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

DEVELOPING A PHYGITAL MODEL TO ADDRESS OUR CLIENT NEEDS

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

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

~35%
~65%
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
- EVOLVING COMPETITIVE LANDSCAPE IN AN OPEN INDUSTRY
- INCREASING REGULATION

LOCAL DOMESTIC SPECIFICITIES

- PREDOMINANCE OF RELATIONSHIP BANKING MODEL
- 62% ONLINE BANKING PENETRATION FOR INDIVIDUALS

Source Eurostat, ECB 2017
WE ARE TRANSFORMING ACROSS BANKS
MATURE NETWORKS

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

- REGIONAL BANKS
  - HIGH QUALITY OF SERVICE
  - CLIENT SATISFACTION

IT SYSTEM - INFRASTRUCTURES - LOGISTICS

AGGREGATION AND ONLINE CAPABILITIES (E.G. FIDUCEO)
BANKING PAYMENTS PLATFORM (E.G. TRANSACTIS)

FULL ONLINE BANK

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

- SOCIETE GENERALE
- Credit du Nord
- Boursorama
BOURSORAMA: A FULLY-FLEDGED BANK, PURE ONLINE PLAYER, DIGITAL BY DESIGN
0 BRANCHES
FULL ONLINE MODEL

EUR ~18,000
AUA & LOANS PER CLIENT
A FULL BANKING OFFER

< 15 CONTACTS PER YEAR PER CLIENT
AUTONOMOUS & CONNECTED CLIENTS

14 CARD TRANSACTIONS BY CLIENT BY MONTH
ACTIVE CLIENTS

FRONT RUNNER WITH 2 MILLION CLIENTS BY END 2019

#1 ONLINE BANK IN FRANCE
~16 M 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
WHAT IS ESSENTIAL TO TRANSFORM MATURE NETWORKS?
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
#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

CLIENT EXPERIENCE

NEW DIGITAL SERVICES

NEW WAYS TO PAY

CLIENT AUTONOMY
CLIENT KNOWLEDGE

360° Client view: real time business opportunity detection

Calling number recognition & call routing

Client web display for advisor

Personalised marketing

Voice recognition

Client e-documents
NEW DIGITAL SERVICES

CLIENT EXTERNAL INFORMATION AGGREGATION

EXTERNAL BANKS

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

OTHER PROVIDERS
NEW WAYS TO PAY

New ways to pay

Cryptodynamic & biometric cards

INSTANT PAYMENT

To come end-november

Strong authentication

Fraud prevention
CLIENT AUTONOMY

THE #1 APP ON APP STORES

# NUMBER OF FUNCTIONALITIES

ACCOUNT MANAGEMENT  BUDGET MANAGEMENT  WAYS TO PAY  CAR & HOME INSURANCE  LOAN & MORTGAGE  CONTACT

Traditional banks App ranking
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

MOBILE USE IN 2 YEARS

2016 2018

+30%

30%

67%

30%

65%

SELFCARE ONLINE (CARDS LIMIT)

2016 2018

25%

13%

23%

ONLINE INTERNATIONAL TRANSFERS

ONLINE REPORTING ON CARD FRAUD

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 SETUP

TRANSFORMING OUR PHYSICAL NETWORK

<table>
<thead>
<tr>
<th>Year</th>
<th>Number of Société Générale Branches</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>~2,200</td>
</tr>
<tr>
<td>2017</td>
<td>~2,000</td>
</tr>
<tr>
<td>2018</td>
<td>~1,900</td>
</tr>
<tr>
<td>2020</td>
<td>~1,700</td>
</tr>
</tbody>
</table>

SPECIALIZED FORMATS: PRO CORNERS, BUSINESS CENTERS

Société Générale 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%** OF BRANCHES WITH CASH DEPOSIT SYSTEMS

Société Générale Data
MOVING PLATFORMS TOWARDS MORE SPECIALISATION AND EXPERTISE

TRANSFORMING OUR CALL CENTERS

2016  ➔  2018

ENLARGED SCOPE OF BANKING OPERATIONS
MORE PROACTIVE CALLS, AUTOMATIC FOLLOW-UP CALLS, WEB CALL BACK …
DEDICATED EXPERTS FOR SPECIFIC ISSUES

SPECIALIZING OUR BACK OFFICES

INDIVIDUALS VS. PROFESSIONALS AND CORPORATES
EXPERT PLATFORMS FOR COMPLEX HOME LOANS, INHERITANCE…

Societe Generale Data
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

- EUR 5 bn
- Czech Republic
- Russia
- Western Europe
- Other Europe
- Africa & overseas
- Romania

International Retail Banking

Financial Services

Financial Services & International Retail Banking

International Retail

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

Financial Services

Revenue Split 2017

- EUR 3 bn
- Equipment Finance
- ALD Automotive
- Insurance Services

#1 Fleet management Europe
#2 Equipment finance globally
#5 Bancassurance France
DEEP TRANSFORMATION OF OUR VALUE CHAINS

<table>
<thead>
<tr>
<th>PROCESS DIGITALISATION</th>
<th>APISATION OF INFORMATION SYSTEMS</th>
<th>BIG DATA AND ARTIFICIAL INTELLIGENCE</th>
<th>NEW PRODUCTS</th>
</tr>
</thead>
<tbody>
<tr>
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</tbody>
</table>

<table>
<thead>
<tr>
<th>NEW BUSINESS MODELS</th>
<th>NEW WAYS OF WORKING</th>
<th>CLIENTS INTERFACE</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
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</tr>
</tbody>
</table>
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
- Société Générale: Best Bank in Africa

IMPROVING EFFICIENCY IN INTERNATIONAL RETAIL BANKING

- Branches: 6% decrease
- Clients: 11% decrease

<table>
<thead>
<tr>
<th>SEPT. 2015</th>
<th>SEPT. 2016</th>
<th>SEPT. 2017</th>
<th>SEPT. 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>branches</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>clients</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
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
Client

Banker

Engineer

Analyst

Trader

Middle-Officer
IMAGINE...
Interactions
Intelligence
Ideas

Client

Banker

Analyst

Engineer

Trader

Middle-Officer
ONE SINGLE MARKETPLACE FOR ALL OUR BT OB 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

SG IMARKETS COMMON SERVICES
SG|MARKETS COMMON SERVICES
OUR CLIENTS

INTERNAL & EXTERNAL
WHERE DO WE STAND?
## OUR SG|MARKETS INDICATORS ON ANALYTICS

<table>
<thead>
<tr>
<th>EXTERNAL USERS</th>
<th>APIS DIRECT CALLS</th>
<th>DATA DOWNLOAD</th>
</tr>
</thead>
<tbody>
<tr>
<td>X2</td>
<td>30M</td>
<td>60Go</td>
</tr>
<tr>
<td>#3,900</td>
<td>#377</td>
<td>Per week x8</td>
</tr>
</tbody>
</table>

2016 https://analytics.sgmarkets.com 2018
## OUR SG|MARKETS INDICATORS GLOBALLY

<table>
<thead>
<tr>
<th>TIME TO MARKET</th>
<th>RE-USE</th>
<th>SCALABILITY</th>
<th>SYNERGIES</th>
</tr>
</thead>
<tbody>
<tr>
<td>/2</td>
<td>X100</td>
<td>X15</td>
<td>X20</td>
</tr>
</tbody>
</table>

**Development Time**
- 2014

**Re-Use of Common Services**
- X100

**NB of Services Available in the Platform**
- X15

**NB of Services Designed for Client & Re-Used by Our Staffs**
- X20

Year:
- 2014 to 2018
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
One business owner

One Digital designer

One IT

trio
SG | MARKETS
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 VISITS

2014 2016 2018
50,000 60,000 120,000

600,000

600K pricing

2014 2018
60,000
CLIENT BUY 1 lot copper forward DEC18 USD

SGBot did you mean Buy 1 lot copper lime outright DEC18 USD/TON ? (Y/N) (Yes/No)

CLIENT yes

SGBot @CLIENT, You can buy at 6199.5 USD/TON (Mid at 6197.49) (120 sec before stream closing)

SGBot @CLIENT, You can buy at 6200.5 USD/TON (Mid at 6198.49) (94 sec before stream closing)

SGBot @CLIENT, ▼ You can buy at 6201.25 USD/TON (Mid at 6199.235) (80 sec before stream closing)

SGBot @CLIENT, ▼ You can buy at 6200.5 USD/TON (Mid at 6198.49) (77 sec before stream closing)

CLIENT off

SGBot @CLIENT, ! Your previous request has been cancelled...

CLIENT refresh

now

SGBot @CLIENT, ▼ You can buy at 6202.25 USD/TON (Mid at 6199.235) (106 sec before stream closing)

SGBot @CLIENT, ▼ You can buy at 6202 USD/TON (Mid at 6199.24) (99 sec before stream closing)

SGBot @CLIENT, ▼ You can buy at 6201.75 USD/TON (Mid at 6199.235) (97 sec before stream closing)

CLIENT done

SGBot @CLIENT, ! You bought 1 lot copper lime outright DEC18 at 6201.75 USD/TON !

#DealDone

@CLIENT, Thank you for the trade!
Q&A
G.R.O.W

GROUNDED
RESPONSIVE
OBSESSED WITH QUALITY
WATCHFUL
OUR STRATEGY IS BUILT ON 3 ENABLERS

G.R.O.W

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

- MULTIPLE AI USE CASES ON
  PREDICTIVE ANALYSIS
  VIRTUAL INTERACTIONS
  OPERATIONAL EFFICIENCY

DATA USE CASE IN PRODUCTION
1000+
4000+
1500+
50+
200+

API IN PRODUCTION
80+
60%
41%
80%

CLOUD INFRASTRUCTURE

2017 Investor Day
2018 Digital Journey
2020 Target

77
EXPIRE A FIN EUR 650M OF INVESTMENT OVER 3 YEARS

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

REGULATORY: 27%
CLIENT: 45%
EFFICIENCY & INFRASTRUCTURES: 28%

AGILITY

2017: 18%
2018: 27%
2020: 50%
% of IT workforce

OPEN SOURCE FIRST

UPSKILLING & RESKILLING
OUTSIDE-IN PERSPECTIVES
PREPARE FOR TOMORROW
ECOSYSTEM BUILDING
NEW BUSINESSES
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
The leaders of tomorrow will embrace a business design approach.

**PREPARING FOR THE WORLD OF TOMORROW**

**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
O.P.E.N

CO-BUILDING THE FUTURE FOR OUR CLIENTS’ DIGITAL LIVES

INCUBATORS/ACCELERATORS
- LeWeb
- schoolab
- The Family
- jokkolabs
- CATALYST
- FINTECH

COMMERCIAL PARTNERSHIPS
- yelloo
- duco
- Onefinity
- TASTY
- startupflow
- TRADESHIFT
- supperzone
- Lulu dans ma rue
- Novatile

ACQUISITION
- DataSolv
- Theoreo
- 365Talents
- iRaiser
- ColdSenti
- ALD Automotive
- vinli
- yseop
- ubiquire
- yousigr
- treezor
- Fiduceo
- lumo

INVESTMENTS
- TagPay
- R3
- wef
- daphni
- LiquidShare
- SYMPHONY
- seed fund
- Truffle Capital
- BLACKFIN

NON EXHAUSTIVE ILLUSTRATION MAP OF OUR PARTNERSHIPS
SELECTED INVESTMENTS BY THE BUSINESSES OVER THE PAST 18 MONTHS

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.
ADVANCED DIGITAL ENVIRONMENT SUPPORTED BY THE RUSSIAN GOVERNMENT

76% Internet penetration (110M users)*

92M Smartphones (64% penetration into population)**

Local advanced digital players
Tinkoff Bank, Yandex, Telegram, Avito

Pushed by the Central Bank of Russia
(biometry, fintech association, regulatory sandbox, digital marketplace)

* 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*

<table>
<thead>
<tr>
<th>Year</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>+27%</td>
</tr>
<tr>
<td>2016</td>
<td>+37%</td>
</tr>
<tr>
<td>2017</td>
<td>+52%</td>
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</table>

AVERAGE PROFIT MARGIN, 2018

<table>
<thead>
<tr>
<th>Region</th>
<th>Margin</th>
</tr>
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<tbody>
<tr>
<td>Russian Federation</td>
<td>5.90%</td>
</tr>
<tr>
<td>Czech Republic</td>
<td>23.60%</td>
</tr>
<tr>
<td>EU</td>
<td>45.70%</td>
</tr>
<tr>
<td>UK</td>
<td>66.20%</td>
</tr>
</tbody>
</table>

MORTGAGE TO GDP VALUE**, 2017

200–250 bps

* Source: Public data of the Central Bank of Russia
** Source: European Mortgage Federation, HYPOSTAT September 2018
BUILDING HOUSING ECOSYSTEM FOR FULL ONLINE MORTGAGE EXPERIENCE

Clients

Search for real estate

Application for mortgage, online approval

Insurance selection

Collateral approval

Deal Closing (offline)

Property maintenance

Partners

CIAN – largest online real estate database in Russia

Federal Tax Service, Pension Fund, credit bureaus

30+ insurance companies incl. Societe Generale Insurance

30+ appraisal companies

30+ notary agencies

10+ renovation, moving, furniture companies
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
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
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*