

Average GDP growth 2009-2012

■ France:	1.6%
■ Euro Zone:	1.5%
■ Russia:	3.8%
■ CEE:	2.5%
■ USA:	2.6%

SG targets

Revenue CAGR 2009-2012 ≈ +4%*

C/I ratio 2012 <60%

Group net earnings 2012 ≈ EUR 6bn

After tax RoE 2012 ≈ 14-15%

Core Tier One Ratio 2012 ≥ 8%**

* At constant exchange rates, excluding legacy assets, Asset Management (except TCW), MtM CDS and SG spread

** Basel II, proforma CRD 3

A renewed management team for a long-term ambition



Frédéric OUDEA
Chairman and Chief Executive Officer



Séverin CABANNES
Deputy Chief Executive Officer



Jean-François SAMMARCELLI
Deputy Chief Executive Officer



Bernardo SANCHEZ INCERA
Deputy Chief Executive Officer



Michel PERETIE
Corporate and
Investment Banking



Jacques RIPOLL
GIMS



Didier VALET
Finance



Jean-Louis MATTEI
International Retail Banking



Didier HAUGUEL
Specialised Financial
Services & Insurance



**Benoît
OTTENWAEALTER**
Risks



**Françoise
MERCADAL-DELASALLES**
Resources



**Caroline
GUILLAUMIN**
Communication



**Anne
MARION-BOUCHACOURT**
Human Resources



**Patrick
SUET**
Corporate Secretary

Agenda

French Networks

Be the benchmark for customer satisfaction



J.F. Sammarcelli
V. Taupin

International Retail Banking

Top 3 in CEE & Russia



B. Sanchez Incera
J.L. Mattei

Corporate and Investment Banking

Top 5 in Europe



S. Cabannes
M. Péretié

Legacy assets

Risks under control



M. Péretié

Risks / Operating model / Finance



B. Ottenwaelter
F. Mercadal Delasalles
D. Valet

Concluding remarks



F. Oudéa



15 June 2010

INVESTORday 2010

French Networks
Be the benchmark for customer satisfaction

Jean-François Sammarcelli

Deputy CEO & Head of the French Networks

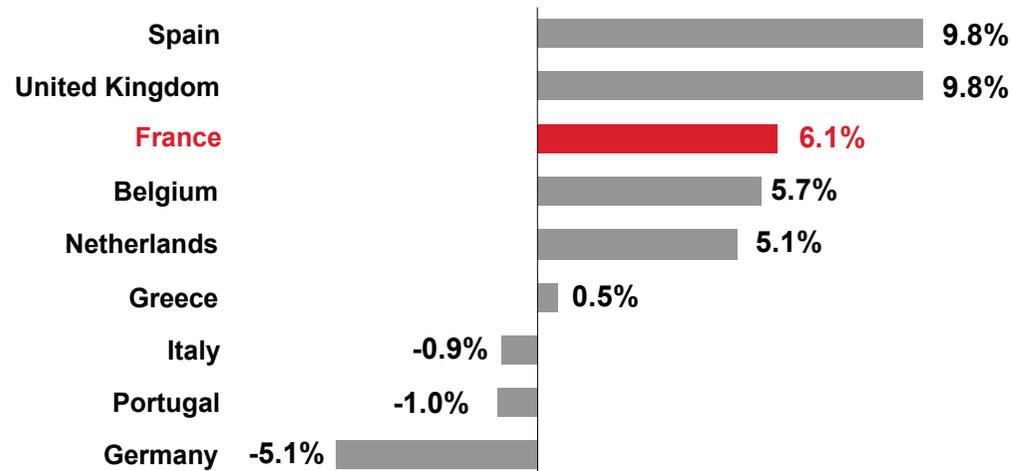
Vincent Taupin

CEO of Crédit du Nord



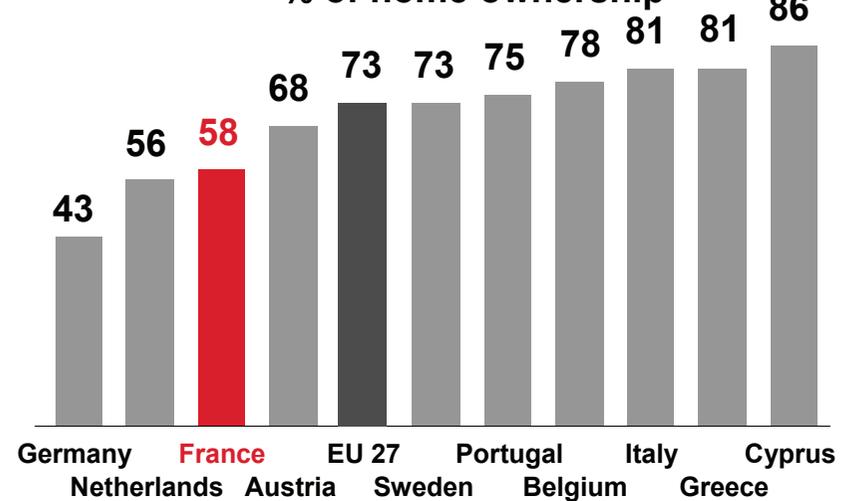
An economic environment supporting banking activity

Population growth from 2010 to 2030



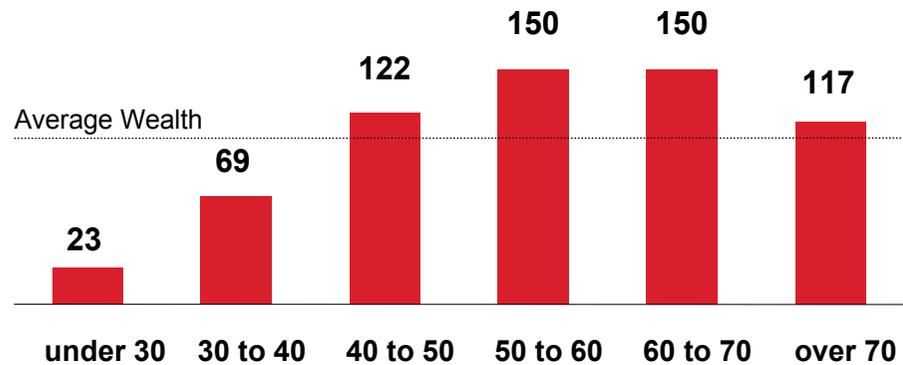
Source: UN

% of home ownership



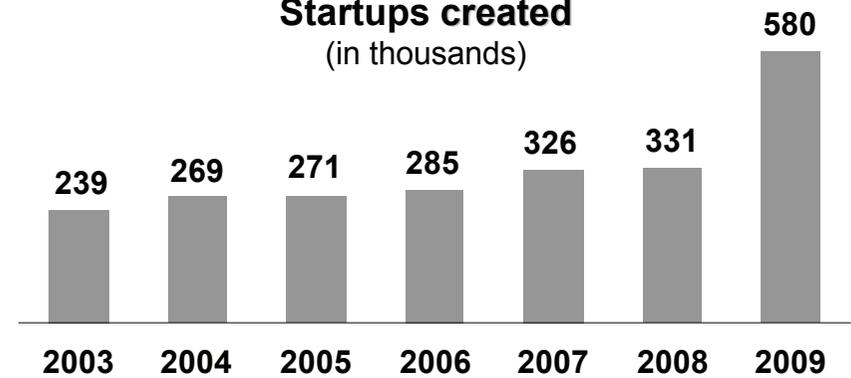
Source: « European Property Market » - 2008 Review - ERA

Wealth concentration by age bracket



Source: INSEE, Wealth Survey

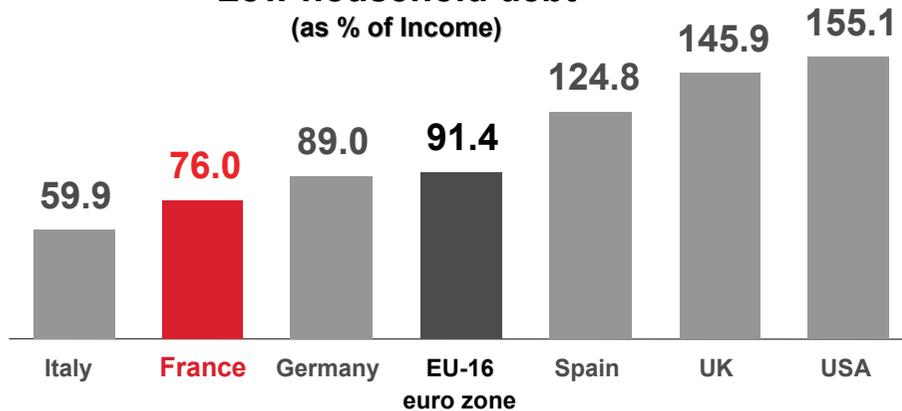
Startups created
(in thousands)



Source: INSEE

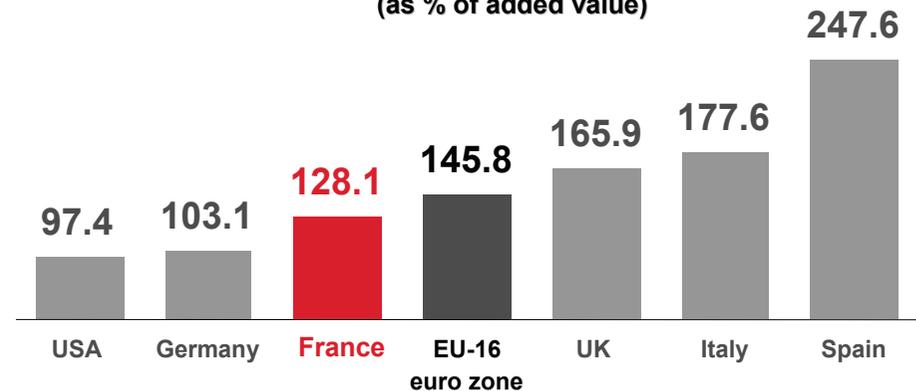
A low risk market

Low household debt
(as % of Income)



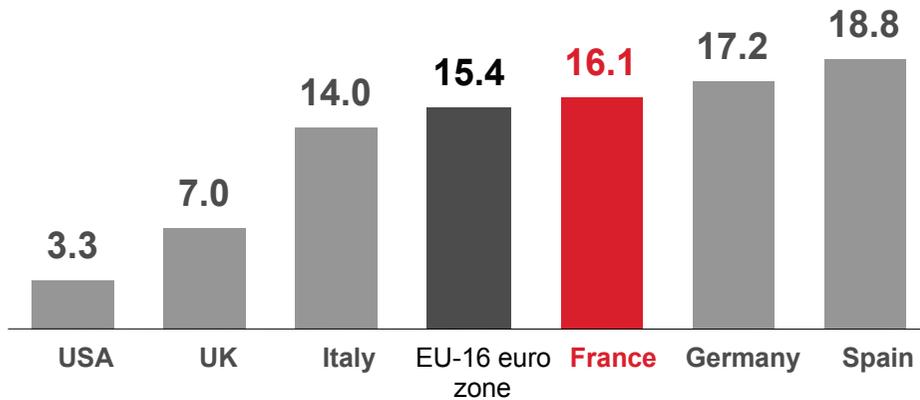
Source: Banque de France, May 2010

Low corporate debt
(as % of added value)



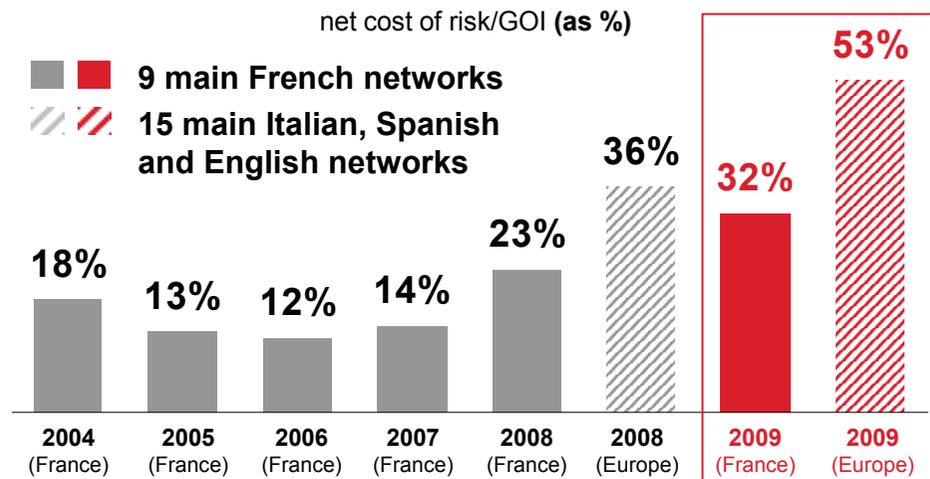
Source: Banque de France, May 2010

High savings rate
(as % of Income)



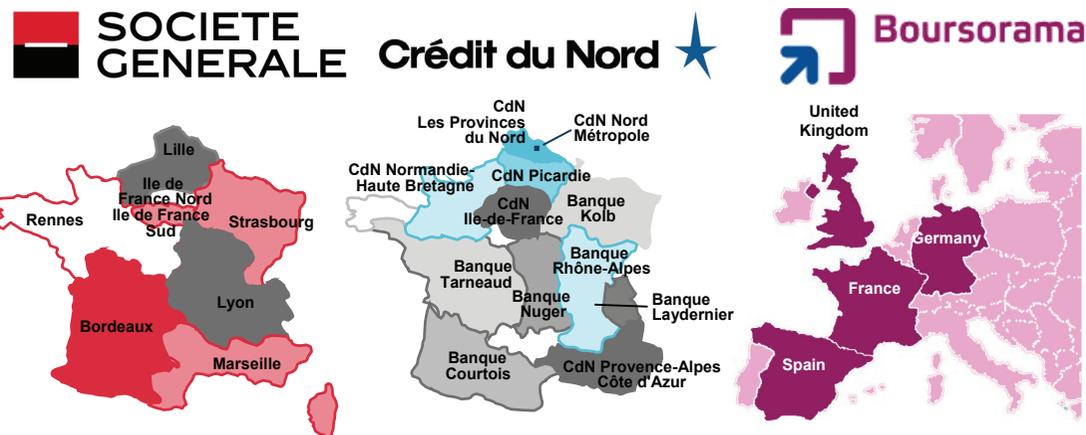
Source: Eurostat

Low cost of risk



Source: Trapeza

Three brands with total NBI of EUR 7.5 billion



Total French Networks

Total headcount	28,400	8,600	800	37,800
Branches	2,282	785	15	3,082
Business centres/Corporate branches	97	124		221
Regions/subsidiaries - RD - Countries	8	12	4	
Individual customers (m)	8.3	1.4	0.5	10
2009 NBI (EUR m)	7,280		186	7,466
2009 operating expenses (EUR m)	4,778		133	4,911
2009 cost/income ratio	65.6%		71.5%	65.8%

Three brands to meet all customers' expectations



2,282 branches
8.3 million individual customers



785 branches
1.4 million individual customers



483,000 customers,
including 104,000 bank accounts
in France

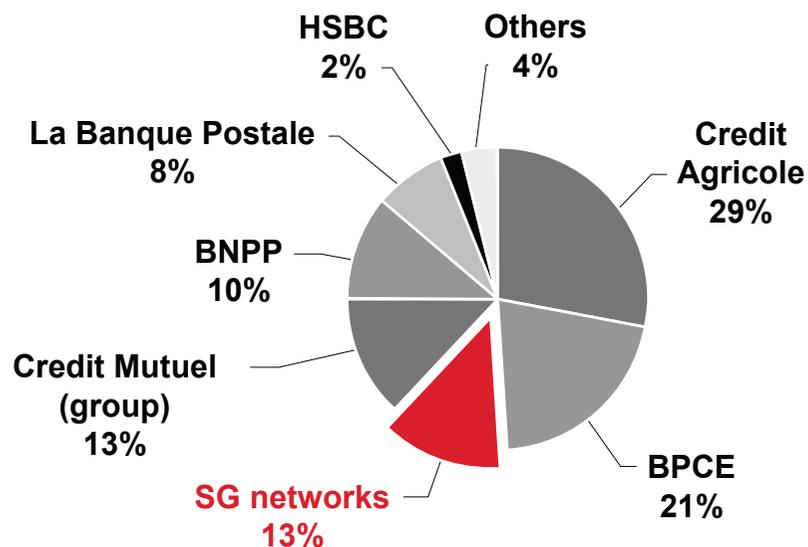
- **Customers looking for a major national brand with branches across the country**
 - ▶ Target: all customers (from individuals to CAC 40 companies)
- **Customers preferring a more regional brand with a more personalised service**
 - ▶ Target: from fairly affluent individuals to SMEs with a large professional customer base
- **Individual customers looking for a purely online service**
 - ▶ Target: mainly young, economically active customers

Best NBI growth for the last 5 years; No. 3 retail bank in France

■ Strong growth in NBI due to:

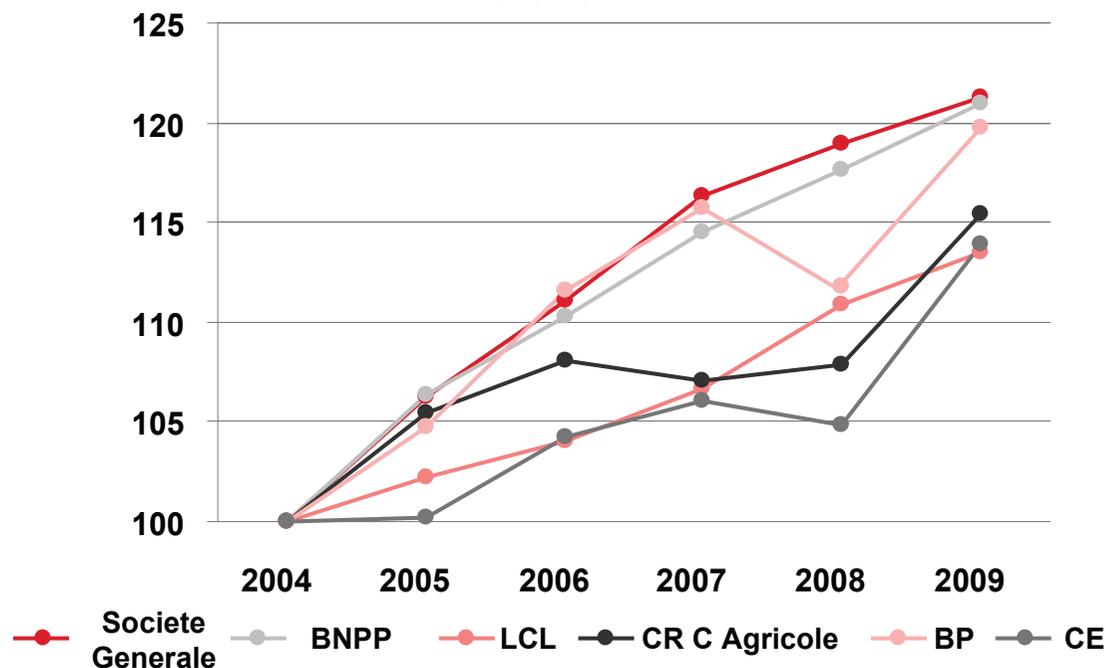
- ▶ Market share gains
- ▶ A diversified portfolio of individual and business customers
- ▶ Well balanced management of price and volume

NBI share of French banks



Source: Trapeza

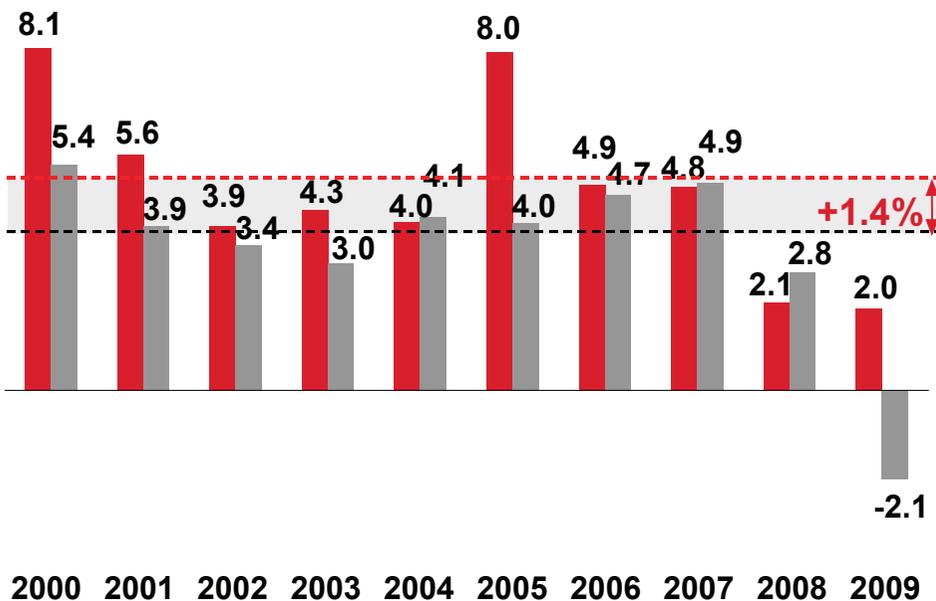
Growth in NBI



Source: Trapeza (base 100: 2004)

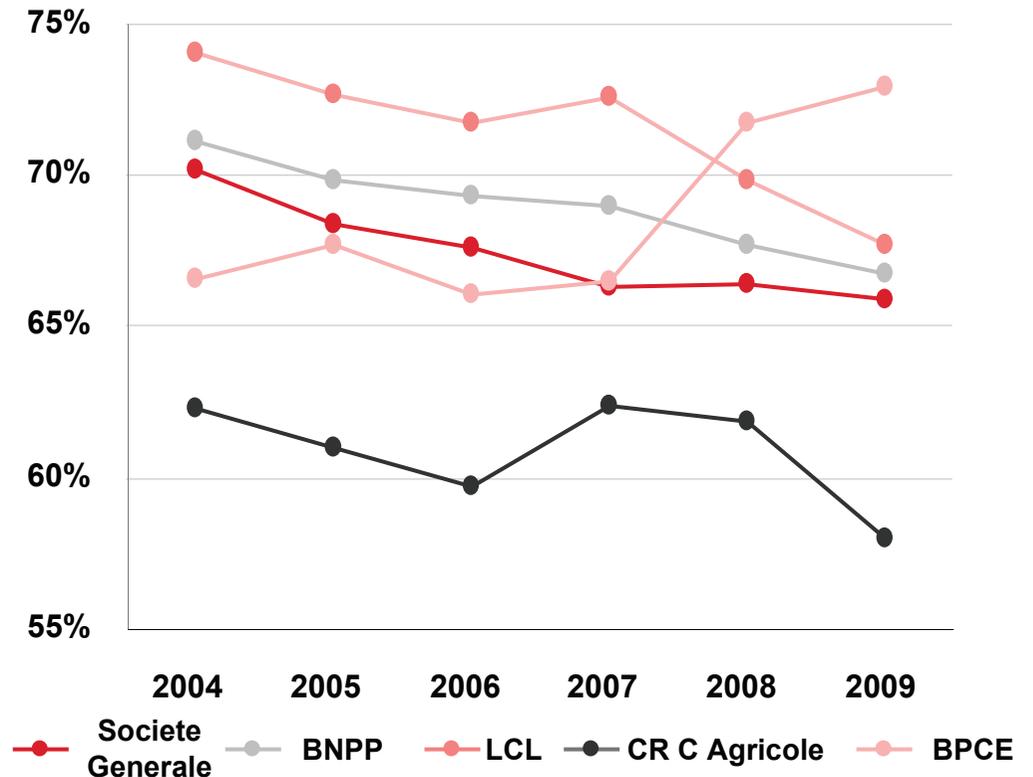
Regular revenue growth and effective cost control

NBI growth an average of 1.4%
higher than nominal GDP



■ French Networks (exc Boursorama, PEL/CEL and capital gains)
■ nominal GDP (source : INSEE)

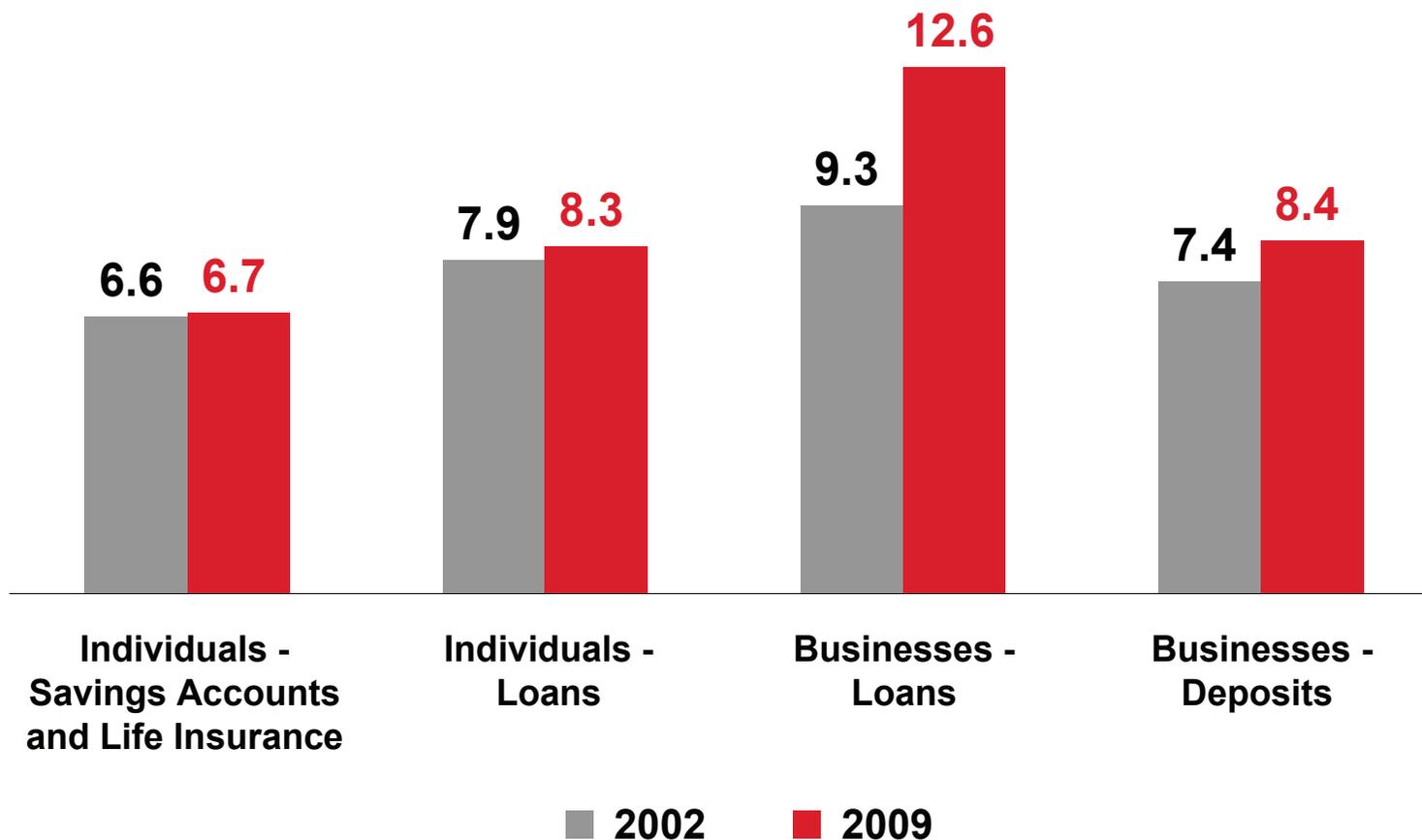
2nd best performance in terms of cost/income ratio



Source : Trapeza

Significant increase in market share and loans to the French economy

French Networks* market share, as a %



Source : Banque de France quarterly reporting, Q3 09

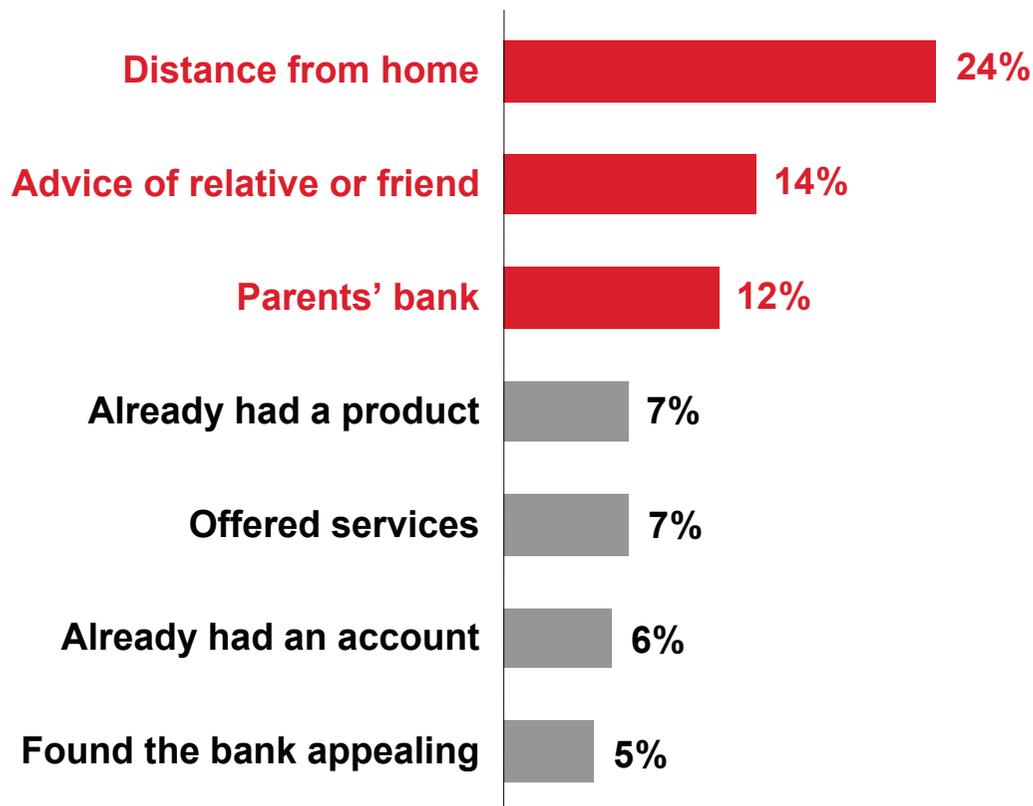
* Exc. Boursorama

A leading retail bank in France by 2015

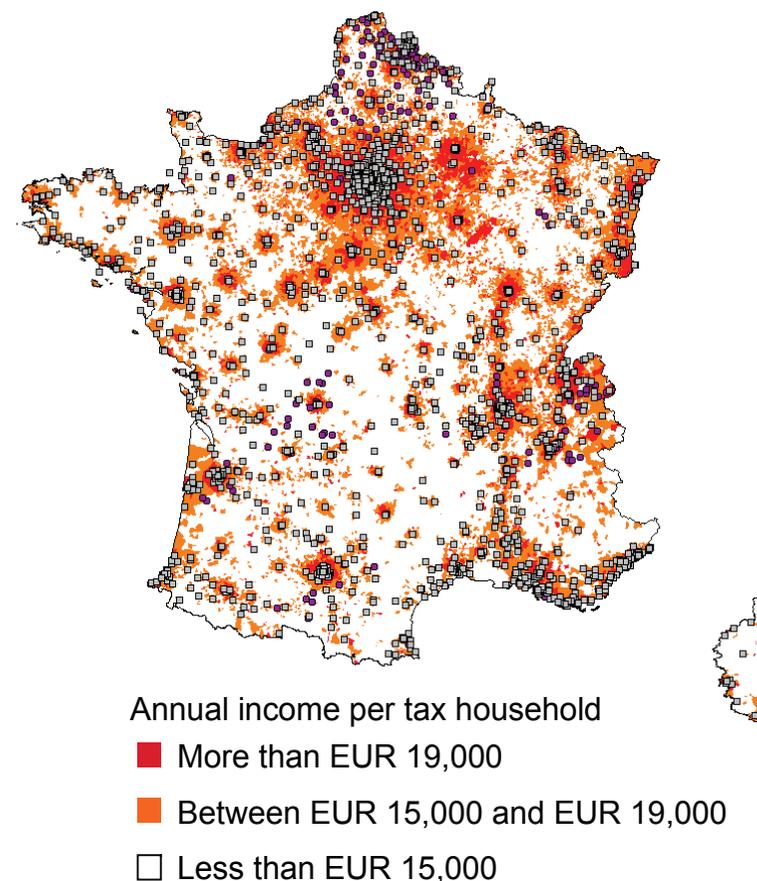
- 1 Be the benchmark bank in terms of customer satisfaction**
- 2 Increase the number of individual customers from 10 to 12 million**
- 3 Gain 1% market share with business customers**
- 4 Improve the cost/income ratio to 60% and below**

A network of branches well positioned to gain market share

**Geographic proximity:
the No. 1 criterion when choosing a brand**



**French Networks: branches located
in high potential regions**



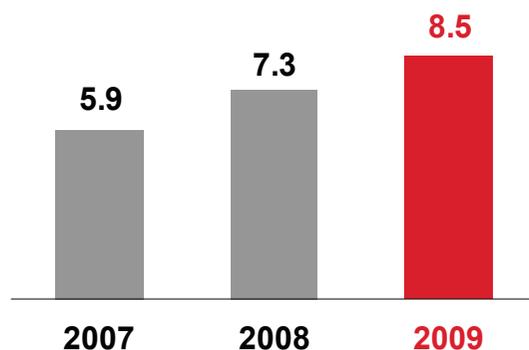
Source: Account Opening Barometer interbank survey – TNS Sofres – 40,000 interviewees

Combined with a high-performance, multi-channel framework

Societe Generale & Crédit du Nord Increasing importance of remote channels

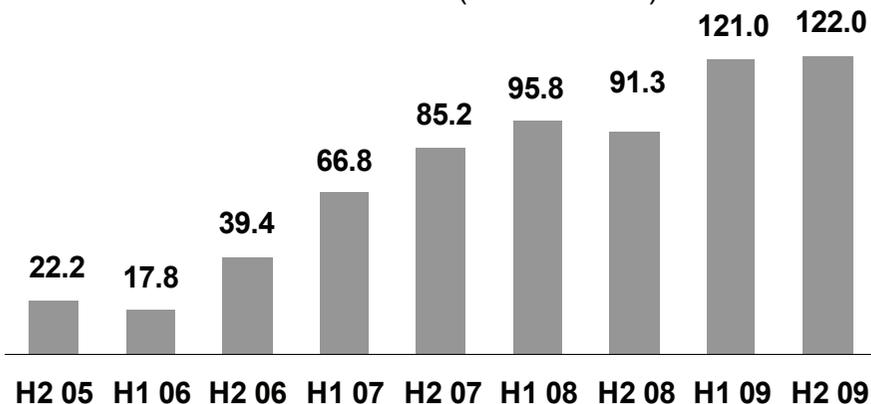
Internet

Number of unique visitors per month (in millions)



Telephone

SG's on-line sales (in thousands)

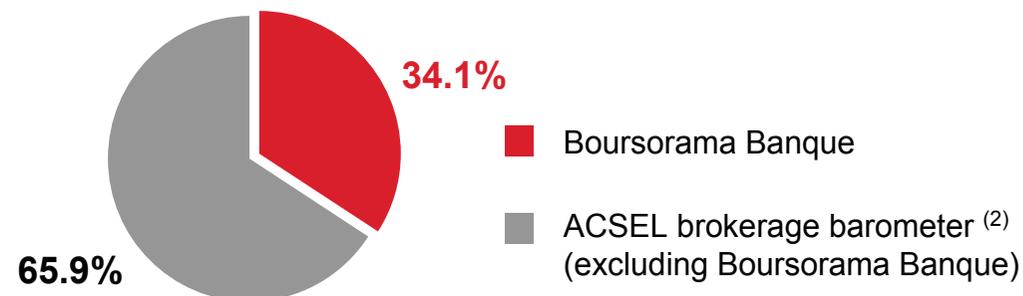


Boursorama Banque Online banking leader

- ▶ Leading financial information website, with 7 million unique visitors ⁽¹⁾
- ▶ Online banking leader with NBI in France of EUR 162m in 2009
- ▶ Online brokerage leader, with 4.4 million stock market orders executed in 2009

(1) Google Analytics, April 2010

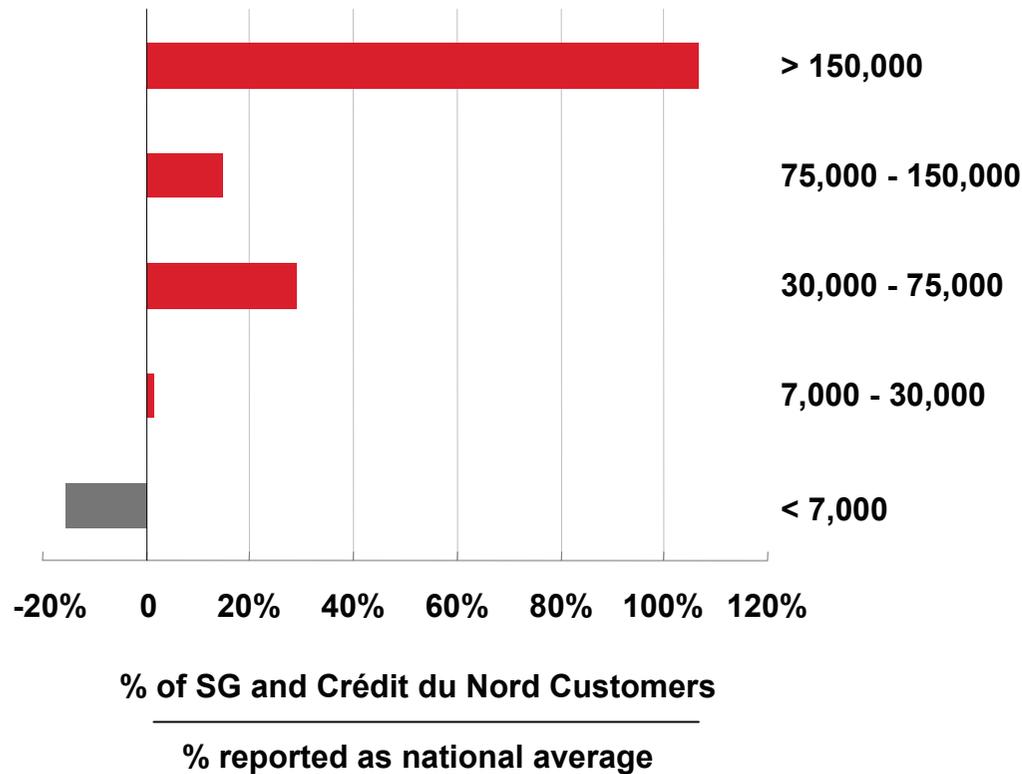
Boursorama Banque's 2009 online brokerage market share



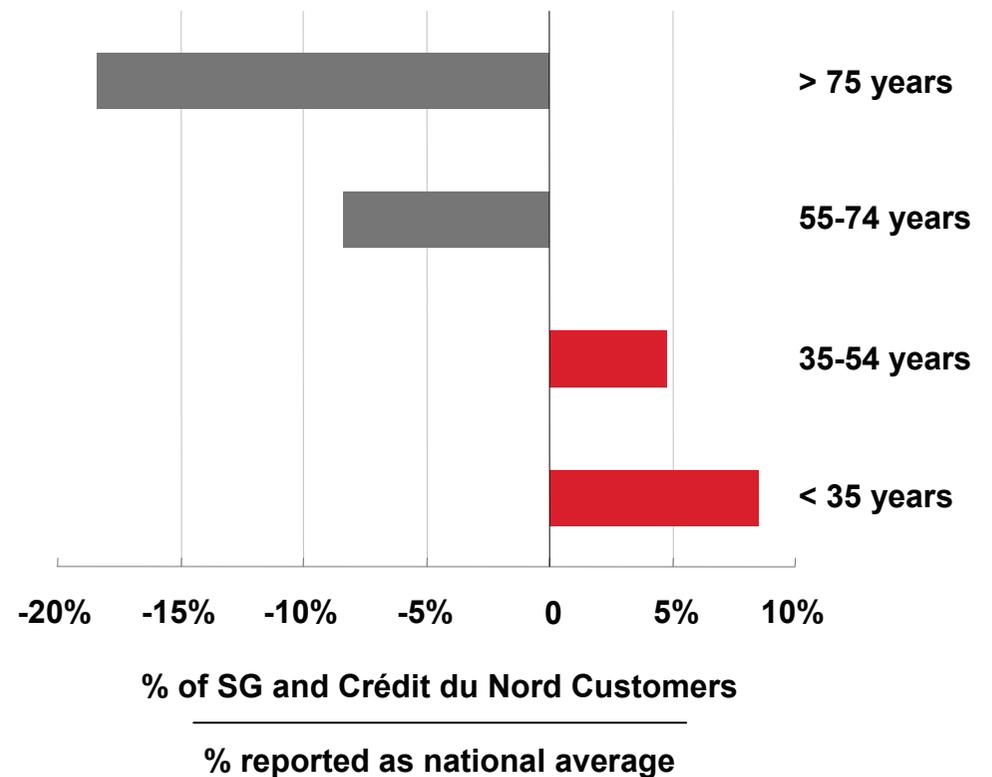
(2) The online brokerage figures in France (2009) are calculated based on data collected from the following ACSEL member brokers: BARCLAYS BANK, BOURSE DIRECT, BOURSORAMA, CORTAL-CONSORS, CPR-ONLINE, FORTUNEO, ING DIRECT, NATIXIS, BANQUE PRIVEE 1818.

Individual customers: attractive franchises

Wealthier customers than average



And an over-representation of young people and young workers, ensuring long term performance

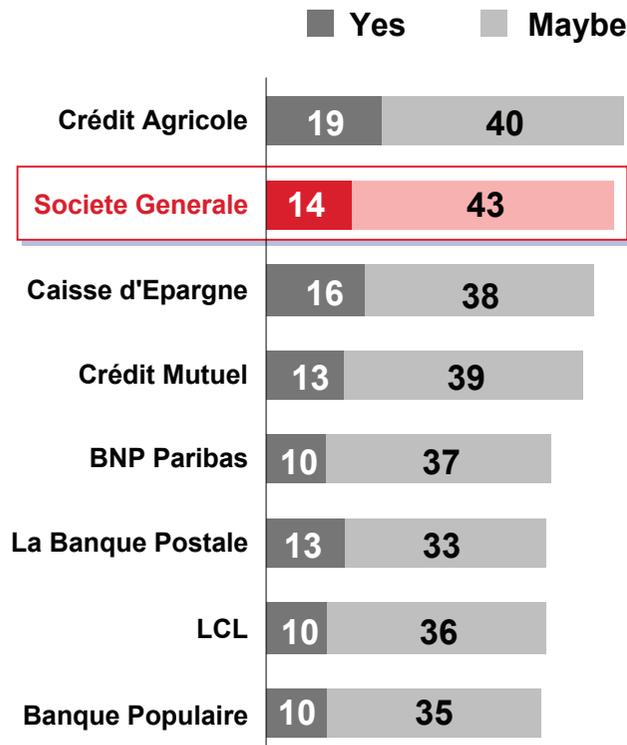


Source: Interbank survey, Operbac, CSA, 2008

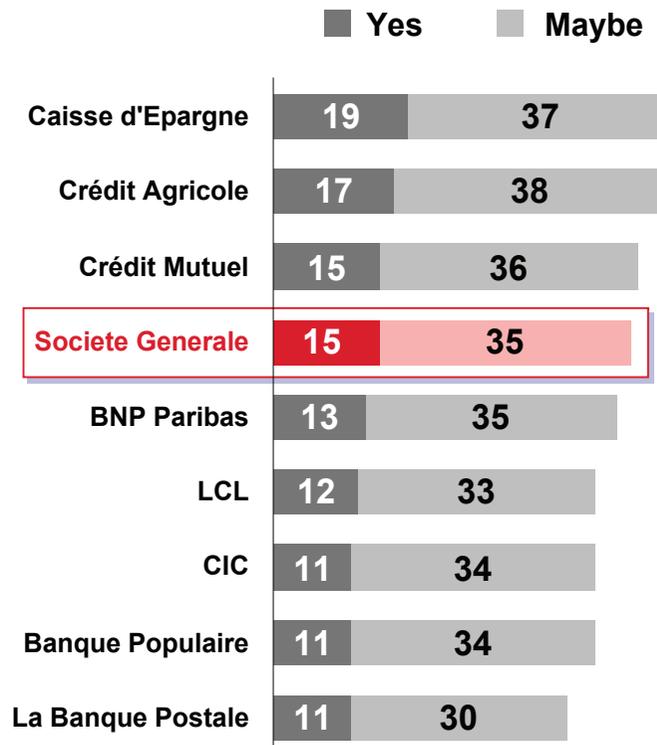
A reaffirmed capacity to win new customers

Whether or not you are happy with your current bank, if you had to change it which of the banks on this list might you choose?

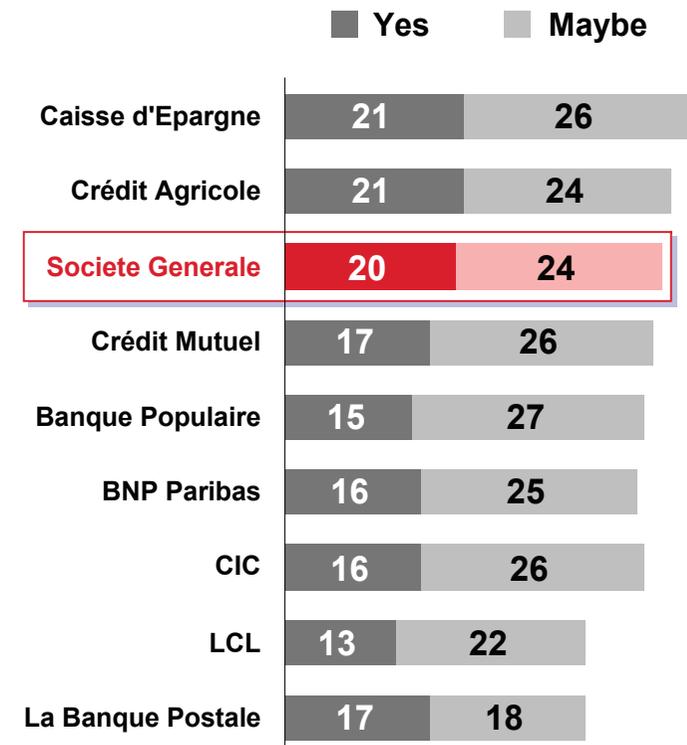
No. 2 bank in March 2007



No. 4 bank in March 2008



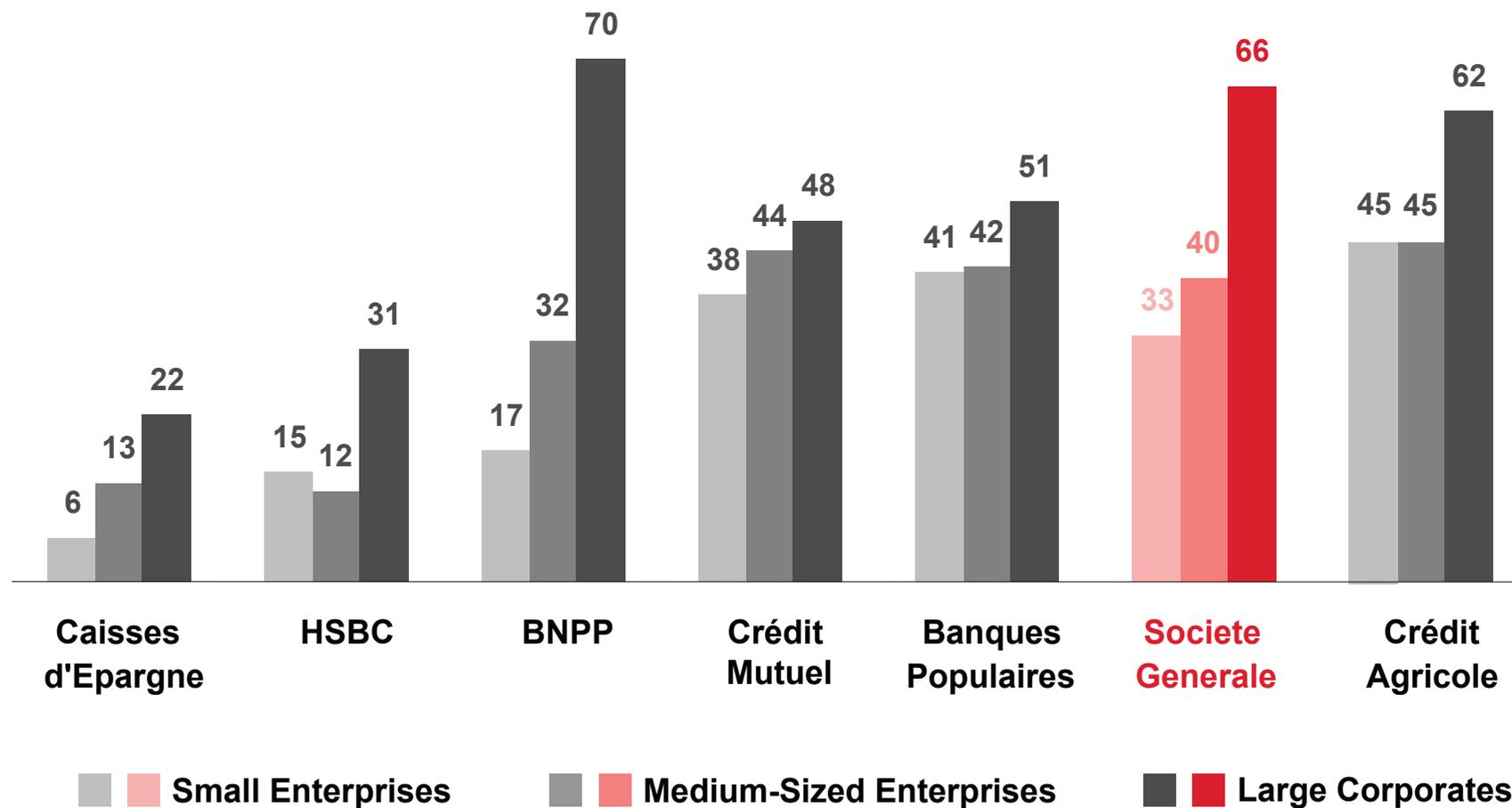
No. 3 bank in March 2010



Source: *Efficiency 3* survey, 1,000 people questioned each time

Business customers: a market leader

Groups' penetration rate as a %



Source: TNS Sofres survey, 2009

SE: EUR 1.5m < NBI < EUR 7.5m

ME: EUR 7.5m < NBI < EUR 75m

LC: NBI > EUR 75m

A culture of simple, customer-focused innovations

■ End of the 90s

- ▶ 1999: 1st bank to offer an account number for life
- ▶ 2002: 1st bank to offer a choice of the card's PIN code

■ 2006 to 2009

- ▶ 2006: 1st ISO 9001-certified bank call centers
- ▶ 2008: 1st bank with co-branding authorisation to offer a catalogue of affinity cards

■ 2010 and beyond

- ▶ Full online account opening
- ▶ 1st bank to offer complete banking services on iPhone
- ▶ 1st bank to offer “Money center”, an application for real time centralisation of bank accounts and expenses (Boursorama)
- ▶ 1st bank to offer debit-credit facilities as a standard option on its cards

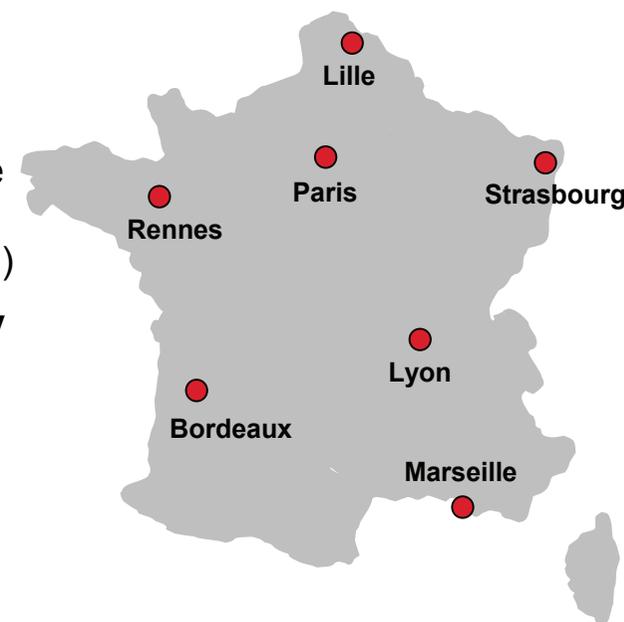


SG individual customers - *Mass Affluent*: differentiation through an innovative offering

Ebène : Oscar for best undefined contribution, multi-fund policy, Wealth Management



- **Increase in dedicated CRMs: \approx +670 in 3 years**
 - **Services matching customer expectations**
 - ▶ **“Haute Fidélité” services** → close to **450,000** customers subscribed (*50% of eligible customers*)
 - ▶ **Ebène multi-vehicle life insurance** → **6,400** contracts making **EUR 1.6bn** in outstandings at end-2009
 - ▶ **Discretionary management** → almost twice the mandates since the launch of the new offering (more than 6,500 new mandates)
 - **High net worth individuals: extension of the Private Banking JV**
 - ▶ 2010: opening of centers in Rennes and Lille, extending the JV to the Paris region
 - ▶ AUM of EUR 1.5bn in the JV in April 2010
- **Increase in life insurance market share from 9.3% to 9.7% in one year** (change from Q1 2009 – Q1 2010)



SG individual customers – *Mass Market*: simplifying banking relationships

“Customer expectations”

SG response

“I want a simpler bank”

- ▶ Sales initiatives focused on a reduced number of products
- ▶ Sales initiatives segmented and targeted to each customer’s banking potential

“My bank where I want it, when I want it”

- ▶ Introduction of ≈ 350 ATMs with deposit-taking facilities
- ▶ Development of online banking services
- ▶ Increased use of call centers

“The best service at the best price”

- ▶ Time-savings on administrative tasks
- ▶ Price competitiveness maintained

“A need for recognition”

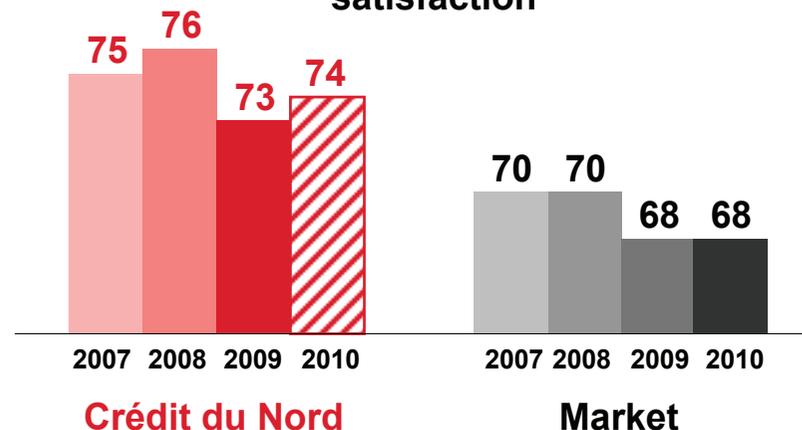
- ▶ A dedicated CRM for every customer, regardless of their profile, who can be contacted directly = a differentiating factor in the French market

Crédit du Nord individual customers: maximising satisfaction and benefiting from a regional presence

- **Focus on customer satisfaction: Crédit du Nord leader for the last 6 years**
 - ▶ Products constantly adapted to customer needs
 - ▶ Clear, consistent customer policy focused on quality of service

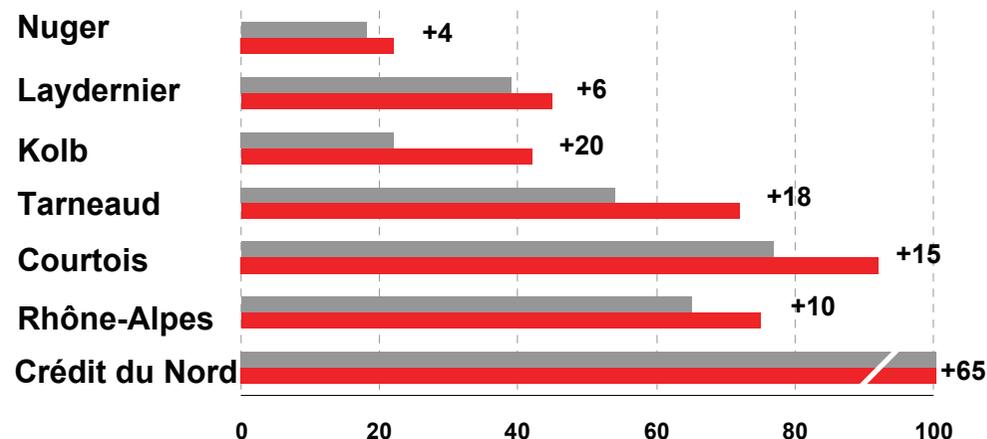
- **Continued development in French regions**
 - ▶ Success based on recommendations by current customers
 - ▶ Leveraging recently established branches

Crédit du Nord: No. 1 in terms of client satisfaction



Source: Satisfaction Barometre CSA

Change in number of branches between 2004 and 2009



Boursorama individual customers: strong development ahead

■ Strong growth expected in number of banking customers in France

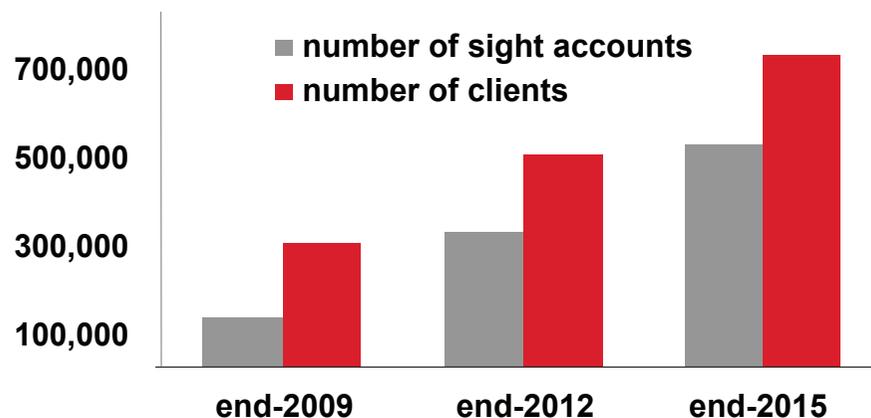
- ▶ Wide range of products and services at highly competitive prices (sight accounts, life insurance, savings, brokerage)
- ▶ Constant development of the range, particularly for housing loans
- ▶ Highly skilled and responsive customer service team
- ▶ +66,000 sight accounts per year to reach 700,000 customers by end-2015

■ Continued increase in deposits

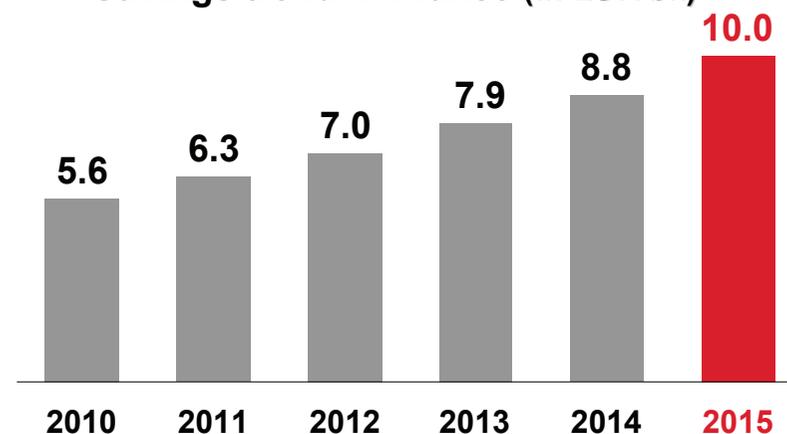
■ Strengthening of positions abroad:

- ▶ Spain and UK: enhancement of the product range
- ▶ Germany: optimisation of synergies with the financial information website Onvista.de

Boursorama Banque in France



Savings trend in France (in EUR bn)



SG business customers: continuing to gain market share

■ Capitalising on the recruitment drive of the last 5 years:

- ▶ 120 additional SME advisors in the past 4 years
- ▶ Creation of 23 customer middle offices to quickly answer the demands of company treasurers and accountants
- ▶ ≈200 outlets in France where SMEs have access to dedicated advisors

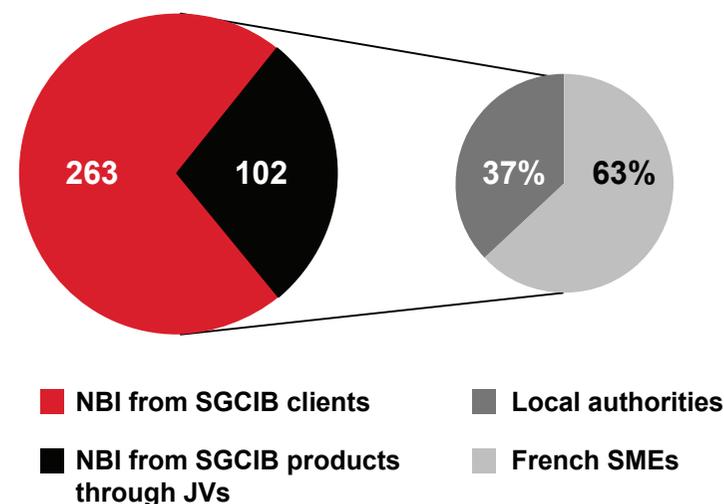
■ Using synergies with SGCIB

- ▶ Joint coverage of around 6,000 companies (Major Groups and their subsidiaries)
- ▶ JVs to offer SGCIB's expertise to French SMEs and local authorities

■ Leveraging recognised technical expertise

- ▶ 120 experts in particular businesses: advisory, international trade and flows
- ▶ SG voted Best Domestic Cash Manager in France in 2009

EUR 365 million in NBI with SGCIB



Crédit du Nord business customers: building on existing relationships

- **Relying on a recognised relationship model**
 - ▶ Small customer portfolios
 - ▶ One sales assistant for every SME customer advisor for daily relationship monitoring
- **Trying to capture additional transactions**
 - ▶ By developing ST and MT loans (complete range with Dailly and factoring)
 - ▶ Through the increased promotion of trade and flow products and asset management
- **Using synergies with SG**
 - ▶ Capitalising on SGCIB JVs
 - ▶ Stepping up of relations with Private Banking (directors)
 - ➔ Target: increasing the number of companies whose main banking relationship is with Crédit du Nord

Crédit du Nord approach

- 124 outlets dedicated to business customers



- 2 dedicated contacts per customer:

- ▶ a customer advisor
- ▶ a sales assistant



**Sales assistant's role:
quality expertise that makes
all the difference**

“The everyday facilitator”

- ▶ Flow processing
- ▶ Loan disbursement
- ▶ Management of cash imbalances
- ▶ Handling of all day-to-day requests

Convergence: developing synergies and monitoring brand identities

Preserving brand identities

- Networks that remain competitors where a multi-distribution model is adopted
- Sales networks that do not change as part of the project
- Specific aspects in terms of offerings
- 3 banking networks that target all customer segments
- Sales activities that remain separate with dedicated product offerings

Developing Synergies

Information systems

Having a shared Information System able to support the sales strategy and operational model at the best cost, while controlling the impact on the business

Back Offices

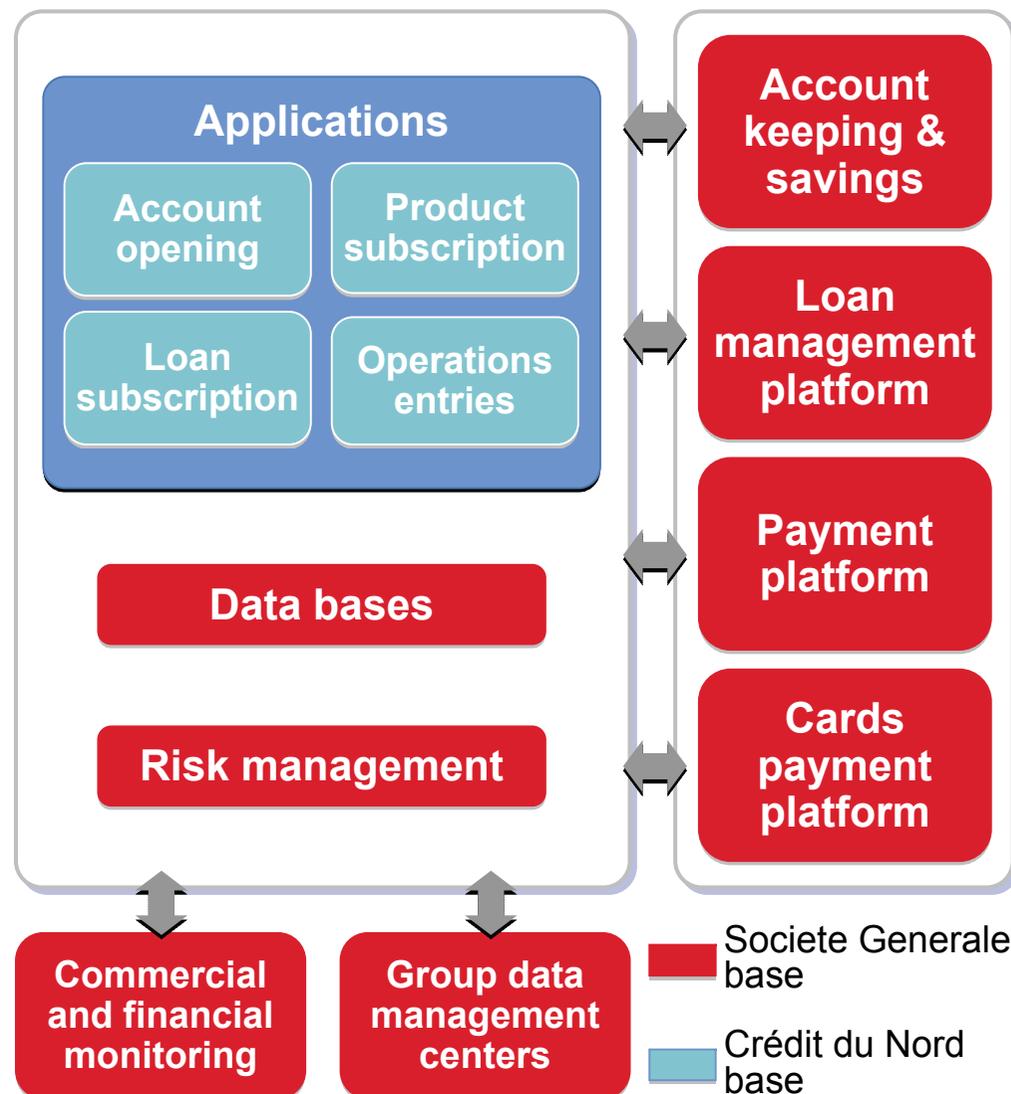
Identifying opportunities to pool operations and implement new shared solutions

Commercial development

Sharing best practices and exploring the potential of synergies to provide additional revenues

An information system shared by 2 networks by 2013

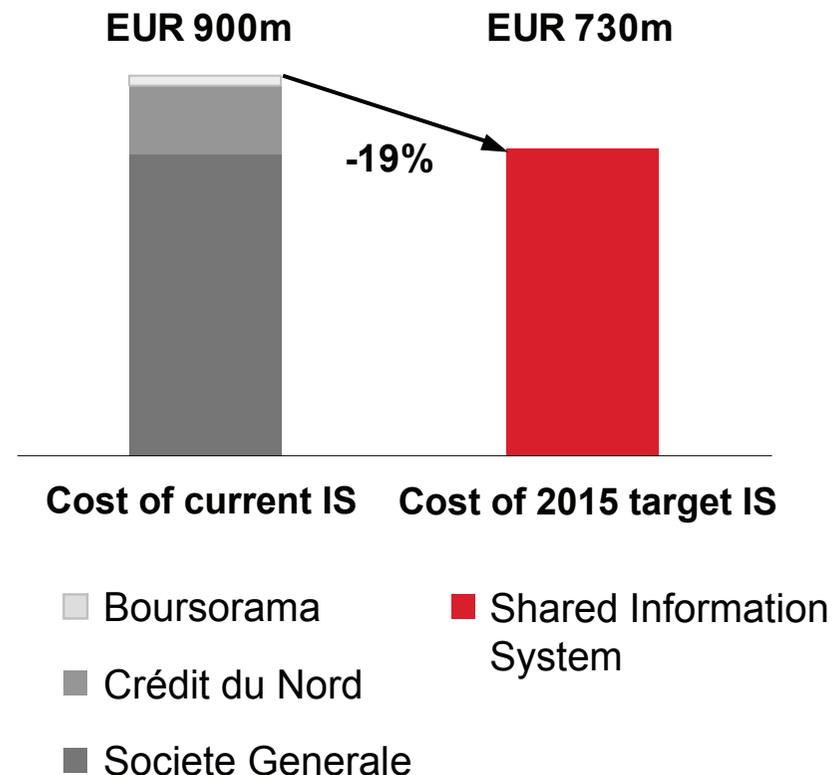
- **Target architecture for France already defined, with one principle: capitalising on the best of each bank**
 - ▶ Retail (applications & architecture): Crédit du Nord
 - ▶ Production and industrial systems: Societe Generale
 - ▶ Securities process: Boursorama
- **Main deliveries staggered between 2011 and 2013**
 - ▶ 2011: design of multi market applications
 - ▶ 2012: deployment for professionals and corporates (signing of contract and on boarding)
 - ▶ 2013: deployment for individuals (signing of contract and on boarding)
- **French retail Information System made available to the Group's other retail entities**



EUR 220m of operating expense savings

- **An ambitious project: EUR 570m**
 - ▶ EUR 320m in IT capital expenditures
 - ▶ 50% self-financed through the pooling of development capacities

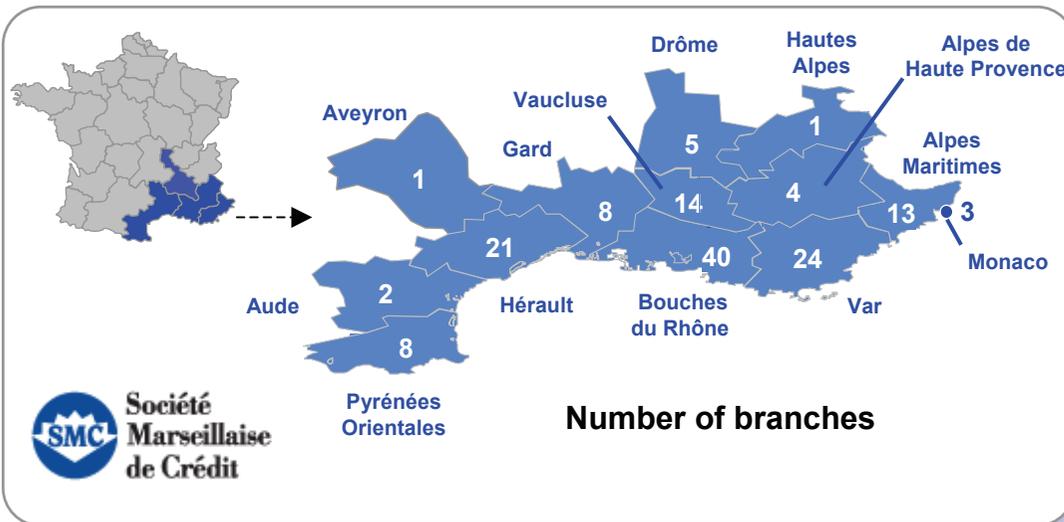
- **Very significant savings in operating expenses: EUR -220m in 2015 (France only)**



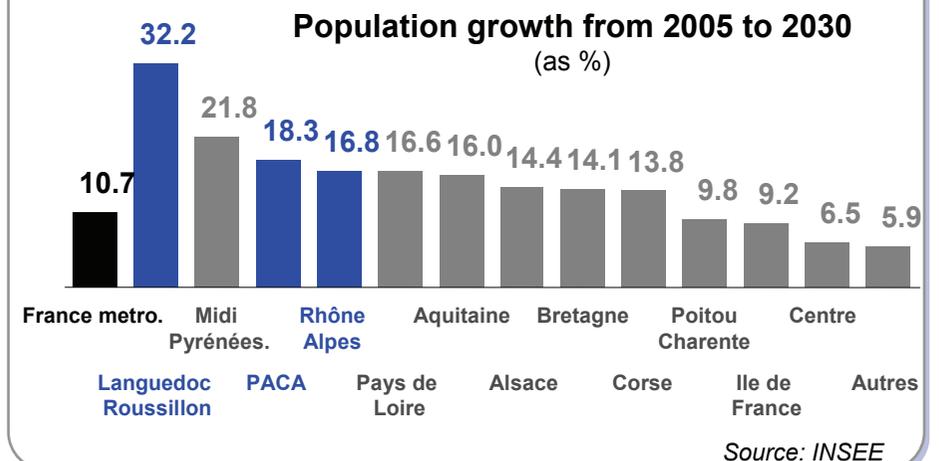
SMC acquisition project⁽¹⁾: a major step forward for Crédit du Nord in the South of France

SMC: a strong position in the South-East of France...

... A very attractive geographic area



► In terms of demography...

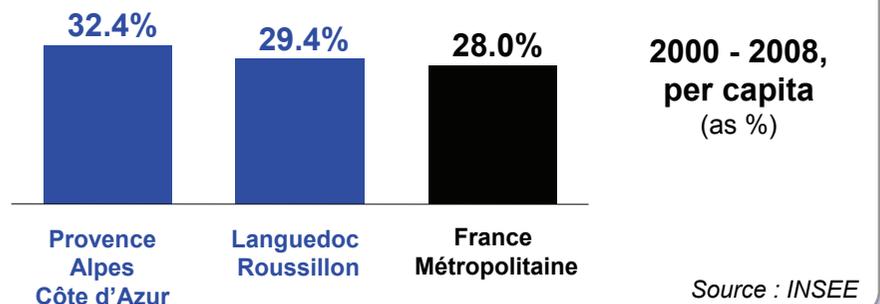


2009 Key metrics

NBI (EURm): 193	200,000 customers
Total loans (EURbn): 2.5	144 branches
Total deposits (EURbn): 3.0	Market share: 2-3%*

(* average for the regions where SMC operates)

► ...as well as GDP growth

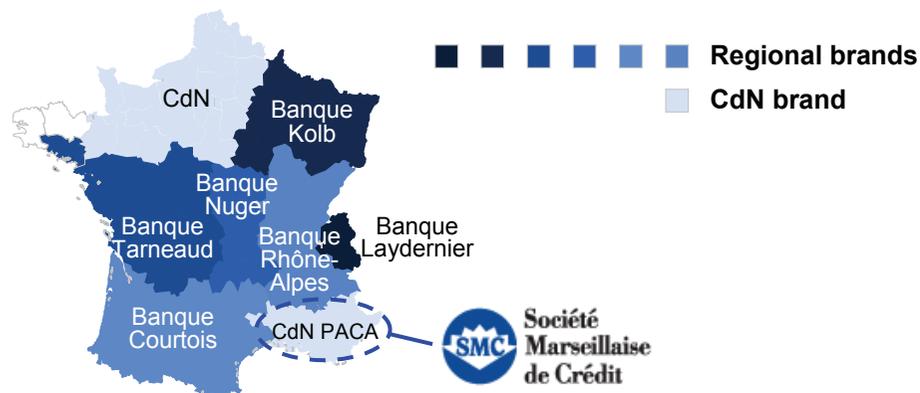


(1) Crédit du Nord has entered into exclusive negotiations with BPCÉ regarding the potential acquisition of Société Marseille de Crédit. This transaction remains subject to consultation of employee representatives and approval by competent regulatory authorities.

Excellent fit with Crédit du Nord

Clear industrial rationale

- ▶ CdN-SMC: same regional and relational business model
- ▶ Opportunity for Crédit du Nord to capitalize on a regional brand in the South



CdN: unique capacity to smoothly integrate SMC

- ▶ Preservation of the well-known brand name “SMC”
- ▶ Favourable age pyramid at SMC
More than 50% of the FTE staff is over 50 years old



➔ Major move with the constitution of a significant player in the South-East

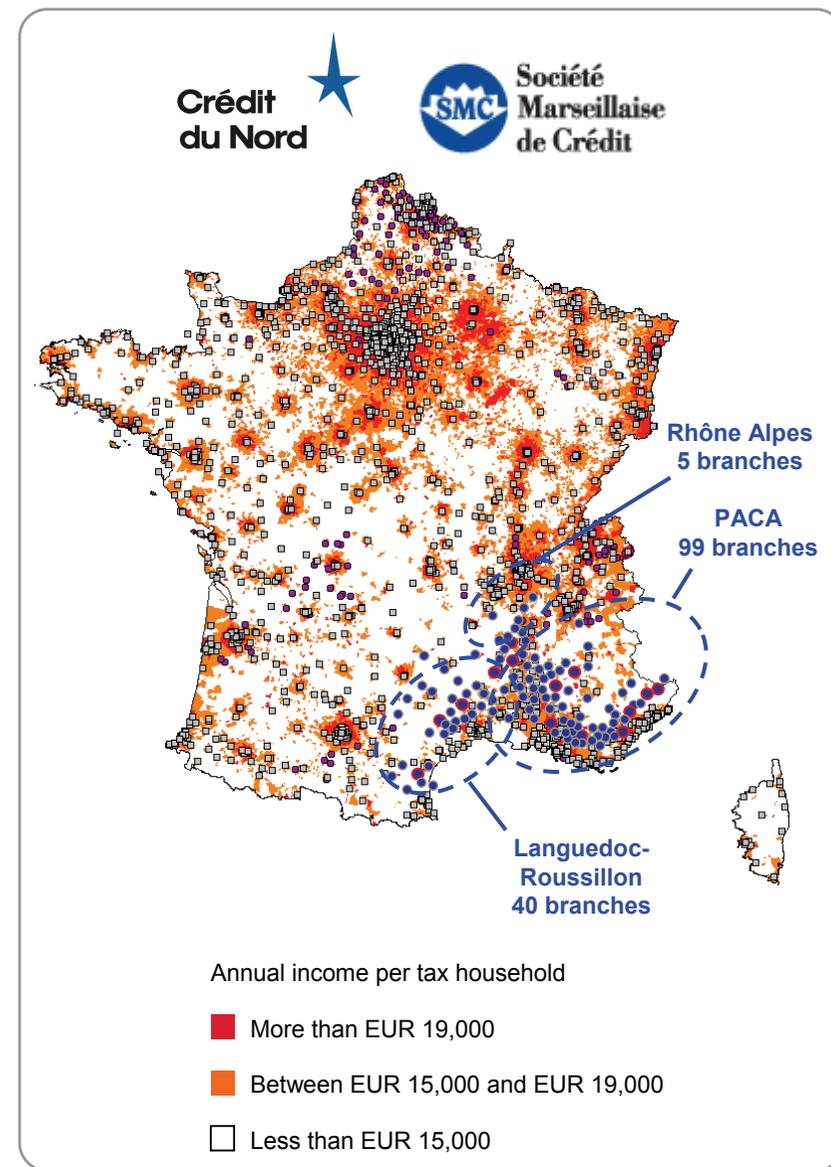
Proforma CdN South East + SMC	Impact for CdN in the South East	Impact for CdN in France
NBI (EURm): 366	2.1x	+12.2%
Total loans (EURbn): 5.0	2.0x	+9.7%
Total deposits (EURbn): 5.2	2.4x	+15.3%

➔ Combined market share of around 4% in the area in terms of branches (≈ 6% in the Bouches-du-Rhône department)

A value creating transaction for SG group

- New important step in the multi-brand development strategy for the French Networks
 - ▶ More than 30 bp gain of national market share⁽¹⁾
 - ▶ Combined SG Group market share ⁽¹⁾ of ≈13% in a number of attractive departments
- Purchase price of EUR 872m
- Implied multiples in line with previous change of control transactions in French retail banking
 - ▶ P/E multiple of 22x (vs. average of 27x)
- Limited Tier 1 impact on Societe Generale Group (≈ 20 bps)
- Adequate five year return on investment (≈ 10%)

(1) In terms of branches



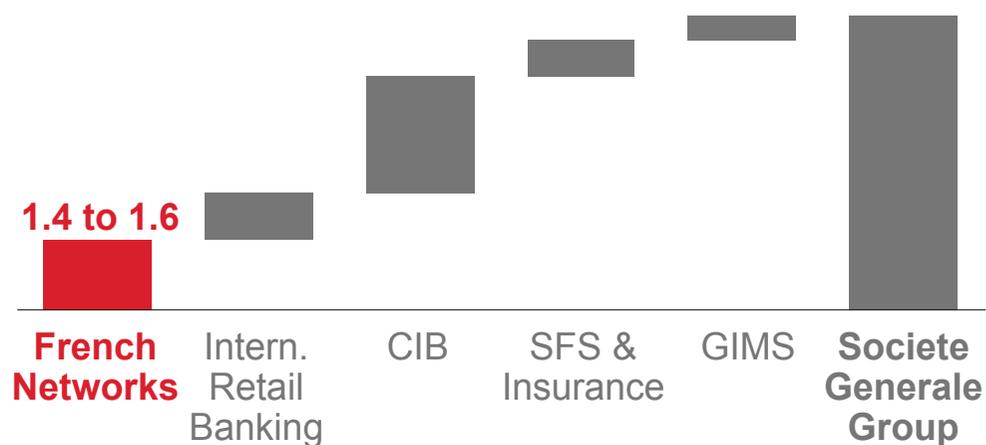
**Ambition
SG 2015**

- Be the benchmark bank in terms of customer satisfaction
- Win 2 million individual customers
- Gain 1% market share with business customers
- Improve the cost/income ratio to 60% and below

Targets for 2012

- Revenue growth: $\approx +3\%$ per year
- Cost/income ratio of 63%
- 50% increase in Net Income

2012 Net Earnings Target (in EUR bn)





15 June 2010

INVESTORday 2010

International Retail Banking Top 3 in CEE & Russia

Bernardo Sanchez Incera

*Deputy CEO in charge of International Retail Banking
and Specialised Financial Services*

Jean-Louis Mattei

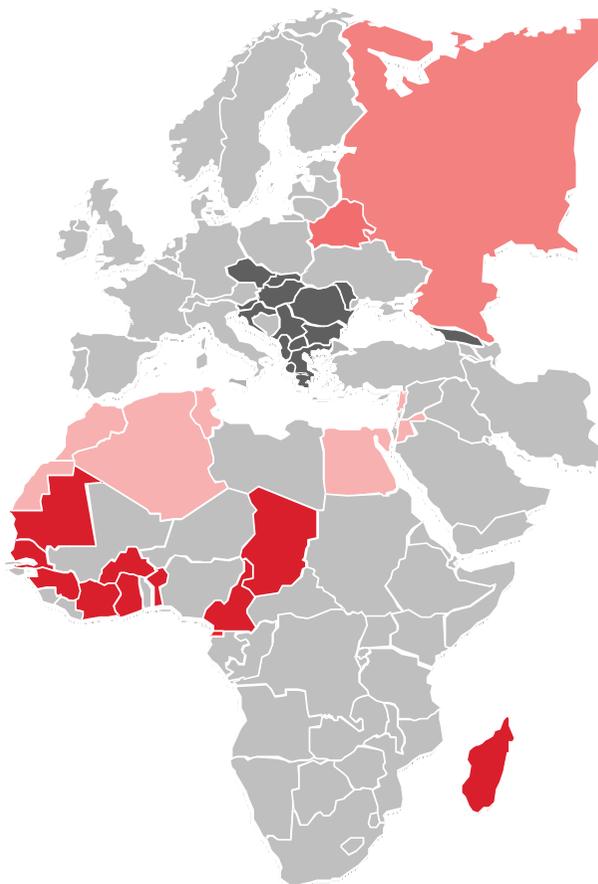
Head of International Retail Banking



Geographic presence focused in CEEMEA

Central and Eastern Europe	
Clients	6.8 million
Outlets	2,070
Market share loans	7.6%
Market share deposits	7.5%
Loans	EUR 33bn
Deposits	EUR 35bn

North Africa	
Clients	1.9 million
Outlets	682
Market share loans	8.1%
Market share deposits	5.6%
Loans	EUR 11bn
Deposits	EUR 12bn



Russia ¹	
Clients	3 million
Outlets	711
Market share loans	2.4%
Market share deposits	3.2%
Loans	EUR 9bn
Deposits	EUR 9bn

¹ Excluding Rusfinance

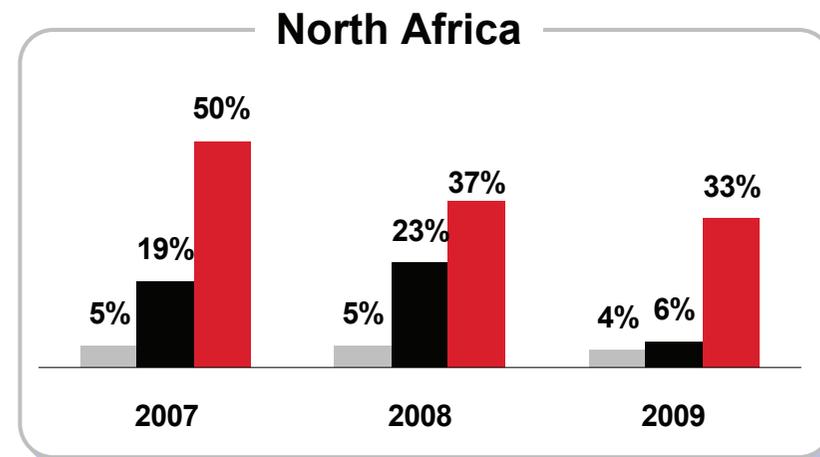
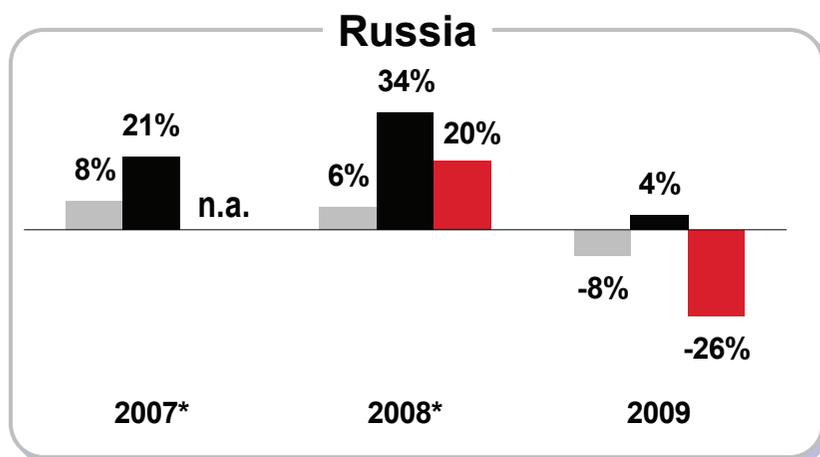
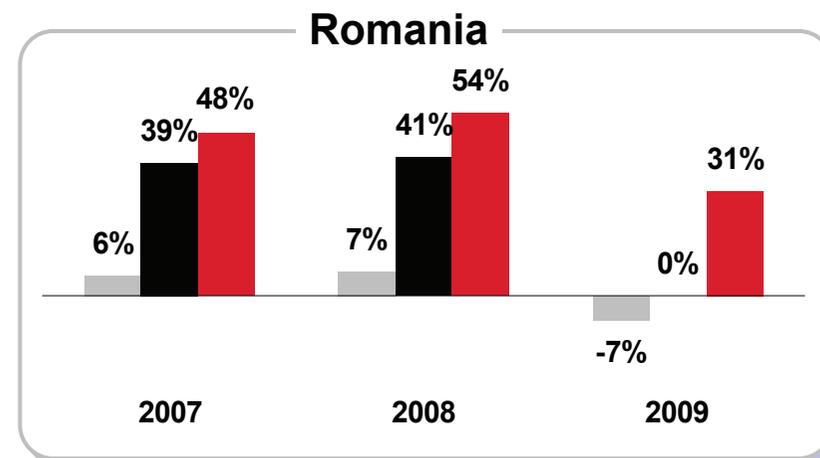
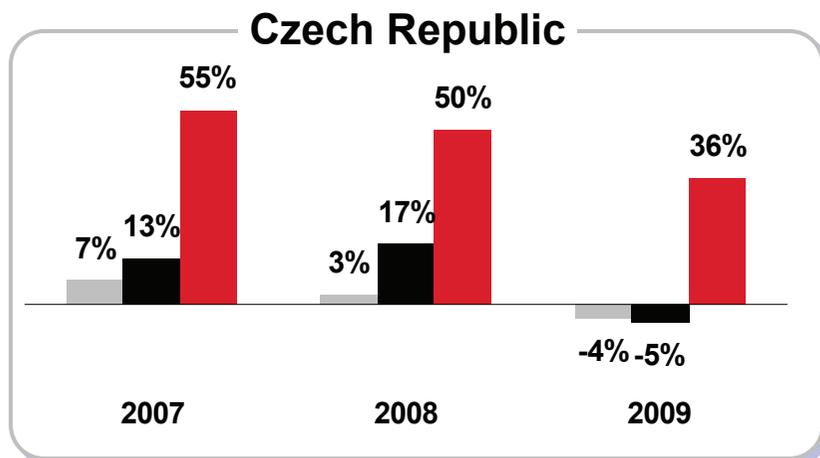
Sub-Saharan Africa and French Overseas territories	
Clients	1.2 million
Outlets	297
Market share loans ²	19.4%
Market share deposits ²	22.2%
Loans	EUR 6bn
Deposits	EUR 7bn

² Africa only

61,000 employees serving 13m clients in 41 countries

2009 data

Solid banking model resilient to the crisis



■ GDP Growth
 ■ NBI Growth
 ■ ROE

* Excl. non recurring items, 2007 and 2008 growth rates proforma for Rosbank

At constant exchange rates

Satisfactory earnings generation throughout the crisis
2009 ROE: 13%

A leading position on markets with a high potential

Central and Eastern Europe¹

- ▶ Strong position in the Czech Republic and Romania; broad coverage in the Balkans
- ▶ Presence in countries with solid fundamentals
 - ✓ GDP CAGR: +3-4%*
 - ✓ Budget deficit: -5%
 - ✓ Public debt / GDP: 40%
- ▶ Loans/GDP: 57% in 2009

¹ Excluding Greece

North Africa

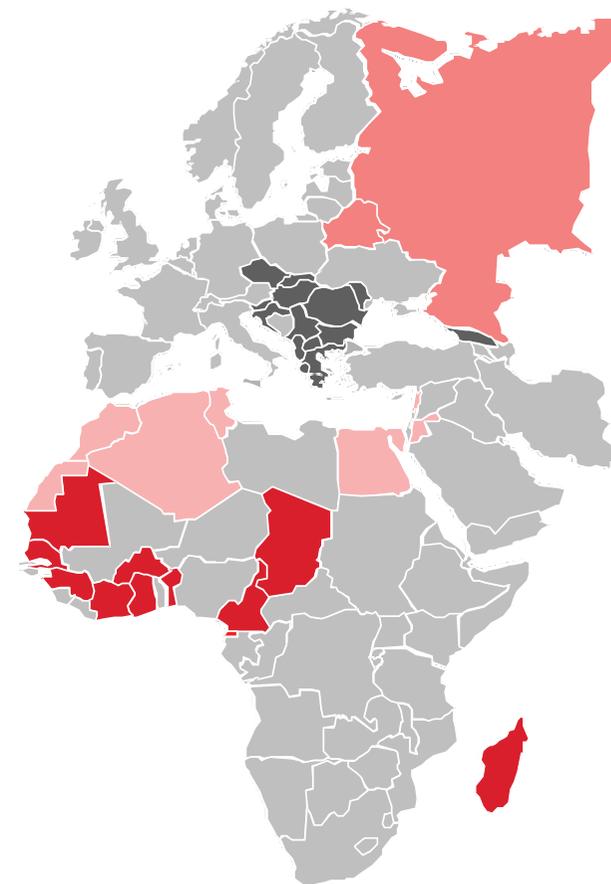
- ▶ Leadership in Egypt and Morocco
- ▶ Region not affected by the crisis
- ▶ Low public debt, positive demographic trends, rising foreign investment
 - ✓ GDP CAGR: +5%*
- ▶ Loan/GDP: 42% in 2009

Russia

- ▶ No.1 privately held bank by number of branches and loans
- ▶ Return to a strong growth led by foreign demand in the next 5 years
 - ✓ GDP CAGR: +4%*
 - ✓ Budget deficit: -8%
 - ✓ Public debt / GDP: 6%
- ▶ Loans/GDP: 41% in 2009

Sub-Saharan Africa

- ▶ Historical market presence in 11 significant countries with leadership positions
- ▶ Strong resilience to the crisis
- ▶ Growth driven by commodity prices
 - ✓ GDP CAGR: +5%*
- ▶ Loans/GDP: 15%



* CAGR 2009-2015

International Retail Banking: a growth driver for the Group

- 1 Create a leading player in Russia**
- 2 Intensify client relationships in the most mature entities**
- 3 Accelerate growth in areas with potential for higher banking penetration and seize external growth opportunities**
- 4 Deliver growth through innovation**
- 5 Improve operational efficiency**

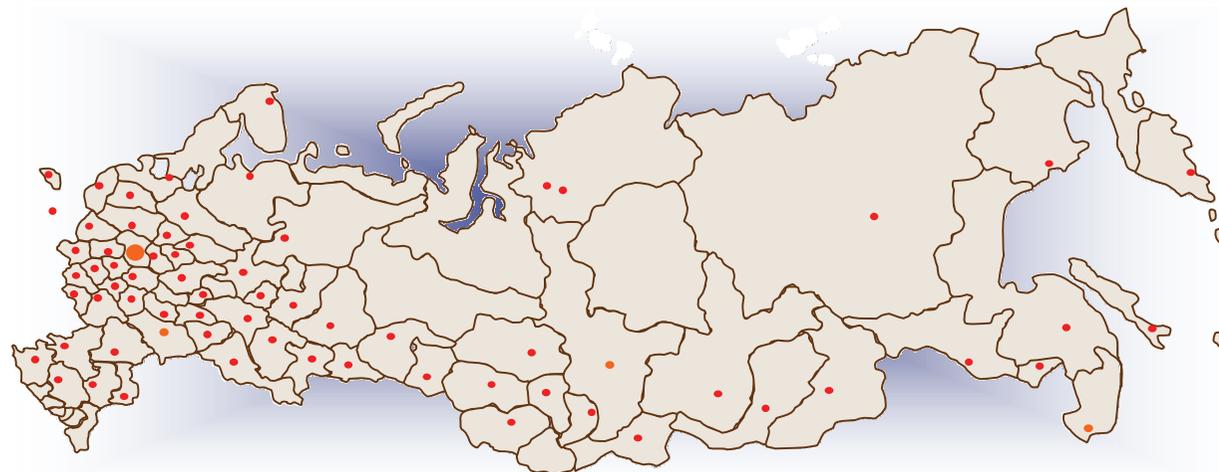
Russia: No. 1 privately owned bank

Banking market with strong potential

- 141m inhabitants
- A market of 16 million 'premium' clients
- Loans: +13%*/year
- Deposits: +16%*/year
- Loans/GDP: 41%

* CAGR 2009-2015

- ➔ Large
- ➔ Rich
- ➔ Dynamic



SG Russia today including Rusfinance

- 4 banks
- Outlets: 785
- Individuals clients: 4.7m
- Loans: EUR 11bn
- Mkt sh. loans: 2.9%
- 30,000 employees
- POS: 8,000
- Corporate clients: 60,000
- Deposits: EUR 9bn
- Mkt sh. deposits: 3.2%

Transformation and Consolidation Program: the direct way for success

- ✓ **An experienced management team**
- ✓ **16 streams + a full dedicated support team of 40 people**
- ✓ **Support from the SG group (HR, Finance, Risk...)**



SG Russia Road Map

- ➔ Finalise the merger of Rosbank and BSGV
- ➔ Unify support functions
- ➔ Implement cooperation between universal banks and specialised entities (Rusfinance & Delta Credit)
- ➔ Prepare the evolution of Information Systems in the frame of Group projects

Ambition SG 2015: Targeted approach by product range

- **+300 branches**
- **More than 7m individual clients**
 - ▶ *of which 800,000 premium*
- **More than 100,000 corporate clients**
- **Commercial targets**
 - ▶ *Housing loan market share: ≈10%*
 - ▶ *Car loan market share: ≈12%*
- **Increased cross selling**

Individual clients: 3 acquisition channels



Housing loans

- Recognised mortgage lending leader
- Platform for SG services in Russia



1 universal bank, 2 networks

Rosbank

BSGV

1,000 branches in 2015

- Roll-out of an SG universal bank on the KB and BRD models
- Premium offering concentrated in large urban areas



Rosbank branch



BSGV branch



Consumer finance

- Car loans: gain clients (120,000 through cross-selling per year), raise customer loyalty
- Top 2 in Car finance



Shared base of support functions (IT, back office, risks, HR and finance)

Corporate clients: a global approach

- **Solid base of multinational and top corporate clients in natural resources and export finance**
- **Boost sales organisation and product offering**
 - ▶ Merge corporate banking teams
 - ▶ Merge the 3 leasing companies and develop factoring
- **JV with SGCIB to develop a major player in capital market and investment banking activities**
 - ▶ Create a forex/interest rate derivatives platform
 - ▶ Increase debt capital markets and syndication capabilities
 - ▶ Increase the portfolio and size of other investment banking activities (brokerage, structured finance and advisory)



KB: a success story in a mature market

No. 3 in Czech Republic

- **A modern bank in a concentrated market with customers having several banking accounts**
 - ▶ KB, CSOB, CS: 10m clients equivalent to the total inhabitants
- **High market share**
 - ▶ Deposits: 20%*
 - ▶ Loans: 18%*
- **A robust financial position**
 - ▶ High performance (ROE: 36%*)
 - ▶ Low cost income ratio (49%*)

A recognised brand

- **Leader on the corporate market**
- **Leader in the affluent segment**
- **A wide product range**



* 2009 data

KB: still room for development and improvement

Sales strategy

■ Individuals:

- ▶ Boost cross-selling (e.g. 25% of Modrá Pyramida's 800,000 clients are clients of KB)
- ▶ Increase customer loyalty
- ▶ Maintain top position in the affluent segment
- ▶ Optimise the multi-channel product offering

■ Corporates:

- ▶ Retain #1 position
- ▶ Keep on developing intra-Group synergies
- ▶ Selectively reinforce loan range
- ▶ Reinforce sales of products and services tailored for the large corporate market

Operational efficiency

■ Migrate information systems on the Group's solutions:

- ▶ Core banking system
- ▶ Distribution layer
- ▶ Credit factory
- ▶ Card processing platform

■ Continue process optimisation through focused initiatives

- ▶ Increased efficiency of back offices through automation
- ▶ Restructuring of KB head office real estate portfolio
- ▶ Extend best practices on credit recovery

Ambition SG 2015:

Leading bank in the Czech Republic

Loan market share: +2 to 3 pts

BRD: optimise the franchise through an innovative strategy

No. 1 network in Romania

- **930 branches**
 - ▶ including 754 local simple and user-friendly branches
 - ▶ including 4 top affluent branches
- **Good level of industrialisation**
- ➔ **Low cost/income ratio**



An innovative approach

- **Sports-themed bank card campaign**



- ➔ **500,000 cards distributed in 2009**

- **“Robot” ATMs**



Sales strategy

- **Ramping up sales efforts**
 - ▶ Broaden product offering
 - ▶ Increase cross-selling (consumer finance, insurance)
 - ▶ Optimise remote banking tools

Resource pooling

- **Pool IT resources within the frame of Group projects**
- **Build shared services centres for leasing and on-line banking**
- **Finalise ‘regionalisation’ of back offices**

Ambition SG 2015:
No.1 Romanian Bank
1,000 branches, over 3m clients
Loans & Deposits market share: ≈ +2 pts

South East Europe: develop market share and optimise costs

Comprehensive coverage

■ **9 countries**

- ▶ ≈ 600 branches
- ▶ 1.7 million individual clients

■ **Resilience to the crisis:
ROE 10.4% in 2009**



Sales strategy

■ **Individual clients**

- ▶ Increase the number of branches (≈180)
- ▶ Modernise on-line and mobile banking tools

■ **Corporate clients**

- ▶ Keep on developing synergies (Corporate & Investment Banking) and expand commercial synergies between banks in the region
- ▶ Further develop the corporate client and SME product range

Resource pooling

- **Centralise IT**
- **Centralise back offices**

Ambition SG 2015:
Market share above 7%
+1 million individual clients

Greece: a concern but a manageable situation

A difficult situation in 2009

- C/I: 88 %
- Cost of risk: EUR 141m
- Contribution to Group result: EUR -51m

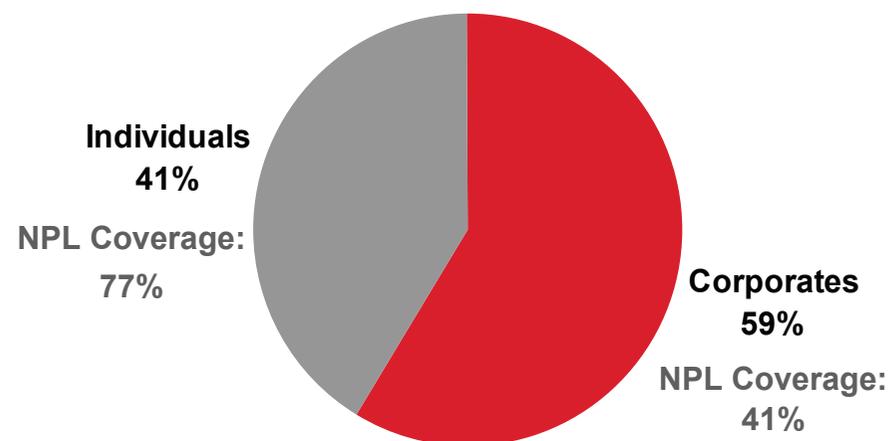
...worsening in Q1 10 due to the crisis ...

- C/I: 98%
- Cost of risk: EUR 149m
- Contribution to Group result: EUR -65m

...but manageable & with limited impact

- 1.3% of Group RWAs
- EUR -65m Greece Q1 contribution vs. EUR 1.1bn Group net profit
- EUR 340m capital increase before end 2010 to meet local regulatory ratios constraints

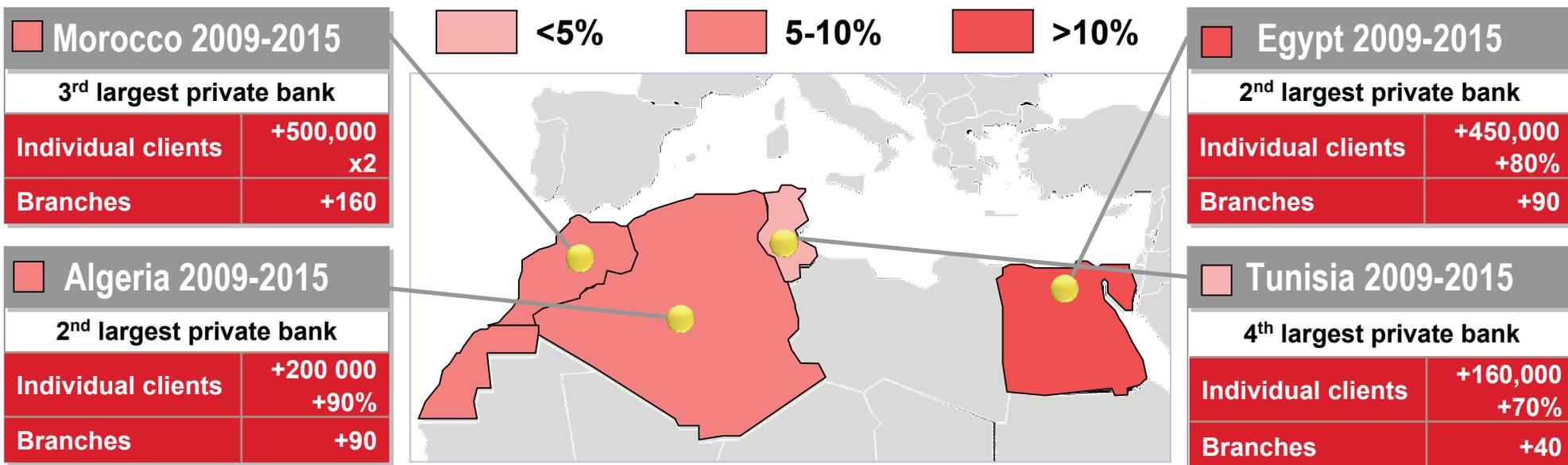
Net client loans of Geniki as of end March 2010



EUR 3.8 billion

North Africa: a dedicated commercial effort

Cumulated population growth 2010-2015



A sizeable market...

- 160 m inhabitants
- Low banking penetration (42%)

...with momentum

- GDP CAGR: +4.6%*
- Loans CAGR: +11.6%*

* CAGR 2009-2015

Ambition SG 2015:
 ≈ +380 branches (+60%)
 +1.3m individual customers (x2 in 5 years)
 #1 privately held bank in the region

Sub-Saharan Africa: innovate within SG's historical leading franchises

A leading presence

■ **Senegal - SGBS**

- ▶ #1 in loans
- ▶ #2 in deposits

■ **Cameroon - SGBC**

- ▶ #2 in loans
- ▶ #2 in deposits

■ **Côte d'Ivoire - SGBCI**

- ▶ #1 in loans
- ▶ #1 in deposits

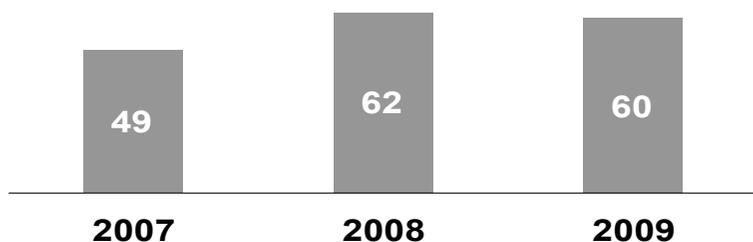


Douala Head Office, Cameroon

Solid financial base

■ **Profitability maintained despite crisis**

Net income group share in EUR m



Sales strategy

■ **Individual clients**

- ▶ Keep on developing an innovating offering (mobile banking)
- ▶ Selectively expand the branch network
- ▶ Develop synergies with French networks for migrant customers



SG branch in Paris correspondent for SGBS

■ **Corporate clients**

- ▶ Broaden the customer portfolio to public companies and Anglo-Saxon and Chinese groups
- ▶ SMEs: agreement reached with AFD for financing SMEs



Innovation

- **Product offering for migrant populations**
- **Resource pooling**
- **Remote banking**

Ambition SG 2015:

+400,000 clients
+ 100 branches

Develop new market segments with new concepts...

Key points

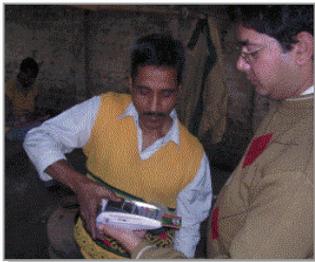
- Reach unbanked clients ready for basic banking services
- Offer adapted and simplified products and services
- Build an innovative distribution network to reach these customers
- Develop a specific cost structure



One pilot per region

- North Africa
- Sub-Saharan Africa
- Eastern Europe

... with simple distribution channels



Direct sales agents



Branch in Ghana

Cash Point



Mobile Banking

Mobile banking: a laboratory for innovative solutions

Key points

- Introducing a new payment approval network
- Winning clients
- Simplified banking services
- Synergies with the new banking concept

Services

Transferring money between individuals

domestic	✓
international	<i>in the future</i>



In-store payment of invoices, goods and services

invoices	✓
goods/services	<i>in the future</i>

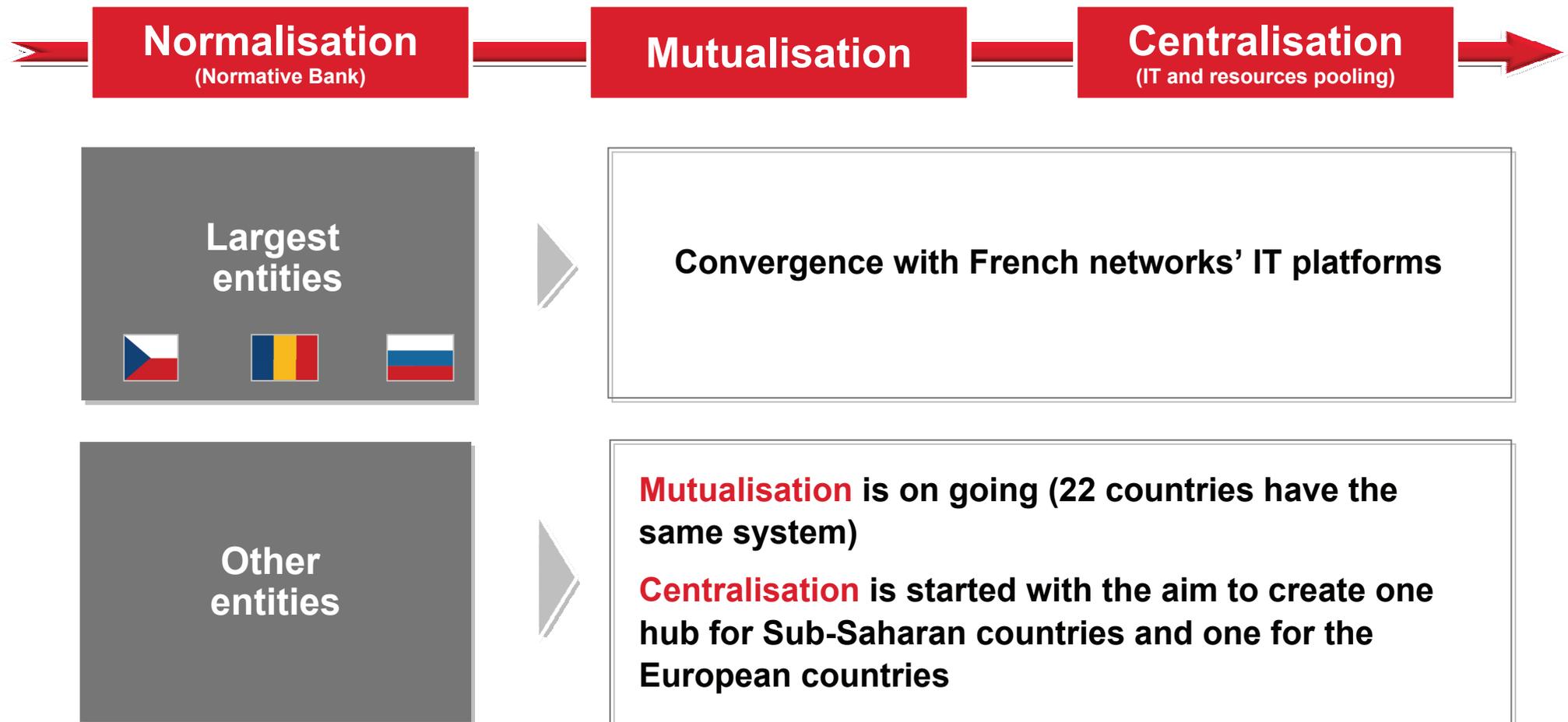
Local initiatives

- Côte d'Ivoire (SGBCI): service launched end-2009
- Madagascar (BFV-SG): launching in the coming weeks

Global solutions

- Initiatives combined within a global project
- Commercial launch of the pilot in Senegal scheduled in the coming weeks

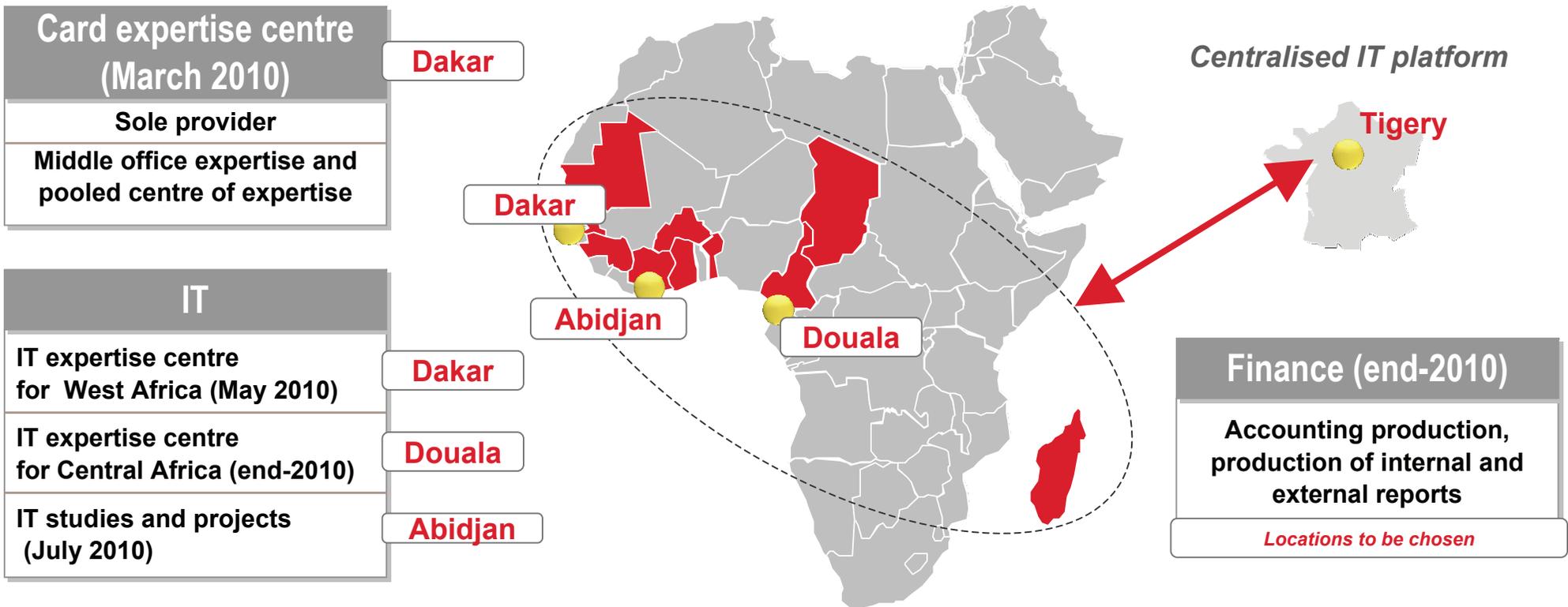
Transformation of the operational model : a process launched several years ago



Pool resources to support growth: The African example

After IT centralisation 2010: three pooled operating centres in Africa

- Increase sales reactivity
- Reduce operational risk
- Improve the C/I ratio over time



➤ Approach replicated in the Balkans

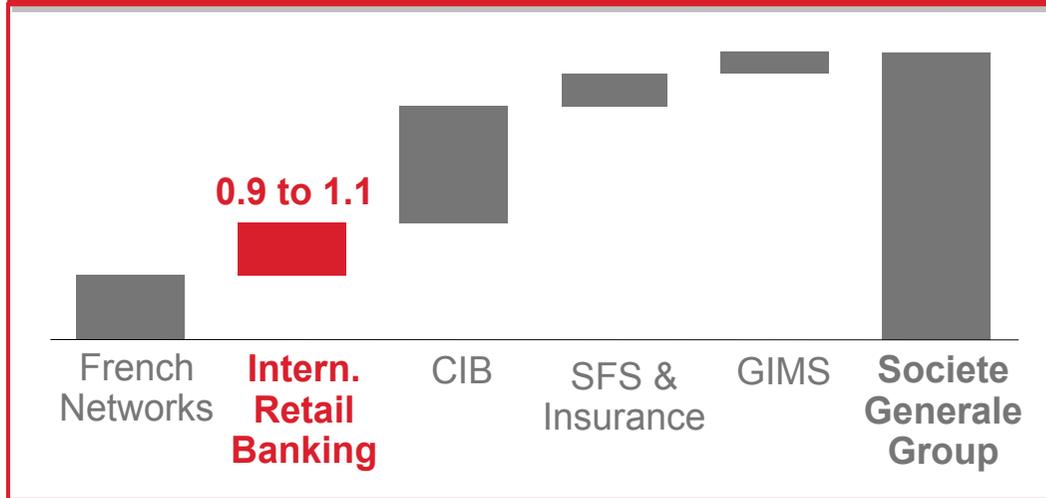
**Ambition
SG 2015**

- **Russia within International Retail banking:
≈ 15% of 2012 earnings, the largest contributor in 2015**
- **Top 3 in Central & Eastern Europe and Russia in 2015**
- **20 million clients in 2015**
- **Complete resources pooling projects**

Targets for 2012

- **Grow the client franchises
+ 500 branches (≈ +15%)
+ 4m clients (≈ +30%)**
- **NBI growth 2009-2012 ≈ 8%***

2012 Net Earnings Target (in EUR bn)



* CAGR 2009-2012



15 June 2010

INVESTORday 2010

Corporate & Investment Banking
Top 5 position in Europe

Séverin Cabannes

Deputy Chief Executive Officer

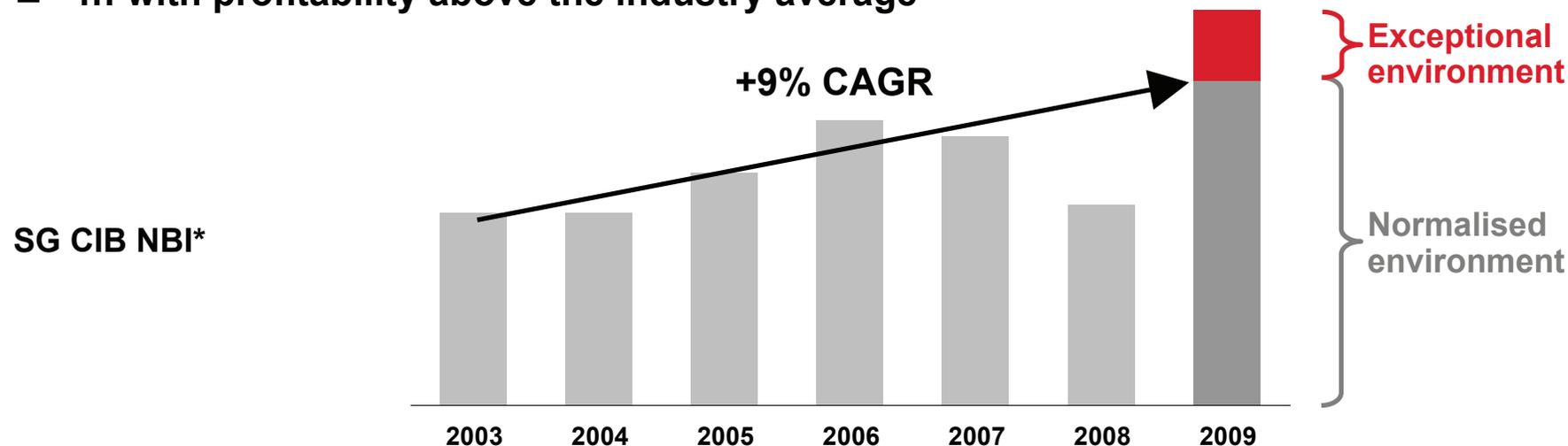
Michel Péretié

Head of Corporate and Investment Banking



A model able to generate strong growth over the long-term

- A strategy historically focused on strengthening SG CIB's key expertise...
 - ▶ Sustain global leadership position in equity derivatives
 - ▶ Continuous development of global structured financing franchises
 - ▶ Strong position in the Euro capital markets
 - ▶ Deep-rooted, high quality client franchises
- ... that has generated sustained growth...
- ... with profitability above the industry average



* Not restated for consolidation scope changes – 2007 to 2009: core activities

A resilient model improved during the crisis

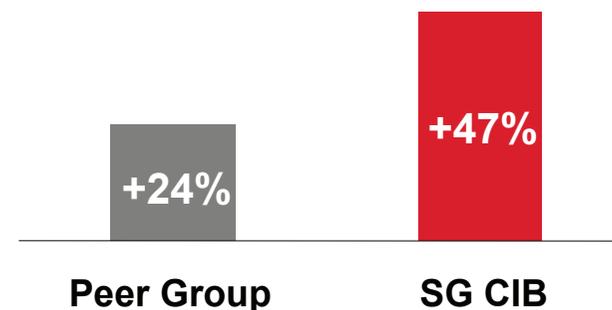
■ 2007- 2009: growth above peer group* across all businesses

- ▶ Equities: -3% vs. -14%**
- ▶ Fixed Income: x2.5 vs. +71%**
- ▶ Financing and Advisory**: +54% vs. +18%

■ Improved risk control and less volatile results

- ▶ Refocus on client-driven activities
- ▶ Single Global Markets department with specific monitoring of trading activities
- ▶ Competitive advantage in complex market risk management and favourable risk/reward ratios in structured finance
- ▶ Stronger operational risk management set-up

NBI growth* (FY 2009 vs. 2007)



Cash balance sheet: -31% vs. peak (Q2 07)

RWA: -22% in 2009

VaR and Stress Tests: halved in 2009

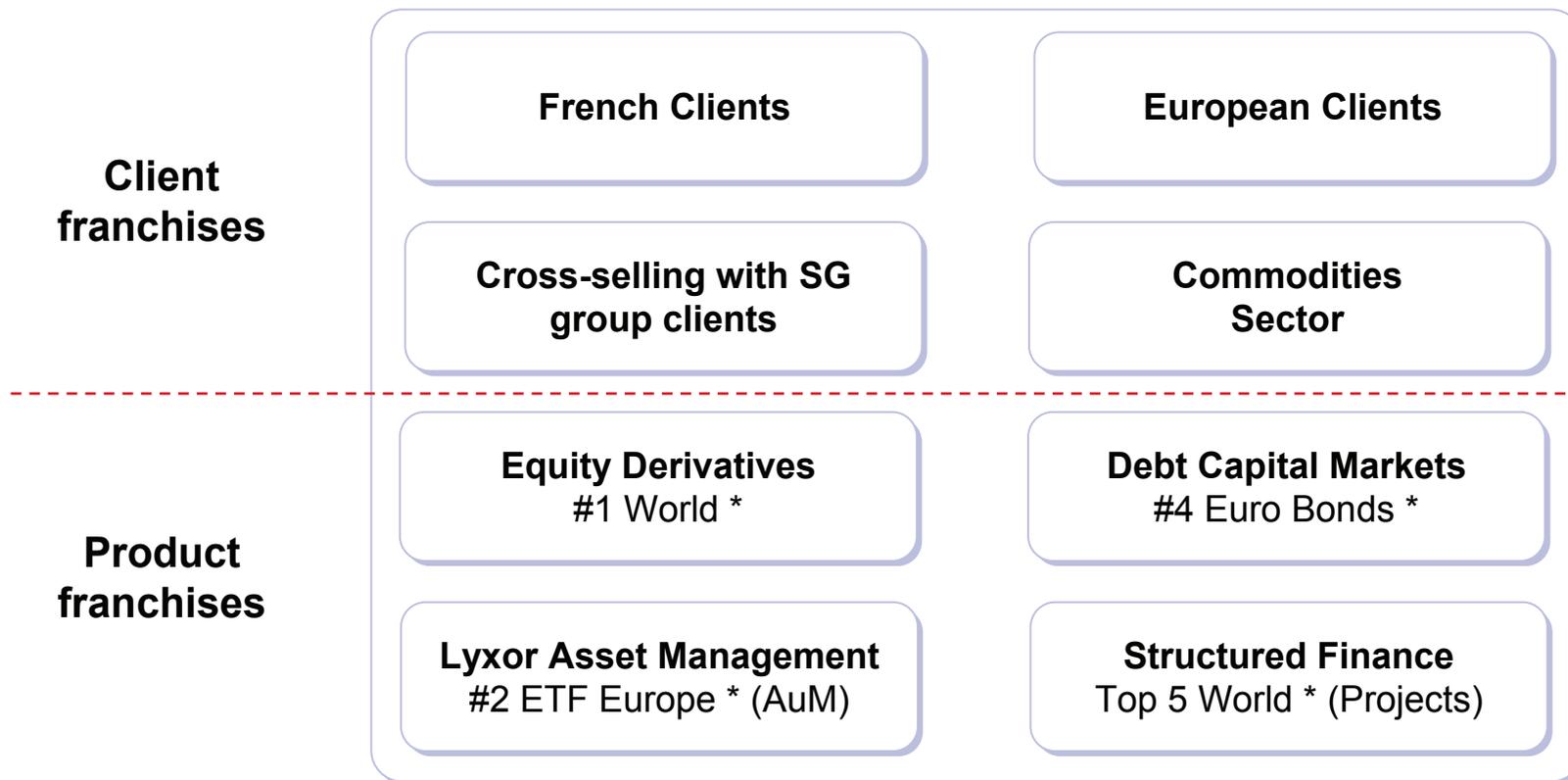
Dislocation in Q4 08: limited losses

Commercial cost of risk: contained in 2009, down since end Q3 09

* NBI restated for non-recurring items - Peer group = 13 major CIB divisions incl. SG CIB

** Equities & Fixed Income: peer group of 11 CIB divisions disclosing detailed NBI – Financing: comparison with BNPP and CA CIB having a similar business mix

A model drawing on recognised competitive advantages



→ A solid revenue base

* Rankings at end 2009

A more demanding environment than in the previous cycle



* Corresponds to 5-6% annual growth based on normalised 2009

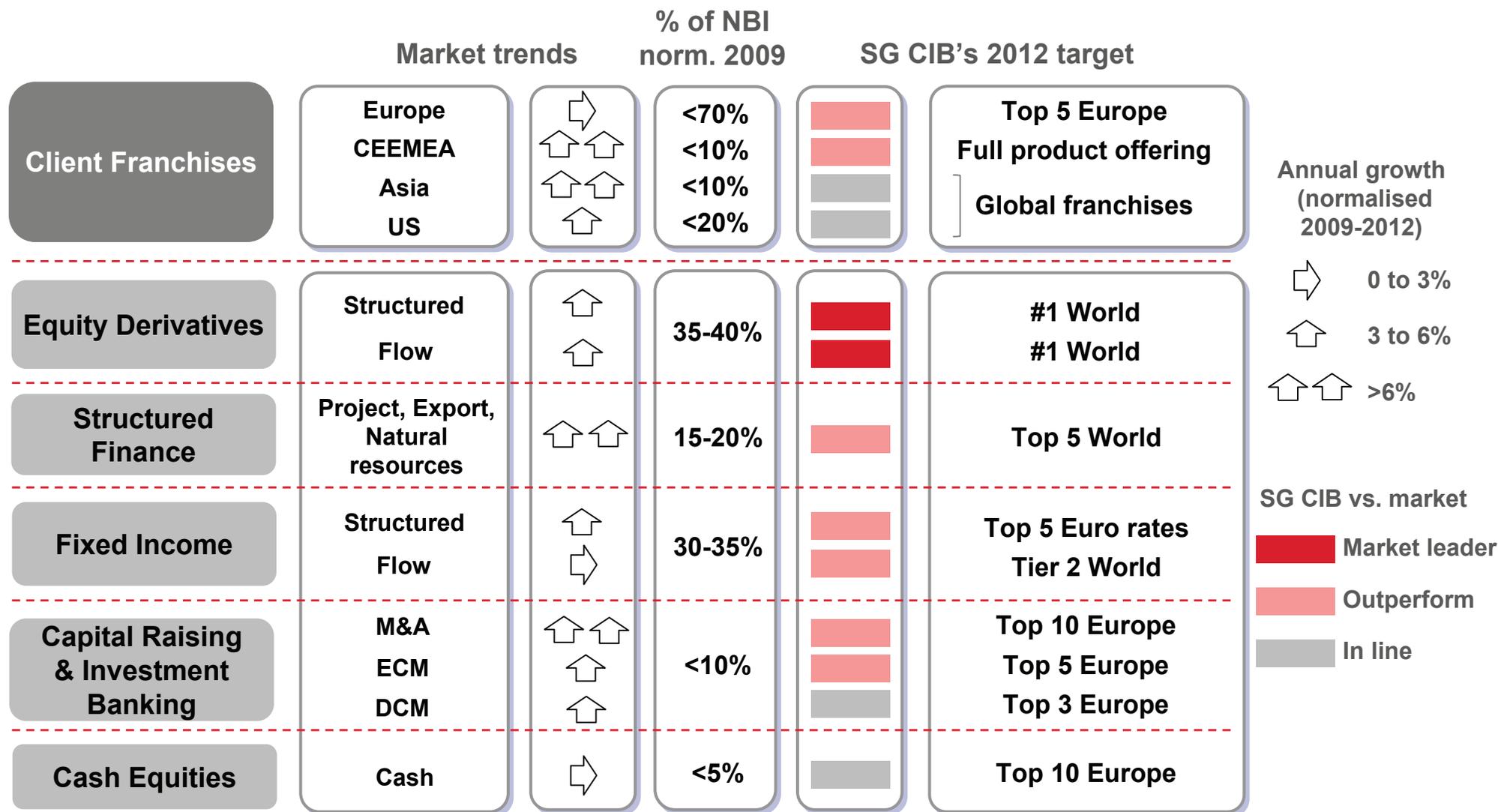
** Panel of 13 major CIB divisions including SG CIB, at end 2009

SG market view: growth opportunities

Market trends (CIB industry revenues)

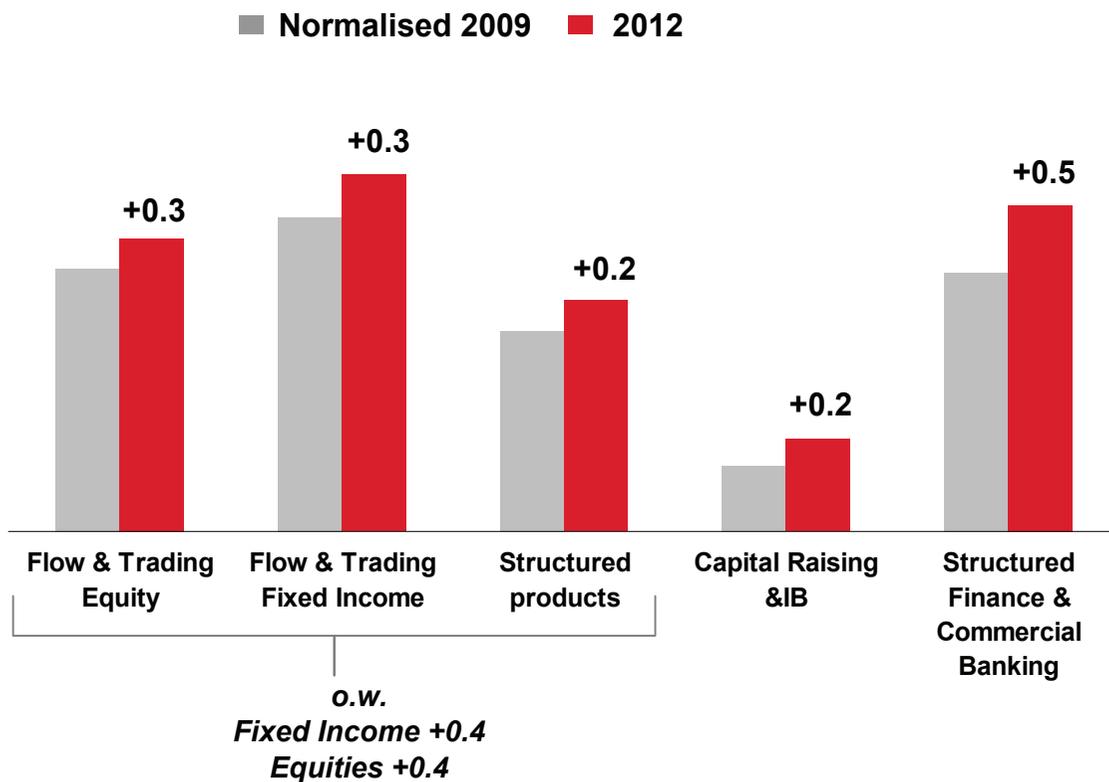
				Annual growth (normalised 2009-2012)
Client Franchises	Europe CEEMEA Asia US		<ul style="list-style-type: none"> Low growth Highly dynamic growth, maturing of local markets Moderate growth 	
Equity Derivatives	Structured Flow		<ul style="list-style-type: none"> Growth in clients' risk hedging needs, high margins on tailored products 	0 to 3%
Structured Finance	Project, Export, Natural resources		<ul style="list-style-type: none"> Sustained growth, significant needs of emerging countries in terms of infrastructure and energy projects 	3 to 6%
Fixed Income	Structured Flow		<ul style="list-style-type: none"> Return of securitisation in a simplified form and segments to be re-invented - high margins Volume growth but strong pressure on margins 	>6%
Capital Raising & Investment Banking	M&A ECM DCM		<ul style="list-style-type: none"> Upturn in the M&A market post-crisis Significant issuance needs in all segments 	
Cash Equities	Cash		<ul style="list-style-type: none"> Limited growth, pressure on margins 	

SG CIB franchises lead to superior growth



Additional revenue target around EUR +1.5bn by 2012

Revenue growth of SG CIB's main businesses
(NBI increase in bn EUR)



Balanced growth
of businesses

Annual NBI
≈ EUR 9.5bn in 2012

4 pillars for SG CIB development

- 1** Expand the worldwide leadership position in equity derivatives and cross-asset structured products
- 2** Develop structured financing by capitalising on high growth segments
- 3** Leverage the solid European client franchise to further develop Fixed Income and Investment Banking
- 4** Develop CIB activities in CEE & Russia, leveraging the Group's presence in those regions

Equity flow products

SG CIB's competitive advantages:

- ▶ Established global leadership (#1 warrants, #4 ETFs)
- ▶ Lyxor: a strong brand and an extensive offering
- ▶ Recognised innovation and execution quality
- ▶ Integrated sales-engineering-pricing commercial coverage

Action plan

- ▶ Priority to cross-selling with existing clients in Asia and the US
- ▶ Increase coverage of institutional clients in Europe
- ▶ Mobilise growth levers worldwide with ETFs and new products to come

Ambition SG 2015

- Consolidate global leadership position
- Increase share of revenues in the US and Asia



Equity Derivatives House
of the Year – January 2010



Best Equity Derivatives House
Euromoney – May 2009



No. 1 in ETF Trading & Execution Services
Extel Pan-European Survey - 2009



Lyxor: Best Managed Account Platform

Structured products

SG CIB's competitive advantages:

- ▶ Solid franchise, revenues close to pre-crisis level
- ▶ Recognised experience in engineering and ability to develop tailored solutions that meet clients' needs
- ▶ Excellent trading, pricing and risk management capabilities

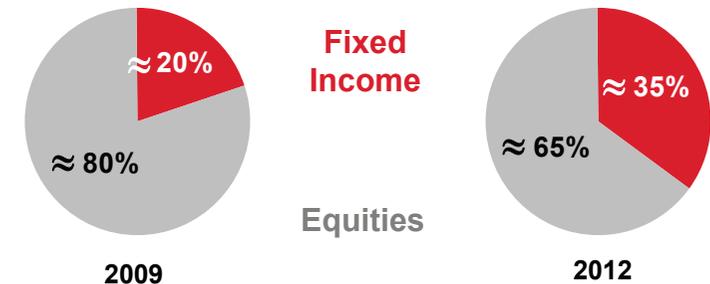
Action plan

- ▶ Mobilise synergies between the equity and fixed income teams
- ▶ Segmented client approach and dedicated sales teams
- ▶ Reinforce sales teams across regional platforms (Asia, Americas, CEEMEA)

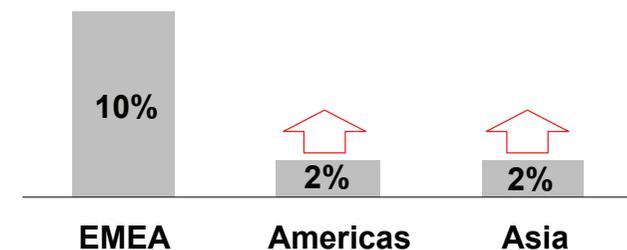
Ambition SG 2015

- Consolidate global leadership position in equity structured products
- Top 5 in Euro structured rates
- Balanced revenues (*underlyings and regions*)

Rebalancing of revenues in terms of underlyings



High growth potential outside Europe (structured product market share, 2009) *



* source: O. Wyman

Structured Financing

SG CIB's competitive advantages:

- ▶ Top 5 World for Export Finance, Natural Resources and Infrastructure
- ▶ Excellent knowledge of assets and structures, ensuring a good risk-reward ratio

Action plan

- ▶ Increase allocated scarce resources
- ▶ Launch a commodities development plan
- ▶ Expand teams dedicated to the main emerging markets

Ambition SG 2015

- Improve positioning in Asia and CEEMEA
- Continue to seize growth opportunities, +25% NBI in high potential segments

Globally recognised expertise

Export Finance	2009	2008	2007
Best Export Finance Arranger	#1	#1	#1
Best Global Export Finance Bank	✓	✓	
Commodities Finance	2009	2008	2007
Best Commodity Finance Bank	#1	#2	#1
Best Energy Commodity Finance Bank	#3	#2	
Best Metals Commodity Finance Bank	#2	#1	
Best Global Commodity House		✓	
Project and Asset Finance	2009	2008	2007
Advisor of the year	✓		
Best arrangers of project finance loans	#1	#1	#2
Bank of the Year in Americas		✓	
Best Project Finance House in Western Europe, Central & Eastern Europe and Africa		✓	

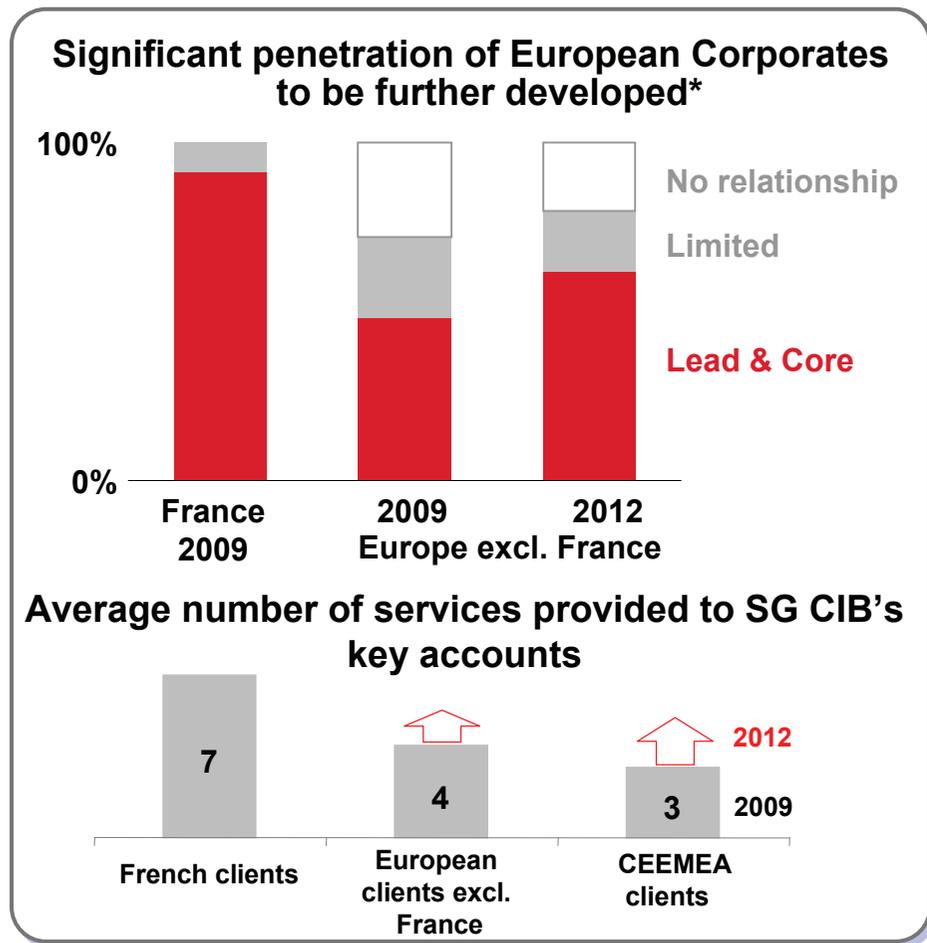


Best export finance arranger for the 8th year running
Best commodity finance bank



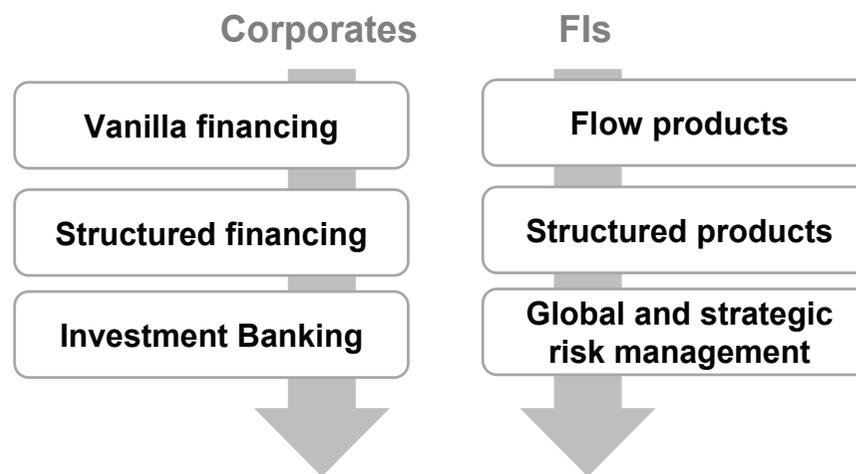
Project finance advisor of the year

Realigned operations to develop corporate and FI franchises



Strengthen the advisory & strategic dimension of relationships

- ▶ **Corporates** → focus on 550 strategic clients
- ▶ **FIs** → segmented coverage of 250 key clients



* Panel representative of Top Tier Corporates (>EUR 2bn in revenues), source: Greenwich

Meet fixed income flow demand more effectively

SG CIB's competitive advantages:

- ▶ Market share gains since the start of the crisis
- ▶ Creation of a single Global Markets department
- ▶ Strong demand from European clients (including CEEMEA)

Action plan

- ▶ 200 Front Office new hires by 2012
- ▶ Development of USD and GBP origination and distribution capabilities
- ▶ Investments to expand the FX product offering

Ambition SG 2015

- Meet all client needs
- Enter the FX world top 10
- Consolidate global Tier 2 position

	Market	SG CIB 2012 targets	
Rates	↔	In line	Top 5 Europe
FX	↔	Outperform	Top 10 World
Credit	↑	In line	Top 10 Europe
Commodities	↑	Outperform	Tier 2 World
Global	↔	Outperform	Tier 2 World

Annual growth
(normalised
2009-2012)

- ↔ 0 to 3%
- ↑ 3 to 6%

SG CIB's
performance

- Outperform
- In line

Keep pace with Investment Banking needs in Europe

SG CIB's competitive advantages:

- ▶ Close commercial relationships with key accounts in Europe
- ▶ Unique positioning in CEEMEA
- ▶ Demonstrated ability to provide high added-value solutions (Equity-linked, Strategic Equity Transactions, etc.)

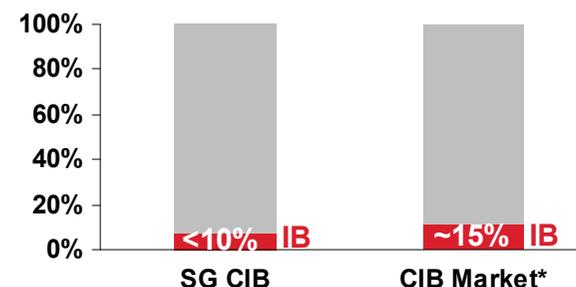
Action plan

- ▶ Recruitment of 25 Senior Bankers in 2009 and 2010
- ▶ Double M&A headcount
- ▶ Focus on selected sectors of strong expertise: Energy, FI, Media & Telecom

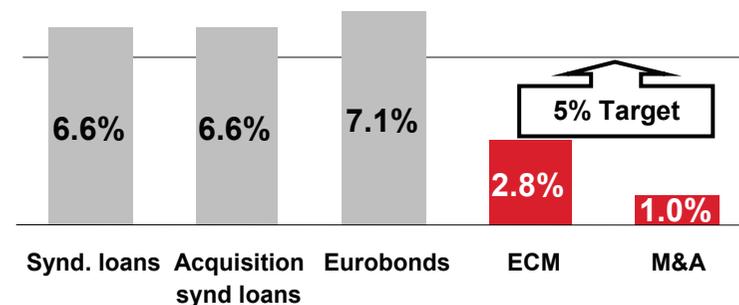
Ambition SG 2015

- Top 10 position in Europe for all segments (products/clients)
- Consolidate client relations

A limited contribution to client-driven revenues (2009)



Growth potential to achieve SG CIB natural market share (2009 market share**)



* McKinsey estimates based on a normalised environment (2010)
** source IFR

CEE & Russia developments

SG CIB's competitive advantages:

- ▶ A unique client base
- ▶ Potential for untapped synergies with local Group entities
- ▶ Strong growth (>10%), particularly in selected sectors of expertise

A solid positioning

- #1 Euro Bonds CEEMEA***
- #7 All International Bonds CEEMEA***
- #2 Project finance CEEMEA***

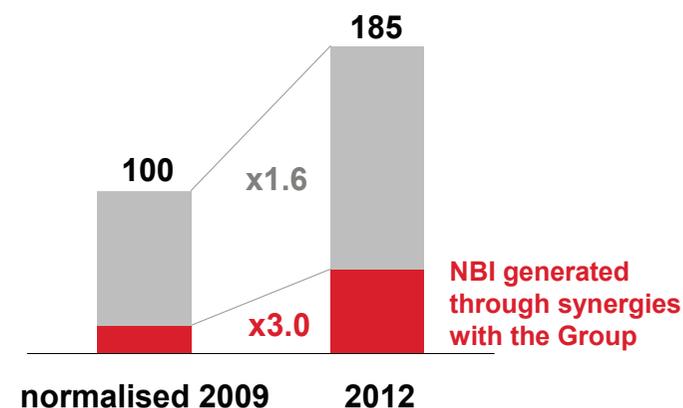
Action plan

- ▶ Development of local market platforms via joint ventures with Societe Generale's international network
- ▶ Creation of dedicated origination/sales teams within the business lines

Ambition SG 2015

- Generate higher than market growth by leveraging synergy potential with the Group
- Make the region SG CIB's 2nd domestic market

Fully leverage synergies with the Group to exceed the market's growth
(CEEMEA NBI, 2009 = Index 100)

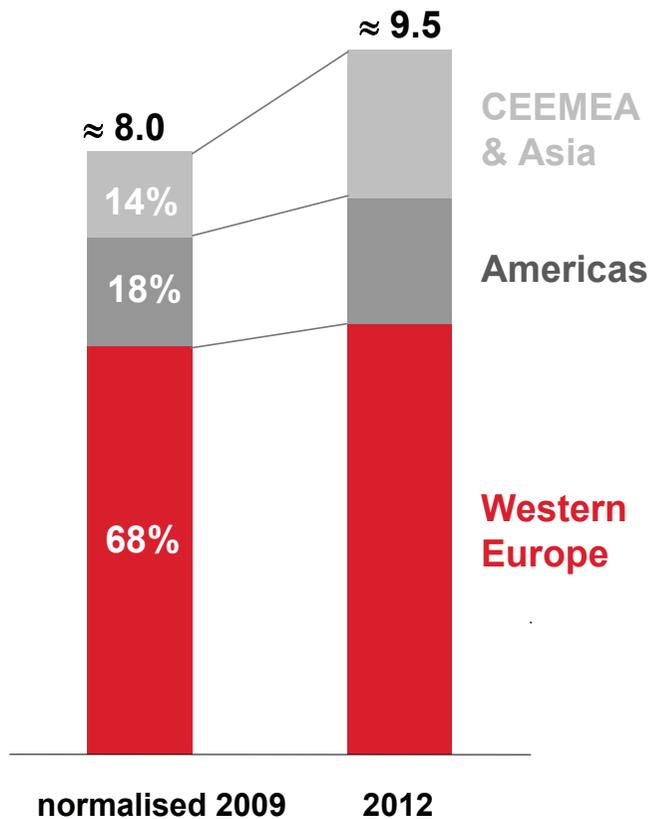


* Source Thomson Financial, at end-2009

A balanced business mix

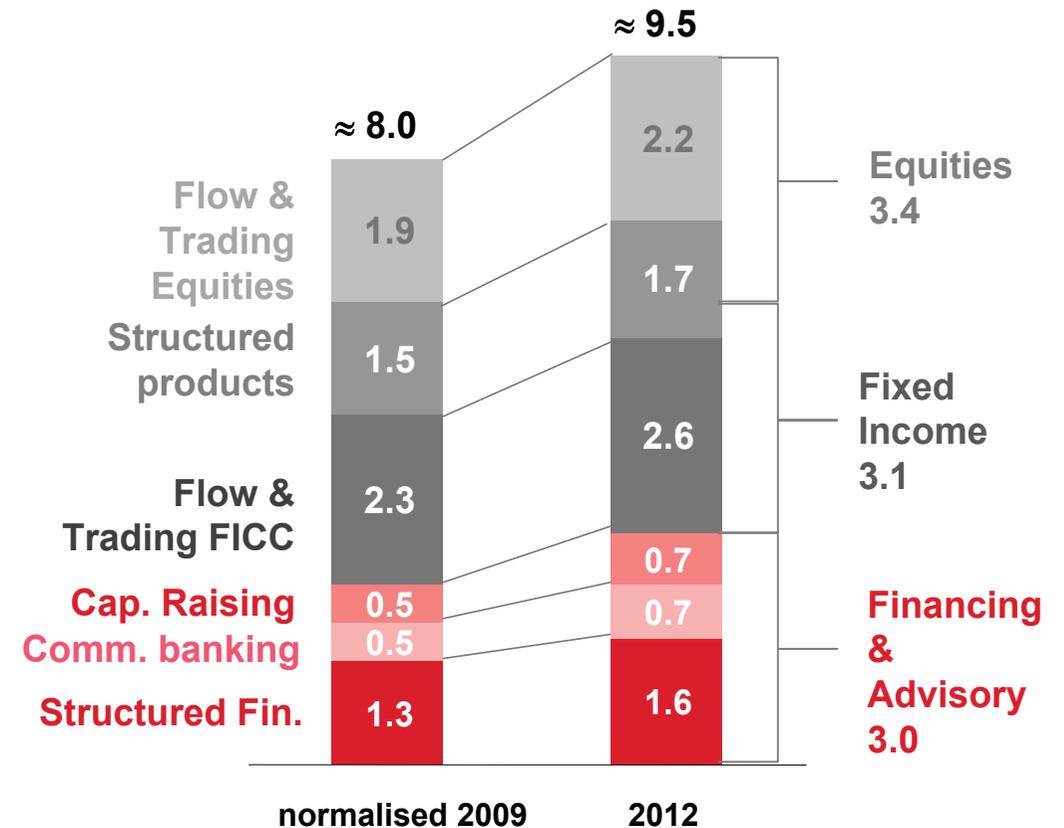
Increase exposure to high growth regions

Breakdown of NBI by geographic region (EUR bn)



Balanced growth of businesses

Breakdown of NBI by activity (EUR bn)



Resolution (1/2): Transform the operational model to further improve risk control and optimise the cost structure

An ambitious programme:
make SG CIB a benchmark in terms of operational risk prevention and efficiency
through a EUR 600m investment



Main initiatives

Centralise the booking
of transactions

Simplify processes

Overhaul the processes
and IT architecture

Review geographic
locations and
partnership strategy

Resolution (2/2): Transform the operational model to further improve risk control and optimise the cost structure

- **Lasting productivity gains expected for the resource functions**

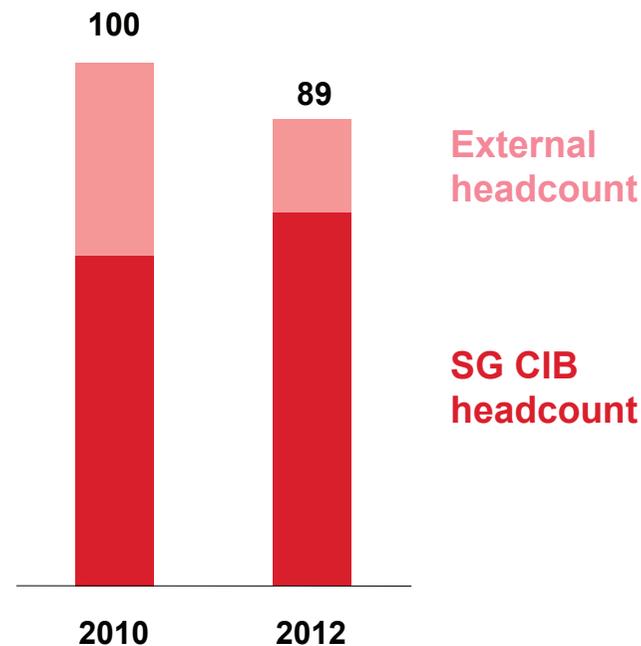
- ▶ Rationalisation of IT architecture
- ▶ Potential decrease in C/I from end-2012 onwards
- ▶ Lower sensitivity of costs to the increase in SG CIB's revenues

- **Ambitions are high but appropriate to the specific needs of SG CIB's business mix**

- ▶ Proportion of revenues derived from structured franchises requires appropriate level of operational resources
- ▶ Proactive cautious management of operational risk
- ▶ Increase in internal headcount

Expected productivity gains while maintaining the specific features of SG CIB's business model

Change in support headcount
(2010 index 100)



**Ambition
SG 2015**

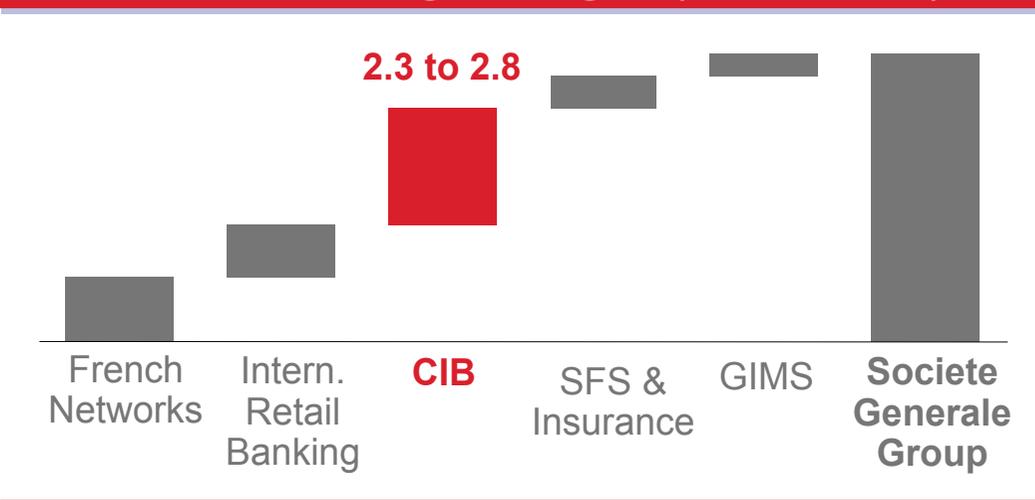
Top 5 position in Europe through targeted developments taking full advantage of the client franchise

- ▶ Consolidate global leadership positioning equity derivatives and structured finance
- ▶ Strengthen the positioning with Corporate and FI clients
- ▶ Continued geographic rebalancing; increased contribution of high growth countries

Targets for 2012

- Top 5 position in Europe
- ≈ EUR +1.5bn NBI growth through increase in FO headcount (+1,200) and RWA (+20%*)
- C/I ratio ≈ 55%

2012 Net Earnings Target (in EUR bn)



* Excluding regulatory impact



15 June 2010

INVESTORday 2010

**Legacy assets
Under control**

Michel Péretié

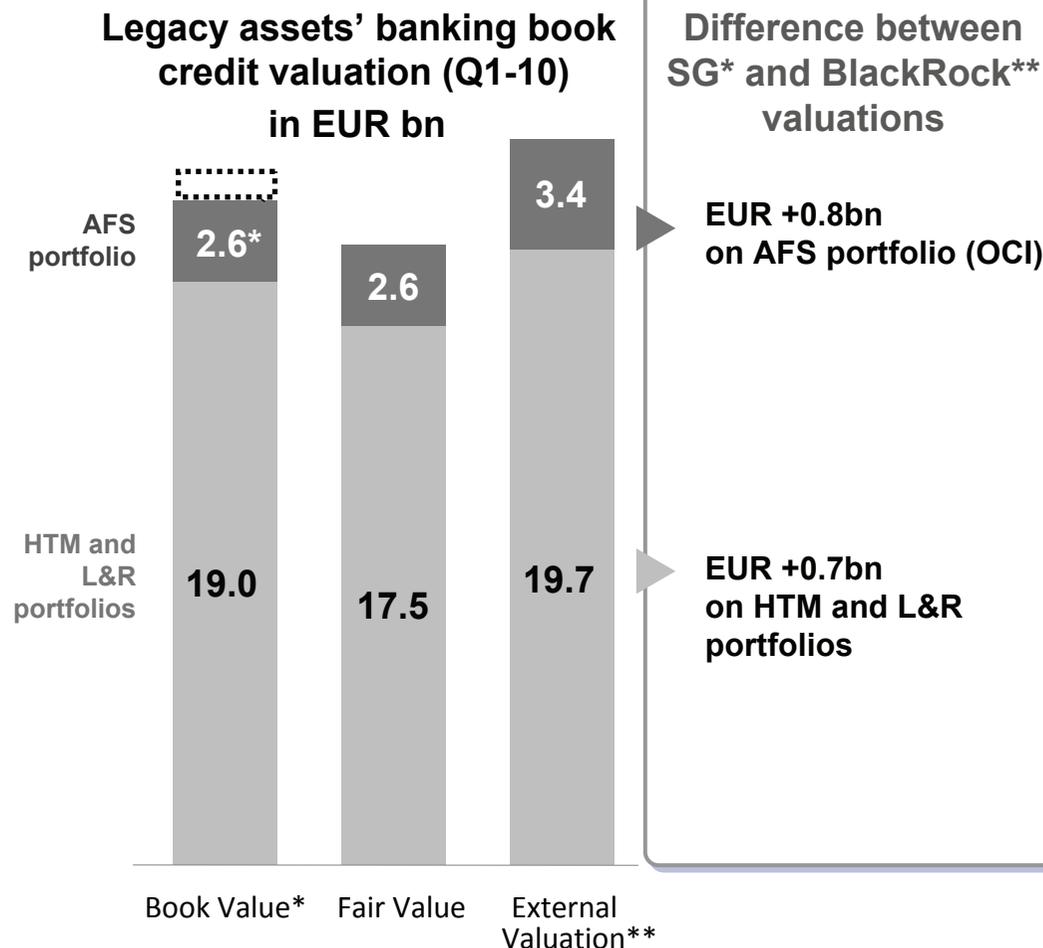
Head of Corporate and Investment Banking

Legacy assets: external analysis confirms that SG marks are correct

- **External valuation of exposures led by BlackRock Solutions®**
 - ▶ Performed on all banking and trading book assets
 - ▶ Based on a fundamental credit analysis

- **Banking book: overall economic value of exposures EUR +1.5bn higher than their book value**
 - ▶ EUR +0.8bn on AFS portfolio: BlackRock**'s valuation higher than Societe Generale (corresponding to EUR -0.8bn impact booked in Societe Generale OCI)
 - ▶ EUR +0.7bn on HTM and L&R portfolios: BlackRock**'s valuation higher than Societe Generale (potential EUR +0.7bn on Societe Generale pre-tax income)
 - ▶ Gap between book value and fair value not representative of estimated losses on banking book exposures (EUR -1.5bn)

- **Trading book: current marks compare favourably with credit valuation, potential gains on cash assets offset by hedges**

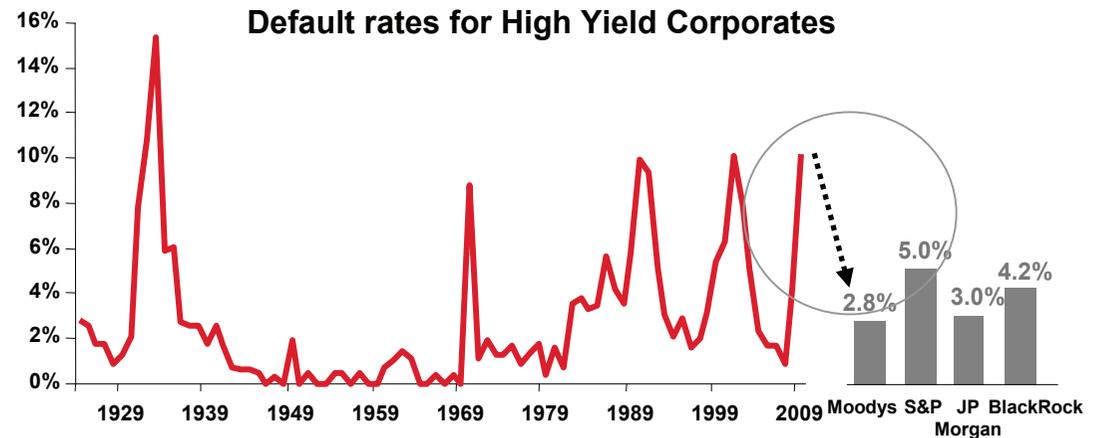


* After the EUR -0.8bn OCI impact

** BlackRock Solutions®

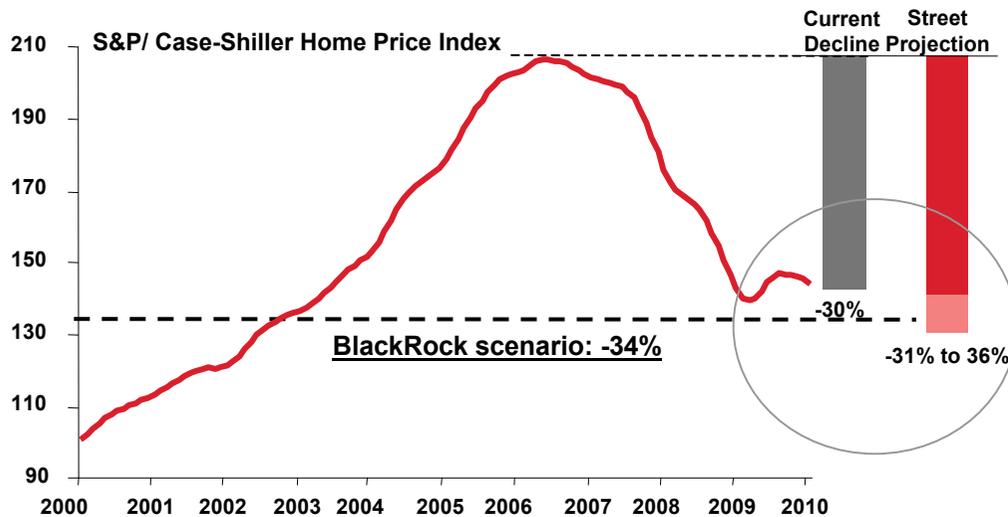
BlackRock's Base Case Macro-Economic Projections

- Corporate credit market conditions are improving
- The real estate market crisis is abating, though speed recovery is highly uncertain
- Commercial real estate markets remain dislocated with underlying property cashflows and valuations continuing to decline

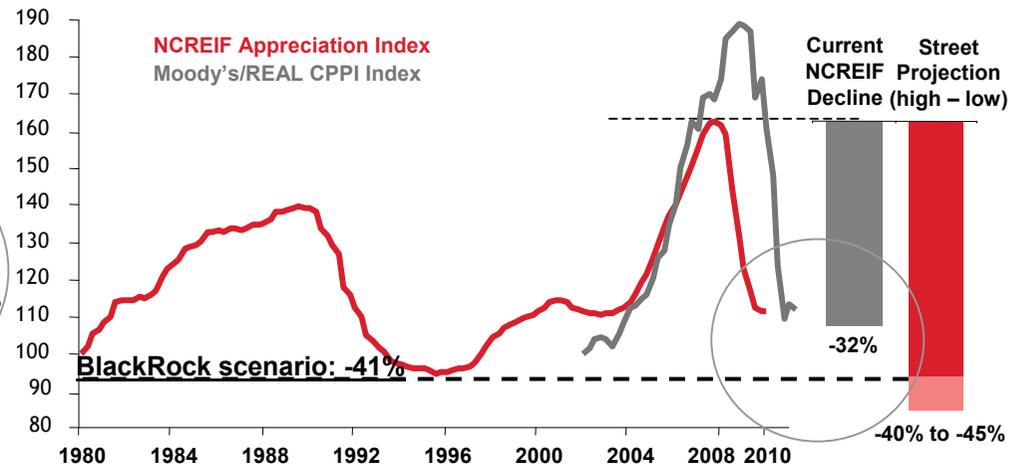


Source: Moody's, Barclays, JPMorgan, BlackRock

Residential Home Price Decline – Current vs. Projected



Commercial Property Price Decline – Current vs. Projected

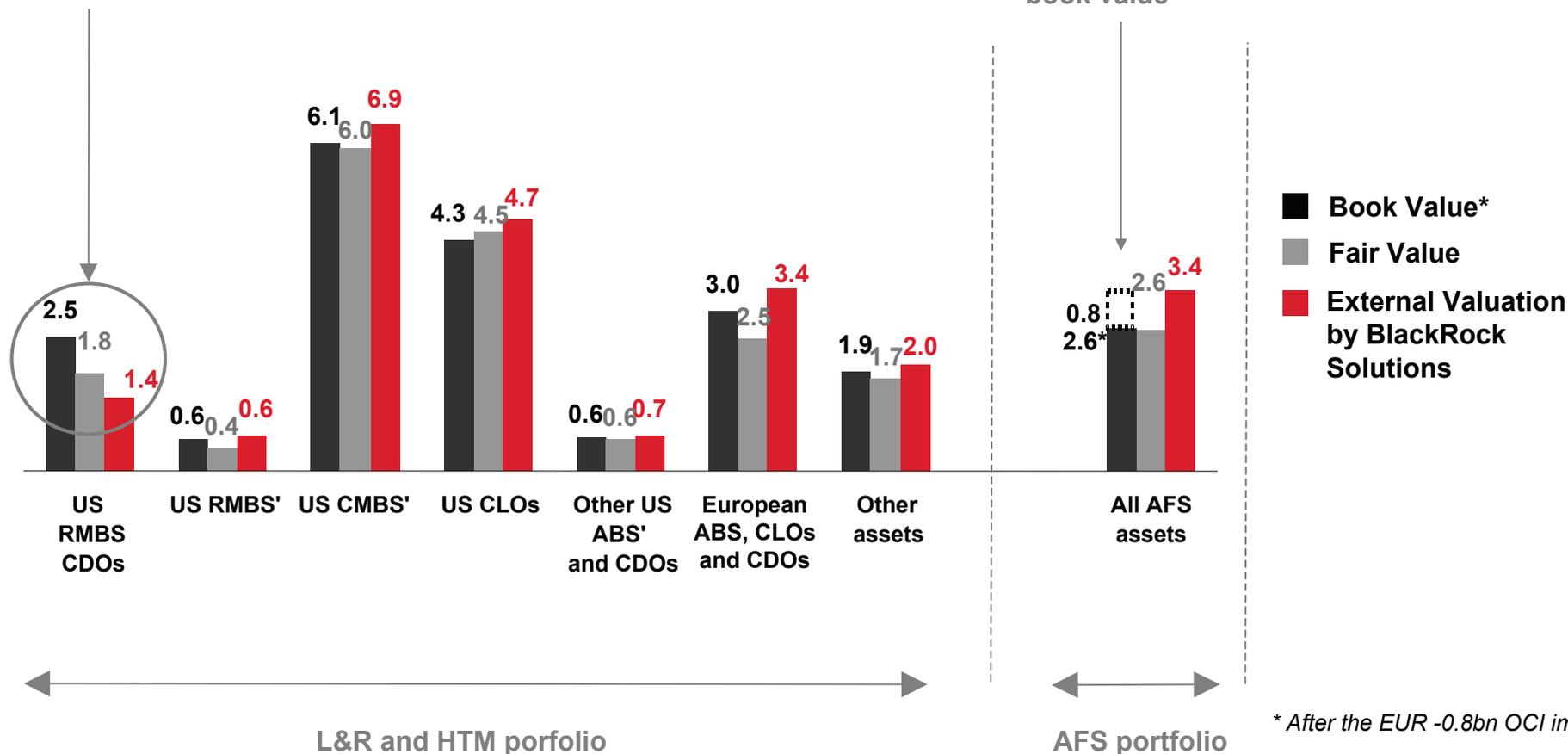


Notes: 1. BLK's default forecast is expected avg. default rate p.a. over next two years; 2. NCREIF Index as of 31/03/10, Moody's CPPI Index as of 28/02/2010

Estimated losses on US RMBS CDOs more than offset by other asset classes

US RMBS CDOs: only one asset class for which external credit valuation is less than net book value

EUR 0.8bn OCI impact already included in SG book value



Details by asset classes (excluding hedges)

Portfolio assets (banking book and trading book)		Net book value at 31 March 2010*	Discount rate
US RMBS CDOs	Heavily discounted assets Slowdown in provisioning rate	EUR 5.0bn Banking book: EUR 2.5bn Trading book: EUR 2.5bn	56%
US RMBS'	Banking book: Super Senior tranches, very limited realised losses (impairments) Trading book: positions hedged with ABX index	EUR 2.1bn Banking book: EUR 0.9bn Trading book: EUR 1.2bn	45%
US CMBS'	Good quality assets: "Majority of exposures are Super-Senior AAA, the highest position in the capital stack. Minimal expected loss" **	EUR 8.3bn Banking book: EUR 6.2bn Trading book: EUR 2.1bn	8%
Other US ABS' & CDOs	Mainly ABS' backed by credit cards and car loans No realised losses (impairments) in banking book	EUR 3.0bn Banking book: EUR 1.0bn Trading book: EUR 2.0bn	21%
US CLOs	No / few expected losses: "Portfolio consists mainly of Super-Senior AAA, Mezz AAA, and AA tranches with sufficient credit enhancement" **	EUR 7.2bn Banking book: EUR 4.3bn Trading book: EUR 2.9bn	7%
European ABS', CDOs and CLOs	Mainly RMBS', CMBS' and CLOs No realised losses (impairments) in banking book	EUR 4.9bn Banking book: EUR 4.2bn Trading book: EUR 0.7bn	24%
Other assets	Mainly corporate bonds and infrastructure loans Very limited realised losses (impairments) in banking book	EUR 6.8bn Banking book: EUR 2.5bn Trading book: EUR 4.3bn	11%

The monoline hedging strategy is also cautious

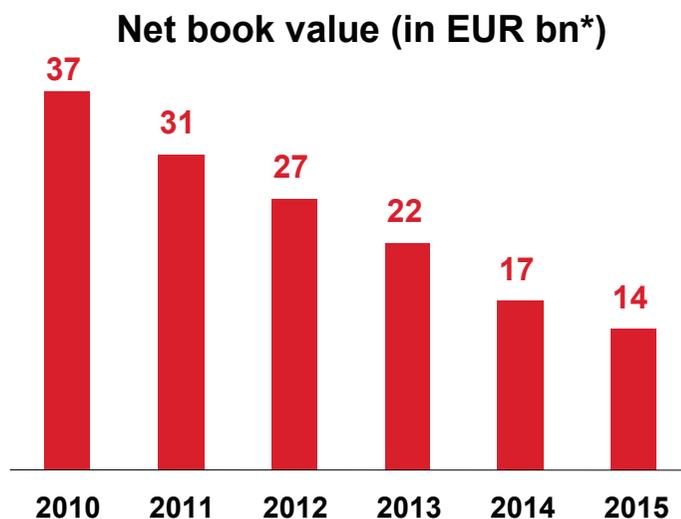
- ▶ 77% hedged
- ▶ Hedges on riskiest assets fully replaced

* After EUR -0.8bn OCI ** Source BlackRock Solutions

Legacy assets natural amortisation : -60% by 2015

Natural amortisation of positions

- ▶ Average maturity of European portfolio assets: 3 years
- ▶ Average maturity of US portfolio assets: 4 years, with maturity varying by asset (5 years on US CMBS' vs. 3 years on US RMBS')



*Conversion at exchange rates on 31/03/2010

Targeted and opportunistic deleveraging strategy according to market conditions

4 major deleveraging criteria

- ▶ Asset return
- ▶ Sensitivity to credit assumptions
- ▶ Freed-up regulatory capital
- ▶ Freed-up funding



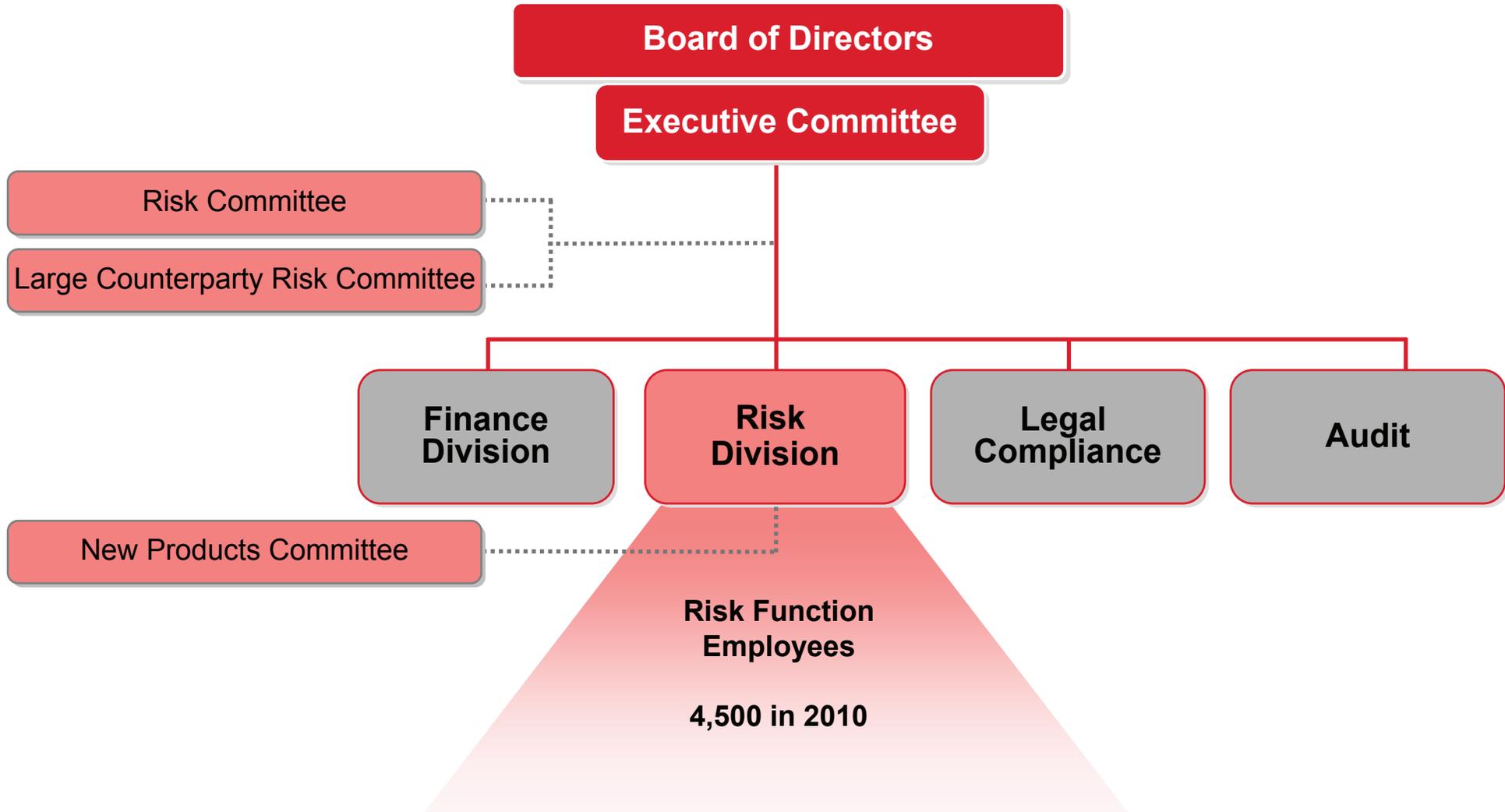
15 June 2010

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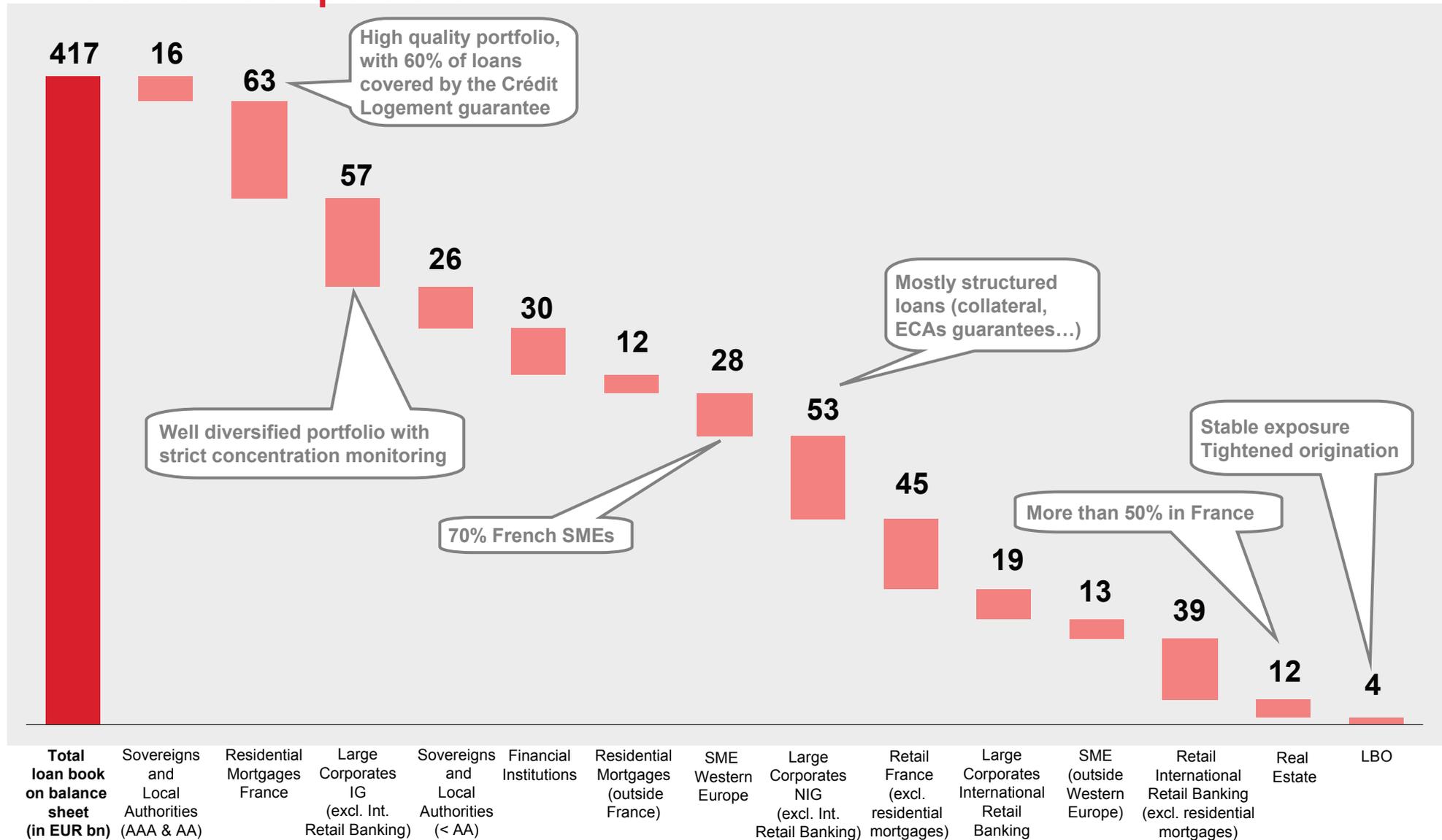
Risk Management

Benoît Ottenwaelter
Group Chief Risk Officer

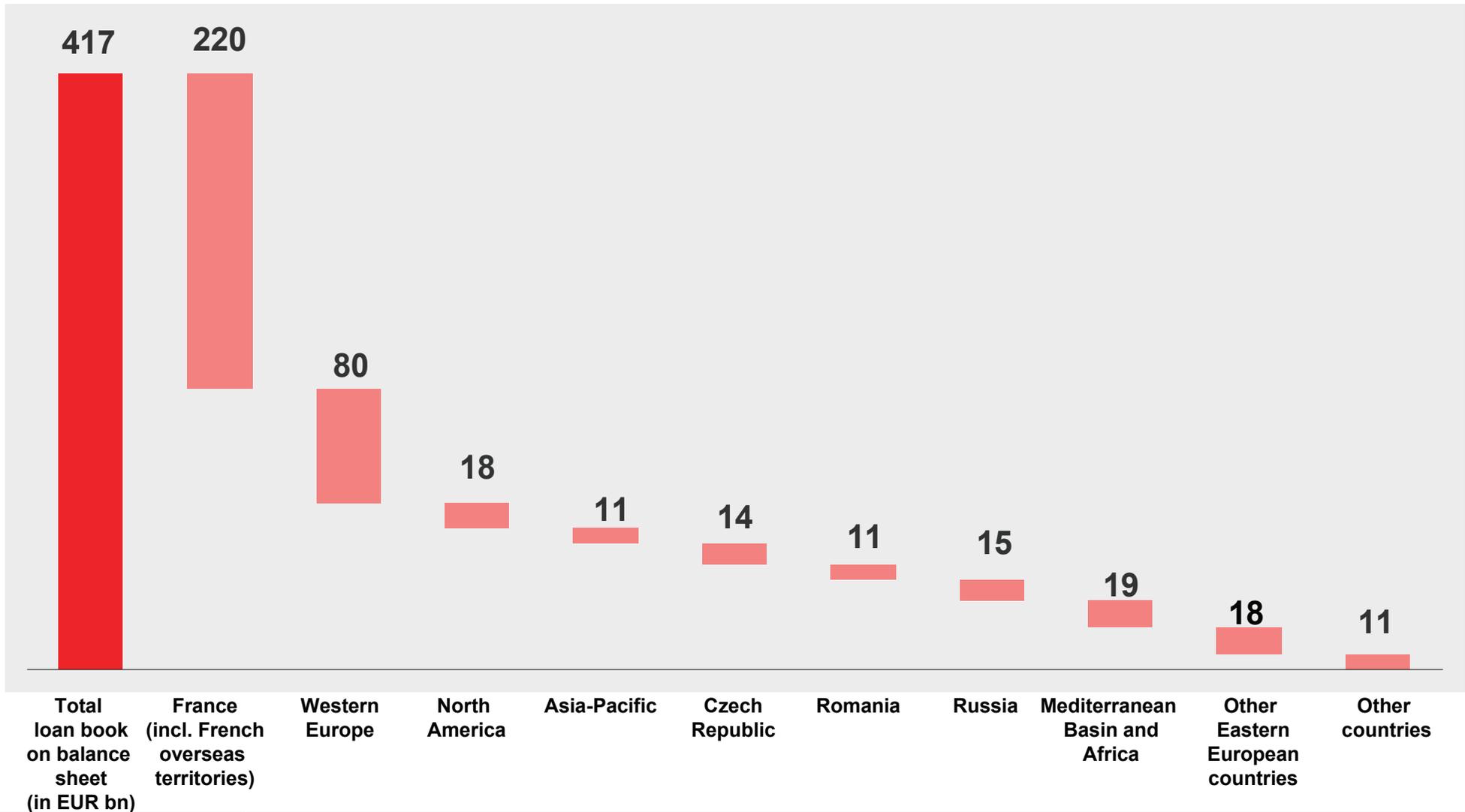
Strengthened risk governance and internal control



Diversified loan portfolio



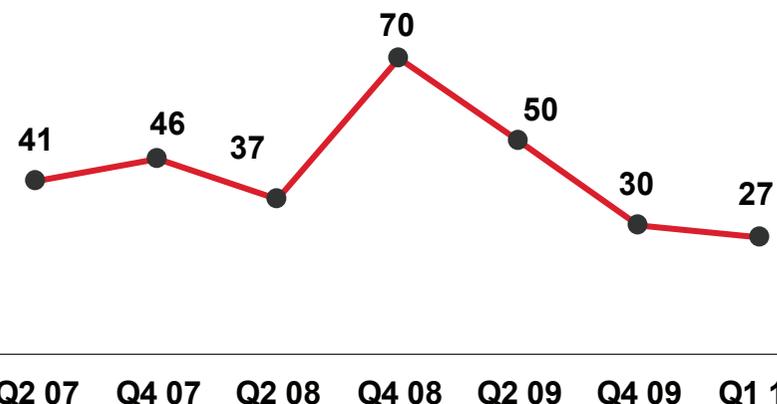
**50% of the loan portfolio in France
20% in emerging/converging countries**



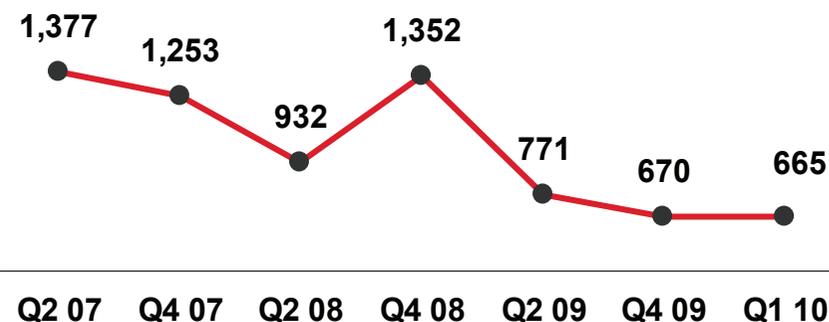
Market risk significantly reduced

- **Decrease in Trading VaR since Q4 2008**
- **Stress tests cut by 50% since June 2007**
- **Structural changes initiated**
 - ▶ Very significant refocusing of trading activities and reduced risk appetite
 - ▶ Liquidity of positions: an important factor in calibration of trading limits
 - ▶ Broadened stress approach on tail risk (in particular correlation market risk / credit risk)

Quarterly average of Trading VaR,
1 day, 99% (in EUR m)

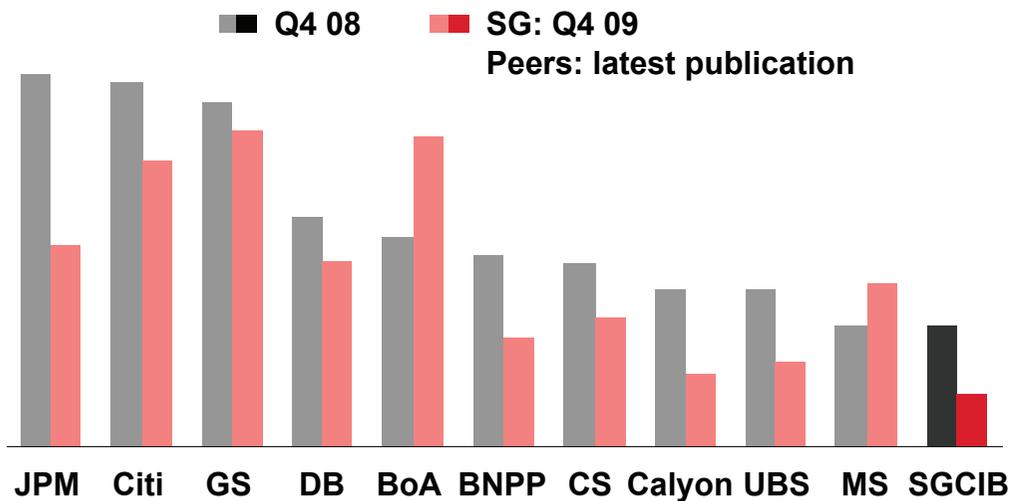


Market stress tests (average in EUR m)

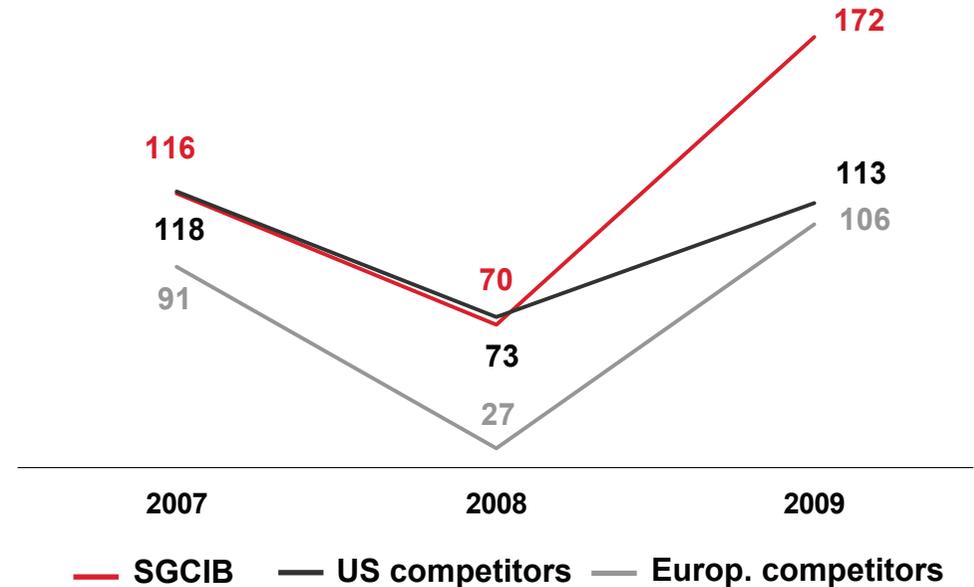


Tight monitoring of market risk

Decrease in Trading VaR vs. peers since 2008



One of the best Market NBI/Trading VaR ratios in the industry



Enhanced control: comprehensive overhaul of the Operational Risk function

- **Operational risk profile concentrated in two risk categories:**
 - ▶ Rogue Trading
 - ▶ Legal Disputes

(approx. $\frac{3}{4}$ of regulatory capital)

- **Group Operational Risk function: fully integrated within the businesses and with a clear governance**
 - ▶ 60 Internal Control Committees in 2009 at Group level, within the businesses and support functions
 - ▶ Cross-fertilisation of initiatives
 - *Fighting Back* at SGCIB (budget of EUR 150m, 300 dedicated employees, 3-year plan)
 - Similar programme rolled out in SG Securities Services & Private Banking
 - Business continuity plans

Fighting Back Programme key initiatives

- Control of significant transactions
- Confirmation and monitoring of deferred transactions
- Confirmation of internal/intercompany transactions
- Control of amended or cancelled transactions
- Control of liquidity levels
- Monitoring of margin calls/futures
- Control of off-market price transactions
- Control of unsettled securities loans/borrowings
- Control of delayed data input

Post-2010: gradual return of cost of risk towards a mid-cycle level between 55bp and 65bp

■ French Networks

- ▶ Between 30bp and 35bp

■ International Retail Banking

- ▶ Between 90bp and 110bp

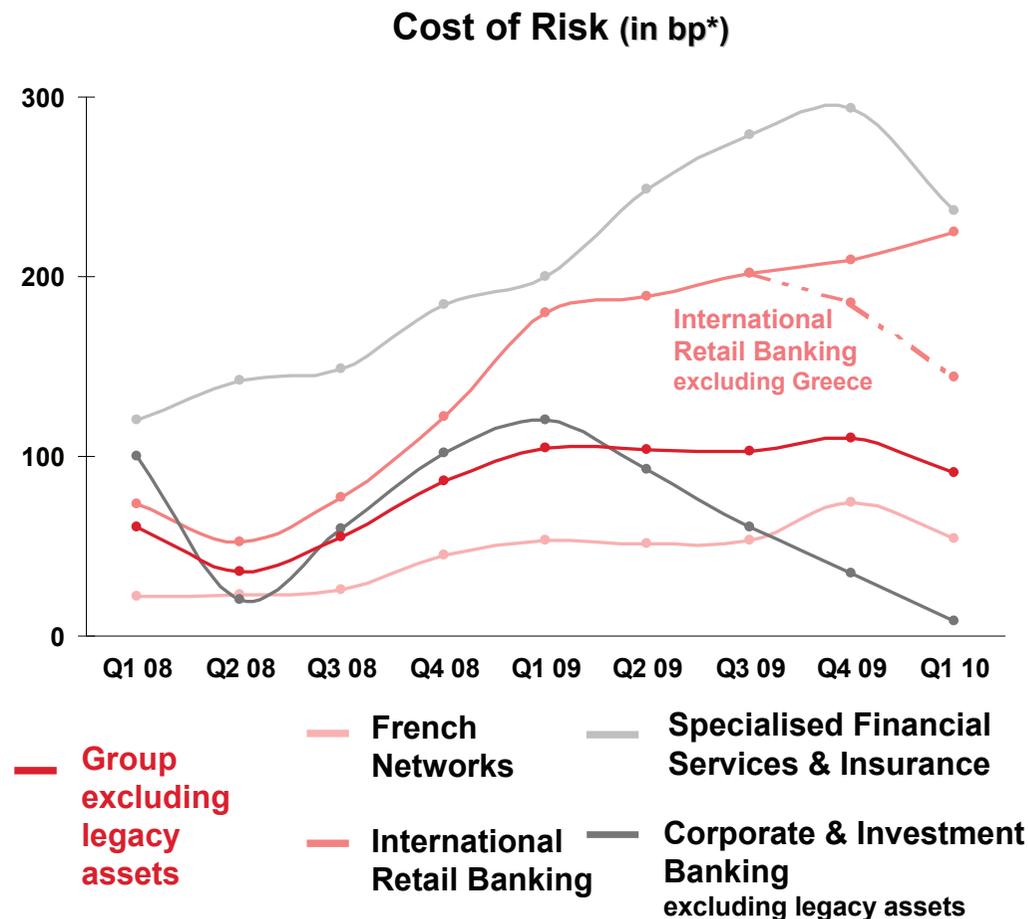
■ Specialised Financial Services & Insurance

- ▶ Between 120bp and 140bp

■ Corporate and Investment Banking (excluding legacy assets)

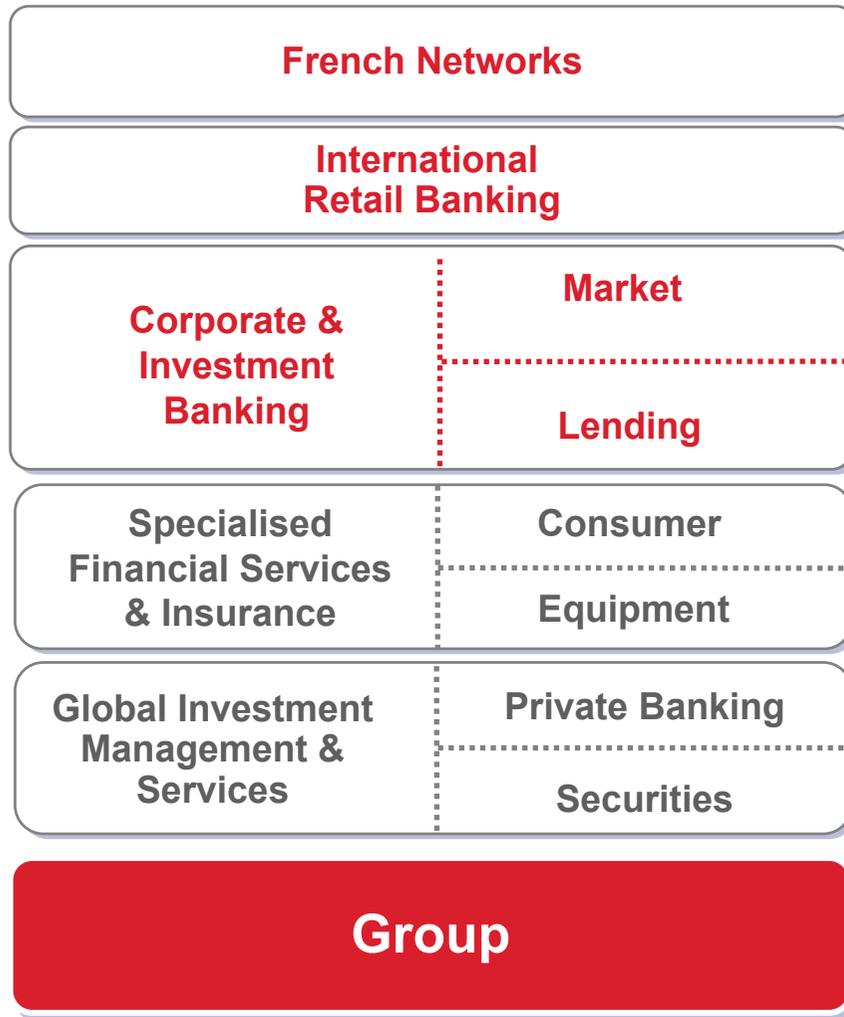
- ▶ Between 55bp and 65bp

→ Group cost of risk: between 55bp and 65bp



* Excluding disputes, annualised, compared to start of period book outstandings

A lower risk appetite post-crisis



Risk appetite



Capital consumption in 2012



40-42%

EUR +2.6bn to EUR +3.4bn vs. 2009



33%

EUR +0.5bn* vs. 2009



25-27%

EUR -0.9bn to EUR -0.1bn vs. 2009

Refocusing on strategic priorities

* Excluding Regulatory Impact



15 June 2010

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Transformation of the Operational Model

Françoise Mercadal-Delasalles
Group Head of Corporate Resources

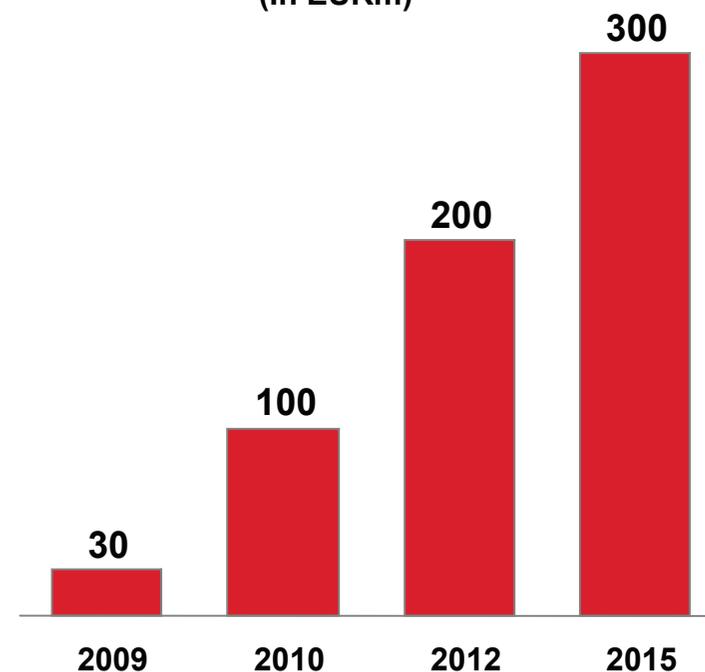
Transformation journey launched in 2008 with the Operational Efficiency Plan: 300+ projects, EUR 1bn impact

	Examples of projects	2010 impact
Optimisation of Business Processes	<ul style="list-style-type: none">▶ Daily management of Retail accounts in France▶ Settlement and payment of vanilla OTC options	≈ EUR 460m
Pooling of Group Resources	<ul style="list-style-type: none">▶ IS infrastructure and operations (GTS)▶ Optimisation of real estate usage	≈ EUR 280m
Optimisation of external spending	<ul style="list-style-type: none">▶ Review of Market Data contracts▶ Extension of Group purchasing agreements	≈ EUR 260m

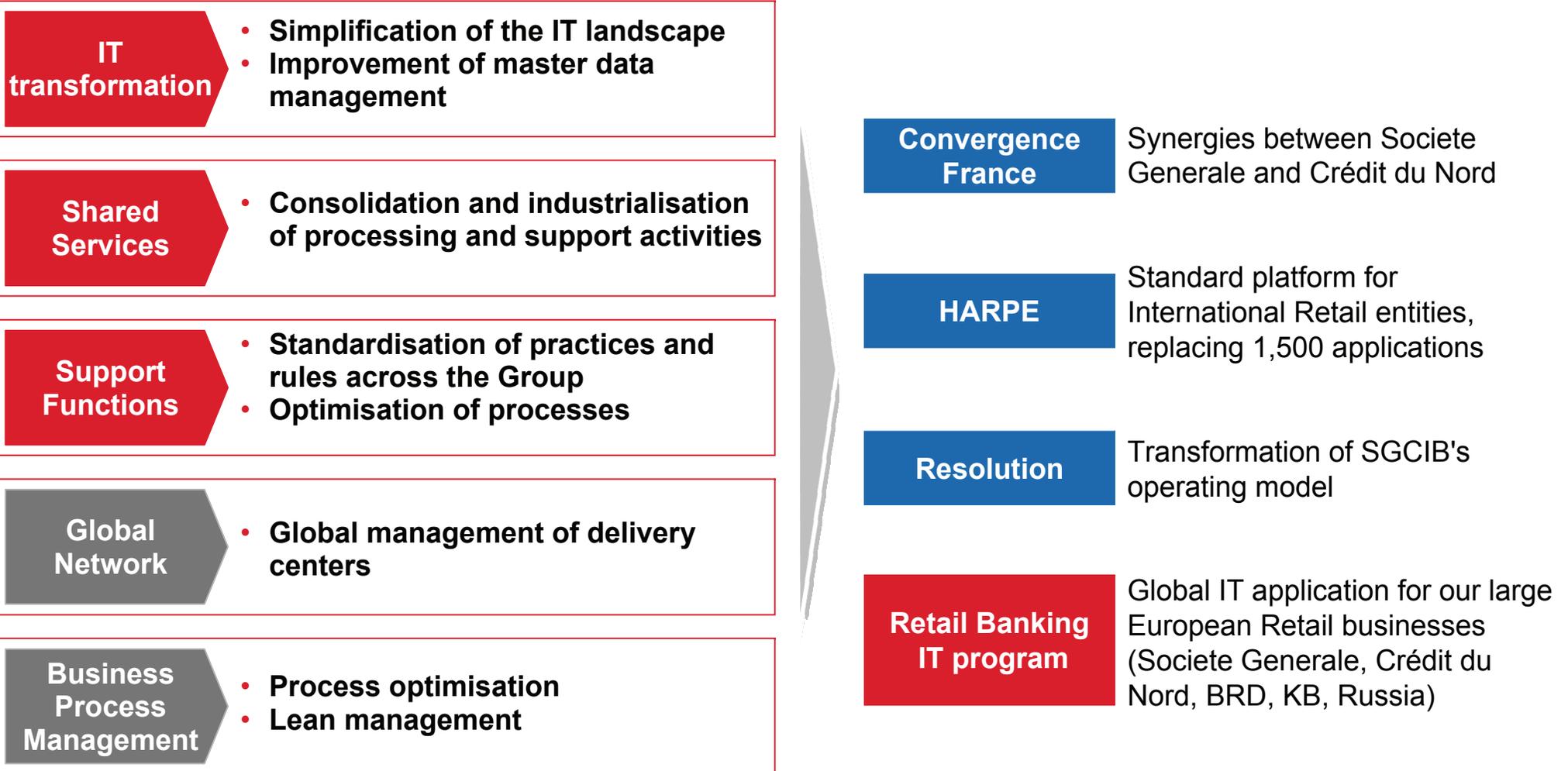
Illustration : creation of Global Technology Services (GTS) in 2009

- ▶ Consolidation of SG IS infrastructure and operations
- ▶ 5,500 staff (including contractors)
- ▶ Presence in around 50 countries
- ▶ EUR 1.2bn annual budget
- ▶ First results: renegotiation of contracts, organisational synergies, global partnerships with major Telcos

Impact: cost savings
(In EURm)

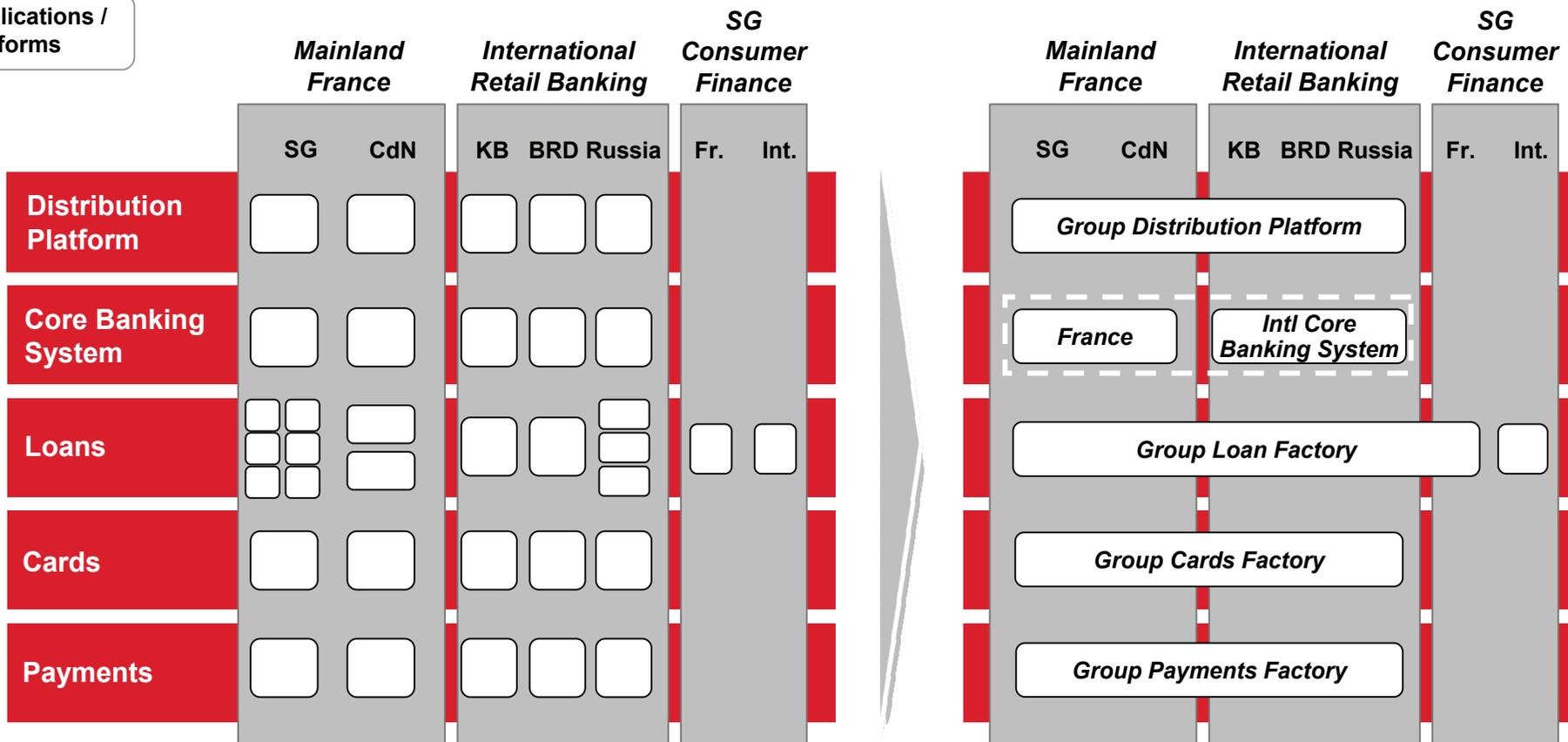


Acceleration of the transformation to support the Ambition SG 2015 strategy



IT Transformation: creation of a global distribution IS and product factories for Societe Generale, Crédit du Nord, BRD, KB and Russia (1/2)

Applications / platforms



Starting point: a fragmented IT landscape

Target: a global Retail Banking IT platform for our major entities

IT Transformation: creation of a global distribution IS and product factories for Societe Generale, Crédit du Nord, BRD, KB and Russia (2/2)

State-of-the-art solutions for the major Retail entities

- ▶ Societe Generale, Crédit du Nord, KB, BRD, Russia

Rich functionalities

- ▶ Multichannel, multi-entity, multi-currency, multi-language

An ambitious program with a pragmatic approach, leveraging our existing assets and competencies

- ▶ Crédit du Nord distribution platform
- ▶ Societe Generale's loan and payments factories
- ▶ Transactis (cards processing platform developed with La Banque Postale)

A foundation to optimise our Back-Office operations



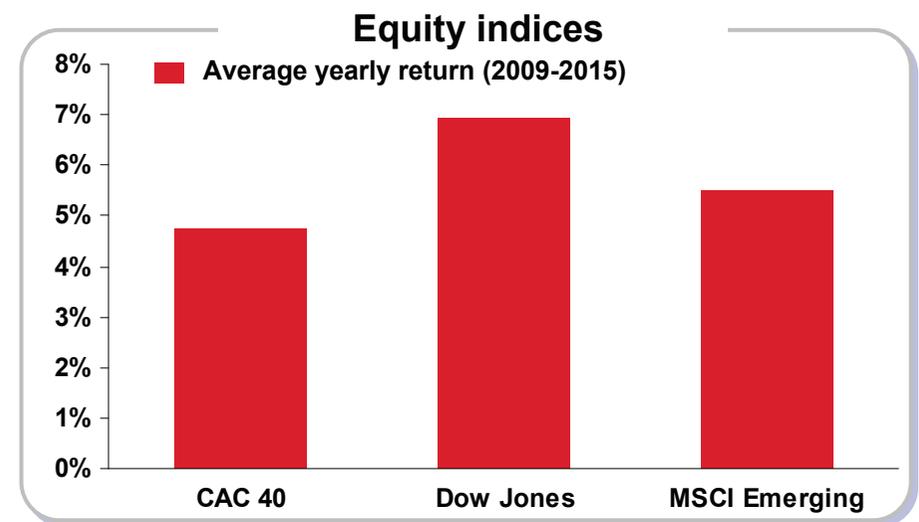
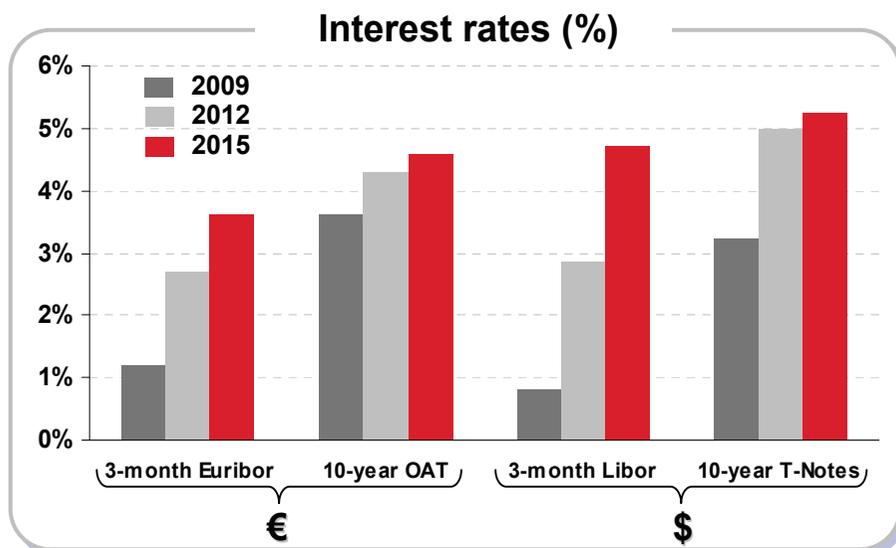
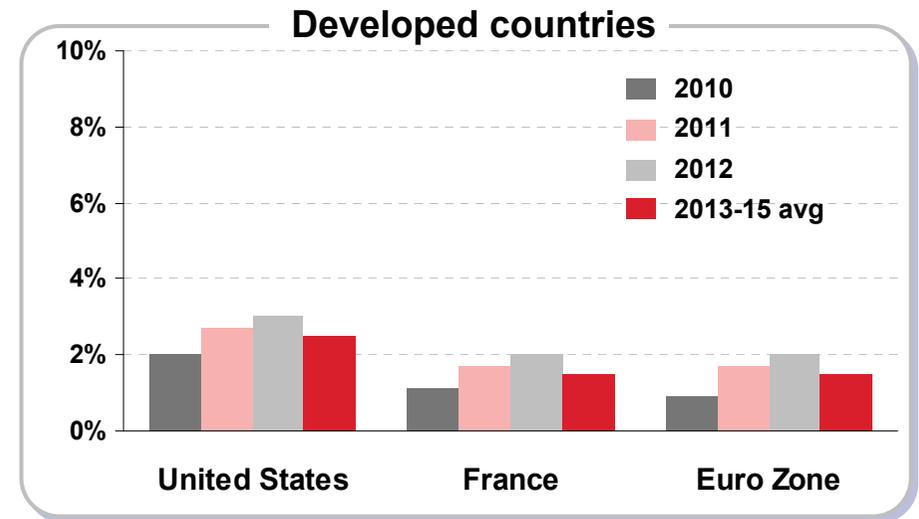
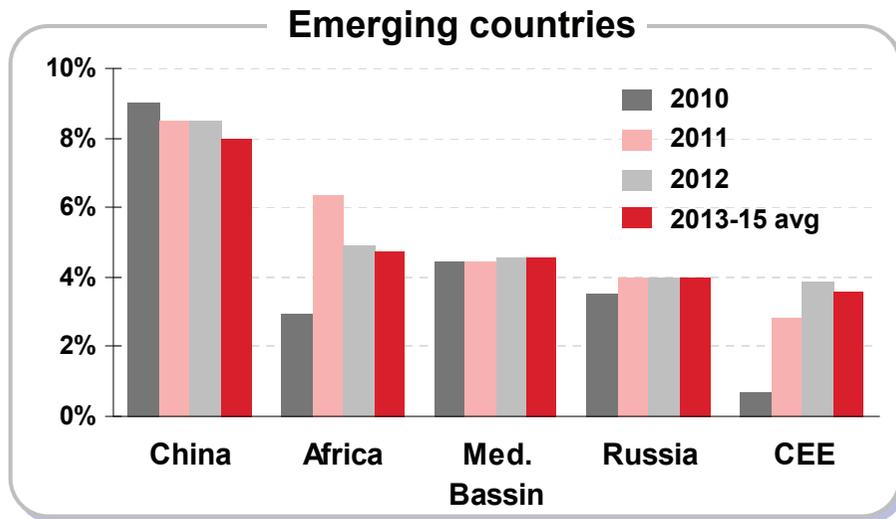
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Financial outlook

Didier Valet
CFO

Economic scenario: a convalescent environment



Source: SG

2009-2012 targets

French Networks

- Revenue growth: $\approx +3\%$ per year
- 2012 Net earnings target: EUR 1.4bn to EUR 1.6bn

International Retail Banking

- Revenue growth: $\approx +8\%$ per year
- 2012 Net earnings target: EUR 0.9bn to EUR 1.1bn

Corporate & Investment Banking

- 2012 revenues: \approx EUR 9.5bn
- 2012 Net earnings target: EUR 2.3bn to EUR 2.8bn

SFS & Insurance

- 2012 Net earnings target: EUR 0.7bn to EUR 0.9bn

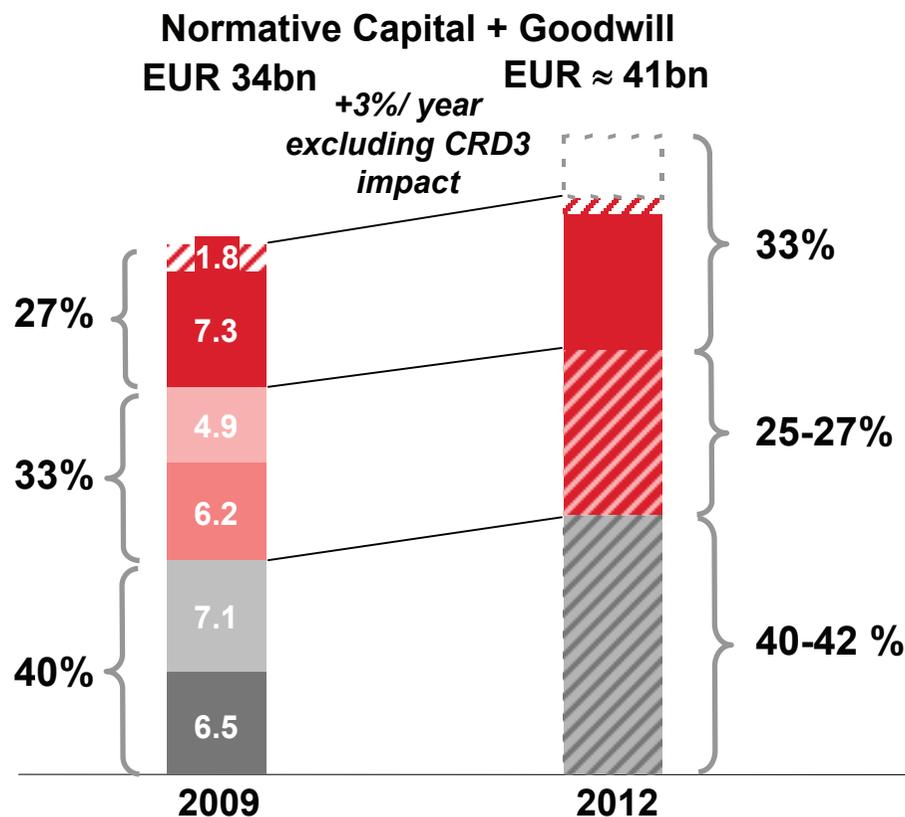
GIMS

- 2012 Net earnings target: EUR 0.5bn to EUR 0.7bn

- Revenues: $\approx +4\%$ per year*
- 2012 C/I ratio less than 60%
- 2012 Group Net earnings target: \approx EUR 6bn; ROE: 14% to 15%

* Excluding legacy assets, asset management (except TCW), and non recurring items (MtM on CDS portfolio and own credit risk)

A balanced universal banking model



Retail Banking

- French Networks
- International Retail Banking

Businesses in synergy

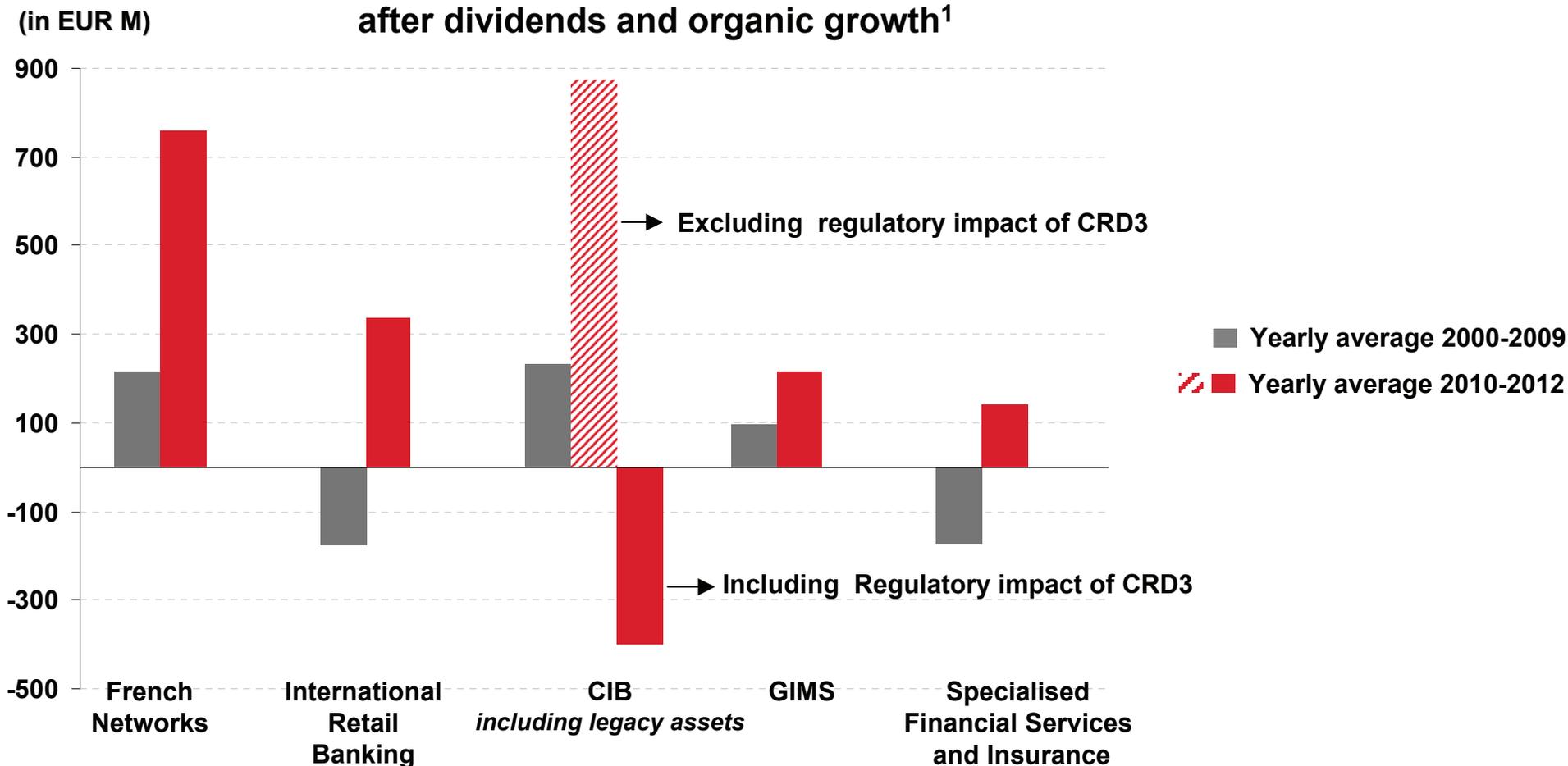
- Global Investment Management and Services
- Specialised Financial Services and Insurance

SG CIB

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

All the businesses contribute to the generation of available earnings

**Contribution of businesses to available earnings
after dividends and organic growth¹**



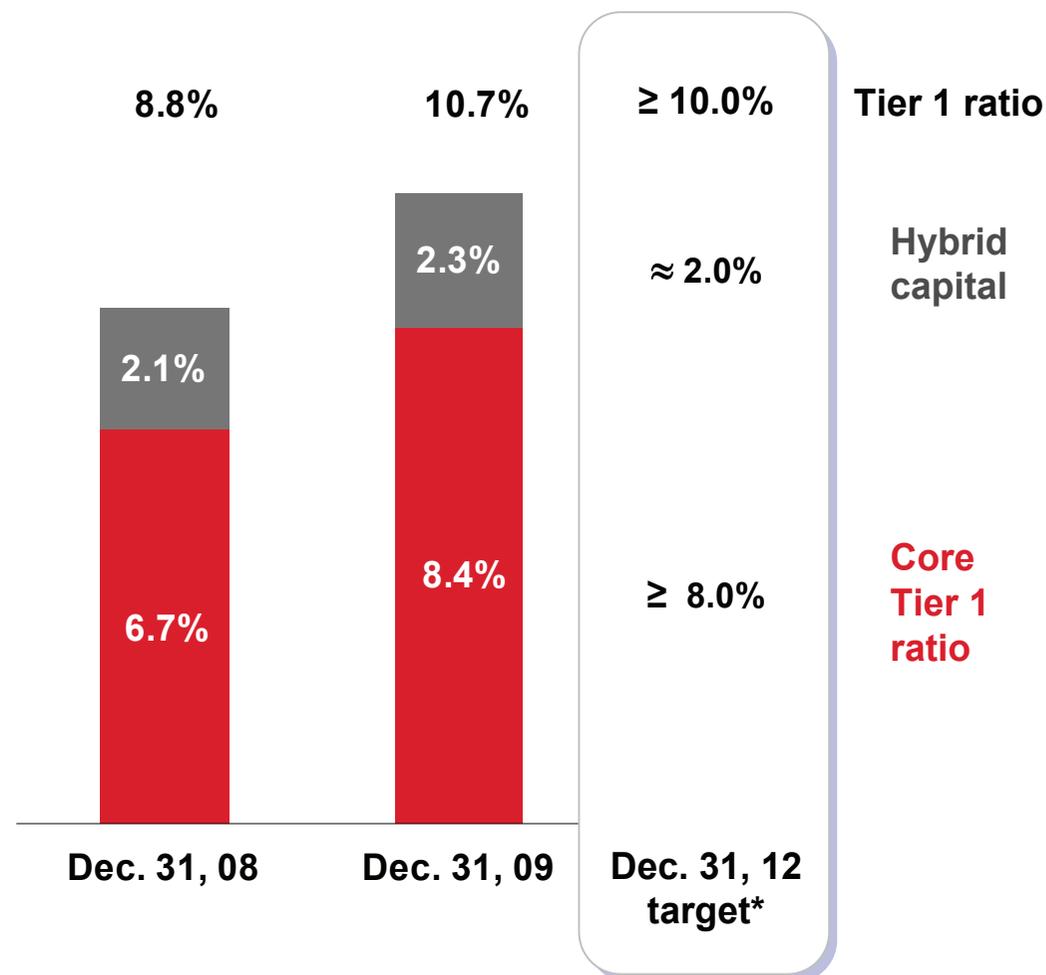
¹Cash flow = NI*(1-payout ratio)-100% average normative capital Delta

Historic payout ratio and 35% assumption from 2010-2012

Robust financial solidity maintained

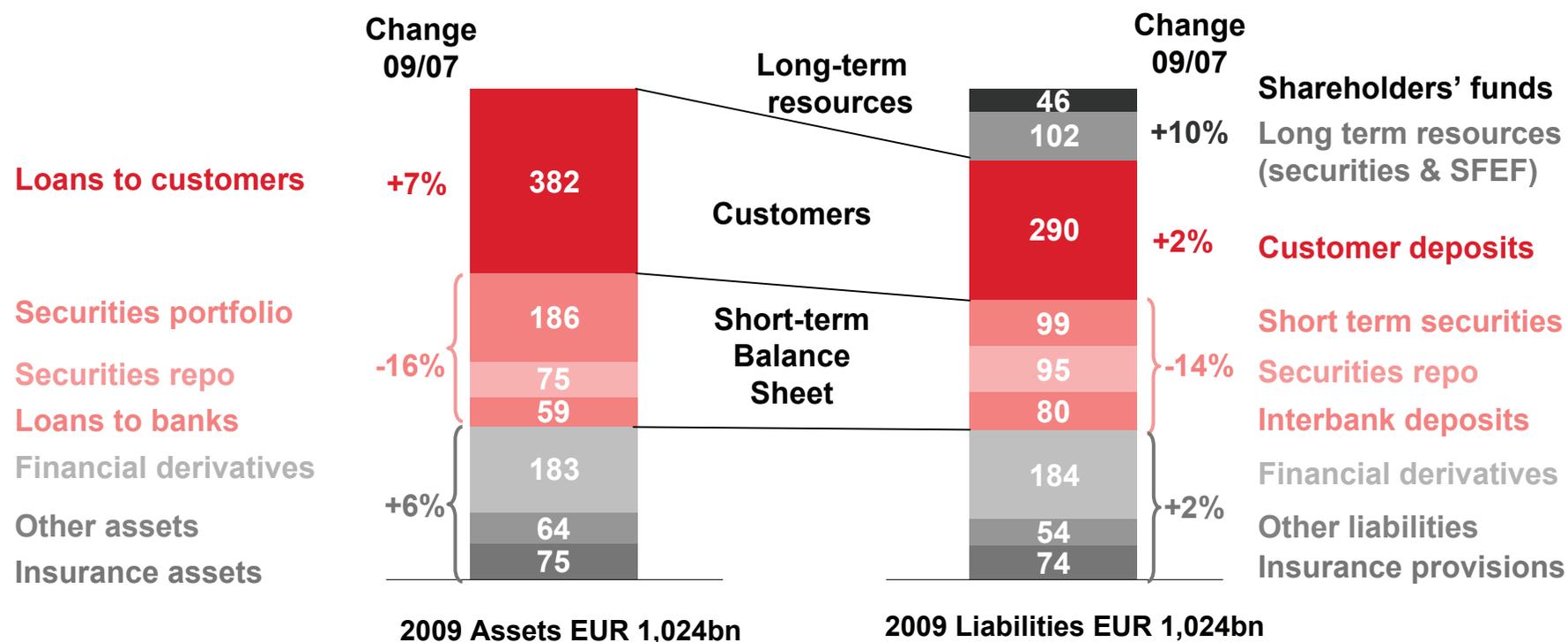
- **Significant organic capital generation sufficient ...**
 - ▶ to absorb the regulatory impact of CRD3 (Core Tier One impact of around -100 bp)
 - ▶ to sustain sound organic growth ($\approx +5\%$ per year)
 - ▶ to distribute a dividend to shareholders (pay-out ratio assumption: 35%)

- **... providing leeway to address Basel III additional capital requirements**



* Basel II - Including regulatory impact (CRD 3)

Proactive management of the balance sheet



■ **Careful management of the balance sheet:**

- ▶ Medium and long-term resources are intended to finance commercial activities
- ▶ SG Group short-term financing needs relate mainly to CIB market activities

■ **Prudent 2012 Targets:**

- ▶ Limited growth of the balance sheet
- ▶ Tier 1 leverage ratio¹ slightly below 5% vs. 4.2% in 2009

¹ Tier One capital / Total Balance Sheet except MtM on derivatives and margin calls

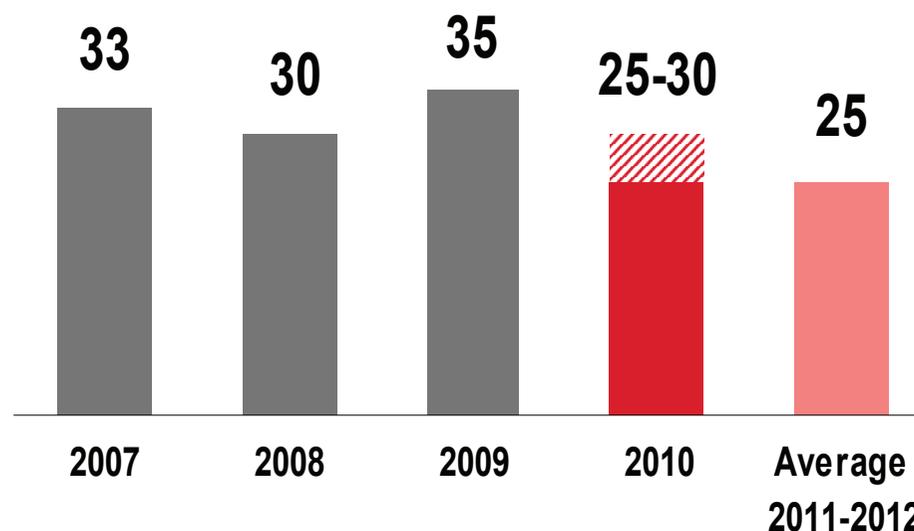
Short-term funding: a proven capacity to face well a turbulent environment

- **SG remains a counterpart of choice in the market**
 - ▶ Comfortable rolling of our short-term resources in EUR and USD but with shorter duration in USD (as for the whole market)
 - ▶ Significant long position overnight at the ECB and the Fed
 - ▶ No need of ECB facility to raise EUR or USD (through the swap lines)

- **Additional room for manoeuvre**
 - ▶ ≈ EUR 50bn of eligible assets after haircut
 - ▶ Capacity to quickly decrease the Securities portfolio

Reduction of the annual long-term funding programme in line with Group's needs and market appetite

Annual senior funding programme
excluding subordinated debt (in EUR bn)



- An active and well diversified programme across various capital market segments (senior plain vanilla, senior structured, covered bonds, etc.)

- Programme size reduced to EUR 25-30bn in 2010 (EUR 25bn on average going forward) of which EUR 13bn already executed (and EUR 5bn in excess in 2009 leading to 60-70% already completed)

Conclusion

- ▶ **Solid capital generation: Group net earnings target \approx EUR 6bn**
- ▶ **Robust financial stability maintained: \geq 8% Core Tier 1 by 2012 after CRD3 impact**
- ▶ **Balance sheet size and funding programme closely monitored**



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