

# SOCIETE GENERALE

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Deep Dive into International Retail Banking | 20.11.2019  
and Financial Services

**THE FUTURE  
IS YOU**  **SOCIETE  
GENERALE**



# AGENDA

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- 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

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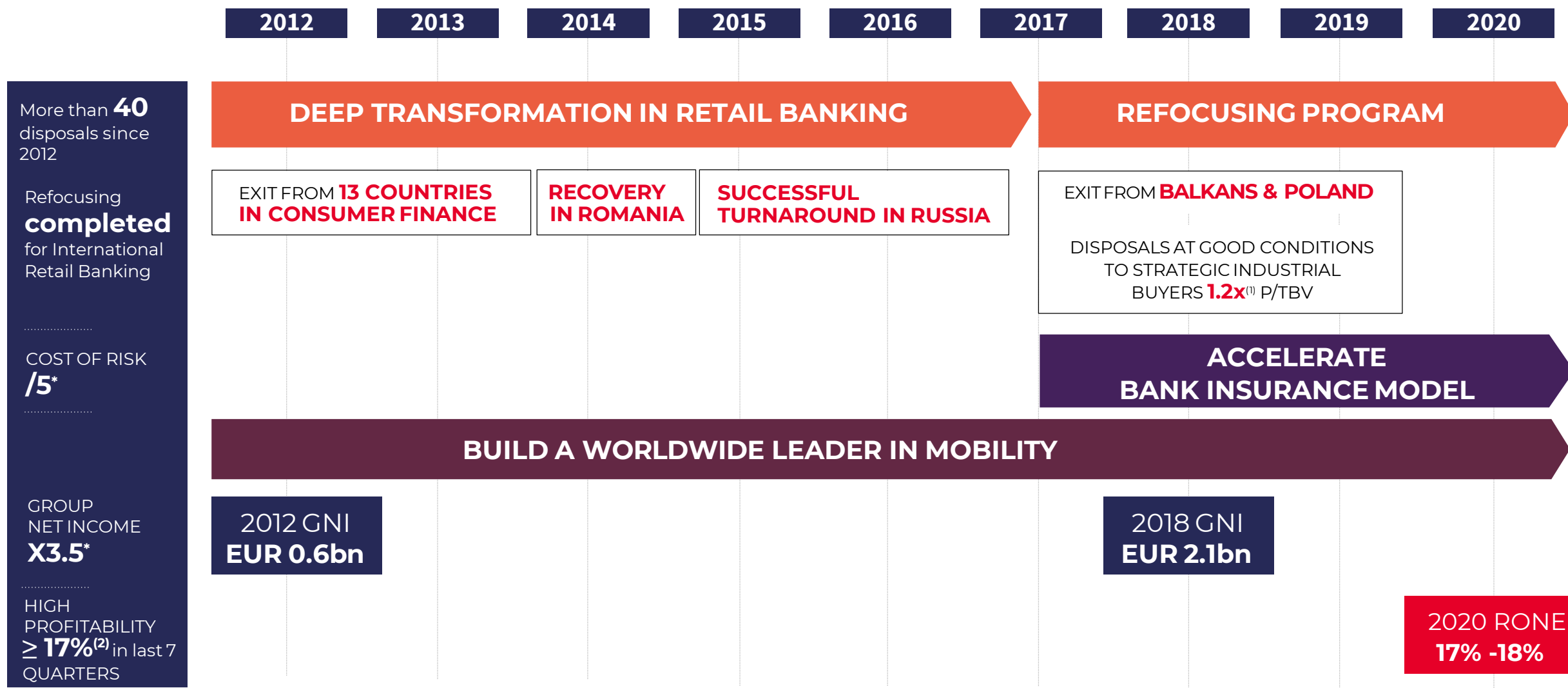
**FRÉDÉRIC OUDÉA**  
GROUP CEO

**THE FUTURE  
IS YOU**



**SOCIETE  
GENERALE**

# IN-DEPTH ADAPTATION OF OUR BUSINESSES SINCE 2012



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

# RELEVANT AND DIFFERENTIATED BUSINESS MODEL

## INTERNATIONAL RETAIL BANKING

**Top 3** Diversified Bank

Three **high growth** retail **regions**

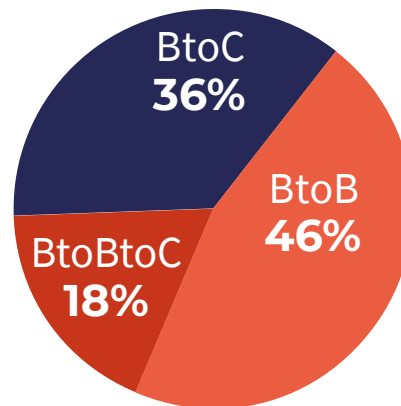


**Consumer Finance leader**  
in the 3 largest economies of the Eurozone



**Leverage on Group  
Value-added franchises**

2018 RONE: **17%**



**~65%** of 2018 IBFS revenues  
are **BtoB** and **BtoBtoC**

## CROSS-FERTILIZATION

**47%** of 2018 Group revenues **synergies**  
generated by **IBFS**

## INSURANCE & FINANCIAL SERVICES

**Bank insurance model**  
across our retail networks

**Global leaders** in  
**mobility & leasing**



**Leverage on partnerships  
and open architecture**

2018 RONE: **20%**

**HIGHLY 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

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**PHILIPPE HEIM**  
GROUP DEPUTY CEO

**THE FUTURE  
IS YOU**



**SOCIÉTÉ  
GÉNÉRALE**

# KEY HIGHLIGHTS



## LEADER IN ATTRACTIVE MARKETS

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



## SUCCESSFULL 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<sup>(1)</sup>
- #1 International bank in Africa<sup>(2)</sup>

## 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



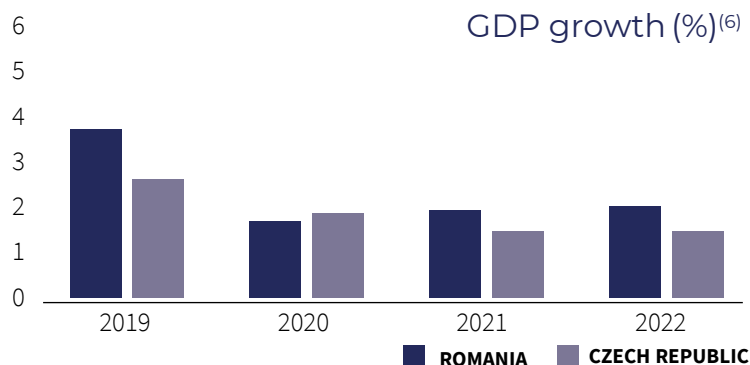
- #2 worldwide in Fleet management (ALD)
- #2 worldwide in leasing (SGEF)

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

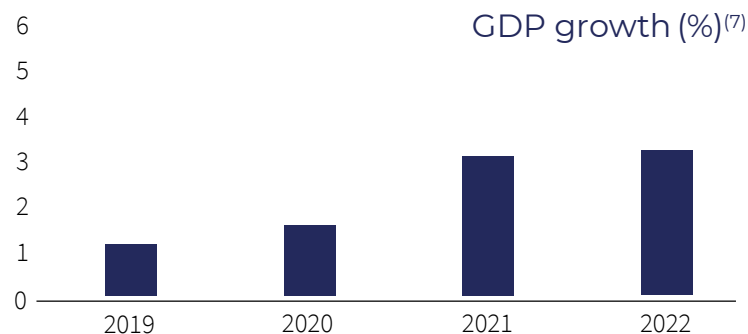
(1) based on retail loans/ (2) by number of countries

# STRUCTURAL GROWTH DRIVERS

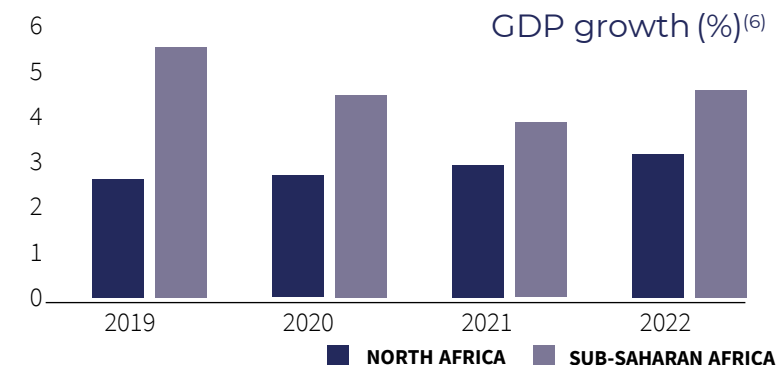
## KB & BRD



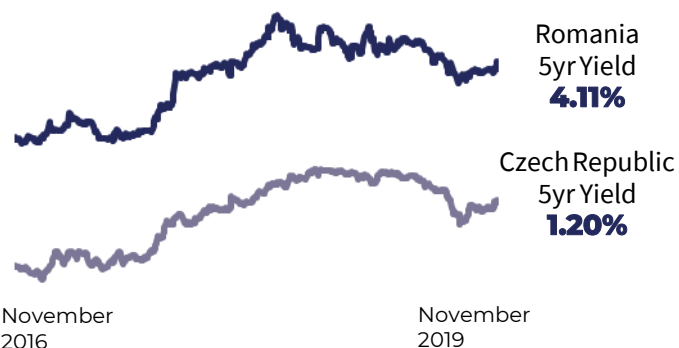
## RUSSIA



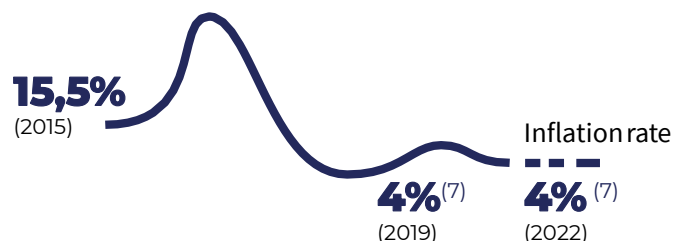
## AFRICA



## FAVORABLE INTEREST RATES ENVIRONMENT<sup>(1)</sup>



## INFLATION STABILISATION



In **RUSSIA**, the **credit to GDP ratio** is ~50%<sup>(2)</sup>, a powerful lever for revenue growth

## PROMISING DEMOGRAPHIC TRENDS

More than half of the expected **demographic growth** in the world by **2050** will come from **Africa**<sup>(3)</sup>

➔ Africa will have an active population (15-60 age) of **1 billion** people in **2030** and **1.5 billion** people in **2050**<sup>(4)</sup>

**Rate of bancarisation is < 25%**<sup>(5)</sup> of the adult population

(1) Yield of sovereign bonds at 5 years, 02/11/2015 – 01/11/2019 at 14/11/2019 (2) Source: domestic credit to private sector by banks (% of GDP), World Bank Group. (3) Source: United Nations. (4) United Nation (5) Average rate of the population (% age 15+) having a financial institution account for Sub-Saharan countries in which SG is based. Global Findex database 2017, World Bank (6) Refinitiv Datastream (7) Russian Ministry of Economy forecast from Sep.19

# 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

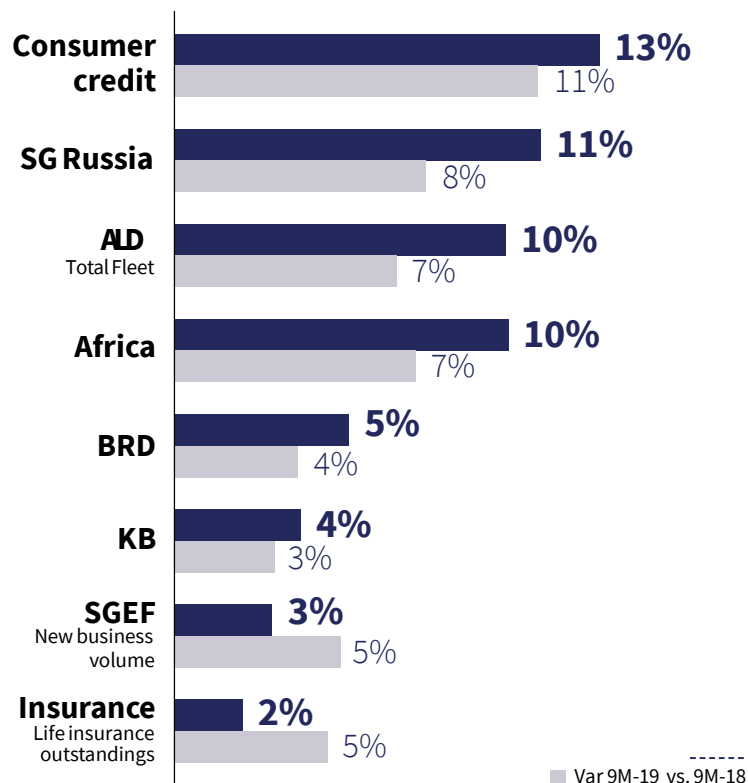
#### BENEFITING FROM OUR BUSINESS POSITION TO SHAPE NEW BUSINESS MODEL

Bank as a platform  
Bank as a service  
Mobility as a service

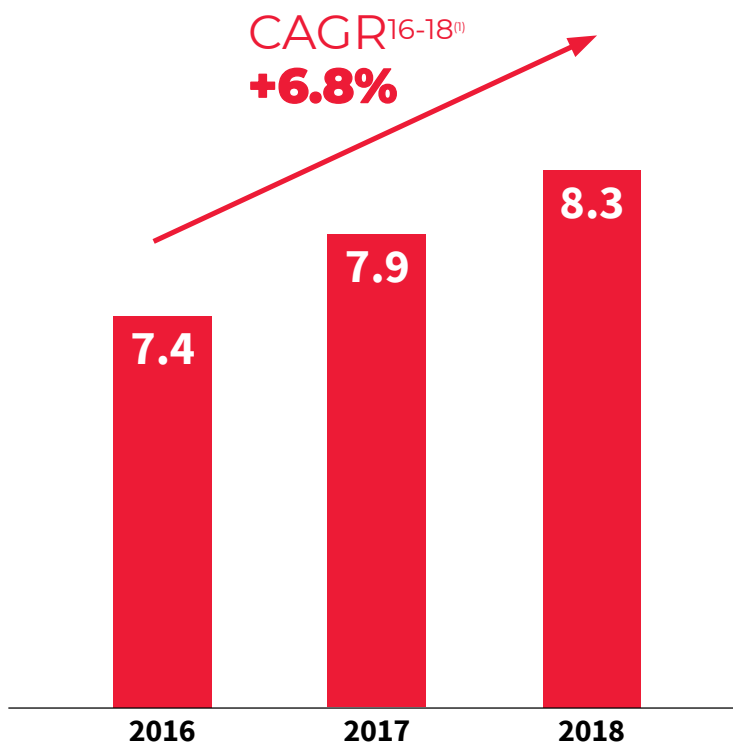


# SUCCESSFUL GROWTH TRACK RECORD

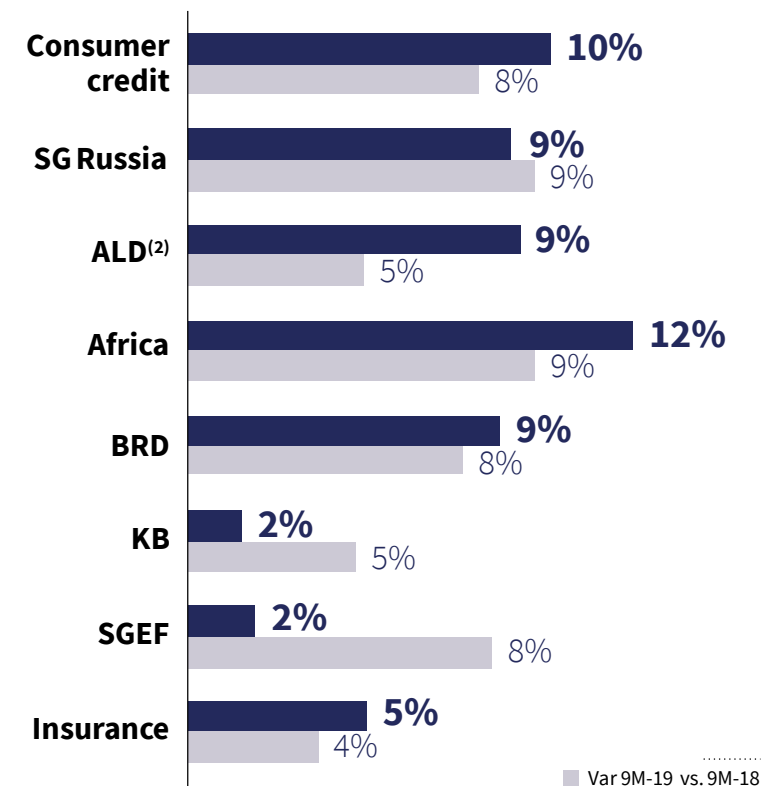
## LOANS OUTSTANDING CAGR<sup>16-18(1)</sup> BY REGION AND BUSINESS



## STRONG REVENUES GROWTH



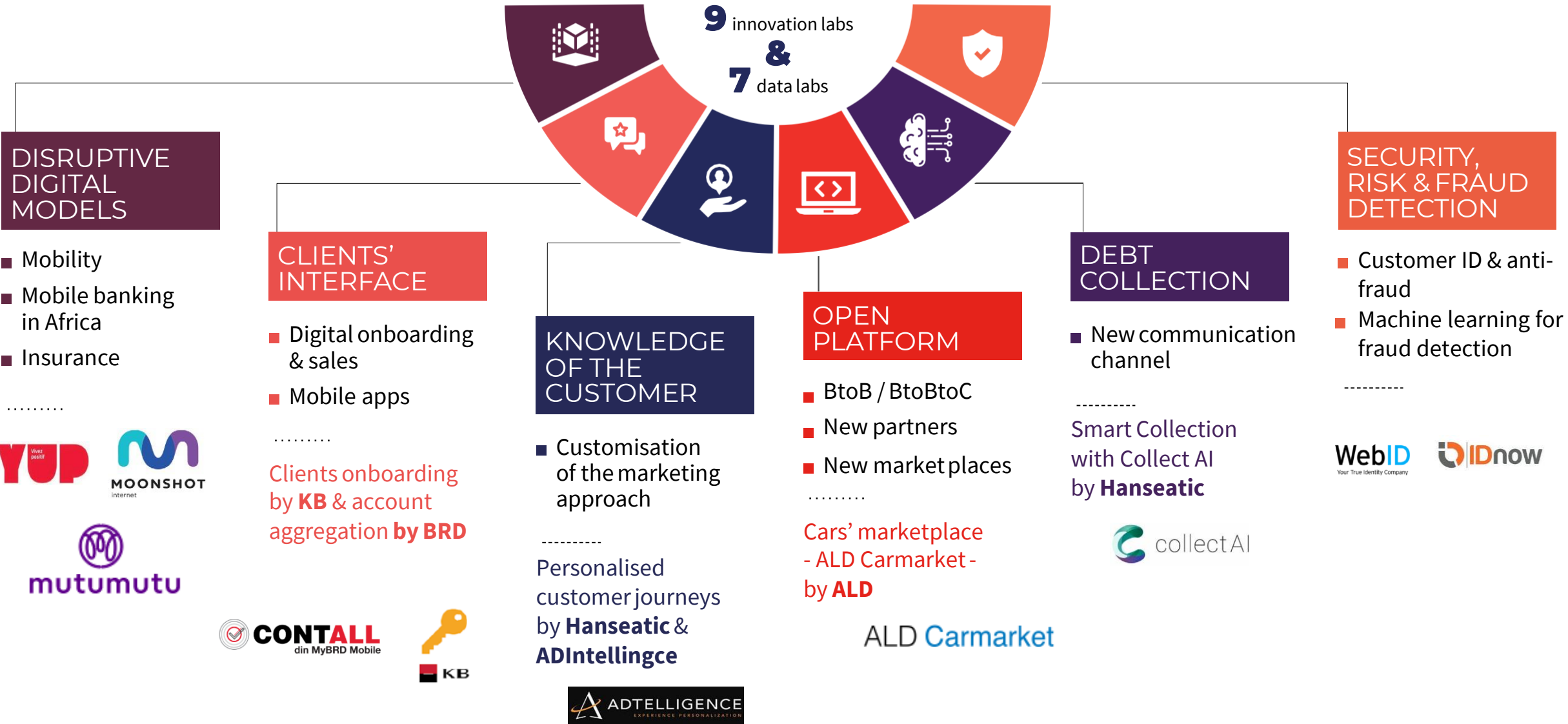
## REVENUES CAGR<sup>16-18(1)</sup> BY REGION AND BUSINESS



(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



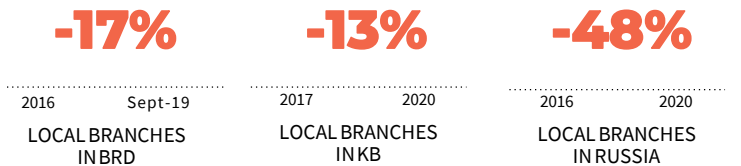
# CONTINUOUSLY UPGRADING OUR OPERATIONAL MODEL

## **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**



## OPTIMIZATION OF CENTRAL FUNCTION: **-40% FTE**

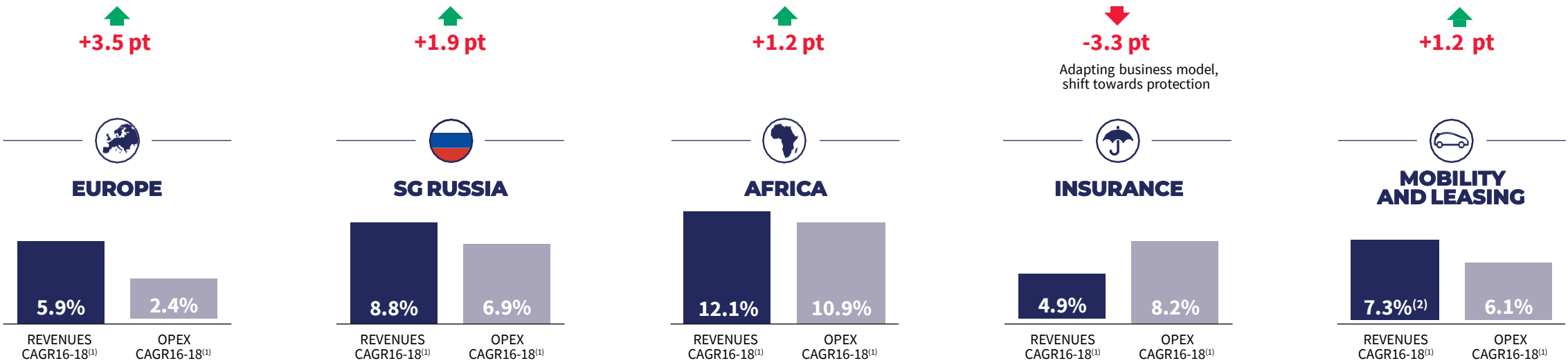
# UNIQUE COMBINATION OF GROUP AND LOCAL STRENGTH

CENTRAL FUNCTIONS CHAIN	SHARED BEST PRACTICES	HIGH STANDARD	CULTURE & CONDUCT
FUNDING	LOCAL SELF-FUNDING / RELY ON GROUP SOLIDITY		
RISK	PROCESSES STREAMLINING / BUSINESS UNIT EMPOWERMENT		
COMPLIANCE	LOCAL STAFF WITH DIRECT REPORTING LINE		
IT	AGILE MOOD / PROJECT MOOD		
HR	LEVERAGE ON STRONG BRAND RECOGNITION TO ATTRACT TALENTS		

# COMMITTED TO IMPROVE EFFICIENCY

## LEVERAGE ON AN INTEGRATED MODEL

### DIGITAL TRANSFORMATION + OPERATIONAL MODEL UPGRADING



## POSITIVE JAWS

(1)When adjusted for changes in Group structure and constant exchange rates.

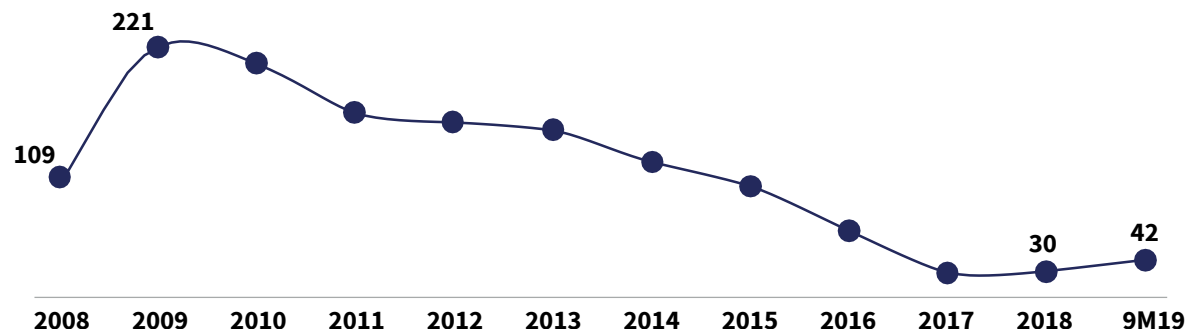
(2)Excluding Car Sales Result for ALD.

► Operational jaws.



# STRUCTURAL IMPROVEMENT IN ASSET QUALITY

## WELL-ESTABLISHED TRACK RECORD OF LOW COST OF RISK



## WELL-BALANCED PORTFOLIO

EUR 172bn EAD (June 19)

### CORPORATES

Eligible collateral & Affected Credit

47%

Non-secured

53%

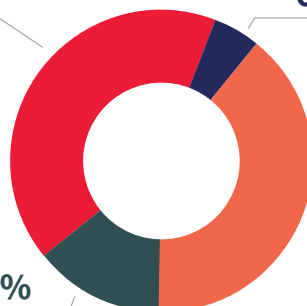
39%

6%

### FINANCIAL INSTITUTIONS

### SOVEREIGN

17%



### RETAIL

Car loans & other  
ca. 20%

Mortgages

ca. 40%

Other cash loans

Ca. 40%

## SELECTIVE ORIGINATION<sup>(2)</sup>

### 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%** <sup>(3)</sup> of car loans in consumer finance across Europe



**OPERATING LOSSES ≤0.5%<sup>m)</sup> 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

## STRATEGIC CRITERIA

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

**>60**  
M&A transactions on IBFS<sup>1</sup> since 2012

### LEASING

Ongoing divestiture of PEMA in Germany

### ALD

Acquisition of >5 companies since 2014 across Europe – in France (Parcours), Spain (including BBVA Autorenting), 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

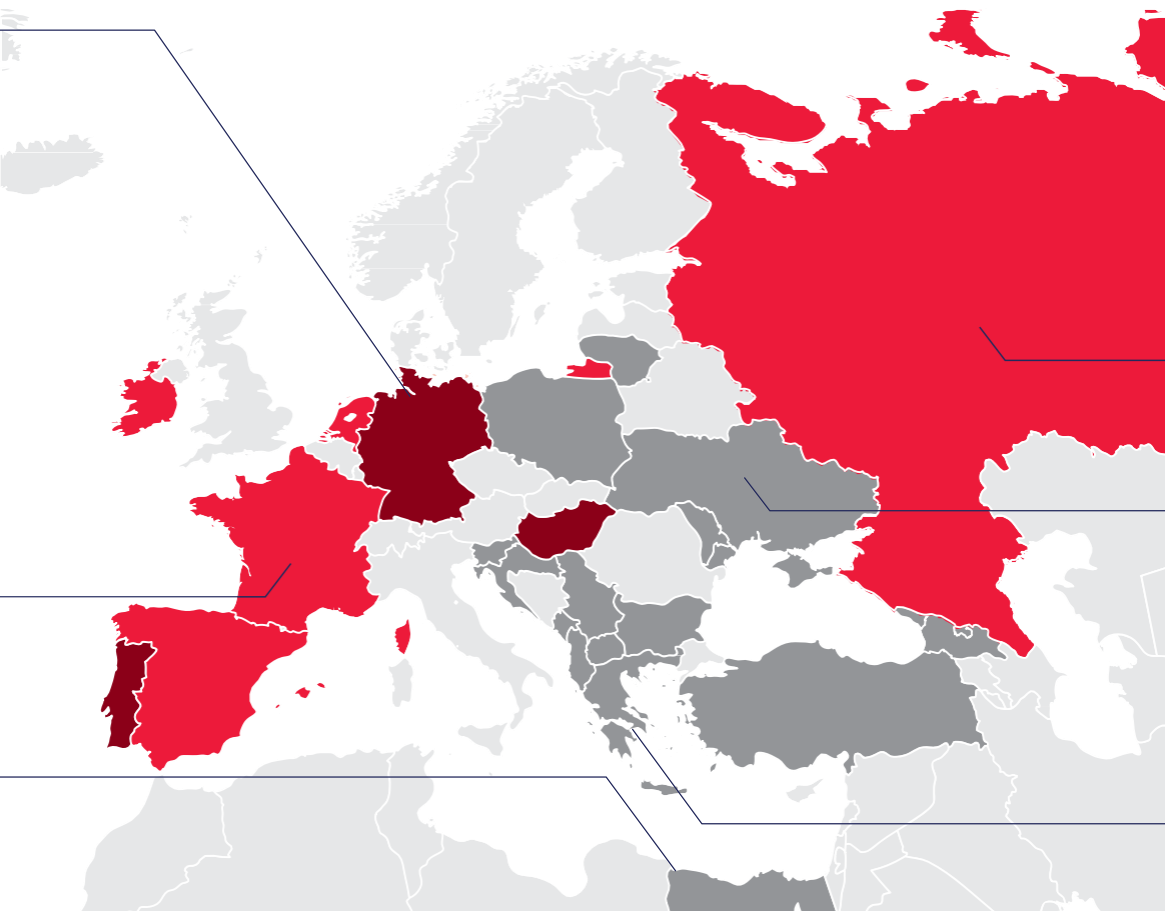
Reinforcement of SG stake in Rosbank in 2014 and 2016

### 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)



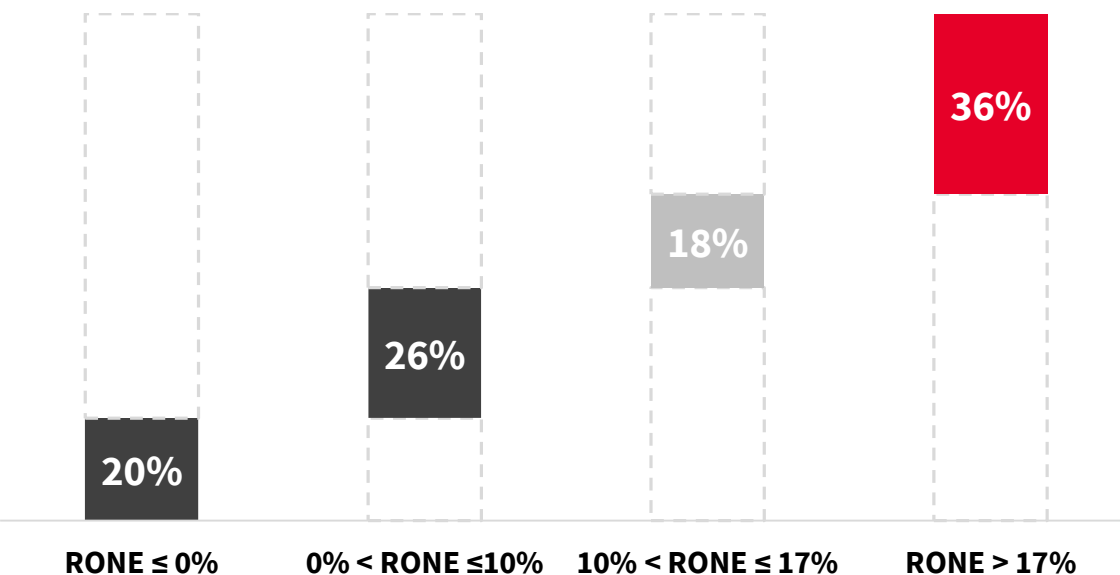
- Country exits since 2013<sup>2</sup>
- Key European acquisitions since 2013<sup>2</sup>
- Key European countries in which divestitures have taken place since 2013<sup>2</sup>

(1) International banking and financial services  
(2) Map is non exhaustive and for illustration purposes only.

# DYNAMIC CAPITAL ALLOCATION

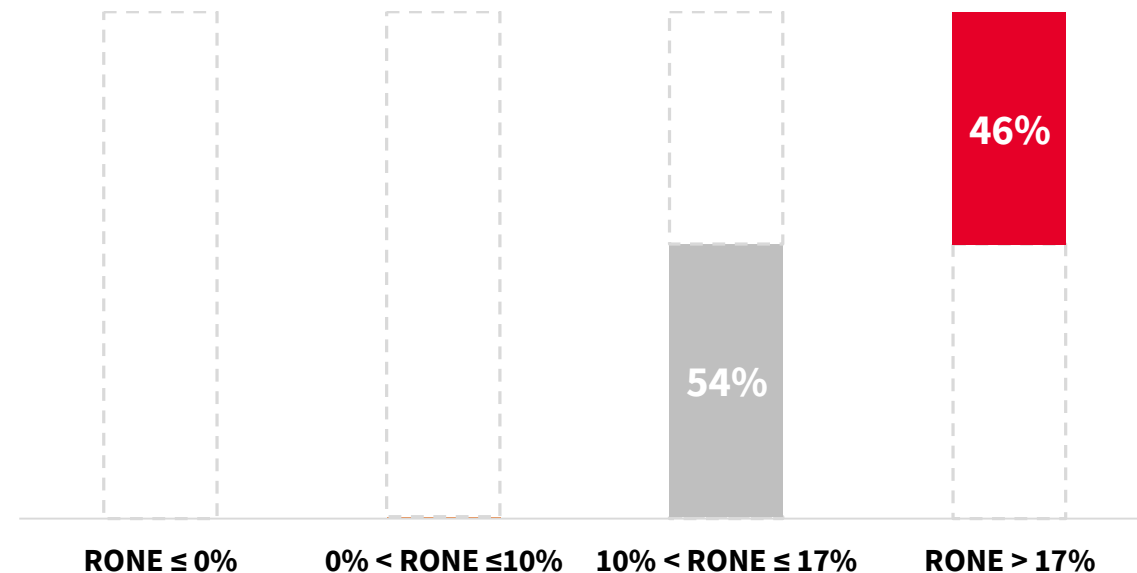
## FROM 2014...

RONE GENERATED BY IBFS<sup>1</sup> RWA IN 2014



## ... TO 2018

RONE GENERATED BY IBFS<sup>1</sup> RWA IN 2018

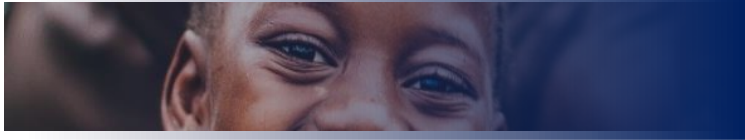


**~50% OF RWA GENERATING RONE >17% IN 2018**

(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

## DEMOGRAPHIC SHOCK



### 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

## URBAN POLARIZATION



### 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



### BUSINESS DEVELOPMENT THROUGH SUSTAINABILITY

#### 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

# 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%**

# DEEP DIVE INTO INTERNATIONAL RETAIL BANKING & FINANCIAL SERVICES

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## WORKSHOPS

THE FUTURE  
IS YOU



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# KOMERČNÍ BANKA

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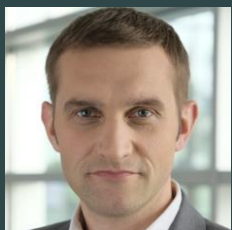
**Gianluca SOMA**

**HEAD OF INTERNATIONAL RETAIL BANKING FOR EUROPE AND RUSSIA**



**Jan JUCHELKA**

**CHAIRMAN OF THE BOARD AND CEO**



**Margus SIMSON**

**CHIEF DIGITAL OFFICER**

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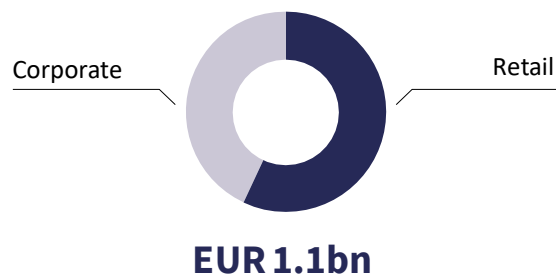


# KOMERČNÍ BANKA – ID CARD

## BUSINESS POSITION

**#1** Czech corporate bank  
**#3** bank in Czech Republic

### REVENUES BY CLIENT



### OUTSTANDING BY PRODUCT



## FY 2018 FINANCIAL PERFORMANCE

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

**RONE 27%**  
Market cap.<sup>(1)</sup> **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%** active mobile banking  
customers targeted in 2020

**22%** share of digital sales  
in 2019



**75%** of clients perceive KB  
as an innovative bank

**40%** HQ ETF working on  
Agile way



**€400m** New Green SPIF  
financing in 2020

Among  
**TOP 50**  
percentiles companies in ROBECO  
SAM assessment for DJ  
Sustainability index in  
2021

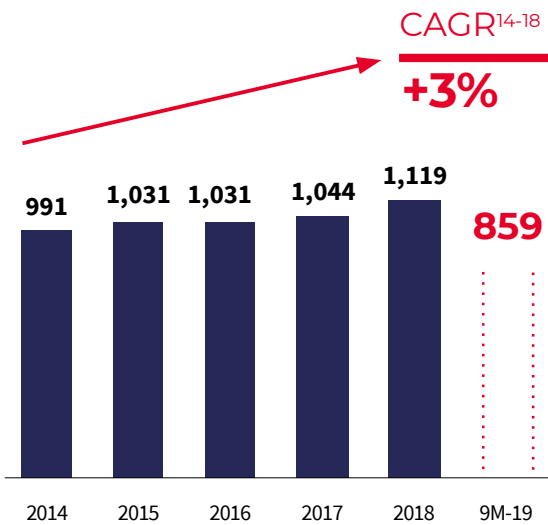
Note: 2018 actual financials. (1) As of 14.11.2019

# A SUCCESSFUL AND HIGHLY PROFITABLE LEADER ON THE CZECH MARKET

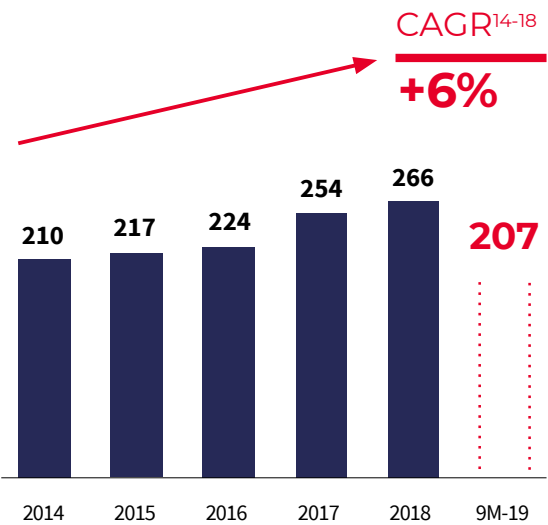
## PROFITABILITY

SOLID TRACK RECORD WITH HIGH GROWTH IN GROUP NET INCOME

REVENUES (EURm)



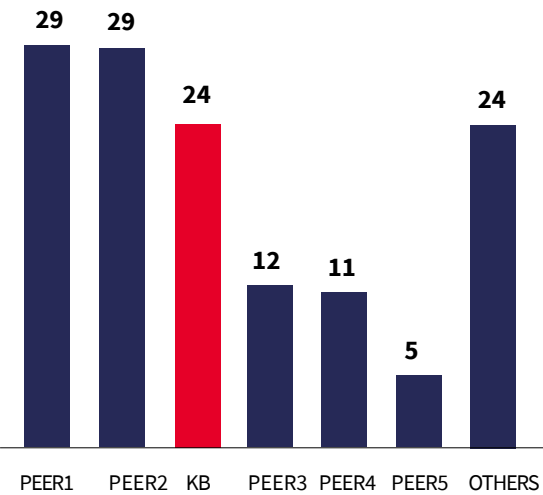
GROUP NET INCOME (EURm)



## LEADERSHIP

THIRD LARGEST BANK IN CONCENTRATED CZECH MARKET

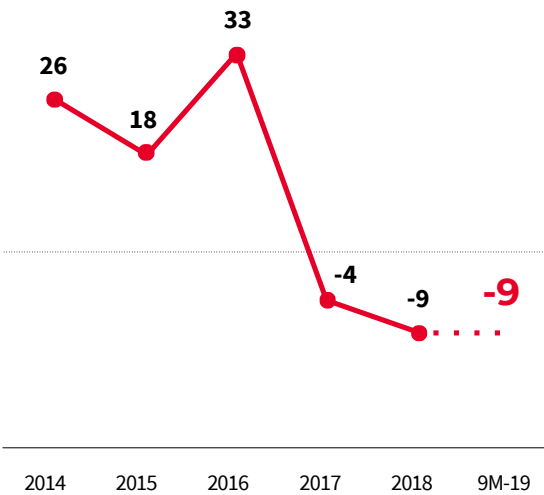
CUSTOMER LOANS (EUR bn)\*



## SELECTIVITY

LOW RISK PROFILE

COST OF RISK (IN bp)



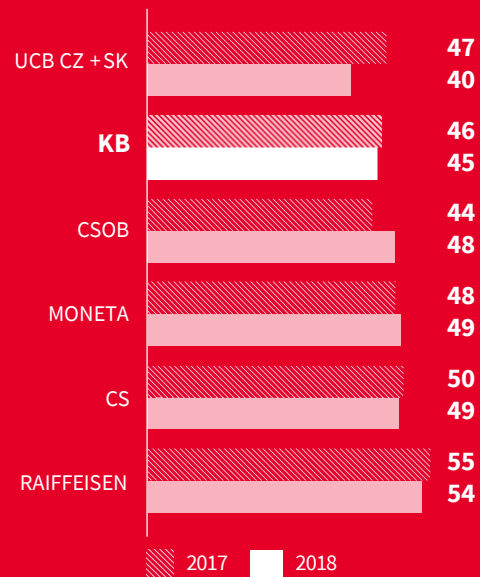
\*Data:30.06.2019 based on individual bank reports

# OWNING ALL KEY FACTORS FOR MAINTAINING HIGH LEVEL OF PERFORMANCE IN THE LONG RUN

## EFFICIENCY

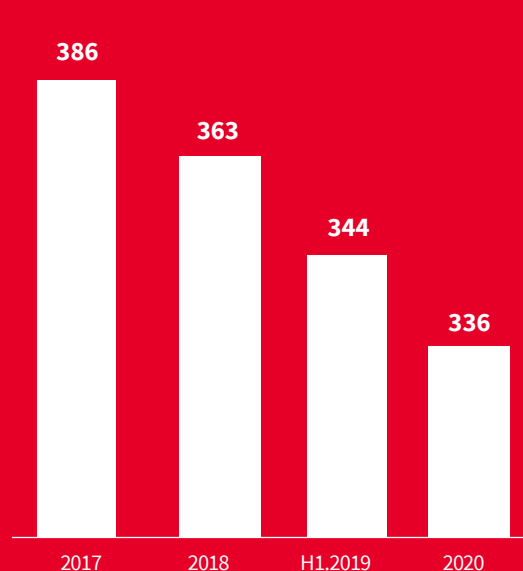
ONE OF THE MOST EFFICIENT BANK OF THE MARKET

COST TO INCOME RATIO (IN %)\*



FEWER BRANCHES, MORE SPECIALIZED

# OF BRANCHES



## 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



**+35%**

YtoY MOBILE BANKING  
USERS  
725 000 CLIENTS



**90%**

OF BANK AND CLIENT  
INTERACTIONS ARE  
DIGITAL



**1,47 M**

INTERNET BANKING USERS,  
89% OF RETAIL CLIENTS  
(+2,2% YtoY)

## ...TO INCREASE CLIENT SATISFACTION



**8/10**

MOBILE APP SATISFACTION



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...



**KB**

SMART  
SOLUTIONS

**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



Safe and user-friendly **REAL  
ESTATE PORTAL** incubated  
by KB



Partnership with leading  
energy company to support  
**RENEWABLES FINANCING**



**M&A ADVISORY** focusing  
on SME's shareholders

# RUSSIA

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**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**



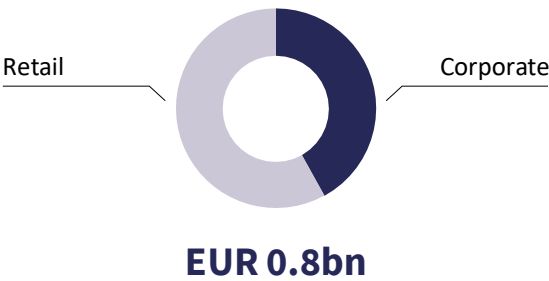
**SOCIETE  
GENERALE**

# SG RUSSIA\* – ID CARD

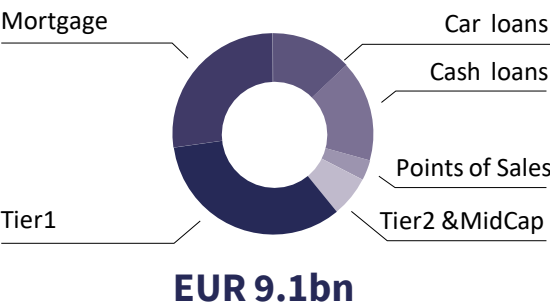
## BUSINESS POSITION

#1 international bank<sup>(1)</sup>

### REVENUES BY CLIENT



### OUTSTANDING BY PRODUCT\*\*



## FY 2018 FINANCIAL PERFORMANCE

3% of Group net banking income  
4% of Group net income

**RONE 12%**

<b>NBI</b> EUR 0.8bn	<b>C/I RATIO</b> 69%
<b>COST OF RISK</b> 66bps	<b>NET INCOME</b> 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<sup>(2)</sup>  
**50/50** gender diversity in Management Board

Note: 2018 actual financials. \* Contribution of Rosbank, Rusfinance Bank, Societe Generale Insurance, ALD Automotive, and their consolidated subsidiaries to Group businesses results.

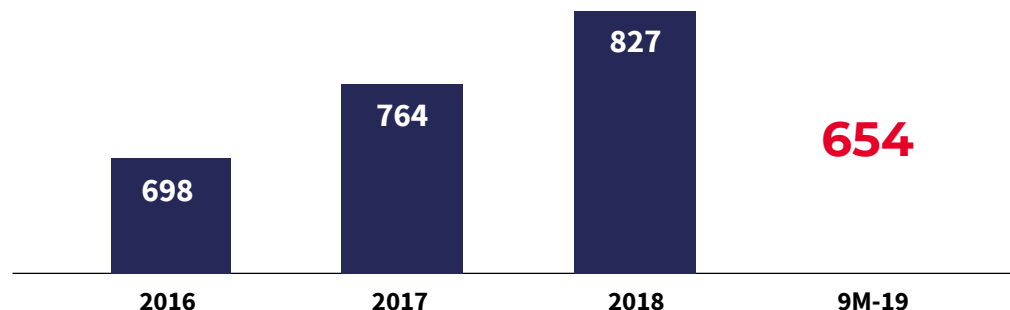
\*\* Russia structure includes Rosbank, Delta Credit, Rusfinance and their consolidated subsidiaries in International Retail Banking

(1) By retail loans (2) Global Banking & Finance Review

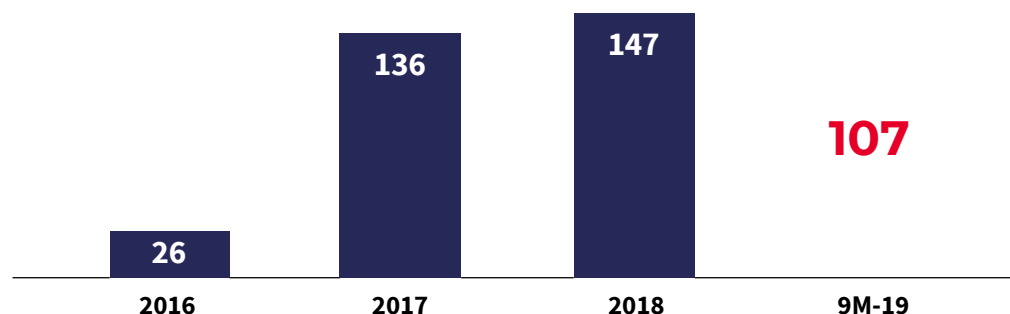
# KEY STRATEGIC OBJECTIVES ON TRACK

## IMPROVING PERFORMANCE

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



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



9M-19 RONE **12.4%**

## LEVERAGING ON ATTRACTIVE FEATURES



INVESTMENT GRADE COUNTRY BY ALL RATING AGENCIES



GROWING BANKING MARKET



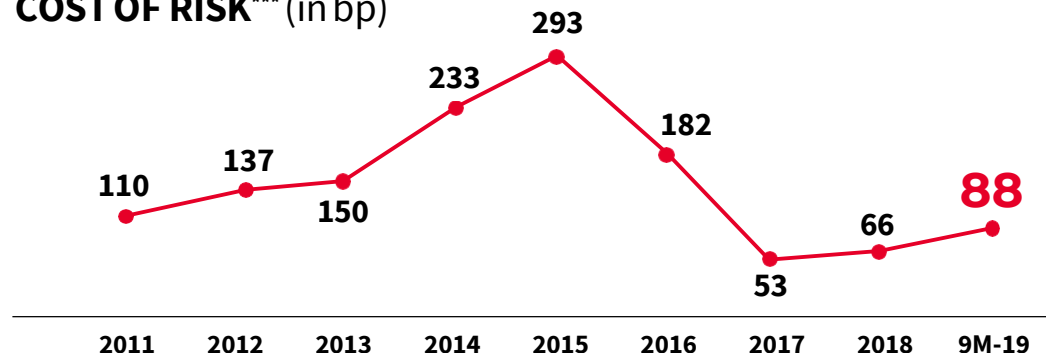
RIGOROUS RUSSIAN AML FRAMEWORK



FAST EXPANDING DIGITAL ENVIRONMENT SUPPORTED BY CENTRAL BANK OF RUSSIA

## PRUDENT RISK POLICY

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



\* 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

SAFE &  
TRANSPARENT  
BANK



TOP-3  
reliable bank  
in Russia

Best **CSR**  
Bank\*  
in Russia in 2018

SYNERGIES  
WITH  
SG GLOBAL  
FRANCHISES



#2  
for international  
DCM\*\*

#1  
in syndicated loans\*\*

LEADER FOR  
SERVICING  
MULTI-  
NATIONAL  
COMPANIES



Servicing  
**1,180**  
MNCs  
from 44 countries

NATURAL  
PARTNER  
FOR INTER-  
NATIONAL  
TRADE  
COMPANIES



**15%**  
Import LCs market  
share for 9M-19

#1  
In international  
factoring

## RECOGNIZED RETAIL EXPERTISE

EXTENDED  
REGIONAL  
FOOTPRINT



Presence in  
**70**  
Regions  
out of 85

RETAIL  
SECURE  
LENDING  
LEADER



#1  
by production  
in 2019 in car lending

#1  
in mortgage  
among non-state  
banks

ALTERNATIVE  
TO STATE  
BANKS  
FOR PREMIUM &  
PRIVATE BANKING  
CLIENTS



TOP-5  
Premium in Franck  
Research ranking

DIGITAL &  
INNOVATION  
PATH



**1 m**  
internet and mobile  
app active users

**50%**  
saving accounts  
sold through digital  
channels

\*Global Banking & Finance Review

\*\*For the Russian market

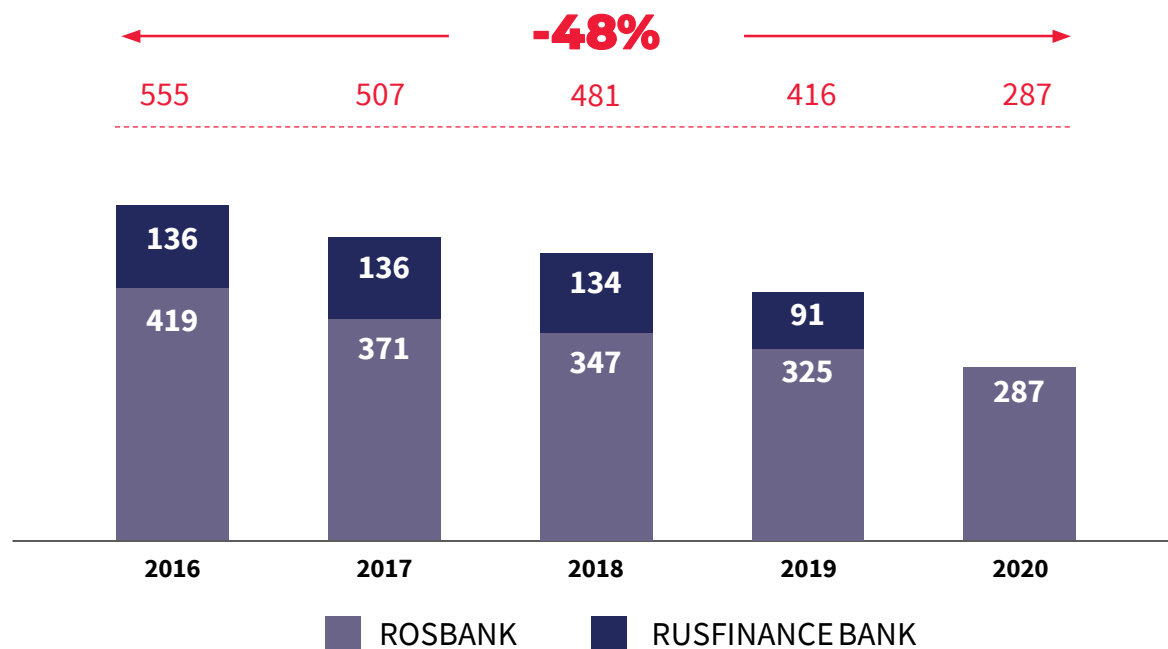


# FURTHER ENHANCING NETWORK OPERATIONAL EFFICIENCY

## NETWORK DOWNSIZING



### # OF BRANCHES



## NEARSHORING

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

ca. 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**



**QR CODES AND  
INSTANT INVOICES**

ACQUIRING SERVICES VIA  
THE CBR FAST PAYMENT  
SYSTEM

**DIGITAL HOUSING  
ECOSYSTEM** VIA

INTEGRATION WITH

**DOZENS OF  
PARTNERS**

**DIGITAL OFFICE**

ONLINE CHAT, PAPERLESS  
PROCESSES

**1**

**SINGLE INTERNET  
AND MOBILE BANK**

FOR ALL THE PLATFORMS

# AFRICA

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**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**



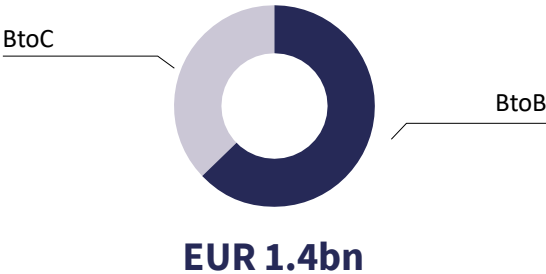
**SOCIETE  
GENERALE**

# AFRICA\* – ID CARD

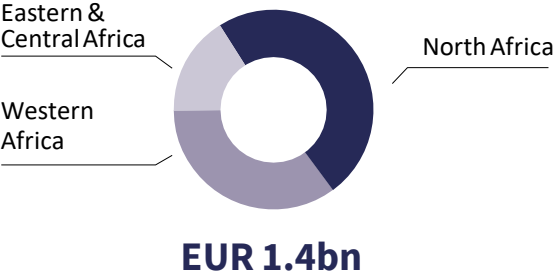
## BUSINESS POSITION

Tier 1 position in all countries

REVENUES BY CLIENT



REVENUES BY GEOGRAPHY



## FY 2018 FINANCIAL PERFORMANCE

6% of Group net banking income

5% of Group net income

**RONE 14%**

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

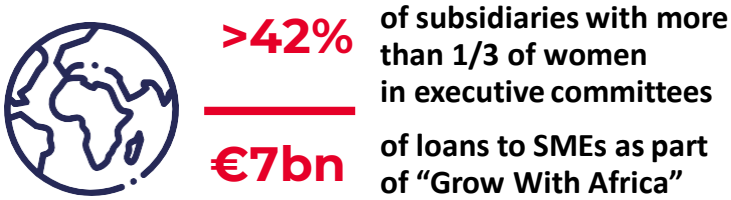
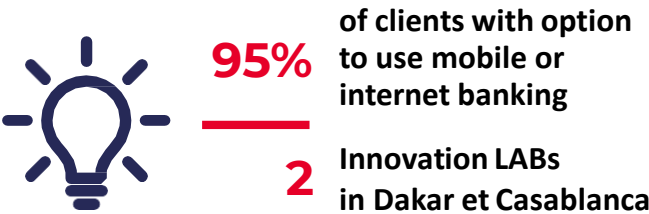
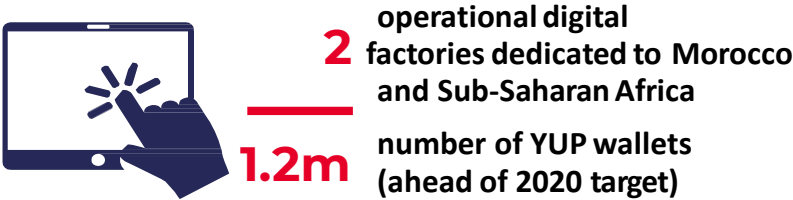
**NBI**  
EUR 1.4bn

**C/I RATIO**  
59%

**COST OF RISK**  
108bps

**NET INCOME**  
EUR 0.2bn

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



Note: 2018 actual financials. \*North Africa and Sub-Saharan Africa only (oversea territories excluded). \*\* Market data and conversion rate as of 14-11-2019.

# 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

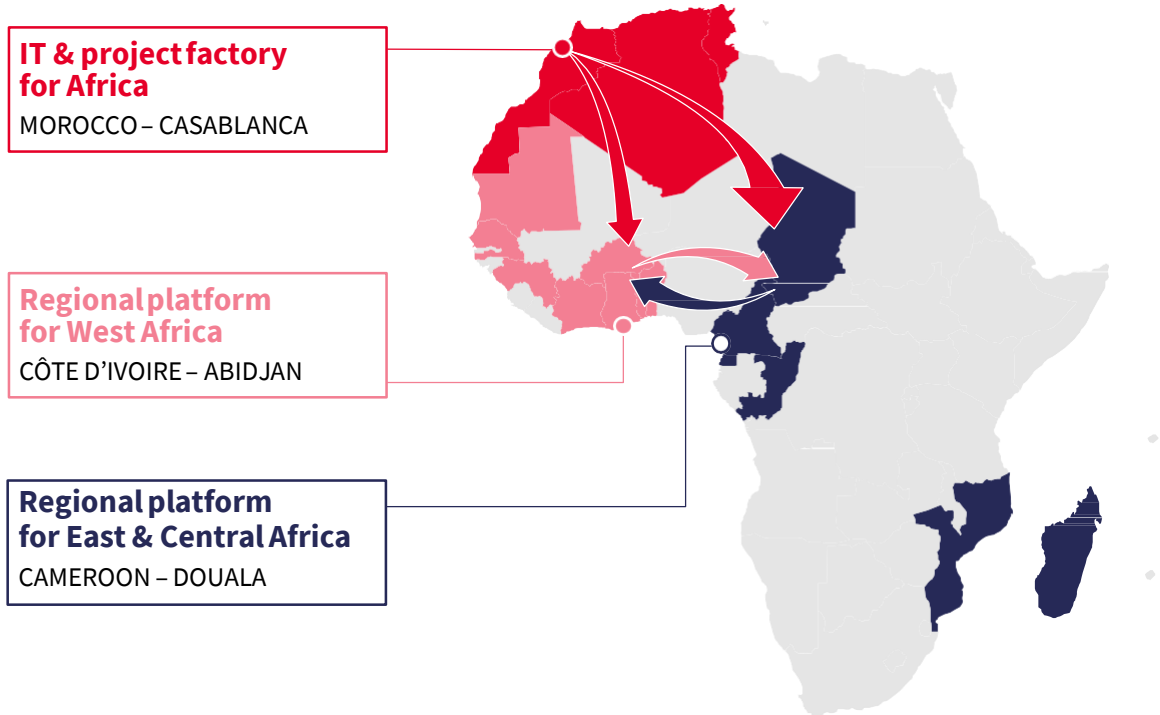
STRONG GROWTH  
PROSPECTS NOTABLY DRIVEN  
BY DEMOGRAPHIC TRENDS

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



## 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, Cote d'Ivoire, Equatorial Guinea, Ghana, Guinea, Madagascar, Mauritania, Morocco, Mozambique, Senegal, Togo, Tunisia

# 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

# 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



 SOCIÉTÉ GÉNÉRALE

## 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

Société Générale is now DHL's main bank in various African countries

Commercial relationship is multi-product based with notably cash management and trade finance

### CAPABILITIES - ILLUSTRATION STRUCTURED FINANCE & MARKETS



 SOCIÉTÉ GÉNÉRALE CAMEROUN

## 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

### CAPABILITIES - ILLUSTRATION STRUCTURE FINANCE & MARKET



 SOCIÉTÉ GÉNÉRALE CÔTE D'IVOIRE

## PFO - VEOLIA - STATE PARTNERSHIP IN CÔTE D'IVOIRE

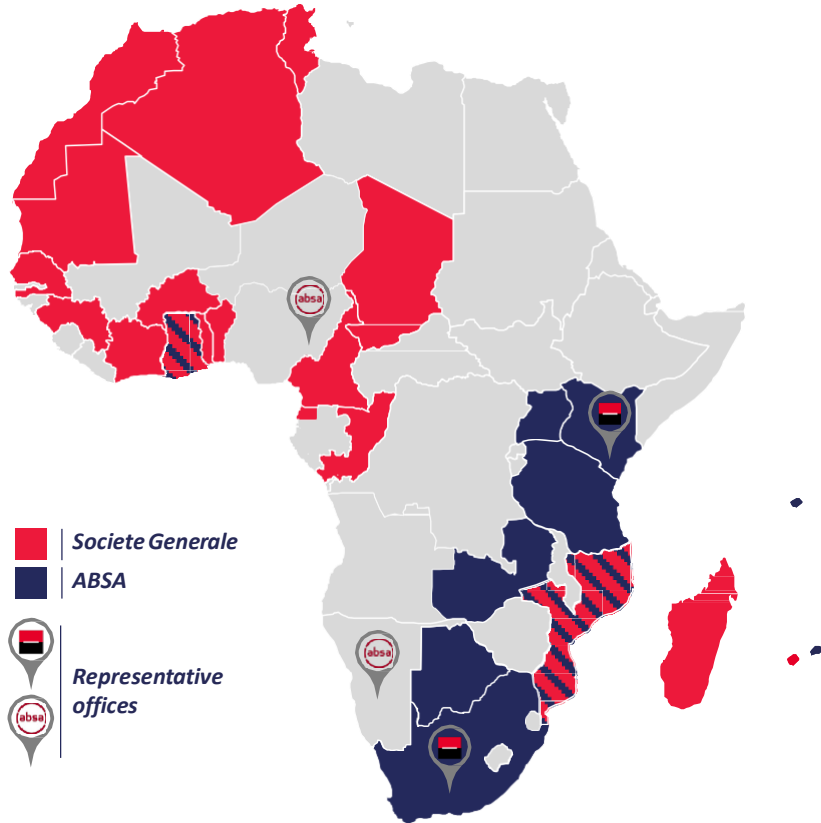
Financing of a 30km pipeline and the largest water plant in Africa, representing 30% of Abidjan's daily water consumption by 2025

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**

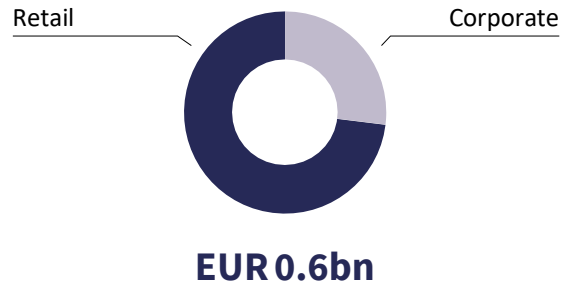
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# ROMANIA – ID CARD

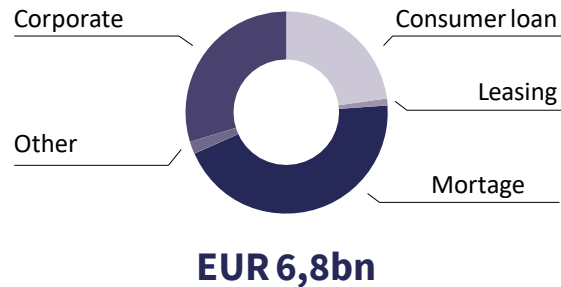
## BUSINESS POSITION

**#3** bank in Romania **#2** loans to individuals

### REVENUES BY CLIENT



### OUTSTANDING BY PRODUCT



## FY 2018 FINANCIAL PERFORMANCE

**2%** of Group net banking income

**4%** of Group net income

**RONE 32%**

Market cap.<sup>(1)</sup> **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



**1** Digital HUB

**130** APIs in production



**11**

Robots for process automation deployed

**4**

Projects of start-up incubation within Innovation Lab



**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

# ALD AUTOMOTIVE

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**Mike MASTERSON**  
CEO



**John SAFFRETT**  
DEPUTY CEO

**THE FUTURE  
IS YOU**



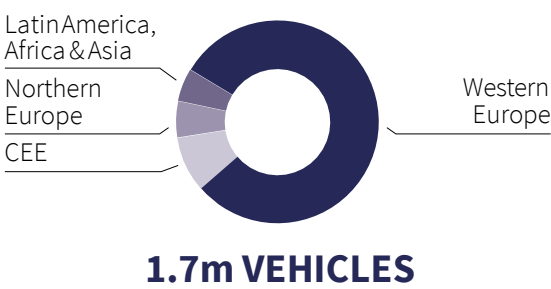
**SOCIÉTÉ  
GÉNÉRALE**

# ALD AUTOMOTIVE – ID CARD

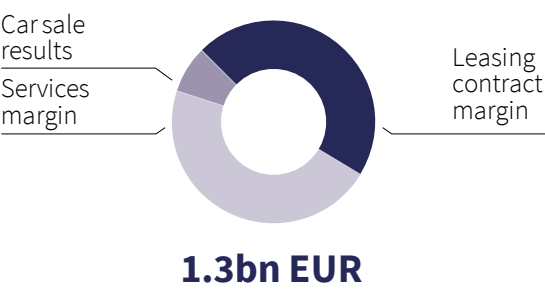
## BUSINESS POSITION

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

### FLEET DISTRIBUTION BY GEOGRAPHY



### BREAKDOWN OF OPERATING INCOME



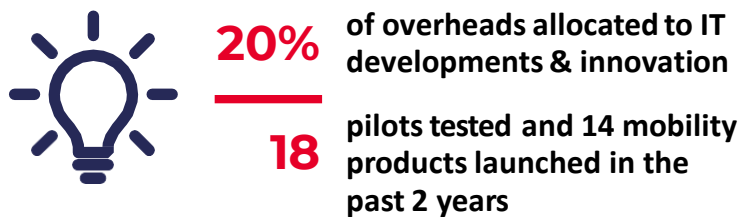
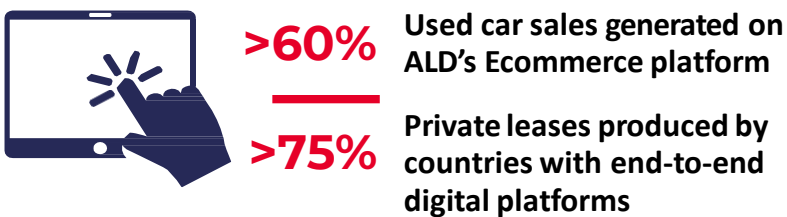
## FY 2018 FINANCIAL PERFORMANCE

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

Market cap.<sup>(1)</sup> EUR 5.6bn

NBI EUR 1.3bn	C/I RATIO 49.8%*
COST OF RISK 21bps	NET INCOME EUR 0.4bn

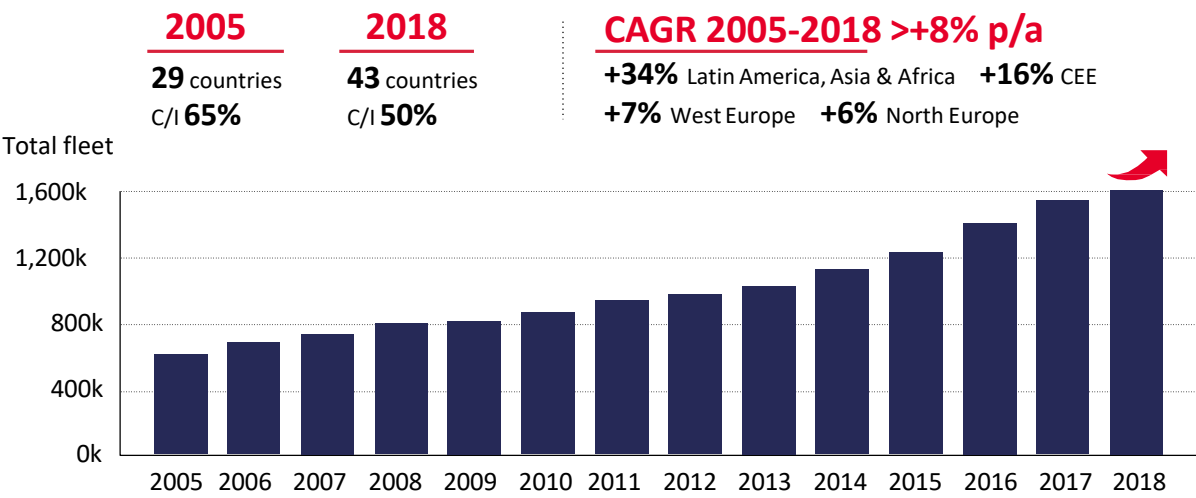
## AT THE FOREFRONT OF DIGITALIZATION, INNOVATION AND COMMITTED TO SUSTAINABILITY



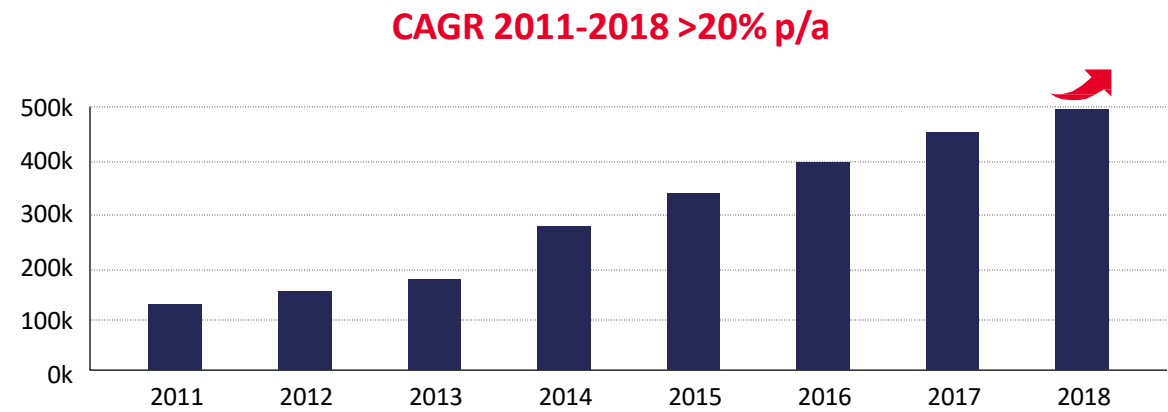
Note: 2018 actual financials. \* Excluding Car Sales Results, based on local data  
(1) As of 13.11.2019

# SUSTAINABLE GROWTH SUPPORTED BY A STRONG PARTNERSHIP STRATEGY

## SUSTAINABLE LONG TERM GROWTH



## PARTNERSHIP RUNNING FLEET

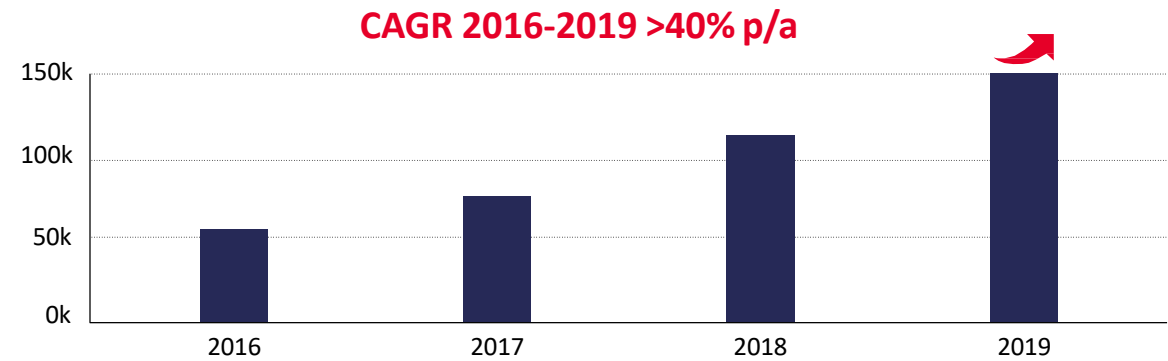


## A SUCCESSFUL PARTNERSHIP STRATEGY

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



\* 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

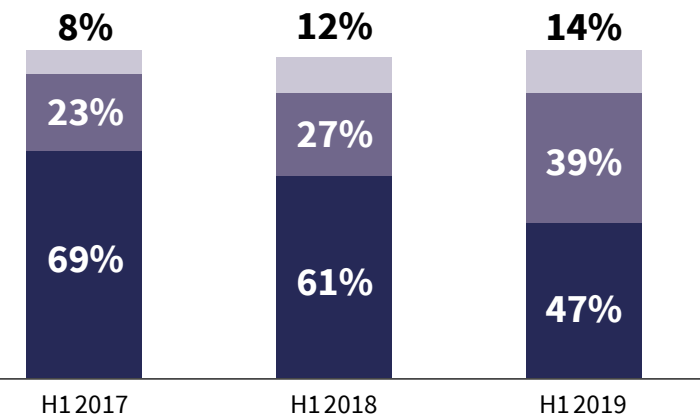
- More than 118,000 “green” vehicles under management mid 2019
- ALD Electric: a new integrated EV offer for all clients segments
- Partnerships with leading charging providers: Eon & Chargepoint

## 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\*

Alternative\*\*  
Petrol  
Diesel



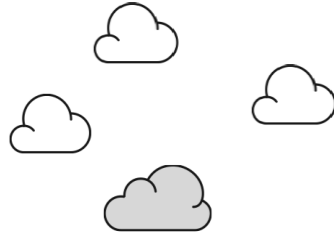
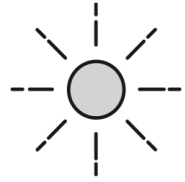
## EUR 500M IMPACT BOND TO FINANCE GREEN FLEET

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

ALD CAR SHARING

FULL DIGITAL  
PRIVATE LEASE

ALD RIDE SHARING

FLEXIBLE OFFERS

SECOND LIFE LEASE

## THE FUTURE

URBAN MOBILITY INTEGRATED OFFERING

SHARED  
MOBILITY

CONNECTED  
VEHICLES

ELECTRIC MOBILITY

SUBSCRIPTION  
OFFER



# INSURANCE

---



**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**

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IS YOU**



**SOCIETE  
GENERALE**

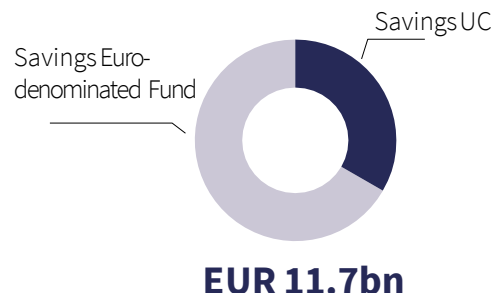


# INSURANCE – ID CARD

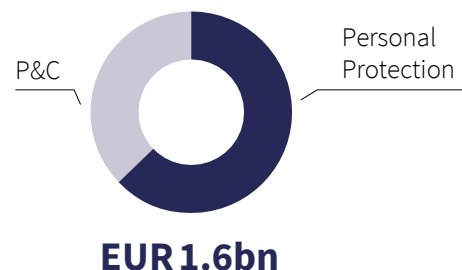
## BUSINESS POSITION

#5 bank insurer in France, #1 Czech Rep. and Top 3 in Romania & Morocco  
AuM YE 2018 **EUR 120 bn**

PREMIUM SAVINGS BY TYPE



PREMIUM PROTECTION BY TYPE



## FY 2018 FINANCIAL PERFORMANCE

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

**ROME 20%**

**NBI**  
**EUR 0.9bn**

**C/I RATIO**  
**38%**

**GROUP INSURANCE NBI**  
**EUR 2.3bn**

**NET INCOME**  
**EUR 0.4bn**

## 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

**€200m**

of investments in start-ups and tech companies as part of France Digitale Day



**80 %**

of assets are rated between A and C\*\*

**€700m**

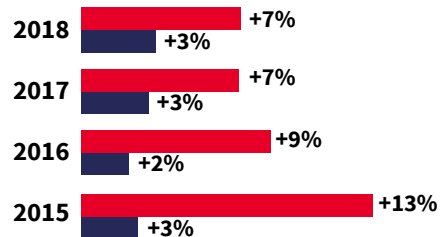
eco-responsible investments in 2018

Note: 2018 actual financials. \* SG Insurance's insurtech dedicated to e-commerce, \*\* ESG ratings: A to G. The rating covers 94% of SG Insurance assets

# A SOLID BANK INSURER MODEL WITH A STRONG DIGITAL AMBITION

## ROBUST MODEL BASED ON BANK INSURANCE

### – P&C GROWTH\*: SG OUTPERFORMS THE MARKET



■ SG Growth ■ Market Growth

– International expansion  
**+16% CAGR<sup>15-18</sup>** 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

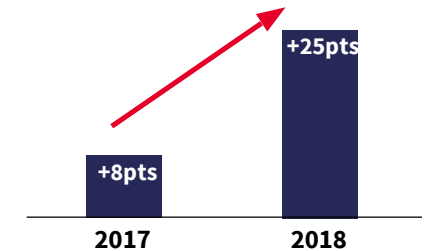


## IN FRANCE

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



NPS  
**+17pts\*\***



\* French Market (home and car insurance). Source FFA

\*\* In France

# PARTNERSHIPS AS AN ADDITIONAL GROWTH ENGINE



## SAVINGS

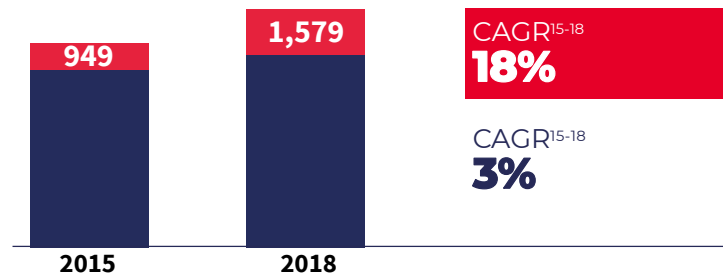
A **profitable and innovative activity** in France in Luxembourg

ORADEA VIE  
GROUPE SOCIÉTÉ GÉNÉRALE

SOGELIFE

PRIMONIAL Unep

**SAVINGS LIFE INSURANCE PREMIUM**  
(EUR m)



■ Partnership ■ Bank Insurance



## PROTECTION

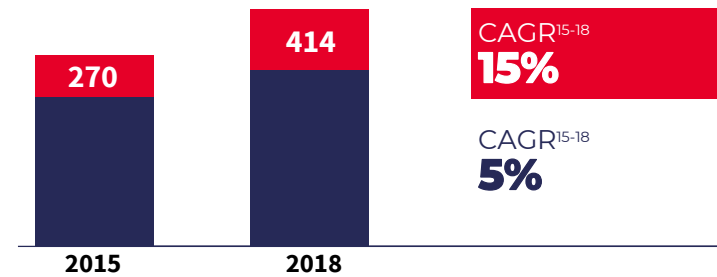
**Solid foundations** in Personal protection and **strong ambitions** in P&C



CAFPI

swkbank.

**PROTECTION PREMIUM**  
(EUR m)



■ Partnership ■ Bank Insurance



## FLEET MANAGEMENT

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

ALD  
Automotive

BCA  
EXPERTISE

Uff  
Banque Conseil  
en Gestion  
de Patrimoine

Alphabet

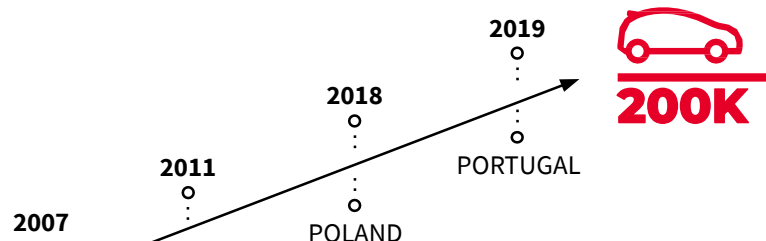
24h  
assistance

**DOUBLE-DIGIT GROWTH**

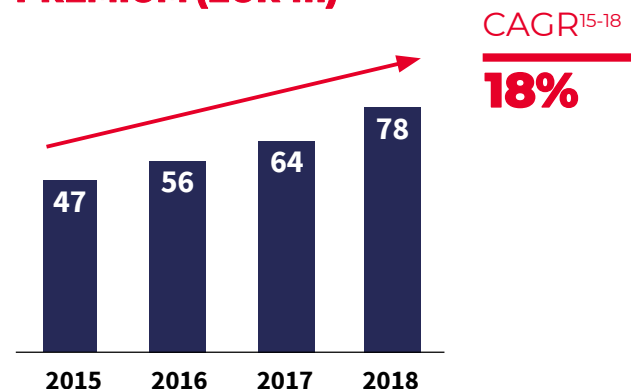
# FLEET MANAGEMENT & MOBILITY: A NEW LEVER OF DEVELOPMENT

## 1 CREATION OF A PROFITABLE AND GROWING PARTNERSHIP WITH ALD

### INSURED VEHICLES

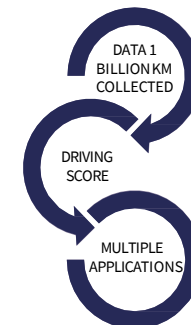


### PREMIUM (EUR m)



## 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



LEVERAGE ON GROUP SYNERGIES TO OPEN NEW PATHS OF DEVELOPMENT

## 3 EXPANSION OF THE BUSINESS MODEL

- Already recognized as a major player in fleet insurance
- Gain of new significant partnerships in France and abroad



HITACHI  
Inspire the Next

### INSURED VEHICLES VIA NEW PARTNERSHIP

>60 K

# CONSUMER FINANCE

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**Gianluca SOMA**

**HEAD OF INTERNATIONAL RETAIL BANKING FOR EUROPE AND RUSSIA**



**Michel BILLON**

**HANSEATIC BANK CEO**

**THE FUTURE  
IS YOU**

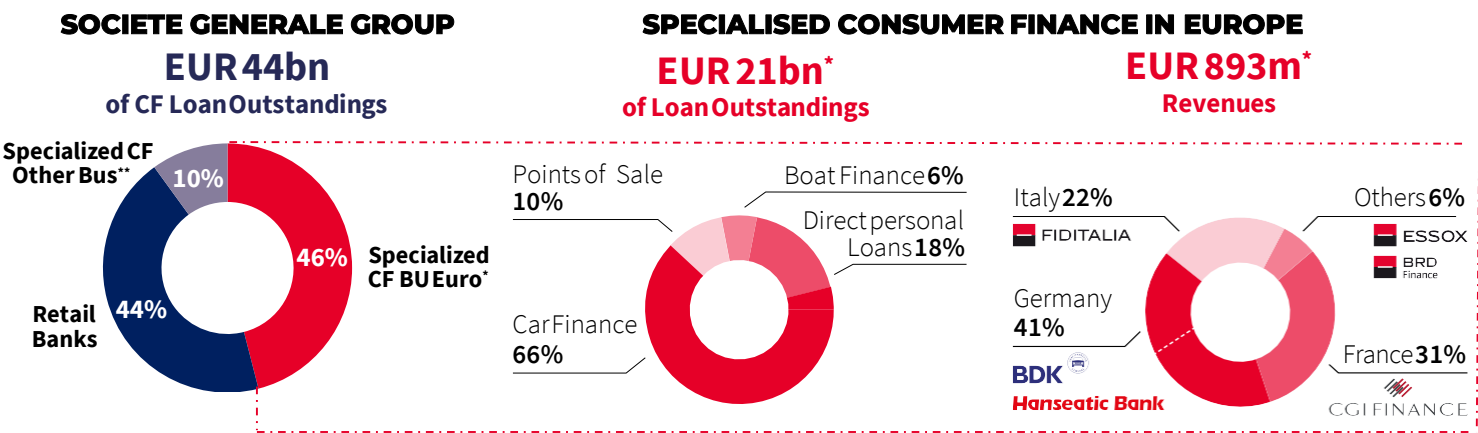


**SOCIETE  
GENERALE**

# CONSUMER FINANCE IN EUROPE – ID CARD

## BUSINESS POSITION

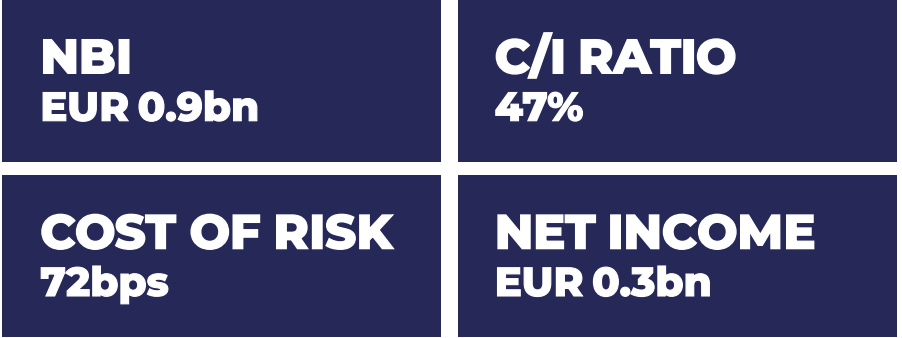
Top3 non-captive bank for car finance in France, Germany & Italy



## FY 2018 FINANCIAL PERFORMANCE

4% of Group net banking income  
6% of Group net income

**RONE 17%**



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



**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**

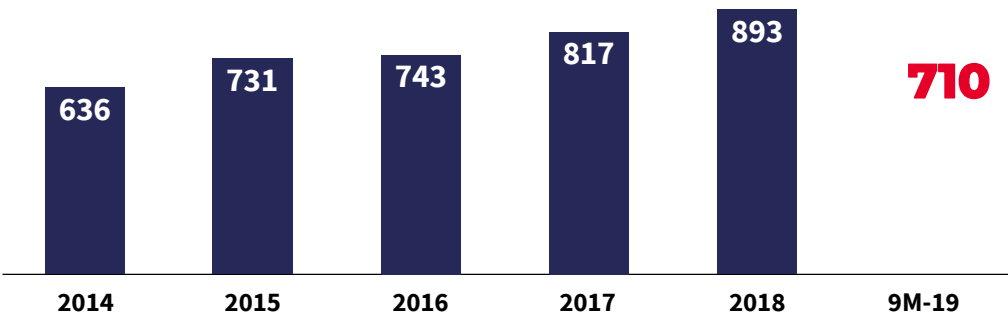
Subsidiaries signed a charter for responsible credit

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

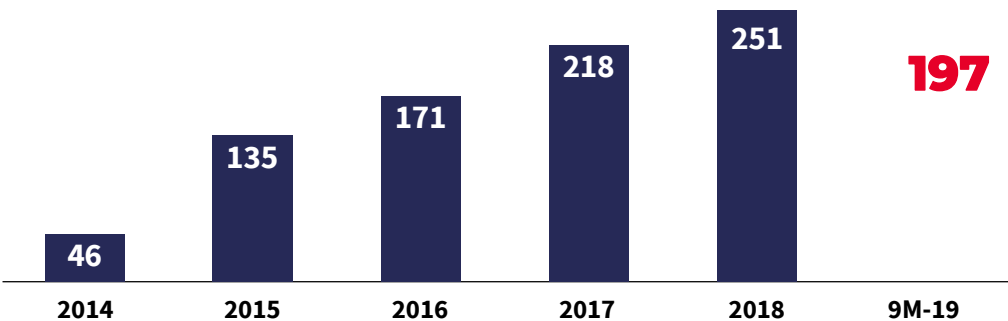
# STILL GROWTH MOMENTUM, HIGH PROFITABILITY AND LOW COST OF RISK

## GROWING FINANCIAL CONTRIBUTION

### SOLID MOMENTUM IN REVENUES (EURm)



### STRONG GROWTH IN GROUP NET INCOME (EURm)



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

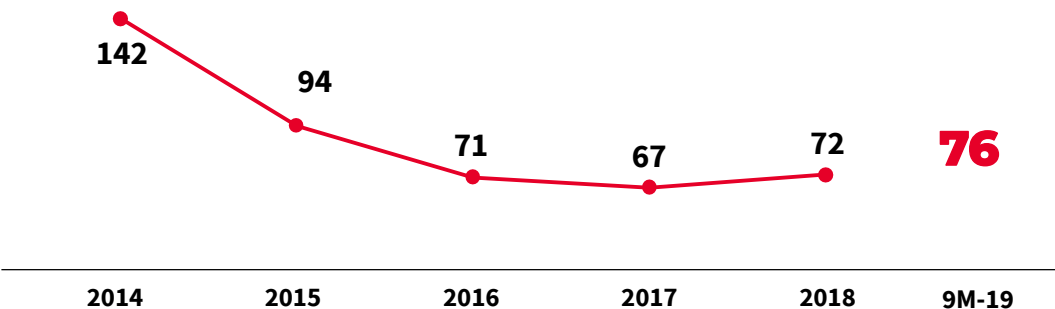
### Continuous operational efficiency improvement

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)



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



### STRONG 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

Historical  
channels

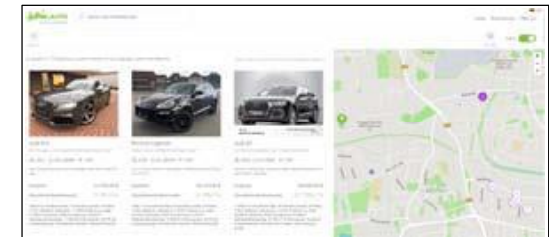
“Physical”  
channels

Digital  
dealers

Market  
places

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

**.juhu.AUTO**



**Reezocar**  
Une idée neuve de la voiture d'occasion



# 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

# 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**

# EQUIPMENT FINANCE

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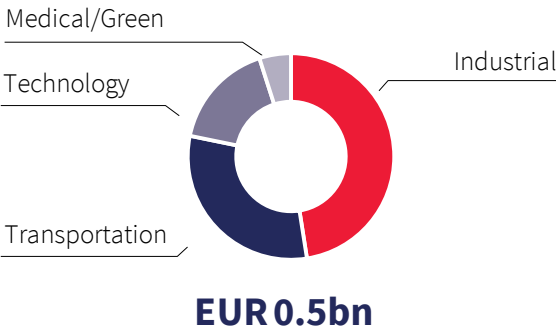
**THE FUTURE  
IS YOU**  **SOCIETE  
GENERALE**

# SG EQUIPMENT FINANCE – ID CARD

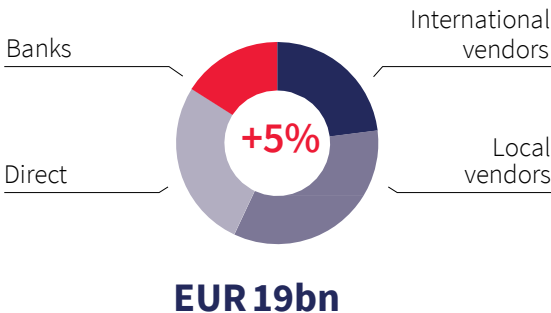
## BUSINESS POSITION

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

REVENUES BY CLIENT (100% B2B)



TOTAL ASSETS AT YEAR END



## FY 2018 FINANCIAL PERFORMANCE

2% of Group net banking income

3% of Group net income

<b>NBI</b> EUR 0.5bn	<b>C/I RATIO</b> 61%
<b>COST OF RISK</b> 17bps	<b>NET INCOME</b> EUR 0.1bn

## 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

Note: 2018 actual financials. \* New Business Volume