

# EUROPEAN CEO CONFERENCE

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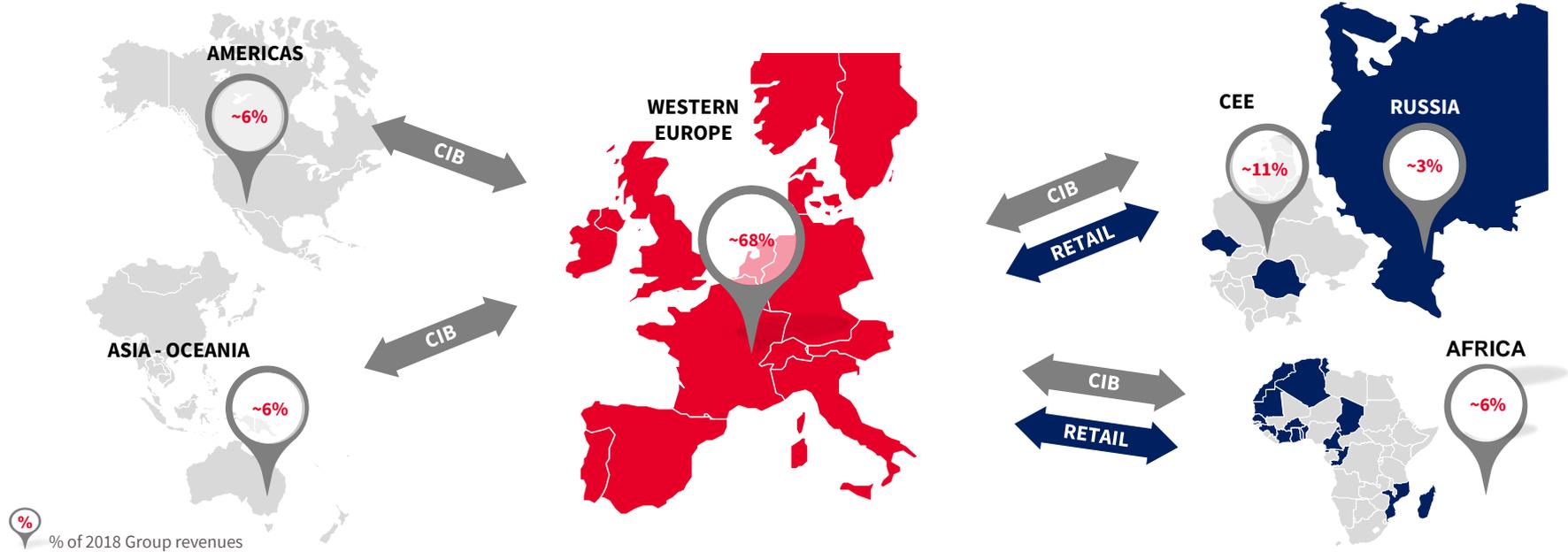
Frédéric Oudéa, CEO

11.06.2019

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

# OUR MODEL

## INTEGRATED REGIONS FOR OUR CLIENTS



Presence in **SELECTED WHOLESALE MARKETS** for our core clients  
**CONNECTING WITH EUROPE**

**LEADERSHIP** positions in Western Europe  
A reference **RETAIL BANK** in France

Reference bank in **HIGH POTENTIAL RETAIL MARKETS**  
Leveraging on **GROUP PRESENCE** for our corporate clients

# DELIVERING A PROFITABLE MODEL IN FRENCH RETAIL BANKING



## DIGITAL & EXPERTISE IN OUR NETWORKS



### AUTOMATION

Increasing mobile application features, leveraging on electronic signatures, Client Journey digitalization



### INNOVATION

Leverage on Data and Artificial Intelligence



### ADAPTED NETWORK

SPECIALIZED SET UP AND ADAPTED BRANCH NETWORK: # **-22% SG, -9% CDN** (2015 – 2020)  
in branches, new branches formats

TRANSFORMATION OF CALL-CENTERS AND BACK-OFFICES



### EXPERTISE FOR OUR CLIENTS

2018 RONE 11.6%



## GROWTH & LEADERSHIP IN BOURSORAMA

### LEADER IN ONLINE BANKING IN FRANCE

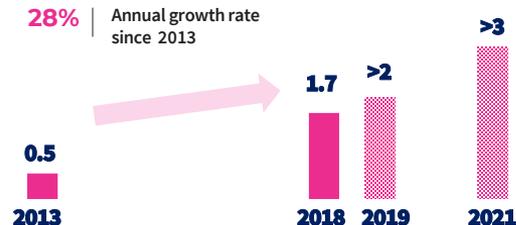
#1 in number of clients

1.8M at end of April 19, 2021 target >3M

#1 in new clients acquisition

### EFFICIENT OPERATING MODEL

#### TOTAL CLIENTS IN MILLIONS



2018 RONE excluding investment in client acquisition > 14%

# A RELATIONSHIP, PIONEER AND RESPONSIBLE BANK IN GLOBAL BANKING AND INVESTOR SOLUTIONS

## INTEGRATED GLOBAL PRESENCE

Europe is our domestic market

US and Asia are dynamic markets where we are growing our presence

Africa is a differentiating factor

## EXPERTISE AND INNOVATION

Serving the sophisticated needs of our clients is part of our DNA

Creating new investment and structured finance solutions

## POSITIVE IMPACT

Leadership in renewables

Investment products and positive impact finance

## COMMITTED TO IMPROVE PROFITABILITY

Selective capital allocation

Focused on areas of strength

Adapting actively to a new regulatory environment

## A WHOLESALE B2B MARKETPLACE

SG Markets: one interface for clients and teams

Successful partnerships

New services and features at a lower cost

Best in class client experience



# DEVELOPING INNOVATIVE AND HIGH GROWTH MODELS BEYOND TRADITIONAL BANKING



## INTERNATIONAL RETAIL

### LEADING AND HIGH GROWING FRANCHISES IN A DYNAMIC ENVIRONMENT

**#3** in Czech Republic

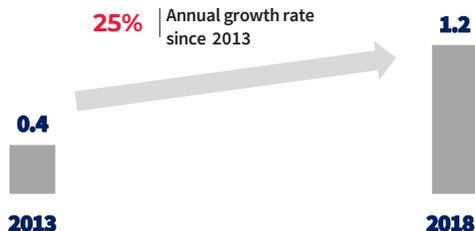
**#3** in Romania

**#2** international bank in Russia (by loans)

**#1** in French-speaking Subsaharan Africa

**Top 3** non-captive car finance in France, Germany, Italy and Russia

### INTERNATIONAL RETAIL NET INCOME CONTRIBUTION (EUR bn)



Based on published data



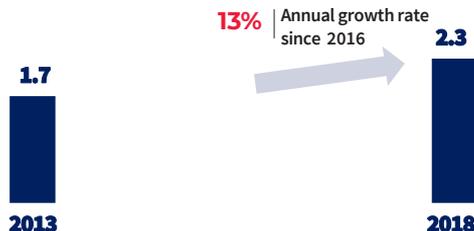
## INSURANCE

### INTEGRATED BANCASSURANCE MODEL

**EUR 2.3bn** in total revenues from synergies within the Group in 2018

**Deploying** our model **in all our geographies**

### TOTAL INSURANCE REVENUES FROM SYNERGIES WITHIN THE GROUP (EUR bn)



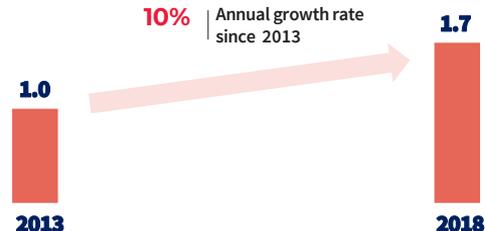
## ALD

### LEADER IN MOBILITY

**#1** Full service leasing in Europe

**#2** Worldwide

### TOTAL VEHICLE FLEET IN MILLIONS



# STRONG RISK PROFILE AND CULTURE



## WELL MANAGED CREDIT RISK

HIGH ORIGATION AND PORTFOLIO QUALITY

WELL-ESTABLISHED TRACK RECORD OF LOW COST OF RISK

**ca. 25 bps** since 2016\*

KEEPING NPL AT A LOW LEVEL: **NPL ratio at 3.5%** in March 19

\*Average data  
\*\*Quarterly Average of 1-Day, 99% Trading VaR  
Based on published data



## CONTAINED MARKET RISK

MARKET RISK

**~5% of total RWA** since 2016\*

HIGHLY DISCIPLINED APPROACH TO RISK APPETITE

**VaR\*\* < EUR 35m** since 2013



## A STRICT FOCUS ON OPERATIONAL RISK

CONTINUOUS INVESTMENT IN **COMPLIANCE**

TRANSVERSAL **CULTURE & CONDUCT** PROGRAMME

**RESPONSIBLE REMUNERATION** SCHEME FOR MANAGEMENT TEAMS

# OUTLOOK 2020

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## GROUP ROTE<sup>(1)</sup>

**9.0%-10.0%**

## French retail banking

**RONE 11.5%-12.5%**

## International Retail Banking and Financial Services

**RONE 17.0%-18.0%**

## Global Banking and Investor Solutions

**RONE 11.5%-12.5%**

## CET 1

**12%**

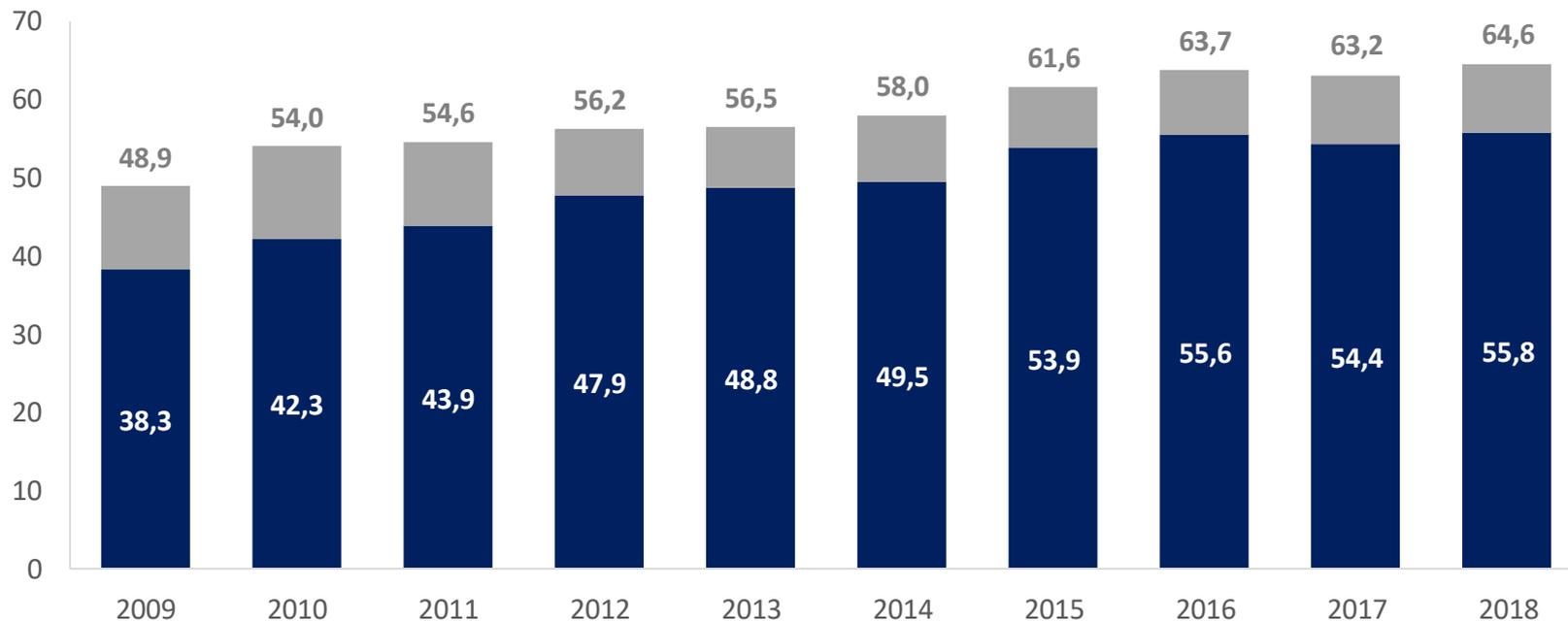
## DIVIDEND PER SHARE

**50% PAYOUT RATIO  
FLOOR AT EUR 2.2 PER SHARE**

(1) Excluding exceptional items

# A REGULAR GROWTH IN NET ASSET AND NET TANGIBLE ASSET VALUE PER SHARE

(EUR)



2009 – 2013 : data published for the respective year  
2014 – 2018 : data published using the new methodology implemented end 2017

# COMMITTED TO POSITIVE TRANSFORMATIONS

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**FULLY DIGITALISING THE  
BANK FOR A BETTER  
CLIENT EXPERIENCE**



**BUILDING GROWTH  
MODELS, TAILORED TO  
THE FUTURE OF  
BANKING**



**TAKING FULL  
ADVANTAGE OF  
DIFFERENTIATING  
POSITIONING IN HIGH  
GROWTH POTENTIAL  
REGIONS**



**LEADER IN RESPONSIBLE AND INNOVATIVE BANKING**

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