# **SOCIETE GENERALE**

# PRESENTATION TO DEBT INVESTORS

SEPTEMBER 2014

T E A M SOCIETE S P I R I T GENERALE This document may contain a number of forecasts and comments relating to the targets and strategies of the Societe Generale Group.

These forecasts are based on a series of assumptions, both general and specific, notably - unless specified otherwise - 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.

This information was developed from scenarios based on a number of economic assumptions for 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;

- to evaluate precisely 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 presentation.

There is a risk that these projections will not be met. Investors are advised to take into account factors of uncertainty and risk likely to impact the operations of the Group when basing their investment decisions on information provided in this document.

Unless otherwise specified, the sources for the rankings are internal.

The Group's condensed consolidated accounts at 30 June 2014 thus prepared were reviewed by the Board of Directors on 31 July 2014. The Statutory Auditors' limited review of the condensed consolidated financial statements is currently underway.

The financial information presented for the six-month period ending 30 June 2014 has been prepared in accordance with IFRS as adopted in the European Union and applicable at this date. In particular, the condensed consolidated half-yearly accounts were prepared and presented in accordance with IAS 34 "Interim Financial Reporting".



## LATEST RESULTS AND GROUP OVERVIEW

CAPITAL AND LIQUIDITY

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## LATEST RESULTS AND GROUP OVERVIEW

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## 2014-2016: A NEW PHASE OF DEVELOPMENT FOR SOCIETE GENERALE

- We are a leading European Universal Bank with an international reach and solid roots
  - 150 years of existence dedicated to accompanying corporate and retail clients internationally
  - Demonstrated ability to grow, resist, adjust successfully over time
- We have completed our adaptation to the Basel 3 environment
  - Reinforced balance sheet, improved risk profile, greater focus
- We have proven the relevance of our balanced Universal Banking model and its adaptation to client needs

OUR FOCUS
 Keep the pace of transformation of our businesses to deliver growth and profitability



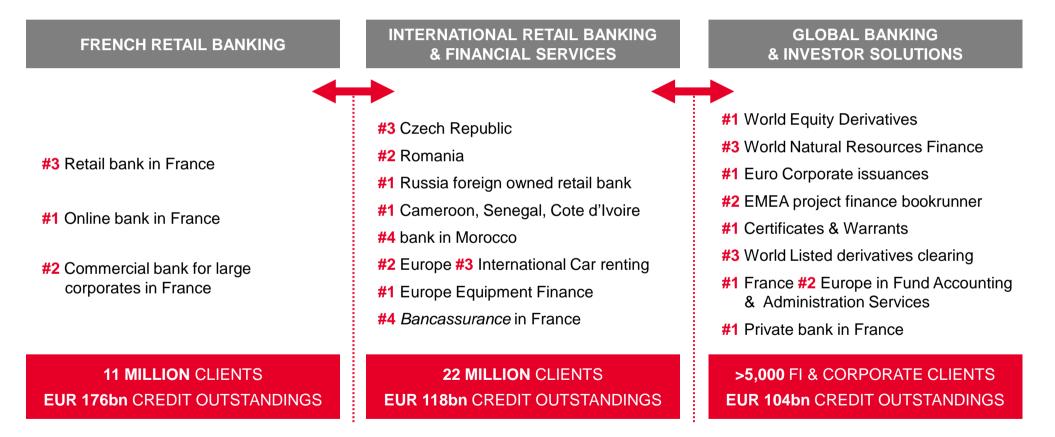
- Founded in 1864 to "support the development of trade and industry"
- Currently serving 32 million clients
- 148,000 employees
- Present in 76 countries
- NBI EUR 23bn
- Total credit outstandings: EUR 406bn

As of end-2013



## A UNIVERSAL MODEL BASED ON 3 COMPLEMENTARY PILLARS WITH LEADING FRANCHISES

- Strong market positions across businesses
- Refocused on core franchises following portfolio optimisation since 2010
- Organisational simplification and streamlining achieved in 2013





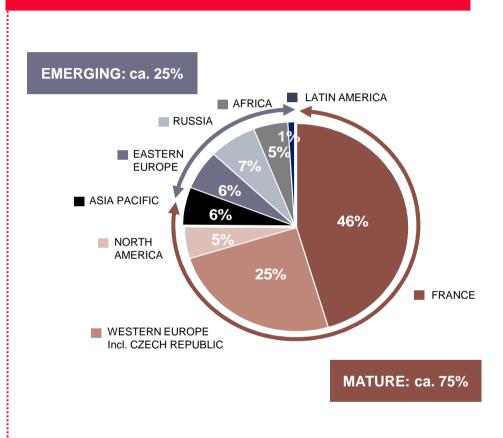
## A GOOD GEOGRAPHICAL BALANCE

- Recurring earnings from mature countries
- Exposure to fast-growing emerging markets

## A balance to be maintained going forward

- 'B to C' activities to remain focused on the EMEA region
  - Strong competitive positioning
  - In-depth knowledge, proven track record
  - Capacity to deliver synergies
- 'B to B' and 'B to B to C' activities operating on a wider geographical scope
  - Connect Europe to other economic zones
  - Deliver world-class expertise on selected activities: CIB, Financial Services to corporates, Lyxor

## 2013 NBI BREAKDOWN (EUR 23bn)





## Q2 14: EXECUTION OF STRATEGY DELIVERING GOOD BUSINESS PERFORMANCE

NBI from businesses EUR 6,250m, up +0.6%\* vs. Q2 13

Costs down -1.3%\* vs. Q2 13

Solid business model and results

Commercial cost of risk down -10bp at 57bp (vs. 67 bp in Q2 13) Group net income +7.8% at EUR 1,030m in Q2 14, up in all businesses ROE at 8.8% in Q2

 Fully loa

 Continued

 reinforcement of the

 balance sheet

Fully loaded Common Equity Tier 1 ratio: 10.2%\*\* Leverage ratio at 3.6%\*\*

Strong liquidity position: LCR > 100%, low cost of liquidity



Robust businesses delivering performance in line with strategic plan

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

\*\* Fully loaded, based on CRR/CRD4 rules as published on 26<sup>th</sup> June 2013



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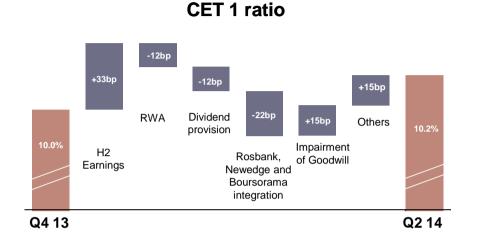
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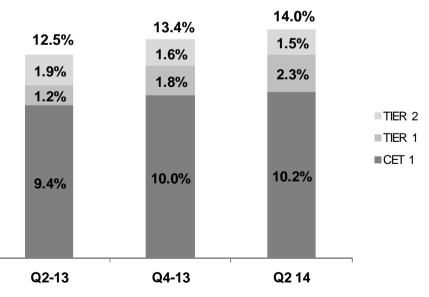


## SOLID SOLVENCY RATIOS

- Fully loaded Basel 3 CET1 ratio: 10.2%<sup>(1)</sup> at end-June 2014
  - Significant buffer above 2019 minimum required level (8% CRR) including G-SIFI requirement
- Tier 1 Ratio at 12.5% at end-June 2014 in line with the Group's 2016 target
- Total Capital Ratio<sup>(1)</sup>: 14% at end-June 2014
- CRR Leverage Ratio<sup>(1)</sup>: 3.6% at end-June 2014
  - No significant impact expected from revised Basel 3 rules released in Jan. 2014



### **Basel 3 solvency capital ratios**

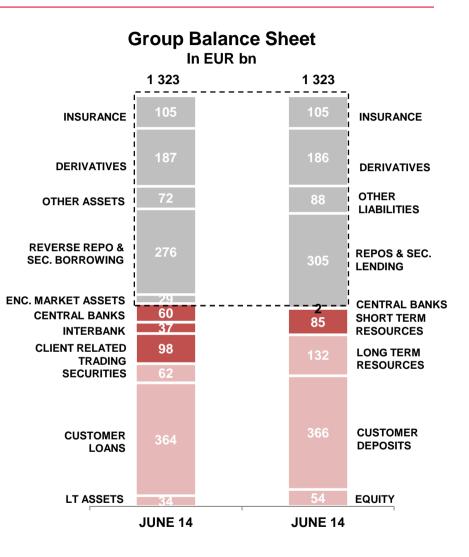


(1) Fully loaded based on CRR/CRD4 rules, including Danish compromise for insurance. Phased-in Basel 3 Common Equity Tier 1 ratio at 10.9% as of June 30th, 2014



## ROBUST BALANCE SHEET

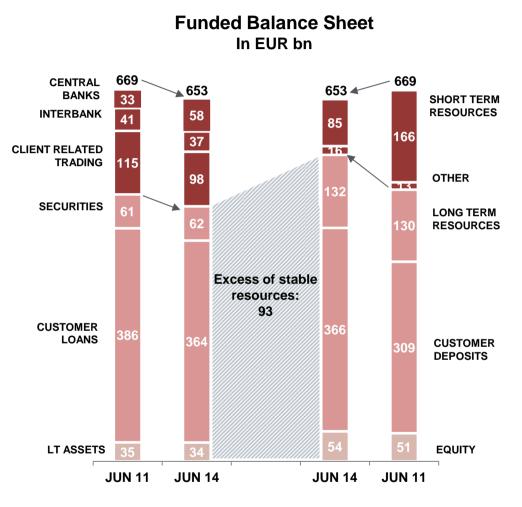
- EUR 1.3trn balance sheet out of which EUR 0.7trn funded balance sheet
  - Excluding contribution of insurance
  - Netting of derivatives, repos and other assets and liabilities
- Excess of stable resources used to finance long term assets, customer loans and securities portfolio
- Short term resources mainly allocated to finance highly liquid assets or deposited at Central banks
  - EUR 85bn short term resources covered by EUR 159bn liquid asset reserve





## STRENGHTENED FUNDING STRUCTURE

- Significant shift towards stable resources vs. short term funding
  - Short term funding at 13% of funded balance sheet, down vs. 25% at mid-2011
  - Decline in the loan to deposit ratio: 99%, down -26pts vs. mid-2011
  - EUR 93bn excess of stable resources over long term assets vs. EUR 8bn mid-2011
  - LTRO contribution fully repaid as of end-2013
- Strengthening of liquid asset reserve to EUR 159bn in June 2014
  - Up by EUR +25bn since mid-2011
- => LCR > 100% under current CRD assumptions, since December 2012

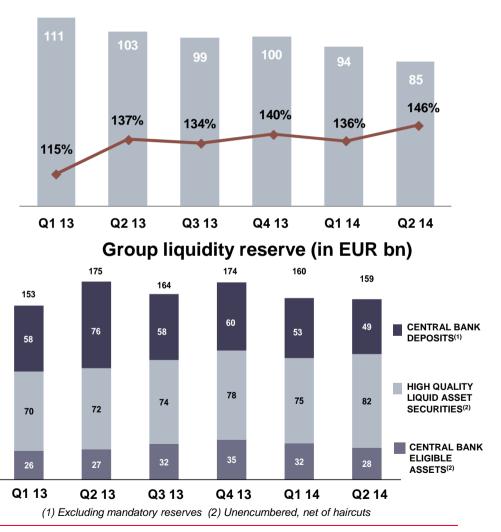




## SHORT TERM FUNDING MANAGED AND WELL COVERED BY LIQUIDITY RESERVE

- Tight management of short term wholesale funding
  - Down by EUR -26bn since March 2013, in line with the Group target (EUR 60-70bn by end-2014 and EUR 60bn by end-2016)
  - Access to a diversified range of counterparties
  - No over-reliance on US Money Market Funds
- Liquidity reserve well in excess of short term needs
  - Significant increase of the Group's liquidity reserve from EUR 134bn mid-2011 to EUR 159bn end-June 2014
    - Covering 187% short term funding (excl. long term debt maturing within a year)
    - Covering 146% short term needs (incl. long term debt maturing within a year)
  - High quality of the liquidity reserve with low proportion of non HQLA assets within the overall liquidity reserve

### Short term wholesale resources (in EUR bn) and short term needs coverage (%)

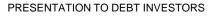


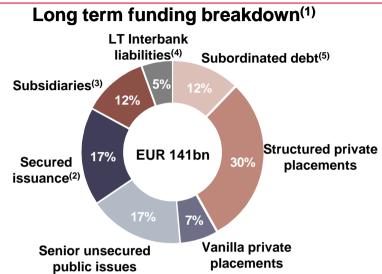


## DIVERSIFIED ACCESS TO LONG TERM FUNDING SOURCES

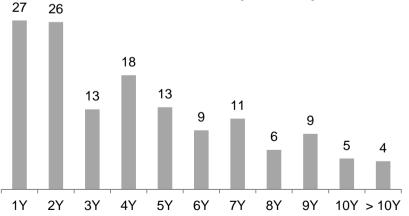
- Access to diversified and complementary investor bases through:
  - Subordinated debts
  - Senior vanilla issuances (public or private placements)
  - Senior structured notes distributed to institutional investors, private banks and retail networks, in France and abroad
  - Covered bonds (SFH, SCF, CRH)
  - Securitisations
- Issuance by Group subsidiaries further complements the diversification of funding sources
  - Access to local investor bases by subsidiaries which issue in their own names or issue secured transactions (Russian entities, ALD, GEFA, Crédit du Nord, etc.)
  - Increased funding autonomy of IBFS subsidiaries
- Gradual amortisation schedule
  - (1) Funded balance sheet at 30/06/2014. Including subordinated debts accounted as equity
  - (2) Including Covered Bonds, CRH and SFEF
  - (3) Including secured and unsecured issuance
  - (4) Including International Financial Institutions
- (5) Including undated subordinated debt (Eur 9bn) accounted in Equity







### Long term funding<sup>(1)</sup> – Amortisation schedule from 30/06/2014 (EUR bn)

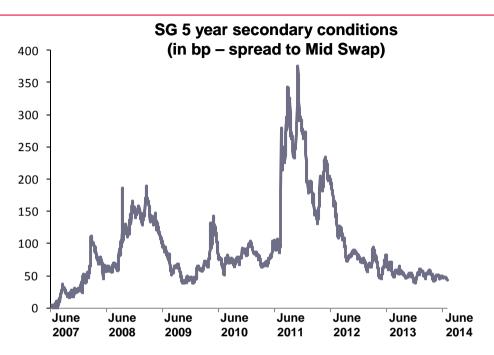


## LONG TERM FUNDING PROGRAMME

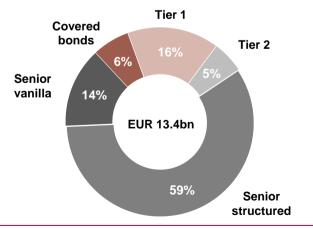
- EUR 16.7bn raised at 21<sup>st</sup> July 2014, representing approx. 80% of planned issues
  - EUR 13.4bn issued by the parent company
  - Senior debt and covered bonds issued: EUR 10.6bn, with a 5.1 years average maturity at competitive funding conditions (average spread of Euribor MS6m+44bp<sup>(1)</sup>)

Split as follows: EUR 9.7bn senior debt (of which EUR 7.8bn senior structured) and EUR 0.9bn covered bond

- Subordinated debt issued: EUR 2.8bn, of which EUR 2.1bn AT1 and EUR 0.7bn T2
- EUR 3.3bn senior debt issued by subsidiaries
- 2013 long term funding at Group level: EUR 28.8bn raised, well in excess of our programme
  - EUR 25.6bn of senior debt with an average spread of MS6M+66bp<sup>(2)</sup> and average maturity<sup>(2)</sup> of 5.5 years
  - EUR 3.2bn of subordinated debt



### Long term issuance (excl. Subsidiaries) – 21/07/2014





(1) Including Covered bonds

## SOCIETE GENERALE WILL CONTINUE TO IMPROVE ITS BALANCE SHEET METRICS

| Additional steps to reinforce capital and funding   |   |         |         |                 |
|---|---|---------|---------|-----------------|
| structure   |   | 2013    | Q2 14   | Targets<br>2016 |
| <ul> <li>Tier 1 and Total Capital ratios to be raised further</li> </ul>  |   |         |         | 2010            |
| <ul> <li>Short term wholesale funding to be reduced to EUR 60-<br/>70 bn by end 2014 (ca. 10% of funded balance sheet<sup>(1)</sup>)</li> </ul> | CET1 <sup>(2)</sup>                                     | 10.0% 🗸 | 10.2% 🗸 | ≥10%            |
| <ul> <li>MREL and GLAC discussions monitored</li> </ul>   | Tier 1 <sup>(2)</sup>                                   | 11.8%   | 12.5% 🗸 | ≥12.5%          |
| Continued strict monitoring of regulatory liquidity   |   |         |         |                 |
| requirements  | Total Capital Ratio                                     | 13.4%   | 14.0%   | ≥15%            |
| • LCR >100%   | Objects to see  |         |         |                 |
| <ul> <li>NSFR still under discussion by regulators,<br/>implementation planned in 2018</li> </ul>   | Short term<br>wholesale funding<br>(EUR) <sup>(1)</sup> | 100bn   | 85bn    | ca. 60bn        |
| Leverage ratio to be lifted to ca. 4%   | LCR <sup>(3)</sup>                                      | >100% 🗸 | >100% 🗸 | >100%           |
| Discipline on balance sheet metrics   | Leverage Ratio <sup>(4)</sup>                           | 3.5%    | 3.6%    | ca. 4%          |
| consistent with selective business  |   |         |         |                 |

(1) As per methodology detailed in Q2 14 results presentation

development

(2) Fully loaded proforma based on CRR/CRD4 rules as published on 26<sup>th</sup> June 2013 including Danish compromise for insurance

- (3) Based on our current understanding of future CRR requirements
- (4) CRR leverage ratio. No significant impact expected from revised Basel rules released in January 2014



LATEST RESULTS AND GROUP OVERVIEW

**CAPITAL AND LIQUIDITY** 

## RISKS

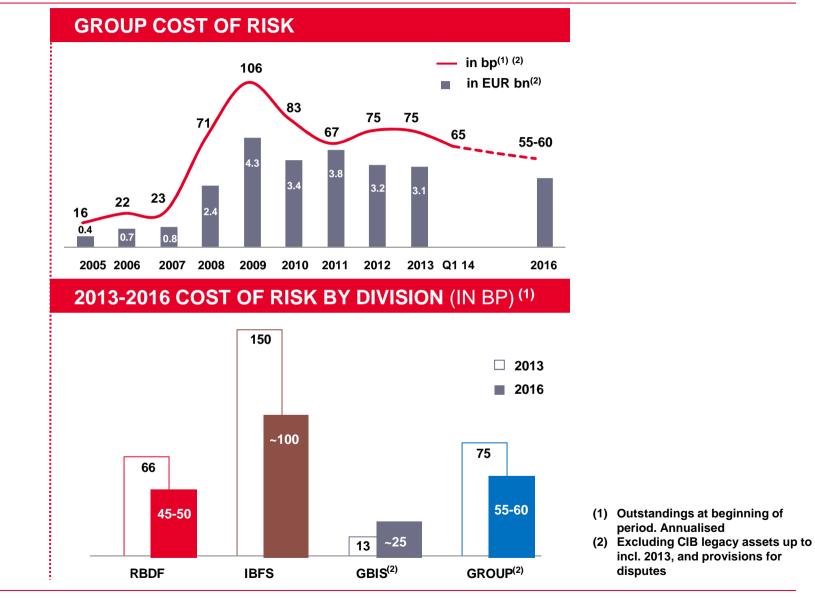
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### COST OF RISK TO NORMALISE

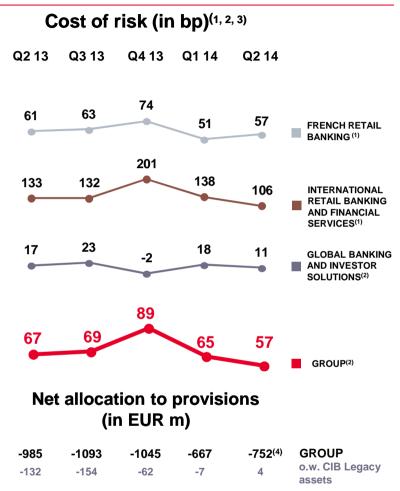




PRESENTATION TO DEBT INVESTORS

## Q2 14: OVERALL DECREASE IN GROUP COMMERCIAL COST OF RISK

- French Retail Banking
  - Gradual downward trend maintained vs. 2013
- International Banking and Financial Services
  - Decrease in all regions
  - Strong coverage ratio in Russia and Romania
- Global Banking and Investors Solutions
  - Stable at a low level
- Group gross doubtful loan coverage ratio excl. legacy assets: 60%, +1 point vs. Q1 14



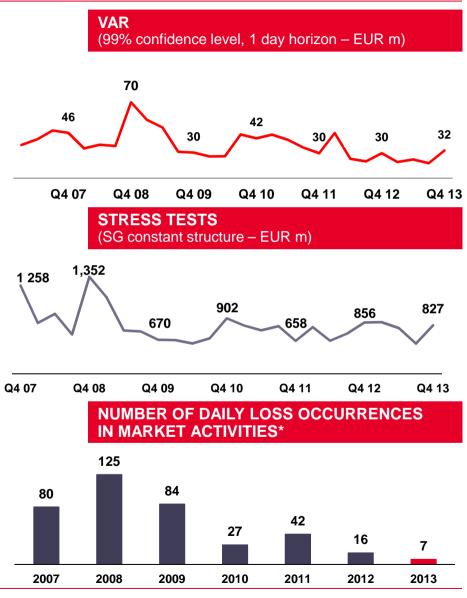
- (1) 2013 figures have been restated to take into account the implementation of IFRS 10 and 11 as from 1<sup>st</sup> Jan. 2014, and to reflect a new breakdown by business unit as from Q1 14 in French Retail Banking (notably with regards to Franfinance), and International Retail Banking and Financial Services (merger of International Retail Banking and Specialised Financial Services and Insurance)
- (2) Global Banking and Investor Solutions and total Group figures not restated for Legacy Assets in 2013
- (3) Excluding provisions for disputes. Outstandings at beginning of period. Annualised
- (4) Including additional provision for litigation of EUR +200m



## REDUCED MARKET RISK

- VaR
  - Despite a more conservative model, VaR in a narrow range around EUR 30m
- Stress Tests
  - Significant reduction: -61% vs. Q4 07 despite the introduction of more severe scenarios
- Sharp reduction in daily loss occurrence in market activities
  - Reinforced risk framework across all market desks
  - Substantial reduction in illiquid asset exposures







\* Management data.

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### CREDIT RATINGS OVERVIEW

#### DBRS

Senior Long-term debtAA (low) (Negative)Senior Short-term debtR-1 (middle) (Stable)Intrinsic AssessmentA (high)FitchRatings

| Senior Long-term debt  | A (Negative) |
|------------------------|--------------|
| Senior Short-term debt | F1           |
| Viability Rating       | A-           |
| Tier 2 subordinated    | BBB+         |
| Additional Tier 1      | BB           |

#### Moody's

| Senior Long-term debt      | A2 (Negative) |
|----------------------------|---------------|
| Senior Short-term debt     | Prime-1       |
| Baseline Credit Assessment | baa2          |
| Tier 2 subordinated        | Baa3          |
| Additional Tier 1          | Ba2(hyb)      |

#### Standard & Poor's

| Senior Long-term debt      | A (Negative) |
|----------------------------|--------------|
| Senior Short-term debt     | A-1          |
| Stand Alone Credit Profile | A-           |
| Tier 2 subordinated        | BBB+         |
| Additional Tier 1          | BB+          |
|                            |              |

Source: DBRS, FitchRatings, Moody's and S&P as of 25 August 2014



<u>Key strengths</u> reflected in Societe Generale's ratings are namely its strong franchise as well as strong balance sheet metrics

### <u>Strong franchise</u>

**DBRS:** "Well-positioned with leading positions with consumers and businesses in domestic retail banking in France", "Enhanced diversity via international expansion in retail banking and financial services", "Substantial corporate and investment bank based on key global capabilities and Group strengths", "Financial strength underpinned by franchise strengths and earnings diversity".

**FitchRatings:** "Solid and well performing franchises in selected businesses, including French retail and commercial banking, a leading global franchise in equity derivatives and a strong position in euro corporate bonds."

Moody's: "Franchise value is strong"

**S&P:** "Well established position in its core markets. The bank combines a stable and successful retail banking operation in France with a sustainable and profitable franchise in corporate and investment banking and a growing international retail banking business."

### <u>Strong balance sheet metrics</u>

FitchRatings: "Capital and liquidity ratios now look solid"

**Moody's:** *"Funding and liquidity profiles are converging towards international peers", "Capital and leverage levels are in line with global peers"* 

S&P: "Well managed and refocused balance sheet"

<u>Negative outlooks</u> are notably linked to review by rating agencies of government/sovereign support in EU banks senior ratings.

NB: the above statements are extracts from the rating agencies reports on Societe Generale and should not be relied upon to reflect the agencies opinion. Please refer to full rating reports available on Societe Generale's website or on the rating agencies' website.

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## CONSOLIDATED RESULTS

- Net banking income: EUR 5,893m in Q2 14
  - Good business activity Revenues from businesses up +0.6%\* vs. Q2 13
- Well managed cost base: -1.3%\* vs. Q2 13
- Strong decrease in cost of risk
- Group net income in Q2 14 EUR 1,030m, up +7.8% vs. Q2 13
- Group net income in H1 14 EUR 1,345m, including EUR -525m of goodwill impairment in Q1, vs. EUR 1,319m in H1 13, +9.3%\*

### Group results (in EUR m)

| In EUR m                                | Q2 13   | Q2 14   | Cha    | ange    | H1 13   | H1 14   | Cha    | inge          |
|---|---------|---------|--------|---------|---------|---------|--------|---------------|
| Net banking income                      | 6,120   | 5,893   | -3.7%  | -4.7%*  | 11,101  | 11,569  | +4.2%  | +5.2%*        |
| Net banking income (1)                  | 6,227   | 5,916   | -5.0%  | -       | 11,870  | 11,745  | -1.1%  | -             |
| Operating expenses                      | (3,813) | (3,897) | +2.2%  | -1.3%*  | (7,784) | (7,772) | -0.2%  | -0.9%*        |
| Gross operating income                  | 2,307   | 1,996   | -13.5% | -10.9%* | 3,317   | 3,797   | +14.5% | +20.6%        |
| Net cost of risk                        | (985)   | (752)   | -23.7% | -22.6%* | (1,912) | (1,419) | -25.8% | -24.7%        |
| Operating income                        | 1,322   | 1,244   | -5.9%  | -1.9%*  | 1,405   | 2,378   | +69.3% | +88.4%        |
| Net profits or losses from other assets | 0       | 202     | NM     | NM*     | 448     | 200     | -55.4% | -55.4%        |
| Impairment losses on goodwill           | 0       | 0       | -      | -       | 0       | (525)   | -      | -             |
| Reported Group net income               | 955     | 1,030   | +7.8%  | +11.3%* | 1,319   | 1,345   | +2.0%  | <b>+9.3</b> % |
| Group net income (1)                    | 1,025   | 1,044   | +1.9%  | -       | 1,823   | 1,460   | -19.9% | -             |
| C/I ratio (1)                           | 61.2%   | 65.9%   |        |         | 65.6%   | 66.2%   |        |               |
| Group ROE (after tax)                   | 8.4%    | 8.8%    |        |         | 5.6%    | 5.5%    |        |               |

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

(1) Excluding revaluation of own financial liabilities and DVA (refer to pp. 27 and 28)

NB. 2013 data have been restated to integrate impact of implementation of IAS 10 and 11 as from 1<sup>st</sup> Jan. 2014



## QUARTERLY INCOME STATEMENT BY CORE BUSINESS

|  |         | n Retail<br>king | Banki   | onal Retail<br>ng and<br>I Services |         | nking and<br>Solutions | Corporat | te Centre | Gro     | oup     |
|--|---------|------------------|---------|-------------------------------------|---------|------------------------|----------|-----------|---------|---------|
|  | Q2 13   | Q2 14            | Q2 13   | Q2 14                               | Q2 13   | Q2 14                  | Q2 13    | Q2 14     | Q2 13   | Q2 14   |
| Net banking income   | 2,119   | 2,066            | 1,929   | 1,889                               | 2,093   | 2,295                  | (21)     | (357)     | 6,120   | 5,893   |
| Operating expenses   | (1,322) | (1,288)          | (1,095) | (1,062)                             | (1,352) | (1,568)                | (44)     | 21        | (3,813) | (3,897) |
| Gross operating income                                       | 798     | 778              | 834     | 827                                 | 741     | 727                    | (65)     | (336)     | 2,307   | 1,996   |
| Net cost of risk   | (295)   | (269)            | (409)   | (312)                               | (185)   | 28                     | (96)     | (199)     | (985)   | (752)   |
| Operating income   | 502     | 509              | 425     | 515                                 | 556     | 755                    | (161)    | (535)     | 1,322   | 1,244   |
| Net profits or losses from other assets                      | 0       | 1                | (1)     | 0                                   | 0       | (5)                    | 1        | 206       | 0       | 202     |
| Net income from companies accounted for by the equity method | 10      | 12               | 6       | 10                                  | 29      | 19                     | 2        | 8         | 46      | 49      |
| Impairment losses on goodwill                                | 0       | 0                | 0       | 0                                   | 0       | 0                      | 0        | 0         | 0       | 0       |
| Income tax   | (181)   | (194)            | (116)   | (138)                               | (124)   | (180)                  | 123      | 132       | (298)   | (380)   |
| Net income   | 331     | 328              | 314     | 387                                 | 461     | 589                    | (36)     | (189)     | 1,070   | 1,115   |
| O.w. non controlling interests                               | 1       | (8)              | 72      | 69                                  | 5       | 4                      | 38       | 20        | 115     | 85      |
| Group net income   | 329     | 336              | 242     | 318                                 | 456     | 585                    | (73)     | (209)     | 955     | 1,030   |
| Average allocated capital                                    | 9,648   | 10,143           | 10,510  | 10,011                              | 15,797  | 12,772                 | 5,806*   | 9,327*    | 41,761  | 42,253  |
| Group ROE (after tax)  |         |                  |         |                                     |         |                        |          |           | 8.4%    | 8.8%    |

\* Calculated as the difference between total Group capital and capital allocated to the core businesses



PRESENTATION TO DEBT INVESTORS

## HALF YEAR INCOME STATEMENT BY CORE BUSINESS

|  |         | n Retail<br>king | Bankir  | nal Retail<br>ng and<br>Services |         | nking and<br>Solutions | Corporat | e Centre | Gro     | oup     |
|--|---------|------------------|---------|----------------------------------|---------|------------------------|----------|----------|---------|---------|
|  | H1 13   | H1 14            | H1 13   | H1 14                            | H1 13   | H1 14                  | H1 13    | H1 14    | H1 13   | H1 14   |
| Net banking income   | 4,189   | 4,139            | 3,861   | 3,707                            | 4,359   | 4,422                  | (1,308)  | (699)    | 11,101  | 11,569  |
| Operating expenses   | (2,656) | (2,617)          | (2,208) | (2,119)                          | (2,821) | (3,033)                | (99)     | (3)      | (7,784) | (7,772) |
| Gross operating income                                       | 1,533   | 1,522            | 1,653   | 1,588                            | 1,538   | 1,389                  | (1,407)  | (702)    | 3,317   | 3,797   |
| Net cost of risk   | (619)   | (501)            | (815)   | (690)                            | (256)   | (26)                   | (222)    | (202)    | (1,912) | (1,419) |
| Operating income   | 914     | 1,021            | 838     | 898                              | 1,283   | 1,363                  | (1,630)  | (904)    | 1,405   | 2,378   |
| Net profits or losses from other assets                      | (1)     | (4)              | 2       | 3                                | 5       | (5)                    | 442      | 206      | 448     | 200     |
| Net income from companies accounted for by the equity method | 17      | 22               | 15      | 18                               | 57      | 44                     | 6        | 18       | 96      | 102     |
| Impairment losses on goodwill                                | 0       | 0                | 0       | (525)                            | 0       | 0                      | 0        | 0        | 0       | (525)   |
| Income tax   | (329)   | (387)            | (229)   | (244)                            | (312)   | (329)                  | 454      | 309      | (417)   | (651)   |
| Net income   | 602     | 652              | 626     | 150                              | 1,032   | 1,073                  | (728)    | (371)    | 1,532   | 1,504   |
| O.w. non controlling interests                               | 5       | (7)              | 127     | 116                              | 9       | 7                      | 72       | 43       | 213     | 159     |
| Group net income   | 597     | 659              | 498     | 34                               | 1,024   | 1,066                  | (800)    | (414)    | 1,319   | 1,345   |
| Average allocated capital                                    | 9,648   | 10,164           | 10,724  | 10,076                           | 15,697  | 12,607                 | 5,460*   | 9,327*   | 41,530  | 42,263  |
| Group ROE (after tax)  |         |                  |         |                                  |         |                        |          |          | 5.6%    | 5.5%    |

\* Calculated as the difference between total Group capital and capital allocated to the core businesses



PRESENTATION TO DEBT INVESTORS

### CORPORATE CENTRE<sup>(1)</sup>

Impact from revaluation of own financial liabilities

EUR -21m before tax in Q2 14 (vs. EUR +53m in Q2 13) and EUR -179m in H1 14 vs. EUR -992m in H1 13

- GOI excluding revaluation of own financial liabilities: EUR -315m in Q2 14 and EUR -523m in H1 14
- Additional EUR 200m provision for disputes raising total collective provision to EUR 900m
- Positive impact related to Newedge acquisition: EUR 210m

### Corporate Centre results (in EUR m)

|   | Q2 13 | Q2 14 | Ch     | ange     | H1 13   | H1 14 | Ch     | ange    |
|---|-------|-------|--------|----------|---------|-------|--------|---------|
| Net banking income                      | (21)  | (357) | NM     | NM*      | (1,308) | (699) | +46.6% | +47.3%* |
| Net banking income (2)                  | (74)  | (336) | NM     | -        | (316)   | (520) | -64.4% | -       |
| Operating expenses                      | (44)  | 21    | NM     | NM*      | (99)    | (3)   | -97.0% | -97.0%* |
| Gross operating income                  | (65)  | (336) | NM     | NM*      | (1,407) | (702) | +50.1% | +50.8%* |
| Gross operating income (2)              | (118) | (315) | NM     | -        | (415)   | (523) | -25.9% | -       |
| Net cost of risk                        | (96)  | (199) | x2.1   | x 2,1*   | (222)   | (202) | -9.2%  | -9.2%*  |
| Net profits or losses from other assets | 1     | 206   | x251.3 | x 251,6* | 442     | 206   | -53.4% | -53.4%  |
| Group net income                        | (73)  | (209) | NM     | NM*      | (800)   | (414) | +48.2% | +49.1%* |
| Group net income (2)                    | (108) | (196) | -80.9% | -        | (150)   | (297) | -97.9% | -       |

(1) The Corporate Centre includes:

- the Group's real estate portfolio, office and other premises
- industrial and bank equity portfolios
- Group treasury functions, some of the costs of cross-business projects and certain corporate costs not reinvoiced

(2) Excluding revaluation of own financial liabilities (refer to pp. 27 and 28)



## LATEST RESULTS AND GROUP OVERVIEW

**RISKS** 

RATINGS

**KEY FIGURES** 

## APPENDICES

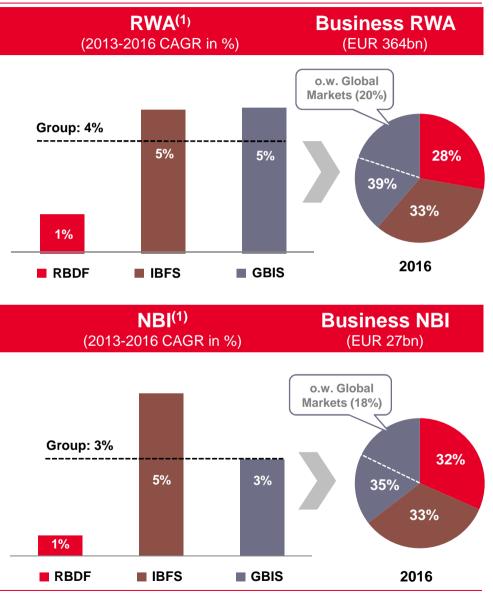


### APPENDICES - GROUP OVERVIEW AND STRATEGY

## DEVELOPING FRANCHISES WHILE MAINTAINING A BALANCED BUSINESS MIX

- Reinvested capital to allow business RWA to grow +4%<sup>(1)</sup> p.a. on average between 2013 and 2016
- Revenue growth expected to average +3%<sup>(1)</sup>
   p.a. between 2013 and 2016 in a progressively recovering environment
  - Still held back by low interest rates
  - Prudent stance on market activities
- Maintaining balanced risk profile between businesses and geographical regions
  - Retail activities to continue to account for more than 60% of business RWA and NBI
  - Market activities will be kept below 20% of 2016 business RWA and NBI

(1) 2013 figures based on proforma quarterly series published on March 31<sup>st</sup> 2014, adjusted for changes in Group perimeter (notably the acquisition of Newedge and the sale of Private Banking activities in Asia), excluding legacy assets, non-economic and non-recurring items as detailed on p39 of full-year and 4<sup>th</sup> quarter 2013 results presentation

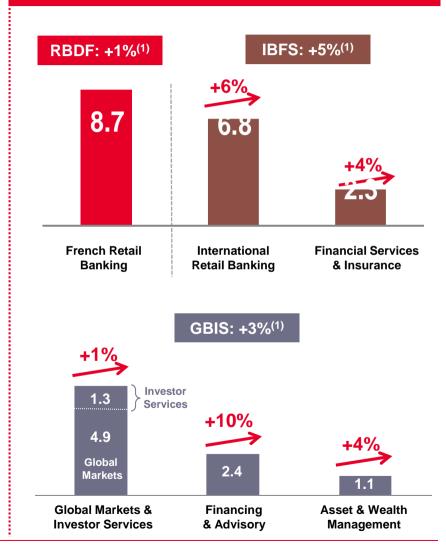




## BUSINESS INITIATIVES AND SYNERGIES DRIVING REVENUE GROWTH

- Retail activities
  - French Retail Banking
  - Strong franchises and business initiatives to support development and to compensate for low interest rate environment
  - International Retail Banking and Financial Services
  - Dynamic growth across businesses and geographies supported by increasing banking penetration on individuals
  - Strengthened cooperation with GBIS on corporates
  - Enhanced synergies from Insurance business
- Global Banking and Investor Solutions
  - More resources committed to Financing and Advisory, limited growth on Global Markets
- (1) 2013 figures based on proforma quarterly series published on March 31<sup>st</sup> 2014, adjusted for changes in Group perimeter (notably the acquisition of Newedge and the sale of Private Banking activities in Asia), excluding legacy assets, non-economic and non-recurring items as detailed on p39 of full-year and 4<sup>th</sup> quarter 2013 results presentation

2016 REVENUE TARGETS (IN EUR BN, CAGR IN %)

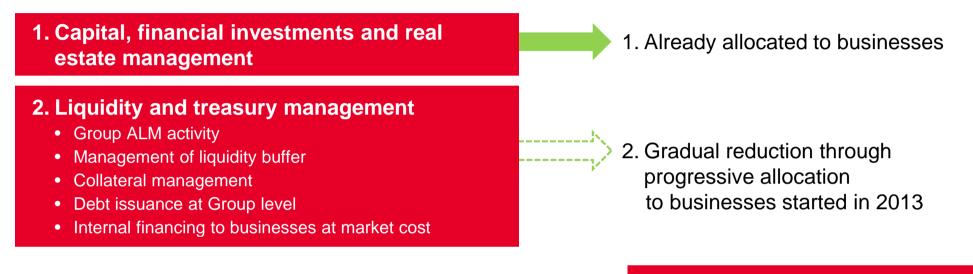




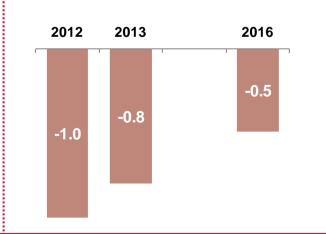
### APPENDICES - GROUP OVERVIEW AND STRATEGY

## GRADUAL REBALANCING OF CORPORATE CENTRE

The Corporate Centre covers two main central functions:



UNDERLYING GOI<sup>(1)</sup> (IN EUR BN)



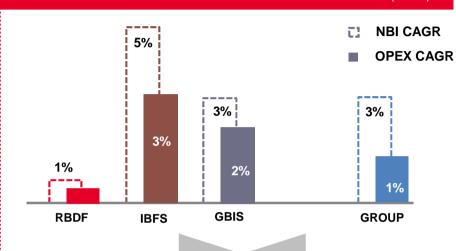
- Gross operating income<sup>(1)</sup> guidance for 2016: EUR -500m
- Group effective tax rate estimated at 25-27% for 2014-2016, representative of geographical mix

(1) Excluding non economic, non recurring items. Deeply subordinated notes and undated subordinated notes treated as capital instrument for accounting purpose according to IFRS rules



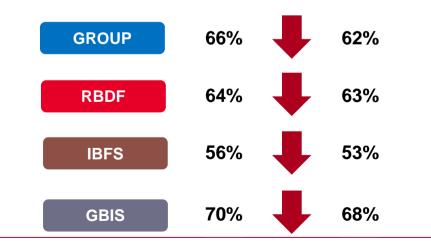
## COST/INCOME RATIO TO DROP TO 62% BY 2016

- Average annual growth in operating expenses limited to +1%<sup>(1)</sup>
  - Additional investments to support business development
  - Increased regulatory burden (resolution fund, ...)
  - Cost saving plan to mitigate upward pressure on operating expenses
- Group Cost/Income ratio to decrease one percentage point p.a. on average over 2013-2016
- Cost/Income ratio to decrease in all divisions
  - Despite increased allocation of liquidity costs from Corporate Centre
- (1) 2013 figures based on proforma quarterly series published on March 31<sup>st</sup> 2014, adjusted for changes in Group perimeter (notably the acquisition of Newedge and the sale of Private Banking activities in Asia), excluding legacy assets, non-economic and non-recurring items as detailed on p39 of full-year and 4<sup>th</sup> quarter 2013 results presentation



### 2013-2016 NBI AND OPERATING EXPENSE CAGR (IN %)<sup>(1)</sup>

### 2013-2016 COST/INCOME RATIO EVOLUTION (IN %)<sup>(1)</sup>

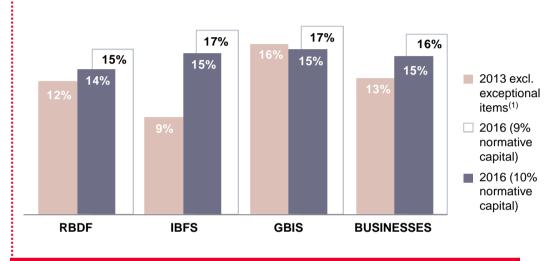




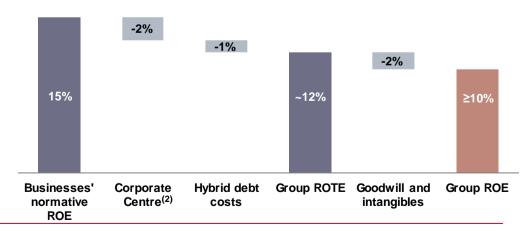
## GROUP ROE ABOVE 10% IN 2016 SUPPORTED BY IMPROVED BUSINESS PERFORMANCE

- Normative ROE of businesses expected at 15% post tax (equity allocated based on 10% of Basel 3 RWA)
  - Retail Banking divisions to show normative ROE above 14% by 2016
  - GBIS to maintain good profitability: 15% in 2016
- Bridging business and Group ROTE
  - Decreasing negative impact from Corporate Centre
  - Limited impact from additional hybrid debt issuance
- Group ROTE to reach 12% in 2016
- Group ROE above 10% in 2016
- (1) 2013 figures based on proforma quarterly series published on March 31<sup>st</sup> 2014, adjusted for changes in Group perimeter (notably the acquisition of Newedge and the sale of Private Banking activities in Asia), excluding legacy assets, non-economic and non-recurring items as detailed on p39 of full-year and 4<sup>th</sup> quarter 2013 results presentation
- (2) Including costs and capital allocated to Corporate Centre

### **BUSINESS NORMATIVE ROE**



### 2016 BUSINESS TO GROUP ROE

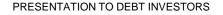


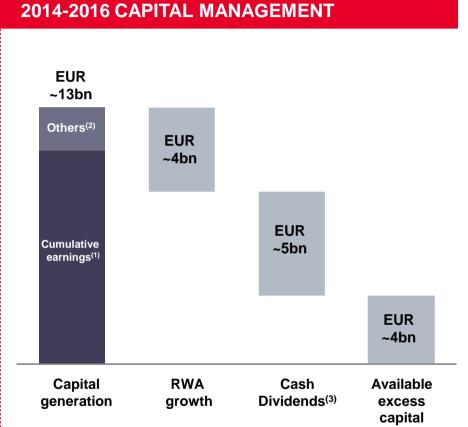


## **USE OF CAPITAL GENERATED OVER 2014-2016 PERIOD**

- Significant capital generation
- Dynamic business development generating additional RWA, consuming ca. EUR 4bn of capital
- 2015-2016 target payout ratio to shareholders: 50%
- Maintaining Common Equity Tier One ratio at 10% translates into around EUR 4bn of available capital
  - Additional business RWA growth, organically or from bolt on acquisitions
  - Share buy-back
- (1) 2014-2016 Cumulative earnings, net of interest on hybrid debt
- (2) Reduced Basel 3 deductions and others
- (3) Payout ratio hypothesis: 40% in 2014 and 50% in 2015 and 2016







## 2016 FINANCIAL TARGETS

|               |                           | 2013                    | 2016 targets |
|---------------|---------------------------|-------------------------|--------------|
| GROWTH        | REVENUES                  | EUR 24bn <sup>(1)</sup> | +3% CAGR     |
| EFFICIENCY    | COST/INCOME RATIO         | 66% <sup>(1)</sup>      | 62%          |
| PROFITABILITY | RETURN ON EQUITY          | 8.3% <sup>(1)</sup>     | ≥10%         |
|               | BASEL 3 FULLY LOADED CET1 | 10%                     | ≥10%         |
| SOLVENCY      | PAYOUT RATIO              | 27%                     | 50%          |

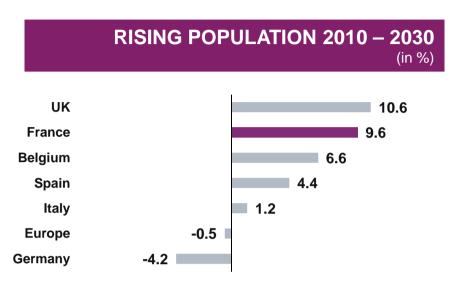
### 2016 EPS: EUR 6

(1) 2013 figures based on proforma quarterly series published on March 31<sup>st</sup> 2014, adjusted for changes in Group perimeter (notably the acquisition of Newedge and the sale of Private Banking activities in Asia), excluding legacy assets, non-economic and non-recurring items as detailed on p39 of full-year and 4<sup>th</sup> quarter 2013 results presentation



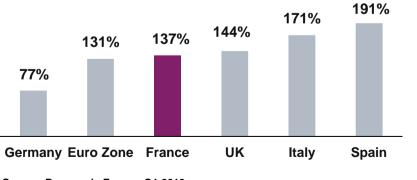
### APPENDICES - FRENCH RETAIL BANKING

## FRENCH BANKING MARKET: SOLID FUNDAMENTALS



Source: UN, 2013



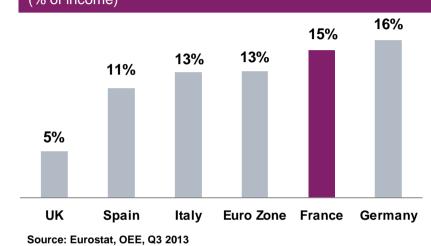


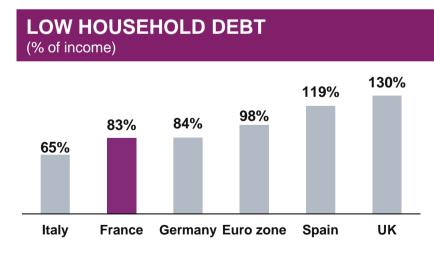
Source: Banque de France, Q1 2013



PRESENTATION TO DEBT INVESTORS

# HIGH HOUSEHOLD SAVINGS RATE (% of income)





Source: Banque de France, Q3 2013

# THREE STRONG, DIFFERENTIATED AND COMPLEMENTARY BRANDS



- A universal bank with wide geographical coverage in France
- A bank with recognised expertise
- An innovative bank, leading the market in terms of digital/direct channels

# Crédit du Nord 🛧

- Bank for professionals and SMEs
- Regionally anchored
- Delivering and valuing high quality of service

# Boursorama

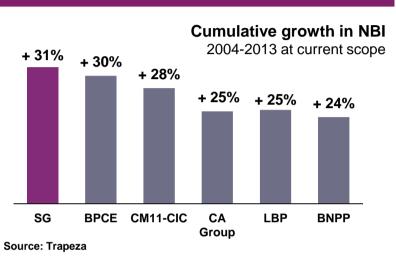
- 100% online, simple, affordable for young, urban, autonomous, active client base
- Open architecture
- Cutting-edge technology to guarantee security and service quality

|                         | Key figures<br>French Retail<br>Banking | Change<br>2013 vs 2010 |
|-------------------------|---|------------------------|
| Employees               | 39,300                                  | -1.9%                  |
| Branches                | 3,161                                   | -1.9%                  |
| Retail customers        | 11m                                     | +6%                    |
| Deposits                | EUR 155bn                               | +20.9%                 |
| Loans                   | EUR 175bn                               | +3.2%                  |
| 2013 NBI                | EUR 8.2bn                               | +3.8%                  |
| 2013 Operating expenses | EUR 5.3bn                               | +2.1%                  |
| 2013 Cost/income        | 64%                                     | -0.9%                  |

Source: Management data



# STRONGER GROWTH THAN PEERS



French Retail Banking market share 11.4%

Corporate

Loans

7.5%7.9%

Corporate

Deposits

2003

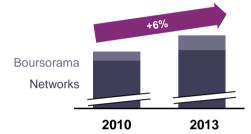
2013

9.3%

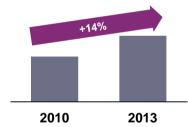
#### **RESILIENT REVENUES**

# CONSISTENT CUSTOMER GROWTH ACROSS ALL MARKETS

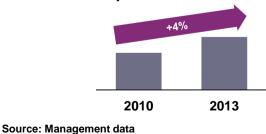
Number of Individual customers



Number of Professionals







Source: Banque de France quarterly reporting

8.3% 8.3%

Retail



6.3% 6.7%

**Retail Deposits** 

& Life Insurance Loans

#### APPENDICES – FRENCH RETAIL BANKING

# CUSTOMER DEPOSITS AND FINANCIAL SAVINGS



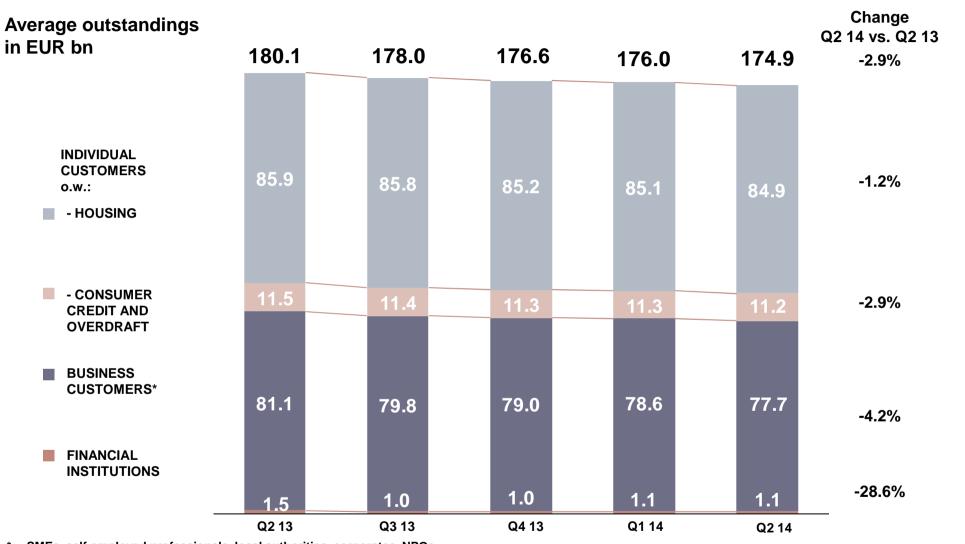
(1) Including deposits from Financial Institutions and currency deposits

(2) Including deposits from Financial Institutions and medium-term notes



#### APPENDICES – FRENCH RETAIL BANKING

# LOAN OUTSTANDINGS<sup>(1)</sup>



\* SMEs, self-employed professionals, local authorities, corporates, NPOs Including foreign currency loans

(1) Including Franfinance



#### APPENDICES – INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES

#### HALF YEAR RESULTS

|   |         | ational<br>Banking | Services to |       | Insurance |         |       | Other |        | Total |       |         |         |         |
|---|---------|--------------------|-------------|-------|-----------|---------|-------|-------|--------|-------|-------|---------|---------|---------|
| In EUR m                                | H1 13   | H1 14              | Change      | H1 13 | H1 14     | Change  | H1 13 | H1 14 | Change | H1 13 | H1 14 | H1 13   | H1 14   | Change  |
| Net banking income                      | 2,928   | 2,708              | +0.5%*      | 611   | 685       | +13.5%* | 368   | 387   | +6.0%* | (46)  | (73)  | 3,861   | 3,707   | +2.5%*  |
| Operating expenses                      | (1,715) | (1,616)            | +2.8%*      | (334) | (351)     | +6.3%*  | (136) | (146) | +8.4%* | (24)  | (6)   | (2,208) | (2,119) | +2.0%*  |
| Gross operating income                  | 1,214   | 1,092              | -2.8%*      | 277   | 334       | +22.2%* | 231   | 241   | +4.6%* | (69)  | (79)  | 1,653   | 1,588   | +3.1%*  |
| Net cost of risk                        | (755)   | (658)              | -9.1%*      | (49)  | (41)      | -14.8%* | (0)   | 0     | NM     | (11)  | 9     | (815)   | (690)   | -12.0%* |
| Operating income                        | 459     | 434                | +8.6%*      | 228   | 293       | +30.2%* | 231   | 241   | +4.6%* | (80)  | (70)  | 838     | 898     | +18.6%* |
| Net profits or losses from other assets | 3       | 3                  |             | (1)   | 0         |         | 0     | 0     |        | 0     | 0     | 2       | 3       |         |
| Impairment losses on goodwill           | 0       | (525)              |             | 0     | 0         |         | 0     | 0     |        | 0     | 0     | 0       | (525)   |         |
| Income tax                              | (111)   | (101)              |             | (72)  | (93)      |         | (74)  | (77)  |        | 28    | 27    | (229)   | (244)   |         |
| Group net income                        | 233     | (299)              | NM          | 164   | 209       | +28.9%* | 157   | 163   | +4.7%* | (55)  | (39)  | 498     | 34      | -92.5%* |
| C/I ratio                               | 59%     | 60%                |             | 55%   | 51%       |         | 37%   | 38%   |        | NM    | NM    | 57%     | 57%     |         |
| Average allocated capital               | 6,887   | 6,516              |             | 2,153 | 1,897     |         | 1,473 | 1,531 |        | 211   | 132   | 10,724  | 10,076  |         |

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



#### APPENDICES – INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES

#### HALF YEAR RESULTS OF INTERNATIONAL RETAIL BANKING: BREAKDOWN BY ZONE

|   | Westerr | i Europe | Czech F | Republic   | Ror   | nania   | Russ  | ia (1)  | Other | Europe  | Medite<br>basi | n, Asia,<br>rranean<br>n and<br>rseas <sup>(2)</sup> | Intern  | otal<br>ational<br>Banking |
|---|---------|----------|---------|------------|-------|---------|-------|---------|-------|---------|----------------|--|---------|----------------------------|
| In EUR m                                | H1 13   | H1 14    | H1 13   | H1 14      | H1 13 | H1 14   | H1 13 | H1 14   | H1 13 | H1 14   | H1 13          | H1 14  | H1 13   | H1 14                      |
| Net banking income                      | 325     | 332      | 539     | 494        | 300   | 267     | 613   | 558     | 333   | 314     | 819            | 743  | 2,928   | 2,708                      |
| Change                                  |         | +2.5%*   |         | -2.3%*     |       | -9.3%*  |       | +7.1%*  |       | -4.1%*  |                | +2.6%*   |         | +0.5%*                     |
| Operating expenses                      | (162)   | (173)    | (262)   | (244)      | (158) | (155)   | (438) | (397)   | (222) | (220)   | (472)          | (427)  | (1,715) | (1,616)                    |
| Change                                  |         | +7.9%*   |         | -0.6%*     |       | -0.2%*  |       | +6.8%*  |       | +0.8%*  |                | +1.3%*   |         | +2.8%*                     |
| Gross operating income                  | 162     | 159      | 277     | 250        | 141   | 112     | 175   | 161     | 110   | 94      | 347            | 316  | 1,214   | 1,092                      |
| Change                                  |         | -2.7%*   |         | -3.9%*     |       | -19.4%* |       | +8.0%*  |       | -13.9%* |                | +4.5%*   |         | -2.8%*                     |
| Net cost of risk                        | (118)   | (120)    | (37)    | (29)       | (151) | (112)   | (103) | (164)   | (124) | (60)    | (223)          | (173)  | (755)   | (658)                      |
| Change                                  |         | +1.9%*   |         | -17.5%*    |       | -24.6%* |       | +87.9%* |       | -50.8%* |                | -18.8%*  |         | -9.1%*                     |
| Operating income                        | 45      | 39       | 240     | 221        | (10)  | 0       | 73    | (3)     | (14)  | 34      | 124            | 143  | 459     | 434                        |
| Change                                  |         | -14.6%*  |         | -1.8%*     |       | NM      |       | NM      |       | NM      |                | +59.9%*  |         | +8.6%*                     |
| Net profits or losses from other assets | 0       | 0        | (0)     | 0          | (0)   | 0       | 1     | 3       | 2     | 0       | (0)            | 0  | 3       | 3                          |
| Impairment losses on goodwill           | 0       | 1        | 0       | 0          | 0     | 0       | 0     | (525)   | 0     | (1)     | 0              | 0  | 0       | (525)                      |
| Income tax                              | (11)    | (10)     | (58)    | (51)       | 2     | 0       | (18)  | 0       | 3     | (7)     | (30)           | (33)   | (111)   | (101)                      |
| Group net income                        | 33      | 29       | 110     | 102        | (5)   | (1)     | 46    | (524)   | (11)  | 24      | 60             | 71   | 233     | (299)                      |
| Change                                  |         | -15.5%*  |         | -2.8%*     |       | +77.9%* |       | NM      |       | NM      |                | +72.3%*  |         | NM*                        |
|   |         |          |         |            |       |         |       |         |       |         |                |  |         |                            |
| C/I ratio                               | 50%     | 52%      | 49%     | <b>49%</b> | 53%   | 58%     | 71%   | 71%     | 67%   | 70%     | 58%            | 57%  | 59%     | 60%                        |
| Average allocated capital               | 989     | 958      | 887     | 880        | 664   | 564     | 1,296 | 1,400   | 1,147 | 1,082   | 1,904          | 1,632  | 6,887   | 6,516                      |

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

(1) Russia structure includes Rosbank, Delta Credit, Rusfinance and their consolidated subsidiaries in International Retail Banking

(2) Stake in NSGB (Egypt) sold in March 2013. Contribution to Group Net Income: EUR +20m in Q1 13



#### APPENDICES - INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES

# LEADING FRANCHISES WITH RECOGNISED EXPERTISE: BANKS & INSURANCE

**EUROPE** (18 countries)

- #2 largest bank by presence in CEE\*
  - Czech Republic: #3 banking Group
  - Romania: #2 bank
  - Poland: ca. 500 branches
- Germany: leading positions in Financial Services

#### RUSSIA

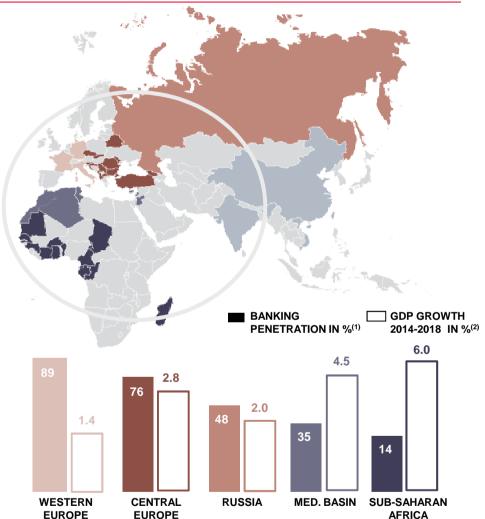
Russia: #1 foreign-owned banking group <sup>(3)</sup>

#### **AFRICA & OTHERS** (21 countries)<sup>(4)</sup>

- One of the Top 3 global banking groups
- #1 bank in French speaking Sub-Saharan Africa
  - #1 Côte d'Ivoire, Cameroon, Senegal
- Morocco: #4 bank

#### **INSURANCE**

 Service offering available to more than 85% of IBFS retail customers



\* Central & Eastern Europe: Poland, Czech Republic, Slovakia, Hungary, Romania, Bulgaria, Slovenia, Croatia, Albania, Bosnia-Herzegovina, Macedonia, Montenegro, Serbia

(1) Banking penetration: account at a formal financial institution (% aged 15+), source: World Bank, latest available data. Regions are aggregated according to IBFS main countries for banking and insurance activities. Western Europe: Germany, Italy, France / Central Europe: Poland, Romania, Czech Rep., Croatia, Slovenia / Africa: Côte d'Ivoire, Senegal, Ghana, Cameroon, Madagascar / Mediterranean Basin = Morocco, Tunisia, Algeria (2) Real GDP growth rates, average 2014-2018, source: IMF at 8 April 2014. Regions as aggregated according to IBFS main countries.

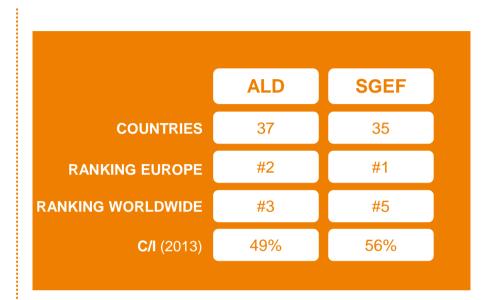
(3) In terms of total loans in billions of rubles

(4) Sub-Saharan Africa, Mediterranean Basin, Asia and Overseas



# LEADING FRANCHISES WITH RECOGNISED EXPERTISE: FINANCIAL SERVICES TO CORPORATES

- ALD: a leader in multi-brand, car renting and fleet management
- SGEF: unique expertise in Equipment Finance
- Extensive international networks, with a strong foothold in Western Europe
- Proven experience in building business ties with international clients and partners
- Efficient operating models, rolled out internationally





# RESHAPED BUSINESS MODELS ATTUNED TO A POST-CRISIS ENVIRONMENT

- Funding: a successful move towards a more selffunded model
  - International Retail Banking: +EUR 10bn additional deposits collected between 2010 and 2013

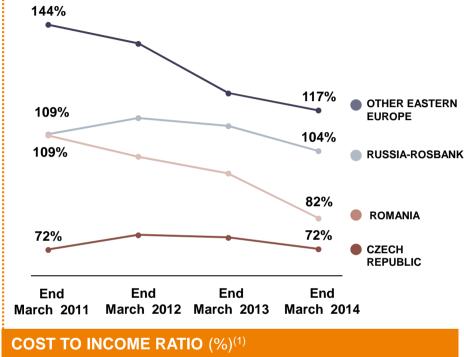
(+6% annual growth rate)

• Financial Services to Corporates: self-funding share increased from 5% in 2010 to above 25% in 2013, through diversification of funding sources (securitisations, bond issues and deposit collection)

- Costs: streamlined business models and industrial approach to reducing production costs
  - In 2012 and 2013, total recurring cost savings: around EUR 165m and FTE: around 2,800
  - Strict cost discipline across businesses
  - Decreasing C/I ratio(1) since 2012

(1) Excluding Greece, Egypt and Franfinance





59Y

2012

57%

2011

54%

2010

# INTERNATIONAL RETAIL: LOAN TO DEPOSIT RATIO (%)



2013

#### APPENDICES - INTERNATIONAL RETAIL BANKING AND FINANCIAL SERVICES

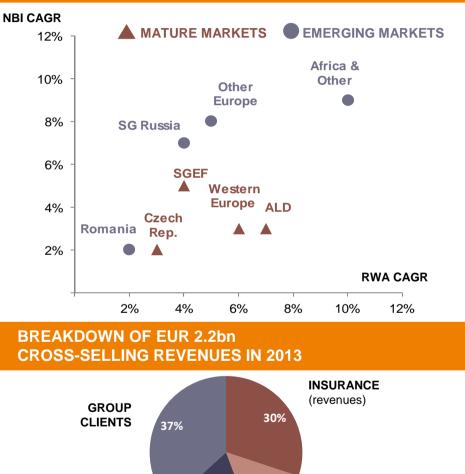
# OUR DIVERSIFIED MODEL CAN DELIVER GROWTH

- Fuelling businesses to accompany growth
  - RWA : +5% average annual growth in 2013-2016
  - Further development of independent funding capacity
- Developing cross-selling with retail clients
  - *Bancassurance*: roll out of the model, enlarge range of products, increase equipment rates
  - Consumer Finance: leverage on expertise in loan approval, recovery know-how
  - Private Banking: roll out in key countries
- Increasing cross-selling with corporate clients
  - Commercial Banking: upgrade capabilities, mainly in Trade Finance, Cash Management and Factoring
  - Leasing and Car Renting: increase penetration of Corporate clients
  - CIB: develop Regional Platforms for Capital Markets activities and structured finance
    - Around 25% of revenues derive from cross-selling thanks to a fully integrated range of services and products

#### 2013-2016 PROJECTED INCREASE IN NBI AND BASEL 3 RWA (%)

**GLOBAL TRANSACTION** 

BANKING



14%

19%

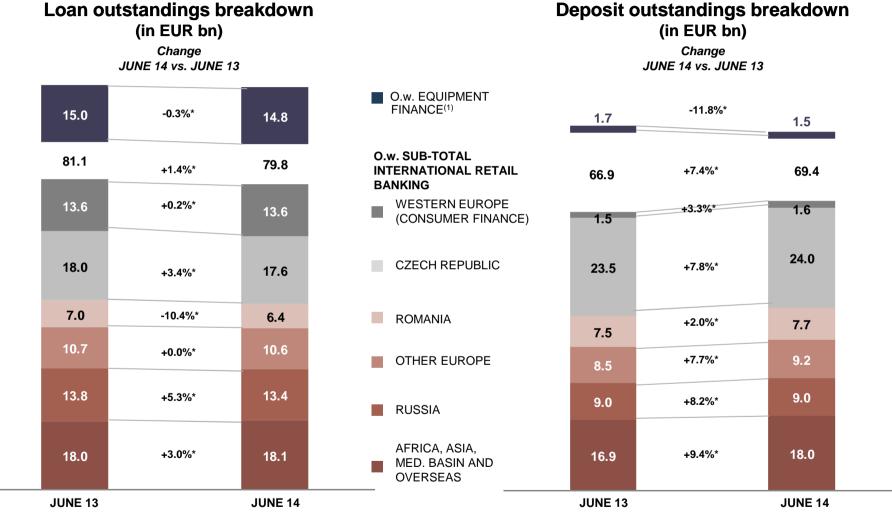
INSURANCE

(commissions paid

to IBFS retail network)

SOCIETE GENERALE

# LOAN AND DEPOSIT OUTSTANDINGS BREAKDOWN



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

(1) Excluding factoring



#### **APPENDICES – GLOBAL BANKING AND INVESTOR SOLUTIONS**

# HALF YEAR RESULTS

|  | Glol    | bal Mark | æts (1) | (1) Securities Services and<br>Brokerage F |        | Financ | Financing and Advisory |       | Asset & Wealth<br>Management |       |       | Total Global Banking and Investor<br>Solutions |         |         |      |       |
|--|---------|----------|---------|--|--------|--------|------------------------|-------|------------------------------|-------|-------|--|---------|---------|------|-------|
|  | H1 13   | H1 14    | Change  | H1 13                                      | H1 14  | Change | H1 13                  | H1 14 | Change                       | H1 13 | H1 14 | Change   | H1 13   | H1 14   | Cha  | ange  |
| Net banking income   | 2,614   | 2,458    | -4%*    | 332  | 458    | -13%*  | 877                    | 987   | +13%*                        | 536   | 519   | -1%*   | 4,359   | 4,422   | +1%  | -2%*  |
| Operating expenses   | (1,510) | (1,542)  | +3%*    | (303)                                      | (472)  | -8%*   | (585)                  | (611) | +6%*                         | (423) | (408) | +0%*   | (2,821) | (3,033) | +8%  | +1%*  |
| Gross operating income                                       | 1,103   | 916      | -15%*   | 29   | (14)   | NM*    | 292                    | 376   | +28%*                        | 113   | 111   | -3%*   | 1,538   | 1,389   | -10% | -8%*  |
| Net cost of risk   | (164)   | (4)      | -98%*   | (0)  | (1)    | +91%*  | (90)                   | (19)  | -79%*                        | (1)   | (2)   | -64%*  | (256)   | (26)    | -90% | -90%* |
| Operating income   | 939     | 912      | +0%*    | 29   | (15)   | NM*    | 202                    | 357   | +76%*                        | 112   | 109   | +0%*   | 1,283   | 1,363   | +6%  | +10%* |
| Net profits or losses from other assets                      | 0       | 0        |         | 1  | 0      |        | 3                      | (8)   |                              | 0     | 3     |  | 5       | (5)     |      |       |
| Net income from companies accounted for by the equity method | 0       | 0        |         | (1)  | (2)    |        | 0                      | (1)   |                              | 58    | 47    |  | 57      | 44      |      |       |
| Impairment losses on goodwill                                | 0       | 0        |         | 0  | 0      |        | 0                      | 0     |                              | 0     | 0     |  | 0       | 0       |      |       |
| Income tax   | (256)   | (242)    |         | (11)                                       | 6      |        | 206                    | 348   |                              | (25)  | (31)  |  | (312)   | (329)   |      |       |
| Net income   | 683     | 670      |         | 19   | (11)   |        | (20)                   | (62)  |                              | 145   | 128   |  | 1,032   | 1,073   |      |       |
| O.w. non controlling interests                               | 7       | 5        |         | 1  | 1      |        | 1                      | 0     |                              | 0     | 1     |  | 9       | 7       |      |       |
| Group net income   | 676     | 665      | +2%*    | 18   | (12)   | NM*    | 185                    | 286   | +55%*                        | 145   | 127   | -11%*  | 1,024   | 1,066   | +4%  | +7%*  |
| Average allocated capital                                    | 10,149  | 7,206    |         | 1,039                                      | 757    |        | 3,496                  | 3,604 |                              | 1,013 | 1,040 |  | 15,697  | 12,607  |      |       |
| C/I ratio  | 57.8%   | 62.7%    |         | 91.2%                                      | 103.1% |        | 66.7%                  | 61.9% |                              | 78.9% | 78.6% |  | 64.7%   | 68.6%   |      |       |

\* When adjusted for changes in Group structure and at constant exchange rates (1) *Global Markets figures restated to include legacy assets* 



# SOLID RECURRENT REVENUE BASE FROM CLIENT-ORIENTED ACTIVITIES

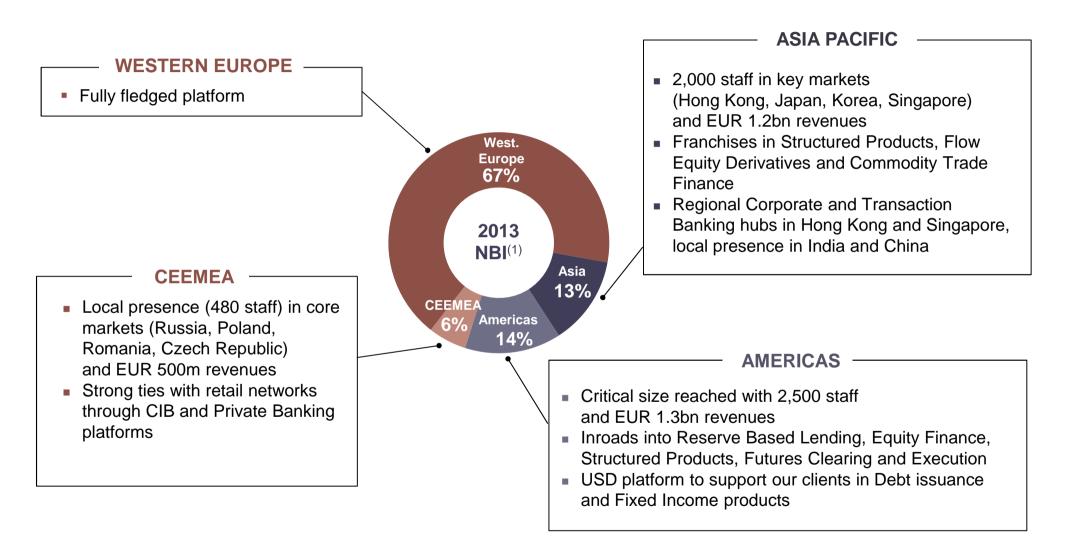
#### MIX GEARED TOWARDS ACTIVITIES **RESULTING IN A REMARKABLY RESILIENT** WITH STABLE REVENUES **REVENUE PROFILE**<sup>(2)</sup> (in EUR bn) Stable internal Asset inventory 8.6 8.6 8.6 TOTAL flows based activities 7% Fixed Income, Currencies 1.8 Structured Finance 2.2 2.8 & Commodities Private banking Equities 2.1 2013 Structured products 46% 2.5 45% 1.9 **NBI**<sup>(1)</sup> Investor Services Lvxor Securities Services Flow and deal 0.9 Financing & Advisory 2.3 Corporate Credit 2% based activities 1.6 1.8 Facilities Asset & Wealth Flow Equities 1.4 1.3 Management 1.1 Flow Fixed Income 2011 2012 2013 Activities to be transferred Structured products Investment Banking to the trading subsidiary Newedge

(1) Management information, allocation based on dominant revenue profile of each activity

(2) Excluding legacy assets, using proportional consolidation at 50% for Newedge



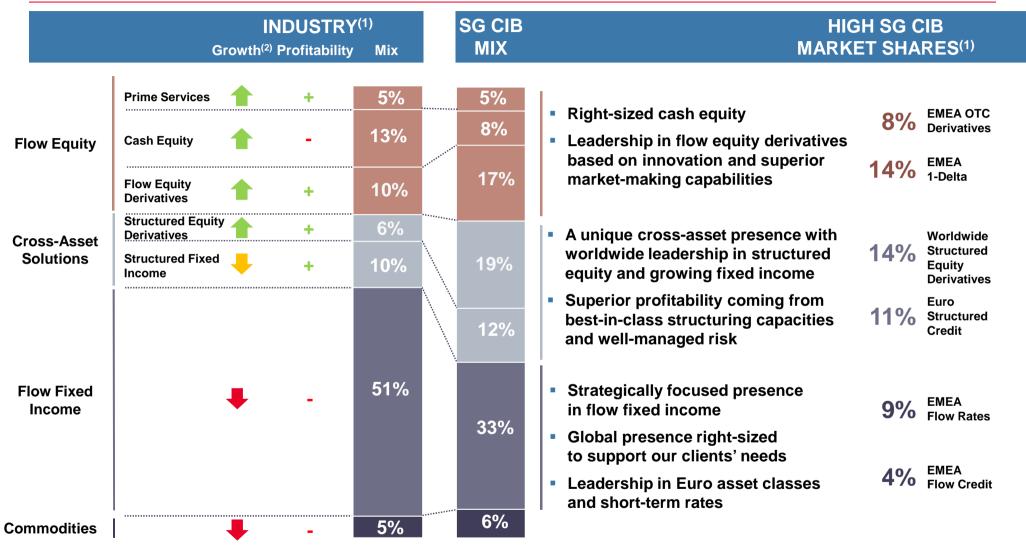
# GEOGRAPHICAL FOOTPRINT ADAPTED TO OUR CLIENTS' NEEDS



(1) Newedge at 100%. SG Private Banking excluding Asia



# GLOBAL MARKETS: BUSINESS MIX KEY TO PROFITABILITY



(1) Source: Oliver Wyman 2013(2) NBI evolution 2013/2012

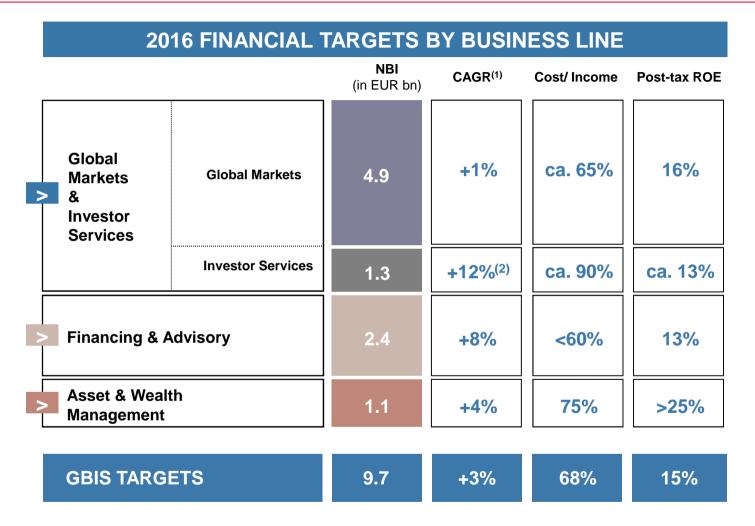


# FINANCING & ADVISORY: GEARED TOWARDS SPECIFIC AREAS OF EXPERTISE

| FINANCING & ADVIS | ORY 2013 NBI<br>(EUR 1.8bn)                         |   | EnergyRisk<br>Awards 2013   |
|-------------------|---|---|---|
| 29%               | Energy &<br>Natural<br>Resources                    | <ul> <li>Leading worldwide franchise<br/>in a growing market</li> <li>Strong sectorial expertise<br/>on all market segments</li> <li>Fully integrated set-up<br/>from financing to hedging</li> </ul> | Energy Finance House<br>of the Year<br>GTR<br>LEADERS<br>IN TRADE<br>2013                   |
| 34%               | Structured<br>Financing                             | <ul> <li>Leading positions on export, asset<br/>and project finance, requiring strong<br/>technical and financial expertise</li> </ul>  | Best Global Export<br>Finance Bank  |
| 23%               | Debt Capital<br>Markets &<br>Acquisition<br>Finance | <ul> <li>Competitive credit origination<br/>platform in Europe to accompany<br/>growing disintermediation</li> </ul>  | No. 1 All Euro Corporate Bonds (YTD)  |
| 15%               | Corporate<br>Lending,<br>ECM & M&A                  | <ul> <li>Targeted plain vanilla financing<br/>for our core partner clients</li> <li>IB platform for strategic advice<br/>to our core clients</li> </ul>   | EUROMONEY MAGAZINE'S 2013<br>GLOBAL AWARDS FOR EXCELLENCE<br>BEST EQUITY<br>HOUSE IN FRANCE |



# 2016 FINANCIAL TARGETS

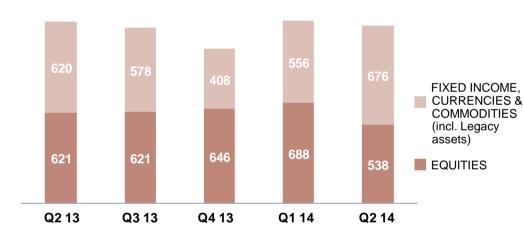


(1) 2013 figures excluding non recurring items (SGSS impairment of goodwill, impact of transaction with EU Commission, CVA/DVA, Lehman claim recovery and loss on tax claim) and legacy assets. Newedge at 100%, SG Private Banking excluding Asia

(2) Taking into account contribution of 50% of Newedge bolt on acquisition and subsequent turnaround to NBI growth. NBI at constant perimeter: +2% CAGR



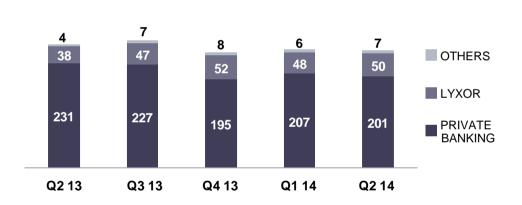
# KEY FIGURES



**Global Markets revenues** 

(in EUR m)

#### Asset & Wealth Management revenues (in EUR m)



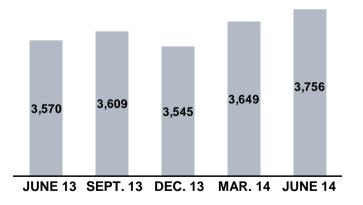


#### APPENDICES – GLOBAL BANKING AND INVESTOR SOLUTIONS

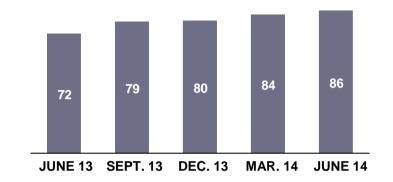
## **KEY FIGURES**



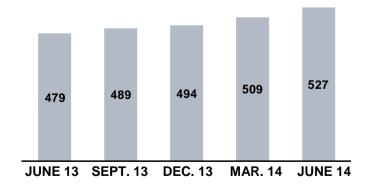
#### Securities Services: Assets under custody (in EUR bn)



#### Lyxor: Assets under management<sup>(2)</sup> (in EUR bn)



#### Securities Services: Assets under administration (in EUR bn)



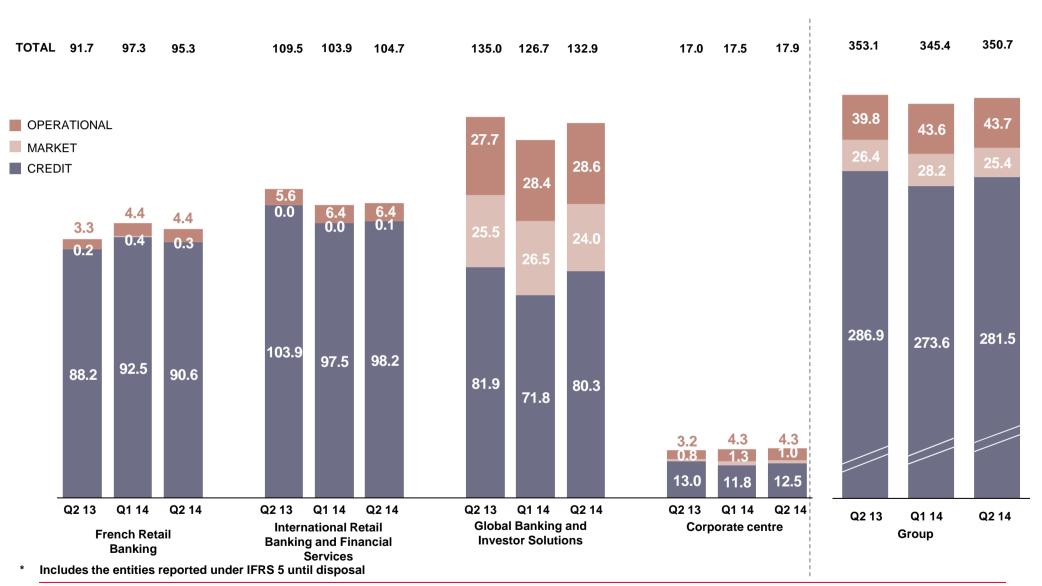
(1) Including New Private Banking set-up in France as from 1<sup>st</sup> Jan. 2014

(2) Including SG Fortune



#### APPENDICES – RISK MANAGEMENT

### RISK-WEIGHTED ASSETS\* (CRR/CRD 4, in EUR bn)





PRESENTATION TO DEBT INVESTORS

### GIIPS SOVEREIGN EXPOSURES<sup>(1)</sup>

#### Net exposures<sup>(2)</sup> (in EUR bn)

|          |       | 30.06.2014                        |                                   | 31.03.2014 |                                |                                |  |  |  |
|----------|-------|-----------------------------------|-----------------------------------|------------|--------------------------------|--------------------------------|--|--|--|
|          | Total | o.w. positions in<br>banking book | o.w. positions in<br>trading book | Total      | o.w. positions in banking book | o.w. positions in trading book |  |  |  |
| Greece   | 0.0   | 0.0                               | 0.0                               | 0.0        | 0.0                            | 0.0                            |  |  |  |
| Ireland  | 0.1   | 0.0                               | 0.1                               | 0.1        | 0.0                            | 0.1                            |  |  |  |
| Italy    | 3.2   | 1.1                               | 2.1                               | 2.9        | 1.0                            | 1.9                            |  |  |  |
| Portugal | 0.3   | 0.0                               | 0.3                               | 0.2        | 0.0                            | 0.2                            |  |  |  |
| Spain    | 2.0   | 1.1                               | 0.9                               | 1.7        | 1.1                            | 0.5                            |  |  |  |

(1) Methodology defined by the European Banking Authority (EBA) for the European bank capital requirements tests as of 3rd October 2012

(2) Perimeter excluding direct exposure to derivatives Banking book, net of provisions at amortised cost adjusted with accrued interests, premiums and discounts Trading Book, net of CDS positions (difference between the market value of long positions and that of short positions)



# INSURANCE SUBSIDIARIES' EXPOSURES TO GIIPS SOVEREIGN RISK

#### Exposures in the banking book (in EUR bn)

|          | 30.06.2               | 2014                | 31.03.2014            |                     |  |  |  |  |
|----------|-----------------------|---------------------|-----------------------|---------------------|--|--|--|--|
|          | Gross exposure<br>(1) | Net exposure<br>(2) | Gross exposure<br>(1) | Net exposure<br>(2) |  |  |  |  |
| Greece   | 0.0                   | 0.0                 | 0.0                   | 0.0                 |  |  |  |  |
| Ireland  | 0.4                   | 0.0                 | 0.4                   | 0.0                 |  |  |  |  |
| Italy    | 2.3                   | 0.1                 | 2.3                   | 0.1                 |  |  |  |  |
| Portugal | 0.0                   | 0.0                 | 0.0                   | 0.0                 |  |  |  |  |
| Spain    | 1.3                   | 0.1                 | 1.3                   | 0.1                 |  |  |  |  |

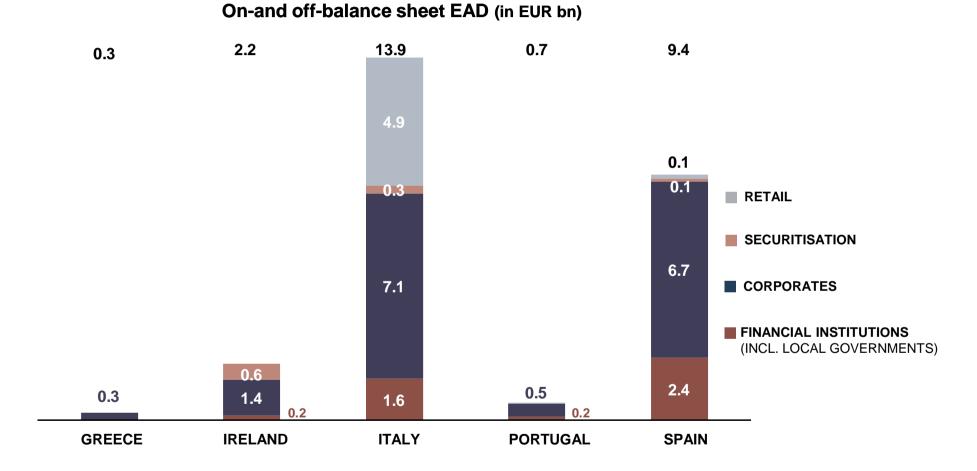
(1) Gross exposure (net book value) excluding securities guaranteed by Sovereigns

(2) Net exposure after tax and contractual rules on profit-sharing



#### APPENDICES – RISK MANAGEMENT

# GROUP EXPOSURE TO GIIPS NON SOVEREIGN RISK<sup>(1)</sup>



(1) Based on EBA July 2011 methodology

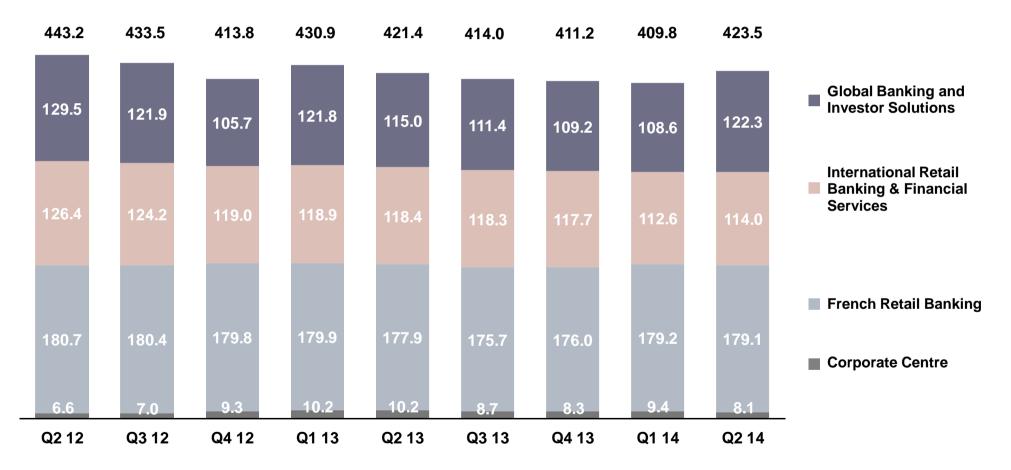


PRESENTATION TO DEBT INVESTORS

#### APPENDICES - RISK MANAGEMENT

#### CHANGE IN GROSS BOOK OUTSTANDINGS\*

#### End of period in EUR bn



Customer loans; deposits and loans due from banks and leasing

Excluding entities reported under IFRS 5, notably Geniki and TCW since Q3 12, and NSGB since Q4 12



\*

PRESENTATION TO DEBT INVESTORS

#### APPENDICES - RISK MANAGEMENT

# DOUBTFUL LOANS

| In EUR bn  | 31/12/2012 | 31/12/2013 | 30/06/2014 |
|--|------------|------------|------------|
| Gross book outstandings*   | 417.6      | 416.7      | 429.4      |
| Doubtful loans*  | 23.8       | 24.9       | 25.2       |
| Collateral relating to doubtful loans  | 6.1        | 7.3        | 6.1        |
| Provisionable commitments*   | 17.7       | 17.5       | 19.1       |
| Net non performing loans ratio*<br>(Provisionable commitments / Gross book outstandings) | 4.2%       | 4.2%       | 4.4%       |
| Gross non performing loans ratio*<br>(Doubtful loans / Gross book outstandings)          | 5.7%       | 6.0%       | 5.9%       |
| Specific provisions*   | 12.7       | 13.3       | 13.8       |
| Portfolio-based provisions*  | 1.1        | 1.2        | 1.2        |
| Gross doubtful loans coverage ratio*   |            |            |            |
| (Overall provisions / Doubtful loans)  | 58%        | 58%        | 60%        |
| Net doubtful loans coverage ratio<br>(Overall provisions / Provisionable committments)   | 78%        | 83%        | 79%        |
| Legacy Assets Gross book outstandings  | 6.7        | 5.3        | 5.2        |
| Doutful loans  | 3.4        | 3.0        | 3.0        |
| Non performing loan ratio  | 50%        | 56%        | 58%        |
| Specific provisions  | 2.3        | 2.5        | 2.5        |
| Gross doubtful loans coverage ratio  | 68%        | 84%        | 84%        |

\* Excluding Legacy Assets. Customer loans, deposits at banks and loans due from banks leasing and lease assets.



#### **APPENDICES - SOCIETE GENERALE GROUP**

# **CRR/CRD4 PRUDENTIAL CAPITAL RATIOS**

|  | 31 Mar.14 | 30 June 14 |
|--|-----------|------------|
| In EUR bn  |           |            |
| Shareholder equity group share                       | 51.1      | 53.3       |
| Deeply subordinated notes*                           | (6.6)     | (8.7)      |
| Undated subordinated notes*                          | (0.4)     | (0.4)      |
| Dividend to be paid & interest on subordinated notes | (1.1)     | (0.7)      |
| Goodwill and intangibles                             | (6.8)     | (6.6)      |
| Non controlling interests                            | 2.6       | 2.5        |
| Deductions and other prudential adjustments**        | (4.0)     | (3.7)      |
| Common Equity Tier One capital                       | 34.9      | 35.7       |
| Additional Tier 1 capital                            | 6.0       | 8.0        |
| Tier 1 capital                                       | 40.8      | 43.7       |
| Tier 2 capital                                       | 5.6       | 5.4        |
| Total Capital (Tier 1 and Tier 2)                    | 46.5      | 49.1       |
| RWA  | 345.4     | 350.7      |
| Common Equity Tier 1 ratio                           | 10.1%     | 10.2%      |
| Tier 1 ratio   | 11.8%     | 12.5%      |
| Total Capital ratio                                  | 13.5%     | 14.0%      |

Ratios based on the CRR/CDR4 rules as published on 26<sup>th</sup> June 2013, including Danish compromise for insurance Excluding issue premiums on deeply subordinated notes and on undated subordinated notes

\*

Fully loaded deductions \*\*



#### CRR LEVERAGE RATIO

#### CRR Leverage ratio<sup>(1)</sup>

| In EUR bn   | 30 June14 |
|---|-----------|
| Tier 1 capital  | 43.7      |
| Total IFRS Balance sheet  | 1,323     |
| Adjustement related to derivatives exposures                                | (46)      |
| Adjustement related to securities financing transactions *                  | (198)     |
| Off-balance sheet (loan and guarantee commitments)                          | 133       |
| Technical and prudential adjustments (Tier 1 capital prudential deductions) | (0)       |
| Leverage exposure   | 1,212     |
| CRR leverage ratio  | 3.6%      |

(1) Fully loaded proforma based on CRR rules as published on 26<sup>th</sup> June 2013

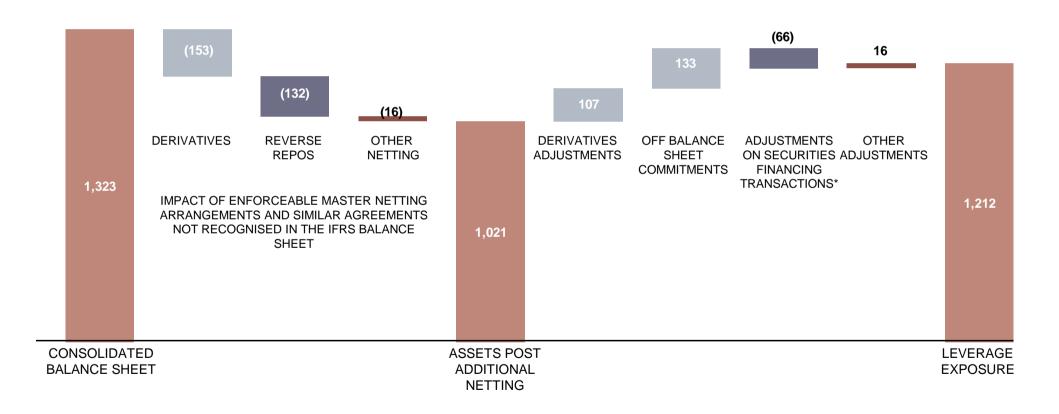
Securities financing transactions : repos, reverse repos, securities lending and borrowing and other similar transactions The figures reported above do not reflect new rules published by the Basel committee in January 2014. These new rules have no significant impact on the ratio.



#### APPENDICES - SOCIETE GENERALE GROUP

#### FROM CONSOLIDATED BALANCE SHEET TO CRR LEVERAGE EXPOSURE

In EUR bn

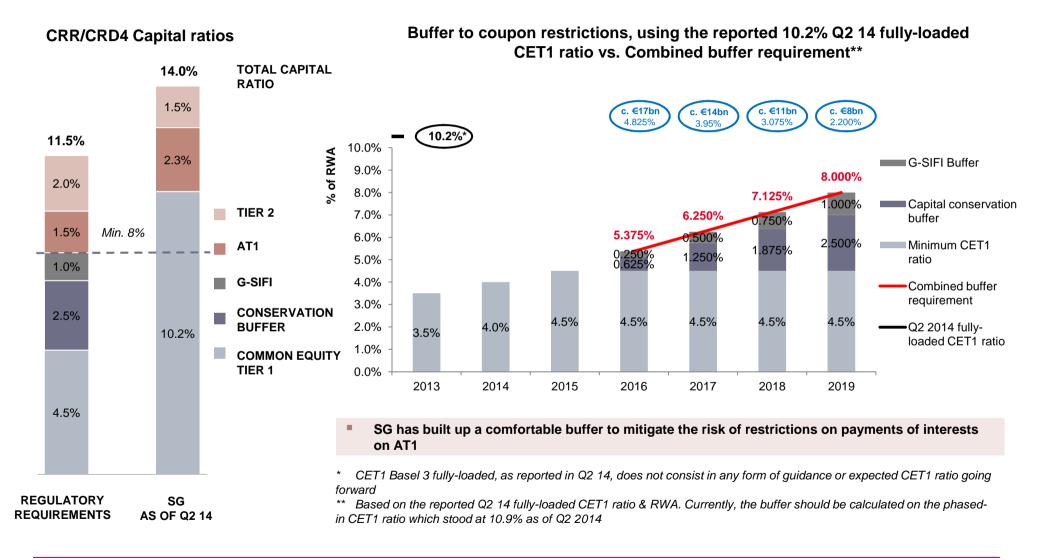


\* o.w. : reverse repos and stock lending and borrowing



#### APPENDICES - CAPITAL AND FUNDING

# CAPITAL REQUIREMENT AND MDA

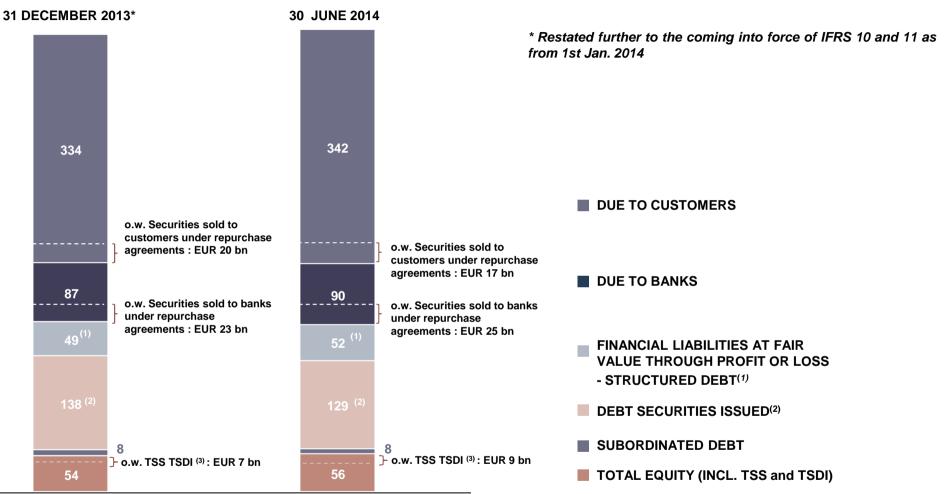




PRESENTATION TO DEBT INVESTORS

#### **APPENDICES - FUNDING**

#### DETAILS ON GROUP FUNDING STRUCTURE



(1) o.w. : debt securities issued reported in the trading book and debt securities issued measured using fair value option through P&L. Outstanding unsecured debt securities with maturity exceeding one year EUR 37bn at end-2013 and EUR 36bn at end-June 2014

(2) o.w. SGSCF: EUR 8.3bn; SGSFH: EUR 8.7bn; CRH: EUR 6.7bn, securitisation: EUR 2.0bn, conduits: EUR 8.9bn at end-March 2014 (and SGSCF: EUR 8.5bn; SGSFH: EUR 7.9bn; CRH: EUR 7.3bn, securitisation: EUR 2.4bn, conduits: EUR 6.7bn at end 2013) Outstanding amounts with maturity exceeding one year (unsecured): EUR 40bn at end-2013 and EUR 33bn at end-June 2014

(3) TSS, TSDI: deeply subordinated notes, perpetual subordinated notes



# HALF YEAR NON ECONOMIC AND OTHER IMPORTANT ITEMS

| H1 14                                     | Net banking<br>income | Operating<br>expenses | Others | Cost of risk | Group net<br>income |   |
|---|-----------------------|-----------------------|--------|--------------|---------------------|---|
| Revaluation of own financial liabilities* | (179)                 |                       |        |              | (117)               | Corporate Centre                                    |
| Accounting impact of DVA*                 | 3                     |                       |        |              | 2                   | Group   |
| Accounting impact of CVA                  | 95                    |                       |        |              | 62                  | Group   |
| Newedge acquisition                       |                       |                       | 210    |              | 210                 | Corporate Centre                                    |
| Provision for disputes                    |                       |                       |        | (200)        | (200)               | Corporate Centre                                    |
| Impairment & capital losses               |                       |                       | (525)  |              | (525)               | International Retail Banking and Financial Services |
| TOTAL                                     | (81)                  |                       |        |              | (568)               | Group   |

| H1 13                                     | Net banking<br>income | Operating<br>expenses | Others | Cost of risk | Group net<br>income |                  |
|---|-----------------------|-----------------------|--------|--------------|---------------------|------------------|
| Revaluation of own financial liabilities* | (992)                 |                       |        |              | (650)               | Corporate Centre |
| Accounting impact of DVA*                 | 223                   |                       |        |              | 146                 | Group            |
| Accounting impact of CVA                  | (412)                 |                       |        |              | (270)               | Group            |
| Provision for disputes                    |                       |                       |        | (200)        | (200)               | Corporate Centre |
| Capital gain on Piraeus stake disposal    | 33                    |                       |        |              | 21                  | Corporate Centre |
| Capital gain on NSGB disposal             |                       |                       | 417    |              | 377                 | Corporate Centre |
| Adjustment on TCW disposal                |                       |                       | 24     |              | 21                  | Corporate Centre |
| TOTAL                                     | (1,148)               |                       |        |              | (555)               | Group            |

non economic items



\*

# QUARTERLY NON ECONOMIC AND OTHER IMPORTANT ITEMS

| Q2 14                                     | Net banking<br>income | Operating<br>expenses | Others | Cost of risk | Group net<br>income |                  |
|---|-----------------------|-----------------------|--------|--------------|---------------------|------------------|
| Revaluation of own financial liabilities* | (21)                  |                       |        |              | (14)                | Corporate Centre |
| Accounting impact of DVA*                 | (2)                   |                       |        |              | (1)                 | Group            |
| Accounting impact of CVA                  | 44                    |                       |        |              | 29                  | Group            |
| Newedge acquisition                       |                       |                       | 210    |              | 210                 | Corporate Centre |
| Provision for disputes                    |                       |                       |        | (200)        | (200)               | Corporate Centre |
| TOTAL                                     | 21                    |                       |        |              | 24                  | Group            |

| Q2 13                                     | Net banking<br>income | Operating<br>expenses | Others | Cost of risk | Group net<br>income |                  |
|---|-----------------------|-----------------------|--------|--------------|---------------------|------------------|
| Revaluation of own financial liabilities* | 53                    |                       |        |              | 35                  | Corporate Centre |
| Accounting impact of DVA*                 | (160)                 |                       |        |              | (105)               | Group            |
| Accounting impact of CVA                  | 51                    |                       |        |              | 33                  | Group            |
| Provision for disputes                    |                       |                       |        | (100)        | (100)               | Corporate Centre |
| Capital gain on Piraeus stake disposal    | 33                    |                       |        |              | 21                  | Corporate Centre |
| TOTAL                                     | (23)                  |                       |        |              | (116)               | Group            |

non economic items



\*

#### **INVESTOR RELATIONS TEAM**

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