



# **SOCIETE GENERALE**

## **2015 AUTUMN CONFERENCE**

**PHILIPPE HEIM, CFO**

17 SEPTEMBER 2015



**BUILDING TEAM SPIRIT  
TOGETHER**

# DISCLAIMER

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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.

Investors are advised to take into account factors of uncertainty and risk likely to impact the operations of the Group when considering the information contained in such forward-looking statements. Other than as required by applicable law, Societe Generale does not undertake any obligation to update or revise any forward-looking information or statements. Unless otherwise specified, the sources for the business rankings and market positions are internal.

The financial information presented for quarter and half year ending 30th June 2015 was reviewed by the Board of Directors on 4th August 2015 and has been prepared in accordance with IFRS as adopted in the European Union and applicable at this date. The audit procedures carried out by the Statutory Auditors are currently underway.

## STRONG Q2 REFLECTING BUSINESS DYNAMICS AND QUALITY OF THE MODEL

### Accelerated business growth and increased profitability

Significant growth in revenues: Group NBI at EUR 6.9bn in Q2 15, up +16.4% (+8.9%<sup>\*(1)</sup>) vs. Q2 14 and EUR 13.2bn in H1 15, up +14.4%, (+6.7%<sup>\*(1)</sup>) vs. H1 14

Improvement of Cost to Income ratio<sup>(2)</sup>: down -0.9pt in Q2 15 vs. Q2 14 and -1.4pt in H1 15 vs. H1 14  
New initiatives to improve operational efficiency: EUR 850m additional savings planned by end-2017

Further decrease in Group cost of risk: at 44bp in Q2 15 vs. 57bp in Q2 14

Group net income at EUR 1,351m in Q2 15, up +25.2% vs. Q2 14 and EUR 2,219m in H1 15, up +77.8% vs. H1 14



**Q2 15 ROE<sup>(2)</sup>: 10.3%**

**EPS: EUR 2.54 in H1 15 (1.37 in H1 14)**

### Very strong balance sheet

Robust capital<sup>(3)</sup> structure at end-Q2 15: CET 1 ratio at 10.4%, Leverage ratio at 3.8%, Total Capital ratio at 15.2%

End-2016 targets raised to further enhance flexibility: CET 1 close to 11% and Leverage ratio at 4-4.5%

Total Capital ratio target above 18% at end-2017 to anticipate TLAC regulation



**A dynamic and consistent business model ready to take advantage of the European recovery**

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

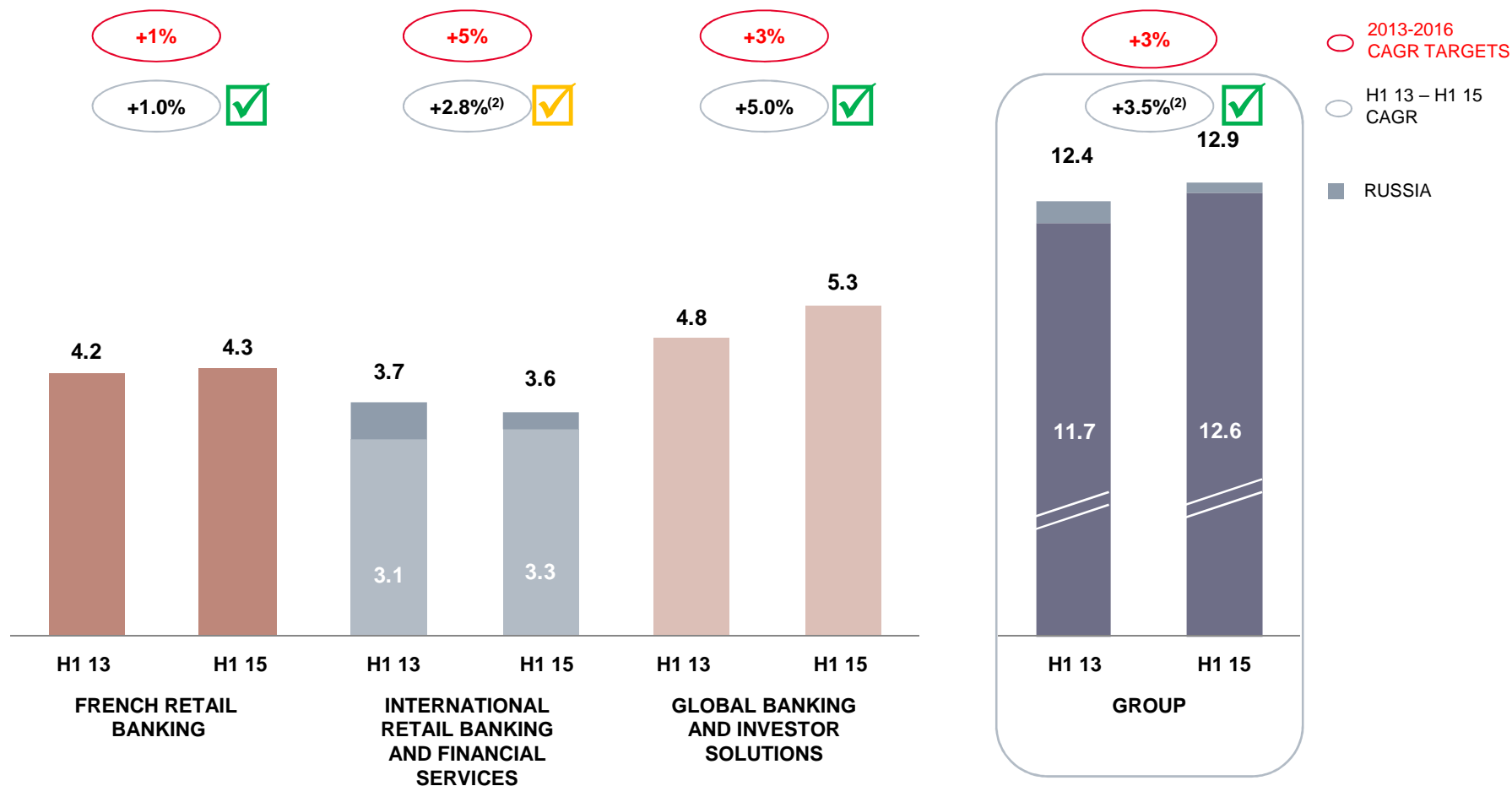
(1) Excluding impact of revaluation of own financial liabilities and DVA

(2) Excluding impact of revaluation of own financial liabilities, DVA, PEL/CEL provision, adjusted for IFRIC 21, and collective provision for litigation (ROE)

(3) Solvency ratios based on CRR/CRD4 rules integrating the Danish compromise for insurance.

REVENUE GROWTH, IN LINE WITH ROADMAP...

Net Banking Income<sup>(1)</sup> (in EUR bn)



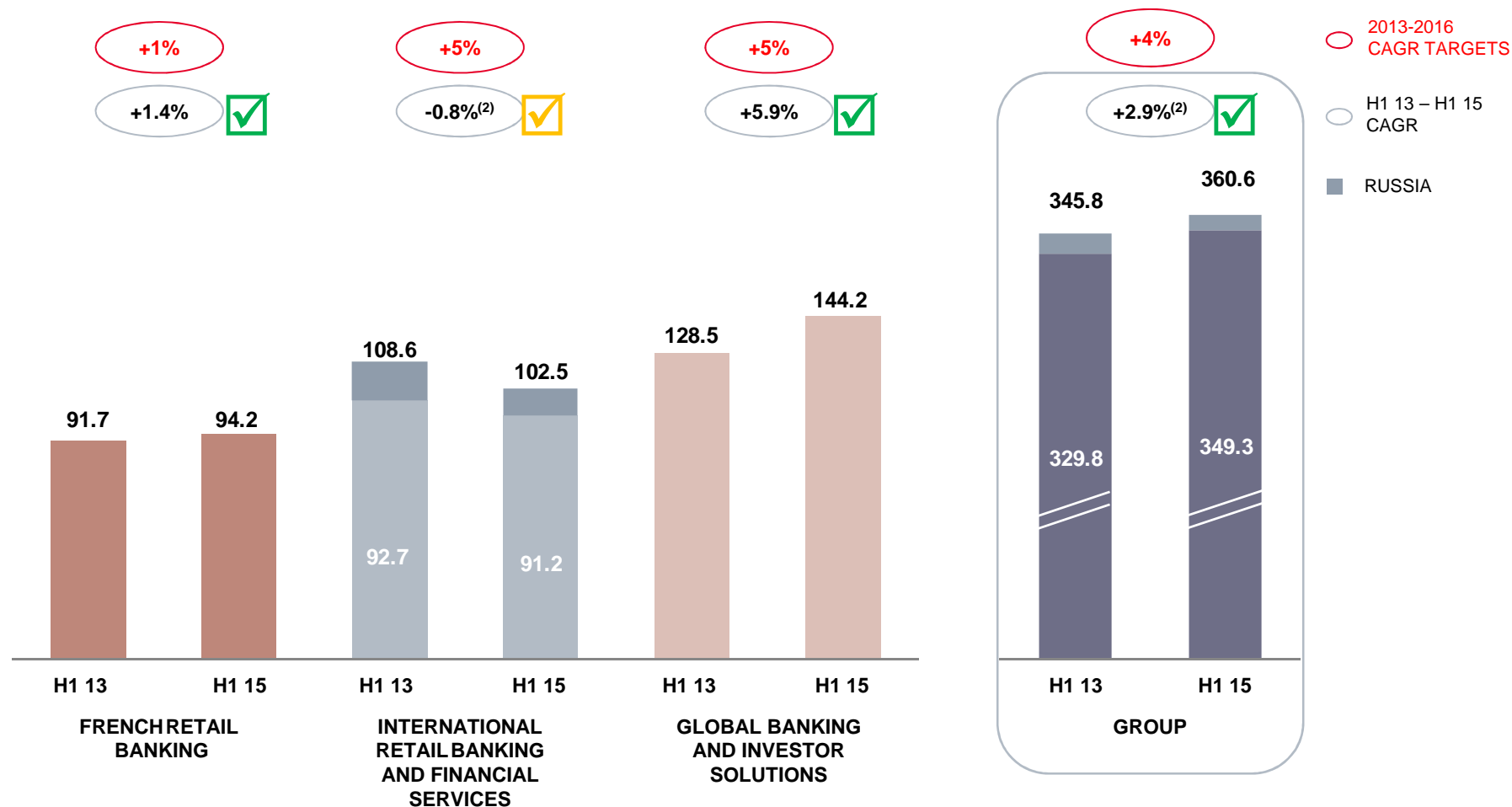
2013 figures based on Investor Day data, adjusted for IFRIC 21 implementation and PEL/CEL provision

(1) Excluding Brazil, PEL/CEL provision and non-economic items and adjusted for IFRIC 21. See Q2 15 results presentation - Methodology, section 9

(2) Excluding Russia

... WITH A DISCIPLINED CAPITAL USAGE

Risk Weighted Assets (RWA)<sup>(1)</sup> (in EUR bn)



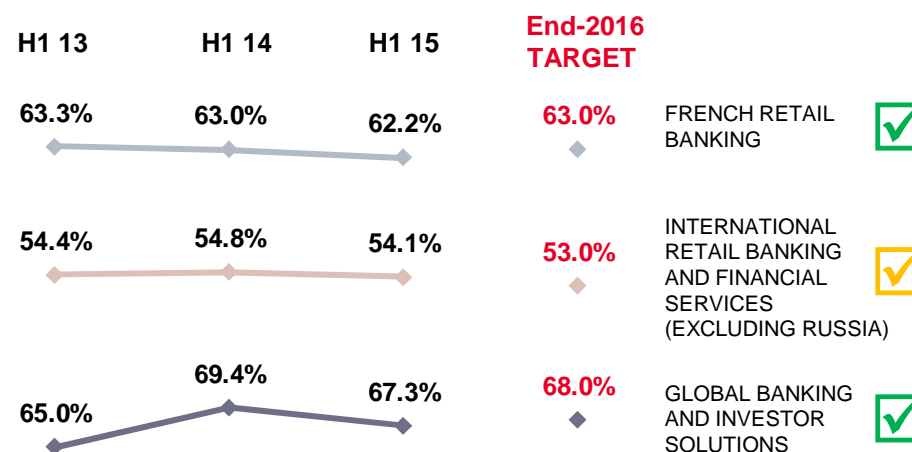
2013 figures based on Investor Day data

(1) Excluding Brazil  
 (2) Excluding Russia

## EFFICIENCY GAINS FROM COST REDUCTION EFFORTS

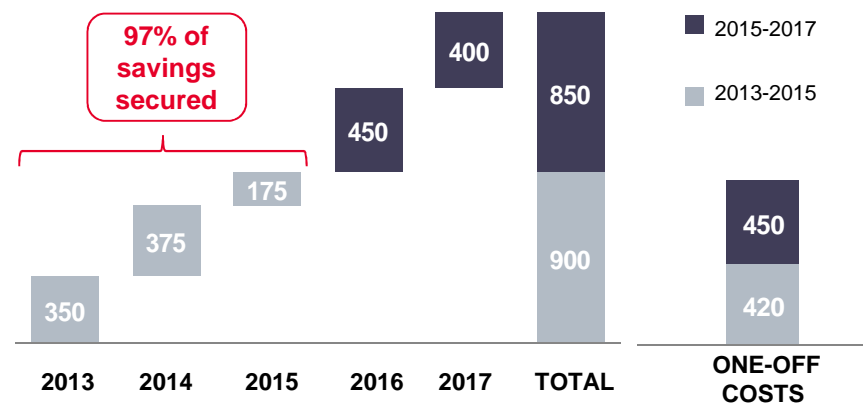
- Operating expenses H1 13 – H1 15 CAGR: +1.8%<sup>(1)</sup>
  - Large part of increase due to business growth and introduction of Single Resolution Fund (SRF)
  - Increase in operating expenses offset by growth in NBI
  - Group Cost / Income ratio down -1.4pt in H1 15 vs. H1 14 at 64.8%<sup>(1)</sup>

### Cost to Income of Businesses<sup>(2)</sup>



- Successful implementation of cost reduction programme
  - EUR 870m recurring cost savings secured since 2013
- Additional EUR 850m of savings planned by end-2017
  - EUR 450m transformation costs spread over two years

### Cost Reduction Programme (EUR m)



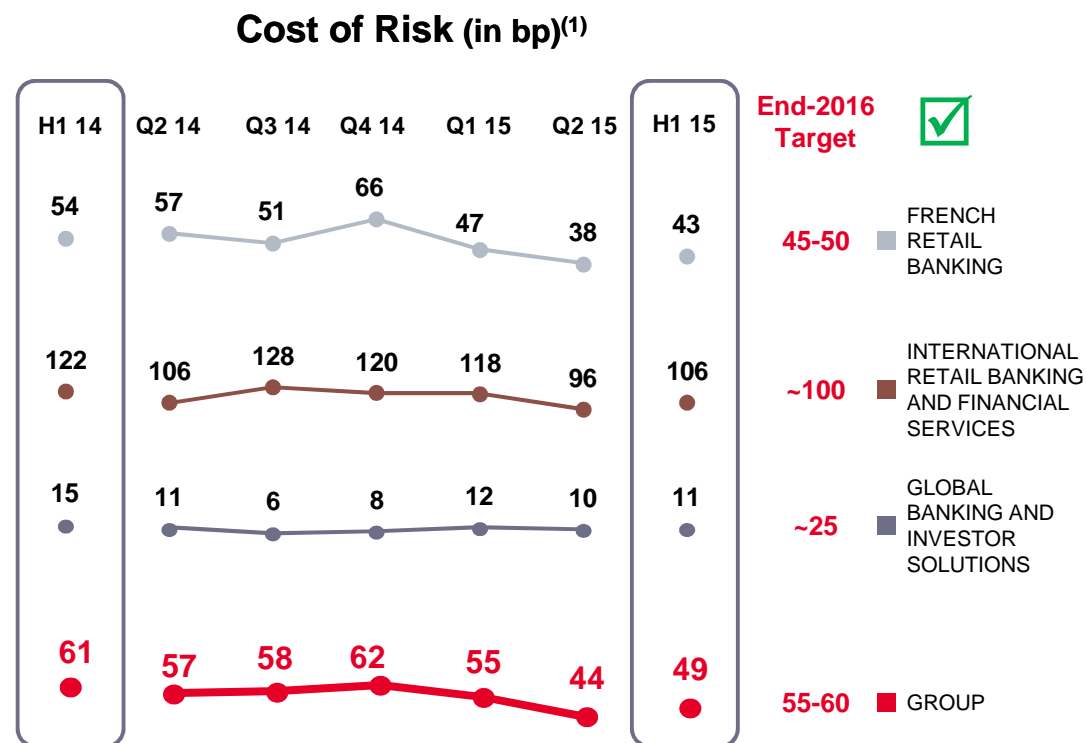
2013 figures based on Investor Day data, adjusted for IFRIC 21 and PEL/CEL provision

(1) Excluding non-economic items and PEL/CEL provision and adjusted for IFRIC 21

(2) Excluding Brazil, PEL/CEL provision and non-economic items, adjusted for IFRIC 21. 2014 adjusted for Newedge acquisition and sale of Asian Private Banking

## DOWNWARD TREND IN COST OF RISK CONFIRMED

- French Retail Banking
  - Downward trend mainly on corporates
  
- International Retail Banking and Financial Services
  - Overall decrease
  - Resilient portfolio in Russia in Q2 15 despite a difficult economic environment
  
- Global Banking and Investor Solutions
  - Continued low level
  
- Cost of risk already below 2016 targets
  
- Group gross doubtful loan coverage ratio: 63% in Q2 15



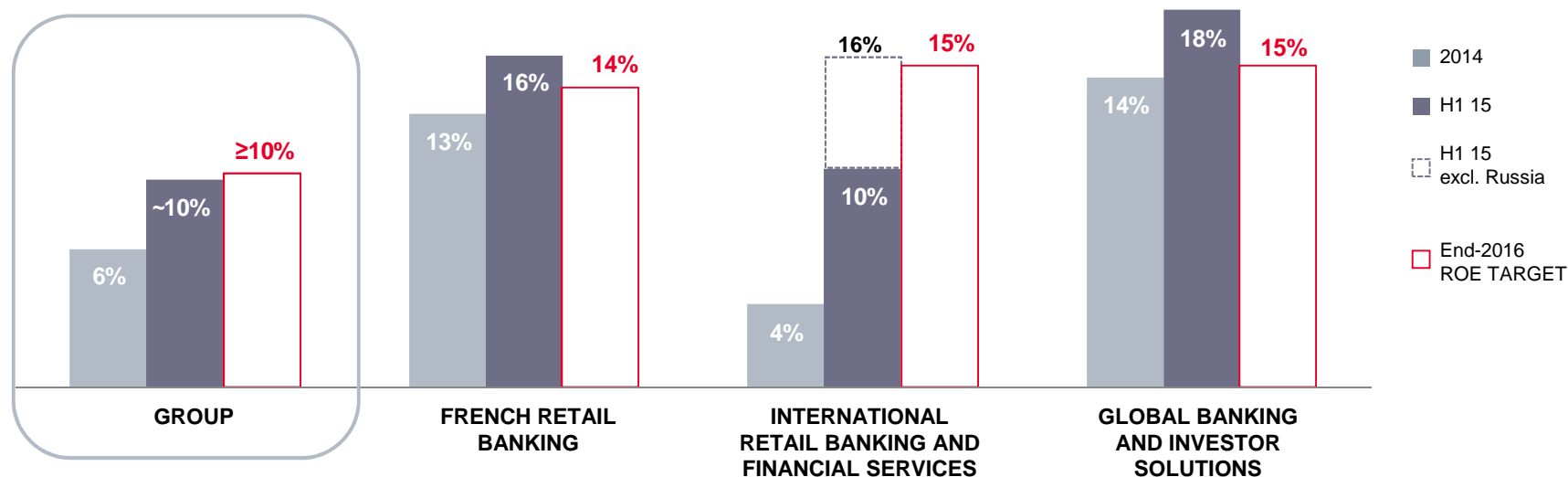
**Group Net Allocation to Provisions  
(in EUR m)**

H1 14	Q2 14	Q3 14	Q4 14	Q1 15	Q2 15	H1 15
-1,419	-752	-642	-906	-613	-724	-1,337

(1) Excluding provisions for disputes. Outstandings at beginning of period. Annualised

## GETTING CLOSER TO OUR 2016 ROE TARGETS

### Group and Core Businesses ROE<sup>(1)</sup>



### Comparison to Investor Day Assumptions

**HEADWINDS**

- Lower LT interest rates
- TLAC trajectory
- SRF non deductibility

**BELOW TARGET**

- Russia

**OUTPERFORMING BUSINESSES**

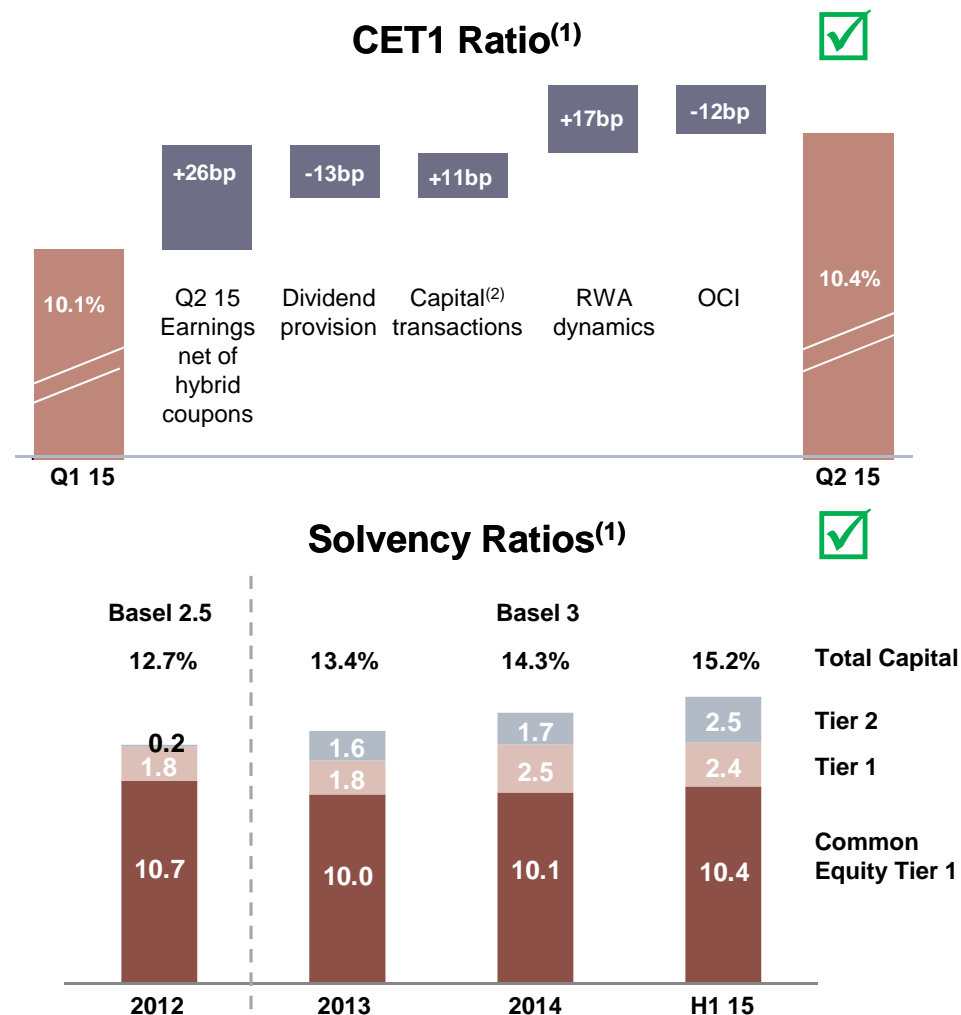
- Global Banking and Investor Solutions
- French Retail Banking
- ALD, Insurance
- Africa, Czech Republic

(1) Excluding non-economic items (own financial liabilities, DVA) and PEL/CEL provision. Adjusted for collective provision for litigation and IFRIC 21 in H1 15



## HIGH QUALITY CAPITAL AND VERY SOLID RATIOS

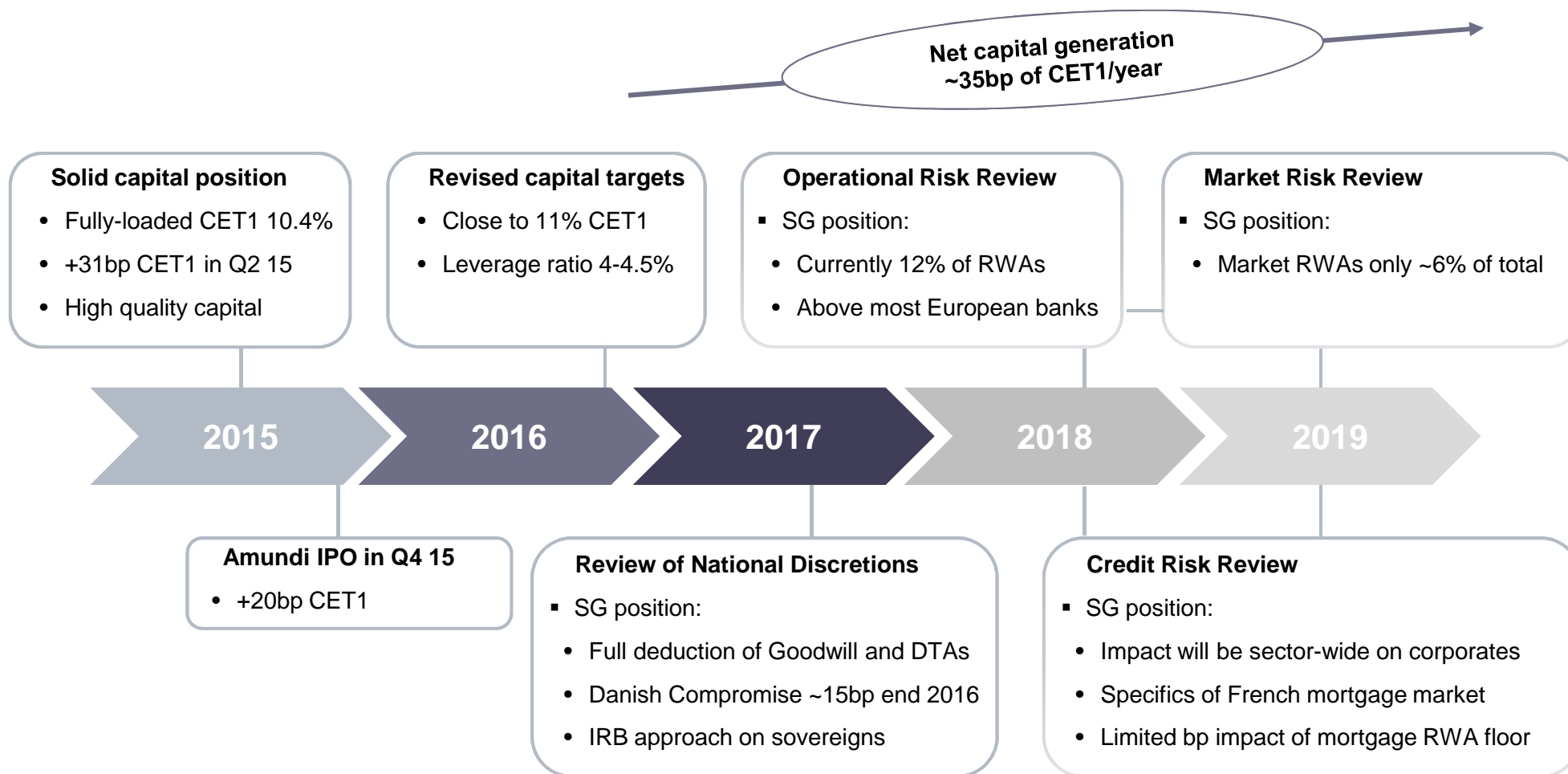
- Common Equity Tier 1 ratio<sup>(1)</sup>: 10.4% at end-June, up +31bp vs. Q1 15
- Solid capital generation allowing for RWA growth (2013-2016 CAGR: 4%) and 50% payout
- Expected Amundi IPO: positive impact on capital ratio ~20bp at end-2015
- High quality of capital
  - Full deduction of goodwills and DTAs
  - Limited benefit of Danish compromise post Amundi IPO: around 15bp at end-2016
- Leverage ratio: 3.8% at end-June
- End 2016 targets raised to further enhance flexibility
  - CET1<sup>(1)</sup> ratio: close to 11% for end-2016
  - Leverage ratio<sup>(1)</sup>: 4% - 4.5% for end-2016
  - Total Capital ratio<sup>(1)</sup>: above 18% for end-2017



(1) Fully loaded based on CRR/CRD4 rules, including Danish compromise for insurance. See Q2 15 results presentation - Methodology section 5. Phased in CET1 ratio of 11.0% at end-June 2015 pro forma for current earnings, net of dividends, for the current financial year

(2) Treasury stock disposal (1% of shares) and acquisition of Boursorama minority interests

## CAPACITY TO ACTIVELY MANAGE OUR CAPITAL POSITION



## MOVING FORWARD

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- Enhanced capital position, with new targets for additional flexibility
  - **Solid CET1 ratio and limited recourse to national discretions**
  - **Capacity to absorb regulatory requirements through organic capital generation**
- Favourable positioning in current macroeconomic environment
  - **Geared to European economic recovery**
  - **Limited EM exposure, focused on Central & Eastern Europe and Africa, resilient to drop in commodity prices**
- Maintaining the rhythm of transformation
  - **Meeting client needs through innovation and digital transformation**
  - **Increasing our operational efficiency and managing our risk profile**
- Achieve profitability targets and maintain high shareholder return
  - **Sustainable 10% ROE**
  - **50% dividend payout, paid in cash**
  - **Grow Net Asset Value from current EUR 59.6 level**



## **INVESTORS RELATIONS TEAM**

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