

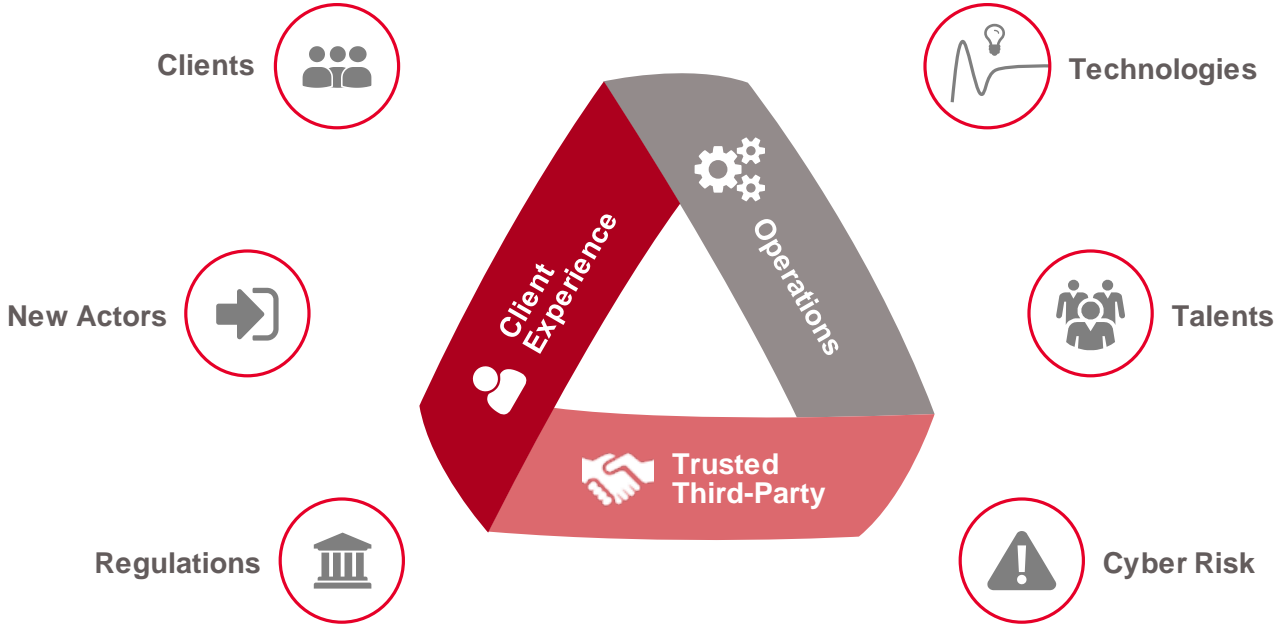
ACCELERATE ON DIGITAL AND INNOVATION

DIGITAL &
INNOVATION

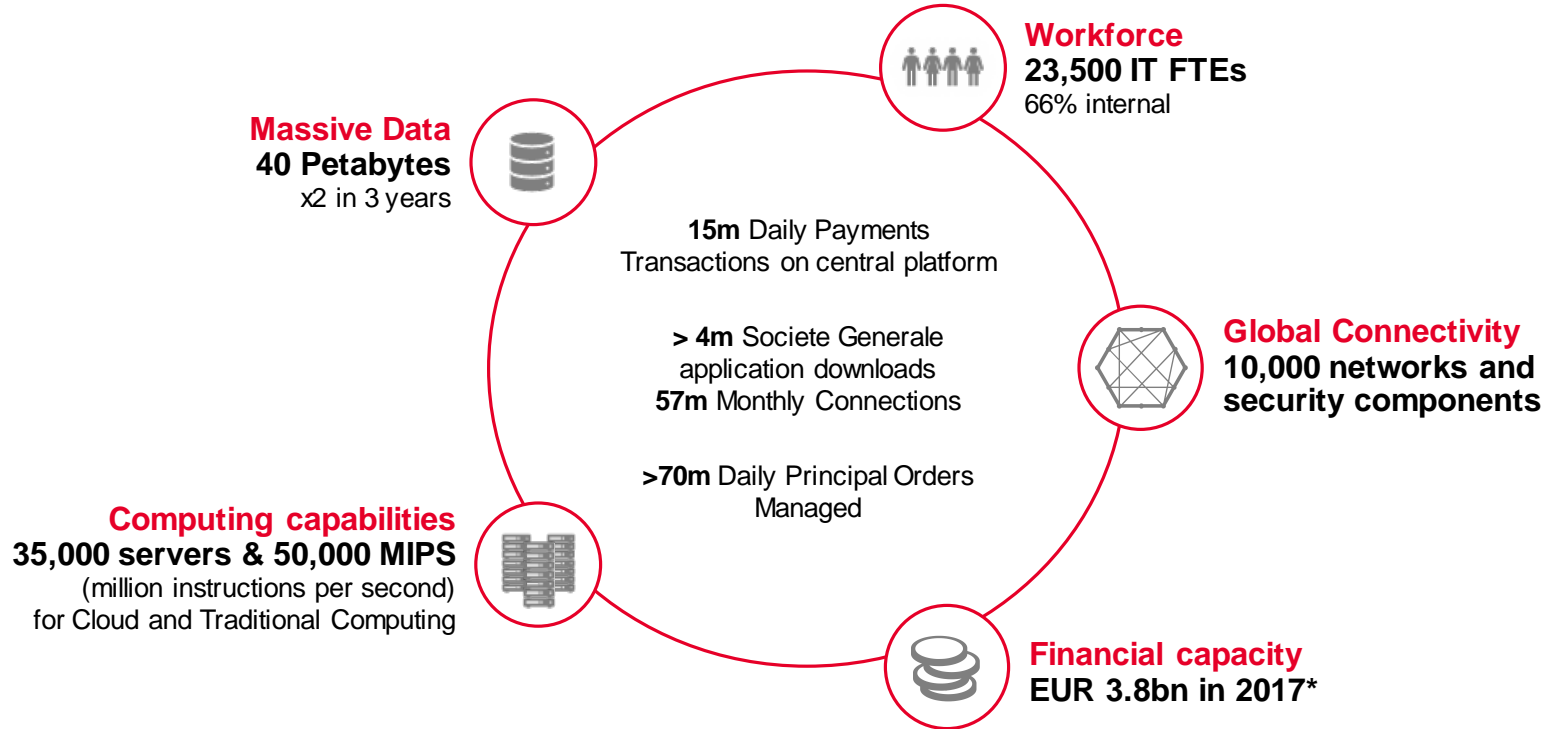
SÉVERIN CABANNES

■
28.11.2017

AN ACCELERATION IMPACTING OUR STRATEGIC PRIORITIES

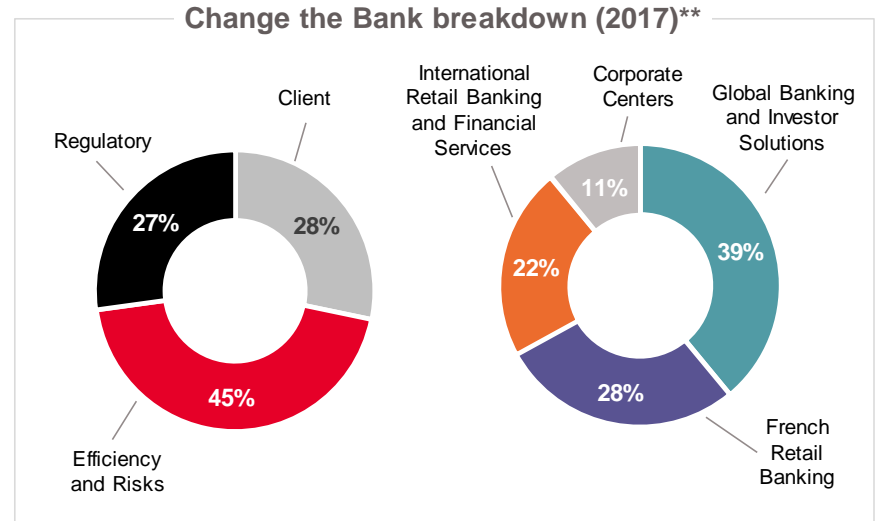
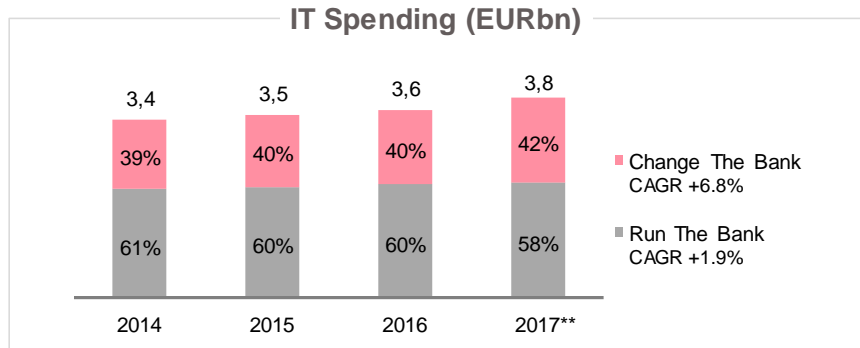
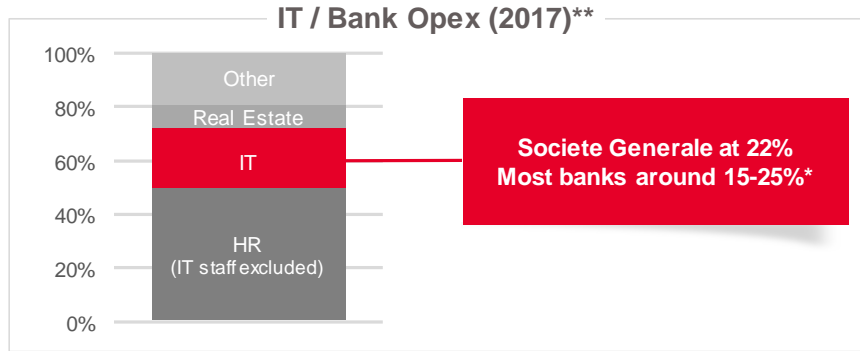


A TECHNOLOGY INTENSIVE COMPANY



*2017 Budget

GROWING INVESTMENT IN TECHNOLOGY

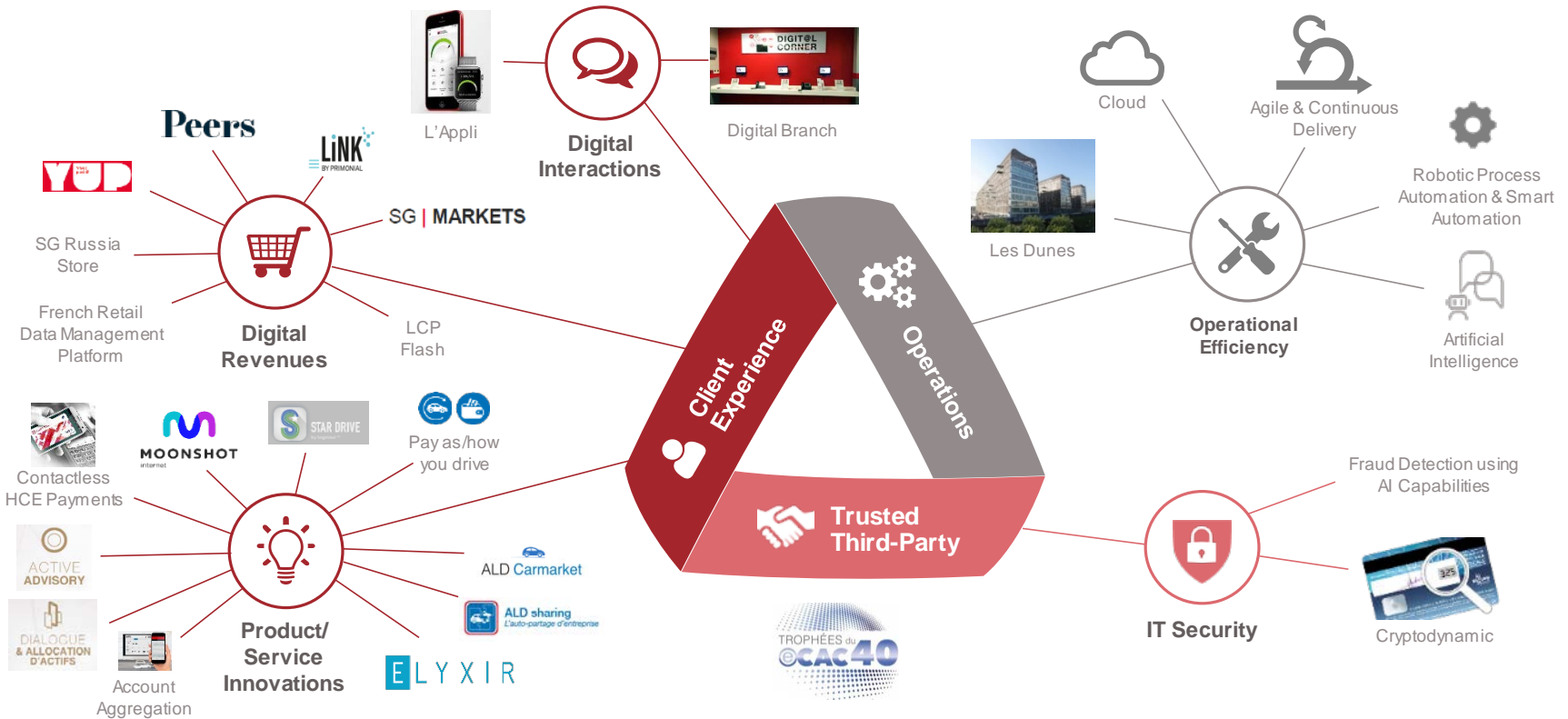


KEY TAKEAWAYS

- Growth driven by Change while Run under control
- 42% of spending on Change

*Internal study consolidating each business unit market benchmark/**2017 Budget

WELL ENGAGED ON THE DIGITAL JOURNEY...



... AND ACCELERATING



An **OPEN**, Agile & Focused Approach

1

Boost Disruptive
Innovation

2



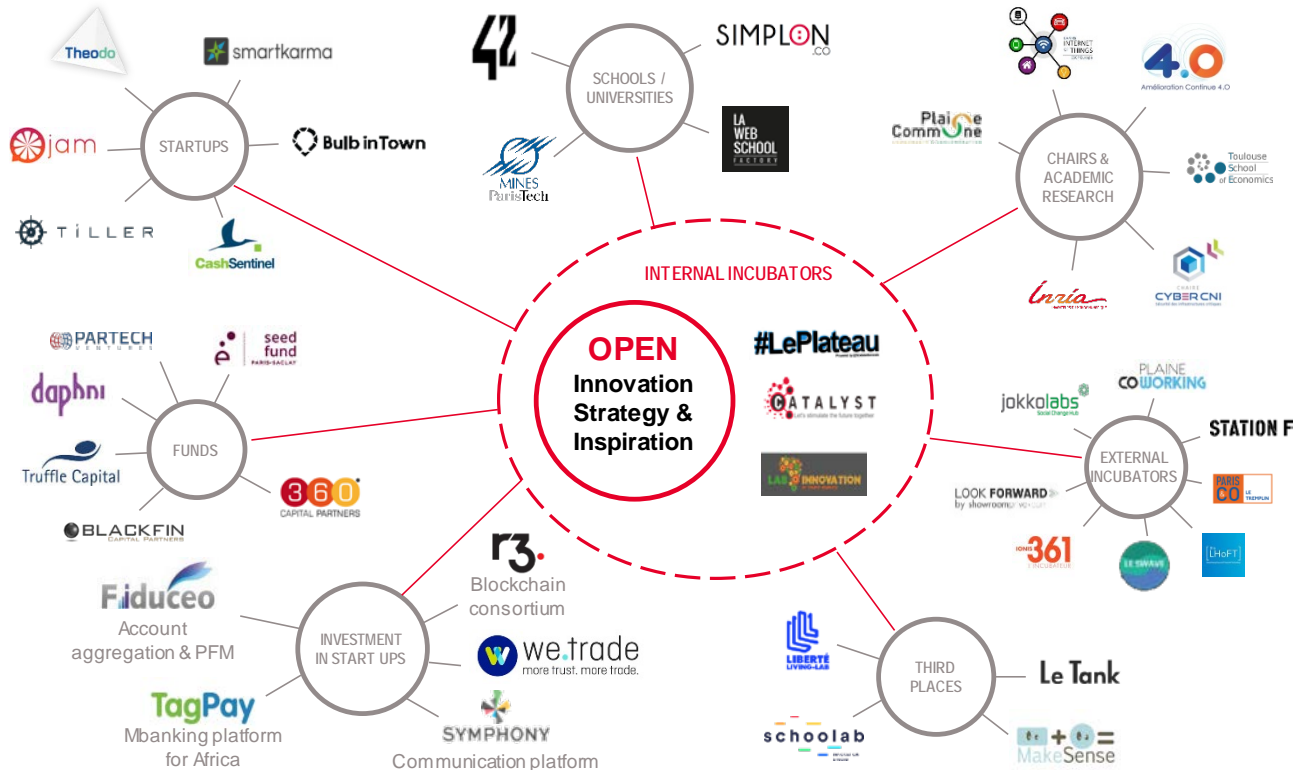
Grow the Information
Systems Value

3



Transform the
Delivery Models and Expertise

A RESOLUTELY OPEN INNOVATION APPROACH



The above trademarks are all protected by intellectual property law

YUP example

Pan-African mobile banking platform, independent of telecom operators

- 50k Clients network of 600+ agents
- Launch in 2017 Côte d'Ivoire & Senegal, soon in Ghana, Cameroon, Burkina Faso
- Partnership and investment in TagPay French Fintech
- Benefits: Better user experience, large range of possible operations, less cash, financial inclusion.
- Allowing Societe Generale to leverage on: Growing market of wallet-money Its existing client base (corporate & retail).

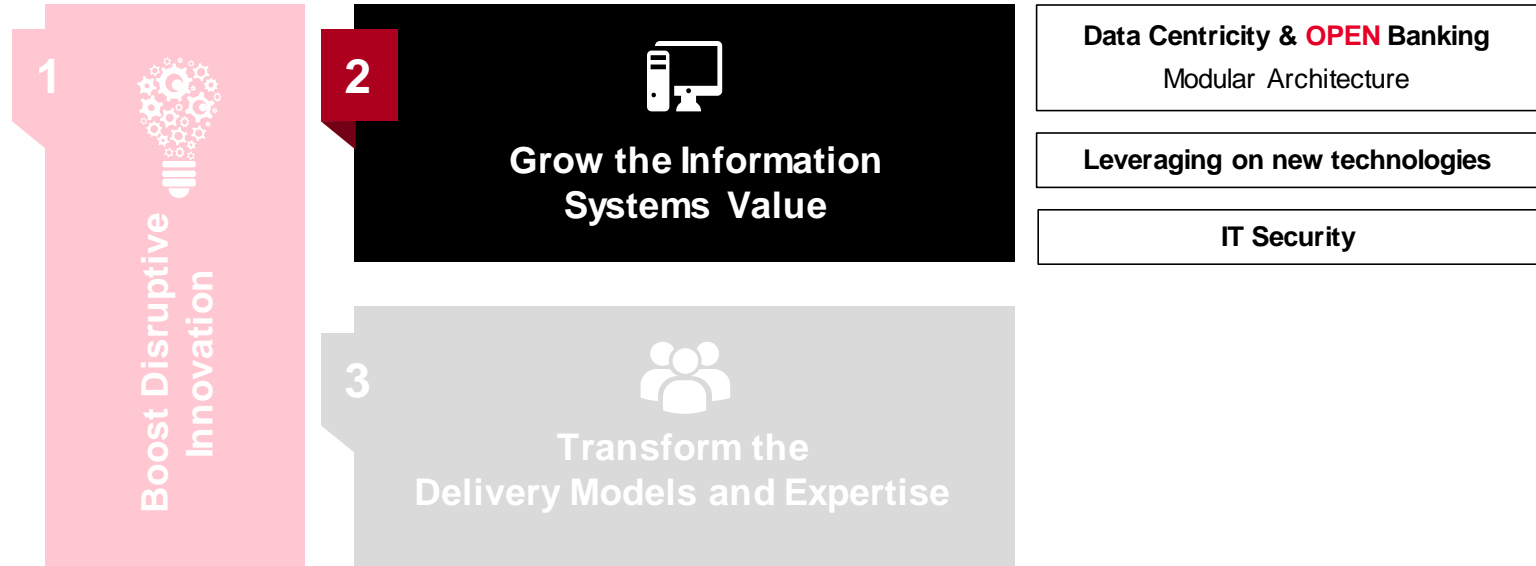
A NEW SET-UP TO BOOST DISRUPTIVE INNOVATION



2020 TARGETS

- Societe Generale innovation fund: up to EUR 150m over 2018-2020

RE-ARCHITECTING THE INFORMATION SYSTEM TO CREATE VALUE



TOWARDS A DATA-CENTRIC AND OPEN BANKING ARCHITECTURE

Achievements

50+

Live Big Data use cases and **130+** in the pipe in our new **datalake architecture** supported by **500+** data experts

1000+

APIs available internally, including **50** exposed to clients. **~500** in the pipe

OPEN banking platform



Clients



API

CHANNELS

GROUP

PLATFORMS

Exposed on

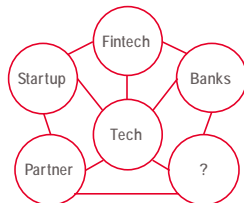
Group Services/
Offers Federation

Expose offers
Expose services



Integrate offers
Consume services

EXTERNAL ECOSYSTEM



KEY PRINCIPLES

- Data is a Group common asset
- A responsible approach towards our clients' data
- A modular digital approach: "API first"

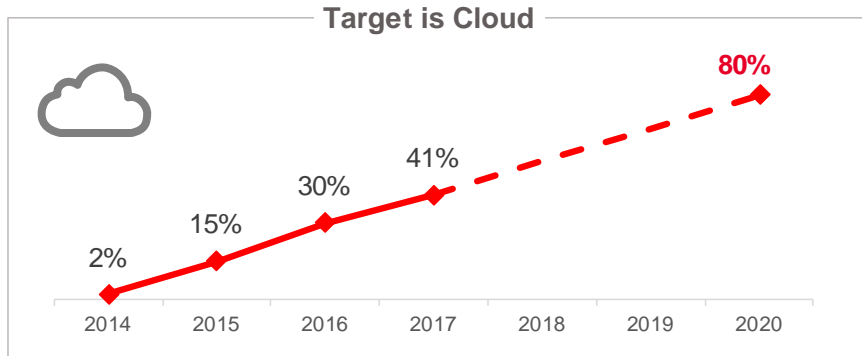
AMBITIONS

- Trusted partner, custodian of clients' data
- Services interoperability inside the Group
- Services interoperability also outside the Group - An **OPEN** approach to develop offers and clients' satisfaction

2020 TARGETS

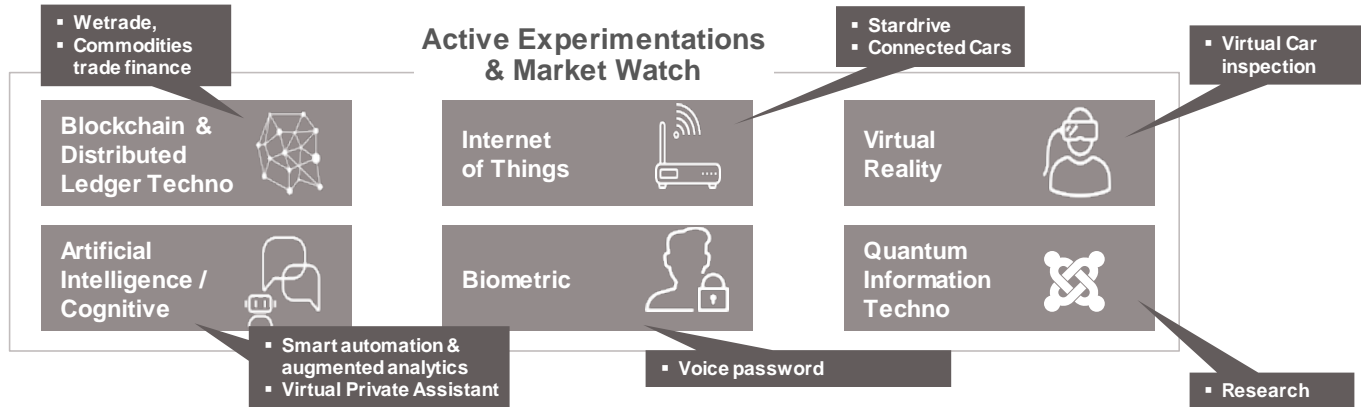
- Multiply Exposed Services and Big Data/A.I Use Cases

LEVERAGE ON OPEN AND AGILE NEW TECHNOLOGIES



OPEN SOURCE

- Use **OPEN** Source first
- Contribute on public projects
- Attract and retain talents



2020 TARGETS

- 80% of eligible servers in Cloud
- 30% open source databases

CYBER SECURITY AS A FOUNDATION OF CLIENTS' TRUST

Achievements

CERT SOCIETE GENERALE

1st French company having registered its internal Computer Emergency Response Team (in 2009)



“Assises de la Sécurité 2017
Grand Prix RSSI” Special Award



TRUSTEER

Assisting clients and partners
securing their assets



Biometric
voice password



Biometric facial
recognition



Societe Generale
Cryptodynamic card



Banque A Distance
CELLULE E-FRAUDE

Fraud detection using AI algorithms



Appli Security Pass

KEY PRINCIPLES

- Reinforcing network detection/reaction capabilities
- A complementary data-centric approach on sensitive assets

AMBITIONS

- Assist our clients and partners in their own security needs
- An **OPEN** approach to leverage on all cybersecurity ecosystems

2020 TARGETS

- ~EUR 650m dedicated to security over 3 years

METHODS AND TALENTS, A FIRST CONDITION FOR THE TRANSFORMATION



TRANSFORM OUR DELIVERY MODELS



DIGITAL FACTORY APPROACH PROCESS DIGITALISATION & AUTOMATION

KEY PRINCIPLES

- User satisfaction & user centricity
- Risk & compliance by design
- End to end approach
- Performance steering & continuous improvement
- Data-driven decision making
- Real time processes

Achievements



BRIDGE

Toolkit

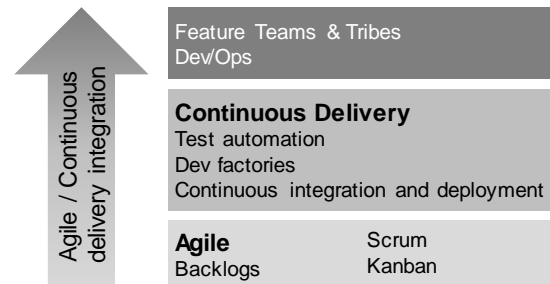
- Business Process Management
- Electronic Signature
- Robotic Process Automation
- Automated doc. recognition
- ...



AGILE DEVELOPMENTS TIME TO MARKET

KEY PRINCIPLES

- Agile first
- A progressive approach leveraging technological enablers like cloud



GLOBAL BANKING AND INVESTOR SOLUTIONS
45% of internal development releases delivered in less than 4 weeks

2020 TARGETS

- Agile development - 50% IT in Continuous Delivery
- Digital factory - **French Retail Banking** 25 major processes digitalised covering 80% of the operations

TALENTS MATTER MORE THAN ANYTHING

Achievements

ATTRACTIVITY



2017 Most attractive bank for IT students in France (Universum)

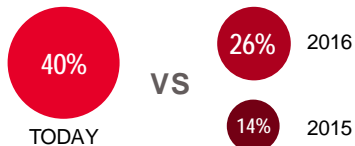
GROUP DATA PROFESSIONALS



TALENT DEVELOPMENT

MOOC | E-LEARNING | RAPID LEARNING
VIDEO LEARNING | MICRO LEARNING

DIGITAL TRAINING TARGET



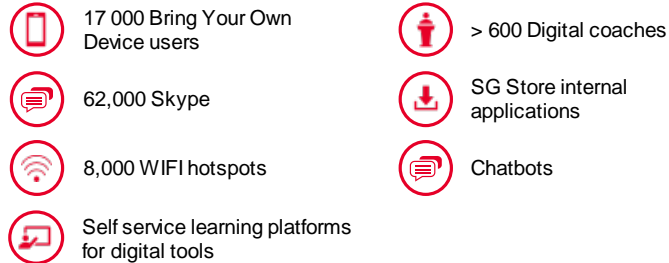
DIGITAL CULTURE & NEW WAYS OF WORKING



SOCIETE GENERALE BUSINESS & COMMUNITIES ENTERPRISE SOCIAL NETWORK



DIGITAL FOR ALL PROGRAMME



KEY PRINCIPLES

- Industrialise reskilling and continuous development efforts
- Propose a 'unique' employee experience
- **OPEN** approach to source best talents

AMBITIONS

- Ensure the critical skills for tomorrow
- Value our talents
- Develop digital culture and ensure employability

2020 TARGETS

- Among the most attractive companies for scarce skills

MEASURING OUR DIGITAL TRANSFORMATION IMPACT AND PACE

1



Boost Disruptive Innovation

Societe Generale innovation fund: up to EUR 150m over 2018-2020

2



Grow the Information Systems Value

- Multiply exposed Services and Big Data/A.I use cases
- 80% of eligible servers in Cloud
- 30% open source databases
- ~EUR 650m dedicated to security over 3 years

3



Transform the Delivery Models and Expertise

- Agile development - 50% IT in Continuous Delivery
- Digital factory - French Retail Banking: 25 major processes digitalised covering 80% of the operations
- Among the most attractive companies for scarce skills



BUSINESS IMPACTS

Customer Satisfaction (NPS)



Employee Engagement & Productivity (Cost/Income)

Risk Profile

IN THREE WORDS

OPEN, Agile & Focus

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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