APPROACH TO SUSTAINABILITY

October 2019

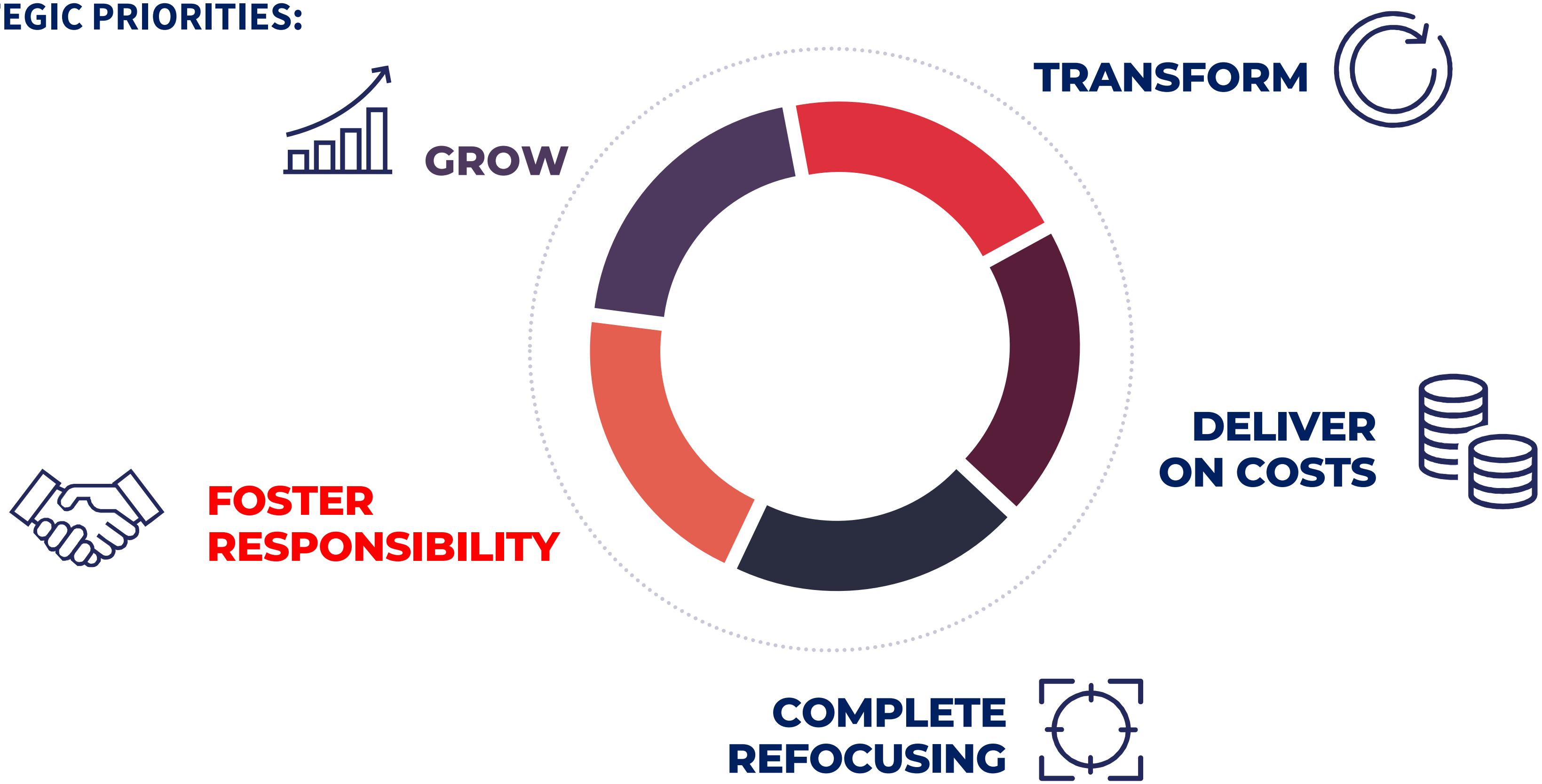
THE FUTURE IS YOU

SOCIETE GENERALE

CONTENTS

STRATEGIC PRIORITY TO FOSTER RESPONSIBILITY

2020 GROUP STRATEGIC PRIORITIES:



SOCIETE GENERALE

A CLEAR CSR STRATEGY INTEGRATED ACROSS THE SG GROUP

The Board approves annually the Group's CSR objectives and strategy and reviews the developments of the programme

CSR AMBITIONS STRUCTURED AROUND 6 MAIN THEMES

IN OUR BUSINESS DEVELOPMENT GOALS...

- **Climate Change**
- **Offers in line with Social Trends**
- **Sustainable Development of Africa**

IN THE WAY WE CONDUCT BUSINESS...

- **Client Satisfaction & Protection**
- **Culture, Conduct & Governance**
- **Responsible Employer**

COMMITTED TO POSITIVE TRANSFORMATIONS

RECOGNISED FOR LEADERSHIP IN CLIMATE

#1 Global Bank in climate strategy and #6 European Bank across all ESG criteria in RobecoSAM 2019 rankings

MEMBER OF Dow Jones Sustainability Indices
In collaboration with RobecoSAM

Ranked #2 Globally and #1 Europe for climate policy by independent research firm Autonomous, and cited 'Best-in-Class' for climate disclosure

LEVERAGING INNOVATION STRENGTHS TO DRIVE SUSTAINABILITY

Sole swap counterparty in world's first Sustainable Development Goals-linked cross currency swap, and joint bookrunner on first global bond issue of USD 1.5bn linked to Sustainable Development Goals

enel

Inaugural EUR 1bn Positive Impact Covered Bond for carbon-efficient home loans

SOCIETE GENERALE

FOUNDING SIGNATORY TO THE PRINCIPLES FOR RESPONSIBLE BANKING

1 GOVERNANCE

SNAPSHOT OF SG BOARD

Board Chairman	✓	Separation of Chairman and CEO roles since May 2015
Independence	✓	14 Directors; 91.6% independent (excluding 2 staff-elected)
Diversity	✓	Gender: 43% women; Nationality: 36% non-French (US/ British, Italian, Spanish, Dutch, Canadian)
Competence	✓	Broad range of skills: Risk, Control, Finance, IT, Digital, Management, Regulation, International, Client Services, Legal, Industry… (see slide 10)
Tenure	✓	Length of term: 4 years; Average tenure: 5 years
Overboarding	✓	Cap on the number of directorships: • 1 executive and 2 non-executive; or • 4 non-executive
Attendance	✓	Attendance in 2018: 93%
Training	✓	Wide and regular training programme based on previous year's appraisal. In 2018 this included US regulation and AI / cyber security.
Board evaluation	✓	External 360° assessment every 3 years; internal assessment in other years

POSITIVELY POSITIONED VS EUROPEAN PEERS ON GOVERNANCE INDICATORS

	SG RANK	SOCIETE GENERALE	average (France)	average (Europe)
Board Diversity	#1	100	63	76
Board Independence	#1	70	13	41
Board Capture	#1	70	57	58
Board Leadership	#2	70	30	45
Nominating Committee Effectiveness	#3	60	30	50
Board Tenure	#6	60	60	57

Source: Sustainalytics data, 2016 (score /100 ; Rank /14)
French panel includes BNP Paribas, Credit Agricole and Natixis
European panel includes Barclays, BBVA, BNP Paribas, Credit Agricole, Credit Suisse, Deutsche Bank, HSBC, ING, Intesa, Natixis, Nordea, Santander, Societe Generale and UniCredit

DIRECTOR COMPETENCIES AND EXPERIENCE (1/3)

Lorenzo BINI SMAGHI

First appointment : **2014**
Term : **2022**
Italian
Tenure (yrs): **5**

- Member of Executive Board of ECB *(2005 to 2011),*
- Member of the Board of Directors of TAGES Holding (since 2014), Morgan Stanley Internaional *(2013 to 2014),*
- Chairman of the Board Directors *(2016 to 4th April 2019),* SNAM *(2012 to 2016),* ChiantiBanca *(2016 to 2017).*

Frédéric OUDEA

First appointment : **2009**
Term : **2023**
French
Tenure (yrs): **10**

- Societe Generate Group *since 1995:*
  - Chief Financial Officer *(2003 to 2008),*
  - Chairman and CEO *(2009 to 2015),*
  - CEO *since 2015*,
- Member of the Board of Directors of Cap Gemini *since 2018.*

William CONNELLY

First appointment : **2017**
Term: **2021**
French
Tenure (yrs): **2**

- Various posts at NG Bank N.V. *(1999 to 2016),* latest positions were :
  - Global Head of Corporate and Investment Banking,
  - Member of Mangement Board of ING Bank N.V. *(2011 to 2016),*
  - CEO ING Real Estate B.V. to *(2009 to 2015),*
- Chairman of Supervisory Board of Aegon N.V. *since 2017*,
- Member of Board Of Directors Of Self Bank *since 2019*.

Jerome CONTAMINE

First appointment : **2018**
Term : **2022**
French
Tenure (yrs): **1**

- Chief Financial Officer of Vedia Environnement *(2000 to 2009),*
- Chief Financial Officer of Sanofi *(2009 to 2018),*
- Chairman of Boards of Directors the of SANOFI European Treasury (2012 to 2015), SECIPE *(2009 to 2016),* SANOFI 1 *(2009 to 2015)*,
- Member of Board of Directors of Valeo *(2006 to 2017).*

Diane COTE

First appointment : **2018**
Term : **2022**
Canadian
Tenure (yrs): **1**

- Chief Risk Officer of the London Stock Exchange Group *since 2012.*
- Member of Board of Directors of Novae Syndicates Limited *(2015 to 2018),* Frank Russel Company *(2014 to 2016),* Russel Investments Inc *(2015 to 2016)*

Kyra HAZOU

First appointment : **2011**
Term : **2023**
US / British
Tenure (yrs): **8**

- Managing Director and Regional General Counsel for Salomon Simth Barney / Citibank *(1985 to 2000)*,
- Lawyer in London and New York.
- Non-executive Director and a member of the Audit Commitee and Risk Commitee at Financial Services Authority in the United Kingdom *(2001 to 2007)*

Jean Bernard LEVY

First appointment **2009**
Term : **2021**
French
Tenure (yrs): **10**

- CEO ot Vivendi *(2002 to 2005),*
- Chairman Of the Management Board of Vivendi *(2005 to 2012),*
- Chairman and CEO of Thales *(2012 to 2014)*. EDF *since 2014,*
- Chairman of Supervisory Board of Viroxis *(2007 to 2014)*, Framatome *since 2018,*
- Chairman Of the Board Of Directors Of JBL Consulting & SAS *(2012 to 2014)*, EDF Energy Holdings *(2015 to 2017)*, Edison S.p.A *since 2014*,
- Member of Board of Directors of Vinci *(2007 to 2015),* DCNS *(2013 to 2014)*, of Dalkia *since 2014*, EDF Énergies Renouvelables *since 2015*, EDF Energy Holdings *since 2017*.

DIRECTOR COMPETENCIES AND EXPERIENCE (2/3)

Gérard MESTRALLET

First appointment : **2015**
Term : **2023**
French
Tenure (yrs): **4**

- Chairman and CEO of Compagnie de Suez *(1995 to 1997)*,
- Chairman of the Management Board of Suez Lyonnaise des Eaux (1997 to 2001)
- Chairman and CEO of Suez *(2001 to 2008)*, Engie *(2008 to 2016)*,
- Chairman of the Board of Directors of GDF SUEZ Belgium *(2010 to 2014)*, Electrabel *(2010 to 2016)*, ENGIE Energy Management Trading *(2010 to 2016)*, ENGIE Energie Services *(2005 to 2016)*, GDF SUEZ Rassembleurs d'Énergies S.A.S *(2011 to 2014)*, Engie *(previously GDF-SUEZ, 2016 to 2018)*, SUEZ *(2008 to May 2019)*.
- Vice-Chairman of the Board of Directors of Aguas de Barcelona *(2010 to 2015)*,
- Member of the Supervisory Board of Siemens AG *(2013 to 2018)*,
- Member of the Board of Directors Of Saint-Gobain *(1995 to 2015)*, Pargesa Holding SA *(1998 to 2014)*, International Power *(2011 to 2016)*, Saudi Electricity Company *since 2018*.

Juan Maria NIN GENOVA

First appointment : **2016**
Term : **2020**
Spanish
Tenure (yrs): **3**

- CEO of La Caixa *(2017 to 2011)*
- Vice-Chairman and Deputy Advisor of CaixaBank S.A. *(2011 to 2014)*,
- Member of the supervisory Board of Grupo Financiero Inbursa *(2008 to 2014)*, Banco BPI S.A. *(2008 to 2014)*, ERSTE Groupe Bank AG *(2009 to 2014)*,
- Member of the Board of Directors of Repsol SA Spain *(2007 to 2015)*, Gas Natural Spain *(2008 to 2015)*, Naturhouse Spain (2014 to 2016), Grupo Indukern Spain *(2014 to 2016)*, DIA Group SA *(2015 to 2018)*,
- Chairman of the Board of Directors of SegurCaixa Holding, SA *(2007 to 2014)*, VidaCaixa Assurances *(2014)*, Azora Capital S.L. *since 2014*, Grupo de Empresas Azvi S.L. *since 2015*, Azora Gestion *since 2018*.

Nathalie RACHOU

First appointment : **2008**
Term **2020**
French
Tenure (yrs): **11**

- Banking experience *(1978 to 1999)* at Crédit Agricole Indosuez,
- Foreign Trade Advisor for France *since 2001*,
- Senior Advisor for Rouvier Associes *since 2015*,
- Member of the Board of Directors of LAIRD Plc *(2016 to 2018)*, ALTRAN *since 2012*, VEOLIA Environnement *since 2012*

Lubomira ROCHET

First appointment **2017**
Term : **2021**
French
Tenure (yrs): **2**

- Head Of Strategy at Sogeti *(2003 to 2007)*,
- Head of Innovaion and Start-ups in France at Microsoft *(2008 to 2010)*,
- CEO of Valtech *(2012 to 2014)*,
- Chief Digital Officer and Member of Executive Committe of L'Oréal *since 2014*,
- Member of the Board of Directors of Founders Factory Ltd *since 2016*.

Alexandra SCHAAPVELD

First appointment **2013**
Term : **2021**
Dutch
Tenure (yrs): **6**

- Various posts at ABN Amro investrnent banking division *(1984 to 2007)*,
- Appointed head of Western Europe at Royal Bank of Scotland *in 2008*,
- Member Of the Supervisory Board Of Holland Casino *(2007 to 2016)*, Vallourec SA *since 2010*, Burni Armada Berhad *since 2011*, FMO *since 2012*.

France HOUSSAYE

First appointment **2009**
Term : **2021**
French
Tenure (yrs): **10**

- SG employee *since 1989*

David LEROUX

First appointment **2018**
Term : **2021**
French
Tenure (yrs): **1**

- SG employee *since 2001*

DIRECTOR COMPETENCIES AND EXPERIENCE (3/3)

Board of Directors

Governance, Corporate Management, Shareholder Relations, CSR, Strategy
- Lorenzo BINI SMAGHI
- Frédéric OUDÉA
- Jérôme CONTAMINE
- Diane CÔTÉ
- Jean-Bernard LÉVY
- Gérard MESTRALLET
- Juan Maria NIN GENOVA
- Nathalie RACHOU

Finance, Accounting
- Lorenzo BINI SMAGHI
- Frédéric OUDÉA
- William CONNELLY
- Jérôme CONTAMINE
- Diane CÔTÉ
- Jean-Bernard LÉVY
- Gérard MESTRALLET
- Nathalie RACHOU
- Alexandra SCHAAPVELD

Regulatory, Legal, Compliance
- Lorenzo BINI SMAGHI
- Frédéric OUDÉA
- Diane CÔTÉ
- Kyra HAZOU
- Nathalie RACHOU

International
- Lorenzo BINI SMAGHI
- Frédéric OUDÉA
- William CONNELLY
- Jérôme CONTAMINE
- Diane CÔTÉ
- Kyra HAZOU
- Jean-Bernard LÉVY
- Gérard MESTRALLET
- Juan Maria NIN GENOVA
- Nathalie RACHOU
- Lubomira ROCHET
- Alexandra SCHAAPVELD

IT, Innovation, Digital
- Frédéric OUDÉA
- Jérôme CONTAMINE
- Jean-Bernard LÉVY
- Lubomira ROCHET

Bank, Insurance
- Lorenzo BINI SMAGHI
- Frédéric OUDÉA
- William CONNELLY
- Diane CÔTÉ
- Kyra HAZOU
- France HOUSSAYE
- David LEROUX
- Juan Maria NIN GENOVA
- Nathalie RACHOU
- Alexandra SCHAAPVELD

Risk
- Lorenzo BINI SMAGHI
- Frédéric OUDÉA
- William CONNELLY
- Diane CÔTÉ
- Kyra HAZOU
- Juan Maria NIN GENOVA
- Nathalie RACHOU
- Alexandra SCHAAPVELD

Industry
- Jérôme CONTAMINE
- Jean-Bernard LÉVY
- Gérard MESTRALLET
- Lubomira ROCHET

Internal Control, Audit
- Frédéric OUDÉA
- Jérôme CONTAMINE
- Diane CÔTÉ
- Kyra HAZOU
- Nathalie RACHOU
- Alexandra SCHAAPVELD

Marketing, Customer Services
- Frédéric OUDÉA
- William CONNELLY
- France HOUSSAYE
- David LEROUX
- Juan Maria NIN GENOVA
- Lubomira ROCHET
- Alexandra SCHAAPVELD

DIVERSITY AT SOCIETE GENERALE…

		GENDER	NATIONALITY
BOARD	**14 members** *Incl employee representatives*	Female *43%* / Male *57%*	Non-French *36%* / French *64%*
GENERAL MANAGEMENT	**5 members**	Female *20%* / Male *80%*	Non-French *20%* / French *80%*
MANAGEMENT COMMITTEE	**61 members**	Female *23%* / Male *77%*	Non-French *24%* / French *76%*
ALL STAFF	**149,022**	MANAGERS: Female *46%* / Male *54%*	Non-French *58%* / French *42%*
		ALL STAFF 58% female	**142 NATIONALITIES**

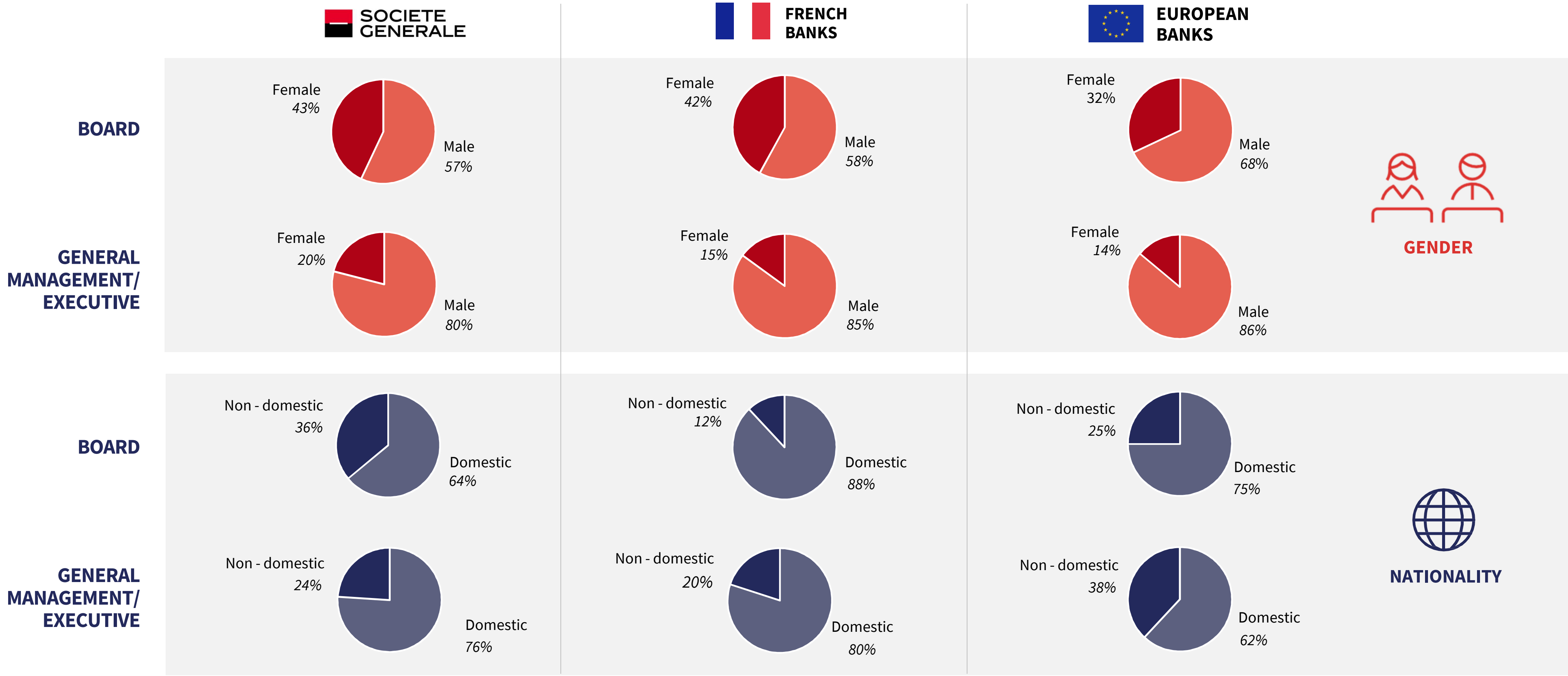
MAKING PROGRESS TOWARDS GENDER EQUALITY
EQUILEAP
TOP 100
2019

Gender Equality Equileap 2019

Financial sector:
No.5 in Europe
No. 15 worldwide

SOCIETE GENERALE

... POSITIVELY POSITIONED VS PEERS ON DIVERSITY



Source : 2017 Annual reports / Corporate websites / like-for-like comparisons taken where possible **French Banks :** SG, Credit Agricole, BNP, Natixis **European Banks :** Unicredit, Deutsche Bank, ING, Barclays, Santander, Crédit Suisse, HSBC, SG, Crédit Agricole, BNP, Natixis

BOARD COMMITTEES

5 INDEPENDENT DIRECTORS

Review of the risk panorama & mapping; Culture & Conduct; CSR; GDPR; cyber security; liquidity remediation; Brexit; NPLs; stress tests; regulatory projects; litigations; compensation policy.
Assessment of compliance and risk functions.
As US Risk Committee, it met 12 times to validate the risk appetite of the US operations, supervise risk policies; follow up of remediation plans.

2018: met 10x; attendance rate 98%

4 INDEPENDENT DIRECTORS

Review of Group accounts; Statutory Auditors; audit and internal control; participation in US Risk Committee which audits the US businesses.
Review of compliance organisation; anti-money laundering; monitoring of remediation plans; regulatory compliance; customer protection; and specific business reviews.

2018: met 10x; attendance rate 90%

4 DIRECTORS (3 INDEPENDENT)

Monitors long-term and deferred remuneration; Chairman's remuneration; and ensures remuneration policies are in line with regulations, internal risk control policy, gender equality and (from 2018) that extra-financial criteria are considered in the variable remuneration of the Management Committee.

2018: met 8x; attendance rate 97%

4 INDEPENDENT DIRECTORS

Prepares the appointment of new directors and succession of General Management; reviews the succession plans of the Business and Service Units; prepares resolutions for General Meeting; examines Internal Rules of the Board; prepares annual internal evaluation of Board; and assesses the independence of Directors.

2018: met 7x; attendance rate 82%

Public activity reports for all Committees included in the Registration Document

ROLE OF THE BOARD

**THE BOARD OF DIRECTORS
COLLECTIVELY REPRESENTS ALL SHAREHOLDERS**

STRATEGIC DIRECTION

The Board:
- sets SG's strategic direction
- ensures its implementation
- defines the Group's values and code of conduct
- defines the Group's social and environmental responsibilities

REMUNERATION

The Board sets the compensation of the CEOs, including:
- fixed and variable, ensuring a balance between financial and extra-financial criteria
- long-term incentives to align interests with long-term shareholder value

SOLID GOVERNANCE

The Board periodically:
- ensures that it is well composed and has sufficient breadth of skills to performs its duties
- approves effective risk procedures, a sound internal control system, and efficient administrative processes
- ensures a well-defined, transparent and coherent sharing of responsibilities

AN ORGANISATION BASED ON SHARED CULTURE AND GOALS...

MORE **AGILE** ORGANISATION

- New organisation and governance adopted in 2017, with two objectives :
  - To be **more agile and customer-focused**
  - To support a more **collective working** model

REINFORCED INTERNAL CONTROL SET UP

- Since 2017, Group Compliance division **reports directly to General Management**
- **Doubled Compliance headcount** in 3 years and **increased training** budget
- Commitment to continue to enhance compliance programme :
  - To **prevent and detect** potential violations
  - To **enhance corporate oversight**

DEPLOYING **CULTURE & CONDUCT** PROGRAMME

- **Company-wide culture & conduct programme** sponsored by the CEO and reporting to the Board of Directors
- **Updated Code of Conduct** deployed worldwide reinforcing commitments towards every stakeholder

MORE ALIGNMENT

- **Common leadership model, based on 4 shared values,** applying to all staff worldwide
- **Variable remuneration of Management Committee members significantly aligned with shared Group targets:** Financial targets, Net Promoter Score, global employee commitment rate and Group CSR rating

... AND TO FOSTER AUTONOMY, COLLEGIALITY AND COOPERATION

~30 EXECUTIVES
with common objectives and remuneration schemes

French Retail Banking

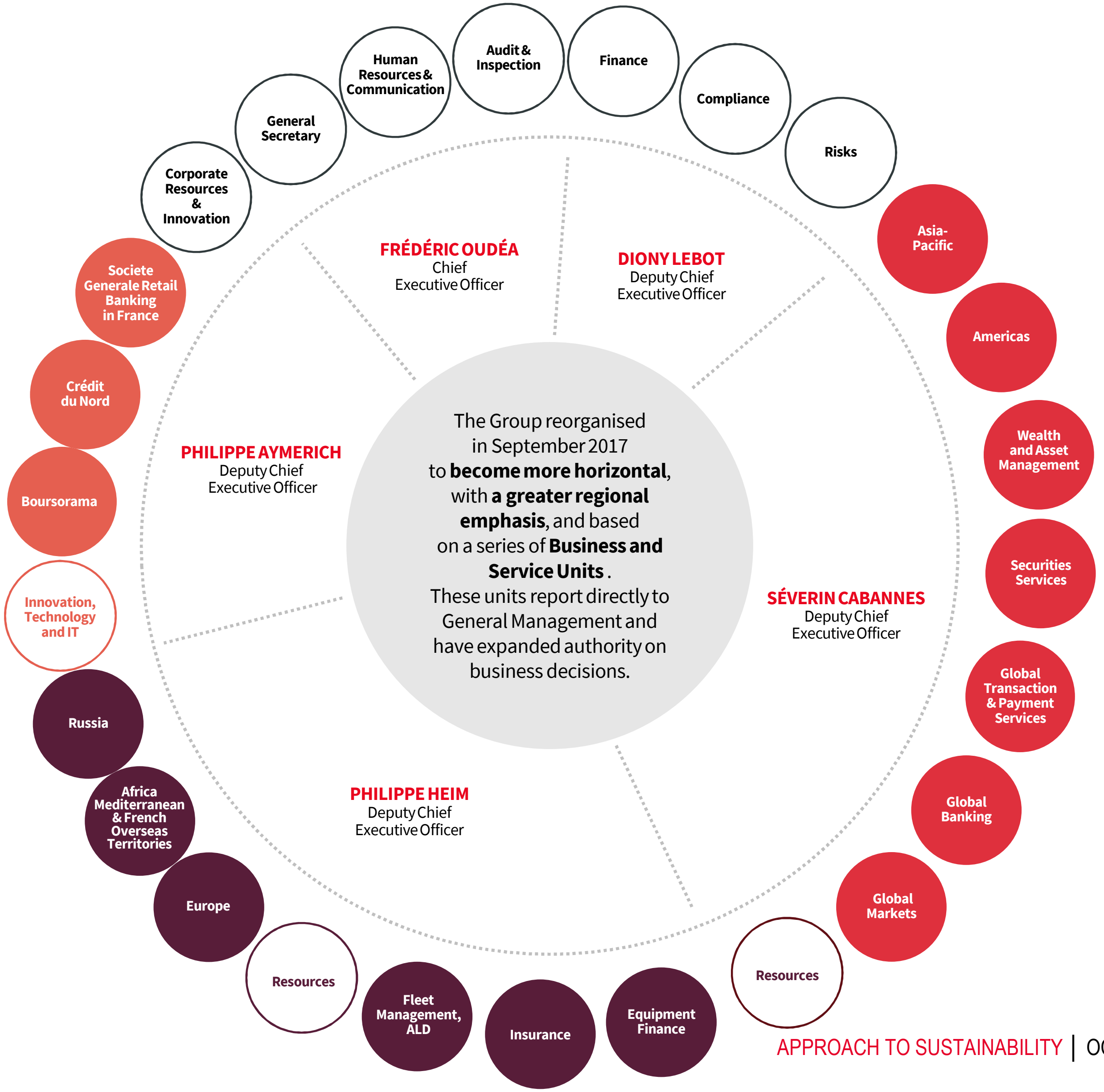
International Retail Banking and Financial Services

Global Banking and Investor Solutions

Corporate Functions

Business Unit

Service Unit



SOCIETE GENERALE

GROUP GOVERNANCE, OVERSIGHT AND MANAGEMENT STRUCTURE

BOARD OF DIRECTORS

- **Audit & Internal Control Committee**
- **Risk Committee**
- **Compensation Committee**
- **Nomination & Corporate Governance Committee**

GENERAL MANAGEMENT

General Management Committee
Group CEO and Deputy CEOs
Prepares and supervises the implementation of the strategy determined by the Board

STRATEGIC SUPERVISION & GROUP MANAGEMENT

Group Strategy Committee

CEO, Deputy CEOs, some Heads of Business and Service Units, Head of Strategy

Implements the group strategy, reviews the portfolio of Group businesses, monitors the Group's governance and steps taken with respect to Culture & Conduct, social and environmental responsibility

Cross-Functional Oversight Group Committees

CEO, Deputy CEOs, some Heads of Business or Service Units and members of their teams

Group client or thematic committees

Strategy – Oversight Committee Business/ Support Units

CEO, Deputy CEOs, Head of Business or Service Unit in question, Head of Strategy, Heads of some Business and Service Units

Meets at least once per year for each Business or Service Unit to discuss strategic management of each unit (includes client reviews and NPS, innovation and digitalisation, HR process)

SUPERVISION

Group Management Committee

Executives appointed by the CEO, Heads of Business and Service Units

Communicates and debates strategy and issues of general interest to the Group

The Group's governance bodies are set up to be collegial and cross-cutting and to systematically review strategic and operational objectives.

2 REMUNERATION POLICY

SOCIETE GENERALE

GROUP REMUNERATION – KEY POLICY AND PRINCIPLES

ROLE OF THE BOARD COMPENSATION COMMITTEE:

- To make recommendations to the Board regarding the Group's remuneration principles and policies
- To prepare the decisions of the Board regarding compensation of corporate officers, profit sharing, employee share ownership including the award of performance shares and capital increases reserved for employees

VARIABLE AND LONG-TERM REMUNERATION:

- General Management: variable remuneration aligned with Group strategic targets
- Management Committee members: variable remuneration aligned with collective Group targets: Financial performance, Employee Commitment rate, Net Promoter Score, External Group CSR Rating
- Increasing use of CSR targets

POLICY STRUCTURED ON PRINCIPLES OF LOYALTY AND VALUES:

- Fixed compensation that rewards a position in accordance with level of responsibility, skills and professional experience
- Variable compensation that depends on both collective and individual performance
- Additional incentive mechanisms which involve employees in the Group's long-term development

CONTROL OF THE REMUNERATION POLICY FOR REGULATED STAFF:

- Internal and External controls : Internal Audit, Compensation Committee, Risk Committee, Board of Directors and Regulators
- Variable compensation balanced against fixed compensation and aligned with long-term performance, partly deferred and paid in shares or instruments indexed on the share price

COMPENSATION – NON-EXECUTIVE CHAIRMAN
SAY ON PAY *EX POST 2018*

2018 FIXED COMPENSATION	**€ 895,208**	As part of the renewal of M. Bini Smaghi's term of office, shareholders voted in May 2018 in favour of raising his compensation from € 850,000 to € 925,000 per year for the duration of the new 4-year term.
ANNUAL VARIABLE REMUNERATION	**€ 0**	Fixed compensation only, to guarantee complete independence.
LONG-TERM INCENTIVE	**€ 0**	
BENEFITS IN KIND	**€ 53,533**	Provision of housing for the purpose of carrying out the duties of this mandate in Paris.
TOTAL	**€ 948,741**	

M. BINI SMAGHI receives no directors' fees

REMUNERATION POLICY - EXECUTIVE MANAGEMENT (1/3)
SAY ON PAY *EX ANTE 2019*

REMUNERATION POLICY COMPLIANT WITH REGULATIONS (CRD4, SAPIN 2) AND AFEP/MEDEF CODE

Key changes introduced in 2019:

Better alignment with Group strategic targets and risk appetite

ANNUAL VARIABLE REMUNERATION - QUANTITATIVE CRITERIA

	2018 Financial year	2019 Financial year
Group criteria	1/3 : EPS 1/3 : GOI Group 1/3 : C/I Group	1/3 : ROTE 1/3 : Core Tier 1 ratio 1/3 : C/I Group
Scope of responsibility criteria	1/3 : GOI scope of responsibility 1/3 : C/I scope of responsibility 1/3 : EBT scope of responsibility	1/3 : scope of responsibility 1/3 : C/I scope of responsibility 1/3 : RONE scope of responsibility

More demanding **performance conditions for the long-term incentive and alignment with the Group's CSR* commitments**

LONG-TERM INCENTIVE – PERFORMANCE CONDITIONS

2018 Financial year	2019 Financial year
TSR** condition: 100% of the award	TSR 80% of the award More demanding TSR payout (above median only) CSR 20% of the award, of which: ▪ ½ Energy transition financing ▪ ½ Positioning within the extra-financial ratings (RobecoSAM, Sustainalytics & MSCI)
Subject to Group profitability	

***CSR**: *Corporate Social Responsibility*

****TSR:** *comparison of the Total Shareholder Return of Société Générale vs a panel of 11 European comparable banks over the full acquisition lengths*

SOCIETE GENERALE

REMUNERATION POLICY - EXECUTIVE MANAGEMENT (2/3)
SAY ON PAY *EX ANTE 2019*

FIXED COMPENSATION	Reflects **experience** and **responsibilities** and **compares with practices** in similar companies **Fixed compensation maintained in 2019 at 1 300 000 € for CEO and 800 000 € for D-CEOs**	
VARIABLE COMPENSATION BASED ON ANNUAL PERFORMANCE	Based on **financial objectives** (60%) and **qualitative objectives** (40%) ▪ Maximum 135 % of fixed remuneration for the CEO and 115% for the D-CEOs ▪ Partly indexed to SG share, conditional and deferred for 3 years, in compliance with European standards	**Total variable compensation capped at twice the amount of fixed compensation**
LONG-TERM INCENTIVE	Designed to **associate executive managers in the Group's long-term performance and align their interests with those of the shareholders** ▪ Maximum 135 % of fixed remuneration for the CEO and 115% for the D-CEOs ▪ Entirely conditional and deferred for 7 years	

See Registration Document page 99-102

REMUNERATION POLICY - EXECUTIVE MANAGEMENT (3/3) SAY ON PAY *EX ANTE 2019*

NON-COMPETE CLAUSE	6 months non-compete clause, compensated 100% of fixed remuneration **Non-payment** of the clause in case of **departure within 6 months of claiming pension** or **beyond 65 years of age**	**Total non-compete + severance pay cannot exceed 2 years total compensation**
SEVERANCE PAY	Only in a case of **forced departure** Max 2 years fixed remuneration, subject to performance Non-payment in case of departure within 6 months of claiming pension or Non-payment if D/CEO or the Company is in a situation of failure	
SUPPLEMENTARY PENSION SCHEME	**No supplementary pension scheme for the CEO** For the D-CEOs: pension scheme **revised as of 1st January 2019 to reduce costs and risks** and subject to performance condition	

See Registration Document page 99-102

SAY ON PAY *EX POST* 2018 COMPENSATION

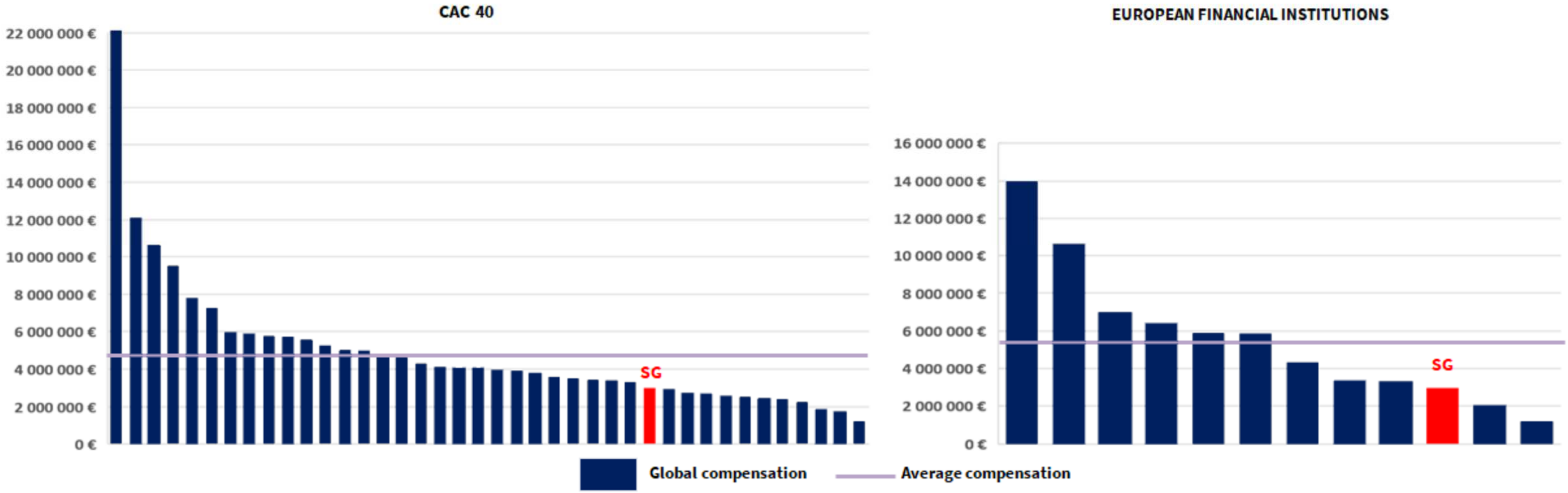
CHIEF EXECUTIVE OFFICER

2018 FIXED COMPENSATION	**1 300 000 €**	
ANNUAL VARIABLE REMUNERATION FOR 2018	**1 063 478 €** **after voluntary reduction of 15%** (including 212 696 € payable in 2019 and the balance deferred for 3 years)	**Targets reached giving right to 71.3 % of the variable compensation** ▪ 72.6 % of quantitative objectives reached ▪ 69.4 % of qualitative objectives reached **The annual variable remuneration corresponding to an overall achievement rate: 1 251 151 €**
LONG-TERM INCENTIVE	**636 936 €**	**Shares or equivalents awarded in 2 installments of 4 and 6 years** **Acquisition subject to Group profitability and growth of profitability for shareholders** (TSR)
TOTAL	**3 000 414 €**	

Mr. OUDÉA receives no Director's fees; he is provided with a company car (benefit valuated at 5 147 €)

CHIEF EXECUTIVE OFFICER REMUNERATION
COMPARISON WITH CAC 40 COMPANIES AND FINANCIAL INSTITUTIONS IN EUROPE

GLOBAL COMPENSATION 2018



Source : SG based on remuneration of CEOs in CAC 40 companies and in our peers group (11 European financial institutions) selected for the TSR performance condition of the LTI

SAY ON PAY *EX POST* 2018 COMPENSATION

DEPUTY CHIEF EXECUTIVE OFFICERS

	PHILIPPE AYMERICH	SÉVERIN CABANNES	PHILIPPE HEIM	DIONY LEBOT
2018 FIXED COMPENSATION	**504 000 €**	**800 000 €**	**504 000 €**	**504 000 €**
ANNUAL VARIABLE REMUNERATION FOR 2018	**423 105 €** (including 84 621 € payable in 2019 and the balance deferred for 3 years)	**485 555 €** **after voluntary reduction of 7.5%** (including 97 111 € payable in 2019 and the balance deferred for 3 years)	**437 300 €** (including 87 460 € payable in 2019 and the balance deferred for 3 years)	**393 030 €** (including 78 606 € payable in 2019 and the balance deferred for 3 years)
LONG-TERM INCENTIVE	**268 501 €**	**477 246 €**	**263 560 €**	**278 970 €**
TOTAL	**1 195 606 €**	**1 762 801 €**	**1 204 860 €**	**1 176 000 €**

Targets reached giving right to variable remuneration:

- 73.0 % for P. AYMERICH
- 57.1 % for S. CABANNES
- 75.4 % for P. HEIM
- 67.8 % for D. LEBOT

Shares or equivalents awarded in 2 installments of 4 and 6 years
Acquisition subject to Group profitability and growth of profitability for shareholders (TSR)

Director's fees included in variable remuneration; D-CEOs are provided with a company car

SOCIETE GENERALE

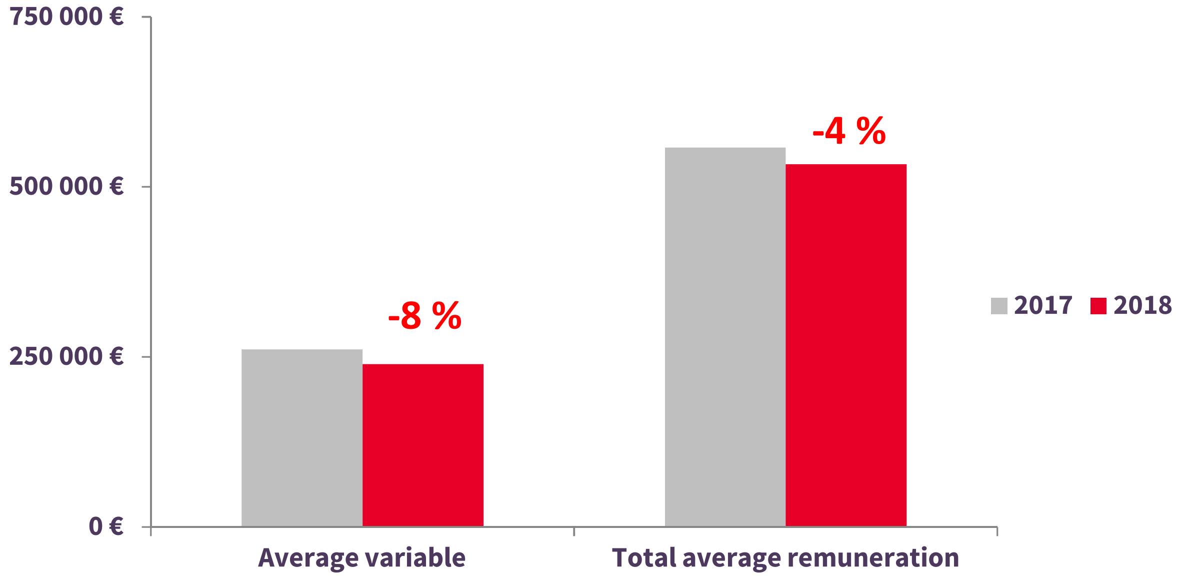
COMPLYING WITH REGULATIONS CONCERNING REMUNERATION

A “REGULATED” POPULATION OF 827 INDIVIDUALS (INCLUDING CORPORATE OFFICERS)

Employees identified because their activities may have a significant influence on the Company’s risk profile

The average remuneration for regulated population has dropped
(excluding severance pay, Chief Executive Officers and Board. At constant exchange rates)

CHANGE IN AVERAGE REMUNERATION OF REGULATED STAFF BETWEEN 2017 AND 2018



SOCIETE GENERALE

3 CULTURE & CONDUCT AND HUMAN CAPITAL

SOCIETE GENERALE

ANCHORING A CULTURE OF RESPONSIBILITY

STRONG HISTORY OF CULTURE:

SG culture underpinned by a strong history of **client service.**

FOUR GROUP VALUES:

- Team Spirit
- Responsibility
- Commitment
- Innovation

A COMMON LEADERSHIP MODEL:

Describing **required management and individual** behaviour

A GROUP CODE OF CONDUCT:

A Group Code of Conduct that sets out the commitments and principles we must all observe while fulfilling our duties, **and 2 complementary codes** focusing on particular conduct matters:

- **Tax Code of Conduct**
- **Code governing the fight against corruption and influence peddling**

THREE-YEAR CULTURE AND CONDUCT PROGRAMMME ACCELERATING CULTURAL TRANSFORMATION

A CLEAR ROADMAP WITH 3 MAIN OBJECTIVES...

1. Accelerate **SG's cultural transformation**
2. **Achieve the highest standards of quality of service**, **integrity and behaviour**
3. **Make SG's culture a differentiating factor**: quality of service, performance and attractiveness

...TO BE ACHIEVED OVER 3 YEARS

2017

- **Develop** the Programme **architecture** and roadmap
- **Communicate** to business and service units
- **Launch** first deliverables

2018

- Ensure the Programme **becomes highly visible**
- **Deliver** on our **core conduct priorities**

2019

- **Complete** Programme **roll-out:** fully embedding deliverables and **alignment of HR processes**
- Prepare the **transition to full ownership by business and service units**

RELYING ON A MULTI-PRONGED APPROACH…

GOVERNANCE

- Culture & Conduct programme **launched January 2017: regular follow up by the Board**
- **Overall responsibility for the programme is with General Management** : the Group Head of Culture & Conduct reports directly to the CEO and delivers an annual dashboard of indicators
- **Managers and Excos of each Business/Service Unit champion and lead on culture and conduct which is directly under their responsibility**

CODE OF CONDUCT

- The **Board formally endorsed** the updated Code of Conduct in 2016 and the Anti-Corruption and Anti-Bribery Code in 2017
- **2018 global roll-out** of a mandatory Conduct Journey Workshop to all active staff, with an annual mandatory test thereafter

CONDUCT RISK MANAGEMENT

- **Redefining and broadening our definition of conduct risk and embedding** this definition into **overall Group risk management framework**, so that risks can be better identified, assessed and mitigated across the Group

DASHBOARD

- **Annual dashboard for Board and General Management with indicators on culture and conduct** covering regulatory training, compliance dysfunctions, operational losses resulting from misconduct, sanctions and compensation reviews, results of internal staff survey

CULTURAL TRANSFORMATION

- **Alignment of HR processes**, including sanctions, performance evaluation and compensation, recruitment and induction, talent development
- Providing tools to **support and encourage an ethical approach and a speak-up culture**

COMMUNICATION AND AWARENESS

- **Communication on 3 levels (General Management, Business/ Service Unit and local level)** to embed culture and conduct topics into the daily lives of staff

SOCIETE GENERALE

… AND WITH CLEAR DELIVERABLES

PROGRAMME KEY ACHIEVEMENTS

93% of active employees, worldwide, completed **training** on the appropriation of the Group Code of Conduct through **17 000** workshops

6 conduct indicators and **8 culture indicators *** followed annually by the Board and Executive Management

Implementation of **action plans** within each Business and Service Unit, covering awareness of conduct risk, prevention of misconduct, best practices

Continued **alignment with HR processes** particularly in managing inappropriate behaviour, harassment, disciplinary sanctions and recruitment processes

Integration of conduct risk into the overall Group risk management framework, facilitating a **Risk and Control Self Assessment** for each Business and Service Unit

Reinforcing a **culture of responsibility** and **ethical reasoning** through dedicated action plans with each Business and Service Unit

* Indicators cover compliance and operational incidents of misconduct, major sanctions, overdue mandatory regulatory training, Code of Conduct training, incidents of variable remuneration being reduced following a review by Risk and Compliance, client service (Net Promoter Score), employee commitment and cooperation rate (measured through employee barometer), whistleblowing cases, speak-up score, managers' ethics score and proportion of women among group strategic talents

COMMITTED TO BE A RESPONSIBLE EMPLOYER

DEVELOP THE SKILLS THAT EMPLOYEES NEED

To Adjust To Transformations On The Banking Landscape

- Develop employees' employability through training, learning and the formulation of diverse career paths
- Targeted recruitment for growing and emerging businesses
- Embrace digital transition by offering alternative working methods

DEVELOP A RESPONSIBLE BANKING CULTURE

based on the common values of the Group's 'Leadership Model'

- Commitment to diversity
- Highest standards of conduct and ethics
- Cascading a strong tone from the top

Encouraging a speak-up culture

- New whistleblowing system introduced end-2018

FOSTER EMPLOYEE COMMITMENT AND TEAM SPIRIT

- Recognising each individual's contribution to the Group's long-term performance
- Ensuring safety and well-being at work
- Involving employees in civic initiatives

WITH POLICIES TO SHAPE AND GROW OUR STAFF

STAFF

WORKFORCE
58% women
46% women managers
25% women in Top 1000
142 nationalities
58% non-French

RETENTION MANAGEMENT
8.3% voluntary turnover
5.3% voluntary turnover exc. Russia and India
9.7 average years of service

STRATEGIC WORKFORCE PLANNING
Using AI to connect competencies with needs
18% group internal mobility rate
56% jobs filled internally worldwide

SUCCESSION PLANNING

Redefined talent detection,
Focusing on a diversity of critical skills

KEY GROUP POSITIONS
150 positions, reviewed annually

FUTURE EXECUTIVES
Next generation of KGP

HIGH POTENTIALS
Managerial or expert role

2.4% of the Group Workforce
40% women
42% non-French

TARGETED DEVELOPMENT

83% employees completed at least one training programme
28.3 hours in average of training hours per employee

Executives programme
« Boost your leadership signature »
Focused on KGP and Management Committee
Tailored modular training; dedicated coach
Integrated with CSR and Culture & Conduct trainings

Future Executives programme « Lead »
27 selected p.a. with internal and external assessments
Internal mentoring by a Management Committee member
External agency assesses values and development plans

High Potentials
Selection of candidates by Business and Service Units
Programmes with Eve and Octave, in Europe, Asia, Africa
Regular engagement with Executive Management
Leader Expert Programmes requiring specific training
(incl for data scientists, economists, IT)
PanAfricanValley regional talent programme

FOCUS ON GENDER DIVERSITY IN THE GROUP

Gender diversity embedded in all HR processes

AWARENESS

- **Collective agreements** with unions on equal opportunities
- **Unconscious Bias** training for managers
- **Women's networks**
- **Sponsorship by senior management**
- Diversity & Inclusion **branding & marketing**

ATTRACTION

- **Charters**: UN Women Empowerment Principles in 2016; UK Women in Finance Charter 2018; renewal of UNI Global Union (human rights) in 2019
- **Juniors and female pipeline**: recruitment campaigns
- **Mid-careers**: focus on women returning after maternity

RETENTION

- **Gender pay gap actions**: Since 2013 EUR10.1m allocated to correcting 5100 pay gap differences in France. A further EUR7m allocated over next 3 years, of which EUR3m in 2019
- **Work/Life balance** benefits
- **Women's mentoring and reverse mentoring**

TOP MANAGEMENT

- **Priority to promote women and international profiles** to positions of responsibility
- **Sponsorship programmes** for young female talent
- **40% of High Potentials** were women in 2018

GENDER DIVERSITY PROGRAMMES:

WILL

#WomenByLyxor

Féminin by SOCIETE GENERALE

IT4Girls

THE CIRCLE

WOMEN IN MARK

Global Compact Network UAE

SOCIETE GENERALE

4 ENVIRONMENTAL & SOCIAL

SOCIETE GENERALE

CLEAR GOVERNANCE OF E&S RISK MANAGEMENT

THE BOARD
approves climate strategy and risk appetite

GENERAL MANAGEMENT
reviews CSR strategy and climate-related risks and opportunities
Deputy CEO Diony Lebot has overall responsibility for climate strategy and supervision of control functions

GROUP MANAGEMENT COMMITTEE
Consultative committee of 60 executives, 4 of which have dedicated climate responsibilities

GROUP RISK COMMITTEE
Reviews climate-related risks at least annually and validates action plan

CSR team defines, proposes, supports and monitors the deployment of climate strategy

Dedicated team offering sustainable and positive impact solutions

LOD1 : Business and Service Units implement the strategy; integration of E&S policies in the SG Code

LOD2: Risk team establishes risk management and monitoring

LOD2: Compliance risk prevention and control framework

SOCIETE GENERALE

VOLUNTARY AND RESPONSIBLE POLICY

REGULATORY REQUIREMENTS

NRE, CSR REPORTING - 2001: ●
France the first country to require CSR reporting

GRENELLE 2, ART. 225 - 2012: ●
Broader scope of CSR reporting

ENERGY TRANSITION ART. 173 - 2015: ●
Climate reporting and ESG integration compulsory for investors and insurers

DUTY OF CARE & SAPIN 2 – 2017: ●
Legal responsibility of E&S & HR violations: identify and mitigate risks and publish results

TRANSPOSITION OF EUROPEAN DIRECTIVE ON NON-FINANCIAL REPORTING - 2018: ●
Obligation to present business model and E&S risks

2001
2007
2011
2012
2015
2016
2017
2018
2019

VOLUNTARY COMMITMENTS

- **EQUATOR PRINCIPLES - 2007:** Project finance
- **E&S SECTOR POLICIES - 2011:** on 12 sensitive sectors
- **COP 21 - 2015:** Coal sector policy, alignment with IEA 2°C scenario
- **SCIENCE-BASED TARGETS - 2016:** Setting emissions reduction targets
- **REINFORCED SECTOR COMMITMENTS - 2017:** Arctic oil, oil sands
- **STRENGTHENED CLIMATE RISK - 2018:** Governance and methodology
- **KATOWICE COMMITMENT- 2018:** 5-bank pledge to align lending portfolio with Paris Agreement
- **POSEIDON PRINCIPLES - 2019:** Decarbonising the shipping industry : founding signatory
- **STRENGTHENED COAL POLICY - 2019:** Introduction of corporate exclusion and target to reduce exposure to 0
- **TCFD - 2019:** Publication of first TCFD report
- **PRINCIPLES FOR RESPONSIBLE BANKING - 2019:** Founding signatory and core member defining the prinicples

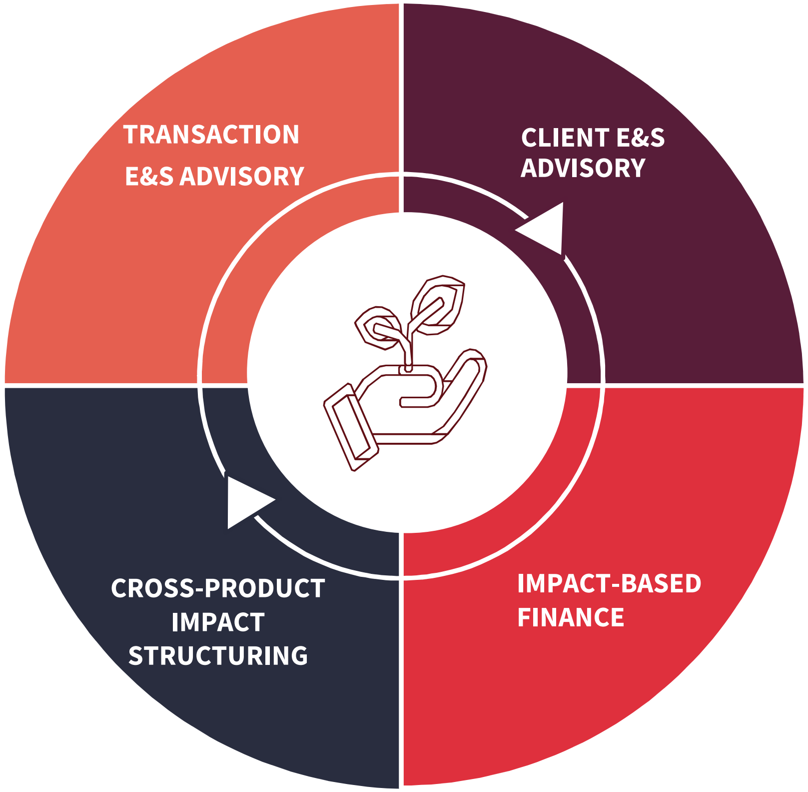
● French law
● European law
● SG commitment
E&S: Environmental & Social

SOCIETE GENERALE

A UNIQUE EXPERTISE FOR CLIENTS

A team of 25 experts:

- E&S advisory **to maximise positive and minimise negative** E&S impacts of transactions
- Projects assessed against the **Equator Principles and UNEP-FI Positive Impact Finance** Framework
- **300 projects reviewed and 100 monitored** in 2018 to ensure adequate execution and implementation of E&S related mitigants or covenants



- Provides advisory services to put in place the adequate **E&S set-up at corporate** level and **optimise** extra-financial performance and ESG rating
- The team manages a portfolio of **8,500 wholesale corporate clients** from an E&S perspective in collaboration with commercial relationship managers
- Over **500 client E&S reviews** in 2018

- The Cross-Product Impact Structuring team is at the **forefront of financial innovation** and supports the positive impact development of our clients
- The team has been instrumental to structure key **inaugural transactions** and landmark new structures:
  - Green, social and positive impact bonds
  - Green and impact loans
  - Positive impact notes supporting ESG investors portfolios

- R&D team dedicated to developing **thought leadership and co-constructing impact-based** business models, following two principles:
  - From impact to solution, integrate all impacts
  - Favour multi-impact value chains
- In close **cooperation** with leading international bodies such as the UNEP-FI, public authorities, multilaterals and the private sector

CLIMATE STRATEGY

3 strategic priorities

1. MANAGING RISK
2. SEIZING OPPORTUNITIES
3. MANAGING OWN IMPACT

UNDERPINNED BY COLLECTIVE COMMITMENTS

Principles for Responsible Banking

Strategically aligning business to the UN SDGs and the Paris Agreement on Climate Change : SG part of core group defining the initiative

Katowice Agreement

5-bank pledge : Measuring the climate alignment of lending portfolio and exploring ways to progressively steer financial flows towards the goals of the Paris Agreement

Poseidon Principles

SG founding signatory: Decarbonising the shipping industry by integrating climate considerations into bank portfolios and credit decisions

CLIMATE STRATEGY: MANAGING RISK

GOVERNANCE

Climate-related risks incorporated into Group risk, with **Board approval**, and reviewed annually through the General Management Group Risk Committee.

A variety of risks identified with potential financial impact: **reputation, physical, transition and liability,** with time horizons to 2050.

Climate-related risks do not constitute a new risk category: rather, **they aggravate** credit, market, operational and insurance risks.

TRANSITION RISK

Transition risk methodology established in 2018, based on a selected climate scenario and a climate vulnerability assessment, **to assess the economic impact on sectors and clients.**

This evaluation is mandatory for clients in key sectors (oil & gas, metals & mining, transport, energy)

Credit is the activity most sensitive to transition risk : the analyses carried out on the loan portfolio conclude a low global impact and concentrated in CO2 emitting sectors.

Selection of **a climate scenario of below 2°C**, consistent with the Paris Agreement.

This new risk framework complements the **existing E&S guidelines and policies** implemented operationally on clients and transactions.

CLIMATE DISCLOSURE: AMONGST THE FIRST BANKS TO PUBLISH TCFD REPORT *

* https://www.societegenerale.com/sites/default/files/documents/Document%20RSE/climate-disclosure-societe-generale-tcfd-report-june.pdf

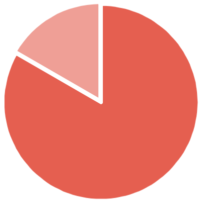
CLIMATE STRATEGY : SEIZING OPPORTUNITIES

KEY TARGET

EUR 120bn

to support energy transition 2019-2023:

EUR 20bn
renewable energy advisory and financing



EUR100bn
sustainable bond issues

FOCUS

Leading role in the creation of the UN Environment Programme Positive Impact Finance initiative

SELECTED RESULTS

Renewable Energy:
#4 MLA worldwide,
#2 EMEA (2018 Dealogic)

Setting standards in Sustainable Finance:
Inaugural EUR1bio Positive Impact covered bond in July 2019 on carbon-efficient home loans

Development of Positive Impact Notes financing SMEs located in areas of high unemployment

Awarded **Best Sustainable Export Finance Deal of the Year** for Abidjan drinking water supply plant

SDG-linked derviative hedging solution:
Linking the remuneration of a hedging swap to the achievement of energy transition targets

Setting standards in Responsible Finance:
Incorporation of CSR targets in loans with incentive mechanisms to support clients with ambitions CSR policies (no sectors excluded)

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CLIMATE STRATEGY: MANAGING OWN IMPACT

KEY TARGETS and INITIATIVES

The Group will **progressively reduce to zero its exposure to the thermal coal sector**, at the latest in 2030 for companies with thermal coal assets located in the EU or OECD countries and 2040 elsewhere.

No new financing of Arctic oil or oil sands; and to finance other oil and gas activities only if environmental and social risks are identified and mitigated.

Internal Carbon Tax levied annually on the greenhouse gas emissions of each of the Group's activities : the sums collected are redistributed as rewards for environmentally efficient initiatives.

COLLECTIVE COMMITMENTS

Katowice Commitment: 5-bank pledge in December 2018 to co-develop tools and metrics to measure the alignment of lending portfolios with the climate goals of the Paris Agreement

Poseidon Principles: founding signatory, in June 2019, decarbonising the global shipping industry

Getting to Zero Coalition: targeting commercially-viable zero emission vessels operating along deep sea trade routes by 2030

WORKING WITH REGULATION TO SHAPE STRATEGY

FRANCE CONTINUES TO ENHANCE ITS SUSTAINABLE AND CLIMATE-RELATED REGULATION, STRENGTHENING THE PIONEERING ROLE OF THE PARIS MARKETPLACE IN GREEN FINANCE

LAW ON ENERGY TRANSITION FOR GREEN GROWTH - ARTICLE 173

In August 2015 France became the first country to introduce mandatory climate change-related reporting.

Article 173 makes it compulsory for investors to explain how they take climate risks and ESG criteria in their investment decisions, in line with the voluntary recommendations of the Financial Stability Board's Taskforce on Climate-related Financial Disclosures (TCFD).

SG is an active member of the UNEP FI working group on the TCFD disclosure and committed to align to these recommendations

GRENELLE 2 LAW – ARTICLE 225 / EU NON FINANCIAL DIRECTIVE

In 2012, it became compulsory for French companies to report on the Environmental and Social impacts of their business and to have this information audited.

From 2018, the EU Non-Financial Information Directive will reinforce the article 225, and require companies to focus on their major E&S risks and on the management of the adverse impacts of their worldwide activities.

SG is fully supportive of these French and EU regulations, having reported on E&S impacts since 2003

DUTY OF CARE BILL

In March 2017, following the UK Modern Slavery Act, France made it compulsory for companies with over 5,000 employees to implement a vigilance plan whose objective is to map, measure and mitigate human rights and environmental risks, on a worldwide basis.

SG sees this as an opportunity to strengthen its existing E&S practices and published its Duty of Care Plan in February 2018

5 GROW WITH AFRICA

CONTRIBUTION TO THE SUSTAINABLE DEVELOPMENT OF AFRICA

LEVERAGING OPERATIONS IN 19 COUNTRIES AND HISTORICAL PRESENCE OVER A CENTURY

SUPPORT FOR AFRICAN SMEs

Creation of local "SME Centres" bringing together different public and private stakeholders to work together

- Increase outstanding loans to African SMEs by 60% 2018-2023 (+ EUR 4bn)

INNOVATIVE FINANCING

Support of agriculture industries, through collaboration with farmers, cooperatives and SMEs

Promotion of energy inclusion and renewable energy

- Provide access to range of banking and non-banking services (healthcare, education, advisory) to one million farmers, 2018-2023, via YUP platform

INFRASTRUCTURE FINANCING

Four areas of focus: energy, transport, water and waste management and sustainable cities

- Double Africa workforce dedicated to structured finance by 2019
- Increase financial commitments related to structured finance in Africa by 20%, 2018-2021

FINANCIAL INCLUSION

Launch of YUP mobile money in 2017

Continue to grow microfinance business

- Reach 1 million clients with YUP by 2020 and roll out to 4 additional countries
- Double outstanding loans to microfinance organisations by 2022

AWARDED 'AFRICA'S BEST BANK FOR CORPORATE RESPONSIBILITY' (2019 EUROMONEY)

6 CYBER SECURITY

GOVERNANCE OF CYBER SECURITY

TONE FROM THE TOP

- **Cyber security is monitored by the Board of Directors' Risk Committee** and receives a quarterly IT and cyber dashboard
- The Group Risk Committee monitors quarterly the progress of the cyber security strategy
- Additional quarterly reporting to the ECB and local regulators
- **Group CSO** (Chief Security Officer), in charge of the Group Security Department
- **Group CISO** sets the Information Systems Security strategy, ensuring policies are observed across the Bank
- **Computer Emergency Response Team "CERT"** (the first of its kind to be registered by a French company in 2009) centralizes and coordinates response to security incidents
- **REDTEAM SG** tests Group defense and response to targeted attacks, based on Threat Intelligence which goes far beyond classic penetration testing. The approach is aligned with the TIBER-EU Framework established by the ECB. At the end of each mission an action plan is established and followed in project mode.
- **Development of two IT hubs in Africa,** since 2016, strengthening local IT and security
- **Security policies aligned with international standards** and compliant with regulation
- **Mandatory training for all staff and external providers,** in addition to special awareness actions, and specific training for cyber specialists (eg ISO 27005 certification, GIAC Advanced Smartphone Forensics)
- **EUR 650m investment in security** over 3 years 2017-20

SOCIETE GENERALE

CONTEXT and COLLABORATION

The EU regulatory framework for cyber and data security is evolving:

- the **Network and Information Security ("NIS") Directive** was adopted in August 2016 and currently being implemented across member states: it provides legal measures to increase the level of cyber security in the EU, facilitating cross-border exchanges of information and cooperation.
- the **EU General Data Protection Regulation ("GDPR")** was introduced in May 2018 and improves data governance and protection.

The French State acts with the finance sector in the event of a global attack having a national impact (Loi de Programmation Militaire). The European Directive NIS is currently being implemented across Europe to offer support at a European level.

SG works on collective initiatives with the industry to share cyber experience and strengthen procedures. SG's Group CISO chairs the Federation Bancaire Française working group. CERT teams across France and internationally meet on a regular basis.

PROTECTION OF ASSETS AND DIGITAL TRUST IS A STRATEGIC ISSUE

5 AXES : CYBER SECURITY STRATEGY 2020

Security of key assets
- Protect data and prevent leakage
- Identify and enhance protection of sensitive assets
- Reinforce security of data and applications

Trust and Agility
- Extend our security expectations to external partners
- Chairing industry working groups to share experience and test resilience
- Build internal exchanges and controls to create a forum of trust

Skills and Cyber Culture
- Build cyber skillsets across the Group
- Attract and retain talent

Detection and Reaction
- Strengthen detection tools
- Reinforce ability to respond to a crisis

Customers
- Build leading digital solutions for customers
  - Eg. Cryptodynamic Visa card, biometric voice password, biometric facial recognition

DISCLAIMER

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.

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Figures in this presentation are unaudited.

THE FUTURE
IS YOU

SOCIETE
GENERALE