

28.11.2018

PREMIUM REVIEW

FRÉDÉRIC OUDÉA

Chief Executive Officer

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

DETERMINED, FOCUSED AND SAFER THAN EVER

A DETERMINED START TO THE STRATEGIC PLAN

Progress on growth initiatives
Fully engaged in the digital
transformation

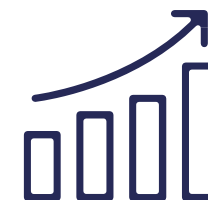
A DISCIPLINED APPROACH TO CAPITAL ALLOCATION

Exiting non-synergetic activities
Growing leading franchises and
selective bolt-on acquisitions

SAFER THAN EVER

Solid balance sheet, strict control
of market risk, diversified exposures,
low cost of risk
Litigations behind us

PROGRESS ON KEY REVENUE GROWTH INITIATIVES



FRENCH RETAIL BANKING

BOURSORAMA SAVINGS

~1.6 M

CLIENTS END-SEPT 18

ON TRACK TO REACH
OUR 2M CLIENT
TARGET BY END-2019,
AHEAD OF SCHEDULE

+4%

VS. END-SEPT 17

AT EUR 64 BN
PRIVATE BANKING
FRANCE AUM

INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES

RUSSIA

+10%*

VS. 9M 17

SG RUSSIA
REVENUES

AFRICA

+10%*

VS. 9M 17

AFRICA AND OTHER
REVENUES

ALD

+7%⁽¹⁾

VS. 9M 17

LEASING CONTRACT
& SERVICES
MARGINS

GLOBAL BANKING AND INVESTOR SOLUTIONS

GLOBAL MARKETS

+9%

VS. Q3 17

REBOUND IN MARKET
ACTIVITIES IN Q3

STRENGTHENING
LEADERSHIP
POSITION WITH THE
EMC ACQUISITION

FINANCING & ADVISORY

+5%*

VS. 9M 17

STRONG GROWTH
MOMENTUM IN
REVENUES

* When adjusted for changes in Group structure and at constant exchange rates

(1) ALD standalone figures:

(2) SG Russia see methodology in Q3 18 results presentation

GOOD LEVEL OF PROFITABILITY

SOLID BUSINESS PERFORMANCE

9m 18 revenues⁽¹⁾ up +2.4%

DISCIPLINE ON COSTS

Transformation in French Retail Banking
Positive jaws in IBFS and GBIS

LOW COST OF RISK

18 bp⁽²⁾ in 9m 18



FRENCH RETAIL BANKING

**RONE⁽¹⁾
11.3%**



INTERNATIONAL RETAIL BANKING

**RONE⁽¹⁾
16.8%**



INSURANCE AND FINANCIAL SERVICES TO CORPORATES

**RONE⁽¹⁾
19.5%**



GLOBAL BANKING AND INVESTOR SOLUTIONS

**RONE⁽¹⁾
9.5%**

CORPORATE CENTRE

**Group net income
EUR -235m**

9M 18 GROUP NET INCOME AT EUR 3.7 BN

ROTE⁽¹⁾ 11.0% - 2020 Target ROTE of ~11.5%

(1) 9M 18 underlying data: adjusted for exceptional items, IFRIC 21 linearisation, non-economic items (for 2017) and PEL/CEL provision for French Retail Banking

(2) Commercial cost of risk in basis points: excluding provisions for disputes. Outstandings at beginning of period. Annualised.

DIGITALISATION 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



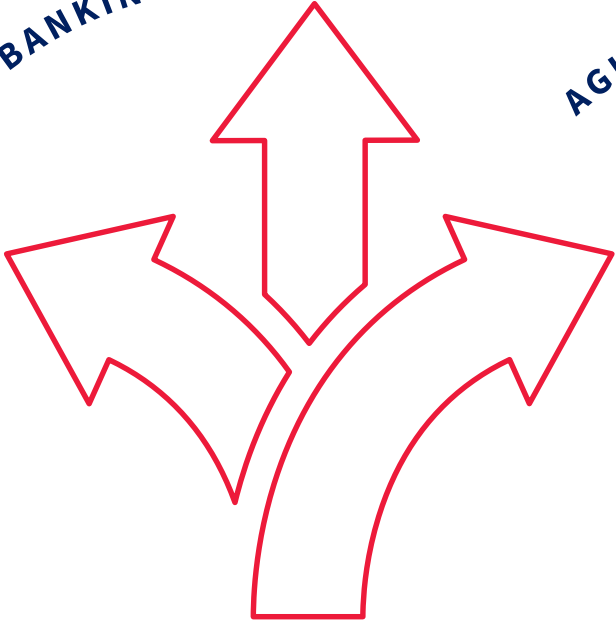
WHOLESALE CLIENTS

- 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**

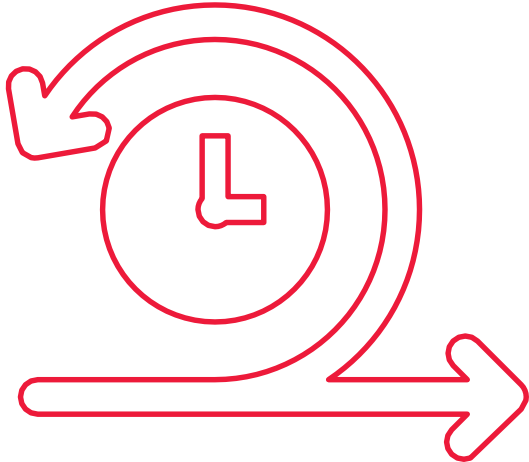
OUR MANTRA

OPEN ARCHITECTURE
OPEN BANKING
OPEN SOURCE



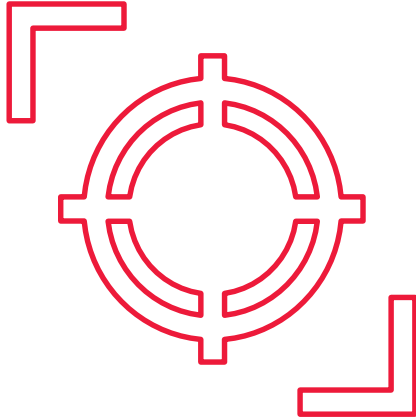
OPEN

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

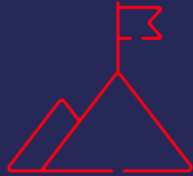
Trusted partner

“better service, lower cost”

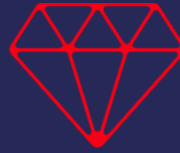
CAPITAL ALLOCATION TO BUSINESSES BASED ON KEY PRINCIPLES



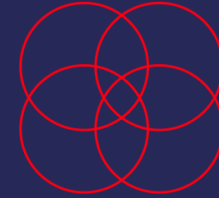
**VALUE
ADDED**



**LEADERSHIP
POSITIONS**



**ACCRETIVE
TO PROFITABILITY**



INTERCONNECTED

56 DISPOSALS SINCE 2014 AND SELECTIVE INVESTMENTS IN GROWTH OF SYNERGETIC FRANCHISES

5% OF RWA BETWEEN 2018 AND 2020: NET IMPACT AROUND 50/60 BP ON CET1

ON GOING REFOCUSING ON OUR CORE FRANCHISES

EXITING NON-SYNERGETIC BUSINESSES

EXPRESS BANK (BULGARIA)
SG ALBANIA
PRIVATE BANKING BELGIUM
SELF TRADE BANK (BOURSORAMA SPAIN)
EURO BANK (POLAND)

TOTAL ESTIMATED GAIN ON CET1
CA. 23BPS IN 2018-2019

STRENGTHENING OUR CORE FRANCHISES

EMC

Votre épargne, votre énergie



TOTAL ESTIMATED IMPACT ON CET1
CA. -10BPS FROM 2019 ONWARDS

FURTHER DISPOSALS ANNOUNCEMENTS
EXPECTED OVER THE NEXT FEW QUARTERS

FURTHER IMPROVING THE RISK PROFILE

STRONG BALANCE SHEET

11.2% CET 1⁽¹⁾

12% CET1 TARGET IN 2020

MREL AND TLAC
COMPLIANT

STRICT CONTROL OF MARKET RISK

CONSERVATIVE MARKET RISK PROFILE

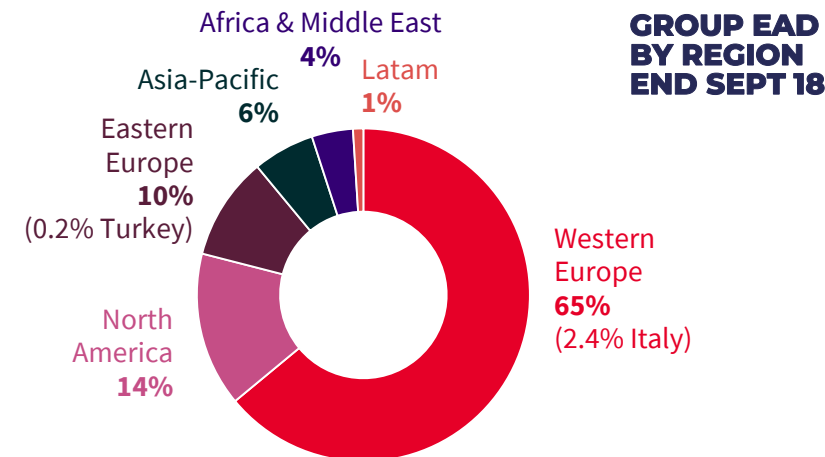
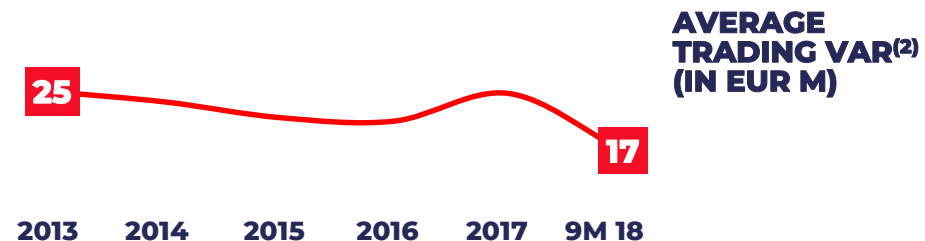
NO LEGACY BOOKS

VERY LOW CREDIT RISK

VERY GOOD **QUALITY** OF PORTFOLIO

3.8% NPL RATIO IN Q3 18,

PRUDENT APPROACH TO COUNTRY RISK



(1) Fully-loaded, based on CRR/CRD4 rules, including the Danish compromise for Insurance. See Methodology.

(2) Trading VaR: measurement over one year (i.e. 260 scenarios) of the greatest risk obtained after elimination of 1% of the most unfavourable occurrences. Average of quarterly figures.

LITIGATIONS BEHIND US

CONTINUED INVESTMENT IN BEST-IN-CLASS COMPLIANCE STANDARDS

ALREADY INTEGRATED IN THE FINANCIAL PLAN

**NEW CODE OF CONDUCT
DEPLOYED WORLDWIDE,**
REINFORCING COMMITMENTS TOWARDS ALL
STAKEHOLDERS



IBOR AND LIA

JUNE 2018

Agreement to resolve
the IBOR and Libya-related
investigations with the DOJ,
the CFTC and the PNF



US SANCTIONS

NOVEMBER 2018

Agreement with U.S.
authorities to resolve U.S.
economic sanctions and AML
investigations

NO IMPACT ON Q4 18 RESULTS

PAYMENT FULLY COVERED BY THE ALLOCATED PROVISION

AT THE FOREFRONT OF POSITIVE TRANSFORMATIONS



#1 IN ECAC40 AWARDS 2018

RECOGNISED AS THE MOST ADVANCED CAC40 COMPANY IN TERMS OF DIGITAL TRANSFORMATION



BEST FRENCH BANK IN ROBECOSAM'S SUSTAINABILITY RANKING



RANKED 8TH OUT OF 133 EUROPEAN BANKS AND WITHIN THE TOP 10 IN EUROPE FOR THE THIRD CONSECUTIVE YEAR



BEST FRENCH BANK IN EQUILEAP'S 2018 GENDER EQUALITY RANKING



RANKED 14TH OUT OF 3,206 COMPANIES ACROSS SECTORS AND 23 COUNTRIES



TARGET TO CONTRIBUTE EUR 100BN TO FINANCE THE ENERGY TRANSITION BETWEEN 2016 AND 2020

58% AT END-SEPT 18

FULLY COMMITTED TO DELIVERING OUR STRATEGIC PLAN



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