

SOCIETE GENERALE DIGITAL JOURNEY

22 November 2018

THE FUTURE
IS YOU



SOCIETE
GENERALE

WELL ENGAGED IN OUR DIGITAL JOURNEY

FRÉDÉRIC OUDÉA

Chief Executive Officer

A CULTURAL REVOLUTION



Clients



New Actors



Regulations



Technologies



Talents



Cyber Risk

**AN OPPORTUNITY FOR
THOSE WHO MOVE FAST**

WHAT IS AT STAKE IN OUR MODEL

RETAIL CLIENTS



- Offer the best client experience at the lowest price for basic needs
- Offer tailor made advisory services with a face to face relationship



~35%



~65%

WHOLESALE CLIENTS

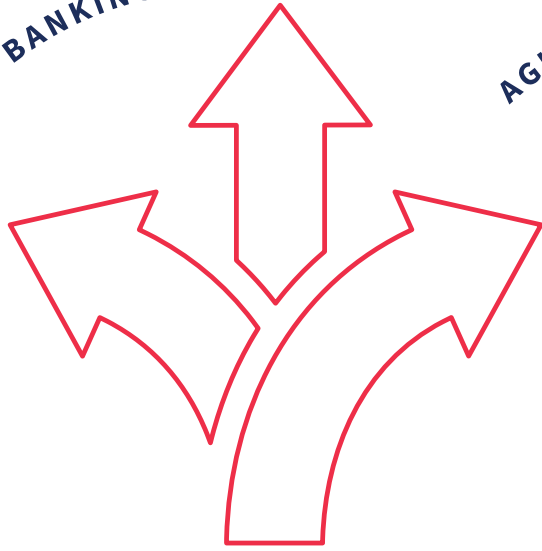


- Keep a privileged face to face relationship with the bank, offering tailor made expertise to clients
- Offer the best client experience, value added services and competitive pricing, leveraging on digital and innovation

DEVELOPING A PHYGITAL MODEL
TO ADDRESS OUR CLIENT NEEDS

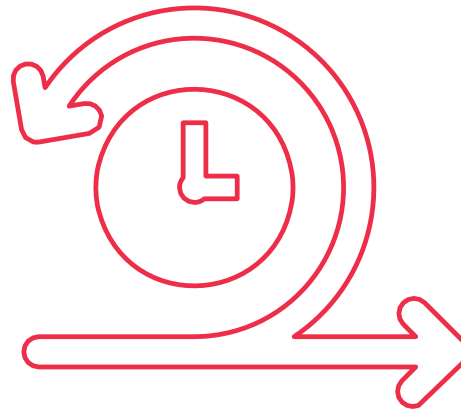
OUR MANTRA

OPEN ARCHITECTURE
OPEN BANKING
OPEN SOURCE



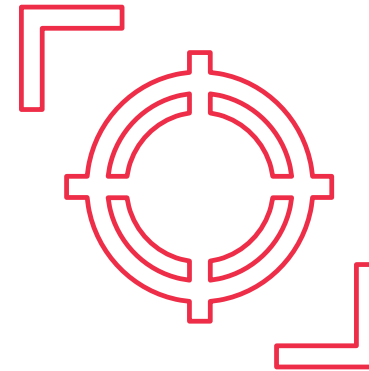
OPEN

AGILITY IN INNOVATION
AGILITY IN INFORMATION SYSTEMS
STRATEGIC AGILITY



AGILE

DIGITAL MONITORING
DISCIPLINED INVESTMENT
DEDICATED SETUP



FOCUS

A FULLY DIGITALISED BANK IN THE MEDIUM TERM



Our long term vision:

Open banking platform and architecture

Fully **digitalised bank** for a better customer experience

Trusted partner

“better service, lower cost”

WELL ENGAGED IN OUR DIGITAL JOURNEY



⌚ **DIGITAL IN FRENCH
RETAIL BANKING**

Philippe AYMERICH
Bruno DELAS

⌚ **DIGITAL IN INTERNATIONAL RETAIL
BANKING AND FINANCIAL SERVICES**

Didier HAUGUEL

⌚ **DIGITAL IN WHOLESALE
BANKING**

Alain FISCHER
Frank DROUET

⌚ **GROUP DIGITAL STRATEGY**

Christophe LEBLANC
Claire CALMEJANE

DIGITAL IN FRENCH RETAIL BANKING



PHILIPPE AYMERICH

Deputy Chief Executive Officer

BRUNO DELAS

Chief Operating Officer of French Retail Banking

WHAT IS AT STAKE IN THE DIGITALISATION OF THE FRENCH RETAIL BANKING MARKET?

CLIENT SATISFACTION

EFFICIENCY

TRUSTED 3RD PARTY

A PROGRESSIVE DIGITALISATION OF FRENCH ECONOMY

GLOBAL STRUCTURAL TRENDS



CHANGING CLIENT EXPECTATIONS AND BEHAVIOURS



INCREASING REGULATION



EVOLVING COMPETITIVE LANDSCAPE IN AN OPEN INDUSTRY

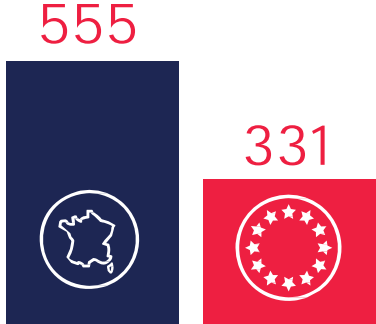
LOCAL DOMESTIC SPECIFICITIES



PREDOMINANCE OF RELATIONSHIP BANKING MODEL

62% ONLINE BANKING PENETRATION FOR INDIVIDUALS

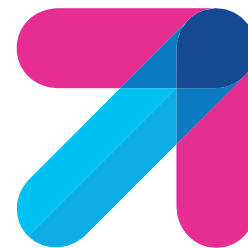
Source Eurostat



BRANCHES FOR 1M INHABITANTS

Source Eurostat, ECB 2017

WE ARE TRANSFORMING ACROSS BANKS



MATURE NETWORKS



FULL ONLINE BANK



**UNIVERSAL BANK
BEST IN CLASS IN DIGITAL
STRONG EXPERTISE**

**REGIONAL BANKS
HIGH QUALITY OF SERVICE
CLIENT SATISFACTION**

**THE MARKET LEADER
PRICE COMPETITIVE OFFER
BEST CLIENT EXPERIENCE**

IT SYSTEM - INFRASTRUCTURES - LOGISTICS

**AGGREGATION AND ONLINE CAPABILITIES (EG. FIDUCEO)
BANKING PAYMENTS PLATFORM (EG. TRANSACTIS)**

BOURSORAMA:
A FULLY-FLEDGED BANK,
PURE ONLINE PLAYER,
DIGITAL BY DESIGN



Boursorama

FRONT RUNNER WITH 2 MILLION
CLIENTS BY END 2019



0	EUR ~18,000	< 1.5	14
BRANCHES FULL ONLINE MODEL	AUA & LOANS PER CLIENT A FULL BANKING OFFER	CONTACTS PER YEAR PER CLIENT AUTONOMOUS & CONNECTED CLIENTS	CARD TRANSACTIONS BY CLIENT BY MONTH ACTIVE CLIENTS

CLIENT
SATISFACTION

NPS AT +42

AT THE FOREFRONT
OF INNOVATION

~X2 IN # OF CLIENTS
IN 2.5 YEARS

&

EFFICIENT
OPERATING MODEL

FLEXIBLE AND AUTOMATED PROCESSES

OPEN ARCHITECTURE

~800 EMPLOYEES

THE MOST PRICE COMPETITIVE
BANK IN FRANCE FOR 10 YEARS

#1

ONLINE BANK
IN FRANCE

~ 1.6 M
CLIENTS



WHAT IS ESSENTIAL TO TRANSFORM MATURE NETWORKS?

INCREASE CLIENT SATISFACTION

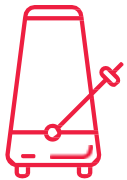
INCREASE EFFICIENCY

**DEVELOP OUR
CLIENT BASE**

**INCREASE
EQUIPMENT
RATE**

**QUALITY OF
EXECUTION AND
SECURITY**

**COMPLIANCE
AND RISK**



TRANSFORM OUR MODEL WITH THE RIGHT TEMPO

FULLY AUTOMATED PROCESSES FOR STANDARD OPERATIONS

ADVISORY AND EXPERTISE FOR CUSTOMERS' KEY PROJECTS

**TWO
LEVERS**

HR



IT

WHAT ISSUES HAVE WE FACED?

CLIENT EXPECTATIONS:

A TRUSTED PARTNER, AVAILABLE 24/7, OMNI CHANNEL

BUT ALSO

A STRONG EXPERT ADVISOR WHEN NEEDED

HOW CAN WE DIGITALISE OUR INFORMATION SYSTEM TO MEET OUR CLIENTS' NEEDS?

**OPTION 1:
BUILD A NEW
DIGITAL SYSTEM**

**OPTION 2:
BUILD AROUND OUR STRONG
EXISTING SYSTEM**

WHAT SOLUTION HAS BEEN IMPLEMENTED?

**USE OUR STRONG CORE BANKING AS A BACKBONE...
BUILD AN ECOSYSTEM OF DIGITAL BRICKS AROUND IT**

HOW DOES IT WORK?

BANKING PLATFORM BEFORE DIGITALISATION



DIGITALISATION STRATEGY



#1 EXCHANGE HUB



#2 DATA HUB



#3 DIGITAL PROCESS HUB



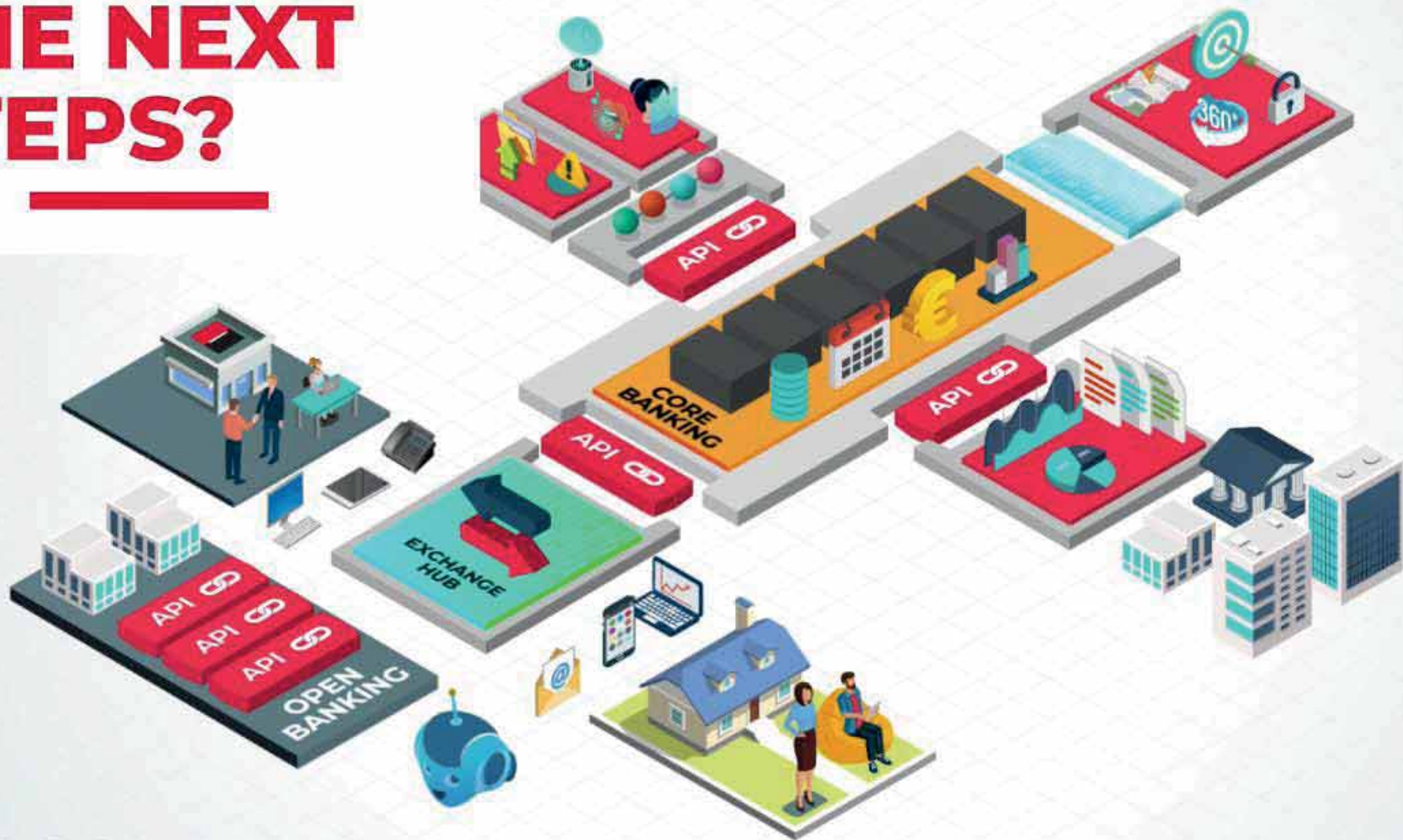
#4 BUSINESS PLATFORMS HUB



AFTER DIGITALISATION



WHAT ARE THE NEXT STEPS?



HOW DO WE ADDRESS CLIENT EXPECTATIONS?



CLIENT KNOWLEDGE



360° Client view: real time business opportunity detection



Personalised marketing



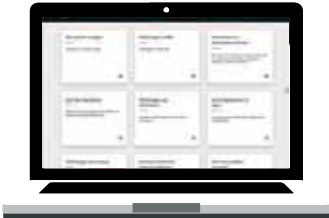
Voice recognition



Calling number recognition & call routing

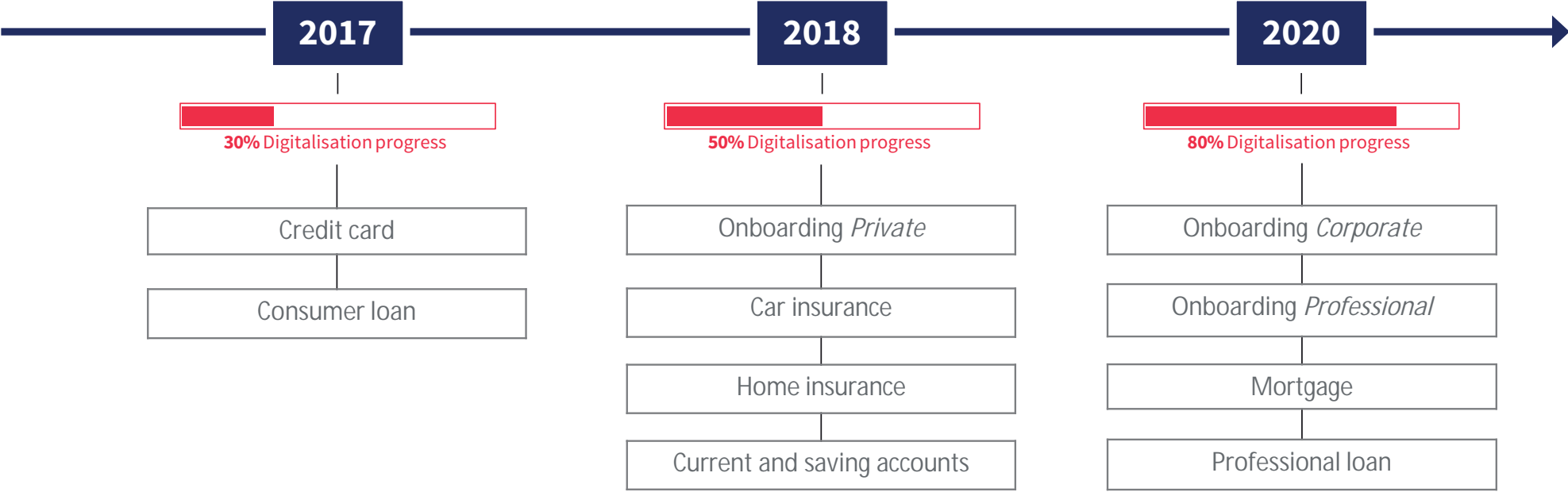


Client web display for advisor



Client e-documents

CLIENT EXPERIENCE



NEW DIGITAL SERVICES



EXTERNAL BANKS



OTHER PROVIDERS

CLIENT EXTERNAL INFORMATION AGGREGATION

DIGITAL INVESTMENT ADVICE



- Push custom markets analysis
- Personalised investment propositions
- Automatic order execution

PERSONAL FINANCE AND WEALTH MANAGEMENT



- Current and saving accounts, invoices
- Budget management & alerting
- Indicators of revenues and expenditure

NEW WAYS TO PAY



New ways to pay

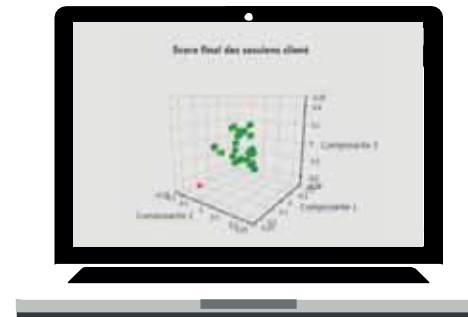


To come end-november

Cryptodynamic & biometric cards

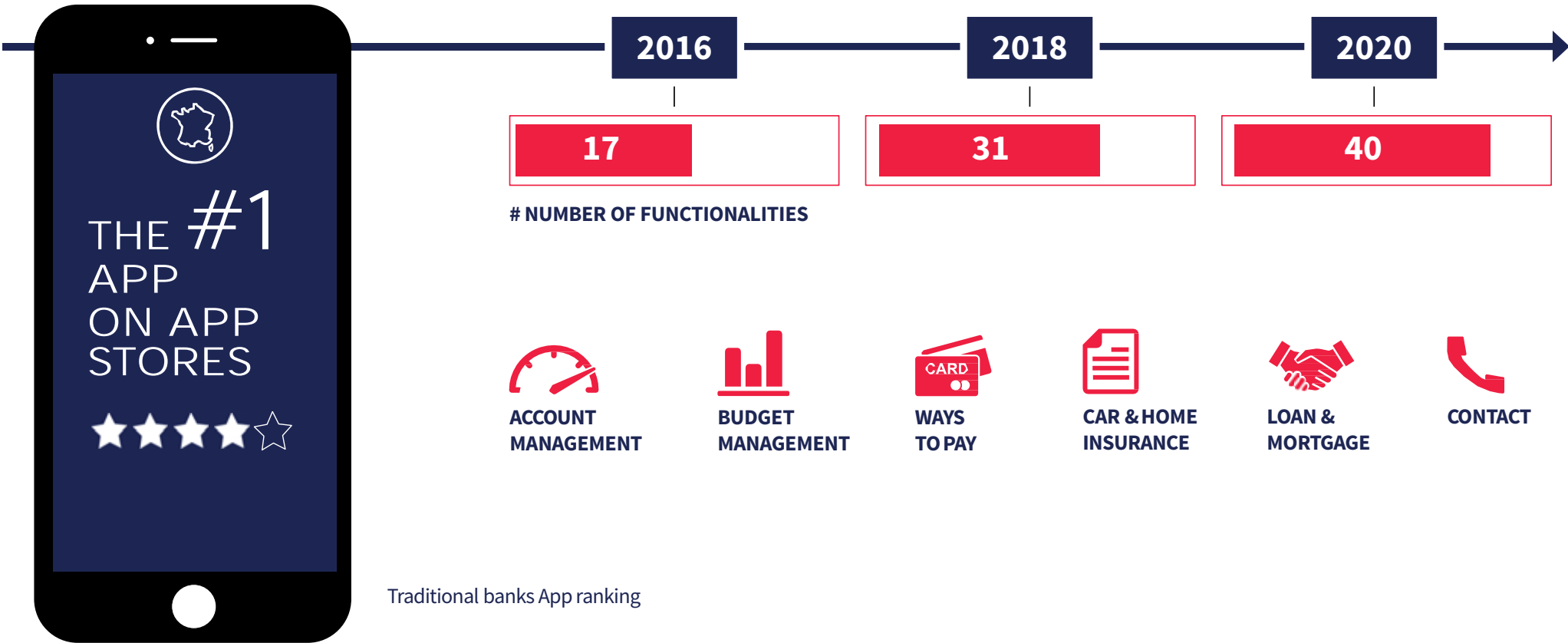


Strong authentication



Fraud prevention

CLIENT AUTONOMY



WHAT ARE
THE RESULTS?

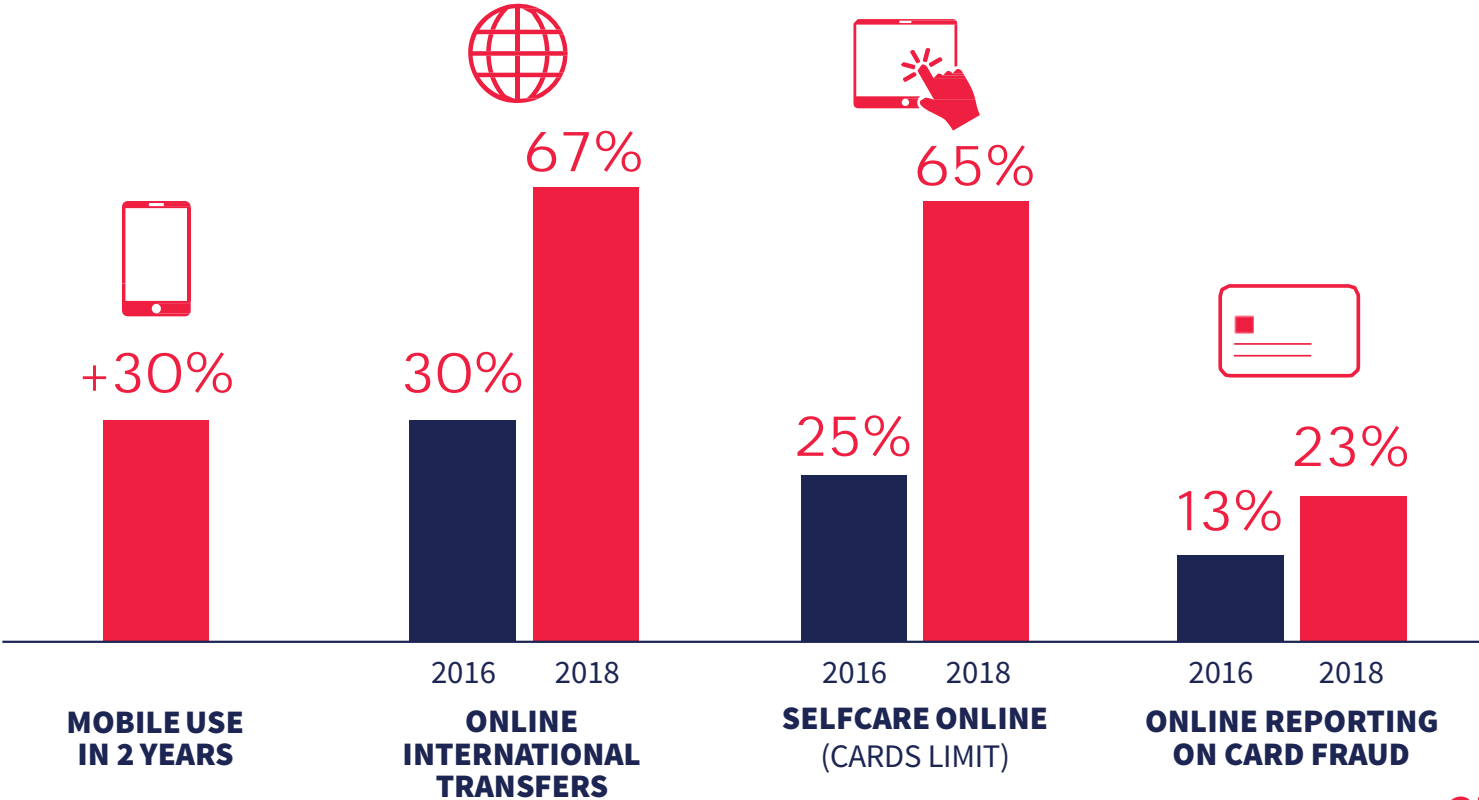
FAST GROWING USE OF DIGITAL OFFER BY CLIENTS

USING NEW DIGITAL CAPABILITIES

450K
CONTRACTS SIGNED ELECTRONICALLY

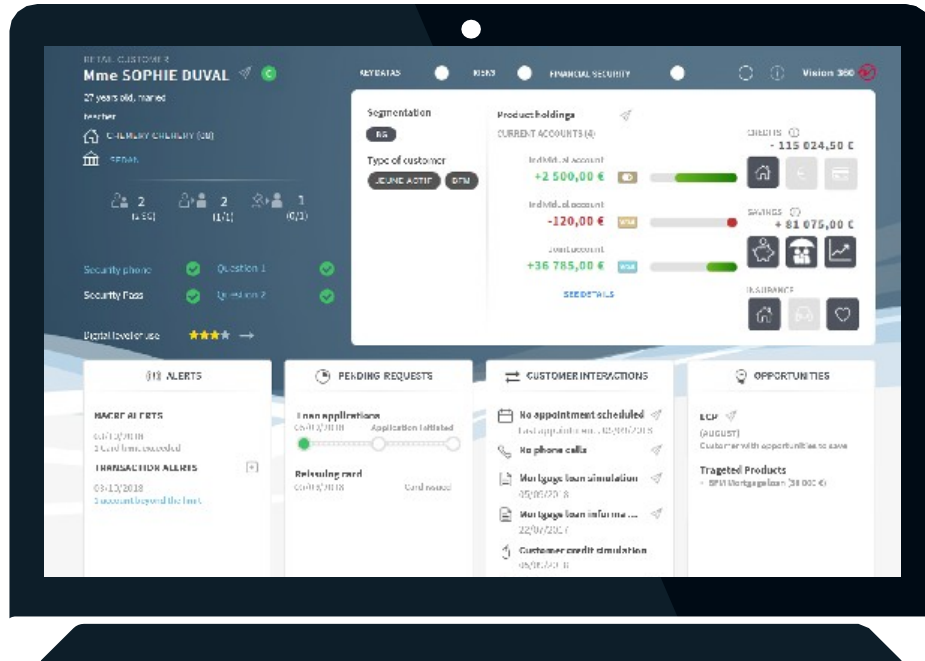
300K
DOCUMENTS DIRECTLY RECOGNIZED USING A.I., FACIAL BIOMETRY...

RESULTING IN INCREASED USE OF DIGITAL BY CLIENTS



Societe Generale Data
December 2016 to October 2018

OPTIMISING OUR MARKETING AND DATA APPROACH



VISION 360

A CONCISE 360 VIEW OF CLIENT DATA IN REALTIME

COVERING CLIENT ACTIVITIES AND OPPORTUNITIES

INFORMATIONS SHARED ACROSS ALL CHANNELS

DIGITAL REBOUND CAPABILITIES

47%

OF CALLS MADE IN REAL TIME TO CUSTOMERS APPLYING ONLINE FOR CONSUMER LOANS RESULT IN SALES

27%

OF CALLS FOLLOWING UNFINISHED ONLINE APPLICATIONS FOR CONSUMER LOANS RESULT IN SALES

GEO MARKETING

BLUEBOX TOOL: USE OF ARTIFICIAL INTELLIGENCE TO OPTIMIZE OUR FRONT OFFICE SET-UP



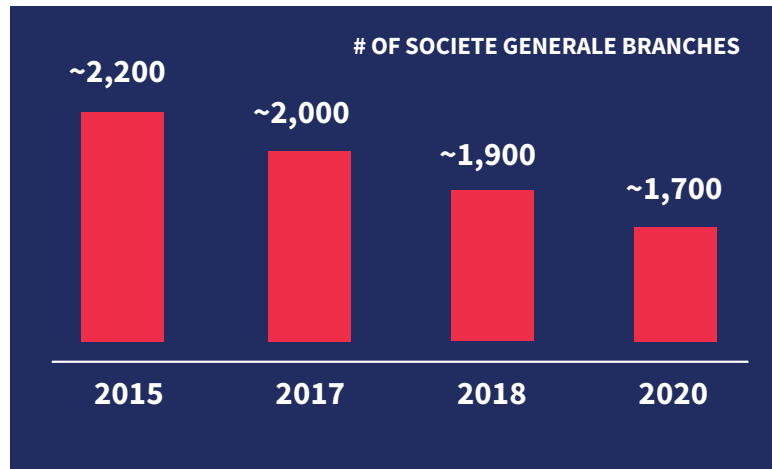
THE RIGHT OFFER AT THE RIGHT MOMENT

X3.6

HIT RATIO FOR PROFESSIONAL OVERDRAFT FACILITIES WITH PERSONALISED MARKETING CAMPAIGNS VS. CLASSIC APPROACH

DIGITAL IMPACT ON THE FRONT OFFICE SET UP

TRANSFORMING OUR PHYSICAL NETWORK



SPECIALIZED FORMATS: PRO CORNERS, BUSINESS CENTERS

Societe Generale Data

GIVING OUR CLIENTS AUTONOMY FOR THEIR DAY TO DAY OPERATIONS

NEW ATM FUNCTIONALITIES

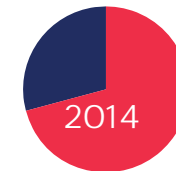
x2
BANK TRANSFERS

+50%
PRINTING BANK DETAILS

x2
ACCOUNT
BALANCE CHECK

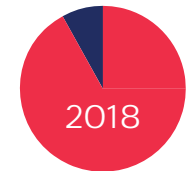
Using ATMs in the last six months

FEWER CASH OPERATIONS IN BRANCHES

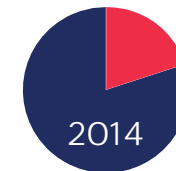


71%

OF BRANCHES WITHOUT CASH DESK

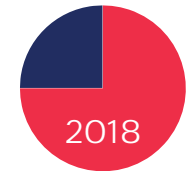


92%



20%

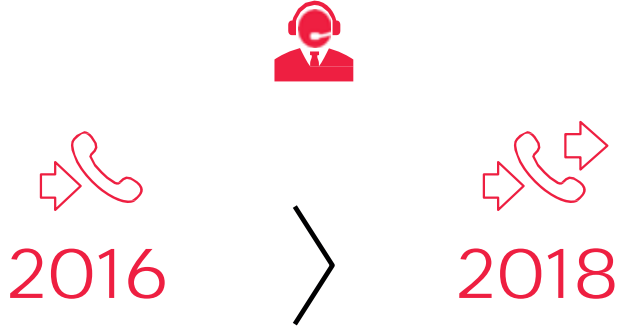
OF BRANCHES WITH CASH DEPOSIT SYSTEMS



75%

MOVING PLATFORMS TOWARDS MORE SPECIALISATION AND EXPERTISE

TRANSFORMING OUR CALL CENTERS



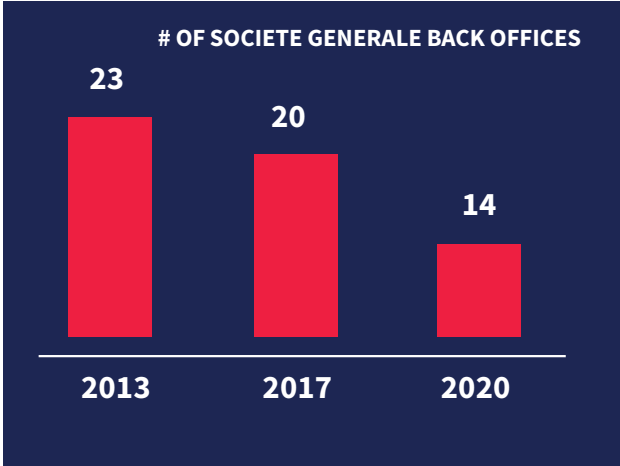
ENLARGED SCOPE OF BANKING OPERATIONS

MORE PROACTIVE CALLS, AUTOMATIC FOLLOW-UP CALLS, WEB CALL BACK ...

DEDICATED EXPERTS FOR SPECIFIC ISSUES

Societe Generale Data

SPECIALIZING OUR BACK OFFICES



INDIVIDUALS VS. PROFESSIONALS AND CORPORATES

EXPERT PLATFORMS FOR COMPLEX HOME LOANS, INHERITANCE...

READY TO CONTINUE THE JOURNEY



AGILE

AGILITY OF OUR
RELATIONSHIP MODEL
AGILITY OF OUR
INFORMATION SYSTEMS
AGILITY IN HR



OPEN

INFORMATION
SYSTEMS WORKING
ON OPEN BANKING
APPROACH



FOCUS

TRACKING
DIGITALISATION

Q&A

DIGITAL IN INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES

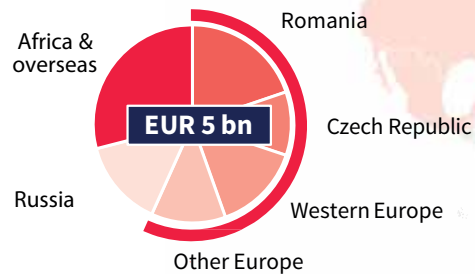
DIDIER HAUGUEL

Chief Country Officer for Russia

EUR 8BN REVENUES GENERATED THROUGH DIVERSE BUSINESSES AND GEOGRAPHIES

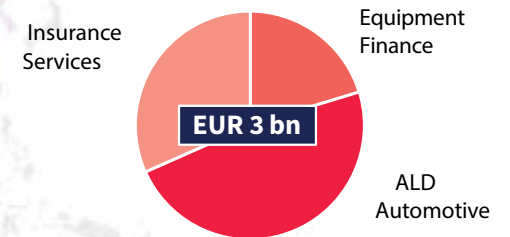
INTERNATIONAL RETAIL

REVENUE SPLIT 2017



FINANCIAL SERVICES

REVENUE SPLIT 2017



- International Retail Banking
- Financial Services
- Financial Services & International Retail Banking



- #3 Czech Republic
- #3 Romania
- #2 Foreign bank in Russia
- #1 French Speaking Sub-Saharan Africa



- #1 Fleet management Europe
- #2 Equipment finance globally
- #5 Bancassurance France

DEEP TRANSFORMATION OF OUR VALUE CHAINS

**PROCESS
DIGITALISATION**

**APIISATION OF
INFORMATION
SYSTEMS**

**BIG DATA AND
ARTIFICIAL
INTELLIGENCE**

**NEW
PRODUCTS**

**NEW BUSINESS
MODELS**

**NEW WAYS OF
WORKING**

**CLIENTS
INTERFACE**

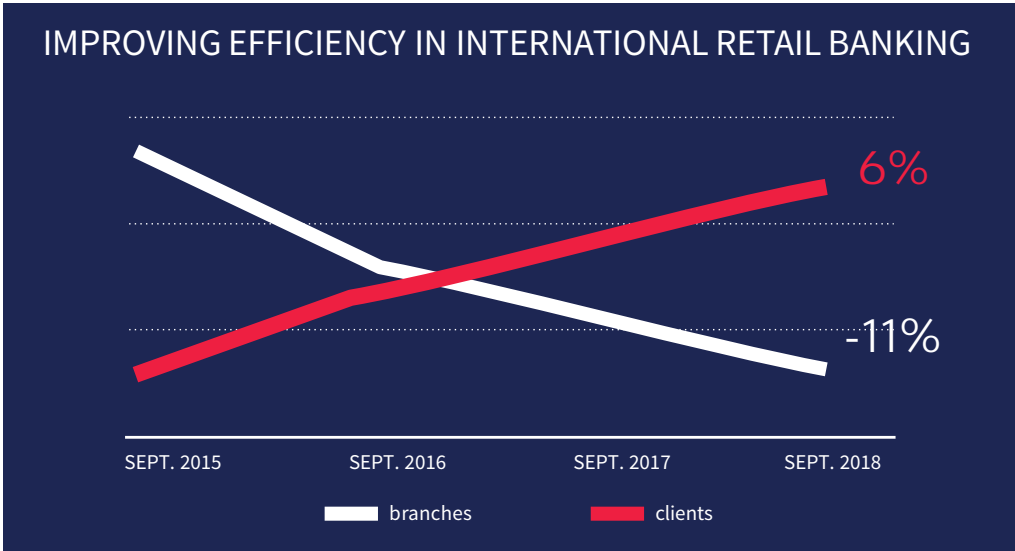


TRANSFORMING OUR BUSINESS MODELS TO CREATE VALUE

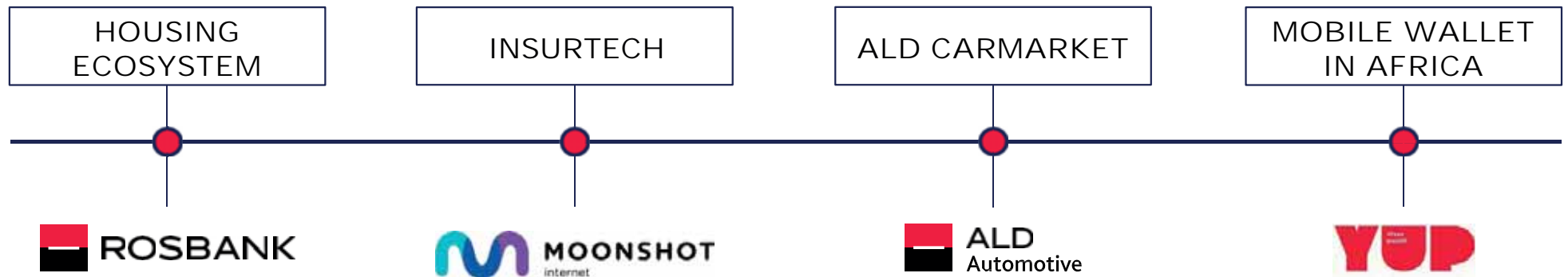
CHANGING CLIENT EXPERIENCE



- Mobilní banka
Leading app in Czech Republic
- ALD
Customer Service of the Year 2019 in France
- Societe Genrale
EuroMoney 2018 Best Bank in Africa



GOING THROUGH THE INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES DIGITAL JOURNEY



DIGITAL IN WHOLESALE BANKING



ALAIN FISCHER

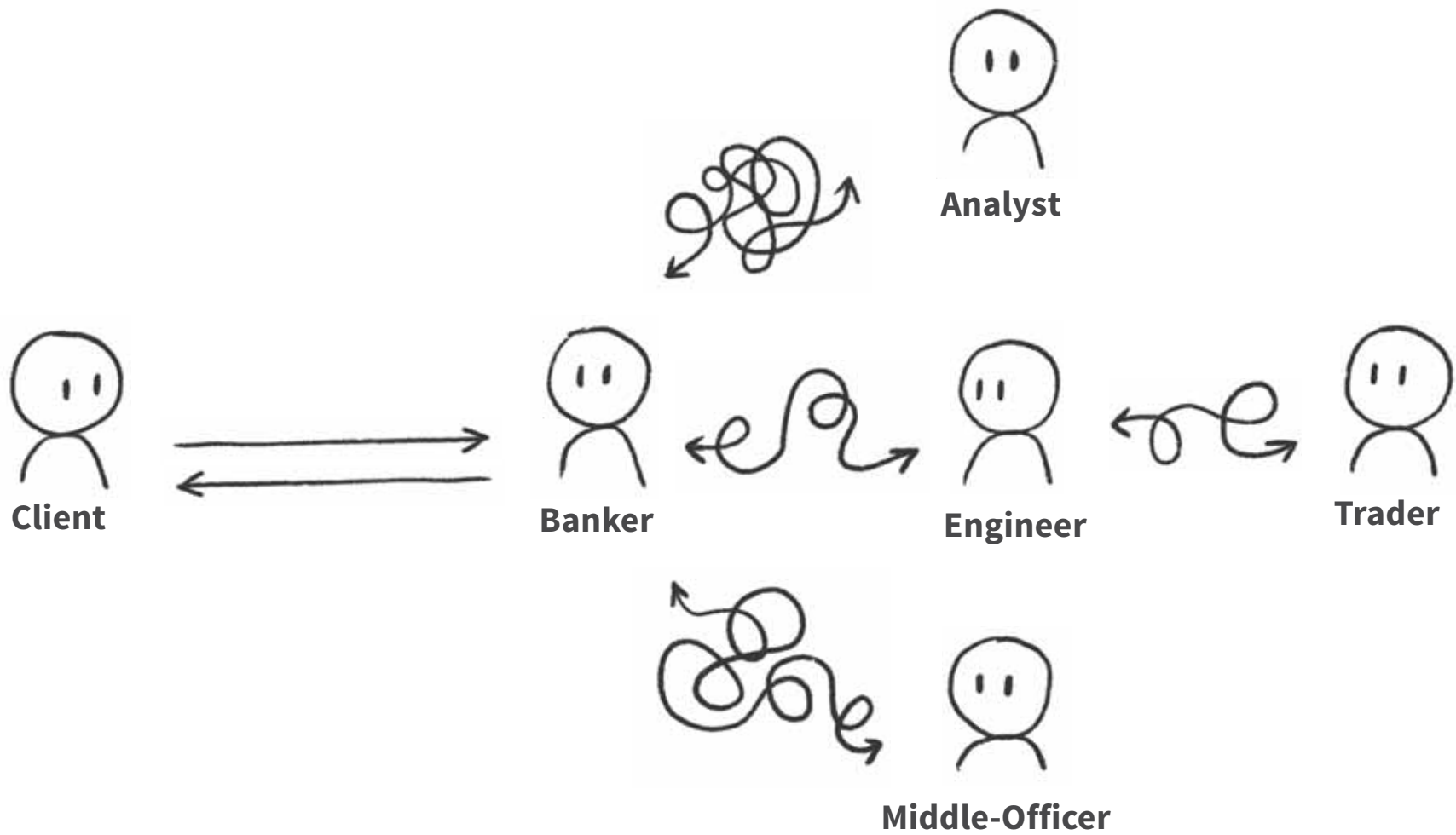
GBIS Chief Digital Officer

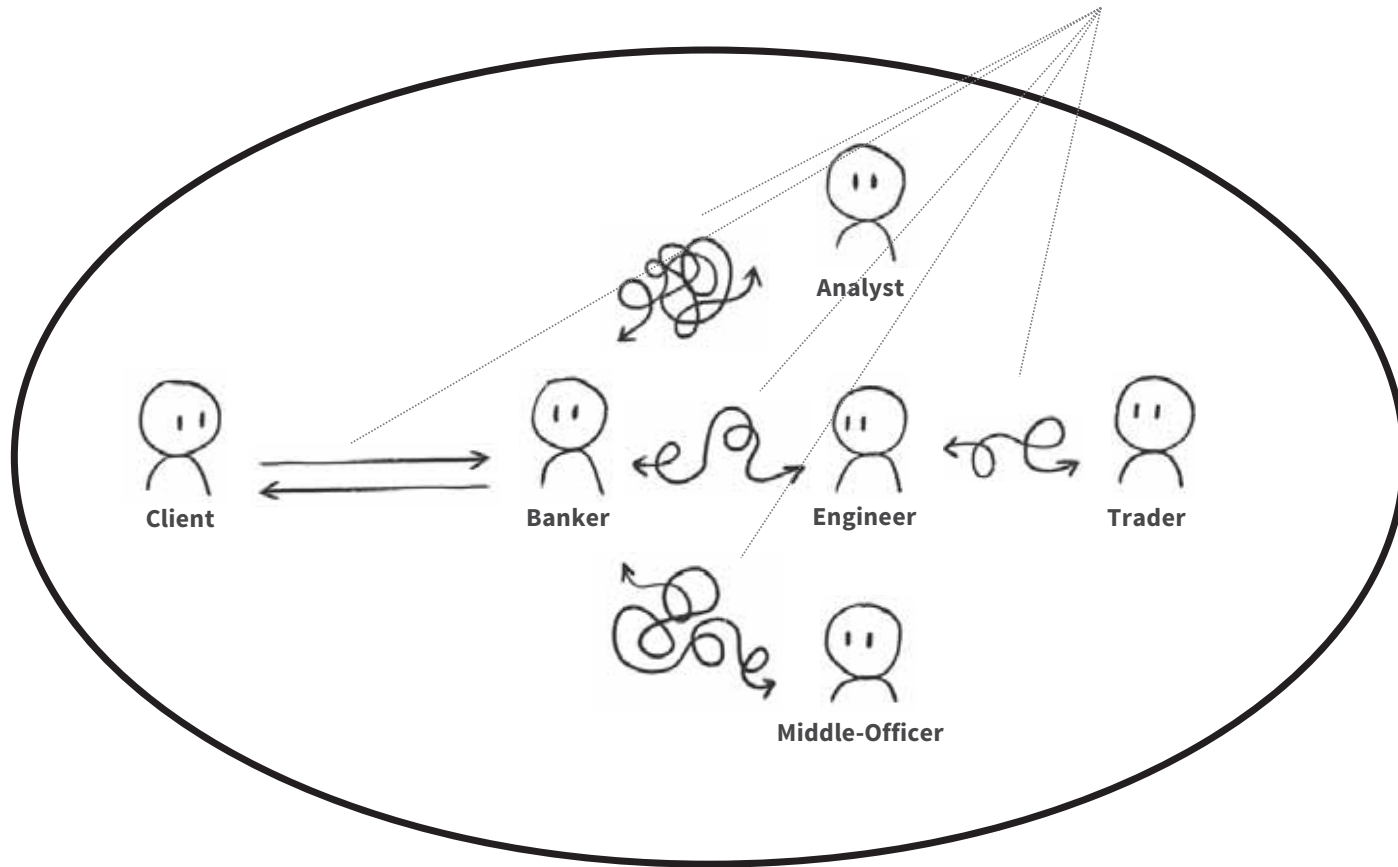
FRANK DROUET

Head of Global Markets

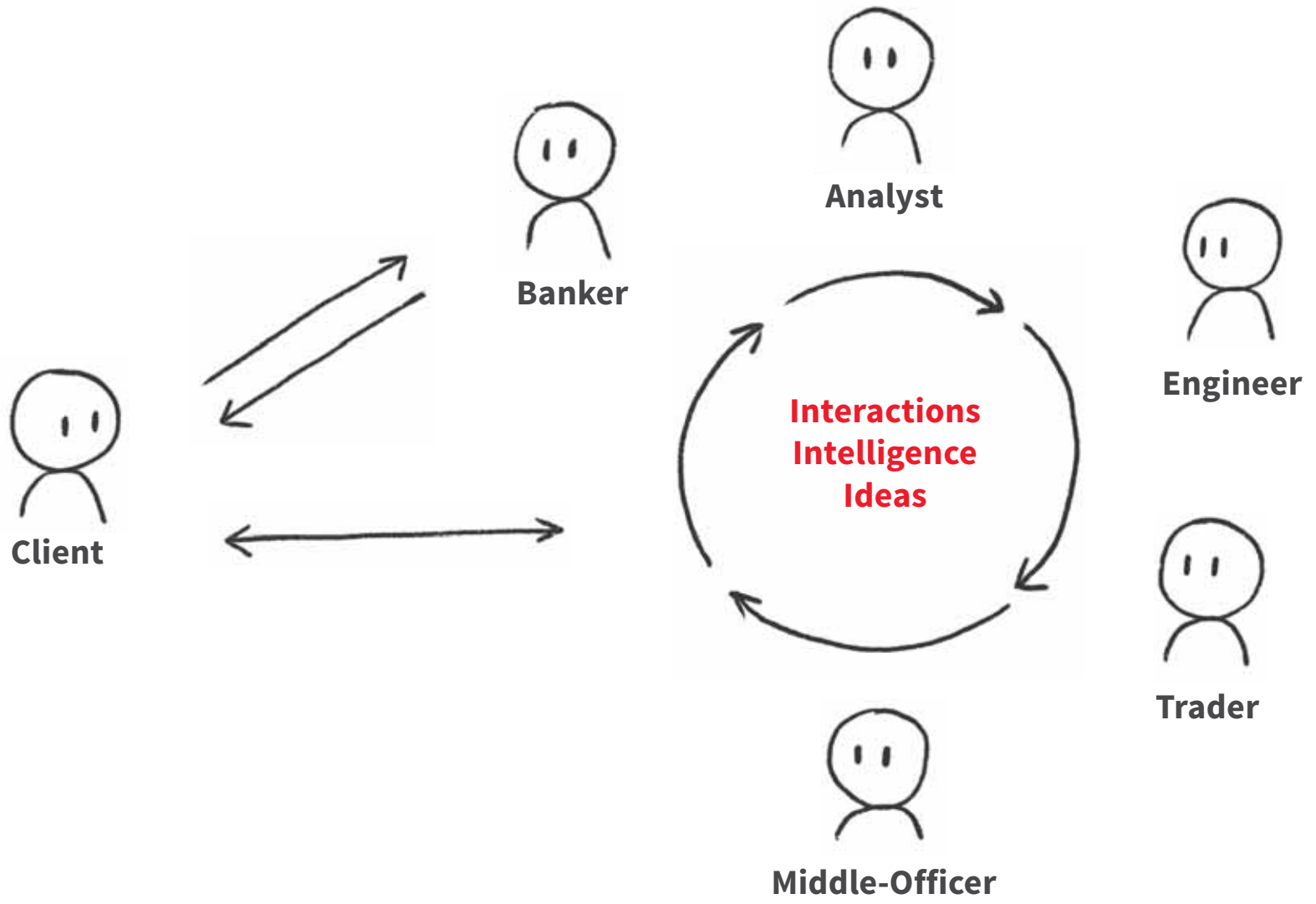
A DAY IN

2014





CONTROLS



ONE SINGLE MARKETPLACE FOR ALL OUR BTOB SERVICES

1

STAY FOCUSED

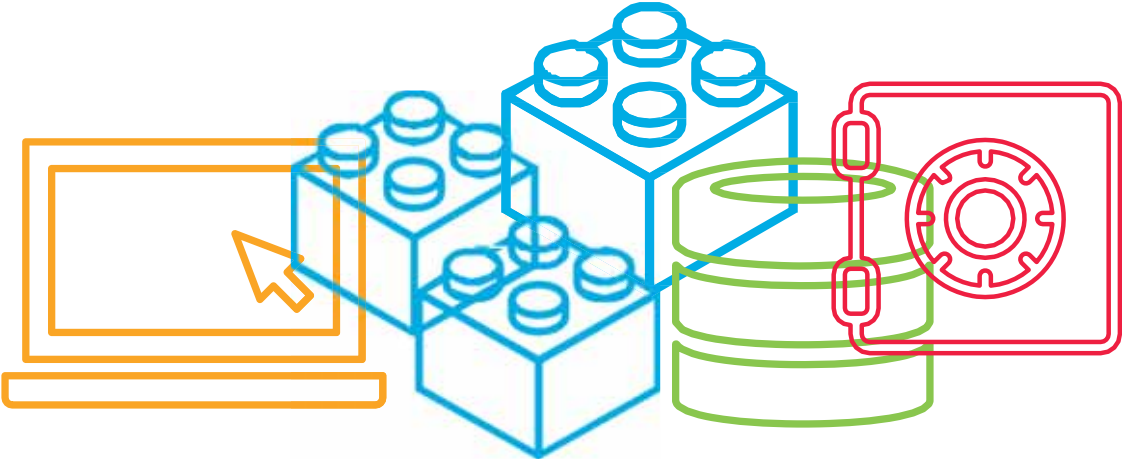
2

USE CASE

3

TEMPO

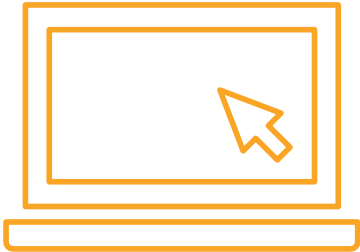
HOW DID WE DO?



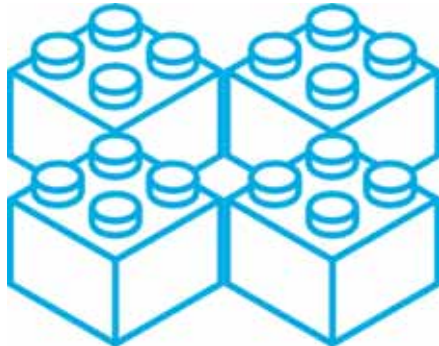
TODAY EVERYTHING IS MIXED UP IN HUNDREDS OF APPLICATIONS



MOVING OUR LEGACY INTO OUR PLATFORM



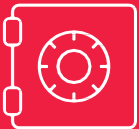
**USER
INTERFACE**



**BUSINESS
SERVICES**



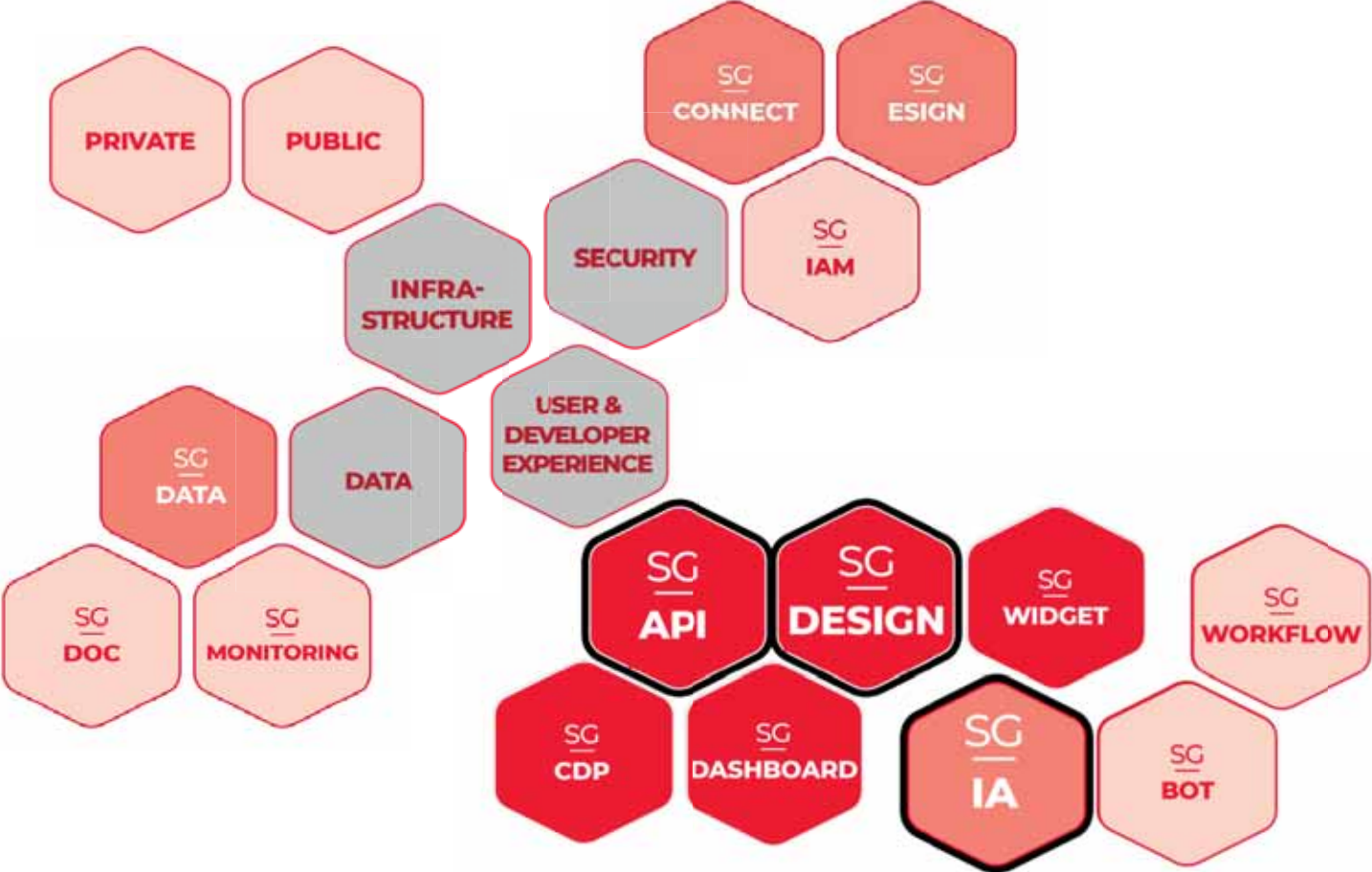
DATA



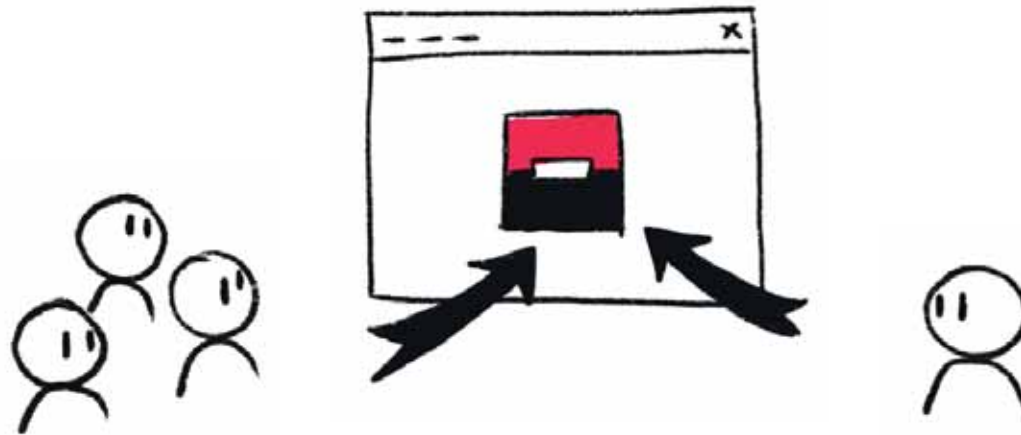
SGI MARKETS COMMON SERVICES



SG|MARKETS COMMON SERVICES



OUR CLIENTS



INTERNAL & EXTERNAL

WHERE DO
WE STAND?

OUR SG|MARKETS INDICATORS ON ANALYTICS

EXTERNAL
USERS

X2
#3,900

APIS DIRECT
CALLS

30M
#377

DATA
DOWNLOAD

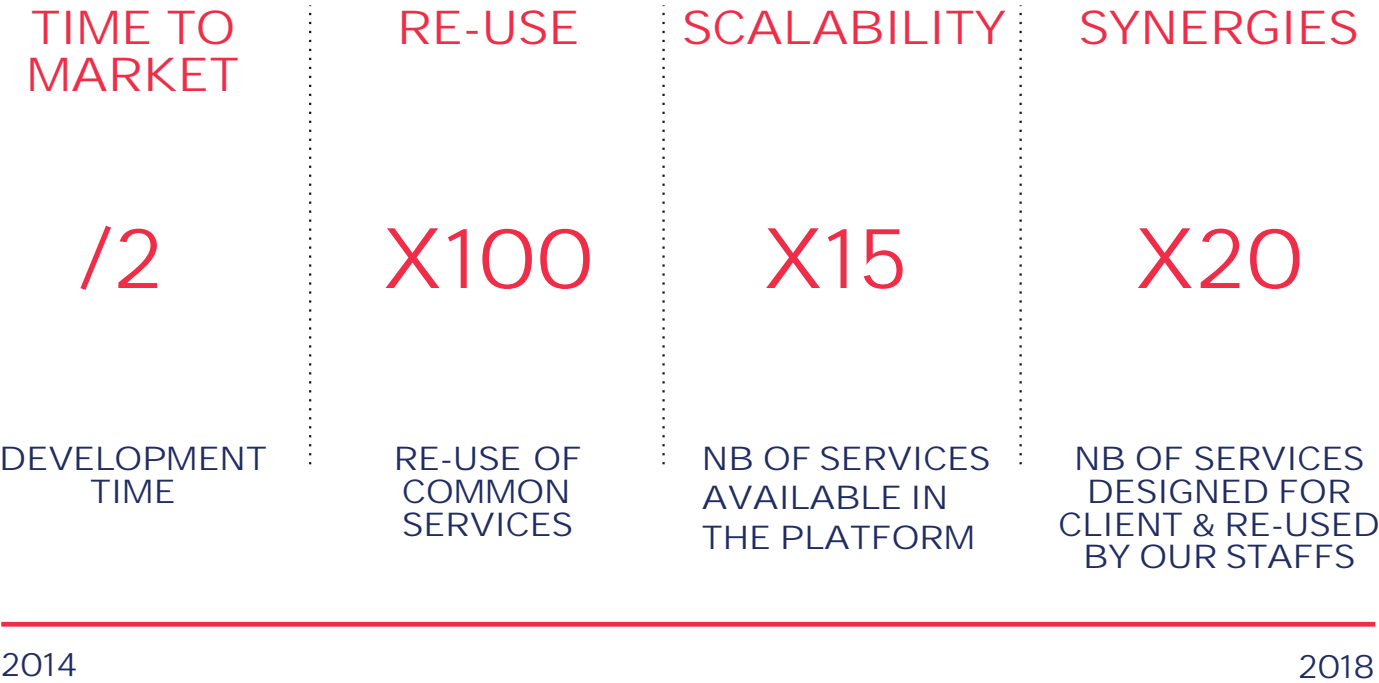
60Go
Per week
x8

2016

<https://analytics.sgmarkets.com>

2018

OUR SG|MARKETS INDICATORS GLOBALLY



SG MARKETS ROADMAP



INTEGRATED CLIENT
JOURNEY FOR LARGE
CORPORATE

DEAL
PROCESSING

KYC

TECHNOLOGY IS PART
OF OUR DNA

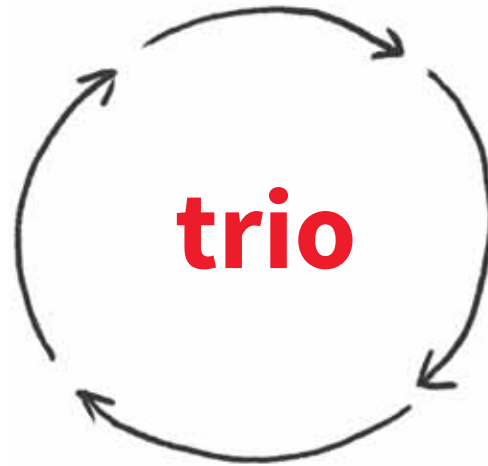
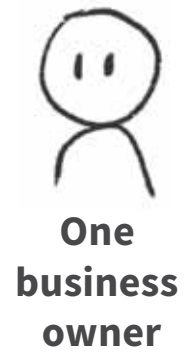
#QUANT #EQUITYDERIVATIVES #STRUCTUREDPRODUCTS

A COMPLEX
INFORMATION SYSTEM

#EXCEL #REPORTS #REGULATION

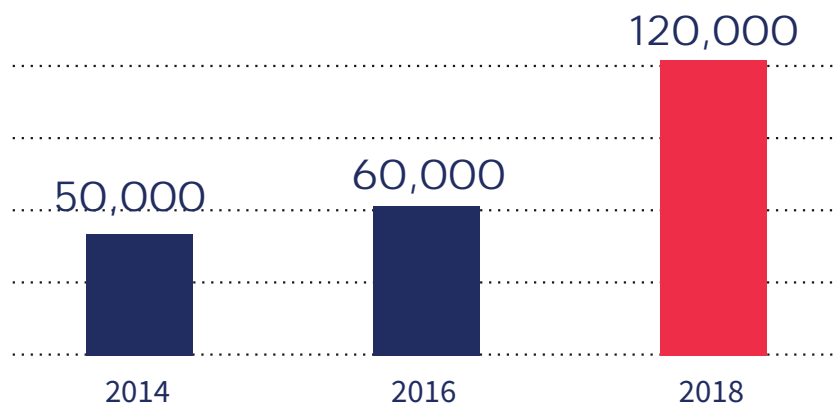
SIMPLIFY, RATIONALIZE
& DEVELOP ARE KEY TO SUCCEED

#SG|MARKETS #API #PLATFORM



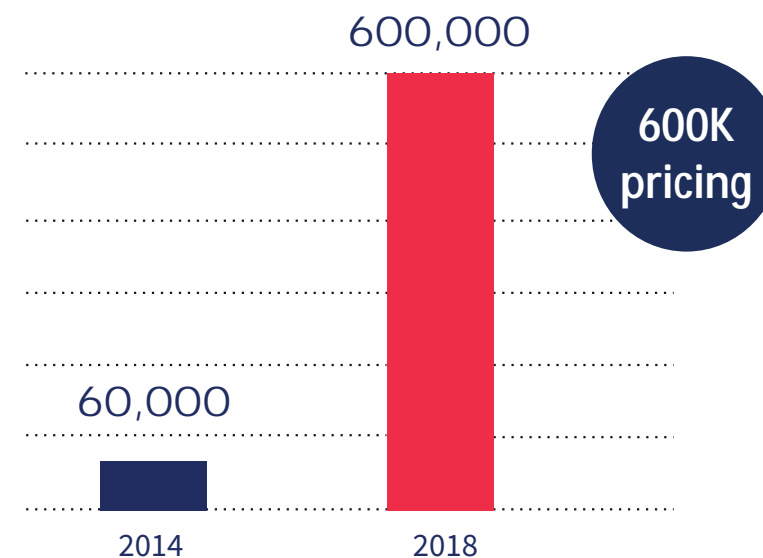
SGIMARKETS CLIENTS INDICATORS

SG MARKETS VISITS
x 2.5 in 4 years



x 10 in 4 years

More than 600,000 pricing delivered in 2018 on SG|Markets Structured Products



SG|MARKETS STRUCTURED PRODUCTS

The image displays a composite screenshot of the SG|MARKETS web application interface, illustrating the workflow for selecting and pricing structured products.

Top Panel (Quote 1): Shows navigation tabs for 'Quote 1' and 'Quote 5'. The 'Product Summary' section includes fields for Product (Autocall), Product Subtype (Autocall), Wrapper, Underlying(s), Maturity Value, and Solve For (Coupon).

Middle Panel (Select your product): A search interface with a search bar and a list of products. The selected product is 'Athena_PG_P1_fdg_fwd' by 'piere.gimenes@sgcb.com'. Other products listed include 'Athena_PG_P1', 'Athena_PG_P1_LSV', 'Athena_PG_P1_LSV_fdg_fwd', 'Athena_PG_light', 'Athena_PG_light_noVegaT', 'Athena_Test_Kidder', 'Athena_Test_Kidder_FD', and 'Athena_VM_PG'.

Right Panel (Web Pricer): Displays the pricing logic for the selected product. The code defines the 'Athena_PG_P1_fdg_fwd' class and its methods, including initialization parameters and calculation logic.

```
21 logger = logging.getLogger(__name__)
22
23
24
25 class Athena_PG_P1_fdg_fwd(PricingMethod):
26
27     def __init__(self, params):
28         super(Athena_PG_P1_fdg_fwd, self).__init__(params)
29         self.manual_params = ['ta', 'vol', 'smile', 'repo', 'funding', 'correl', 'vegaT']
30         self.ta = 'Yes'
31         self.funding = 'Yes'
32         self.vol = 'Bid'
33         self.smile = 'Ask'
34         self.repo = 'Bid'
35         self.voma = 0.25
36         self.correl = 'Ask'
37         self.vegaT = 'Yes'
38         self.n_simu = 100000
39         self.loubarrier = 0.0
40         self.vanille = 'No'
41
42     def get_sensi_from_script(self, product):
43
44     def set_sensi(self, manual_param, product):
45         if hasattr(product, manual_param):
46             if getattr(product, manual_param) is not None:
47                 val = getattr(product, manual_param)
48                 setattr(self, manual_param, val)
49
50     for param in self.manual_params:
51         set_sensi(self, param, product)
52
53     if self.params.forced_trading_desk == 'TRD-EXO-Indices':
54         self.voma = 0.25
55
```

SG|MARKETS COMMODITIES



SYMPHONY

2m ● CLIENT BUY 1lot copper forward DEC18 USD
 2m ● SGBot 🗨️ did you mean Buy 1 lot copper lme outright DEC18 USD/TON ? (Y/N | Yes/No)
 2m ● CLIENT yes
 2m ● SGBot @CLIENT, You can buy at 6199.5 USD/TON (Mid at 6197.49) | (120 sec before stream closing)
 1m ● SGBot @CLIENT, ▼ You can buy at 6200.5 USD/TON (Mid at 6198.49) | (94 sec before stream closing)
 1m ● SGBot @CLIENT, ▲ You can buy at 6201.25 USD/TON (Mid at 6199.235) | (80 sec before stream closing)
 1m ● SGBot @CLIENT, ▼ You can buy at 6200.5 USD/TON (Mid at 6198.49) | (77 sec before stream closing)
 1m ● CLIENT off
 1m ● SGBot @CLIENT, 🚫 Your previous request has been cancelled...
 now ● CLIENT refresh
 now ● SGBot @CLIENT, ▲ You can buy at 6202.25 USD/TON (Mid at 6199.235) | (106 sec before stream closing)
 now ● SGBot @CLIENT, ▼ You can buy at 6202 USD/TON (Mid at 6199.24) | (99 sec before stream closing)
 now ● SGBot @CLIENT, ▼ You can buy at 6201.75 USD/TON (Mid at 6199.235) | (97 sec before stream closing)
 now ● CLIENT done
 now ● SGBot @CLIENT, 🟢 You bought 1 lot copper lme outright DEC18 at 6201.75 USD/TON

#DealDone
 @CLIENT, Thank you for the trade !



Commodities Structured Products

Commodities CTY Orders 15 CTY Trades 34

Market View Orders

ICE Brent Crude Oil

Instrument	Price	Change	Volume	Order Price
CRUBRENT / USD B SW - DEC15	45.83	▼	25.00	45.89
CRUBRENT / USD B SW - MAR16	48.12	▼	25.00	48.22
CRUBRENT / USD B SW - JUN16	50.40	▼	25.00	50.50
CRUBRENT / USD B SW - SEP16	52.05	▼	25.00	52.15
CRUBRENT / USD A SW - JAN16 / MAR16	48.86	▼	5.00	48.96
CRUBRENT / USD A SW - APR16 / JUN16	51.00	▼	5.00	51.10
CRUBRENT / USD A SW - JUL16 / SEP16	52.56	▼	5.00	52.66
CRUBRENT / USD A SW - OCT16 / DEC16	53.93	▼	5.00	54.13
CRUBRENT / USD A SW - JAN16 / DEC16	51.57	▼	1.00	51.73

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Q&A

SOCIETE GENERALE DIGITAL STRATEGY



CHRISTOPHE LEBLANC

Group Head of Resources and Digital Transformation

CLAIRE CALMEJANE

Chief Innovation Officer

G.R.O.W

GROUNDED
RESPONSIVE
OBSESSED WITH QUALITY
WATCHFUL

GROW

G.R.O.W | OUR STRATEGY IS BUILT ON 3 ENABLERS



DATA & A.I.

help to improve client experience, create new products and be more efficient



OPEN PLATFORM

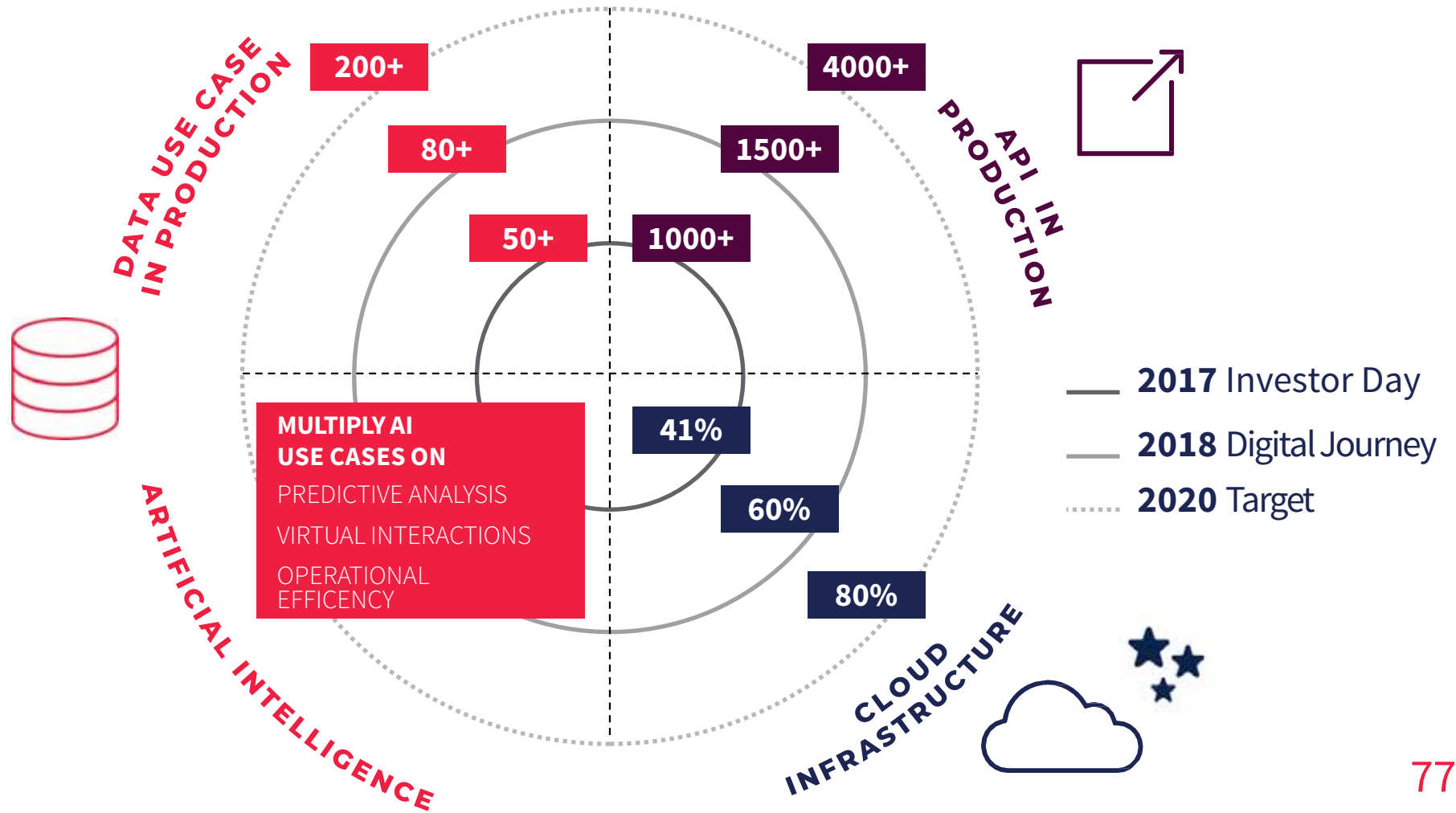
is a driver of efficiency and enables the API economy



CLOUD

enhances developers experience to deliver faster and more easily

G.R.O.W ON TRACK TO DELIVER



G.R.O.W | RUNNING BUSINESS IN A SAFE MANNER

Ensure continuity of the production

Fight against Cybercrime

Embrace a holistic approach to IT risk

EUR 650M

OF INVESTMENT
OVER 3 YEARS



G.R.O.W | NURTURING IT AND HUMAN ASSETS



IT BUDGET ~EUR 4 BN
IT Budget / Bank Opex ~23%



FOCUS ON CHANGE THE BANK

Efficiency

Number of changes for 1MEUR invested : +44% (for RBDF compared to Q3 2017)

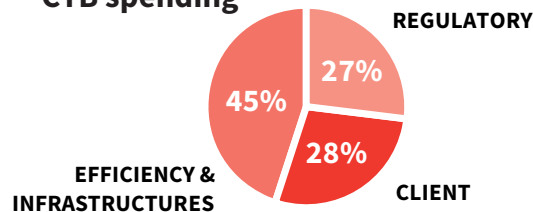
Speed

Release cycle time < 4 weeks for 58% for GBIS applications

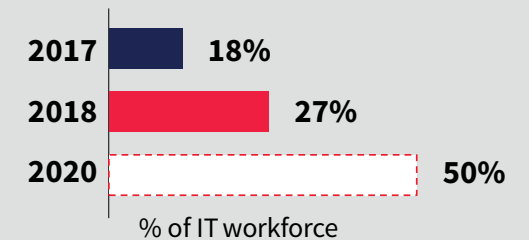
IT spending CTB:
2015-B2018 evolution
CAGR +7.2%

Break down

CTB spending



AGILITY



OPEN SOURCE FIRST



UPSKILLING & RESKILLING



OPEN

**OUTSIDE-IN PERSPECTIVES
PREPARE FOR TOMORROW
ECOSYSTEM BUILDING
NEW BUSINESSES**

O.P.E.N
—

WE ARE RE-IMAGINING
THE WAY WE WORK



CULTURE AND SKILLS

70,000+ H

TRAINING

10+

DIGITAL CURRICULUM

10+

TECHWEEKS



WORK PLACE

50%

STAFF ON DIGITAL WORK PLACE

19,000

BYOD

15,000

IN HOME OFFICE



INTERNAL START UP

200

INTRAPRENEURS

60

SELECTED START UPS

15,000

COLLEAGUES

NOT AFRAID
OF FAILURE



ECOSYSTEM BUILDERS

6+

OUTPOSTS ACROSS

EUROPE, AFRICA, ASIA AND US

50+

PARTNERSHIPS

TRACKING FUTURE
DIGITAL TRENDS

O.P.E.N
—

PREPARING FOR THE WORLD OF TOMORROW



**HUMAN CENTERED
DESIGN**

NEW CAPABILITIES

SERVICE DESIGN
SYSTEM THINKING
CUSTOMERS RESEARCH
LAB
BEHAVIOURAL ECONOMICS
BUSINESS MODEL CANVAS

WHAT FOR?

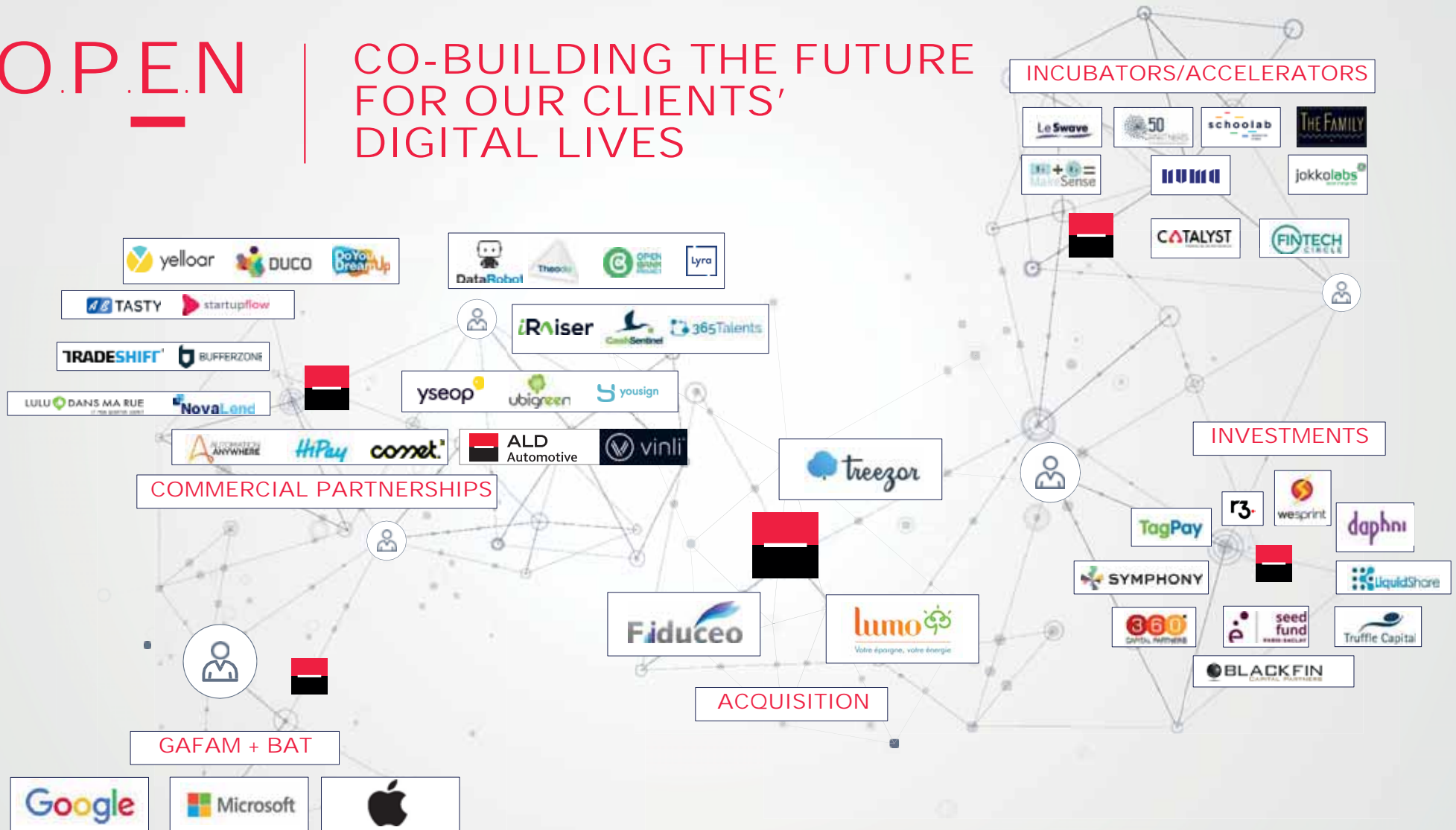
TO ALLOCATE INVESTMENT
WHERE PAIN POINTS AND
FRICTIONS ARE
TO CONNECT WITH
CUSTOMERS
TO BLUEPRINT NEW
VALUE CHAINS

THE LEADERS OF
TOMORROW WILL
EMBRACE A BUSINESS
DESIGN APPROACH



O.P.E.N

CO-BUILDING THE FUTURE FOR OUR CLIENTS' DIGITAL LIVES



NON EXHAUSTIVE ILLUSTRATION MAP OF OUR PARTNERSHIPS

O.P.E.N
—

INVESTING IN HIGH IMPACT NEW BUSINESSES

SELECTED INVESTMENTS BY THE BUSINESSES OVER THE PAST 18 MONTHS



Peers

ELYXIR



NOW READY TO ACCELERATE

SOCIETE GENERALE VENTURES

9 AREAS OF INVESTMENT CLOSE TO OUR CORE

- **Payments and e-commerce**
- **Bank as a platform**
- **SME**
- Lending/Housing
- Insurtech
- Cybersecurity
- Capital Markets
- Blockchain crypto
- Wealth Management

5 PROSPECTIVES THEMES

- Mobility
- Identity/immersive experience
- Data monetisation
- Future of work
- Healthtech

GROW & OPEN

Q&A

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

APPENDICES

SG RUSSIA ONLINE HOUSING ECOSYSTEM

Alexey LOLA
Arnaud DENIS

ADVANCED DIGITAL ENVIRONMENT SUPPORTED BY THE RUSSIAN GOVERNMENT



* Source: The World Bank, 2017

** Source: Global Mobile Market Report by NewZoo, September 2018

FAST GROWING AND PROFITABLE MORTGAGE MARKET

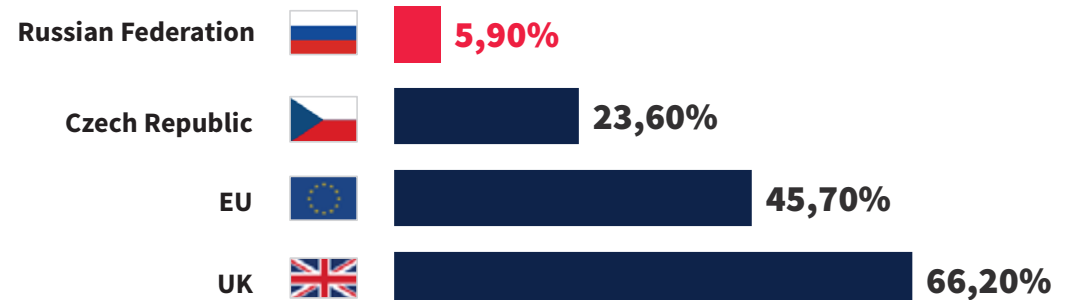
MORTGAGE MARKET SALES GROWTH IN VOLUME*



AVERAGE PROFIT MARGIN, 2018



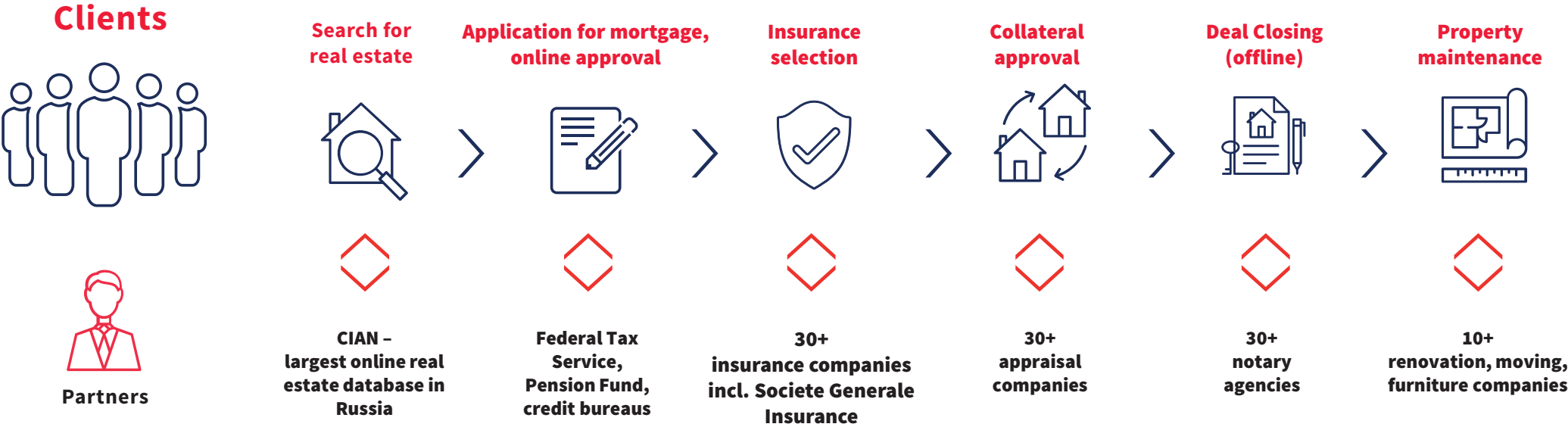
MORTGAGE TO GDP VALUE**, 2017



* Source: Public data of the Central Bank of Russia

** Source: European Mortgage Federation, HYPOSTAT September 2018

BUILDING HOUSING ECOSYSTEM FOR FULL ONLINE MORTGAGE EXPERIENCE



BUSINESS VALUE AND CUSTOMER IMPACT



BANK



#1 private bank
by mortgage portfolio



60% of all customers acquisitions
now achieved through digital channels



Loan processing time
reduced by 20%



CUSTOMERS



Mortgage approval **down to**
15 minutes from **3 days**



Customer experience:
any time & anywhere



NPS for sales process - 76
(2017)



MOONSHOT-INTERNET: THE INSURTECH DEDICATED TO E-COMMERCE

INGRID **BOCRIS**

ALEXANDRE **RISPAL**

KEY HIGHLIGHTS



18 months
of existence



10+
commercial partners



2022
Breakeven



100%
APIs



TOP 100
Insurtech in the world



ALD
Automotive

ALD AUTOMOTIVE DIGITAL & INNOVATION CAPABILITIES

JOHN SAFFRETT

GUILLAUME DE LEOBARDY

ALD AUTOMOTIVE AT A GLANCE



1ST EUROPEAN
LEASING
COMPANY



MANAGING FLEET
OVER **1.63 MILLION**
VEHICLES



INNOVATIVE
& DIGITAL
SOLUTIONS



DIRECT PRESENCE
IN **43 COUNTRIES**



100 000 +
CUSTOMERS



USED CAR SALES **~211K VEHICLES**
OVER 9M 2018 OF WHICH **>60%** BTOB
ELECTRONIC SALES



~€5BN+
MARKET CAP

ALD BUSINESS MODEL TRANSFORMATION IS ALREADY UNDERWAY

4 KEY CHANGE DIMENSIONS ARE SHAPING THE INDUSTRY

CONTINUING SHIFT FROM OWNERSHIP TO USAGE

⇒ PRIVATE LEASE

THE EMERGENCE OF ALTERNATIVE POWERTRAINS

⇒ ELECTRIC VEHICLES

THE RISE OF CONNECTED CARS AND DIGITAL SERVICES

⇒ CONNECTED CAR ECOSYSTEM

THE SHIFT TO MOBILITY AS A SERVICE

⇒ MOBILITY SERVICES & PLATFORMS

DRIVING ALD INNOVATION FOCUS ON 5 CAPABILITIES

ALD local Centres of Excellence experiment & develop new products, acting as pioneers for the group

DIGITAL & CONNECTED CAR



TRAVEL & PAYMENTS



FLEXIBILITY & MULTI MODALITY



MOBILITY PLATFORMS & SERVICES



E-MOBILITY



PLATFORM STRATEGY TO ACCELERATE OUR PRODUCT DEVELOPMENT

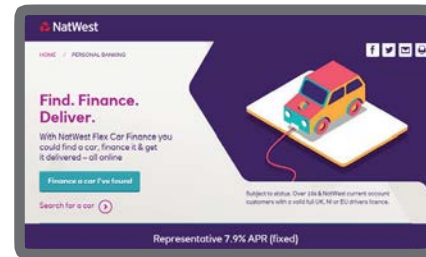
MARKET LEADING 'END-TO-END' RETAIL DIGITAL SOLUTION

FIRST FULL DIGITAL PRIVATE LEASE EXPERIENCE IN EUROPE

CUSTOMER CAN LEASE OR FINANCE A CAR COMPLETELY ONLINE

ALD SET OF DIGITAL CAPABILITIES KEY TO SECURE "DIGITAL-ONLY" PARTNERSHIPS

AN EFFICIENT TOOL TO FOSTER PRIVATE LEASE GROWTH



PROPRIETARY CAR-SHARING PLATFORM FOR CORPORATES

LARGEST CORPORATE CAR SHARING FLEET IN ITALY

PROVIDE A POOL OF VEHICLES FOR EMPLOYEES NEW MOBILITY NEEDS, BOTH FOR PRIVATE AND CORPORATE USAGE

UNIQUE DIGITAL PLATFORM ON THE MARKET LEVERAGING ON TELEMATICS

STRATEGIC PARTNERSHIPS WITH UTILITIES PROVIDERS TO ENHANCE ELECTRIC VEHICLES USAGE

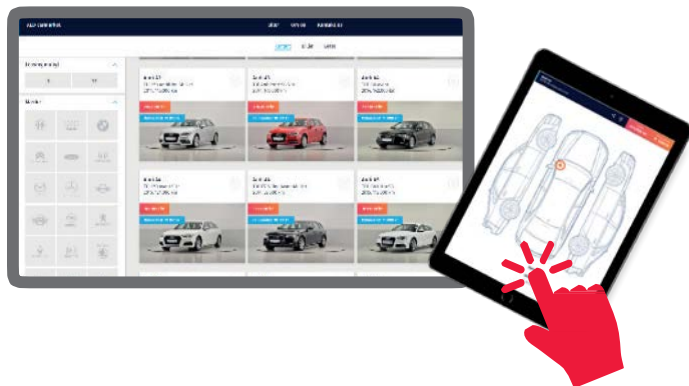


“BRICKS AND CLICKS” USED CARS RETAIL PLATFORM IN DENMARK

AN OPPORTUNITY FOR ADDITIONAL BUSINESS & AGILITY

FIRST RETAIL USED CAR WEBSHOP

“Bricks and Clicks” experience enabling the customer to purchase or lease a used car combining the physical and the digital experience



INCREASING CLIENTS & REVENUES IN DENMARK

+25% retail used cars sales **by volume**

+50% sales to women

A wide **geographical reach**



SUCCESSFUL NEW PRODUCT LAUNCH IN DENMARK

Second lease already represents 20% of retail used car transactions only **6 months after launch**



SCALABLE PLATFORM

Platform to be deployed in **10 countries in 2019**



YUP: MORE THAN A WALLET, A LIFESTYLE THROUGH MY MOBILE

MATTHIEU VACARIE
WILLY TCHIENGUE

YUP

Live it up

by SOCIETE GENERALE



Withdrawal



Salary receipt



Bill payment



Local transfer



International transfer



Cash deposit



Top up airtime

KEY HIGHLIGHTS



Launched in **2017**



300,000
clients
and



4,500 stores



4 countries as of today
and **4 more** by **2019**



1m by 2020



Breakeven **2020***

*In the global retail set-up

**THE FUTURE
IS YOU**



**SOCIETE
GENERALE**