

ANNUAL FINANCIALS CEO CONFERENCE

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**THE FUTURE
IS YOU**  **SOCIÉTÉ
GÉNÉRALE**

DISCLAIMER

This presentation contains forward-looking statements relating to the targets and strategies of the Societe Generale Group. These forward-looking statements are based on a series of assumptions, both general and specific, in particular the application of accounting principles and methods in accordance with IFRS (International Financial Reporting Standards) as adopted in the European Union, as well as the application of existing prudential regulations. These forward-looking statements have also been developed from scenarios based on a number of economic assumptions in the context of a given competitive and regulatory environment. The Group may be unable to:- anticipate all the risks, uncertainties or other factors likely to affect its business and to appraise their potential consequences; - evaluate the extent to which the occurrence of a risk or a combination of risks could cause actual results to differ materially from those provided in this document and the related presentation. Therefore, although Societe Generale believes that these statements are based on reasonable assumptions, these forward-looking statements are subject to numerous risks and uncertainties, including matters not yet known to it or its management or not currently considered material, and there can be no assurance that anticipated events will occur or that the objectives set out will actually be achieved. Important factors that could cause actual results to differ materially from the results anticipated in the forward-looking statements include, among others, overall trends in general economic activity and in Societe Generale's markets in particular, regulatory and prudential changes, and the success of Societe Generale's strategic, operating and financial initiatives. More detailed information on the potential risks that could affect Societe Generale's financial results can be found in the Registration Document filed with the French Autorité des Marchés Financiers. Investors are advised to take into account factors of uncertainty and risk likely to impact the operations of the Group when considering the information contained in such forward-looking statements. Other than as required by applicable law, Societe Generale does not undertake any obligation to update or revise any forward-looking information or statements. Unless otherwise specified, the sources for the business rankings and market positions are internal. Figures in this presentation are unaudited.

BE A LEADER IN VALUE ADDED SEGMENTS

EXPERTISE & INNOVATION FOR OUR HIGH POTENTIAL CLIENTS



EXPERTISE

Advisory for our clients key projects
Structured and Asset Based Finance
Investment Solutions



DIGITAL & INNOVATION

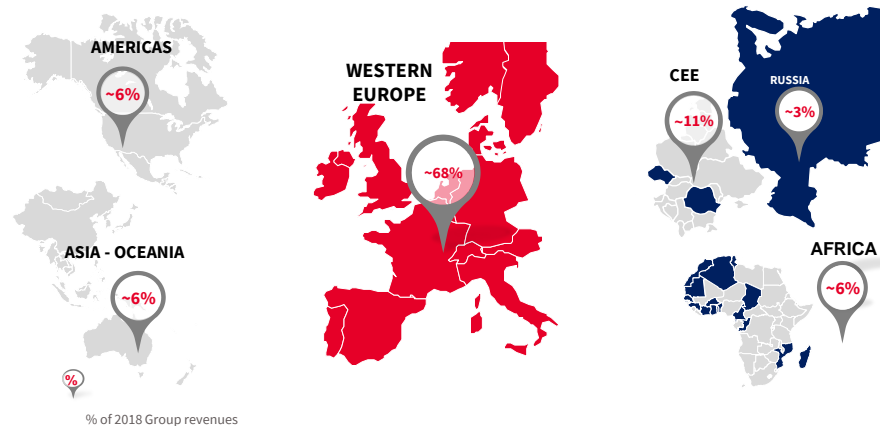
Boursorama, ALD, cross asset
approach, renewable energies
financing

B2B
and
B2B2C



B2C

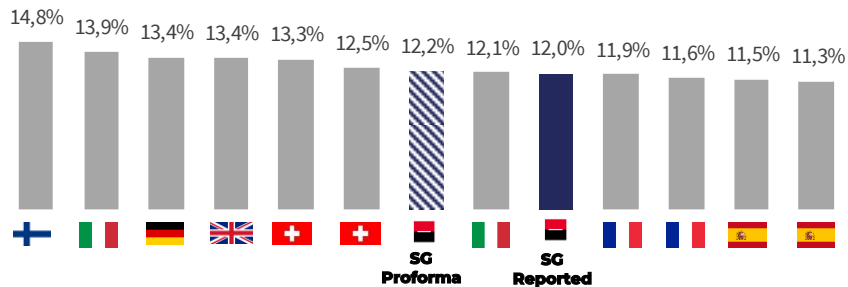
SELECTED GEOGRAPHICAL PRESENCE



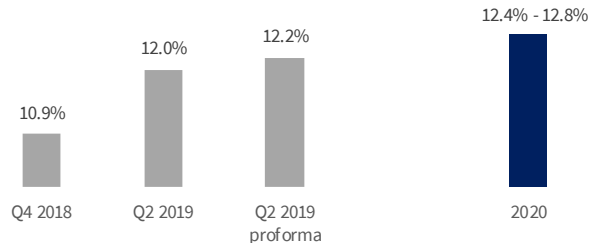
HIGHLY SYNERGETIC MODEL, ca. 1/3 of Group revenues from synergies

CAPITAL: Q2 19 CET 1 AT 12%

Q2 19 CET 1 RATIO IN LINE WITH LISTED PEERS⁽¹⁾



CURRENT CET1 TRAJECTORY LANDING AT 12.4% - 12.8%



>100BP CET 1 CREATION IN H1 19

ca. 200bps ABOVE MDA

TLAC AND MREL COMPLIANT

WELL ON TRACK TO DELIVER 12% CET1 TARGET IN 2020

⁽¹⁾Based on published information – sample of listed banks used in the Universal Registration Document

PROFITABILITY: Q2 19 ROTE AT 9.7%

DEVELOPING REVENUE
INITIATIVES

WORKING ON COSTS

ALLOCATING CAPITAL TO MOST
PROFITABLE FRANCHISES



FRENCH RETAIL
BANKING

Q2 19 RONE⁽¹⁾
12.6%



INTERNATIONAL
RETAIL BANKING

Q2 19 RONE⁽¹⁾
17.1%



INSURANCE AND
FINANCIAL SERVICES
TO CORPORATES

Q2 19 RONE⁽¹⁾
21.3%



GLOBAL BANKING
AND INVESTOR
SOLUTIONS

Q2 19 RONE⁽¹⁾
10.0%

2020 Target ROTE of 9-10%

(1) Q2 19 Underlying data: adjusted for exceptional items and IFRIC 21 linearisation

FRENCH RETAIL BANKING DIFFERENTIATED BUSINESS MODELS



DIGITAL & EXPERTISE IN OUR NETWORKS

HIGH POTENTIAL CLIENT BASE

>80% of revenues from corporate, professional, wealthy / mass affluent clients

PROTECTING REVENUES

WORKING ON FEE GENERATION

PROTECTING NET INTEREST MARGIN thanks to selective origination strategy

Net impact from recent ECB announcements slightly positive



AUTOMATION



INNOVATION & EXPERTISE



GROWTH & LEADERSHIP IN BOURSORAMA

A FULL-SERVICE BANKING MODEL

A simple but comprehensive offer

Active & equipped clients

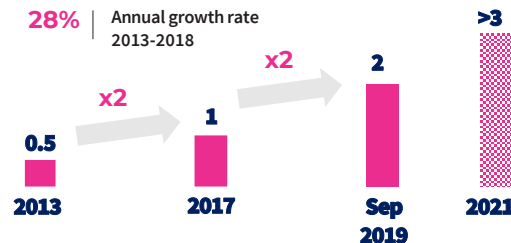
LEADER IN ONLINE BANKING IN FRANCE

#1 in number of clients

2M clients reached in September 2019, 2021 target >3M

#1 in new clients acquisition

TOTAL CLIENTS IN MILLIONS



2019 revenues expected between 0% and -1% vs. 2018
Similar trend expected in 2020

FRENCH RETAIL BANKING RESILIENT PROFITABILITY



WORKING ON COSTS

TRANSFORMATION COSTS fully supported by the business

Well engaged in **TRANSFORMATION OF THE NETWORKS** with 339 SG branches closed since end-2015

Delivering **COST SAVINGS**

INVESTING IN CLIENT ACQUISITION

A MODULAR, VARIABLE AND EFFICIENT MODEL

A single model focused on customer autonomy

EFFICIENT OPERATING MODEL

Improved profitability post acquisition phase

Post acquisition phase, mid term RONE between 20% and 25% (IRBA method)

COST SAVINGS PARTLY OFFSET BY INVESTMENTS IN TRANSFORMATION, REGULATORY AND GROWTH

2018 RONE 11.6%

2018 RONE excluding investment in client acquisition **> 14%***

2019 Costs: +1% to +2% vs. 2018
Cost base decrease expected in 2020 vs. 2019

** Under standard method*

INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES **STRONG AND PROFITABLE GROWTH**

STRONG GROWTH ENGINE

INTERNATIONAL RETAIL BANKING leading and high growing franchises in a dynamic environment

EUR 1.2bn 2018 Group net income contribution
+25% CAGR 2013-2018

INSURANCE integrated bancassurance model

EUR 2.3bn total insurance revenues from synergies within the Group
+13% CAGR 2016-2018

ALD leader in mobility, #1 full service leasing in Europe, #2 worldwide

1.7m vehicle fleet
+10% CAGR 2013-2018

OPTIMISING THE OPERATIONAL MODEL



LEVERAGING ON DIGITALISATION AND INNOVATION TO IMPROVE EFFICIENCY

State-of-the-art digital improving client experience in retail banking
Best-in-class integrated POS tools & market place for car dealer & e-commerce



REGIONALISATION & HUBIFICATION

Switch to agile and integrated organisation (agile@scale at KB, merger between Rosbank and Deltacredit in Russia)
Creation of regional platforms (African IT Hub in Casablanca...)



RESTRUCTURATION OF CENTRAL FUNCTIONS

Refocus central organisation of IBFS (ca.40% downsizing of central functions)



SAVE THE DATE - DEEP DIVE LONDON, 20 NOVEMBER 2019

Based on 2018 published data

GLOBAL BANKING AND INVESTOR SOLUTIONS

REFOCUS ON CORE FRANCHISES

LEVERAGING ON LEADING EXPERTISE

GLOBAL MARKETS

Listed-products with **EMC**
EMERGING MARKETS financing
ESG content and solutions

FINANCING AND ADVISORY

Strong momentum in **Structured Finance**
Taking share in **Transaction Banking**

ASSET AND WEALTH MANAGEMENT

Integration of **Commerz Fund Solutions** within ETF assets
Strong net inflows in **French Private Banking**

RESTRUCTURING ON TRACK

PORTFOLIO ADJUSTMENTS

Ongoing closure of **OTC commodities** principal business
Descartes Trading in run off

REDUCING THE COST BASE

Underlying costs **-3.5%** in Q2 19
Targeting **EUR 6.8bn cost base** in 2020

DELEVERAGING ON TRACK

EUR 4.9bn of the EUR 8bn 2020 Global Markets deleveraging target completed as of Q2 19

ALLOCATING CAPITAL TO THE MOST PROFITABLE FRANCHISES

STRONG RISK PROFILE AND CULTURE



WELL MANAGED CREDIT RISK

HIGH ORIGATION AND PORTFOLIO QUALITY

WELL-ESTABLISHED TRACK RECORD OF LOW COST OF RISK

ca. 25 bps since 2016*, **23 bps** in H1-19

KEEPING NPL AT A LOW LEVEL: **NPL ratio**

at 3.4% in June 19

**Average data*

***Quarterly Average of 1-Day, 99% Trading VaR*

Based on published data



CONTAINED MARKET RISK

MARKET RISK

~5% of total RWA since 2016*

HIGHLY DISCIPLINED APPROACH TO RISK APPETITE

VaR < EUR 35m** since 2013



A STRICT FOCUS ON OPERATIONAL RISK

CONTINUOUS INVESTMENT IN **COMPLIANCE**

TRANSVERSAL **CULTURE & CONDUCT** PROGRAMME

RESPONSIBLE REMUNERATION SCHEME FOR MANAGEMENT TEAMS

2019 COST OF RISK BETWEEN 25bp AND 30bp

COMMITTED TO POSITIVE TRANSFORMATIONS



RECOGNISED FOR LEADERSHIP IN CLIMATE

#1 Global Bank in climate strategy and #6 European Bank across all ESG criteria in RobecoSAM 2019 rankings

Ranked #2 Globally and #1 Europe for climate policy by independent research firm Autonomous, and cited 'Best-in-Class' for climate disclosure



LEVERAGING INNOVATION STRENGTHS TO DRIVE SUSTAINABILITY

Sole swap counterparty in world's first Sustainable Development Goals-linked cross currency swap, and joint bookrunner on first global bond issue of USD 1.5bn linked to Sustainable Development Goals

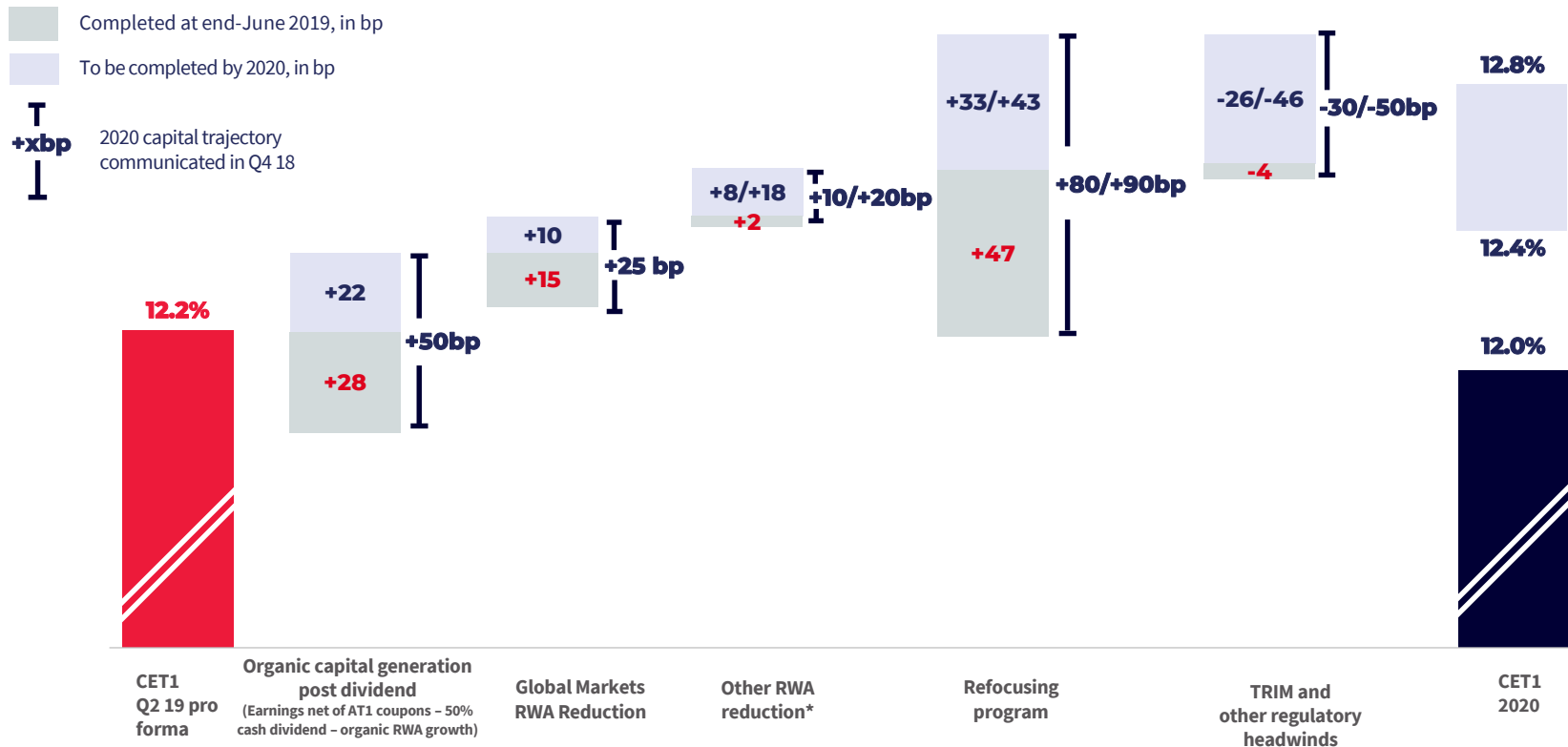
Inaugural EUR 1bn Positive Impact Covered Bond for carbon-efficient home loans



FOUNDING SIGNATORY TO THE PRINCIPLES FOR RESPONSIBLE BANKING

APPENDIX

ON TRACK TO DELIVER OUR 2020 CET1 TARGET



* Securitisation, risk transfer, OTD, insurance