Deep Dive into International Retail Banking and Financial Services | 20.11.2019
AGENDA

8h15-8h30  Introduction
8h30-9h00  Plenary session
9h00-9h30  Q&A session
9h30-10h30  Workshops
10h30-10h45  Break
10h45-11h45  Workshops
DEEP DIVE INTO INTERNATIONAL RETAIL BANKING & FINANCIAL SERVICES

FRÉDÉRIC OUDÉA
GROUP CEO

THE FUTURE IS YOU
SOCIETE GENERALE
IN-DEPTH ADAPTATION OF OUR BUSINESSES SINCE 2012

DEEP TRANSFORMATION IN RETAIL BANKING

- Exit from 13 COUNTRIES IN CONSUMER FINANCE
- Recovery in Romania
- Successful turnaround in Russia

REFOCUSING PROGRAM

- Exit from BALKANS & POLAND
- Disposals at good conditions to strategic industrial buyers 1.2x**(1) P/TBV

ACCELERATE BANK INSURANCE MODEL

BUILD A WORLDWIDE LEADER IN MOBILITY

- 2012 GNI EUR 0.6bn
- 2018 GNI EUR 2.1bn


More than 40 disposals since 2012
Refocusing completed for international Retail Banking
COST OF RISK /5'
GROUP NET INCOME X3.5'
HIGH PROFITABILITY ≥ 17%**(2) in last 7 QUARTERS

* Between 2012 and 2018 / (1) Weighted average of tangible book value/ (2) Adjusted for IFRIC linearisation

2020 RONE 17% -18%

DEEP DIVE | 20 NOVEMBER 2019
RELEVANT AND DIFFERENTIATED BUSINESS MODEL

INTERNATIONAL RETAIL BANKING

Top 3 Diversified Bank
Three high growth retail regions
Eastern Europe, Russia, Africa
Consumer Finance leader in the 3 largest economies of the Eurozone
Leverage on Group Value-added franchises

2018 RONE: 17%

CROSS-FERTILIZATION
47% of 2018 Group revenues synergies generated by IBFS

~65% of 2018 IBFS revenues are BtoB and BtoBtoC

INSURANCE & FINANCIAL SERVICES

Bank insurance model across our retail networks
Global leaders in mobility & leasing
Leverage on partnerships and open architecture

2018 RONE: 20%

HIGHERLY PROFITABLE BUSINESSES WHICH ARE IMMUNE FROM LOW INTEREST RATES
DESIGNED TO CAPTURE LONG TERM PROFITABLE GROWTH

BANK AS A PLATFORM/SERVICE

Synergetic model
Value added franchises
Partnerships

MOBILITY & LEASING

Development of services well suited for new usage of cars
Solution to Climate change
Flexibility offered to new customers behaviors and expectations

GROW WITH AFRICA

Double population in 2050
Banking penetration
High infrastructure needs

BULK OF RWA ORGANIC GROWTH ALLOCATED TO INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES
DEEP DIVE INTO INTERNATIONAL RETAIL BANKING & FINANCIAL SERVICES

PHILIPPE HEIM
GROUP DEPUTY CEO

THE FUTURE IS YOU
KEY HIGHLIGHTS

LEADER IN ATTRACTIVE MARKETS
TOP 3 DIVERSIFIED BANK | SPECIALISED PRODUCT LINES | WORLDWIDE LEADERS IN MOBILITY & LEASING

SUCCESSFUL GROWTH TRACK RECORD
STRUCTURAL GROWTH DRIVERS | DESIGNED TO CAPTURE GROWTH

WORKING ON EFFICIENCY AND COMMITTED TO HIGH STANDARDS IN RISK MANAGEMENT
DIGITAL EVERYWHERE | UPGRADING OPERATIONAL MODEL | STRUCTURAL IMPROVEMENT IN RISK | BEST-IN-CLASS COMPLIANCE

ACTIVELY MANAGE CAPITAL ALLOCATION
REFOCUSING | DYNAMIC CAPITAL ALLOCATION

POISED TO BENEFIT FROM LONG TERM GROWTH
COMMITTED TO POSITIVE TRANSFORMATIONS | KEEP THE PACE
LEADER IN ATTRACTIVE MARKETS

TOP 3 DIVERSIFIED BANK
THREE HIGH GROWTH RETAIL REGIONS

#3 in Czech Republic
#3 in Romania
#1 International bank in Russia (1)
#1 International bank in Africa (2)

SPECIALISED PRODUCT LINES
TOP 3 IN SELECTED MARKETS

#5 Bank insurance in France
and #1 in Czech Republic (Insurance)
#1 non-captive on car finance in France,
#2 in Germany and #3 in Italy

WORLDWIDE LEADERS IN MOBILITY & LEASING

#2 worldwide in Fleet management (ALD)
#2 worldwide in leasing (SGEF)

FY 2018: EUR 8.3 bn REVENUES, EUR 2.1 bn NET INCOME, 18.1% RONE

(1) based on retail loans/ (2) by number of countries
**FAVORABLE INTEREST RATES ENVIRONMENT**

- **KB & BRD**
  - GDP growth (%)
  - 2019: 6%, 2020: 5%, 2021: 4%, 2022: 3%

- **RUSSIA**
  - GDP growth (%)
  - 2019: 1%, 2020: 2%, 2021: 3%, 2022: 4%

- **AFRICA**
  - GDP growth (%)
  - 2019: 6%, 2020: 5%, 2021: 4%, 2022: 3%

**INFLATION STABILISATION**

- **Romania**
  - 5yr Yield: 4.11%
- **Czech Republic**
  - 5yr Yield: 1.20%

**PROMISING DEMOGRAPHIC TRENDS**

- More than half of the expected demographic growth in the world by 2050 will come from **Africa**.
  - Africa will have an active population (15-60 age) of **1 billion** people in 2030 and **1.5 billion** people in 2050.
  - Rate of bancarisation is < 25% of the adult population.
DESIGNED TO CAPTURE GROWTH

HIGHLY SYNERGETIC MODEL

FUELING GROUP SYNERGIES

EUR 3.9BN IBFS revenues synergies, representing 47% of Group revenues synergies
+20% CAGR16-18

DEPLOYING PRODUCT LINES IN LOCAL ENTITIES

ACROSS OUR RETAIL DISTRIBUTION CHANNELS

Consumer credit, insurance and mobility & Leasing contributing for
+9% CAGR16-18, >EUR 2bn revenues in France
+19% CAGR16-18, >EUR 500m revenues in our three regions

EXPLOITING GROUP GLOBAL PLATFORMS

> EUR 800m Global Transaction Banking revenues with IBFS
> EUR 1.1bn of cross-selling revenues from wholesale clients between Global Markets and Financing & Advisory and IBFS

LEVERAGING ON PARTNERSHIPS

INDUSTRIAL PARTNERSHIPS

INTRINSIC BUSINESS DEVELOPMENT DRIVERS FOR OUR PRODUCT LINES

> 150 partnerships in ALD
> 20 partnerships in Consumer Finance
> 200 partnerships in Insurance
> 45 international partnerships in SGEF

COMMERCIAL PARTNERSHIPS

CROSS-SELLING BASED ON STRONG COMPLEMENTARITY

International retail banking in Africa and Balkans/Poland

OPEN BANKING

BENEFITING FROM OUR BUSINESS POSITION TO SHAPE NEW BUSINESS MODEL

Bank as a platform
Bank as a service
Mobility as a service
SUCCESSFUL GROWTH TRACK RECORD

LOANS OUTSTANDING CAGR\(^{16-18n}\) BY REGION AND BUSINESS

<table>
<thead>
<tr>
<th>Region</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer credit</td>
<td>13%</td>
<td>11%</td>
<td></td>
</tr>
<tr>
<td>SG Russia</td>
<td>11%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>ALD Total Fleet</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Africa</td>
<td>10%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>BRD</td>
<td>5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>KB</td>
<td>4%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SGEF New business volume</td>
<td>3%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>Insurance Life insurance outstandings</td>
<td>2%</td>
<td>5%</td>
<td></td>
</tr>
</tbody>
</table>

REVENUES CAGR\(^{16-18n}\) BY REGION AND BUSINESS

<table>
<thead>
<tr>
<th>Region</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consumer credit</td>
<td>10%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>SG Russia</td>
<td>9%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>ALD(^{(2)})</td>
<td>9%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>Africa</td>
<td>12%</td>
<td>9%</td>
<td></td>
</tr>
<tr>
<td>BRD</td>
<td>9%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>KB</td>
<td>2%</td>
<td>5%</td>
<td></td>
</tr>
<tr>
<td>SGEF</td>
<td>2%</td>
<td>8%</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>5%</td>
<td>4%</td>
<td></td>
</tr>
</tbody>
</table>

CAGR\(^{16-18n}\) +6.8%

STRONG REVENUES GROWTH

(1) When adjusted for changes in Group structure and at constant exchange rate.
(2) Excluding car sales result, based on local data.
DIGITAL & INNOVATION EVERYWHERE

9 innovation labs & 7 data labs

DISRUPTIVE DIGITAL MODELS

- Mobility
- Mobile banking in Africa
- Insurance

CLIENTS’ INTERFACE

- Digital onboarding & sales
- Mobile apps

Clients onboarding by KB & account aggregation by BRD

KNOWLEDGE OF THE CUSTOMER

- Customisation of the marketing approach

Personalised customer journeys by Hanseatic & ADIntellingce

OPEN PLATFORM

- BtoB / BtoBtoC
- New partners
- New market places

Cars’ marketplace - ALD Carmarket - by ALD

DEBT COLLECTION

- New communication channel

Smart Collection with Collect AI by Hanseatic

SECURITY, RISK & FRAUD DETECTION

- Customer ID & anti-fraud
- Machine learning for fraud detection

9 innovation labs & 7 data labs
CONTINUOUSLY UPGRAADING OUR OPERATIONAL MODEL

**UPGRADE BRANCHES**

- REDUCE BRANCHES & FTE
- MORE SPECIALISED
- BETTER SERVICE

**HUBIFICATION & REGIONALISATION**

- 2 CENTERS OF EXPERTISE AND 7 HUBS AT ALD
- 2 REGIONAL PLATFORMS IN AFRICA
- MERGER OF DELTACREDIT AND ROSBANK

**NEARSHORING & OFFSHORING**

- DEMOSCOVISATION
- RELOCATION OF AFRICAN IT FACTORY IN CASABLANCA (SG ABS)
- SGEF OPERATION CENTER IN HALLE

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2017</th>
<th>2020</th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>LOCAL BRANCHES</td>
<td>-17%</td>
<td>-13%</td>
<td>-48%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>IN BRD</td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>LOCAL BRANCHES</td>
<td></td>
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<tr>
<td>IN INKB</td>
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<td></td>
<td></td>
</tr>
<tr>
<td>LOCAL BRANCHES</td>
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<td></td>
<td></td>
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<tr>
<td>IN RUSSIA</td>
<td></td>
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</tr>
</tbody>
</table>

- 2
- REGIONAL PLATFORMS CÔTE D’IVOIRE - ABIDJAN
- CAMEROUN - DOUALA

- 7
- ALD HUB FOR 35 COUNTRIES

- 25%
- ROSBANK GROUP HEADCOUNTS LOCATED IN HUBS

- 5
- SGEF ENTITIES SERVED BY HALLE CENTER

**OPTIMIZATION OF CENTRAL FUNCTION: -40% FTE**
## UNIQUE COMBINATION OF GROUP AND LOCAL STRENGTH

<table>
<thead>
<tr>
<th>CENTRAL FUNCTIONS CHAIN</th>
<th>SHARED BEST PRACTICES</th>
<th>HIGH STANDARD</th>
<th>CULTURE &amp; CONDUCT</th>
</tr>
</thead>
<tbody>
<tr>
<td>FUNDING</td>
<td>LOCAL SELF-FUNDING / RELY ON GROUP SOLIDITY</td>
<td>PROCESSES STREAMLINING / BUSINESS UNIT EMPOWERMENT</td>
<td></td>
</tr>
<tr>
<td>RISK</td>
<td>LOCAL STAFF WITH DIRECT REPORTING LINE</td>
<td>AGILE MOOD / PROJECT MOOD</td>
<td></td>
</tr>
<tr>
<td>COMPLIANCE</td>
<td>LEVERAGE ON STRONG BRAND RECOGNITION TO ATTRACT TALENTS</td>
<td></td>
<td></td>
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<tr>
<td>IT</td>
<td></td>
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<tr>
<td>HR</td>
<td></td>
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</tr>
</tbody>
</table>
COMMITTED TO IMPROVE EFFICIENCY

LEVERAGE ON AN INTEGRATED MODEL

DIGITAL TRANSFORMATION + OPERATIONAL MODEL UPGRADING

+3.5 pt  +1.9 pt  +1.2 pt  -3.3 pt  +1.2 pt

EUROPE

SG RUSSIA

AFRICA

INSURANCE

MOBILITY AND LEASING

LEVAGE ON AN INTEGRATED MODEL

DIGITAL TRANSFORMATION + OPERATIONAL MODEL UPGRADING

+3.5 pt  +1.9 pt  +1.2 pt  -3.3 pt  +1.2 pt

EUROPE

SG RUSSIA

AFRICA

INSURANCE

MOBILITY AND LEASING

(1) When adjusted for changes in Group structure and constant exchange rates.
(2) Excluding Car Sales Result for ALD.
* Operational jaws.
WELL-ESTABLISHED TRACK RECORD OF LOW COST OF RISK

WELL-BALANCED PORTFOLIO
EUR 172bn EAD (June 19)

CORPORATES
Eligible collateral & Affected Credit
Non-secured

FINANCIAL INSTITUTIONS

RETAIL
Car loans & other
Mortgages
Other cashloans

SOVEREIGN

(1) Excluding operational risk related to credit risk (2) as of end of June 2019 (3) as of end of Dec 2018

SELECTIVE ORIGINATION

DYNAMIC AND PROSPECTIVE MANAGEMENT OF RISK APPETITE AND SECTOR RISK
Concentration monitoring (no sector exposure >10%)
State of the art residual value risk management in ALD

HIGH QUALITY OF CLIENT BASE
~50% rated facilities on IG Corporate clients
~80% Corporate Russian EAD on Tier 1 clients
~60% of exposure on Corporate clients in Africa

SELECTED PRODUCTS
~70% of secured lending in retail in Russia
~65% (3) of car loans in consumer finance across Europe

OPERATING LOSSES ≤0.5% (1) OF IBFS REVENUES OVER THE LAST 3 YEARS

(1) Excluding operational risk related to credit risk (2) as of end of June 2019 (3) as of end of Dec 2018
BE BEST-IN-CLASS IN COMPLIANCE

GLOBAL STANDARDS

EU AND FRANCE-BASED RULES worldwide application for AML

HIGH STANDARDS in compliance and risk management

ROBUST KYC policies & processes

GOVERNANCE AND OVERSIGHT

Integration of risk management tasks in REGIONAL CENTRES OF EXPERTISE

DIRECT REPORTING LINE to global compliance and risk divisions

> 2,800 FTE dedicated to Compliance and Risk management across IBFS

+10% FTE increase of Compliance supervisory staff to enhance oversight of activities, improve coverage and local advisory

TRAINING AND EXPERTISE

RIGHT PEOPLE with the RIGHT EXPERTISE

ALL STAFF trained on compliance topics

4 compliance certification programs (ACAMS)

TECHNOLOGY

SIGNIFICANT INVESTMENTS IN TRANSACTION MONITORING SYSTEMS to identify suspicious pattern and transactions

TMS tools deployed on ALL PERIMETERS

MACHINE LEARNING AND AI to enhance the effectiveness of the tools
ACTIVE REFOCUSING ON LEADING AND VALUE-ADDED FRANCHISES

**LEASING**
Ongoing divestiture of PEMA in Germany

**ALD**
Acquisition of >5 companies since 2014 across Europe – in France (Parcours), Spain (including BBVA Auto Renting), Ireland (Merrion), Bulgaria and the Netherlands (SternLease)

**INSURANCE**
Acquisition of Antarius in 2017 (France)

**AFRICA**
Acquisition in Mozambique (2015) and divestiture in Egypt (2013)

**CONSUMER FINANCE**
Refocusing on core geographies (mainly France, Germany, Italy and Russia) with the divestiture of >10 entities in non core regions

**RUSSIA**
Reinforcement of SG stake in Rosbank in 2014 and 2016

**EUROPE - BALKANS**
Divestiture of 2 entities in 2016 (Croatia, Georgia) and 8 entities in 2019 (Slovenia, Macedonia, Moldavia, Poland, Serbia, Montenegro, Albania and Bulgaria)

**EUROPE**
Divestiture in Greece (2012-2013)

**STRATEGIC CRITERIA**
- Value added businesses
- Leadership positions
- Accretive to profitability
- Synergetic with the whole Group

>60 M&A transactions on IBFS since 2012

---

(1) International banking and financial services
(2) Map is non exhaustive and for illustration purposes only.
~50% of RWA generating RONE >17% in 2018

(1) International banking and financial services. Impact of Russian depreciation in 2014 is not restated. Based on a regional split at constant perimeter excluding announced disposals.
COMMITTED TO POSITIVE TRANSFORMATIONS

DEVELOPING THE GROW WITH AFRICA INITIATIVE

SUPPORT FOR AFRICAN SMES
Creation of local ‘SME Centres’

INNOVATIVE FINANCING
Support of agriculture industries through collaboration
Energy inclusion and renewable energy

INFRASTRUCTURE FINANCING
Focus on energy, transport, water and waste management and sustainable cities

FINANCIAL INCLUSION
Development of YUP mobile money
Growth of microfinance

CREATING NEW MODELS TO SUPPORT URBAN RENEWAL

MOBILITY OF USE
ALD service offer to limit greenhouse gas emissions

LIGHTING AS A SERVICE OFFER
SGEF energy saving lighting solutions

NETEXPLO SMART CITIES ACCELERATOR
Founding co-partner

CONVERGENCE OF INNOVATIONS

FIRST GREEN FLEET POSITIVE IMPACT BOND
Issued by ALD

SUSTAINABILITY-LINKED CREDIT FACILITY
USD75m facility for Polymetal in Russia

SUSTAINABILITY-LINKED TRADE FINANCE FACILITY
USD300m facility for Ghana Cocoa Board

BUSINESS DEVELOPMENT THROUGH SUSTAINABILITY

POISED TO BENEFIT FROM LONG TERM GROWTH

DEEP DIVE | 20 NOVEMBER 2019
KEEP THE PACE

THE REFERENCE BANK IN OUR GEOGRAPHIES, SYNERGETIC & PARTNERSHIP MODEL

BEST IN CLASS CLIENT EXPERIENCE

KEEP ADAPTING OPERATIONAL MODEL

EQUIP CLIENTS WITH THE BEST SOLUTIONS

FULLY DIGITALIZE AND AUTOMATIZE

SHAPE NEW BUSINESS MODELS

MAINTAIN STRICT RISK AND COMPLIANCE FRAMEWORK

OPERATIONAL EXCELLENCE AND BEST STANDARD RISK CONTROL

2020 RONE BETWEEN 17% AND 18%

POISED TO BENEFIT FROM LONG TERM GROWTH

20 NOVEMBER 2019
DEEP DIVE INTO INTERNATIONAL RETAIL BANKING & FINANCIAL SERVICES

WORKSHOPS

THE FUTURE IS YOU

SOCIETE GENERALE
KOMERČNÍ BANKA

Gianluca SOMA
HEAD OF INTERNATIONAL RETAIL BANKING FOR EUROPE AND RUSSIA

Jan JUCHELKA
CHAIRMAN OF THE BOARD AND CEO

Margus SIMSON
CHIEF DIGITAL OFFICER

THE FUTURE IS YOU
SOCIETE GENERALE
KOMERČNÍ BANKA – ID CARD

BUSINESS POSITION

#1 Czech corporate bank
#3 bank in Czech Republic

REVENUES BY CLIENT

Corporate
Retail

EUR 1.1bn

OUTSTANDING BY PRODUCT

Consumer loan
SME
Large Corporate
Mortgage
Leasing

EUR 24.6bn

FY 2018 FINANCIAL PERFORMANCE

4% of Group net banking income
7% of Group net income

ROKE 27%
Market cap. as of EUR 5.8bn

NBI
EUR 1.1bn

C/I RATIO
53%

COST OF RISK
-9bps

NET INCOME
EUR 0.3bn

AT THE FOREFRONT OF DIGITALIZATION, INNOVATION AND COMMITTED TO SUSTAINABILITY

> +20% of clients perceive KB as an innovative bank
75% of clients perceive KB as an innovative bank

22% share of digital sales in 2019
75% of clients perceive KB as an innovative bank

New Green SPIF financing in 2020

Note: 2018 actual financials. (1) As of 14.11.2019

HQ ETF working on Agile way

€400m
Among companies in ROBECO SAM assessment for DJ Sustainability index in 2021

TOP 50 percentiles

SOCIETE GENERALE
A SUCCESSFUL AND HIGHLY PROFITABLE LEADER ON THE CZECH MARKET

PROFITABILITY
SOLID TRACK RECORD WITH HIGH GROWTH IN GROUP NET INCOME

<table>
<thead>
<tr>
<th>REVENUES (EUR m)</th>
<th>GROUP NET INCOME (EUR m)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>991</td>
</tr>
<tr>
<td>2015</td>
<td>1,031</td>
</tr>
<tr>
<td>2016</td>
<td>1,031</td>
</tr>
<tr>
<td>2017</td>
<td>1,044</td>
</tr>
<tr>
<td>2018</td>
<td>1,119</td>
</tr>
<tr>
<td>9M-19</td>
<td>859</td>
</tr>
</tbody>
</table>

CAGR[14-18] +3%

<table>
<thead>
<tr>
<th>CUSTOMER LOANS (EUR bn)*</th>
</tr>
</thead>
<tbody>
<tr>
<td>PEER1</td>
</tr>
<tr>
<td>PEER2</td>
</tr>
<tr>
<td>KB</td>
</tr>
<tr>
<td>PEER3</td>
</tr>
<tr>
<td>PEER4</td>
</tr>
<tr>
<td>PEERS</td>
</tr>
<tr>
<td>OTHERS</td>
</tr>
</tbody>
</table>

CAGR[14-18] +6%

2014 210
2015 217
2016 224
2017 254
2018 266
9M-19 207

LEADERSHIP
THIRD LARGEST BANK IN CONCENTRATED CZECH MARKET

SELECTIVITY
LOW RISK PROFILE

<table>
<thead>
<tr>
<th>COST OF RISK (IN bp)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 26</td>
</tr>
<tr>
<td>2015 18</td>
</tr>
<tr>
<td>2016 33</td>
</tr>
<tr>
<td>2017 -4</td>
</tr>
<tr>
<td>2018 -9</td>
</tr>
<tr>
<td>9M-19 ...</td>
</tr>
</tbody>
</table>

*Data: 30.06.2019 based on individual bank reports

DEEP DIVE | 20 NOVEMBER 2019
OWNING ALL KEY FACTORS FOR MAINTAINING HIGH LEVEL OF PERFORMANCE IN THE LONG RUN

EFFICIENCY

ONE OF THE MOST EFFICIENT BANK OF THE MARKET

<table>
<thead>
<tr>
<th>Bank</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCB CZ + SK</td>
<td>47</td>
<td>40</td>
</tr>
<tr>
<td>KB</td>
<td>46</td>
<td>45</td>
</tr>
<tr>
<td>CSOB</td>
<td>44</td>
<td>48</td>
</tr>
<tr>
<td>MONETA</td>
<td>48</td>
<td>49</td>
</tr>
<tr>
<td>CS</td>
<td>50</td>
<td>49</td>
</tr>
<tr>
<td>RAFFEISEN</td>
<td>55</td>
<td>54</td>
</tr>
</tbody>
</table>

COST TO INCOME RATIO (IN %)*

FEWER BRANCHES, MORE SPECIALIZED

<table>
<thead>
<tr>
<th>Year</th>
<th># of Branches</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>386</td>
</tr>
<tr>
<td>2018</td>
<td>363</td>
</tr>
<tr>
<td>H1 2019</td>
<td>344</td>
</tr>
<tr>
<td>2020</td>
<td>336</td>
</tr>
</tbody>
</table>

ABILITY TO TRANSFORM

CUSTOMERS RELATIONSHIP CENTRICITY

BEST IN CLASS SERVICE
Digital signature at branch for individuals via KB Klíč up to 30% paper reduction
App for electronic exchange of documents between Corporate clients and the bank

SHORTENING AND FASTENING OF CUSTOMER JOURNEYS
Corporate loans up to 1 MEUR in average 2-3 days (from 15 – 25 days originally)

AGILE@SCALE AS CHANGE OF CULTURE

40% HQ TRANSFERRED TO AGILE WAY OF WORKING
< 8 months implementation process
1500 FTEs involved in transformation

* Source: Czech National Bank (local data)
DRIVEN BY INNOVATION MINDSET

...TO FOSTER DIGITILIZATION

- **YtY MOBILE BANKING USERS**: 725,000 clients
  - +35%
- **OF BANK AND CLIENT INTERACTIONS ARE DIGITAL**: 90%
- **INTERNET BANKING USERS, 89% OF RETAIL CLIENTS (+2.2% YtY)**: 1,47 M

...TO INCREASE CLIENT SATISFACTION

- **MOBILE APP SATISFACTION**: 8/10
- **NPS FOR SMEs AND TOP CORPORATES ALREADY OVERPERFORMING 2020 TARGET**
  - SMEs: from 24 in 2017 to 34 in H1 2019
  - Top Corporates: from 27 in 2017 to 59 in H1 2019
- **IMPROVED NPS IN AFFLUENT AND SMALL BUSINESS**
  - Affluent: from 17 in 2017 to 27 in H1 2019
  - Small Business: from 16 in 2017 to 23 in H1 2019

NURTURING PROMISING ECOSYSTEMS...

- **COOPERATING WITH START UPS SINCE 2018**
  - Ecosystem under KB brand that combines different services and providers into seamless unified services for customers

...TO GENERATE ADDITIONAL REVENUES

- **KB KEY**, symbol of digital security on the Czech banking market
- **Partnership with leading energy company to support RENEWABLES FINANCING**
  - Safe and user-friendly REAL ESTATE PORTAL incubated by KB
  - M&A ADVISORY focusing on SME’s shareholders

DEEP DIVE | 20 NOVEMBER 2019
RUSSIA

Ilya POLYAKOV
CEO AND CHAIRMAN OF MANAGEMENT BOARD OF ROSBANK

Perizat SHAIKHINA
FIRST DEPUTY CEO/HEAD OF WHOLESALE BANKING OF ROSBANK

Natalya VOEVODINA
COO OF ROSBANK

THE FUTURE IS YOU  
SOCIETE GENERALE
SG RUSSIA* – ID CARD

BUSINESS POSITION
#1 international bank*(1)

REVENUES BY CLIENT
Retail
Corporate
EUR 0.8bn

EUR 9.1bn

OUTSTANDING BY PRODUCT**
Mortgage
Car loans
Cash loans
Points of Sales
Tier1
Tier2 & MidCap

FY 2018 FINANCIAL PERFORMANCE
3% of Group net banking income
4% of Group net income
RONE 12%

NBI
EUR 0.8bn

C/I RATIO
69%

COST OF RISK
66bps

NET INCOME
EUR 0.1bn

AT THE FOREFRONT OF DIGITALIZATION, INNOVATION AND COMMITTED TO SUSTAINABILITY

35% share of digital sales in retail targeted by 2020
75% digital acquisition in mortgage by 2020

65% target of mobile penetration by 2020
60% agile population within change the bank teams by 2020

#1 Corporate Social Responsibility bank**(2)
50/50 gender diversity in Management Board

** Russia structure includes Rosbank, Delta Credit, Rusfinance and their consolidated subsidiaries in International Retail Banking
(1) By retail loans (2)Global Banking & Finance Review

DEEP DIVE | 20 NOVEMBER 2019  30
KEY STRATEGIC OBJECTIVES ON TRACK

**IMPROVING PERFORMANCE**

**SG RUSSIA’ REVENUES (EUR m – AT CONSTANT RATE**)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>9M-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>698</td>
<td>764</td>
<td>827</td>
<td>654</td>
</tr>
</tbody>
</table>

**SG RUSSIA’ NET INCOME (EUR m – AT CONSTANT RATE**)**

<table>
<thead>
<tr>
<th>Year</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
<th>9M-19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Income</td>
<td>26</td>
<td>136</td>
<td>147</td>
<td>107</td>
</tr>
</tbody>
</table>

9M-19 RONE **12.4%**

**LEVERAGING ON ATTRACTIVE FEATURES**

- **INVESTMENT GRADE COUNTRY BY ALL RATING AGENCIES**
- **GROWING BANKING MARKET**
- **RIGOROUS RUSSIAN AML FRAMEWORK**
- **FAST EXPANDING DIGITAL ENVIRONMENT SUPPORTED BY CENTRAL BANK OF RUSSIA**

**PRUDENT RISK POLICY**

**COST OF RISK** (**in bp**)

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost of Risk</td>
<td>110</td>
<td>137</td>
<td>150</td>
<td>233</td>
<td>293</td>
<td>182</td>
<td>66</td>
<td>88</td>
<td>***</td>
</tr>
</tbody>
</table>

* Contribution of Rosbank, RusfinanceBank, SocieteGeneraleInsurance, ALD Automotive, and their consolidated subsidiaries to Group businesses results ** Average as of 30 Sept 2019 *** Includes Rosbank, Rusfinance and Delta Credit.
### VALUED BRAND RELYING ON STRONG FRANCHISES

#### STRONG CORPORATE FRANCHISE

<table>
<thead>
<tr>
<th>SAFE &amp; TRANSPARENT BANK</th>
<th>SYNERGIES WITH SG GLOBAL FRANCHISES</th>
<th>LEADER FOR SERVICING MULTI-NATIONAL COMPANIES</th>
<th>NATURAL PARTNER FOR INTERNATIONAL TRADE COMPANIES</th>
<th>EXTENDED REGIONAL FOOTPRINT</th>
<th>RETAIL SECURE LENDING LEADER</th>
<th>ALTERNATIVE TO STATE BANKS FOR PREMIUM &amp; PRIVATE BANKING CLIENTS</th>
<th>DIGITAL &amp; INNOVATION PATH</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOP-3 reliable bank in Russia</td>
<td>#2 for international DCM**</td>
<td>Servicing 1,180 MNCs from 44 countries</td>
<td>15% Import LCs market share for 9M-19</td>
<td>Presence in 70 Regions out of 85</td>
<td>#1 by production in 2019 in car lending</td>
<td>#1 Premium in Franck Research ranking</td>
<td>1 m internet and mobile app active users</td>
</tr>
<tr>
<td>Best CSR Bank* in Russia in 2018</td>
<td>#1 in syndicated loans**</td>
<td>#1 in international factoring</td>
<td>#1</td>
<td>#1 in mortgage among non-state banks</td>
<td></td>
<td></td>
<td>50% saving accounts sold through digital channels</td>
</tr>
</tbody>
</table>

*Global Banking & Finance Review
**For the Russian market

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#### RECOGNIZED RETAIL EXPERTISE

- **SAFE & TRANSPARENT BANK**
- **SYNERGIES WITH SG GLOBAL FRANCHISES**
- **LEADER FOR SERVICING MULTI-NATIONAL COMPANIES**
- **NATURAL PARTNER FOR INTERNATIONAL TRADE COMPANIES**
- **EXTENDED REGIONAL FOOTPRINT**
- **RETAIL SECURE LENDING LEADER**
- **ALTERNATIVE TO STATE BANKS FOR PREMIUM & PRIVATE BANKING CLIENTS**
- **DIGITAL & INNOVATION PATH**

---

**SOCIETE GENERALE**

---

**DEEP DIVE | 20 NOVEMBER 2019**
FURTHER ENHANCING NETWORK OPERATIONAL EFFICIENCY

NETWORK DOWNSIZING

# OF BRANCHES

<table>
<thead>
<tr>
<th>Year</th>
<th>ROSBANK</th>
<th>RUSFINANCE BANK</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>419</td>
<td>136</td>
</tr>
<tr>
<td>2017</td>
<td>371</td>
<td>136</td>
</tr>
<tr>
<td>2018</td>
<td>347</td>
<td>134</td>
</tr>
<tr>
<td>2019</td>
<td>325</td>
<td>91</td>
</tr>
<tr>
<td>2020</td>
<td>287</td>
<td>287</td>
</tr>
</tbody>
</table>

-48% decrease in the number of branches.

NEARSHORING

HUBs (Nizhny Novgorod, Samara, Krasnoyarsk) with strong expertise and lower costs

c.a. 25% of Rosbank Group headcounts located in HUBs

INTEGRATION & EFFICIENCY

- Merger between Rosbank and DeltaCredit completed
- Mutualisation of non-front office staff between Rosbank & Rusfinance bank
- Exit from Point of Sales business
DIGITIZATION TO SUPPORT BUSINESS GROWTH

INCREASING DIGITAL SALES

2020 TARGETS

35%

SHARE OF
DIGITAL SALES

SALES CONTENT
PERSONALIZATION
ON WEBSITE

END-TO-END
DIGITAL
CLIENT ONBOARDING
PROCESS
USING BIOMETRIC
IDENTIFICATION

100%

OF OUR KEY
PRODUCTS
AVAILABLE IN
DIGITAL CHANNELS

ENHANCING DIGITAL SERVICING

2020 TARGETS

TOP-5

RATING
TARGETING FOR
NEW MOBILE APP

DIGITAL HOUSING
ECOSYSTEM VIA
INTEGRATION WITH
DOZENS OF
PARTNERS

DIGITAL OFFICE
ONLINE CHAT, PAPERLESS
PROCESSES

QR CODES AND
INSTANT INVOICES
ACQUIRING SERVICES VIA
THE CBR FAST PAYMENT
SYSTEM

1

SINGLE INTERNET
AND MOBILE BANK
FOR ALL THE PLATFORMS
AFRICA

Laurent GOUTARD
HEAD OF INTERNATIONAL RETAIL BANKING FOR AFRICA

Cathia LAWSON-HALL
HEAD OF COVERAGE & INVESTMENT BANKING FOR AFRICA

Georges WEGA
REGIONAL DIRECTOR, WEST AFRICA

THE FUTURE IS YOU

SOCIETE GENERALE
AFRICA* – ID CARD

BUSINESS POSITION
Tier 1 position in all countries

FY 2018 FINANCIAL PERFORMANCE
6% of Group net banking income
5% of Group net income

RON 14%

Market cap. SG Côte d’Ivoire EUR 370m** | Market cap. UIB ca. EUR 240m**

NBI EUR 1.4bn
C/I RATIO 59%
COST OF RISK 108bps
NET INCOME EUR 0.2bn

AT THE FOREFRONT OF DIGITALIZATION, INNOVATION AND COMMITTED TO SUSTAINABILITY

- 2 operational digital factories dedicated to Morocco and Sub-Saharan Africa
- 1.2m number of YUP wallets (ahead of 2020 target)
- 95% of clients with option to use mobile or internet banking
- 2 Innovation LABs in Dakar et Casablanca
- >42% of subsidiaries with more than 1/3 of women in executive committees
- €7bn of loans to SMEs as part of “Grow With Africa”

BUILDING THE N°1 INTERNATIONAL BANK IN AFRICA

LEADING INTERNATIONAL BANK IN AFRICA WITH LEADING POSITIONS IN MOST COUNTRIES

Key dynamics in Sub-Saharan Africa

- STRONG GROWTH PROSPECTS NOTABLY DRIVEN BY DEMOGRAPHIC TRENDS
- REGIONAL AND MONETARY INTEGRATION WITH COMMON REGULATORS
- DEVELOPMENT PERSPECTIVES WITH CONTINENTAL FREE TRADE AREA
- SIMILAR CLIENT NEEDS ACROSS SUB-SAHARAN AFRICA

“On-shoring” of IT and creation of regional platforms

- IT & project factory for Africa
  MOROCCO – CASABLANCA

- Regional platform for West Africa
  CÔTE D’IVOIRE – ABIDJAN

- Regional platform for East & Central Africa
  CAMEROON – DOUALA

A regional and synergetic set up in Africa

- AN EFFICIENT FOOTPRINT FOR A HOLISTIC CLIENT APPROACH
- HARMONISATION OF HIGH STANDARD COMPLIANCE & RISK
- MUTUALIZATION OF EXPERTISE IN REGIONAL HUBS
- CENTRALIZATION OF BACK-OFFICES AND SUPPORT CENTRES

Countries of presence: Algeria, Benin, Burkina Faso, Cameroon, Chad, Congo, Côte d’Ivoire, Equatorial Guinea, Ghana, Guinea, Madagascar, Mauritania, Morocco, Mozambique, Senegal, Togo, Tunisia

DEEP DIVE | 20 NOVEMBER 2019
A SOLID RETAIL FRANCHISE UNDERGOING DIGITAL TRANSFORMATION AND GROWING THROUGH NEW CHANNELS

**SOLID RETAIL FRANCHISE BUILT OVER A CENTURY**
- Strong positioning on well-known high-end, affluent clients and civil servants
- Premium dedicated offering to increase equipment rate and market shares on this segment
- Strong Group synergies through cross-selling (e.g. insurance products)

**AMBITION TO GROW PROFITABLY THROUGH RETAIL MARKETS**

**LEVERAGE ON NEW DIGITAL INSTRUMENTS TO EXPAND REACH**
- Over 1,000 branches undergoing digital transformation to shift to a “phygital” model
- Increase reach to retail and build scale
- Decrease cost to serve

**INNOVATIVE DISTRIBUTION CHANNELS TOWARDS FINANCIAL INCLUSION**
- Leveraging on strong mobile penetration in Africa
- Alternative distribution models to increase client base and develop financial inclusion
- YUP serves 1.2M clients as of September 2019 in 6 different countries

SOCIETE GENERALE
A UNIQUE PLATFORM OF EXPERTISE FOR OUR CORPORATE CLIENTS

Global Transaction Banking

**NBI +15%**

2017A – 2018A***
cash management, trade finance, factoring, clearing

Structured Finance & Markets

**NBI +31%**

2017A – 2018A* key sectors include infrastructures, TMT and sovereign

---

CAPABILITIES - ILLUSTRATION

**GLOBAL TRANSACTION BANKING**

DEUTSCHE POST DHL PARTNERSHIP IN AFRICA

Initial deal in 2015 has grown over the years into a partnership across multiple countries in Africa with 13 subsidiaries involved Societe Generale is now DHL’s main bank in various African countries Commercial relationship is multi-product based with notably cash management and trade finance

**STRUCTURED FINANCE & MARKETS**

NACHTIGAL POWER PLANT ADVISORY & FINANCING

Largest hydro-electric dam in Cameroon that will represent 30% of the country’s installed capacity once fully running SGCIB advised and, together with SG Cameroon, arranged the local tranche of the EUR 1.2bn financing Multilateral actors involved and efficient cooperation between local and global teams

PFO - VEOLIA - STATE PARTNERSHIP IN CÔTE D’IVOIRE

Financing of a 30km pipeline and the largest water plant in Africa, representing 30% of Abidjan’s daily water consumption by 2025 Local and euro currency deal equivalent to >EUR 250m for which SG Côte d’Ivoire acted as lead-arranger and syndicated the deal towards both local and international banks and agencies

---

* North Africa and Sub-Saharan Africa only. **Mainly composed of cash management and trade finance.
ABSA & SOCIETE GENERALE: EXTENSIVE CLIENT COVERAGE IN AFRICA TO DELIVER A UNIQUE PAN-AFRICAN PROPOSITION

Together, ABSA & Societe Generale offer presence across 27 African countries*

Ability to offer simplified engagement across a broad coverage on the African continent, through international expertise with local knowledge and proximity, to better serve domestic and international clients

REGIONAL EXPERTISE WITH GLOBAL CONNECTIVITY ACROSS KEY CLIENT CORRIDORS

COMBINED EXPERTISE DIVERSIFIED PAN-AFRICAN DIGITAL AND INNOVATIVE OFFERING

“TWICE AS CONNECTED” TO BETTER SERVE CLIENTS’ DOMESTIC AND INTERNATIONAL NEEDS

Long standing client relationships
Understanding of local market dynamics
Leverage global client franchises

* ABSA is present in 12 countries and Societe Generale in 19 countries. Both co-exist in 4 countries – Ghana, Mozambique, Kenya and South Africa; Societe Generale has representative offices in Kenya and South Africa.
BANCA ROMÂNĂ PENTRU DEZVOLTARE
ROMANIA – ID CARD

BUSINESS POSITION

#3 bank in Romania  #2 loans to individuals

REVENUES BY CLIENT

Retail

Corporate

EUR 0.6bn

OUTSTANDING BY PRODUCT

Corporate

Leasing

Consumer loan

Mortage

Other

EUR 6.8bn

FY 2018 FINANCIAL PERFORMANCE

2% of Group net banking income

4% of Group net income

RONE 32%

Market cap. EUR 2.1bn

NBI EUR 0.6bn

C/I RATIO 57%

COST OF RISK -74bps

NET INCOME EUR 0.1bn

AT THE FOREFRONT OF DIGITALIZATION, INNOVATION AND COMMITTED TO SUSTAINABILITY

Digital HUB

1

130 APIs in production

Robots for process automation deployed

11

Projects of start-up incubation within Innovation Lab

4

30% Of employees participated to voluntary actions in 2019

15 Tons a year of Waste of Electric & Electronic equipment recycled

Note: 2018 actual financials (1) As of 18.11.2019

DEEP DIVE | 20 NOVEMBER 2019
ALD AUTOMOTIVE

Mike MASTERSON
CEO

John SAFFRETT
DEPUTY CEO

THE FUTURE IS YOU
ALD AUTOMOTIVE – ID CARD

BUSINESS POSITION
#1 in fleet management in Europe
#2 in fleet management in the world

FLEET DISTRIBUTION BY GEOGRAPHY

LATINAMERICA, AFRICA & ASIA
NORTHERN EUROPE
CEE
WESTERN EUROPE

1.7m VEHICLES

BREAKDOWN OF OPERATING INCOME

CAR SALE RESULTS
SERVICES MARGIN
LEASING CONTRACT MARGIN

1.3bn EUR

FY 2018 FINANCIAL PERFORMANCE

5% of Group net banking income
10% of Group net income

NBI
EUR 1.3bn

C/I RATIO
49.8%

NET INCOME
EUR 0.4bn

COST OF RISK
21bps

AT THE FOREFRONT OF DIGITALIZATION, INNOVATION
AND COMMITTED TO SUSTAINABILITY

>60%
Used car sales generated on ALD’s Ecommerce platform

>75%
Private leases produced by countries with end-to-end digital platforms

20%
20% of overheads allocated to IT developments & innovation pilots tested and 14 mobility products launched in the past 2 years

<50%
<50% share of diesel in 2019 passenger car deliveries

118K
118K green vehicles under management as HY 2019

Note: 2018 actual financials. * Excluding Car Sales Results, based on local data
(1) As of 13.11.2019

SOCIETE GENERALE

DEEP DIVE | 20 NOVEMBER 2019
SUSTAINABLE GROWTH SUPPORTED BY A STRONG PARTNERSHIP STRATEGY

SUSTAINABLE LONG TERM GROWTH

<table>
<thead>
<tr>
<th>Year</th>
<th>Total fleet</th>
</tr>
</thead>
<tbody>
<tr>
<td>2005</td>
<td>29 countries C/I 65%</td>
</tr>
<tr>
<td>2018</td>
<td>43 countries C/I 50%</td>
</tr>
</tbody>
</table>

CAGR 2005-2018 >+8% p/a

- +34% Latin America, Asia & Africa
- +16% CEE
- +7% West Europe
- +6% North Europe

PARTNERSHIP RUNNING FLEET

CAGR 2011-2018 >20% p/a

A SUCCESSFUL PARTNERSHIP STRATEGY

ALD pioneered the partnership model which is a strong growth driver...
... now benefitting from >150 agreements with car manufacturers, banking and insurance networks and tech players
Also opens up access to growing private lease opportunities

PRIVATE LEASE FLEET

CAGR 2016-2019 >40% p/a

* Notes: data as of 31-Dec-2018. South America, Africa and Asia includes Brazil, Mexico, India, Morocco, Algeria, China, Chile, Peru, Columbia. Central and Eastern Europe (CEE) includes Russia, Belarus, Kazakhstan, Czech Republic, Hungary, Turkey, Poland, Romania, Austria, Ukraine, Switzerland, Bulgaria, Greece, Slovakia, Croatia, Serbia, Slovenia, Lithuania, Latvia and Estonia.
**LEADING THE INDUSTRY POWERTRAIN TRANSFORMATION**

**ENCOURAGING THE POWERTRAIN SHIFT**
- Adjusting down residual values on diesel
- Adding new sales channels and products
- Offering consultancy (TCO calculation tools, advisory)

**INCREASING PENETRATION OF ELECTRIC AND HYBRID VEHICLES**
- More than 118,000 “green” vehicles under management mid 2019
- ALD Electric: a new integrated EV offer for all clients segments
- Partnerships with leading charging providers: Eon & Chargepoint

**IMPLEMENTING A DEDICATED FINANCING STRATEGY**
- EUR 500m raised from the issuance of the first ever Positive Impact Bond in October 2018
- EUR 250m granted by the European Investment Bank in September 2019
- Both strictly financing electric and hybrid vehicles

**A GROWING SHARE OF NON DIESEL IN DELIVERIES**

<table>
<thead>
<tr>
<th></th>
<th>H1 2017</th>
<th>H1 2018</th>
<th>H1 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Diesel</td>
<td>23%</td>
<td>27%</td>
<td>39%</td>
</tr>
<tr>
<td>Petrol</td>
<td>69%</td>
<td>61%</td>
<td>47%</td>
</tr>
<tr>
<td>Alternative**</td>
<td>8%</td>
<td>12%</td>
<td>14%</td>
</tr>
</tbody>
</table>

**EUR 500M IMPACT BOND TO FINANCE GREEN FLEET**
Proceeds exclusively for the financing or refinancing of 14,348 vehicles across 13 countries in Europe with the greatest positive contribution to climate change and the environment

---

* Calculated as a percentage of passenger cars (ALD on balance sheet fleet). ** Alternative powertrains: electric vehicles, hybrids, plug-in hybrids.
THE TECHNOLOGY JOURNEY: FROM LEASING TO MOBILITY PROVIDER

HISTORICAL PRODUCTS
- FULL-SERVICE LEASING
- FLEET MANAGEMENT
- POOL FLEET
- USED CAR SALES

NEW PRODUCTS 2016-19
- ALD ELECTRIC
- FULL DIGITAL PRIVATE LEASE
- FLEXIBLE OFFERS
- SECOND LIFE LEASE
- ALD CAR SHARING
- ALD RIDE SHARING

THE FUTURE
URBAN MOBILITY INTEGRATED OFFERING
- SHARED MOBILITY
- CONNECTED VEHICLES
- ELECTRIC MOBILITY
- SUBSCRIPTION OFFER

SOCIETE GENERALE

DEEP DIVE | 20 NOVEMBER 2019
Philippe PERRET
CEO
SOCIETE GENERALE ASSURANCES

Ingrid BOCRIS
DEPUTY GENERAL MANAGER OF SOGECAP, HEAD OF PARTNERSHIPS, CORPORATE AND INNOVATION FOR SOCIETE GENERALE ASSURANCES

Laurent DUNET
DEPUTY GENERAL MANAGER OF SOGECAP, HEAD OF BANCASSURANCE DEVELOPMENT FRANCE FOR SOCIETE GENERALE ASSURANCES

THE FUTURE IS YOU

SOCIETE GENERALE
**BUSINESS POSITION**

#5 bank insurer in France, #1 Czech Rep. and Top 3 in Romania & Morocco

AuM YE 2018 EUR 120 bn

**PREMIUM SAVINGS BY TYPE**

- Savings EUR-denominated Fund
- Savings UC

EUR 11.7 bn

**PREMIUM PROTECTION BY TYPE**

- P&C
- Personal Protection

EUR 1.6 bn

**FY 2018 FINANCIAL PERFORMANCE**

- 4% of Group net banking income
- 10% of Group net income

**RONE 20%**

- NBI EUR 0.9 bn
- C/I Ratio 38%
- GROUP INSURANCE NBI EUR 2.3 bn
- NET INCOME EUR 0.4 bn

**AT THE FOREFRONT OF DIGITALIZATION, INNOVATION AND COMMITTED TO SUSTAINABILITY**

- 36% of distance selling contracts in France
- 55% of client journeys (subscription, management of contracts) fully digital
- +170K Moonshot* internet clients in one year
- €200 m of investments in start-ups and tech companies as part of France Digitale Day
- 80% of assets are rated between A and C**
- €700 m eco-responsible investments in 2018

* SG Insurance’s insurtech dedicated to e-commerce, ** ESG ratings: A to G. The rating covers 94% of SG insurance assets

Note: 2018 actual financials.
A SOLID BANK INSURER MODEL WITH A STRONG DIGITAL AMBITION

ROBUST MODEL BASED ON BANK INSURANCE

- **P&C GROWTH**: SG OUTPERFORMS THE MARKET
  - 2018: +3% vs. +7%
  - 2017: +3% vs. +7%
  - 2016: +2% vs. +9%
  - 2015: +3% vs. +13%
  - SG Growth
  - Market Growth

- **International expansion**: +16% CAGR\(^{16-18}\) premium

OPPORTUNITIES FROM THE PROTECTION SEGMENT

- A changing market environment
- Rapid evolution of customer expectations
- Increased customer needs for protection
- **Customer equipment rate** in French retail networks, **Targets 2020**: 20% in personal protection, 12% in P&C

DIGITAL PUSH TO SPEED UP TRANSFORMATION AND FOLLOW NEW CUSTOMERS BEHAVIOURS

- An integrated and comprehensive multichannel set-up:
  - combining distance selling, branch sales and online purchases
  - with a highly fluid path for clients
- A top-notch customer experience

IN FRANCE

- **+52%** of digitally signed contracts in 2019 (vs. 2018)
- Improved customer satisfaction

NPS \(+17\) pts**

DEEP DIVE | 20 NOVEMBER 2019

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* French Market (home and car insurance). Source FFA
** in France
PARTNERSHIPS AS AN ADDITIONAL GROWTH ENGINE

SAVINGS

A profitable and innovative activity in France

Solid foundations in Personal protection and strong ambitions in P&C

PROTECTION

SAVINGS LIFE INSURANCE PREMIUM (EUR m)

2015 2018

949 1,579

CAGR 15-18 18%

CAGR 15-18 3%

PROTECTION PREMIUM (EUR m)

2015 2018

270 414

CAGR 15-18 15%

CAGR 15-18 5%

FLEET MANAGEMENT

A development axis in synergy with the Group and a new area of expertise

SAVINGS

A profitable and innovative activity in Luxembourg

Solid foundations in Personal protection and strong ambitions in P&C

SAVINGS LIFE INSURANCE PREMIUM (EUR m)

2015 2018

949 1,579

CAGR 15-18 18%

CAGR 15-18 3%

PROTECTION PREMIUM (EUR m)

2015 2018

270 414

CAGR 15-18 15%

CAGR 15-18 5%

DOUBLE-DIGIT GROWTH
FLEET MANAGEMENT & MOBILITY: A NEW LEVER OF DEVELOPMENT

1. CREATION OF A PROFITABLE AND GROWING PARTNERSHIP WITH ALD

- INSURED VEHICLES
- PREMIUM (EUR m)

2. DEVELOPMENT OF A SPECIFIC AND DIFFERENTIATING KNOW-HOW
- Innovative technological tools and data analytics
- Customer centricity: comprehensive, high added-value offering with deep expertise

3. EXPANSION OF THE BUSINESS MODEL
- Already recognized as a major player in fleet insurance
- Gain of new significant partnerships in France and abroad

LEVERAGE ON GROUP SYNERGIES TO OPEN NEW PATHS OF DEVELOPMENT

CAGR15-18 18%

47 56 64 78

2015 2016 2017 2018

ITALY
POLAND
PORTUGAL

200K

2007
FRANCE

2011
2015
2016
2017
2018
2019
2020

2011

47 56 64 78

DATA 1 BILLION KM COLLECTED
DRIVING SCORE
MULTIPLE APPLICATIONS

INSURED VEHICLES VIA NEW PARTNERSHIP

>60 K
CONSUMER FINANCE

Gianluca SOMA
HEAD OF INTERNATIONAL RETAIL BANKING FOR EUROPE AND RUSSIA

Michel BILLON
HANSEATIC BANK CEO

THE FUTURE IS YOU
CONSUMER FINANCE IN EUROPE – ID CARD

BUSINESS POSITION
Top 3 non-captive bank for car finance in France, Germany & Italy

SOCIETE GENERALE GROUP
EUR 44bn of CF LoanOutstandings

SPECIALISED CONSUMER FINANCE IN EUROPE
EUR 21bn* of LoanOutstandings

EUR 893m* Revenues

AT THE FOREFRONT OF DIGITALIZATION, INNOVATION AND COMMITTED TO SUSTAINABILITY

FY 2018 FINANCIAL PERFORMANCE
4% of Group net banking income
6% of Group net income

RONE 17%

NBI
EUR 0.9bn

C/I RATIO
47%

COST OF RISK
72bps

NET INCOME
EUR 0.3bn

DEEP DIVE | 20 NOVEMBER 2019

Note: 2018 actual financials. * CF entities included in EURO International Retail Banking (France, Italy, Germany, Czech republic, Romania), ** CF outstandings booked in French Retail Banking as well as in other International Retail Banking

95% of credit files dematerialized in France
70% of credit files electronically signed in France

25 active partnerships with Fintechs

€300M of green vehicles financed in 2019
5 Subsidiaries signed a charter for responsible credit
Still growth momentum, high profitability and low cost of risk

Growing financial contribution

Solid momentum in revenues (EURm)

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<tbody>
<tr>
<td>636</td>
<td>731</td>
<td>743</td>
<td>817</td>
<td>893</td>
<td>710</td>
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Strong growth in group net income (EURm)

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<td>46</td>
<td>135</td>
<td>171</td>
<td>218</td>
<td>251</td>
<td>197</td>
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9M-19 RONE 17%

Specialized entities with international coverage and local expertises

Global presence as a strength to customers
European footprint including France, with presence in Russia and Morocco

Local markets synergies with Societe Generale businesses
Synergies of revenues (cross selling, insurance, automotive) as well as operational synergies (collection, scoring tools, client monitoring)

Over performing the market with record revenues growth over the last 4 years

Continuous operational efficiency improvement with cost income comparable to major players

High and resilient RONE reaching 17% in 2018 and 9M-19

Low cost of risk

Cost of risk (in bp)

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<td>142</td>
<td>94</td>
<td>71</td>
<td>67</td>
<td>72</td>
<td>76</td>
</tr>
</tbody>
</table>

Perimeter: Consumer Finance entities included in EURO International Retail Banking (France, Italy, Germany, Czech republic, Romania)
TAILOR-MADE FINANCING SOLUTION FOR NEW CUSTOMERS NEEDS

RIGHT POSITIONNING AND EXPERTISE

STRENGTH EXPERTISE
particularly on the “recent used cars” market
- focused on specific products, service offerings

REFERENCE PARTNER
for dealers and manufacturers
- building and driving strong partnerships,
  pushing us towards innovative and high quality delivery

LEADERSHIP
as independent car finance specialist
- #1 market position in France,
  #2 in Germany, #3 in Italy
- based on partner loyalty and our capability to build tailored, convenient and efficient financing solutions

ALREADY ACCOMPANYING CUSTOMER JOURNEY

DIGITALIZATION OF CUSTOMER JOURNEYS, AT DEALER LOCATION
with a set of “plug-and-play” digital tools for all our partners’ front end (in store, websites, mobile apps)

TRAINING PROGRAMS
to support the dealers in their transformation

READY TO ADDRESS ALL THE CHANNELS

Launching NEW MARKET PLACES in France and Germany bringing FULLY INTEGRATED END-TO-END PROCESS with intuitive search engine, pre-approval financing and possibility to book a test drive

SOCIETE GENERALE

DEEP DIVE | 20 NOVEMBER 2019
BUILDING AND DRIVING STRONG PARTNERSHIPS

A PARTNER TO SERVE A CUSTOMER

- 22,000 PARTNERS TO SERVE
- 2.5 M CLIENTS

A CONFIRMED AND DISTINCTIVE BTOBTOC EXPERTISE

- 80% OF OUR FINANCINGS GENERATED VIA PARTNERS

BRANDS & QUALITY RECOGNIZED WITHIN THE SPECIALIZED INDUSTRY

- RANKED #1 PREFERRED CAR INDEPENDENT FINANCER IN FRANCE, ITALY & GERMANY

A STRONGER LOYALTY AND RELATIONSHIPS OVERTIME

- 10+ YEARS-OLD RELATIONSHIP WITH 2/3 OF OUR PARTNERS

TAILOR-MADE SOLUTIONS FROM PURE COMMERCIAL AGREEMENT TO WHITE LABELS OR JVS

- 5 JVS WITH EUROPEAN TOP DISTRIBUTORS

OPERATIONAL EXCELLENCE FOCUSED ON FINAL CUSTOMERS SATISFACTION

- 31 NPS SCORE IN GERMANY (LARGELY ABOVE GERMAN BANKS)
- RANKED #1 FOR CLIENT SERVICE IN ITALY

KEY AND DIFFERENTIATING CAPABILITY OF INNOVATING

- USED CAR MOBILE APPLICATION 3X FASTER THAN GERMAN COMPETITORS

A POTENTIAL SCALABILITY AND GROWTH WITH LIMITED INCREMENTAL INVESTMENTS

- 2.0% BEST-IN-CLASS OPEX/OUTSTANDING RATIO

SOCIETE GENERALE
LEVERAGING DATA ACROSS THE WHOLE VALUE CHAIN

ACCELERATION OF DATA USAGES, EXPLORATION OF AI & MACHINE LEARNING

PRODUCT CONCEPTION
- Predictive model to evaluate used car selling price in CGI

MARKETING
- Campaign management & advanced lead management

SUPPORT CONSUMER DECISION
- Personalized customer journey

CUSTOMER ONBOARDING
- Customer ID & anti-fraud
  - Ongoing investigation into machine learning for fraud detection

SCORING & GRANTING
- Refinement of scoring modules
  - Machine Learning on PD estimation

CUSTOMER AND CONTRACT LIFECYCLE
- Activation and cross-selling with neuronal networks

DEBT COLLECTION
- Digitalized and optimized processes with machine learning and AI

INCREASED CUSTOMER SATISFACTION WITH MORE ADAPTED SOLUTIONS

BETTER EFFICIENCY OF THE VALUE CHAIN

IMPROVED RISK MANAGEMENT

INCREASED CUSTOMER SATISFACTION WITH MORE ADAPTED SOLUTIONS

BETTER EFFICIENCY OF THE VALUE CHAIN

IMPROVED RISK MANAGEMENT
**BUSINESS POSITION**

Present in **21 countries**, #1 in Europe, #2 worldwide

**REVENUES BY CLIENT (100% B2B)**

- Medical/Green
- Technology
- Transportation
- Industrial

**TOTAL ASSETS AT YEAR END**

- Banks
- Direct
- International vendors
- Local vendors

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**TOTAL ASSETS AT YEAR END**

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- Direct
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- Local vendors

**FY 2018 FINANCIAL PERFORMANCE**

- **NBI**
  - EUR 0.5bn
- **C/I RATIO**
  - 61%
- **NET INCOME**
  - EUR 0.1bn
- **COST OF RISK**
  - 17bps

**AT THE FOREFRONT OF DIGITALIZATION, INNOVATION AND COMMITTED TO SUSTAINABILITY**

- **11** countries in which online quotations are available
- **50%** new contracts done through fully automated credit approval (5 countries)
- **4** projects under development following Berlin SGEF Hackathon
- **1** new digital factory in Berlin to provide shared digital solutions
- **€700m** NBV* dedicated to ESG Financing in 2018
- **70%** share of leasing to SMEs to finance the real economy

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*Note: 2018 actual financials. * New Business Volume*