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SOCIETE GENERALE GROUP

STRATEGY & KEY FIGURES

Frédéric OUDEA

Group Chief Financial Officer





Disclaimer

The following presentation contains a number of forecasts and comments relating to our targets and strategies.

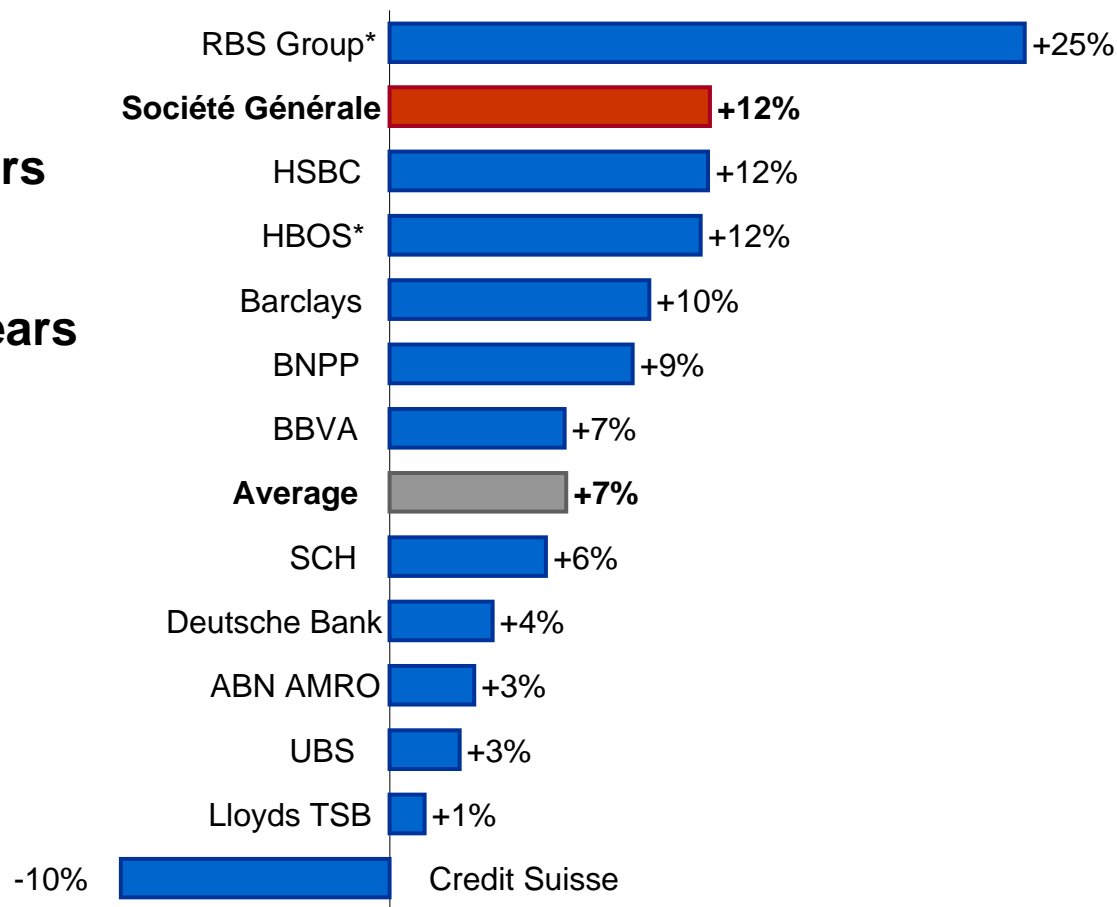
These forecasts are based on a series of assumptions, both general and specific. As a result, there is a risk that these projections will not be met. Readers are therefore advised not to rely on these figures more than is justified as the Group's future results are liable to be affected by a number of factors and may therefore differ from current estimates.

Readers should take into account elements of uncertainty and risk when basing their investment decisions on information provided in this presentation.

Société Générale: a culture of growth

- **NBI/share: +8% per year over 5 years**
- **GOI/share: +12% per year over 5 years**
- **A solid, profitable and stable business model**

Rise in GOI per share from 1999 to 2003 (compound annual growth rate)



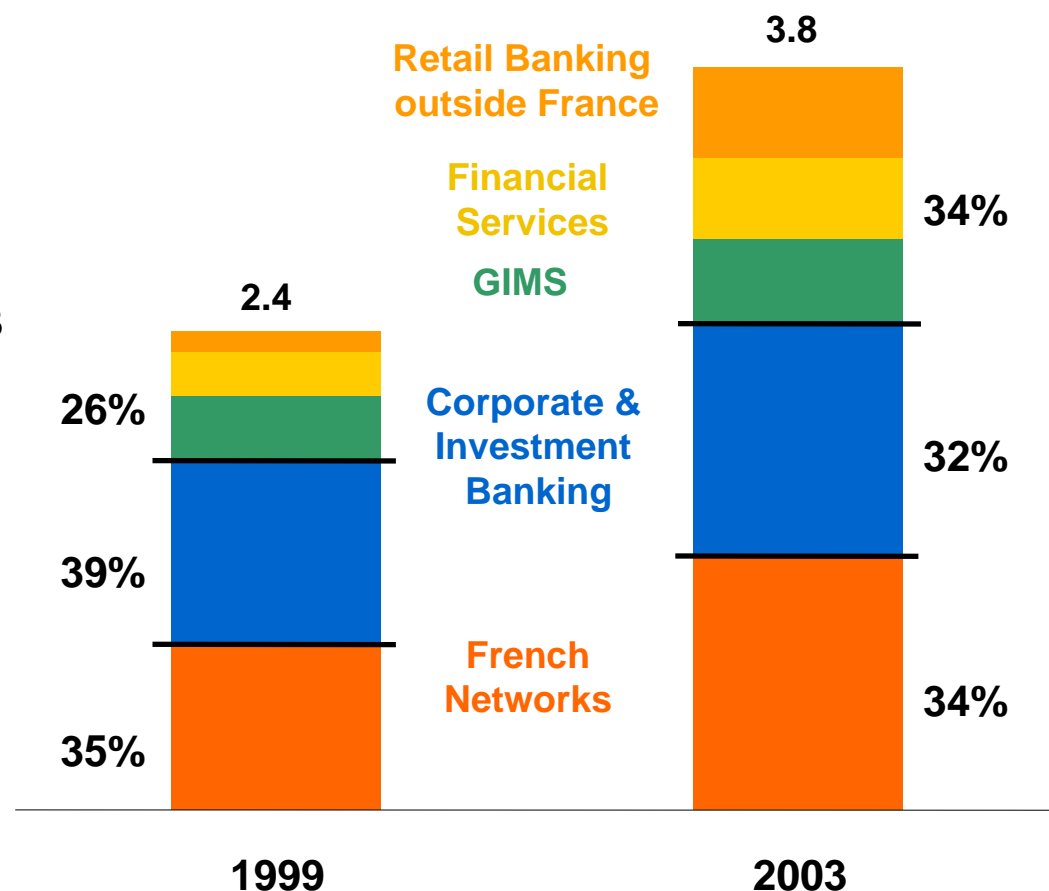
* Change 2000-2003

Rapid development of a balanced business mix

- Profitable and sustained growth in the French Networks
- Focus and efficiency in Corporate & Investment Banking
- Significant contribution from the Group's 3 new growth drivers
- Active management of capital
Since 1999: generation of EUR 13.3bn of Tier-one capital, allocated to:
 - ▶ Organic growth + acquisitions: EUR 6bn
 - ▶ Share buybacks + dividends: EUR 7.3bn

↪ Operating income: x1.6 since 1999

Operating income* (in EUR bn)



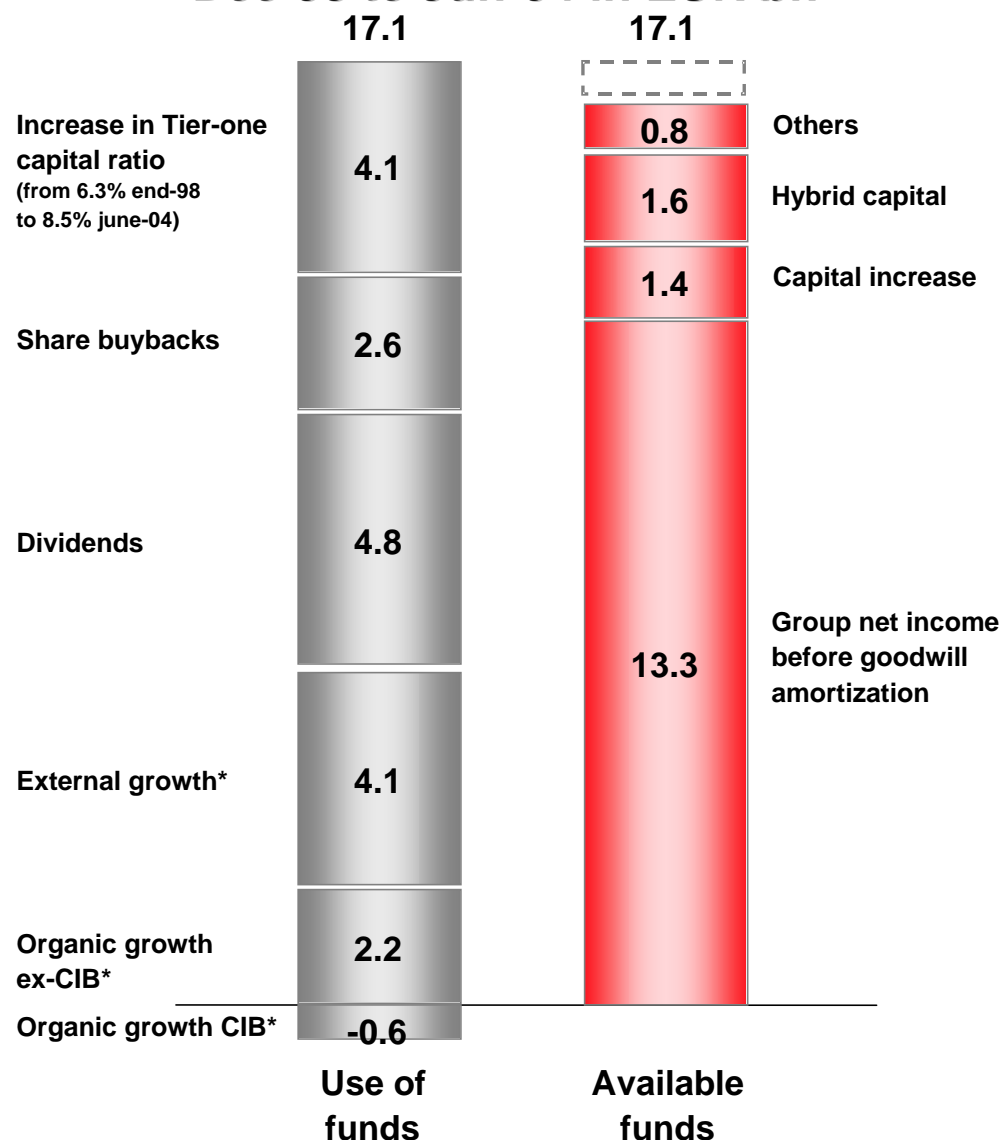
* Excl. Corporate Centre

Capital generation and usage

Since end-98:

- Net profit before goodwill: EUR 13.3bn
- Organic growth: EUR 1.6bn* while SG CIB had a RWA constraint
- EUR 4.1bn* absorbed by external growth
- Pay-out ratio raised to 41% in 2003 (31% in 2000)
- Share buyback
- Capital increase for ESOP

Dec-98 to Jun-04 in EUR bn



* Calculation using Tier-one ratio of 7.5%

Substantial growth in franchises

■ Retail networks and Financial Services:

15.7 million individual customers *x2 in 5 years*

- ▶ 8.4m in France: No.1 non-mutual retail bank,
- ▶ 5.1m in Retail Banking outside France
- ▶ 2.2m in Financial Services

■ Global Investment Management Services: a leader among euro-zone banks

- ▶ Assets under Management: EUR 311 billion* at end-June 04
- ▶ Assets under Custody: EUR 1,103 billion at end-June 04

x2 in 5 years

x2 in 5 years

■ Corporate and Investment Bank: one of the most profitable platforms in Europe

- ▶ ROE after tax: 39% in H1-04

■ 88,000 employees, o.w. 43% outside France *+50% in 5 years*

* Note: these figures do not include the EUR 67bn of assets held by customers of the French networks (investable assets exceeding EUR 150,000) nor assets managed by Lyxor AM, which is consolidated in the Equity & Advisory business line (EUR 41bn).

French Networks: an effective banking model

■ An efficient distribution platform

- ▶ Leading non-mutual retail bank in France
- ▶ Two complementary networks, one national, one regional

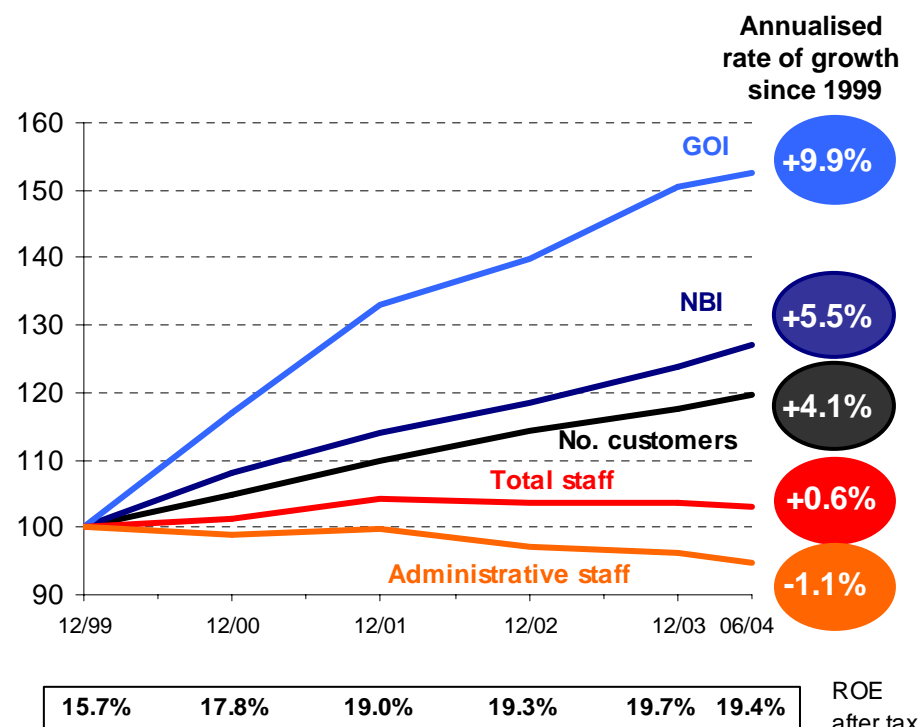
■ Good quality franchise

- ▶ Favourable positioning in high potential customer segments and geographical regions
- ▶ Exploitation of synergies between the three main market segments (individuals, self-employed professionals and businesses)
- ▶ Steady rise in number of products per individual customer current a/c

■ Future growth drivers

- ▶ A more favourable interest rate environment
- ▶ Increased commercial efficiency thanks to a complete range of direct banking channels
- ▶ Rationalisation of middle- and back-office functions (creation of centralised regional offices)

Indicators for French Networks



Retail banking outside France: rapid and profitable growth

■ **NBI of EUR 1.7bn: 11% of Group NBI in 2003 vs. 4% in 1999**

■ **Individual customer base: 5.1m**

- ▶ 5.1 million customers vs. 1.4 m in 1999
- ▶ Growth in number of individual customers since 1999
 - +1.7 m (net) through organic growth
 - +2.0 m through acquisitions

■ **Customer deposits:**

- ▶ EUR 26.9bn : x 3.2 since 1999

■ **Customer loans:**

- ▶ Individual customers: EUR 4.7bn (x 2.9 since 1999)
- ▶ Business customers: EUR 12.0bn (x 2.5 since 1999)

■ **Average number of products per current a/c: 2.5 at end-June 2004**

■ **Strong rise in customer contact via direct banking channels and Internet in 2003 and 2004**

Year	1999	2003	CAGR	H1 2004
Individual customers	1.4m	4.7m	+35%	5.1m
Deposits (in EUR bn)	5.2	11.2	+21%	13.5
Loans (in EUR bn))	1.6	3.2	+18%	4.7
Businesses + professionals	0.2m	0.6m	+40%	0.6m
Deposits (in EUR bn)	3.1	11.8	+39%	13.4
Loans (in EUR bn)	4.8	11.9	+26%	12.0
Branches	564	1,353	+24%	1,468
Employees	12,100	27,400	+23%	29,600
Net Banking Income (EUR m)	429	1,702	+41%	928
Gross Oper. Income (EUR m)	164	663	+42%	357
ROE	24.4%	32.1%		30.8%
Share of Group NBI	4%	11%		12%

Specialised Financing*: rapid and profitable growth

■ **NBI of EUR 1.3bn: 8% of Group NBI in 2003 vs. 4% in 1999**

■ **Outstanding loans:**

- ▶ EUR 18.4bn at end-2003
- ▶ x 3.4 between 1999 and 2003

■ **Number of vehicles under management has almost doubled each year between 1999 and 2004**

■ **24 countries at end-2003, vs. 7 at end-1999**

Year	1999	2003	CAGR	H1 2004
Outstanding loans (in EUR bn)	5.4	18.4	+36%	18.9
Individual cust. (cons. loans)	3.3	7.1	+22%	7.8
Businesses + professionals	2.1	11.3	+52%	11.1
No. Vehicles under managmt	31,915	509,462	+100%	541,469
No. of countries	7	24		26
Employees	3,139	7,580	+25%	7,633
Net Banking Income (EURm)	467	1,296	+29%	680
o/w outside France	20%	60%		56%
Gross Oper. Income (EURm)	140	514	+38%	279
ROE	19.1%	16.9%		18.7%
Share of Group NBI	4%	8%		8%

* **Specialised Financing:** includes business finance and services (IT asset leasing and management, equipment finance, operational leasing and fleet management) and consumer finance.

Corporate & Investment Banking: a solid and profitable platform

■ Clients:

- ▶ 2/3 of total revenues
- ▶ 2005 target: 20% growth in client-driven revenues and 25% increase in cross-selling vs. 2002
- ▶ Consolidation of position on Financial Institutions segment

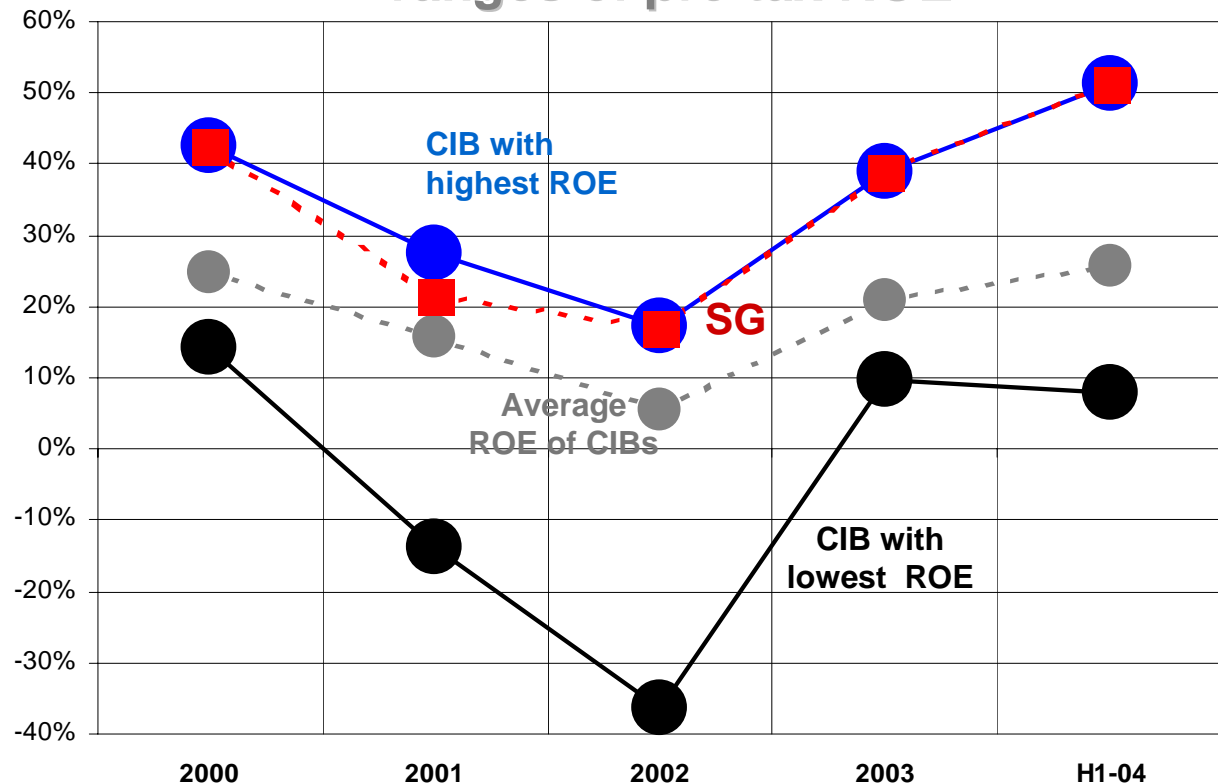
■ Products: 3 centres of excellence with strong potential

- ▶ Euro capital markets
- ▶ Derivatives
- ▶ Structured Finance

■ Regions: priority given to Europe

- ▶ Sustained development in Europe outside France
- ▶ Selective presence in the US and Asia

European Corporate & Investment Banks*: ranges of pre-tax ROE



* Calculated using pre-tax net income and allocated equity, data for Société Générale, ABN Amro, BNPP, BBVA, CASA, Commerzbank, Crédit Suisse, Deutsche Bank, HVB, SCH, UBS

GIMS: strong growth

■ 4 businesses:

- ▶ Asset Management: SG Asset Management
- ▶ Private Banking: SG Private Banking
- ▶ Securities: SG Global Services for Investors
- ▶ Online Savings: Boursorama

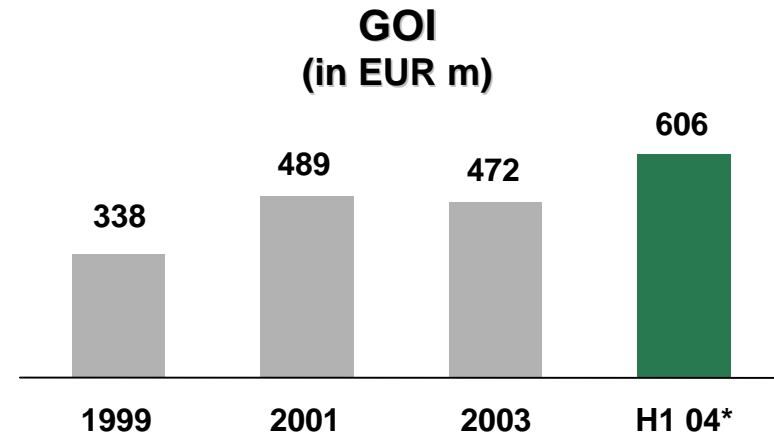
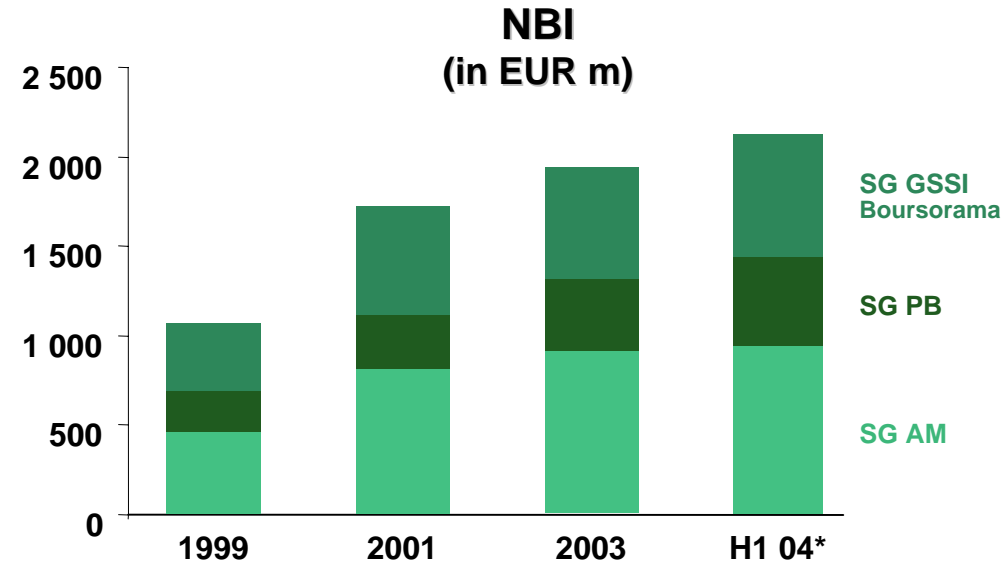
Since 1999:

■ NBI: x2

- ▶ CAGR 1999/H1 04: +17%
(Group NBI: +8% per year)

■ GOI: x1.7

- ▶ Robust results despite market crisis
- ▶ Integration of acquisitions with a higher C/I ratio than the existing business lines
- ▶ Strong recovery in 2004



* Annualised rate

Leading positions in securities and derivatives markets

Broker	Execution, clearing + high value-added services on the main listed and OTC markets, and in a wide range of instruments (securities & derivatives)	<ul style="list-style-type: none"> ▪ Global market share of 6.5% in clearing of listed derivatives ▪ Leader on CBOT, CME, Eurex, Euronext, ... ▪ Major presence in interbank brokerage, notably in US private fixed income
Investors	Complete integrated custody, depository and fund administration services for all types of UCITS	<ul style="list-style-type: none"> ▪ EUR 1,103bn of assets under custody: No. 2 in France, No. 4 in Europe, No. 10 worldwide ▪ EUR 254bn of administered assets: 28% market share in France
IB Services	Equity clearing and settlement	<ul style="list-style-type: none"> ▪ 30,000,000 transactions processed per year, in 30 markets
Corporate	Securities services for issuers (stock options, nominative accounts, financial services, AGMs) and Employee Savings for companies	<ul style="list-style-type: none"> ▪ No.1 in France in stock option plans <ul style="list-style-type: none"> - >400,000 accounts managed ▪ No.2 in France in Employee Savings <ul style="list-style-type: none"> - >6,400 businesses and ≈1,800,000 employees (≈ 15% market share)
Retail	Custodian services for individual customers	<ul style="list-style-type: none"> ▪ >2,000,000 accounts ▪ No.1 in number of Euronext Paris orders (≈ 25% market share)

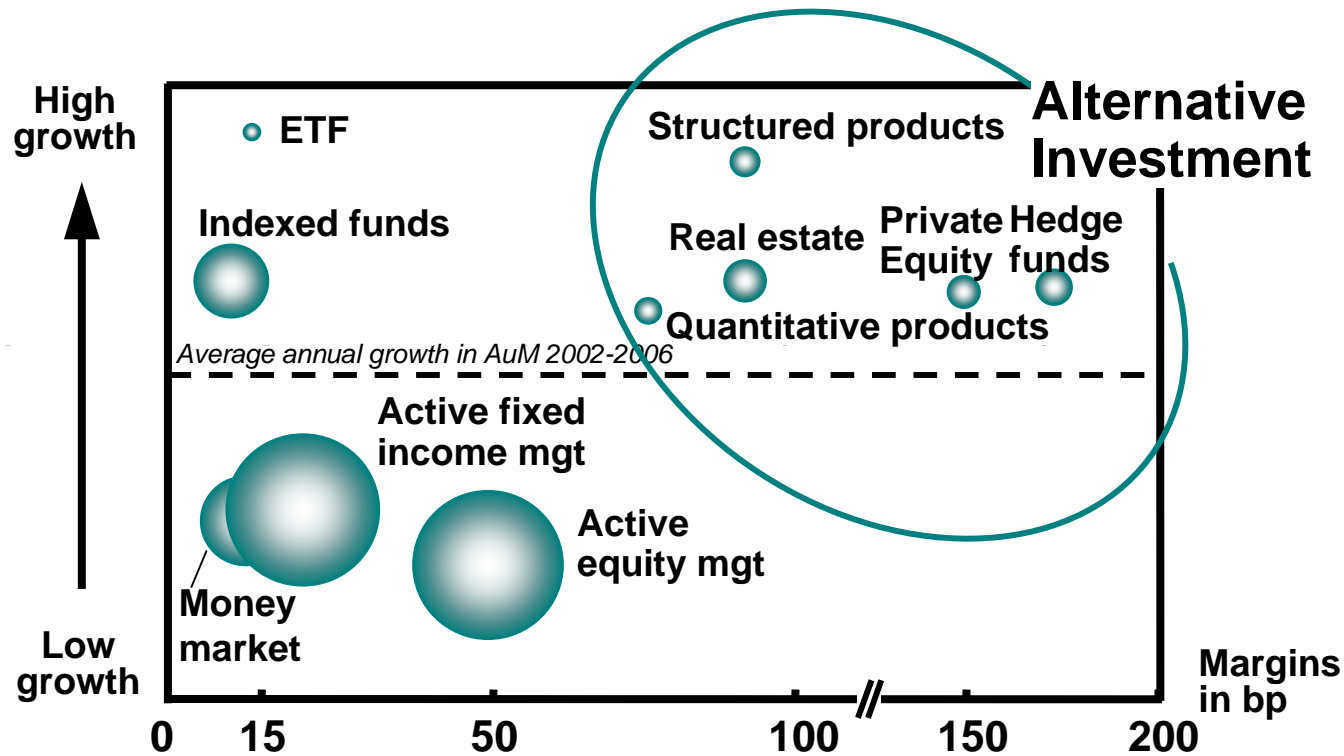
Alternative Investment: a growing market

■ A response to client needs

- ▶ Search for absolute performance
- ▶ Search for decorrelation from the stock markets

■ Various categories

- ▶ Hedge Funds
- ▶ Structured Products
- ▶ Private Equity
- ▶ Real-estate



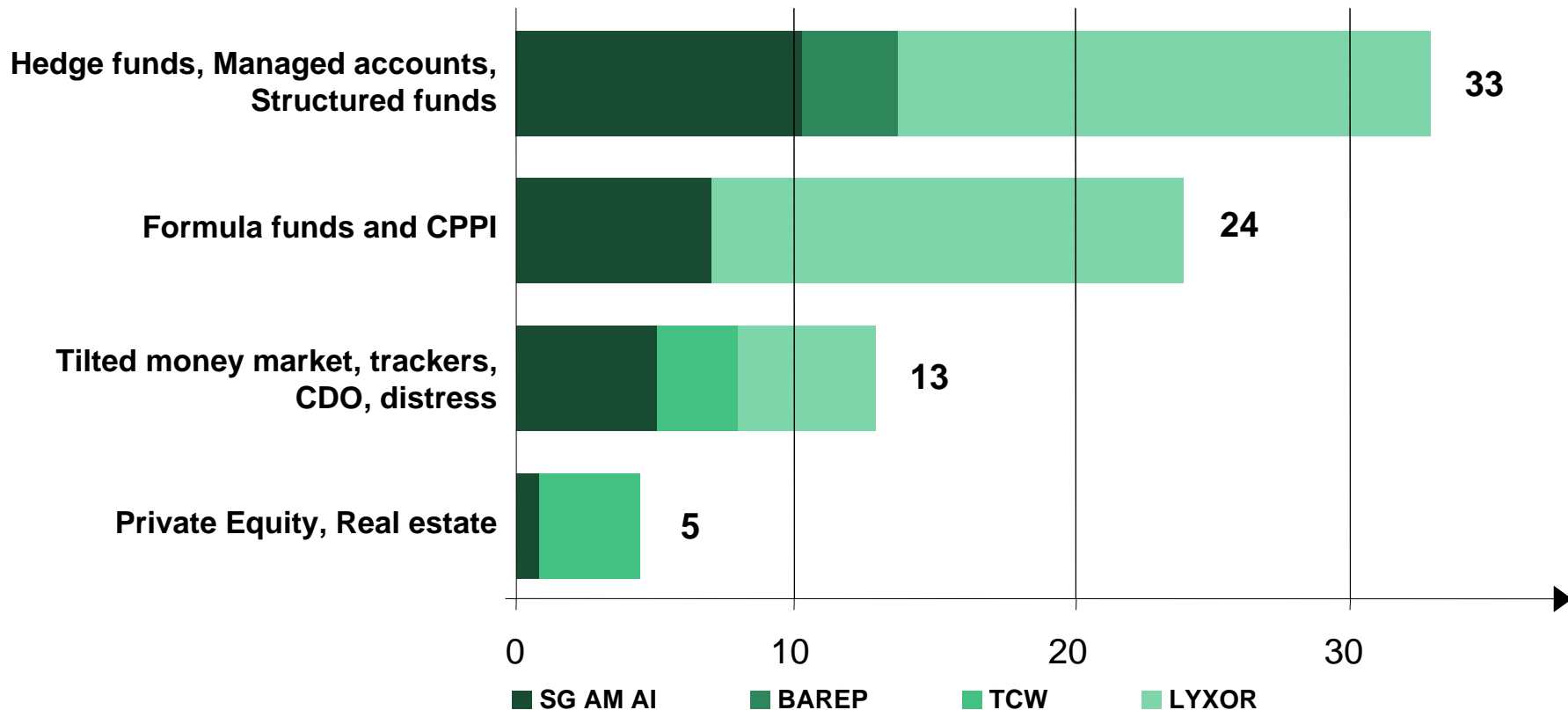
Source: Market data, BCG, Morgan Stanley study dated June 2004

Size of market in 2002
(USD 1,000bn) = ●

Société Générale Group: a world leader

**EUR 75bn of assets under management via 4 specialised platforms:
SG AM AI, BAREP, TCW, LYXOR**

AuM at June 30th 2004 (in EUR bn)



Follow-up on IAS standards implementation

- **IAS will not alter the way the Group does business, nor will it lead to any changes in Group strategy**
- **Opening balance sheet at January 1st 2004:**
 - ▶ Main impact: IAS 19 on employee benefits. The impact will be offset in shareholders' equity by the write-back of the general reserve for banking risks (EUR 312m at Dec. 31st 2003)
 - ▶ Overall estimated reduction of Tier one between 10 and 20 bp
- **2004 earnings:**
 - ▶ Limited impact as IFRS 2 (stock options and share issues reserved for employees) will be offset by the elimination of goodwill amortisation
- **The precise impact of IAS 39 on the accounts still needs to be determined and will depend on the outcome of the ongoing discussions**

Basel II: a more accurate reflection of risk exposure

■ A more comprehensive system than the solvency ratio:

- ▶ Pillar I will result in a limited reallocation of our capital
- ▶ Pillar II will require a comparison between regulatory capital and economic capital
- ▶ Pillar III will impose stricter requirements in terms of financial reporting

■ Slight reduction expected in Group's regulatory capital requirement

		Impacts	% of Group CWA at end 03
Retail Banking and Financial Services	French Networks	- -	40%
	International Retail	+	10%
	Financial Services	+	12%
Global Investment Management & Services	Asset Management	+	3%
	Private Banking	=	2%
	GSSI	+	2%
Corporate and Investment Banking	Equity & Advisory	+	3%
	Corporate Banking & Fixed Income	-	25%
Corporate Centre	Investment Portfolio	+	3%

Significant competitive advantages to fuel sustainable profitable growth

■ Proven capacity to deliver profitable growth over the business cycle

- ▶ Through organic growth: customer acquisition and business development plans that have produced average annual revenue growth of 4.4% since 1999 in the Group's "historical" businesses
- ▶ Through successful acquisitions: EUR 4.2bn invested since 1998 in target businesses, with significant contribution to the Group's development.

■ Solid fundamentals

- ▶ A well-balanced and robust business mix: 2/3 of capital allocated to Retail Banking & Financial Services and Global Investment Management, 1/3 to profitable and robust Corporate & Investment Banking platform
- ▶ Strong operating cash flow and substantial financial cushion

■ Growth drivers in all businesses

- ▶ Revenue growth potential with 1.3 million new customers attracted in France and 4 million additional customers in international retail banking network over past 5 years
- ▶ Expected growth in European specialised business finance market
- ▶ Promising positions built up in Global Investment Management in Asia
- ▶ Development capacity of the 3 core-competency businesses in Corporate & Investment Banking



Investor Relations

Didier VALET, Valérie BOMPARD, Sayuri AOKI, Julien VANNIER

Tel.: +33 (0) 1 42 14 47 72

E-mail: investor.relations@socgen.com - Internet: www.ir.socgen.com