

A low-angle shot of a modern glass skyscraper with several curved, illuminated orange light trails swirling around it. A large red square is centered over the image, containing the text 'INVESTOR DAY'.

# INVESTOR DAY

28.11.2017

# FRENCH RETAIL BANKING

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ADDITIONAL  
MATERIAL






28.11.2017

# 1

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## ID CARD

# THREE STRONG, UNIQUE BRANDS CLOSER TO THE DIVERSITY OF CLIENT EXPECTATIONS

	<b>French Networks</b>	<b>2016 Revenues</b> EUR 8.4bn	<b>Loans</b> EUR 185bn <sup>(1)</sup>	<b>Deposits</b> EUR 195bn <sup>(1)</sup>	<b>2016 Employees</b> ~ 32,000
		A bank available via the channel of your choice	<b>2,047</b> branches	<b>~ 8m</b> Individual customers	<b>~ 22,000</b> <sup>(2)</sup>
		8 regional banks	<b>860</b> branches	<b>~ 2.5m</b> Individual customers	<b>~ 9,000</b>
		France's leading online & mobile bank	A major player in online brokerage and investments	<b>~ 1.2m</b> Individual customers	<b>~ 800</b>

Data at end September 2017 except for employees as of end 2016, (1) 9M 2017 average outstandings (2) Excluding Global Transaction Payment Services and IT

# A DIVERSIFIED CUSTOMER PORTFOLIO



INDIVIDUALS

~ 11,600,000



PROFESSIONALS

~ 403,000



CORPORATES

~ 143,000

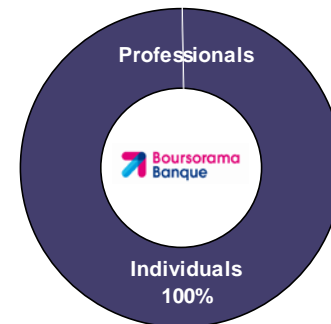
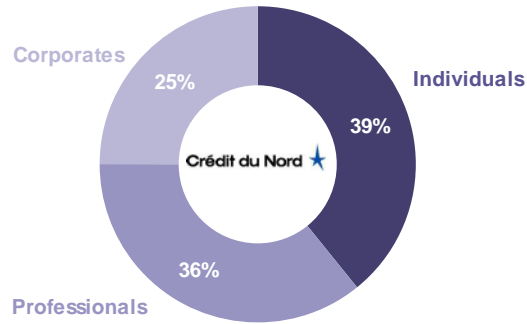
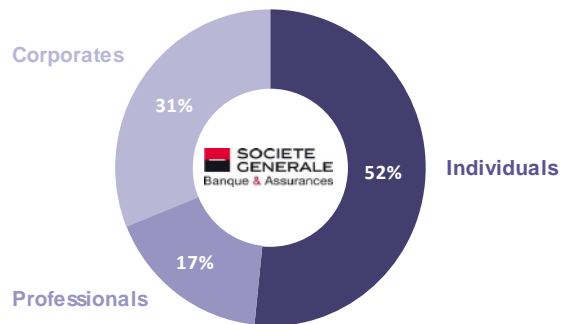


ASSOCIATIONS &  
LOCAL AUTHORITIES

~ 180,000

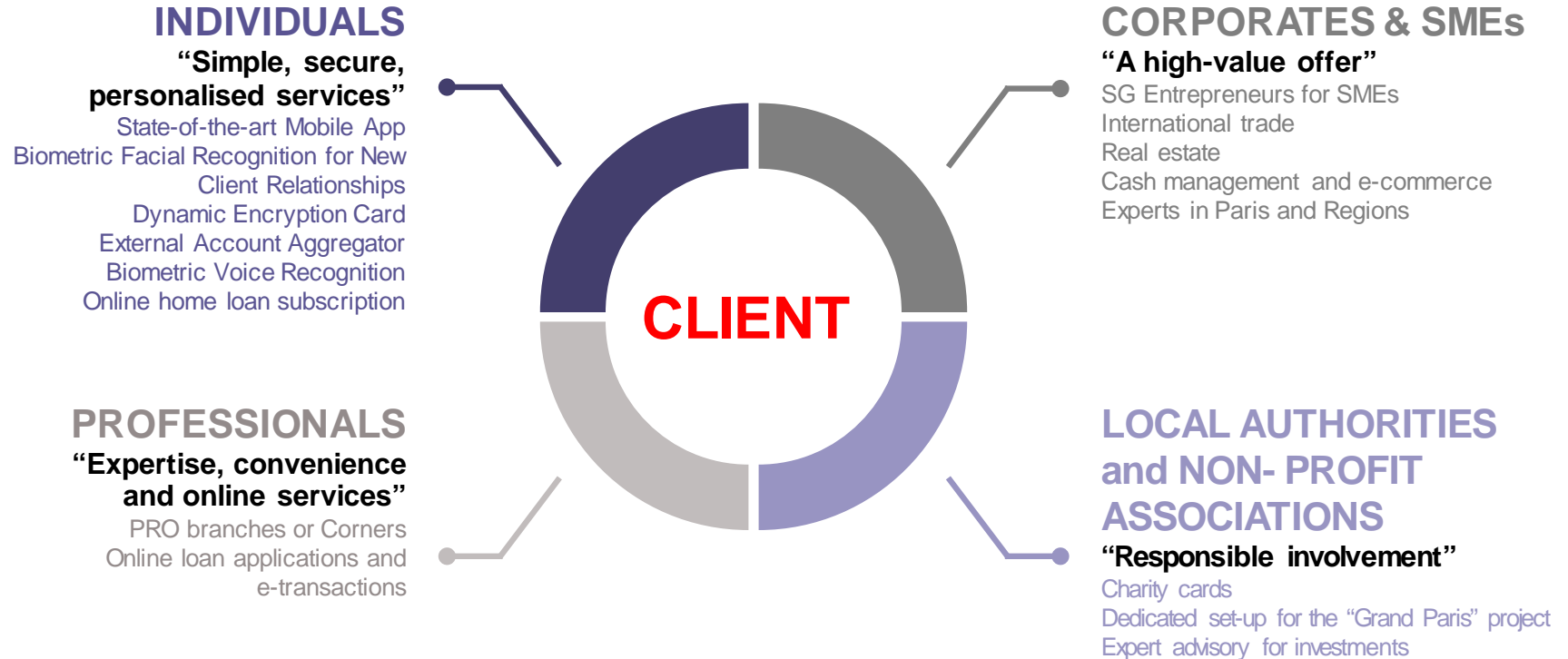
**French  
Networks<sup>(1)</sup>**

## 2016 REVENUES BREAKDOWN BY MARKET



(1) At end September 2017

# INNOVATIVE & DIFFERENTIATING CLIENT OFFERS



2



## RELEVANT INITIATIVES

# NEW RELATIONSHIP MODEL FOR SOCIETE GENERALE PROFESSIONAL CLIENTS

## A new relationship based on expertise deployed by the end of 2017



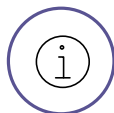
1,000  
Relationship  
Managers



120 dedicated  
Relationship Managers  
for independent  
professionals



Rollout of  
150 Pro centres  
for Professionals  
across France



Creation of 625  
enhanced ATMs

## Customer acquisition based on 3 main themes

- Expertise and proactiveness of the sales force
- Client experience
- Multiple partnerships

## New investments to improve services



Digitalisation of online  
account opening and  
credit approval  
processes



Innovative electronic  
banking solutions



An expanding digital  
offer



3 dedicated Pro centres opened in September 2017: Toulouse, Nice, Lyon  
Positive customer feedback: Expertise, Responsiveness, Value Creation

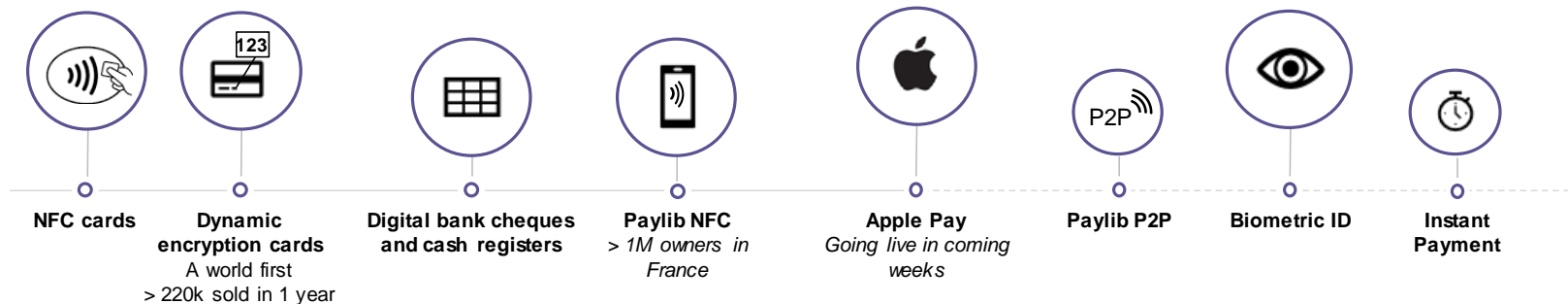


# A PUSH TO DEVELOP REAL ESTATE BUSINESS

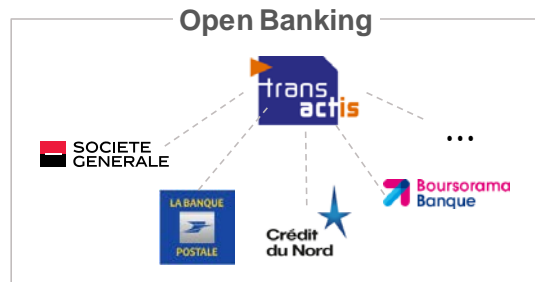


# PAYMENTS: A STRATEGIC ASSET DRIVEN BY INNOVATION AND OPERATIONAL EFFICIENCY

Competitive landscape in the Payments segment requires constant innovation to accommodate new practices ...



... and new schemes to control costs and develop agility



# BIOMETRIC INNOVATIONS TO ENHANCE CUSTOMER EXPERIENCE



## BIOMETRIC FACIAL RECOGNITION To open an account

1

I UPLOAD MY PERSONAL INFORMATION

2

I TAKE A DYNAMIC SELFIE TO BE COMPARED WITH MY ID

3

I GET AN ADVISOR VIDEO APPOINTMENT

4

I ELECTRONICALLY SIGN OFF



MY ACCOUNT IS OPENED



100% remote



Faster



Simpler customer experience



Native compliance

End 2017 / Q1 2018



## BIOMETRIC VOCAL RECOGNITION To access your account and do all banking operations

1

I FILL IN MY PERSONAL ID

2

I USE MY VOCAL PASSWORD "WITH MY BANK, MY VOICE IS MY PASSWORD"

3

MY REQUEST IS ANALYSED AUTOMATICALLY WITH NATURAL LANGUAGE

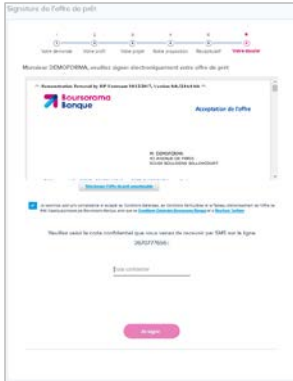


MY TRANSACTION IS PROCESSED

FIRST FRENCH BANK TO GET CNIL AGREEMENT FOR BIOMETRIC AUTHENTICATION

# BOURSORAMA NEW OFFERS

## MORTGAGE: FULL ONLINE CUSTOMER JOURNEY



- Electronic signature of the initial loan form
- List of supporting documents automatically adapted to the customer project
- Online uploading of all the supporting documents
- Online approval
- Electronic signature of the mortgage offer, taking into account the legal deadlines

Global deadline for obtaining a mortgage  
has been reduced by ~ 25 days

## WELCOME OFFER



- Current account
- International debit card
- **...without any minimum income demanded**



- **No fees for:**
  - the 'Visa Classic' under the condition of a minimum use of the card (EUR 5/month if less than one transaction per month)
  - account management
  - usual bank transactions
  - cash withdrawals and card transactions in Euros
  - card transactions in currencies
  - the main usual transactions (SEPA bank transfer, debits, cheques...)
- **EUR 100 authorised overdraft**  
that can be modified in real time after the first 3 months



# INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES



















ADDITIONAL  
MATERIALS



28.11.2017

# INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES AT A GLANCE

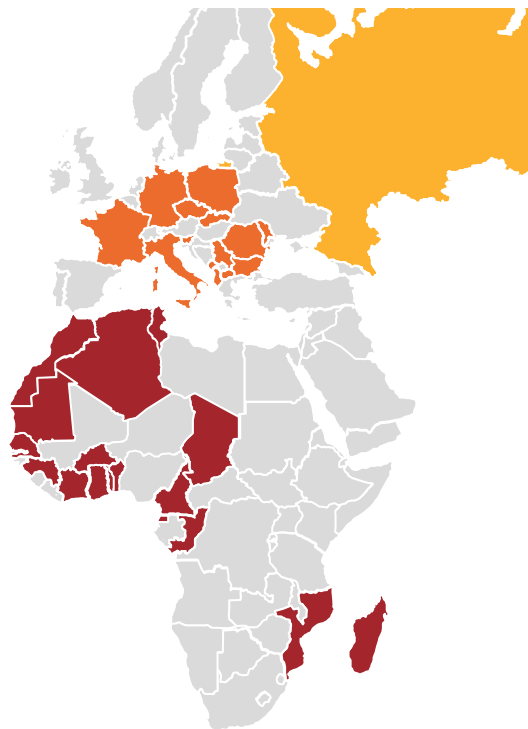
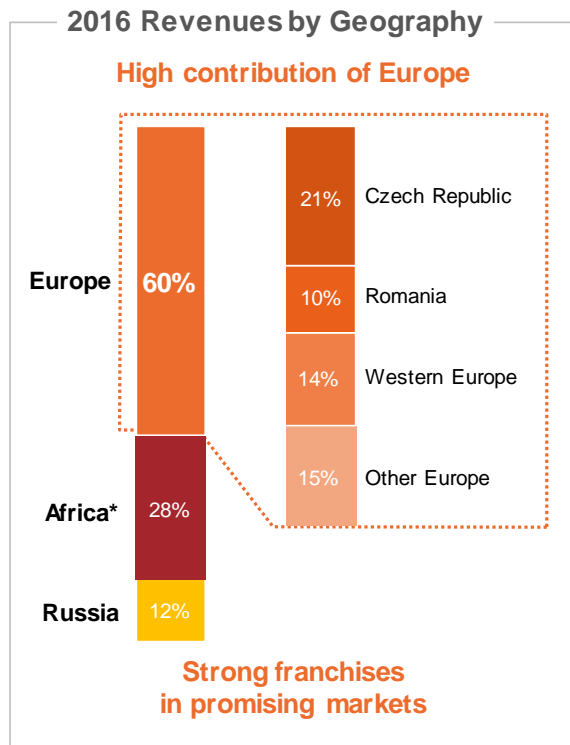
INTERNATIONAL RETAIL BANKING	INSURANCE	FINANCIAL SERVICES	
EUROPE, RUSSIA, AFRICA	SG INSURANCE	ALD	SGEF
<p> Europe, Russia &amp; Africa <b>33 countries</b></p> <p> <b>19m clients</b></p> <p> <b>#1 in French-speaking Sub-Saharan Africa</b> <b>#2 in Romania</b> <b>#3 in Czech Republic</b></p> <p> <b>EUR 5.0bn</b> revenues in 2016 (+4%* vs. 2015) <b>EUR 86.2bn</b> of loans</p>	<p> <b>11 countries</b></p> <p> <b>2.4 m</b> contracts in Savings Life <b>19 m</b> contracts in Protection</p> <p> <b>#5 in Bancassurance in France</b> Top 3 in life in Morocco, Czech Republic, Romania</p> <p> <b>EUR 0.9bn</b> revenues in 2016 (+7%* vs. 2015) <b>EUR 113bn</b> of AuM</p>	<p> <b>43 countries</b> with Top 3 positions in 26 countries</p> <p> <b>1.48 million vehicles</b> under management serving mainly corporate clients</p> <p> <b>#1 in Europe</b> <b>#3 Worldwide</b></p> <p> <b>EUR 1.1bn</b> revenues in 2016 (+11%* vs. 2015) <b>EUR 15bn</b> of earning assets</p>	<p> <b>20 countries</b> (and 42 countries including banks subsidiaries)</p> <p> <b>~ 150 000 corporate clients</b> and 25 main vendor relationships</p> <p> <b>#2 in Europe</b> <b>#2 Worldwide</b></p> <p> <b>EUR 0.5bn</b> revenues in 2016 (+2%* vs. 2015) <b>EUR 17bn</b> of loans and leases</p>

## LEADING MARKET POSITIONS

## DELIVERING REVENUE GROWTH

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

# INTERNATIONAL RETAIL BANKING: A WELL-BALANCED BUSINESS MODEL



\*Including French overseas territories

# WELL POSITIONED TO CAPTURE GROWTH IN EUROPE

## Supportive Environment

- Gradual recovery in the Eurozone and **strong growth** in CEE
- Gradual normalisation of interest rates expected
- Low banking penetration in CEE
- Positive **consumer sentiment** in Eurozone

## Ready to capture growth

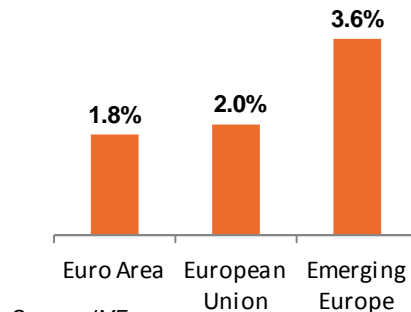
- Focused on **customer experience** and **cost to serve**
- **Leading franchises** in Eurozone and CEE
- **Well-balanced** business mix notably Retail/Corporate

## Ambitions

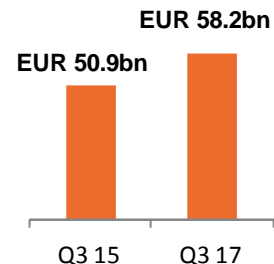
- Be among the **top banking players** in selected CEE markets
- Be an **innovative actor in Consumer Finance** in France, Germany and Italy
- Continue to roll-out **the Group's banking model**

## Growth Momentum

### Average GDP Growth 2017-2020



### International Retail 'Europe' Loans Outstanding



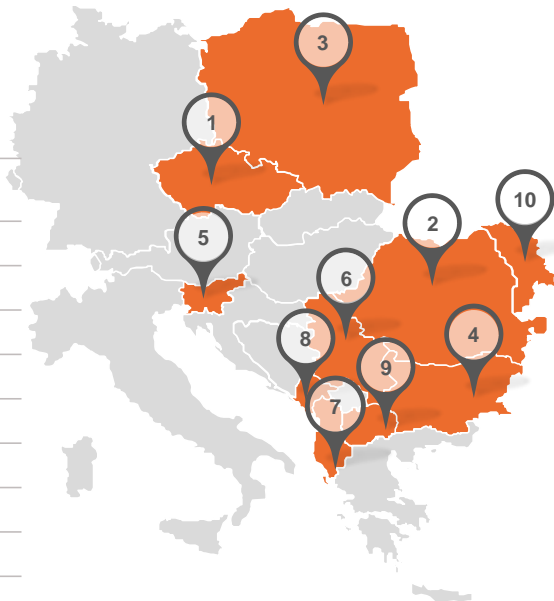


# A WELL-RUN NETWORK IN CENTRAL AND EASTERN EUROPE

## Market Share by Country

Market Share (Customer Loans)	
1 Czech Republic	18.5%
2 Romania	13.1%
3 Poland	1.1%
4 Bulgaria	7.1%
5 Slovenia	9.9%
6 Serbia	9.7%
7 Albania	8.4%
8 Montenegro	15.4%
9 Macedonia	9.1%
10 Moldova	12.6%

Source: Local central bank and company data



## Supportive Macro

- 2017-2020 Regional GDP Growth: **+3.6%**

Source: IMF Forecast for Emerging and Developing Europe

## Profitable Societe Generale Setup

- 2016 RONE ~ **16%**

## Ambition: optimising our franchises

- Consolidate leading market positions
- Focus on efficiency gains from shared best practices and platforms
- Capture the growth momentum of the region

# A LEADING BANK IN CZECH REPUBLIC

## Dynamic Economy

- 2017E GDP growth: **+4.4%**; expected above **+2%** until 2020
- 2017E Unemployment rate: **2.8%**
- Further increase in **interest rates** expected

Source: IMF Forecasts

## Strong franchise in a competitive banking market

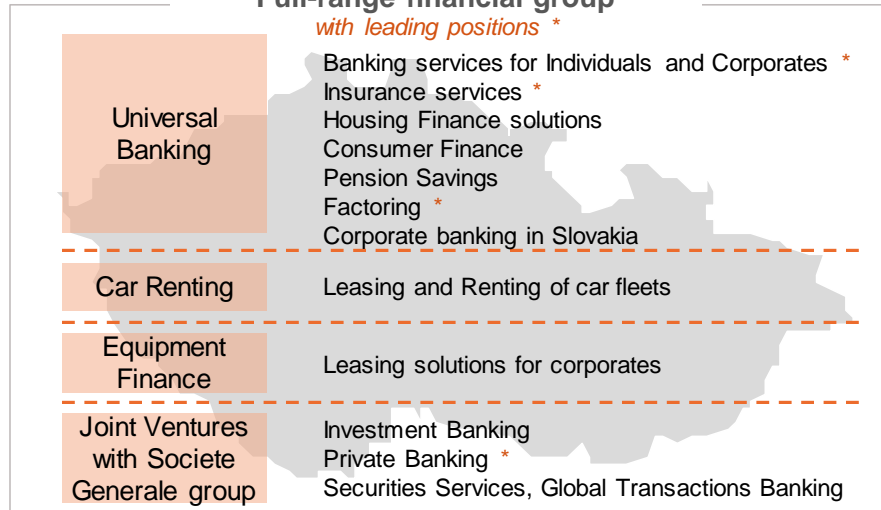
- #1 positioning in corporate, SMEs and affluent segments
- Awarded by the Financial Times as “Best Czech Private Bank 2017”
- Delivered solid and regular RONE

## Ambition: To be the reference omnichannel bank

- Leadership:** Consolidate leadership in promising segments thanks to recognised quality services
- Development:** Invest to develop simple and trustworthy digital client experience and sales productivity
- Profitability:** Deliver sustainable solid RONE thanks to enhanced operating model

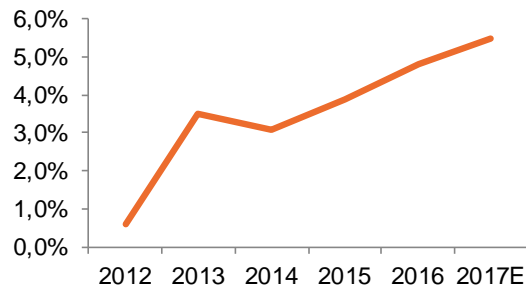
## Full-range financial group

*with leading positions \**



# CAPTURE FURTHER UPSIDE POTENTIAL IN ROMANIA

## Robust Economic Recovery

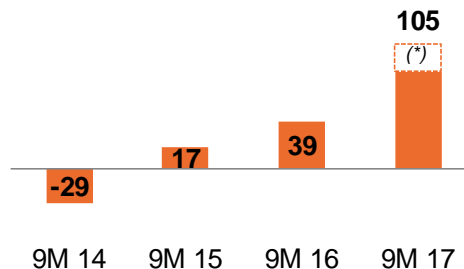


IMF Forecasts

2017-2020 Average Real GDP Growth: **+4.3%**

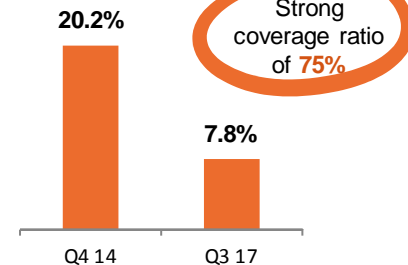
## Successful Turnaround

### Contribution to Group net income EUR m



(\*) Exceptional items

### Reduction in NPL Ratio

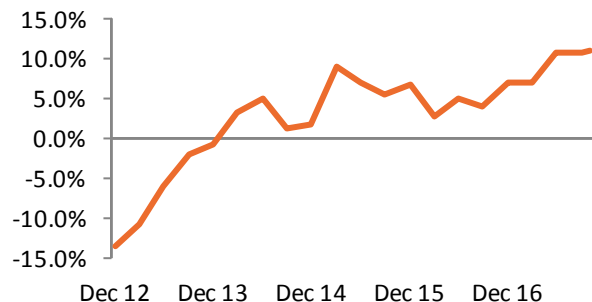


**Ambition: consolidate Top 3 position and keep leadership in retail segment**

- **Adapt the retail distribution model** to client behaviours and accelerate digitalisation
- **Consolidate leading position** on large corporates, while increasing the footprint in SME segment
- **Upgrade the operating model** by enhancing efficiency in back-offices and accelerating project delivery cycles

# AN INNOVATIVE CONSUMER FINANCE NICHE-PLAYER IN WESTERN EUROPE

Recovery in Eurozone Consumer Sentiment<sup>(1)</sup>



A leading partner in Car Finance

2016 Loans	TOTAL CONSUMER FINANCE	OF WHICH CAR FINANCE
<b>Germany</b>	EUR 6.9bn	66%
<b>France</b>	EUR 5.5bn	58%
<b>Italy</b>	EUR 3.3bn	58%
<b>TOTAL</b>	<b>EUR 16bn</b>	

## Online presence and digital processes

- Online sales directly through car dealership websites and proprietary used car platform



- Stay the preferred independent partner of distributors

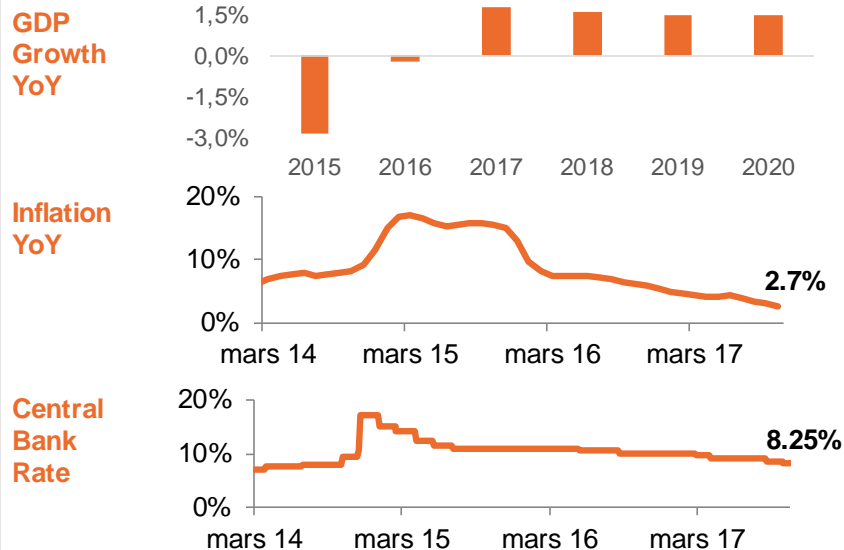
## Ambition

- Continue to grow the business
- Maintain high profitability
- Remain a reference in innovation

Source: (1) European Commission: Eurozone consumer confidence (vs. long term avg.)

# RUSSIA: AN IMPROVED ECONOMY AND BANKING SECTOR

## Improving Economic Environment

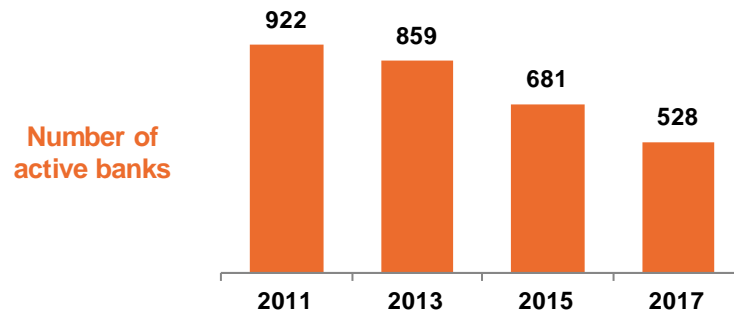


Source: IMF and Federal Service of Statistics

**The Russian economy is expected to continue to recover gradually in 2018 and onwards**

## Healthier Banking Sector

**Central Bank of Russia is withdrawing weak players from the market**



**Banking market expected to grow +8% CAGR 2017-2020**

Source: Bank of Russia

**The clean-up of the banking sector is an opportunity for the most reliable and dynamic players**

# SG RUSSIA: A SUCCESSFUL TRANSFORMATION

## Attractiveness

- Renewed product offer and digital solutions
- Nationwide presence, #3 in retail lending
- Systemic bank with highest ratings (BBB- / AAA local) ratings

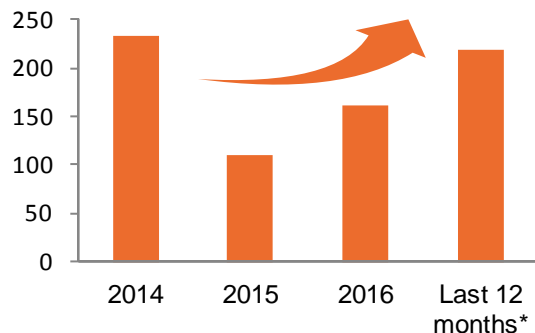
## Sustainability

- Structural investments kept as a priority and delivered
- Strengthened balance sheet: fully self-funded model
- Prudent risk management

## Efficiency

- Streamlined organisation and processes
- Staff reduced by ~5000 FTE vs. 2014
- Optimized set-up: closure of 1/3 of retail outlets

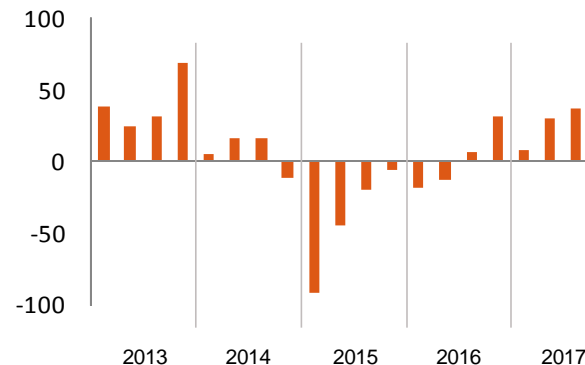
Recovery in Retail Loan Production



\*As of Q3 17

Retail Loan Production (RUB bn)

Profitability Restored



Group Net Income (EUR m)

# ESTABLISH SG RUSSIA AS THE LEADING FOREIGN BANK

## ENABLERS

### Corporate business to continue to play on its strengths

- Leverage on Group expertise in key Russian economy sectors
- Serve local Tier 1 corporate clients and multinationals
- Diversify into new client segments

### Retail business: Volume growth and synergies

- Client acquisition fuelled by consumer and mortgage platforms
- Greater customer loyalty and deposit gathering
- Roll out of SG Russia Digital Store

## AMBITION

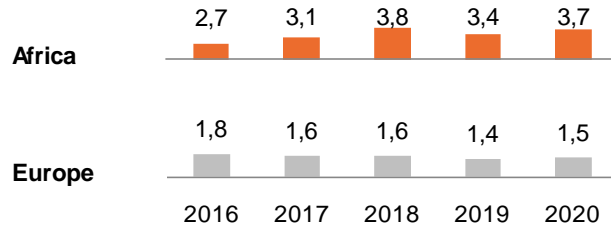
- ▶ A reference bank on the Russian market
- ▶ A recognized provider of a comprehensive digital client offer
- ▶ An efficient and integrated banking platform

**TARGETS 2020**  
Revenues ~+11% CAGR 2016-2020  
2020 RONE >16%

# AFRICA: SOLID GROWTH AND RETURNS

## SOLID ECONOMIC GROWTH

### Africa<sup>(1)</sup> vs. Europe<sup>(2)</sup> Real GDP Growth



## A PRESENCE IN AFRICA OFFERS EXPOSURE TO:

- Positive demographic trends, natural resources, growing domestic and international investment, the rise of the local corporate sector
- A fast-growing banking sector, better resilience to fee and margin erosion, some of the most profitable emerging markets

(1) Africa: Algeria, Benin, Burkina Faso, Cameroon, Chad, Ivory Coast, Equat. Guinea, Ghana, Guinea, Madagascar, Mauritania, Morocco, Rep.Congo, Senegal, Tunisia

(2) Europe: Eurozone, UK and Switzerland

(3) Internal estimate based on public data: weighted average of countries where the Group is present (weighted by Group net income)

(4) World Bank: Account at a formal financial institution (% age 15+)

## DYNAMIC BANKING MARKET WITH AMPLE ROOM TO GROW

### An attractive market<sup>(3)</sup>

5yr avg. historical market return: **15%**

2017-2020 Revenue CAGR: **~+8%**

### A low banking penetration<sup>(4)</sup>

- African markets: 20%**
- Euro Area: >95%**

## TARGETS 2020\*

**Revenue CAGR 2016-2020**  
**~+8%**

**2020 RONE >15%**





*\*Excluding French overseas territories*



# AFRICA: AN ESTABLISHED, BALANCED AND DIVERSIFIED PRESENCE

## Established

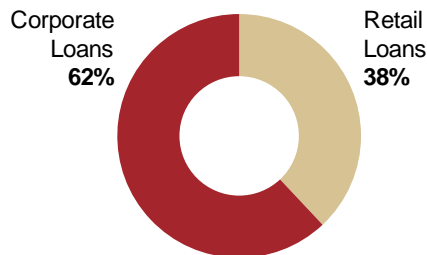
### More than 100 years in Africa

	Côte d'Ivoire	#1
	Cameroon	#1
	Senegal	#2
	Morocco	#4
	Tunisia	#7
	Algeria	#1(*)

Ranking by total loans (local central bank and company data)  
(\*) as a private bank

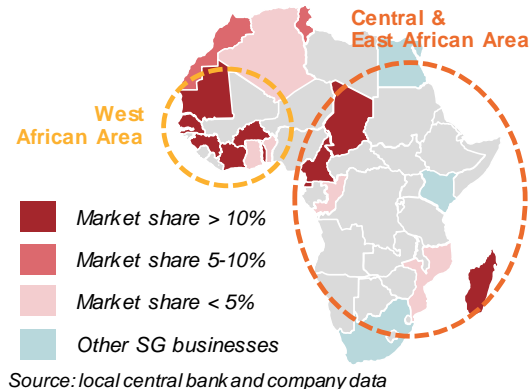
## Balanced

### Accompanying corporate clients



### Developing retail business

## Diversified



## STRATEGIC PRIORITIES



### Differentiate through the expertise of an international bank:

- Recognised added value with corporates through the technical expertise of the business lines of the Group
- Accompanying our corporate and public sector clients in infrastructure project financing
- Develop financial links between our geographies



### Boost operational efficiency

- Leveraging on regional hubs
- Improving attraction and development of local talent



### Gain market share in retail

- Secure deposit growth thanks to exposure to retail segment
- Increase the number of clients through greater segmentation


# AFRICA: BUILD THE NEW RETAIL BANKING MODEL THROUGH DIGITALISATION & INNOVATION

## BETTER SERVE OUR CLIENTS

### DIGITAL INTERACTIONS AND PROCESSES

#### Digital in branches


 Digital interactive kiosks in **12 countries**

 Remote on-boarding  
Intelligent Queuing and Ticketing Systems

### MOBILE BANKING

#### Shared mobile banking platform

 **8 countries**

 Already 180k clients in Morocco after 10 months


## DEVELOP FINANCIAL INCLUSION


### STARTUP INVESTMENT TO BUILD VIRAL E-WALLET ECOSYSTEM

**TagPay**



**YUP**

 Innovative mobile money solution, independent from telcos and device agnostic


 Deployed in Senegal, Ivory Coast, soon in Ghana, Cameroon, Burkina Faso

**x2** clients  
In 2020

**8k** points of  
sale In 2020

**1m** wallets  
by 2020

**Innovation  
LABs**

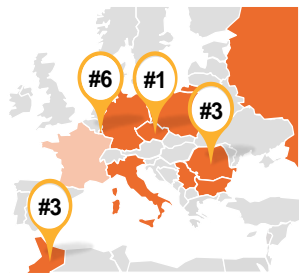
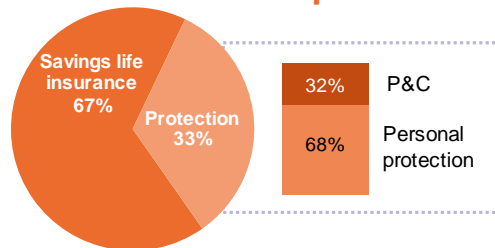
**Innovation Culture**  
 Dakar, Tunis and Casablanca

- ▶ Digitalise clients operations and bank processes
- ▶ Double the number of clients by 2020 thanks to a new e-wallet set-up

# INTEGRATED BANCASSURANCE BUSINESS MODEL WITHIN SOCIETE GENERALE GROUP

## Comprehensive product range

2016 Revenues



International market rankings in life insurance

## Strong position

- #5 French bancassurance
- EUR 113bn AUM as of 9M 17 (26% in Unit Linked)
- EUR 1.4bn protection premiums
- 22m Contracts

Strong generation of cross selling revenues  
EUR 1.8bn in 2016

## Successful track record and proven resilience

CAGR 2013-2016:

- Revenues: +6%
- Protection premium: +4%
- Unit-linked AuM: +11%

## Significant growth potential

- Strong room to increase protection equipment rates in all markets
- Set up a digital bancassurance model
- Boost innovation and move to a data-oriented model

# A SUCCESSFUL BANCASSURANCE MODEL

CAPTURE THE FULL POTENTIAL OF THE INTEGRATED BANCASSURANCE MODEL

SPEED UP GROWTH BY DIVERSIFYING BUSINESS MODELS



Anticipate market changes in savings life insurance



Capture the strong equipment potential in Protection



Develop partnerships and direct sales capabilities



Replicate the model in our main International networks



Boost innovation, think digital and move to a data oriented model



Diversify business mix towards lower equity consumption products



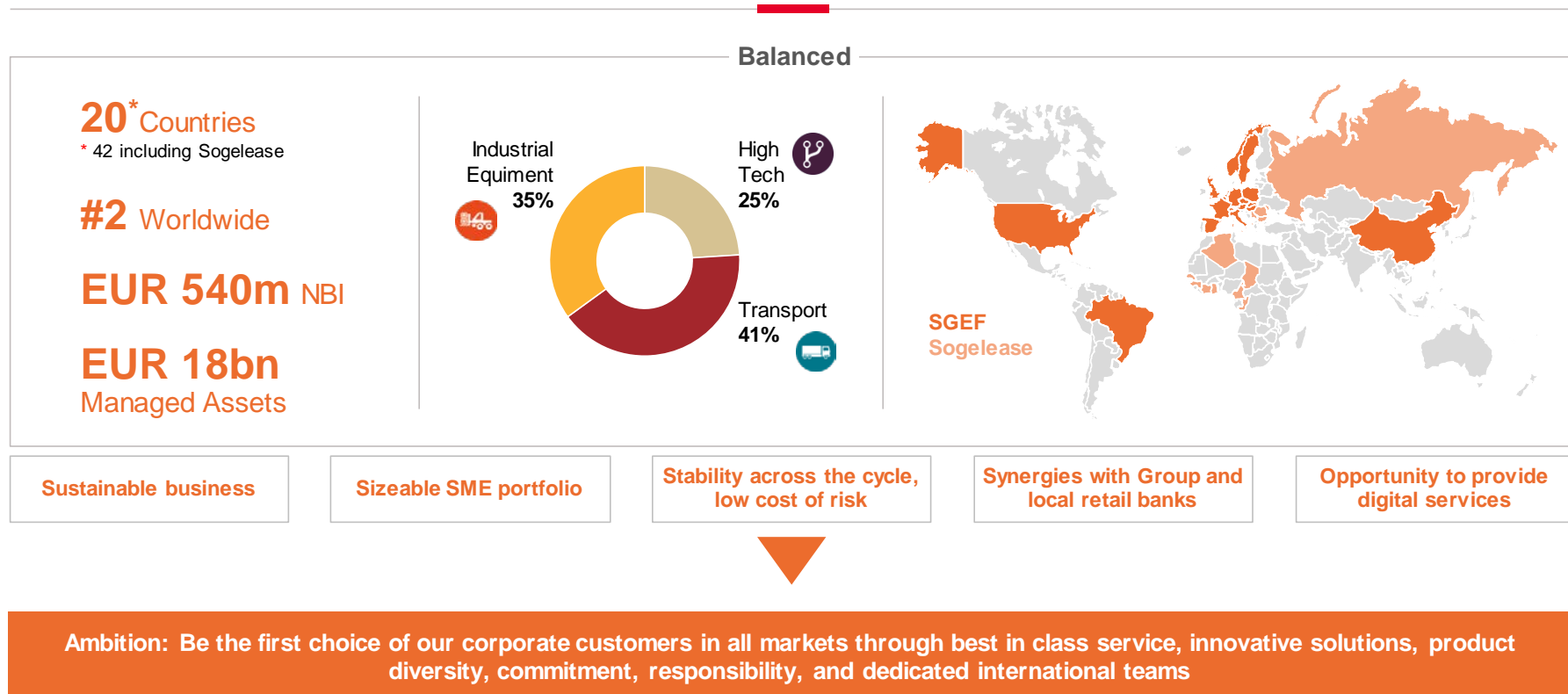
KEEP IMPROVING  
CLIENT SATISFACTION

DEVELOP PERSONALISED  
INSURANCE SOLUTIONS

LEVERAGE ON AUTOMATED  
PROCESSES

PROMOTE  
ENTREPRENEURSHIP  
CULTURE AND AGILITY

# EQUIPMENT FINANCE: A SUSTAINABLE BUSINESS MODEL



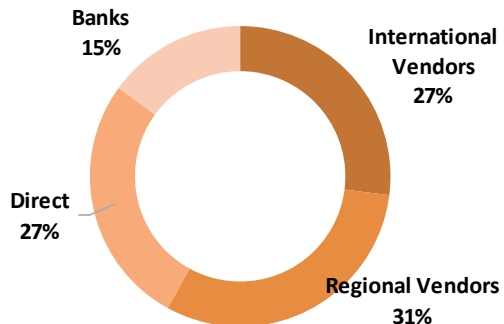
# EQUIPMENT FINANCE: CLOSE RELATIONSHIPS WITH INTERNATIONAL VENDORS

Leveraging on a diversified distribution

Accompanying vendors worldwide

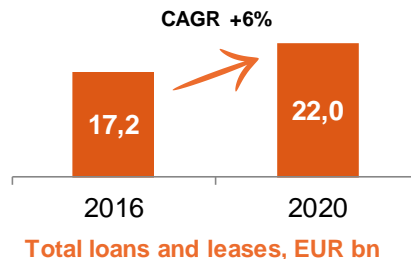
Moving from traditional asset financing to managed services

**Sales Channels**  
(% Total Loans and Leases)

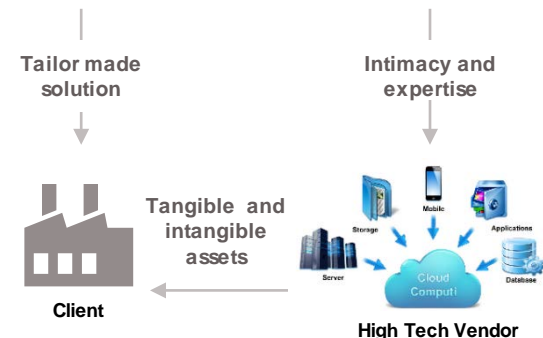


- Close to manufacturers and vendors
- Recognised asset expertise
- Knowledge of customer behaviour

**Business Growth Momentum**



**SOCIETE GENERALE**  
Equipment Finance



From an existing confidence and expertise to a tailor made global solution illustrated in high tech sector by cloud financing

# ALD: A LEADER IN MOBILITY

## A leading international provider of full service leasing and fleet management



**1.48m** vehicles under management serving mainly corporate clients



**#1** in Europe, **#3** globally



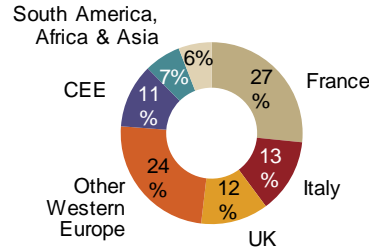
**43 countries** with top 3 positions in 26 countries



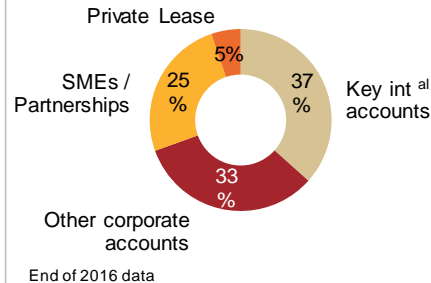
Non-regulated corporate with **~6,000** employees

## A diversified client base

### Geographies

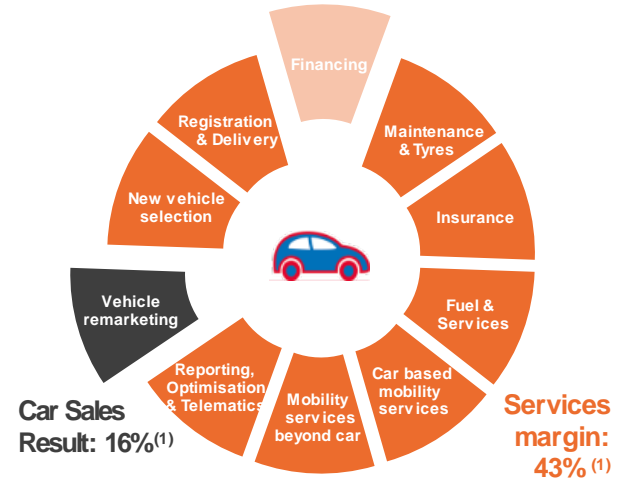


### Clients



## A broad range of services

### Leasing Contract Margin: 41% <sup>(1)</sup>



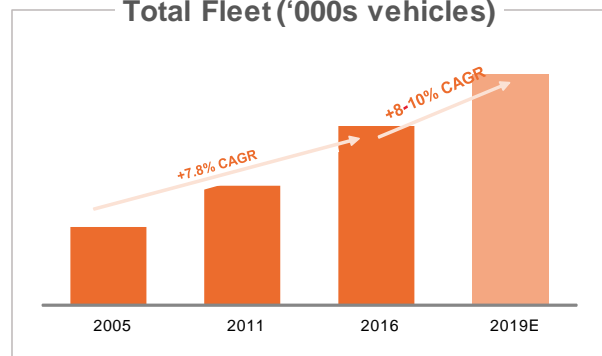
<sup>(1)</sup> Based on breakdown of FY 2016 contribution of ALD gross operating income to SG NBI

# A HIGH-GROWTH STORY

## ALD: LEADING MARKET POSITION

- Scale is a competitive advantage
- Sustained fleet growth to continue
- Emerging markets development
- Opportunistic bolt-on acquisitions

Total Fleet ('000s vehicles)



## MULTI-CHANNEL DISTRIBUTION AS A DIFFERENTIATING FACTOR

### DIRECT SALES (72% of fleet)

- Riding the outsourcing trend  
→ increasing penetration of FSL
- Aiming for top 3 rank in all markets
- Strong client diversification

### PARTNERSHIPS (28%)

- Driving 25+% fleet growth



**Car manufacturers**  
(90+ agreements)



**Banks (23 partners – 16 countries)**



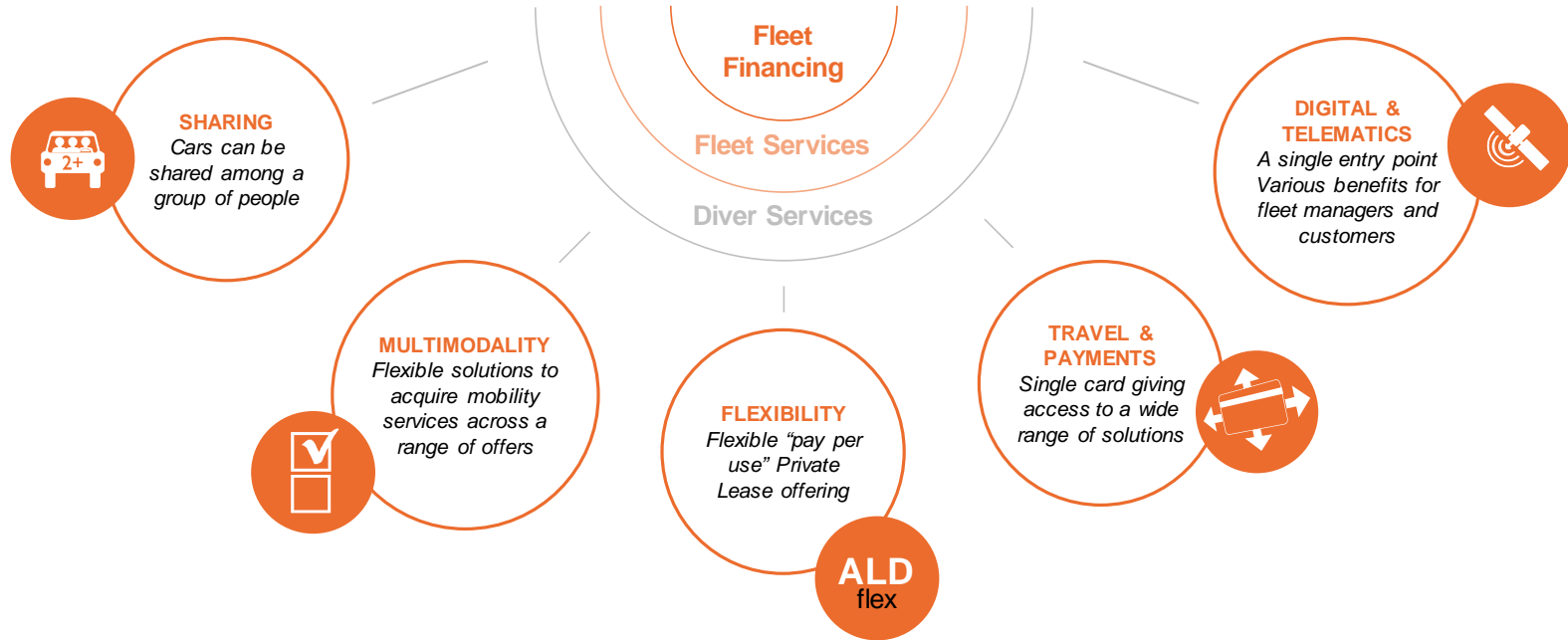
**Other: Blablacar, Enel, Norauto, Iper...**

## TARGET 2019

2016-2019 Contribution to Group Net Income CAGR +7% at constant perimeter



# AT THE FOREFRONT OF INNOVATION



- ▶ Proprietary solutions covering every aspect of mobility
- ▶ Innovation to generate more volumes, lower costs, higher margins

# GLOBAL BANKING AND INVESTOR SOLUTIONS

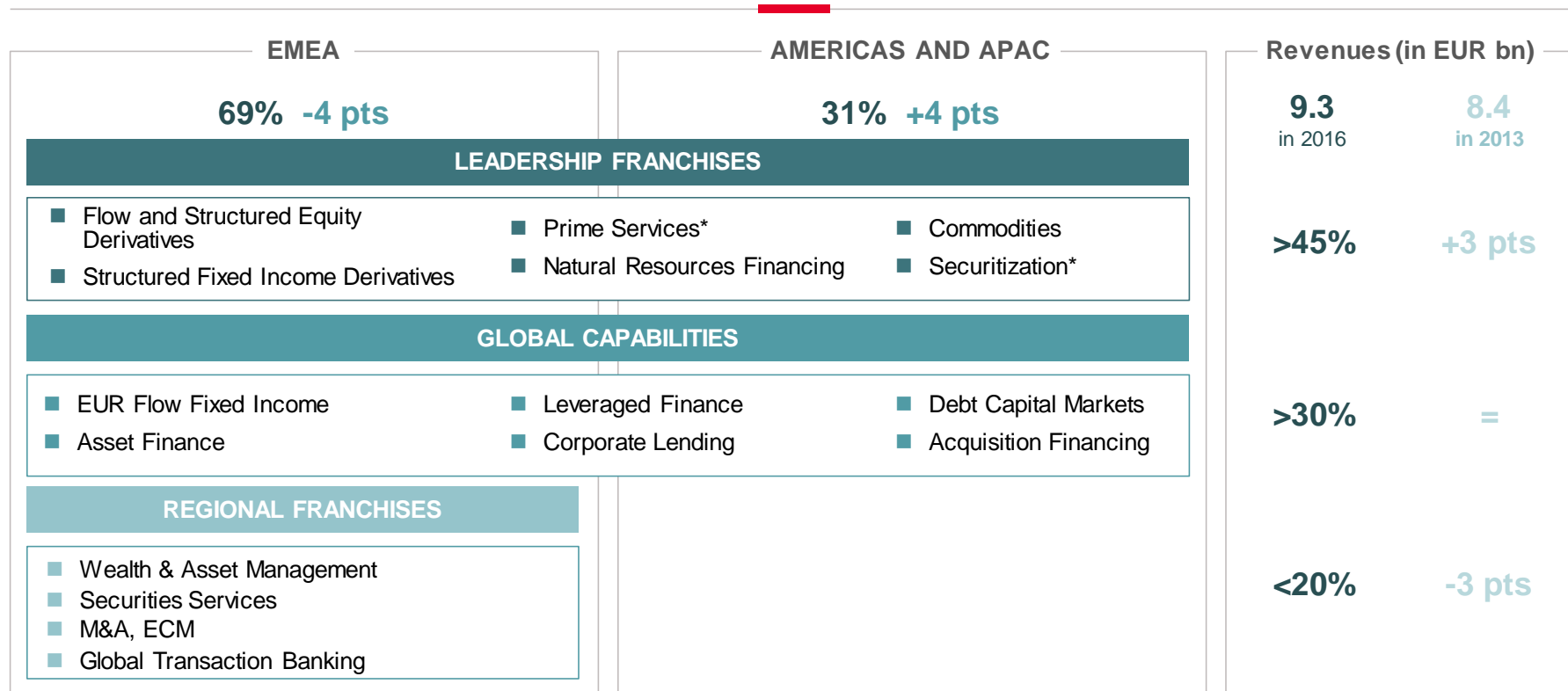


ADDITIONAL  
MATERIAL



28.11.2017

# BALANCED AND OPTIMIZED GEOGRAPHICAL FOOTPRINT



\*Additions since 2013

# AMERICAS, CONNECTIVITY AND PROFITABILITY

## PROFITABILITY

- Full-fledged platform with a well-balanced mix of profitable businesses
- Successful growing and uptiering of client base across Corporate clients and Financial institutions
- Strong positions in targeted market segments
- High level of synergies with global platform



- Fast growing Securitization and Asset-Backed Products platform
- Leadership in Natural Resources and Infrastructure Advisory and Financing
- Top Foreign Bank in Equity Derivatives
- Leading position (Top 5) in Structured and Hybrid products
- Fixed Income: established player on the Rates market and key partner for top tier clients for a range of high added-value solutions

## CONNECTIVITY



Further growth potential through client acquisition and development



Relevant European player in the world's largest CIB market



Momentum in electronic and algorithmic flows



Strong synergies with global SG platform

- High level of cross-sell with Europe and Asia, as well as other Group entities
- Client initiatives in Equities and Prime Services
- Integrated platform, businesses and services

# ASIA - PACIFIC, CONNECTIVITY AND PROFITABILITY

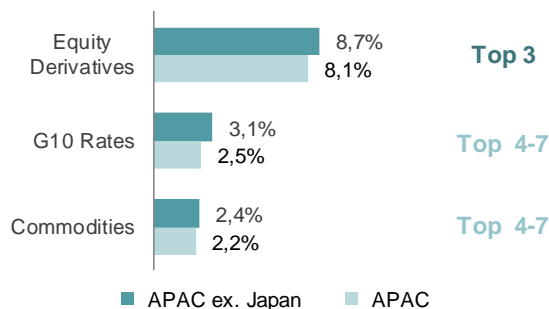
## PROFITABILITY

- Leadership positions in Derivatives, Investment Solutions and Natural Resource Financing
- Financial institutions: selective and successful expansion in Fixed Income and Prime Services
- Corporate clients: increased penetration with EMEA\* footprint, Hedging Solutions and DCM
- Innovation in product and digital delivery and partnering with fintechs (Contineo/Smartkarma)

\*EMEA: Europe, Middle East and Africa

### Strong positions | Market and client recognition

APAC market shares H1 17



Top 3



Top 4-7



Top 4-7



## CONNECTIVITY

- Grow activities consistently with the global CIB strategy and by tackling regional growth opportunities
- Offering clients an access to the best of our expertise in terms of services and network
- Pursue strategy to develop and gain market shares in key areas



Growing wealth creation



Strong appetite for Positive Impact Finance across the region



Increasing globalisation of Investors and Corporate clients



Need for Project, Infrastructure and Trade Financing

# PRIVATE BANKING: A HIGHLY SYNERGETIC AND CLIENT CENTRIC MODEL

## 11 countries

Presence in the key wealth management centers in EMEA

- #3 in France with leading positions on Ultra High Net Worth Individuals
- New initiative to serve mass affluent French clients
- Strong footprint in all international private banking centers in Europe with reinforced Common Law presence (Kleinwort Benson acquisition )
- Successful partnerships with Societe Generale international retail networks

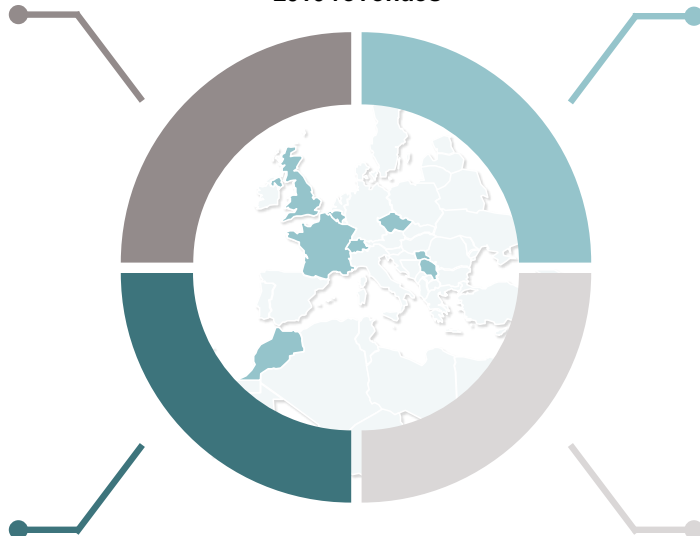
## 700 private bankers

Strong attention to customer satisfaction

- Leveraging on the deployment of customer excellence initiatives across all geographies
- Client recognition on quality of relationship

EUR 800m\* / EUR 1.1bn\*\*

2016 revenues



2 800 staff worldwide

Holistic service approach to answer clients' needs

- Reference European player in Wealth Planning
- Leader in structured products
- High level of synergies (Corporate & Investment Banking, Retail banking, Insurance) and launch of new initiatives with grow potential

Leveraging on IT and digital transformation

Significant investments in IT to improve operating model and client interface:

- e-Banking
- Mobility
- Personalised and fully digital online advisory platform

EUR 119bn of AuM\*\*

as of September 2017

\*Private Banking revenues booked in Global Banking and Investor Solutions

\*\*Private Banking revenues and AuM including 100% of revenues and AuM booked within French Retail Banking and International Banking and Financial Services

# WEALTH & ASSET MANAGEMENT: TRUSTED INVESTMENT AND WEALTH ARCHITECTS

INDUSTRY FUTURE

OPEN ARCHITECTURE

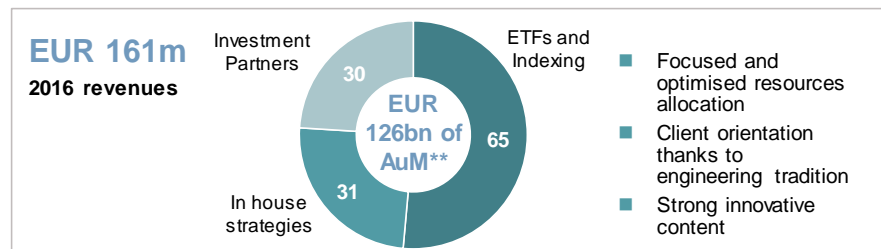
PERSONALISED SERVICES

TRANSPARENCY

LYXOR

**Excellence in tailor-made solutions and cost efficient asset management**

- Position Lyxor as architect and wealth manager
- Top 3 ETF franchise in Europe (record 2017 NNA of EUR 8.7bn\*)
- Customised and actively managed products and portfolios
- High quality in-house specialties in Equities, Fixed Income and Multi-Asset



\* Net new assets as of September 2017

\*\* Figures as of September 2017 including EUR 15.9bn of Assets under Advisory

**Shared vision with Private Banking**

- Scale up discretionary portfolio management in a cost efficient way
- Strengthen investment capabilities
- Promote open architecture
- Bespoke solutions for Ultra High Net Worth Individuals
- Optimise growth potential of shared clients bases: External Asset Managers, Family Offices

# SECURITIES SERVICES: A LOW RISK BUSINESS POSITIONED FOR PROFITABLE GROWTH

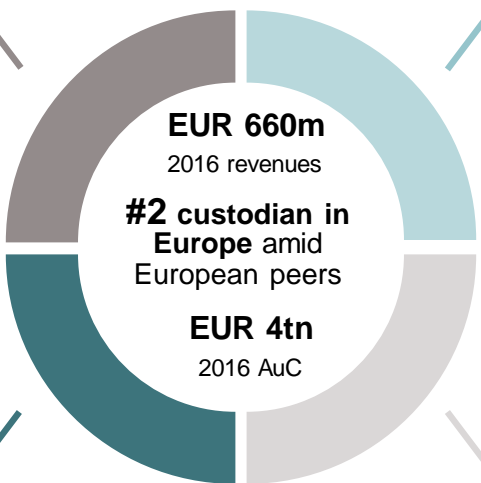
## Comprehensive range of services

- Core services include custody, clearing/settlement, fund administration, Private Equity / Real Estate...
- Value added services include cash reinvestment, FX, securities lending, collateral management, share class hedging
- Integrated offer with the rest of Societe Generale, generating revenue synergies
- Direct presence in major EMEA financial centers (France, Germany, Italy, Ireland, Luxembourg, UK) and access under its own brand name to 34 countries

## IT and Digital supporting business

- Significant IT investments made to build pan-European fund administration and custody platforms
- Leveraging on digital transformation to improve client experience
- Enrichment of SGSS Gallery (web portal)
- Several innovations including "NAV with one clic" and "RFP website" etc
- Building "SGSS as a platform", API framework

## MAINTAIN OUR LEADERSHIP IN THE EMEA SECURITIES SERVICES INDUSTRY



## Client satisfaction

- Diversified client base, mainly composed of Asset Managers and Asset Owners as well as Financial Institutions, Brokers and Corporate clients
- Service excellence recognized by industry awards (Global Transfer Agent of the year 2017 by Custody Risk, European Transfer Agent of the year by Funds Europe)
- Ranked as "best supplier" by 41% of multi-suppliers clients (SGSS internal survey)

## Drivers for profitability

- Upside potential in a rising interest rates environment
- Assets growth should grow by an estimated +4% CAGR for 2018/2020
- Outsourcing trend for non core duties will accelerate
- Regulation will provide new business opportunities



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- 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.

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