



BNP Paribas
**Swiftly adapting
to the changing environment**

Fixed Income Presentation

12 April 2012



BNP PARIBAS | The bank for a changing world

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Swift Adaptation to the New Environment

Business Performance and Outlook

Sound Base to Move Forward



Adaptation Plan for a Changing World

**Sovereign debt
crisis**

**Tension on
liquidity
and funding**

**Solvency
requirements
increased and
brought forward**

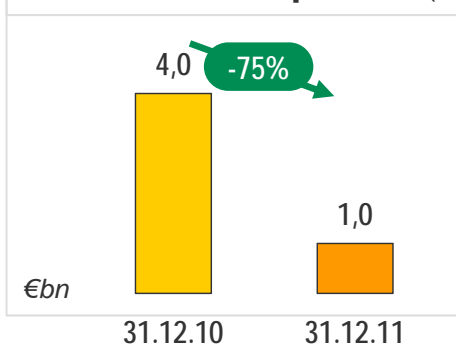


**Vigorous and swift actions taken to adapt
to the changing environment**

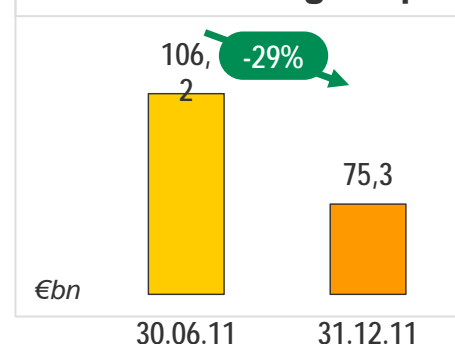


Adaptation Plan: Sovereign Debt

> Net Greek exposure (banking book)



> Total Sovereign exposure



- Provisions on all Greek exposure (including Insurance) brought to 75%
- Reduction of Sovereign portfolio across the board
 - -23% to euro zone countries
 - Over 55% of the remaining exposure in the domestic markets

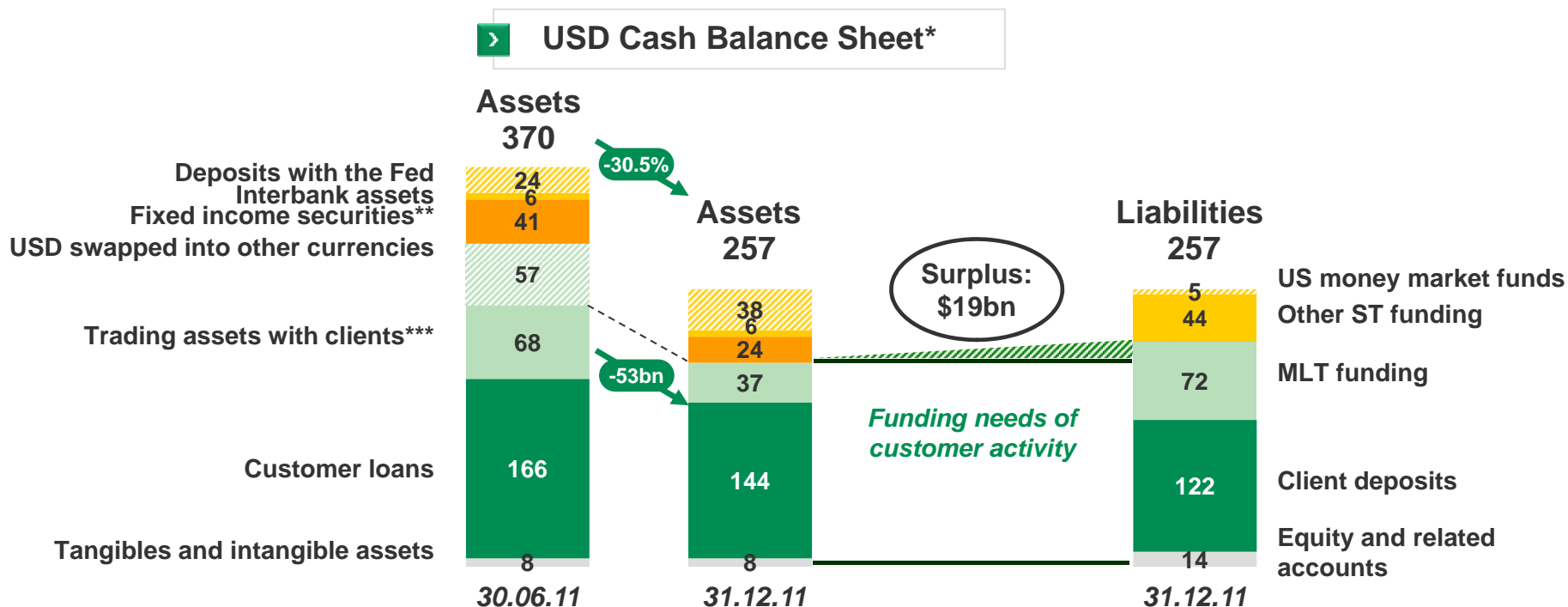


Reduced portfolio in order to limit sensitivity of solvency ratios



Adaptation Plan: Liquidity and Funding

- Sharp decline of the Group's USD funding needs
 - CIB: -\$57bn in 6 months vs. -\$60bn targeted by year-end 2012 (increased to -\$65bn)



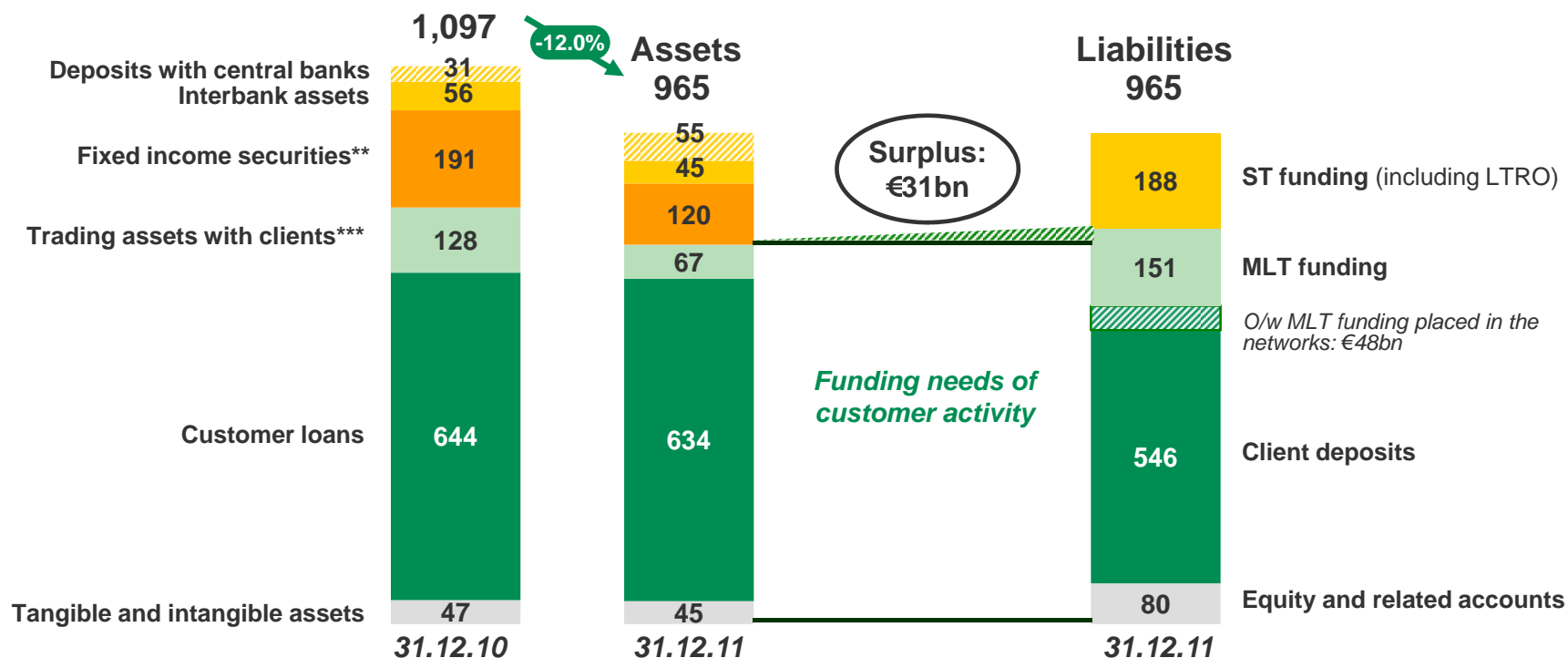
USD funding reduction plan almost completed; \$19bn surplus of stable funding

* Balance sheet in \$bn excluding Insurance and Klepierre with netted amounts for derivatives, repos, securities lending/borrowing and payables/receivables;
** Including HQLA; *** With netted amounts for derivatives, repos and payables/receivables.



Adaptation Plan: Liquidity and Funding

Global Cash Balance Sheet*



Rapid deleveraging and stable funding

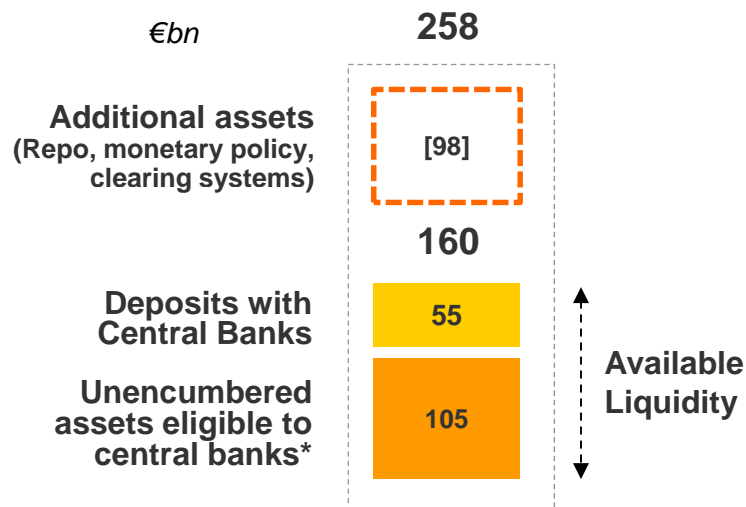
* Balance sheet in €bn excluding Insurance and Klepierre with netted amounts for derivatives, repos, securities lending/borrowing and payables/receivables;

** Including HQLA; *** With netted amounts for derivatives, repos and payables/receivables



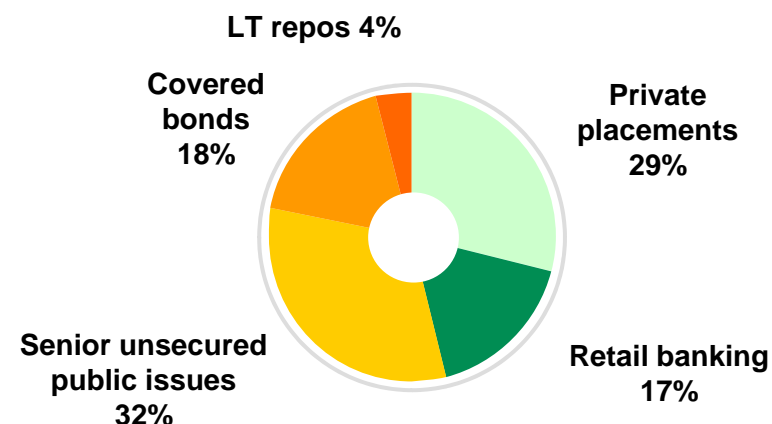
2011 Medium/Long-Term Funding

Liquidity buffer as at 31.12.11



- Liquid asset reserves immediately available: €160bn*
 - Accounting for ~85% of short-term wholesale funding

2011 funding MLT structure – €43bn – breakdown by source



- 2011 MLT programme: €35bn, completed in July 2011 (average maturity of 6 years)
- Raising an additional €8bn during the crisis
 - Average maturity of 5.3 years at mid-swap +89bp

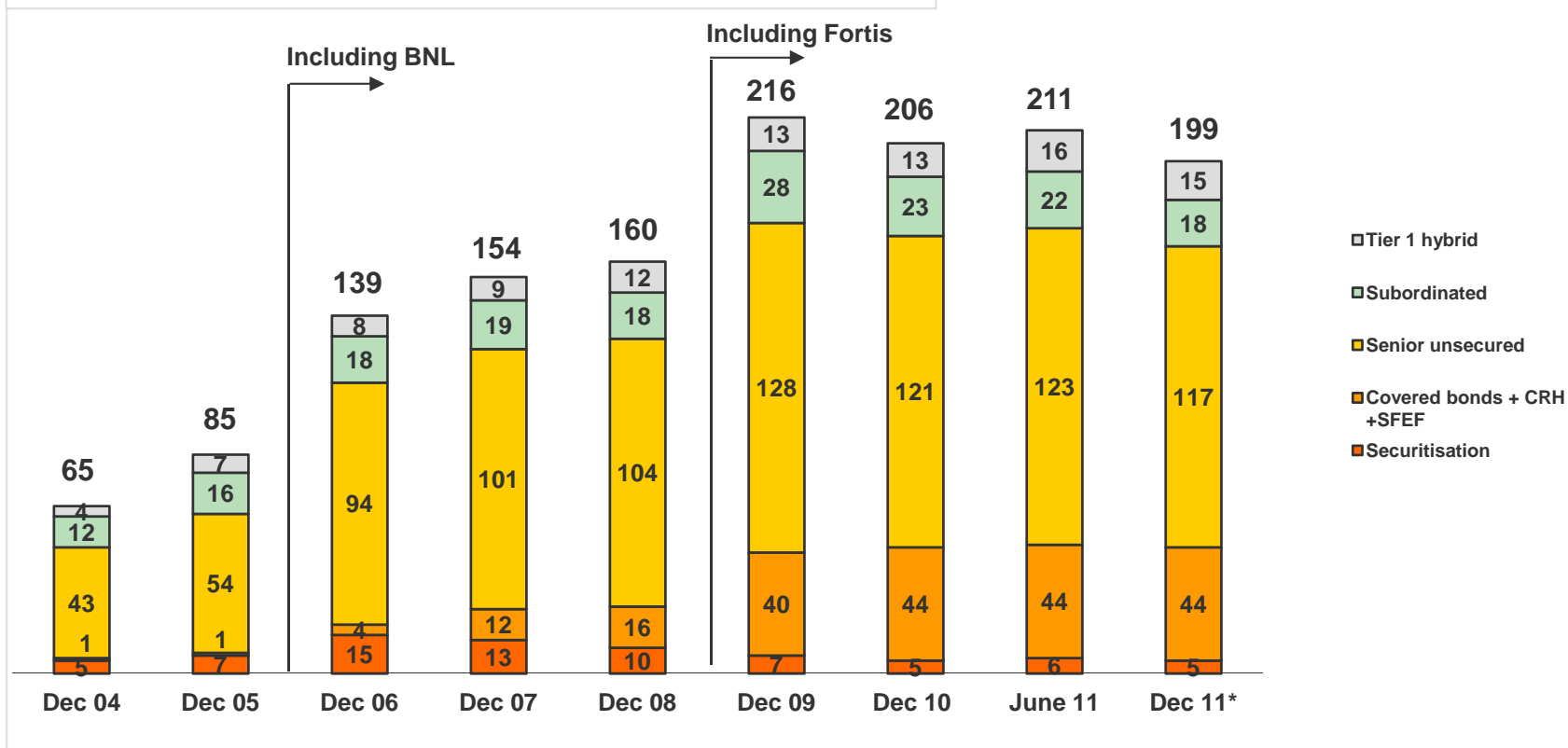
➤ **Maintaining very high liquid asset reserves and increasing funding programme**

* After haircuts



Evolution of MLT Funding

Medium and Long Term outstanding funding



Source: BNP Paribas ALM excluding debt with maturity less than one year

Funding programme has evolved with the Bank's growth

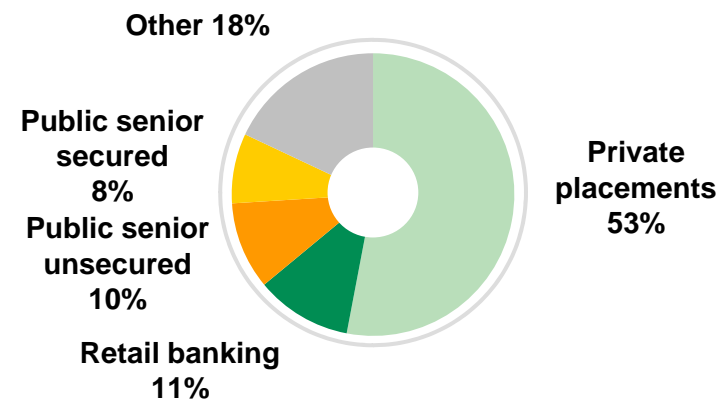
* Excluding Klépierre



2012 Medium/Long-Term Funding

- 2012 MLT Programme: €20bn
 - Requirements reduced due to the adaptation plan
- €12bn completed* as of 22 March
 - Average maturity of ~6 years
 - At mid-swap +112 bp
 - Mostly through private placements, distribution in the networks and the CRH**
 - Including public issues for €1.25bn of senior unsecured and €1bn of covered bonds

2012 MLT Structure – €12bn – Breakdown by source



> **60% of 2012 funding programme already achieved**


* Including issues at the end of 2011 on top of the €43bn completed under the 2011 programme;

** Caisse de Refinancement de l'Habitat: France's home loan refinancing entity



BNPP Secured Programmes

- Funding strategy including two covered bonds programmes:
 - Diversification of Group investor base
 - Flexibility to funding management
 - AAA rated Group instrument for investors

 BNP Paribas' covered bonds programmes	BNP Paribas Home Loan SFH <small>(Société de Financement de l'Habitat)</small>	BNP Paribas Public Sector SCF <small>(Société de Crédit Foncier)</small>
Programme Size	EUR 35 Bn	EUR 15 Bn
Outstanding	EUR 26,2 Bn (*)	EUR 4 Bn (*) <small>(4 transactions)</small>
Rating (S&P/Moody's/Fitch)	AAA / Aaa / AAA	AAA / Aaa / AAA
Pool notional	EUR 35,9 Bn (*)	EUR 4,5 Bn (*)



Adaptation Plan: Solvency

	Ratio (bp)		Risk-weighted assets (€bn equivalent)	
	Plan	Realised at 31.12.2011	Plan	Realised at 31.12.2011
CIB	57	28	-45	-22
Retail	7	1	-6	-1
Other activities	36	3	-28	-2
Total	100	32	-79*	-25

> CIB

RWA reduction

- More selective origination
- Sale of assets (Energy & Commodity, Asset Finance, Project & Leveraged Finance)
- Reduction of specific Capital Market activities

One-off impacts

- Adaptation costs: -€184m booked in 2011 (-€400m planned in total)
- Losses from loan sales: -€152m on €5.2bn in 2011 (3% average discount; -€800m planned in total)

> Retail Banking

Specific business adaptation

- Personal Finance: downsizing mortgage specialised business
- Equipment Solutions: exit from leasing non core perimeters and subscale countries

Adaptation costs

- -€55m booked in 2011 (-€100m planned in total), mostly Personal Finance

> Deleveraging actions on targeted businesses

* According to CRD4 as anticipated by BNP Paribas as at 31.01.2012



Adaptation Plan: Solvency Update as of Today

	Ratio (bp)		
	Plan	Realised at 31.12.2011	Including Klépierre and RBL impact
CIB	57	28	33
Retail	7	1	1
Other activities	36	3	35
Total	100	32	69

- February 2012: sale of reserve-based lending business to Wells Fargo
 - Sale at a premium generating 5 bps benefit in terms of target ratio
 - Without affecting the North American platform and global Energy and Commodities business
- March 2012: sale of 28.7% of Klépierre to Simon Property
 - €1.5bn capital gain leading to a 32 bps benefit in terms of target ratio
- CIB well on track to achieve its RWA reduction target



Nearly 70% of the plan already achieved



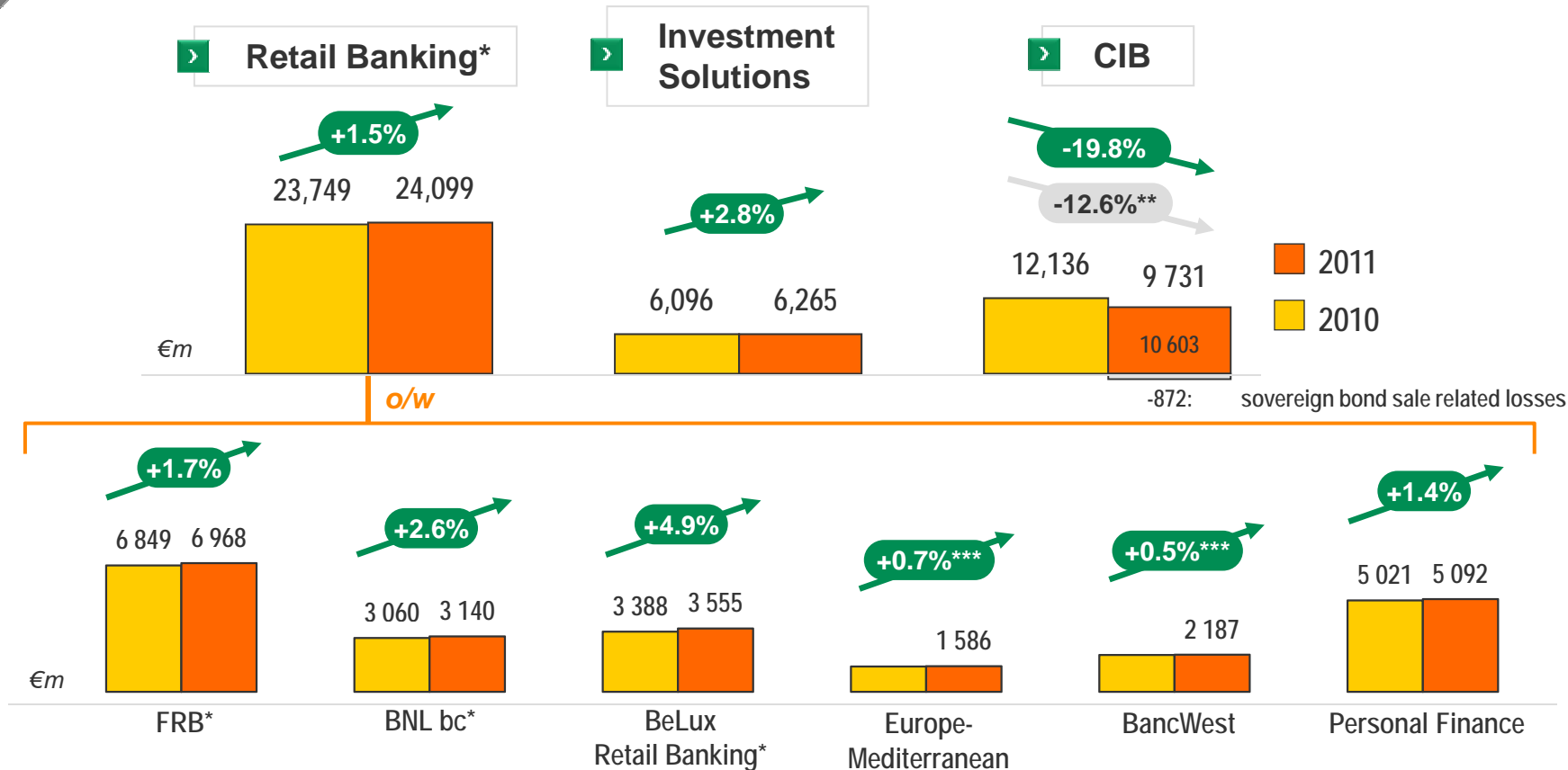
Swift Adaptation to the New Environment

Business Performance and Outlook

Sound Base to Move Forward



2011 Revenues of the Operating Divisions



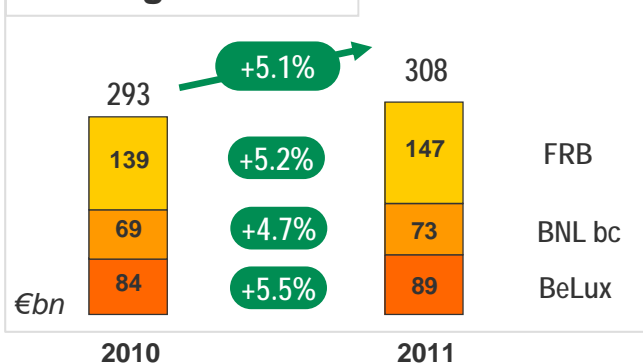
> Revenues up in all the businesses excluding CIB

* Including 100% of Private Banking in France (excluding PEL/CEL effects), Italy and Belgium;
 ** Excluding losses from sovereign bond sales; *** At constant scope and exchange rates

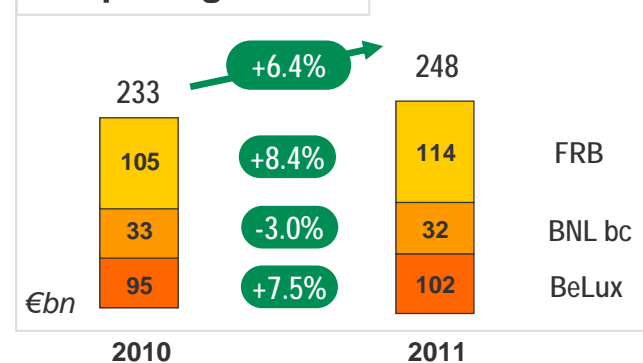


Retail Banking - Domestic Networks

Loan growth*

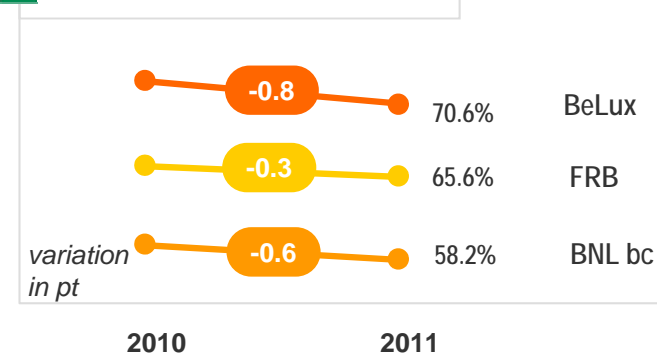


Deposit growth*



- Operating efficiency improvement
- Positive jaws effect in all domestic markets

Cost/Income Ratio*



A resilient commercial performance while continuing to improve operating efficiency

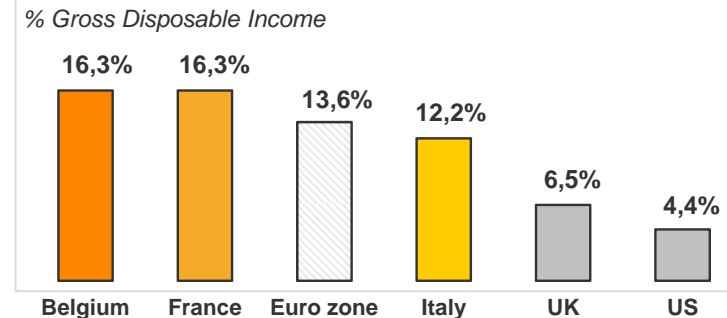
* At constant scope, including 100% of Private Banking in France (excluding PEL/CEL effects), Italy and Belgium



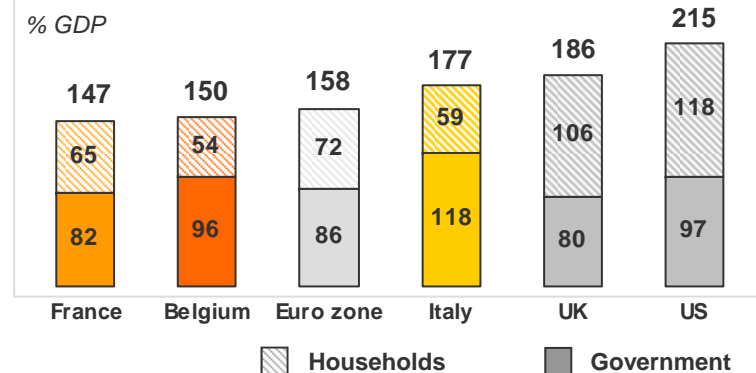
Business Development: Retail Banking - Domestic Markets

- Support the economy in all domestic markets, whilst concurrently fostering deposit gathering
- Individuals
 - Adapt the savings product offering to customers' new requirements and to changes in regulations
 - Speed up the release of technological innovations (mobile and online banking, contactless payment systems), liaising with Personal Investors
- Corporates and Small Businesses
 - Complete the roll out of Small Business Centres in France and Italy
 - Develop leasing solutions (Leasing, Arval) and factoring particularly to support SMEs

Gross households savings rate (30.09.2011)*



Government and Households debt (2010)**



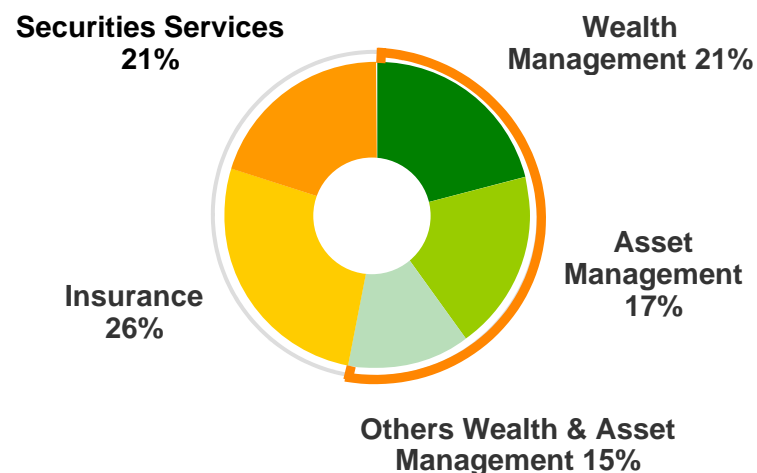
Expand cross-selling and innovation in sound and wealthy markets



Investment Solutions

- Resilient business model
 - Integrated model with excellent complementary fit between businesses
 - Low capital consumption businesses
- Asset Management: strategic reorientation
 - Sharp decline in assets under management weighs on revenues
 - Implementation of the adaptation plan
 - Focus on institutional clients and emerging regions
- Net asset inflows in all other business units: Wealth Management, Personal Investors, Insurance, Securities Services
- Cost optimisation programmes under way in all business units

Business Mix
2011 Revenues



Resilience of the business in a challenging environment



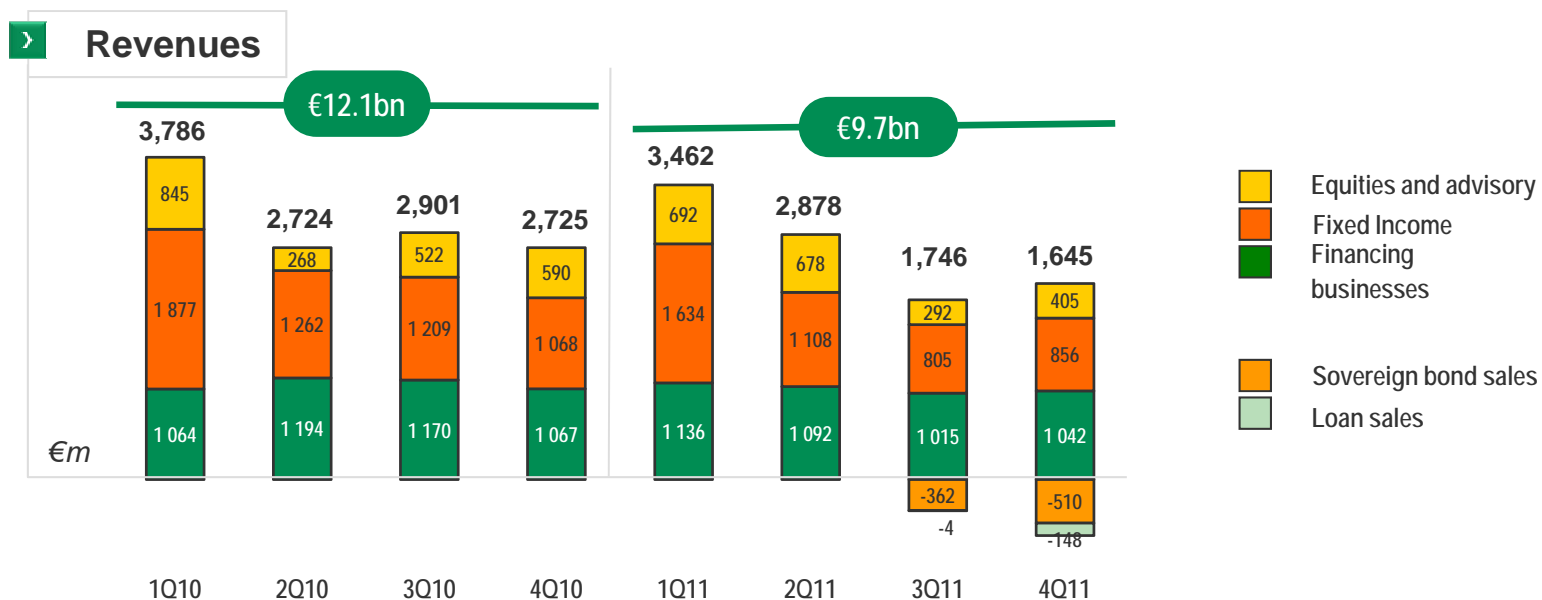
Business Development: Personal Finance and Investment Solutions

- Personal Finance : adapt the models to the new environment
 - Sell savings and protection insurance products in France and Italy
 - Develop sources of growth : Belgium (new partnership alliance with the Banque de la Poste), Germany (JV with Commerzbank), Russia (JV with Sberbank)
- Investment Solutions : continue adaptation and development
 - Insurance : continue expansion in emerging countries and strengthen Bancassurance position in the Domestic Markets
 - Securities Services : expand internationalisation in Asia and efficiency initiatives
 - Wealth Management : continue to deploy our successful Domestic Markets model

 **Continue to adapt the models to the new environment**



Corporate and Investment Banking - Revenues



- Second half 2011 revenues impacted by the unprecedented eurozone crisis
- Losses from sovereign bond sales: €872m
- Impact of the adaptation plan: €152m in losses from loan sales in the financing businesses

Impact of the crisis and of the adaptation plan

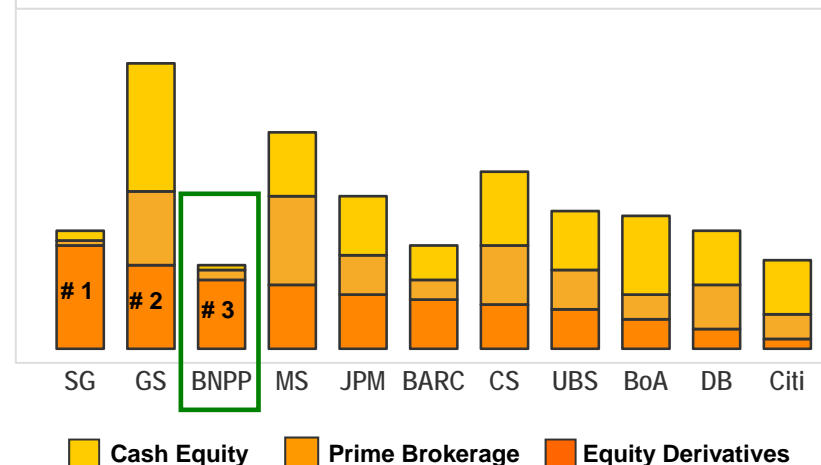


Corporate and Investment Banking - Capital Markets

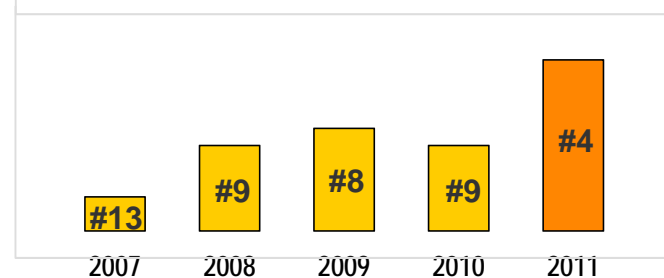
- Equity & Advisory: ~ 1/3 of revenues
 - Top 3 worldwide equity derivatives franchise with very limited cash equities, complemented by a profitable prime brokerage activity
 - Combination of listed derivatives & fully collateralised OTC business
 - Solid European franchise in equity-linked (# 2^{***})

- Fixed Income
 - Virtually no legacy assets
 - Leading interest rate derivative franchise
 - Leading position in euro capital markets #1 “All bonds in euros”
 - Strong distribution platform in Europe and in the US

> Benchmark 2011 Global Equities revenues*



> All International Bonds ranking**



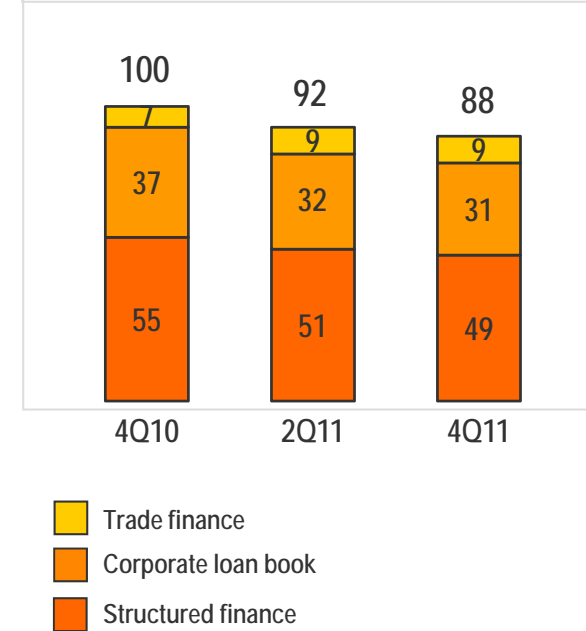
> **A strong franchise driven by client activity**



Corporate and Investment Banking - Financing Businesses

- Leveraging on a powerful origination platform and on a broad and diversified international client base
- Adapting the business to the new market environment
 - Financing: reducing origination of long-term loans in dollars, developing advisory and structuring
 - Growth in Cash Management: expanding client resources, especially in Europe and Asia

Commitments in favour of corporate clients
 (basis of 100 as at 31.12.2010)



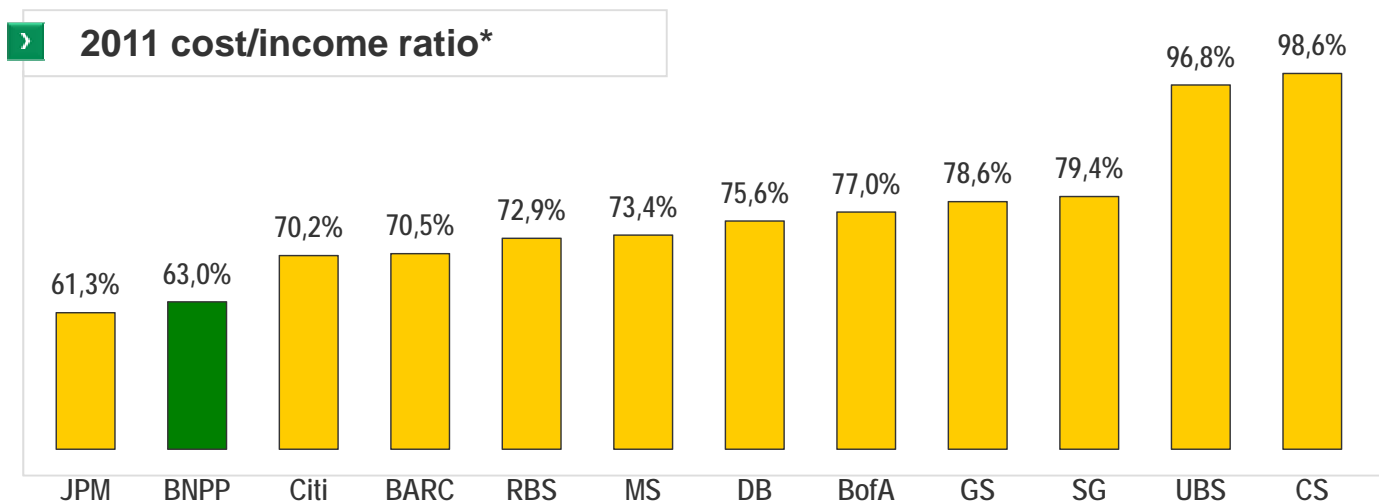
Strong client base and powerful origination platform

* Source: bank disclosure & BNP P estimates; ** Source: Thomson Reuters



Corporate and Investment Banking - Efficiency

- 2011 cost/income ratio: still the best in the industry
 - Revenues impacted by €872m losses from sovereign bond sales in 2H11
 - Workforce adaptation plan (40% already ongoing at a cost of €184m in 4Q11)
- All variable compensation components booked in the year of attribution
 - Including the deferred and conditional part (payable in the following years)



Operating efficiency maintained at the best level



Business Development: Corporate and Investment Banking

Fixed Income

- ↑ Growing role of markets in financing the economy
- ↻ Reducing capital and liquidity consumption
- ↑ Gradual exit of small players

- Strengthen distribution capacity and services to investors
- Tailoring products to new constraints
- Adapting the platform selectively to capture market share and remain a leader

Financing Businesses

- ↑ Financing needs of the global economy
- ↻ Reducing capital and liquidity consumption
- ↑ Demand for global cash management services

- Originate disintermediated financing solutions and distribute more to investors
- Leverage our global network to develop banking and cash management services

Equities and Advisory

- ↑ Market consolidation
- ↻ Demand for less complex and more liquid products
- ↑ Increasing relevance of emerging equity markets

- Strengthen the franchise by closely coordinating derivatives, primary equity and distribution
- Speedier roll out of standardised or listed product distribution platforms
- Continue to invest in emerging markets

Develop synergies

A more disintermediated but still balanced model for better efficiency in the new environment



Swift Adaptation to the New Environment

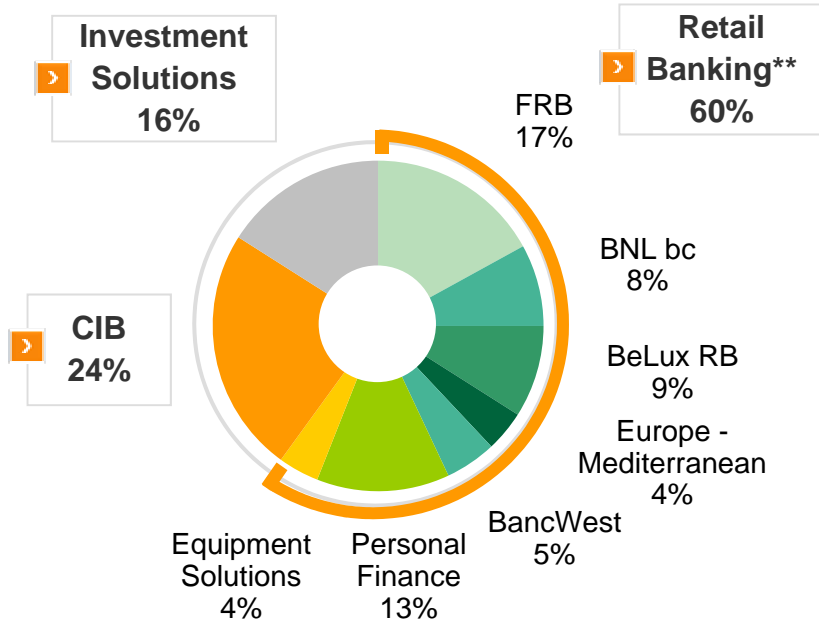
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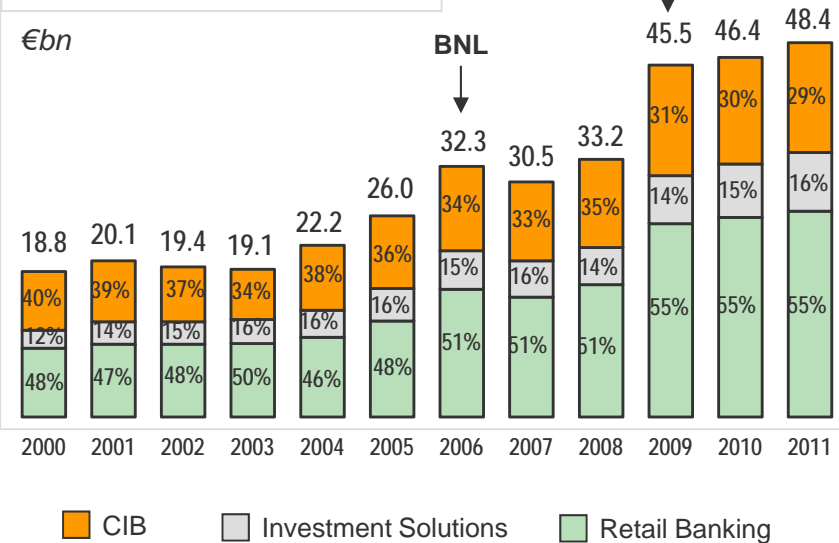


Group Overview

Business mix 2011* Revenues



Allocated equity** (Basel 2.5 as at 31.12.2011)



- An increased share of Retail Banking activities resulting from the integration of BNL and Fortis
- 1/2 Retail, 1/3 CIB, 1/6 Investment Solutions

Balanced and diversified portfolio of activities

* Operating divisions;
 ** Operating divisions, including 2/3 of Private Banking for FRB (including PEL/CEL effects), BNL bc and BeLux RB



Operating Efficiency

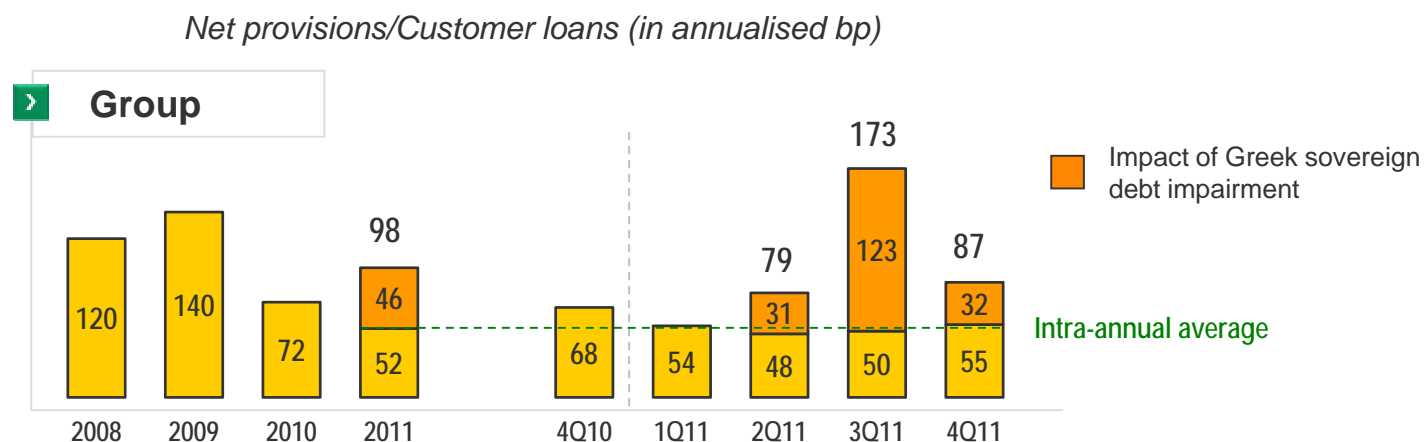
- CIB
 - Workforce adaptation plan (-1,400 FTE, >60% already achieved by March 2012)
 - Ongoing cost savings projects, covering all regions
- Investment Solutions
 - Implementation of the Asset Management adaptation plan
 - Cost optimisation programmes launched in all business units
- Retail Banking
 - Plans for cost-cutting to 2014 launched in Italy, Belgium and Luxembourg
 - BNP Paribas Fortis: additional synergies of €300m from 2012
 - TEB integration plan implementation ahead of schedule



**Ongoing implementation of adaptation plans
benefiting efficiency**



Strong Risk Management Culture (1/3)



- Domestic Markets
 - Low level confirmed in France and Belgium; stabilisation in Italy
- Other Retail Banking
 - Europe-Mediterranean: reduction confirmed despite Ukraine
 - BancWest: continued improvement of the economic environment
- CIB Financing businesses: almost nil, slight increase in specific provisions in 4Q11
- Strong diversification across industries and countries

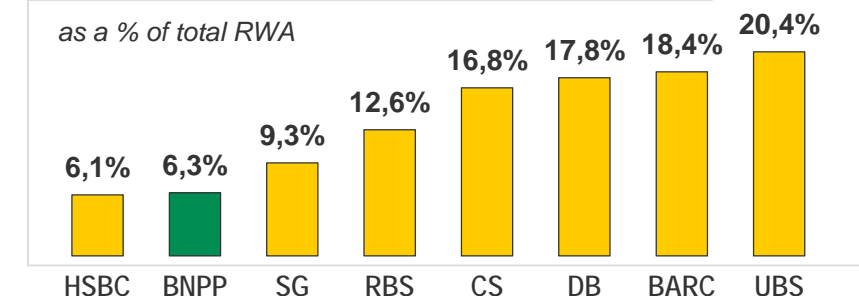
> **Cost of risk at a level close to the cycle average, excluding Greece**



Strong Risk Management Culture (2/3)

- CIB Capital Markets RWA
 - €92bn as at 31.12.2011
 - Only 15% of Group's total RWA
 - End user oriented

➤ Benchmarking Market risks RWA



Source: Banks, as of 31.12.11

- Limited impact of Basel 2.5/3 vs. peers
 - Low Value at Risk: average VaR (1 Day - 99%) at ~€50m in 2010-2011
 - Reclassified assets: only €5bn* as at 31.12.11; flat shadow P&L**
 - Securitisation: already included in RWA (no deduction from capital 50/50)
 - Counterparty risk already calculated with a stressed scenario



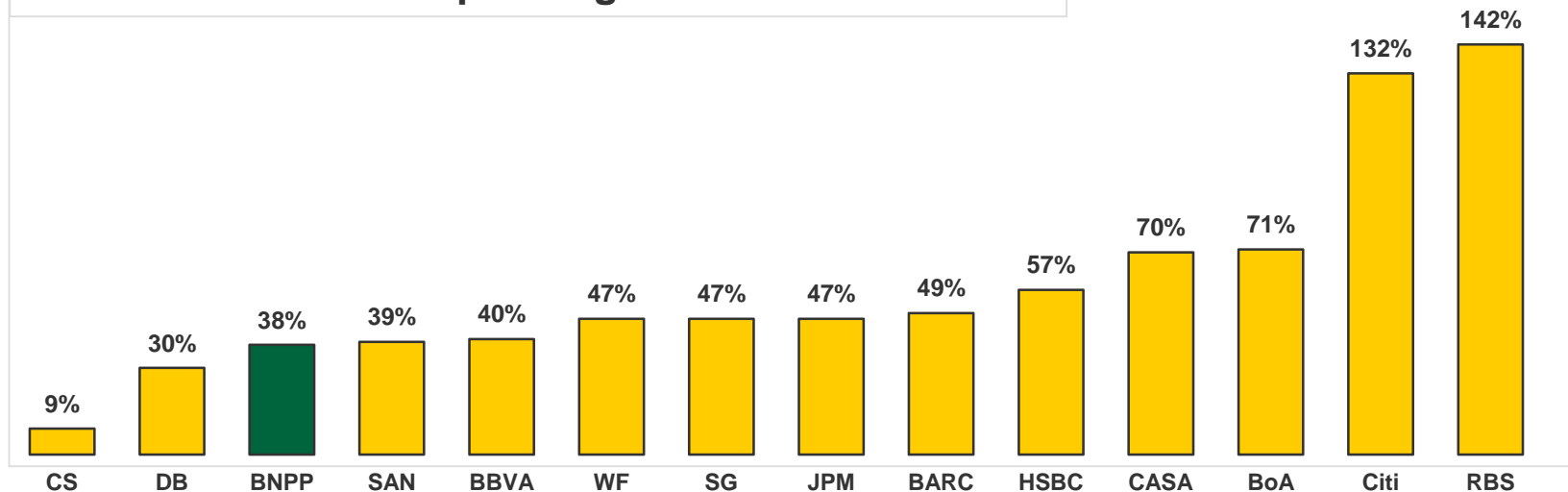
Basel 2.5 & 3 RWA: limited impact as compared with CIB competitors

* Excluding sovereign securities reclassified as L&R; ** If no reclassification had been implemented, the aggregate pre-tax income since the first reclassification, would have been quite similar



Risk Management Culture (3/3)

Cost of risk/Gross operating income 2007-2011*



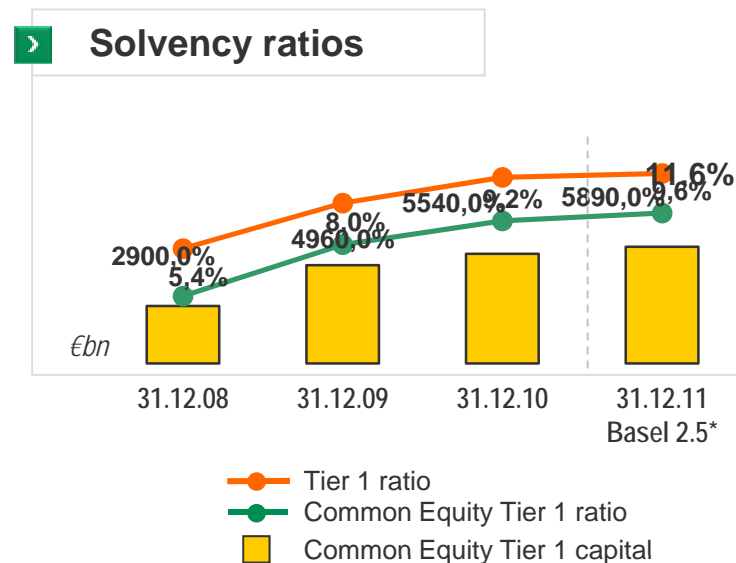
Stringent risk policy with proven effectiveness

* Source: banks; ** UBS not included due to negative cumulated GOI over the period



Solvency

- Basel 2.5* CET1 ratio: 9.6% as at 31.12.2011
- Target set by the EBA (CET1 ratio at 9% as at 30.06.2012) already reached
- Shareholders' equity
 - Common equity Tier 1: doubled vs. 2008
- Basel 2.5* risk-weighted assets: €614bn
 - Impact of the switch to Basel 2.5*: +€32bn, essentially in Capital Markets (vs. +€40bn before adaptation)
 - Adaptation plan: -€25bn, including -€8bn from adapting to Basel 2.5*

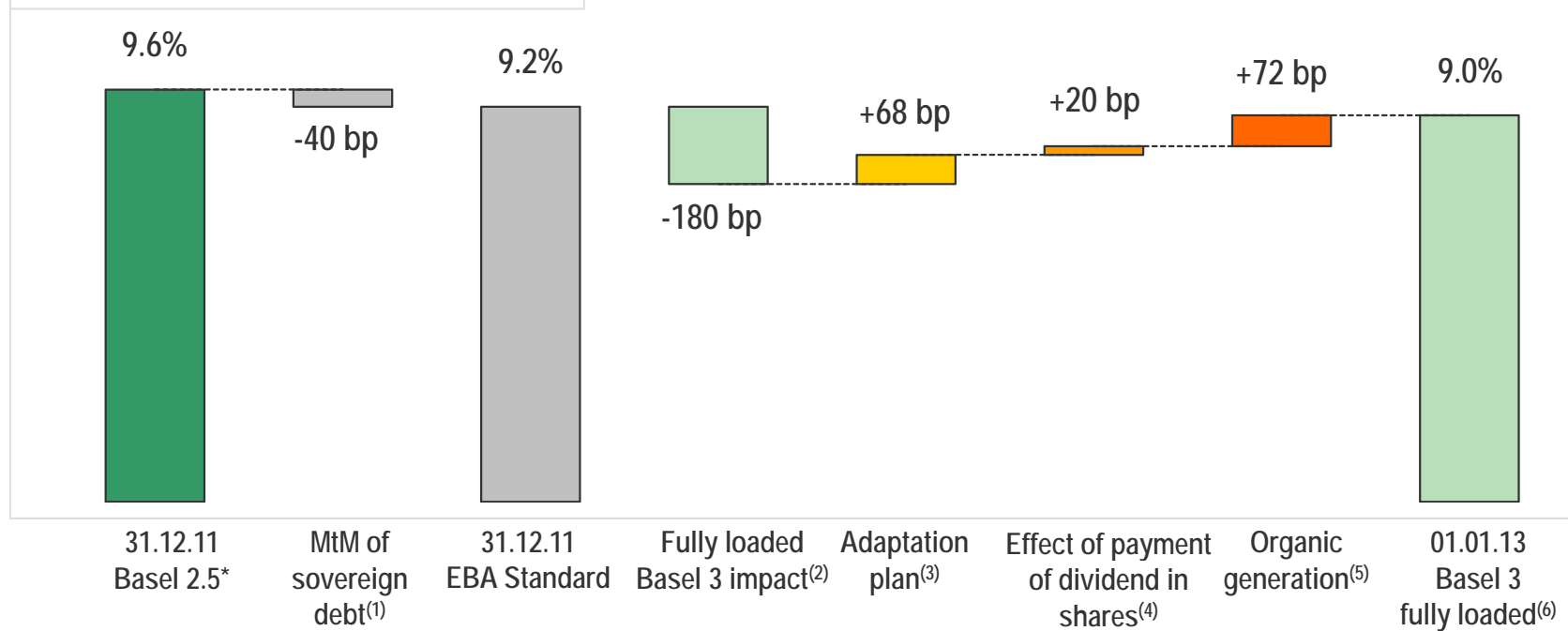


EBA target exceeded 6 months in advance



Solvency: 9% Basel 3 Target (Fully Loaded)

Common equity Tier 1 ratio



An ambitious target positioning BNP Paribas amongst the best capitalised banks

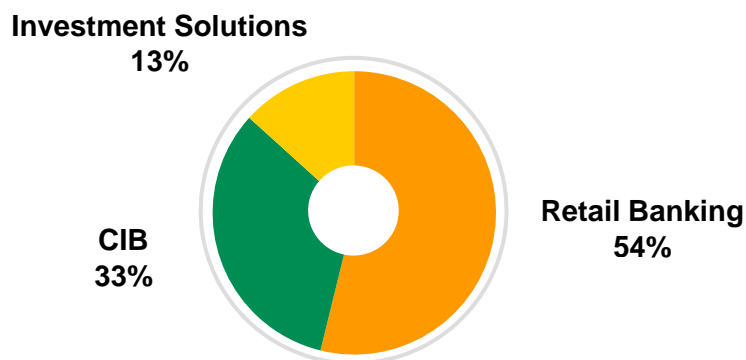
(*) CRD3; 1) Retained at -40bp under the convention (as an extension of the EBA rule for June 30); 2) According to CRD4 as anticipated by BNP Paribas as at 31.01.2012, excluding mark-to-market of sovereign debt; 3) 100bp (total plan) - 32bp (completed in 2011); 4) Assumption that on average 50% of the dividend is paid in shares for both 2011 and 2012; 5) Based on 2012 net income published by the Bloomberg consensus on 10.02.12, after a 25% dividend distribution assumption;



Moving Towards Basel 3*

- Transition to Basel 3* not expected to change significantly the balance of activities
 - Allocated equity: 1/2 Retail, 1/3 CIB, 1/6 Investment Solutions

➤ **Allocated equity** (estimate)**
(Basel 3* as at 1.01.2013)



➤ **Business model confirmed under fully loaded Basel 3 after deleveraging plan**

* According to CRD4 as anticipated by BNP Paribas as at 31.01.2012; ** Operating divisions



Conclusion



**Sound performance in 2011
despite changing environment and Euro crisis**



**Swift adaptation to the new regulatory environment
confirmed in 2012**



**Ambitious target of being one of the very few banks
with a fully-loaded Basel 3* Common Equity Tier 1 ratio
of 9% by 1st January 2013**



Appendix



2011 Key Figures

> Good results despite exceptional items

	2011	vs. 2010
Revenues	€42,384m	-3.4%
Net income attributable to equity holders	€6,050m	-22.9%
Return on equity	8.8%	-3.5 pts
Return on tangible equity*	11.1%	-4.7pts

> Performance per share

	2011	vs. 2010
Net book value per share	€58.2	+5.0%
Dividend per share	€1.20	vs. €2.10
Pay-out ratio	25.1%	vs. 33.3%

> Solvency further reinforced

	31.12.11	vs. 31.12.10
Common equity Tier 1 (Basel 2.5**)	9.6%	
Common equity Tier 1 (pro forma Basel 2)	10.1%	vs. 9.2% (+90bp)

> Reduced balance sheet

	31.12.11	vs. 31.12.10
Global cash balance sheet ***	€65bn	-12.0%

* Excluding goodwill and intangible assets; ** CRD3;

*** Balance sheet with netted amounts for derivatives, repos, securities lending/borrowing and payables/receivables



Exceptional Items in 2011

- Revenues

- Losses from the sale of sovereign bonds
(CIB – Capital markets)
- Losses from the sale of loans
(CIB – Financing businesses)
- Additional impairment on the equity investment in AXA
(« Corporate Centre »)
- Own debt revaluation
(« Corporate Centre »)
- One-off amortisation of Fortis PPA
(« Corporate Centre »)

Total one-off revenue items

- Operating expenses

- Adaptation costs
(CIB, Personal Finance, Leasing Solutions)
- Contingent liability provision reversal
(« Corporate Centre »)

Total one-off operating expense items

- Greece: cost of risk

- Sovereign debt impairment
(including Insurance)

- Greece: associated companies

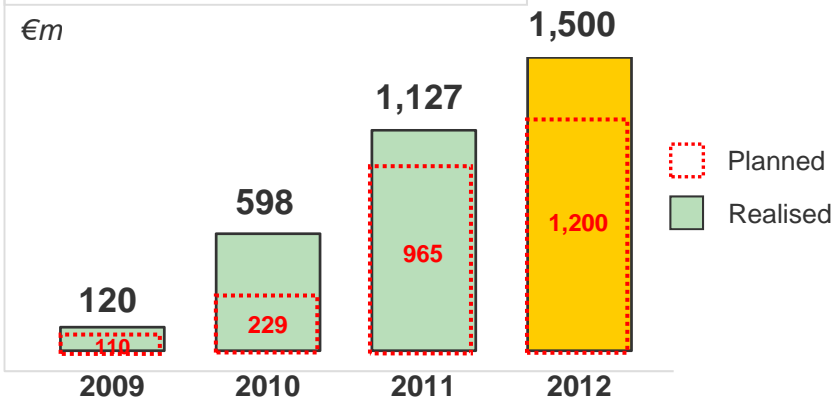
- Sovereign debt impairment
(partnerships in Insurance)

	4Q11	2011
	-€510m	-€872m
	-€148m	-€152m
		-€299m
	+€390m	+€1,190m
	+€148m	+€168m
	-€120m	+€35m
	-€225m	-€239m
	+€253m	+€253m
	+€28m	+€14m
	-€567m	-€3,241m
	-€72m	-€213m

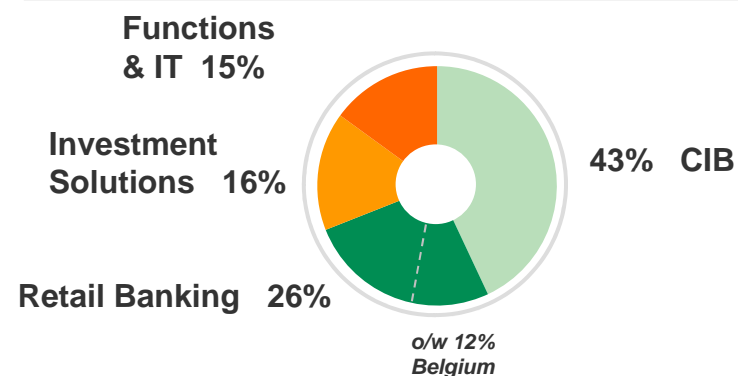


BNP Paribas Fortis Integration Plan

Net cumulative synergies



Breakdown of synergies by business unit in 2012



- Cumulative synergies as at 31.12.11: €1,127m, very close to the 2012 target
 - Of which €115m booked in 4Q11 (€529m in 2011)
 - Of which €62m in Turkey
- Additional Part
 - Synergies target increased by €300m p/a starting in 2012, both in terms of revenues (Cash management, Multichannel, Insurance) and costs (factoring, IT, functions)
 - Related restructuring costs : €300m in 2012

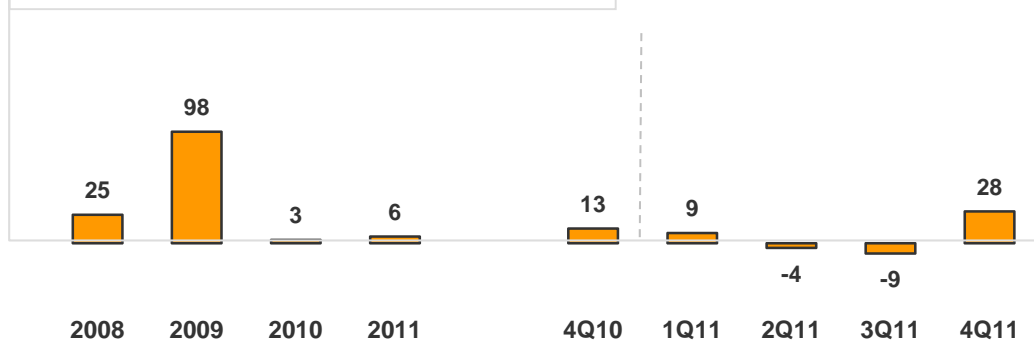
> Successful integration, exceeded synergy targets



Variation in the Cost of Risk by Business Unit (1/3)

Net provisions/Customer loans (in annualised bp)

CIB Financing businesses



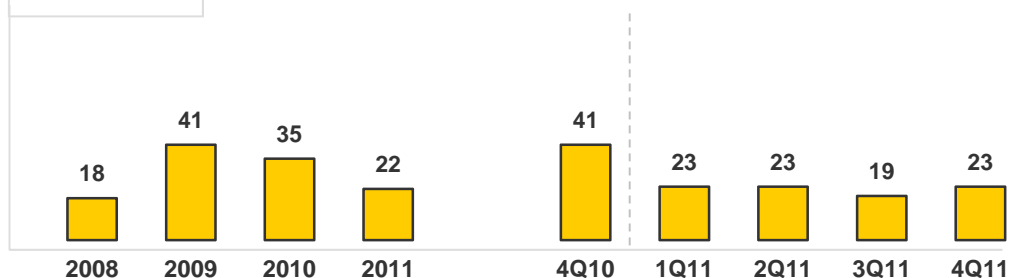
- Cost of risk: €105m
- Slight increase in specific provisions at the end of the year



Variation in the Cost of Risk by Business Unit (2/3)

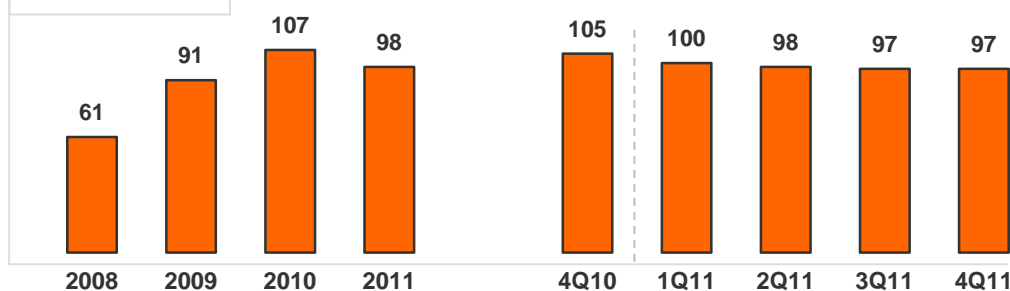
Net provisions/Customer loans (in annualised bp)

FRB



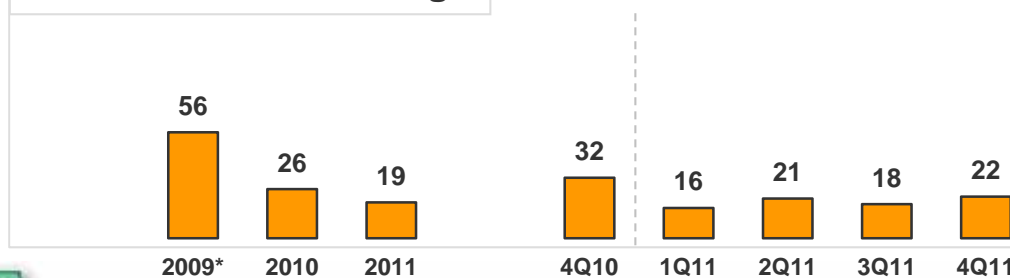
- Cost of risk: €85m
 - -€57m vs. 4Q10
 - +€16m vs. 3Q11
- Cost of risk still at a particularly low level

BNL bc



- Cost of risk: €203m
 - Stability vs. 4Q10
 - +€5m vs. 3Q11
- Stability maintained this quarter

BeLux Retail Banking



- Cost of risk: €49m
 - -€18m vs. 4Q10
 - +€9m vs. 3Q11
- Cost of risk still at a particularly low level

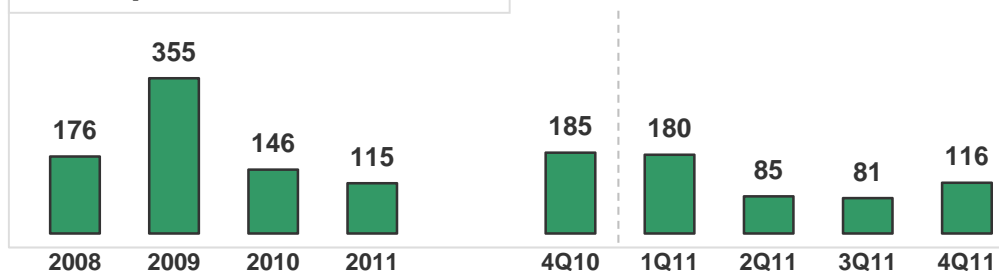
* Pro forma



Variation in the Cost of Risk by Business Unit (3/3)

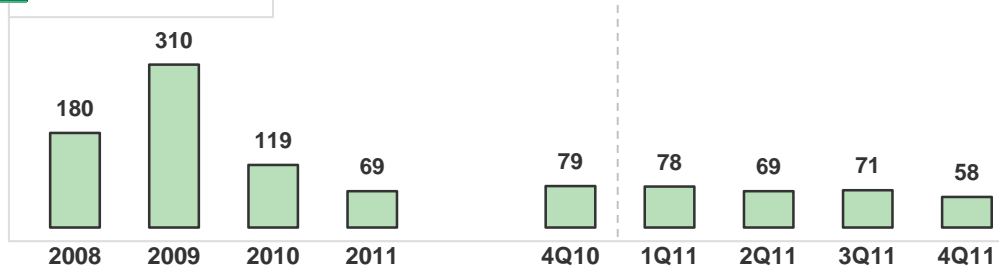
Net provisions/Customer loans (in annualised bp)

Europe-Mediterranean



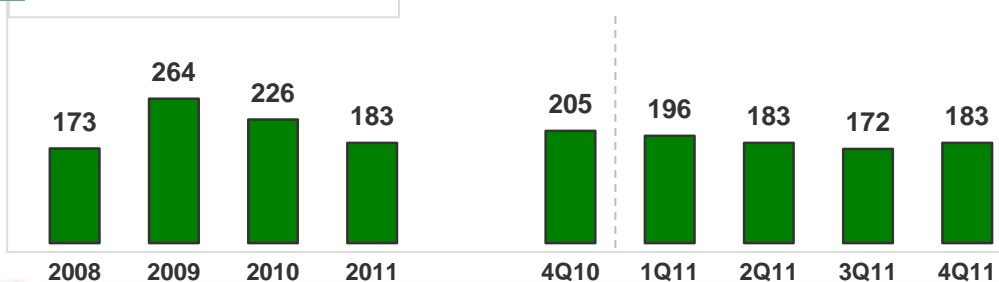
- Cost of risk: €70m, additional provision and sale of doubtful loans in Ukraine
 - -€39m vs. 4Q10
 - +€22m vs. 3Q11

BancWest



- Cost of risk: €56m
 - -€19m vs. 4Q10
 - -€7m vs. 3Q11
- Continued improvement of the economic environment

Personal Finance

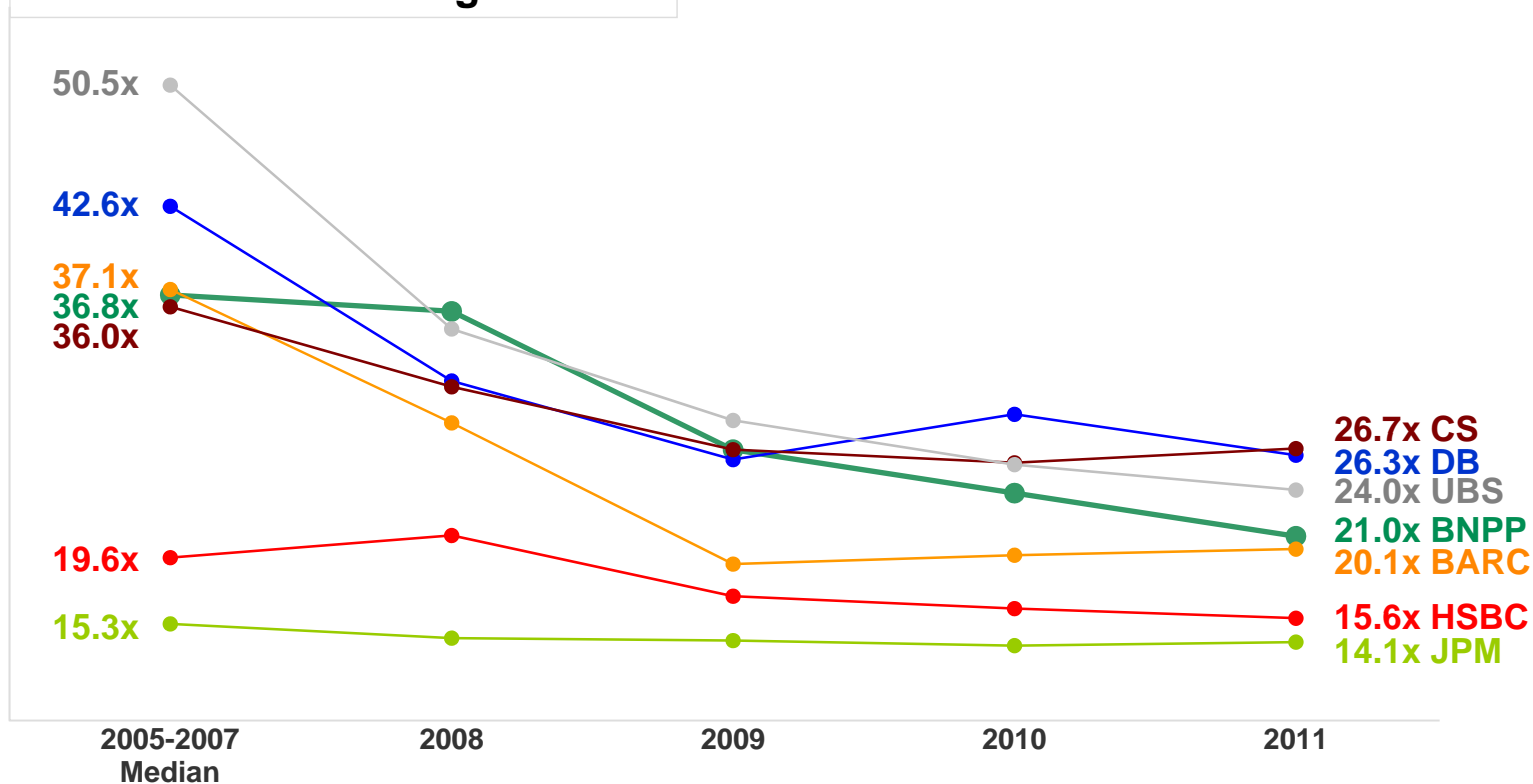


- Cost of risk: €412m
 - -€26m vs. 4Q10
 - +€22m vs. 3Q11 (of which +€75m Laser Cofinoga)
- Continued improvement for virtually all countries, excluding Laser Cofinoga



Deleveraging Track-Record

> 2005 – 2011 Leverage ratio *

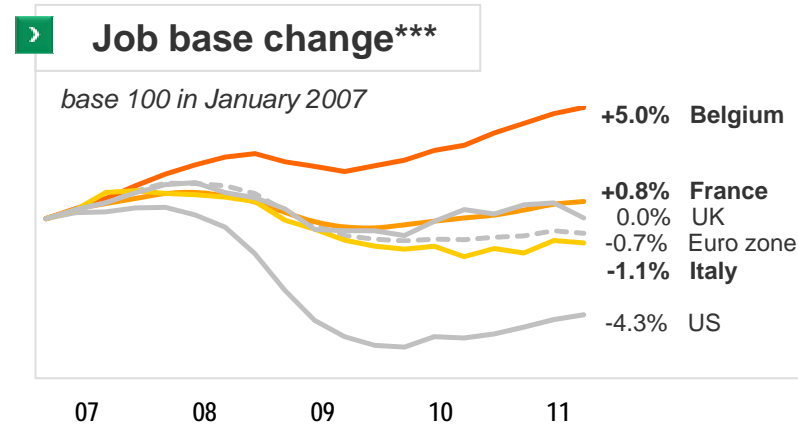
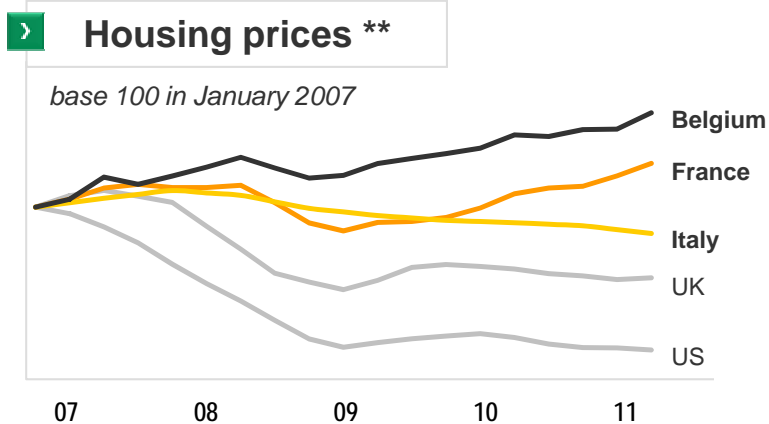
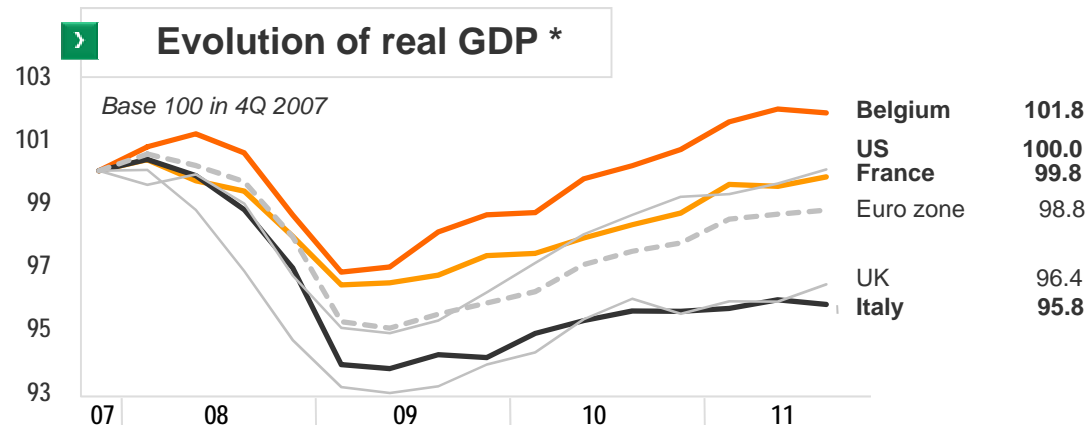


> Strong deleveraging track-record

* Defined as tangible assets (total assets less goodwill and intangibles) excluding derivative assets divided by tier 1 capital, as published by banks.



Domestic Retail Markets (1/2)



Moderate impact of the crisis in our domestic markets despite fiscal discipline, recovery under way

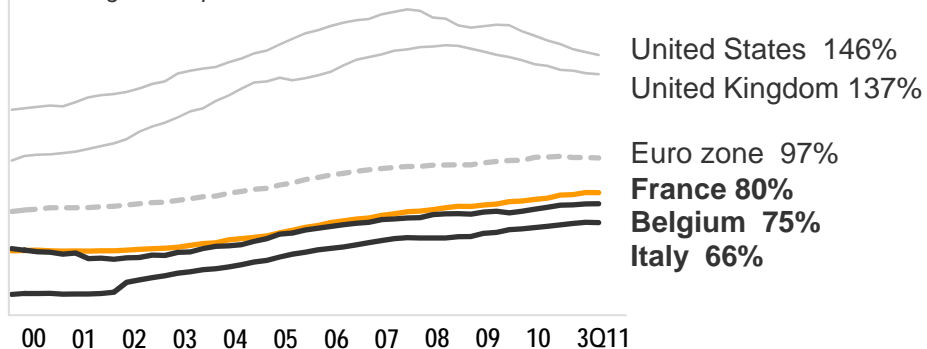
* Source: States and Eurostat; ** States; *** Source: Eurostat, BLS, ONS



Domestic Retail Markets (2/2)

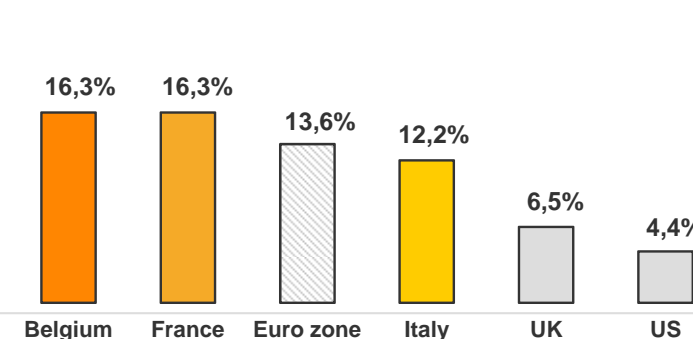
> Household debt*

in % of gross disposable income



> Gross households savings rate (30.09.2011)*

% Gross Disposable Income



- Low level of household debt

- Potential room for further lending

- High savings rate

- Potential room for further selling savings products, including deposits

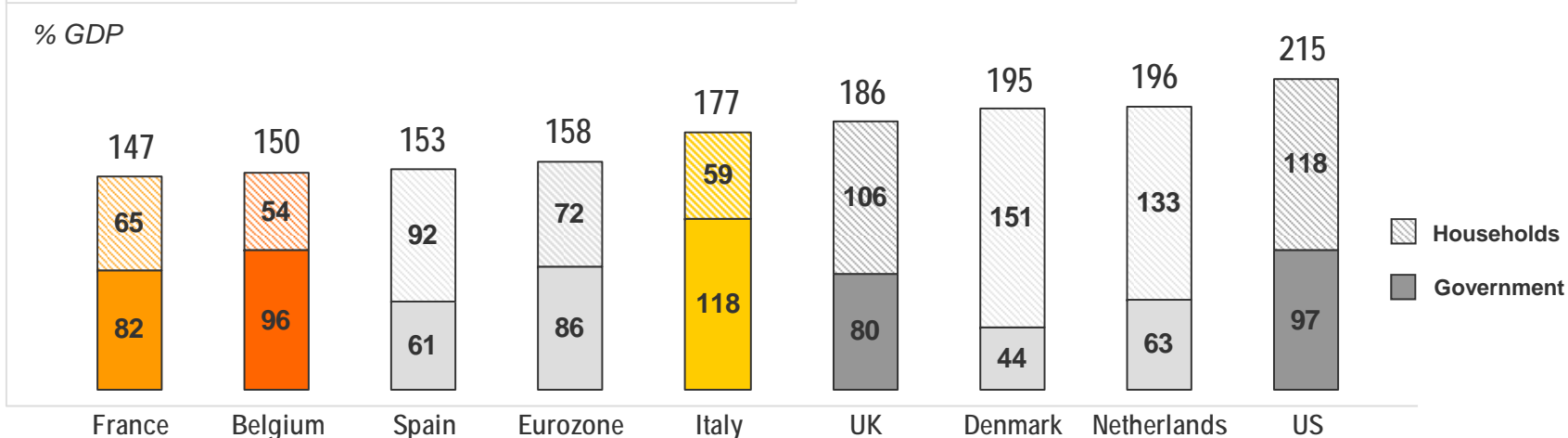
> **Wealthy and sound domestic markets**

* Source: Banque de France, Belgostat for Belgium; ** Source: Eurostat and BEA for US

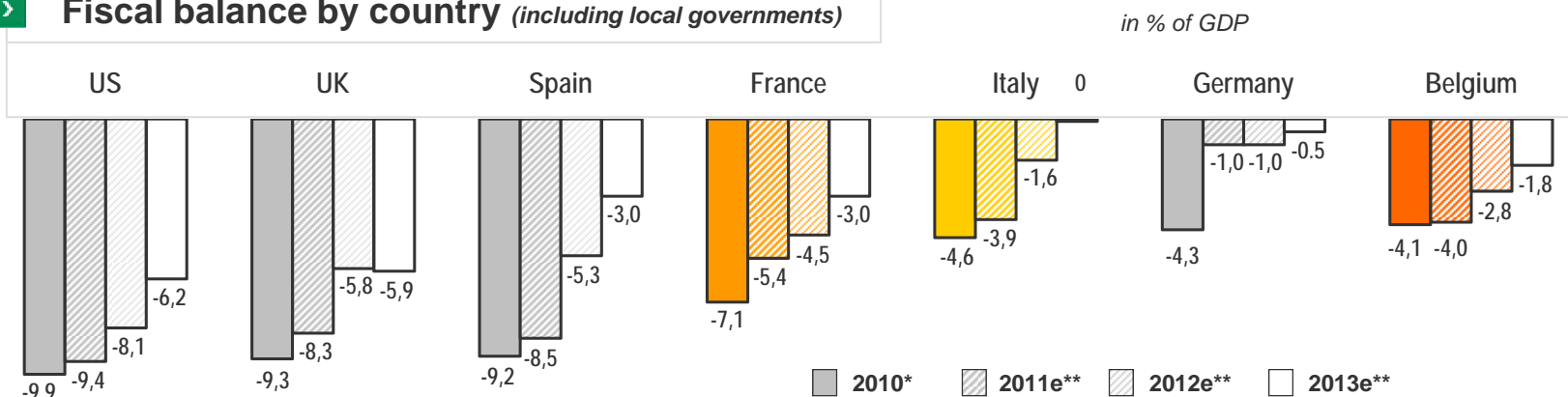


Consolidated Debt & Fiscal Balance by Country

Government and Households debt (2010)*



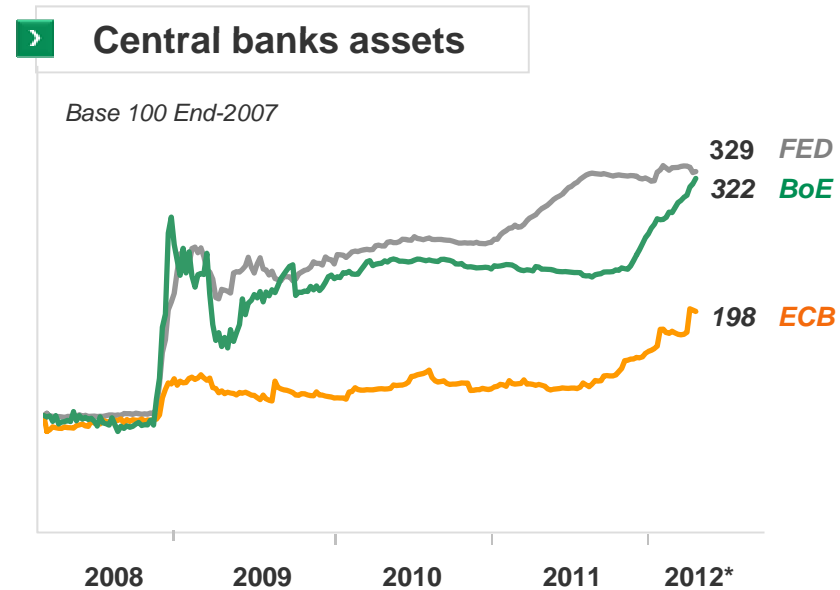
Fiscal balance by country (including local governments)



* Source: Eurostat and FED for US; ** Source: States targets, estimates for US as there is no official plan encompassing total public deficit



Non Conventional Monetary Policies



> **Even after LTROs, ECB assets have increased much less than BOE and FED**

* Until 14th of March

