# 2012 Results

## Fixed Income presentation

*Tokyo*

*March 2013*

# Disclaimer

*Figures included in this presentation are unaudited. On 18 April 2012, BNP Paribas issued a restatement of its quarterly results for 2011 reflecting, in particular, an increase of capital allocated to each business from 7% to 9% of risk-weighted assets, the creation of the "Domestic Markets" division and transfers of businesses between business units. In these restated results, data pertaining to 2011 has been represented as though the transactions had occurred on 1st January 2011. This presentation is based on the restated 2011 quarterly data.*

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# 2012 Key Messages

| | |
|---|---|
| **Adaptation plan completed** | **Risk-weighted assets -€62bn vs. 31.12.11** |
| **Good resilience of the operating divisions** | **Revenues: +0.8% vs. 2011** |
| **Cost of risk up moderately** ***(excluding provisions set aside for Greek bonds*)*** | **-€3,941m (58 bp**)** ***+9.2% vs. 2011*** |
| **Substantial surplus of stable funding** | **€69bn (2.2x vs. 31.12.11)** |
| **High solvency** | **Basel 3 CET1 ratio***: 9.9%** |
| **Growth in net income attributable to equity holders** | **€6.6bn (+8.3% vs. 2011)** |

**Adaptation plan completed and solid results in a challenging economic environment**

** Reminder: -€3,241m in 2011, -€58m in 2012;*
*** Net provisions/Customer loans (in annualised bp); *** CRD4 (fully loaded) as expected by BNP Paribas*

# Group Results

Group Financial Structure

Group Action Plan

Appendix (incl. Division Results)

# Main Exceptional Items

| | 4Q12 | 2012 |
|---|---|---|
| **Revenues** | | |
| **Losses from the sale of sovereign bonds** *("Corporate Centre")* | | -€232m |
| **Losses from the sale of loans** *(CIB – Corporate Banking)* | -€27m | -€91m |
| **Own credit adjustment** *("Corporate Centre")* | -€286m | -€1,617m |
| **One-off amortisation of Fortis PPA due to early redemptions** *("Corporate Centre")* | | +€427m |
| ***Total one-off revenue items*** | ***-€313m*** | ***-€1,513m*** |
| **Non operating items** | | |
| **Sale of a 28.7% stake in Klépierre S.A.** *("Corporate Centre")* | | +€1,790m |
| **One-off impairments*** *("Corporate Centre")* | -€345m | -€345m |
| ***Total one-off non operating items*** | ***-€345m*** | ***+€1,445m*** |
| ***Total one-off items*** | ***-€658m*** | ***-€68m*** |

** Of which -€298m: impairment of BNL bc's goodwill due to the expected increase in the Bank of Italy's capital requirements*

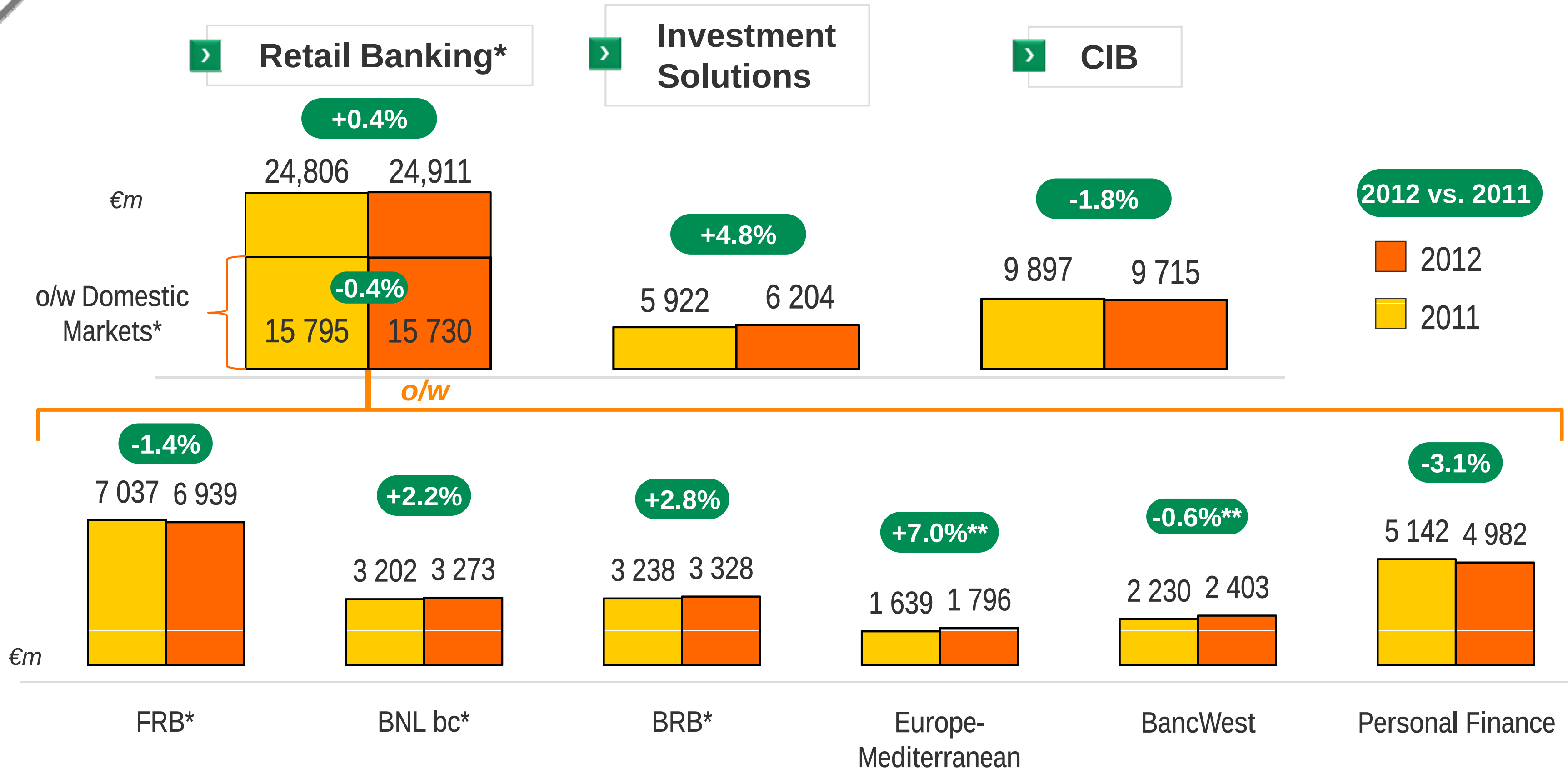
# 2012 Consolidated Group

| | 2012 | 2012 vs. 2011 | 2012 vs. 2011 *Operating divisions* |
|---|---|---|---|
| **Revenues** | **€39,072m** | **-7.8%** | **+0.8%** |
| Operating expenses | -€26,550m | +1.7% | +0.8% |
| **Gross operating income** | **€12,522m** | **-23.0%** | **+0.8%** |
| Cost of risk | -€3,941m | -42.0% | +6.5% |
| *Excluding provisions set aside for Greek bonds (-€3,241m in 2011, -€58m in 2012)* | | *+9.2%* | *+8.7%* |
| Non operating items | €1,791m | n.s. | n.s. |
| **Pre-tax income** | **€10,372m** | **+7.5%** | **+0.8%** |
| **Net income** **attributable to equity holders** | **€6,553m** | **+8.3%** | |

**Return on equity: 8.9% vs. 8.8% in 2011**
**Net earnings per share: €5.16 vs. €4.82 in 2011**

**Income growth**
**in a still unfavourable environment**

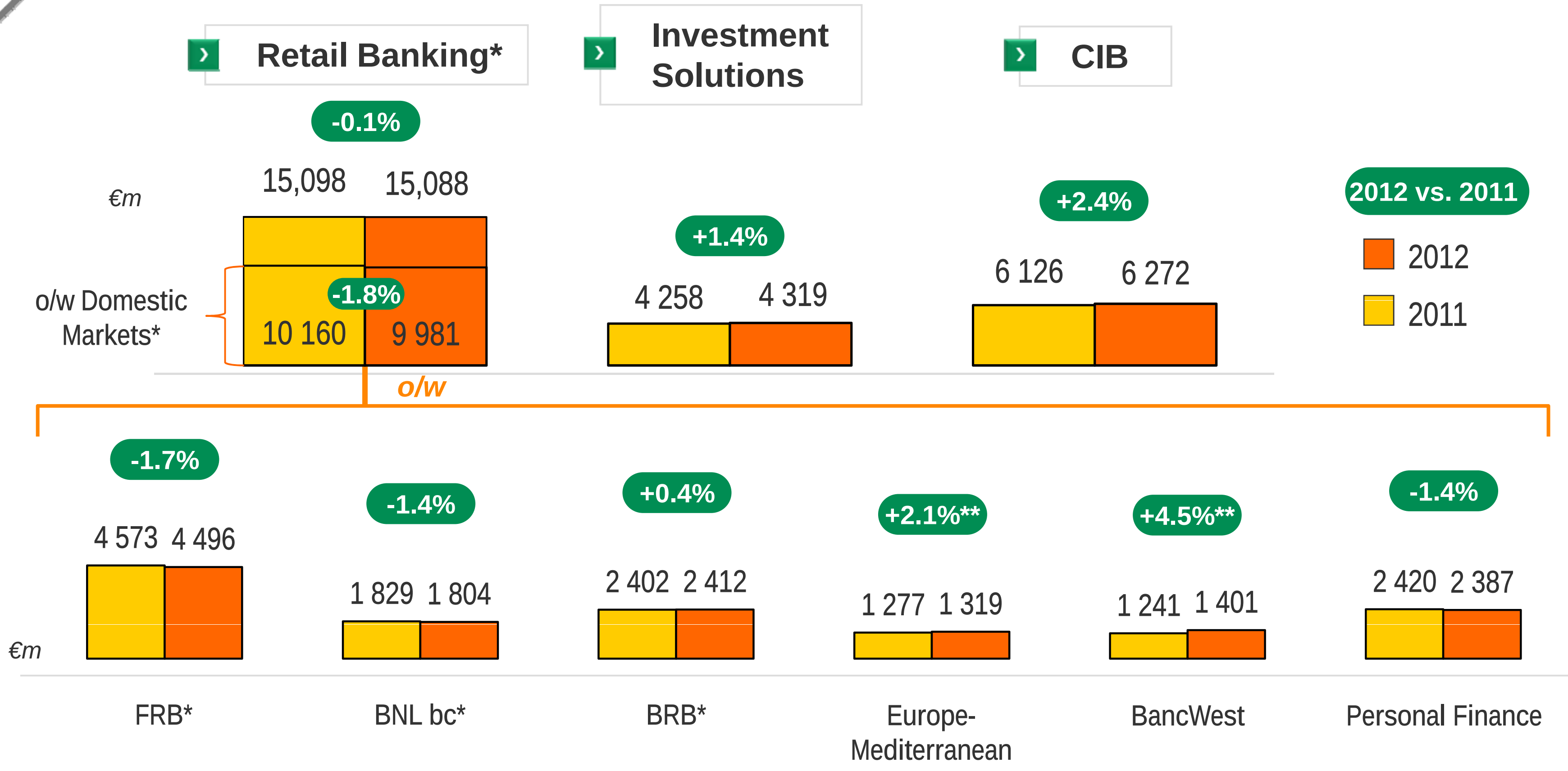
# 2012 Revenues of the Operating Divisions




**Broad diversification and good revenue resilience (+0.8% vs. 2011)**

** Including 100% of Private Banking of the domestic markets in France (excluding PEL/CEL effects), Italy, Belgium and Luxembourg;*
*** At constant scope and exchange rates*

# 2012 Operating Expenses of the Operating Divisions

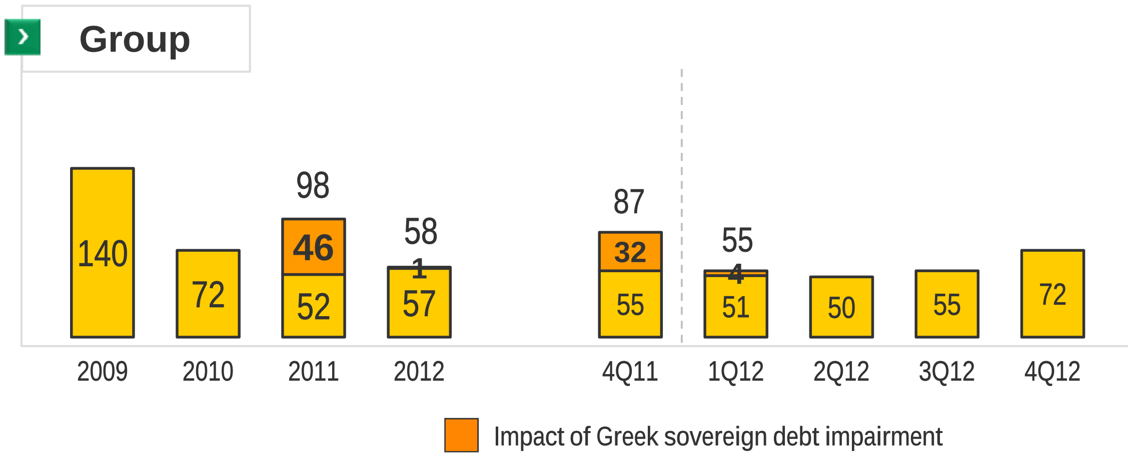



**Good control of costs (+0.8% vs. 2011)**

** Including 100% of Private Banking of the domestic markets in France (excluding PEL/CEL effects), Italy, Belgium and Luxembourg;*
*** At constant scope and exchange rates*

# 2012 Cost of Risk

*Net provisions/Customer loans (in annualised bp)*




- +17 bp vs. 3Q12 of which:
  - +6 bp, provision set aside for one specific loan at CIB
  - +3 bp, increase at BNL due to the economic environment
  - +2 bp, one-off increases in provisions at PF

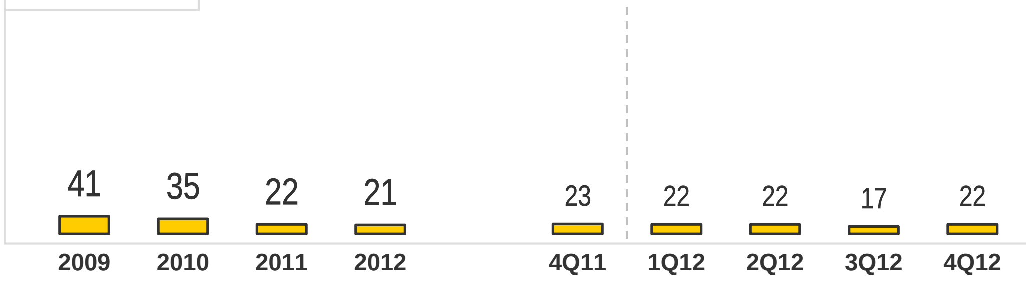
- Cost of risk: €3,941m
  - -€2,856m vs. 2011 (-42.0%)
  - +€327m (+9.2%) excluding provisions set aside for Greek bonds

**Moderate rise in the cost of risk in an unfavourable economic environment**

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

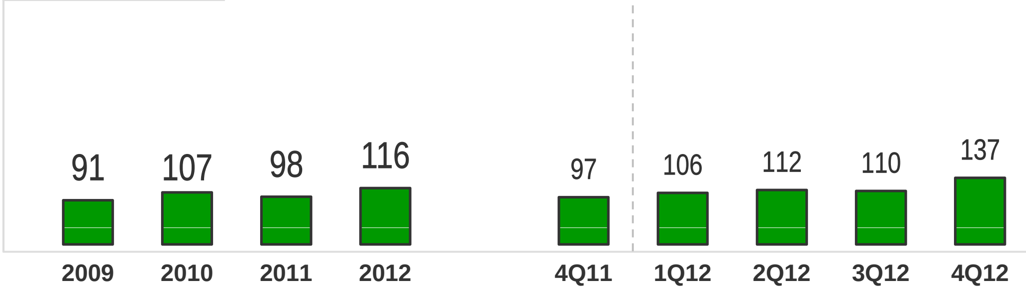
*Net provisions/Customer loans (in annualised bp)*

## FRB



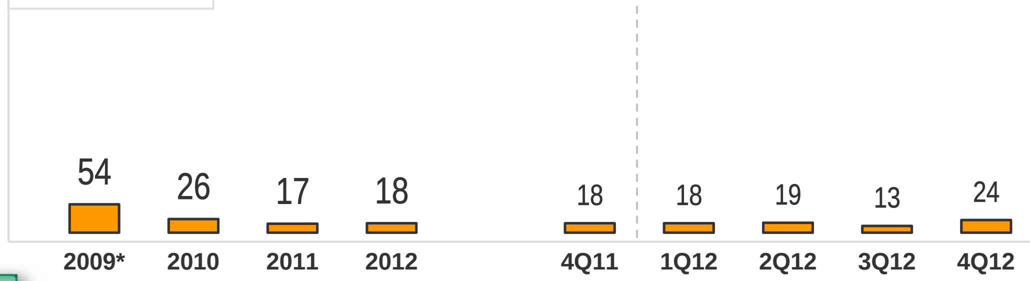

- Cost of risk: €80m
  - -€5m vs. 4Q11
  - +€14m vs. 3Q12
- Cost of risk still low despite a more challenging environment

## BNL bc




- Cost of risk: €283m
  - +€80m vs. 4Q11
  - +€54m vs. 3Q12
- Rise in the cost of risk as a result of the economic environment

## BRB



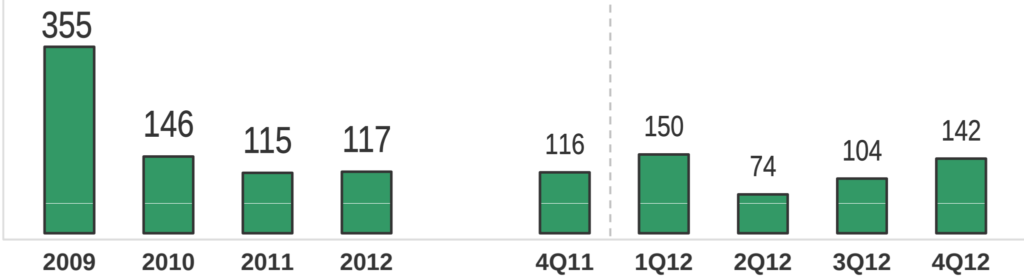

- Cost of risk: €51m
  - +€15m vs. 4Q11
  - +€23m vs. 3Q12
- Cost of risk slightly higher but remaining moderate

** Pro forma*

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

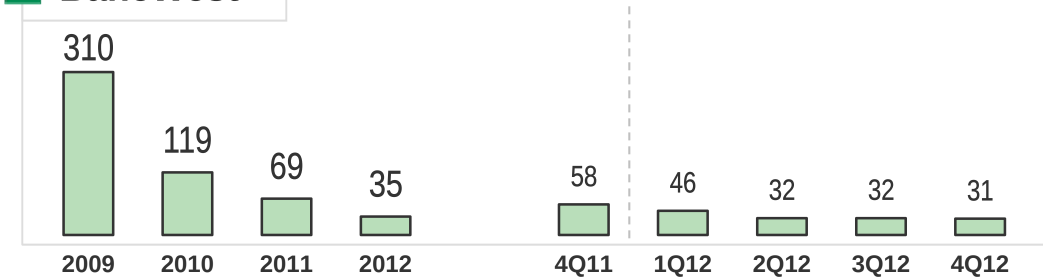
*Net provisions/Customer loans (in annualised bp)*

## Europe-Mediterranean



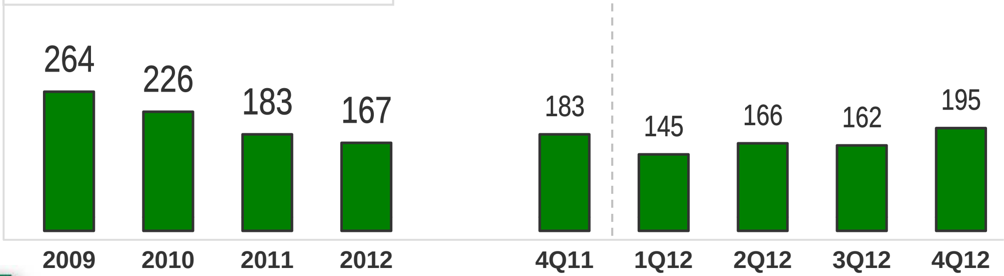

- Cost of risk: €89m
  - +€19m vs. 4Q11
  - +€23m vs. 3Q12
- Cost of risk still significant

## BancWest




- Cost of risk: €33m
  - -€23m vs. 4Q11
  - -€1m vs. 3Q12
- Cost of risk still decreasing

## Personal Finance

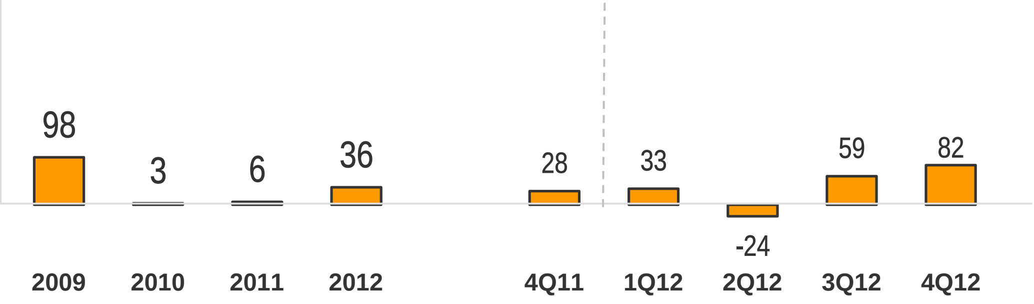



- Cost of risk: €432m
  - +€20m vs. 4Q11
  - +€68m vs. 3Q12
- Increase in the cost of risk: €33m impact this quarter of exceptional adjustments

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

*Net provisions/Customer loans (in annualised bp)*

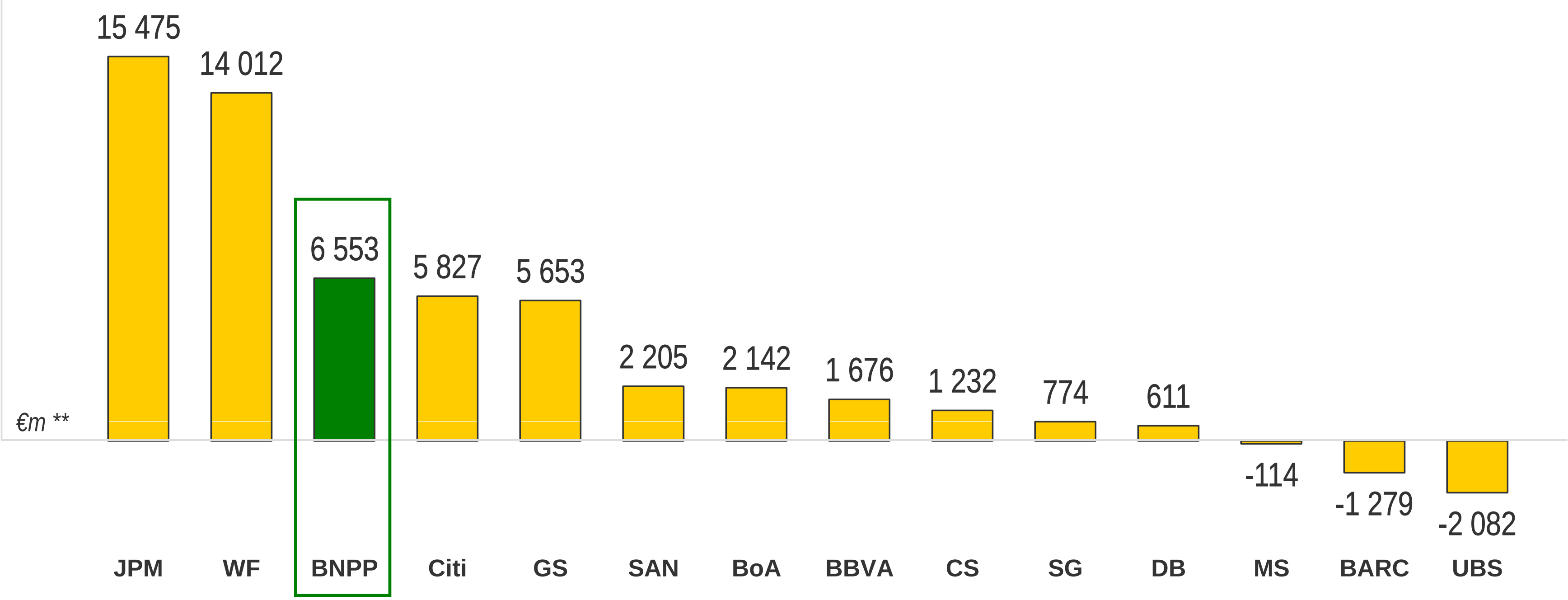
**CIB Corporate Banking**




- Cost of risk: €219m
  - +€114m vs. 4Q11
  - +€46m vs. 3Q12
- Increase in the cost of risk vs. 3Q12 due to one specific loan
- 2010 and 2011 financial years benefitting from substantial write-backs of provisions

# 2012 Net Income

## Net income attributable to equity holders*

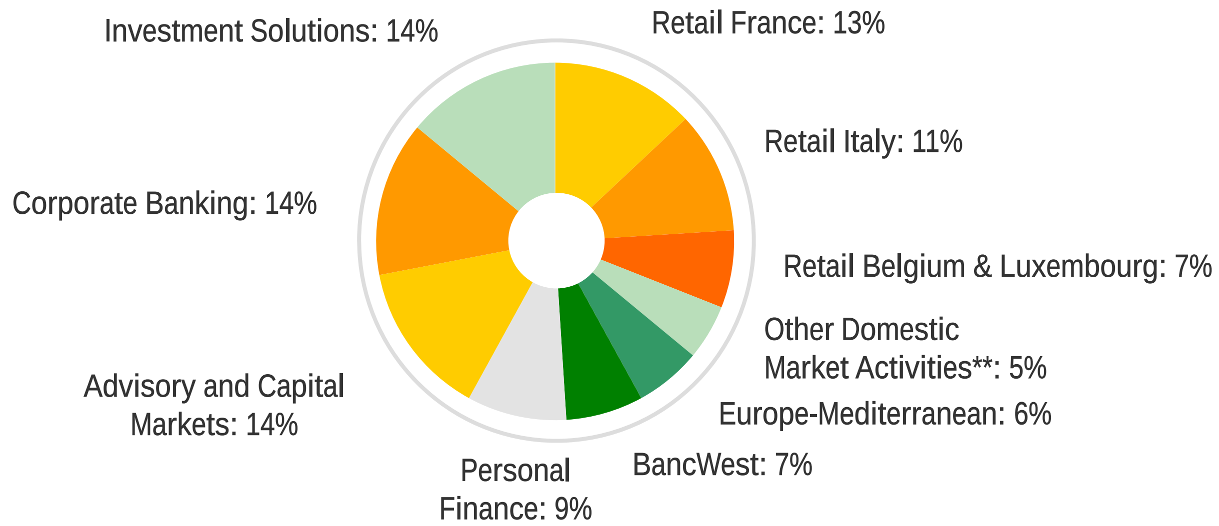



**Good profit-generation capacity**

** Source: banks; **Average quarterly exchange rates*

# Basel 2.5* Allocated Equity

**Basel 2.5* allocated equity by operating division in 2012**




**A very diversified business mix**

** CRD3; ** Excluding Retail Luxembourg*

# 4Q12 Consolidated Group

| | 4Q12 | 4Q12 vs. 4Q11 | 4Q12 vs. 4Q11 *Operating divisions* |
|---|---|---|---|
| **Revenues** | **€9,395m** | **-3.0%** | **+7.3%** |
| Operating expenses | -€6,802m | +1.9% | -2.3% |
| **Gross operating income** | **€2,593m** | **-13.8%** | **+32.3%** |
| Cost of risk | -€1,199m | -21.0% | +18.5% |
| *Excluding provisions set aside for Greek bonds (-€567m in 4Q11)* | | *+26.1%* | *+20.4%* |
| **Pre-tax income** | **€1,145m** | **-13.7%** | **+48.7%** |
| **Net income attributable to equity holders** | **€514m** | **-32.8%** | |
| ***Net income attributable to equity holders excluding exceptional items*** | ***€1,051m*** | | |

**Good operating performance,**
**4Q11 marked by the sovereign debt crisis**

Group Results

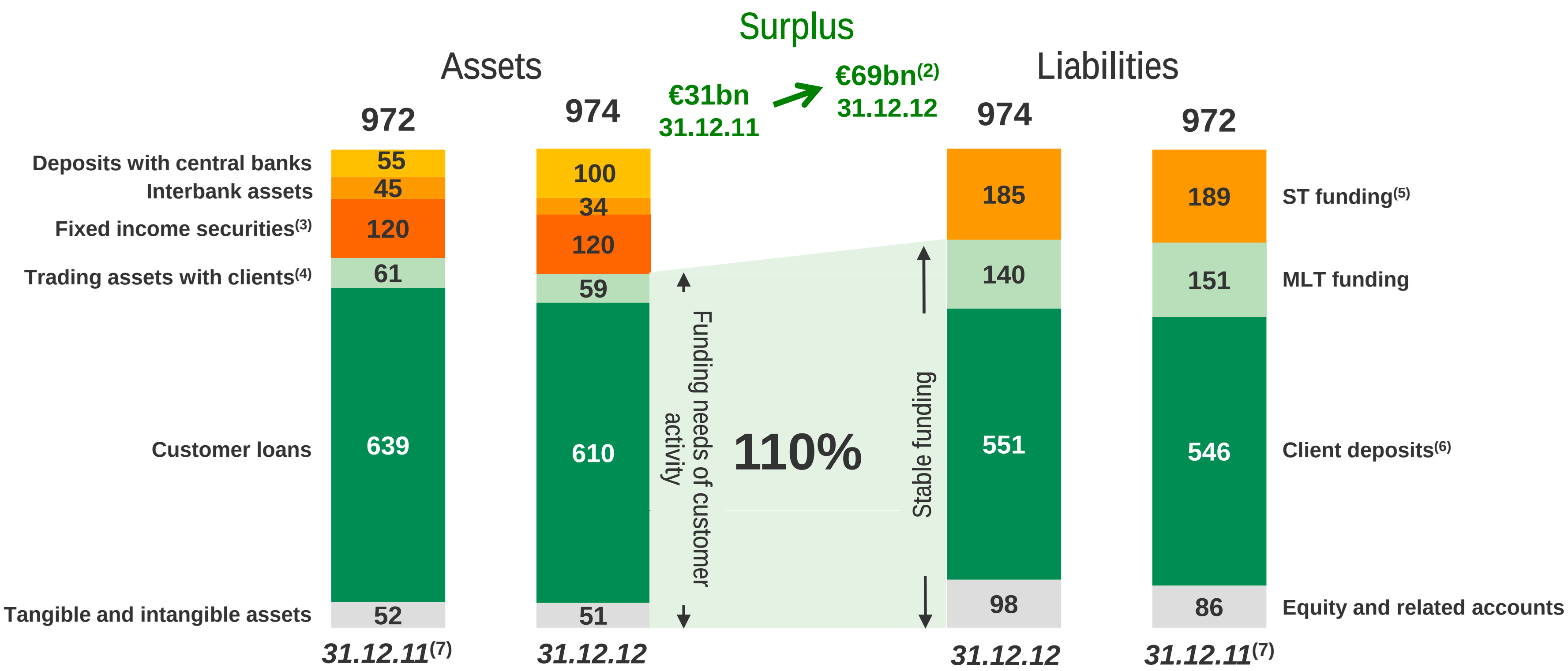
## Group Financial Structure

Group Action Plan

Appendix (incl. Division Results)

# All Currencies Cash Balance Sheet

## Global Cash Balance Sheet[1] (€bn, banking prudential scope)

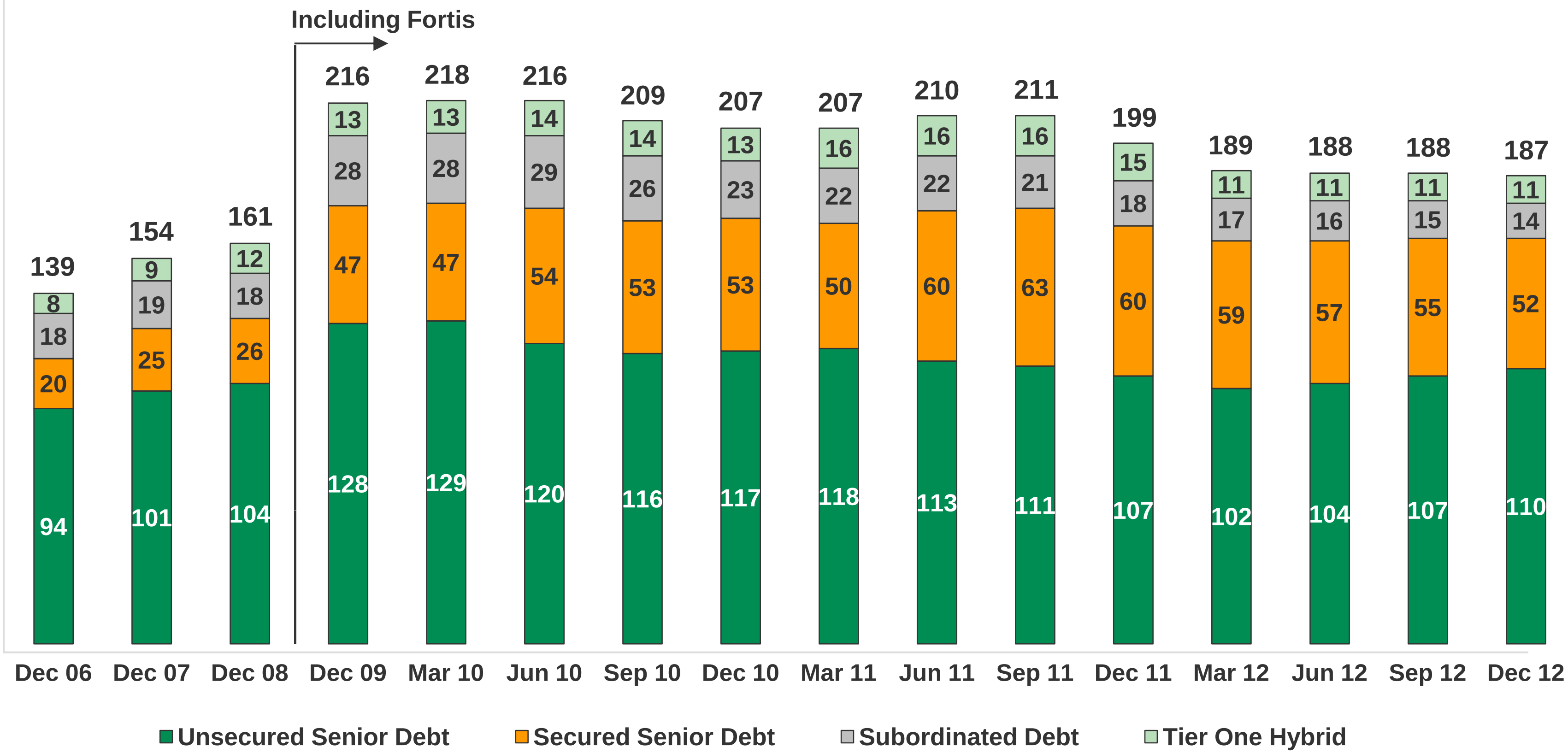



**Stable funding surplus more than doubled in one year**

*[1] Balance sheet with netted amounts for derivatives, repos, securities lending/borrowing and payables/receivables; [2] O/w USD52bn; [3] Including HQLA; [4] With netted amounts for derivatives, repos and payables/receivables; [5] Including LTRO; [6] O/w MLT funding placed in the networks: €47bn as at 31.12.12 and €48bn as at 31.12.11; [7] Taking into account Klépierre consolidated under the equity method*

# Medium/Long-Term Funding Outstanding

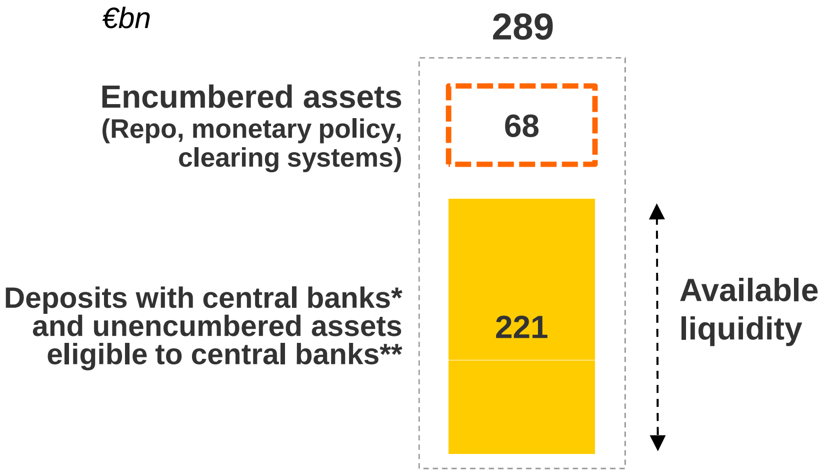
## Medium and Long Term outstanding funding




**MLT funding needs stabilized after adaptation plan**

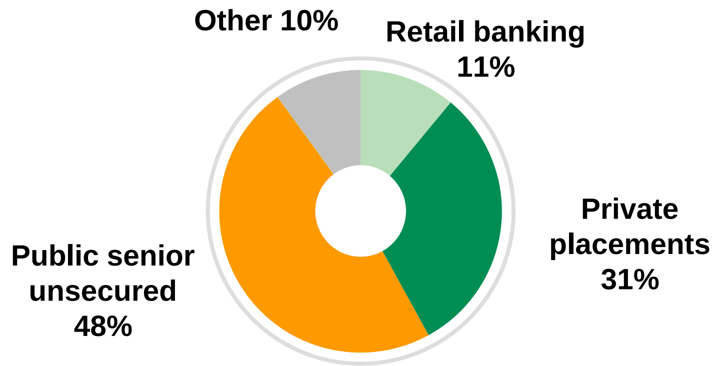
# Short-Term Liquidity and Medium/Long-Term Funding

## Global liquidity buffer as at 31 December 2012




- Liquid and asset reserve immediately available: €221bn** (€160bn** as at 31.12.11)
  - Amounting to 119% of short-term wholesale funding

## 2013 MLT funding structure - €11bn - breakdown by source




- 2013 MLT programme: €30bn
- €11bn realised*** at the end of January 2013
  - Average maturity: 4.8 years
  - At mid-swap +73 bp on average (vs. +109 bp on average for the 2012 MLT programme)

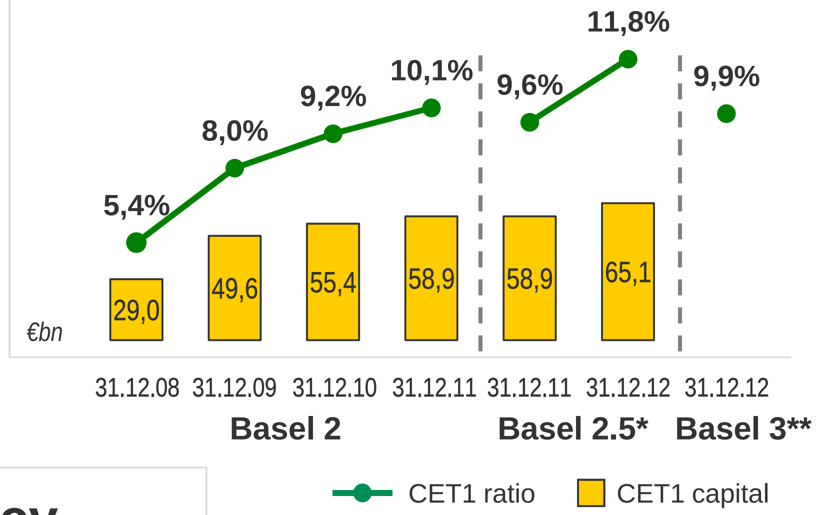
**Diversified MLT funding at competitive conditions**

** Of which NY Fed deposits: USD32bn; ** After haircuts;*
**** Including issues at the end of 2012 on top of the €34bn completed under the 2012 programme*

# Solvency

- Basel 2.5* CET1 ratio: 11.8% as at 31.12.12
  - +220 bp vs. 31.12.11
- Regulatory capital: €65.1bn (+€6.2bn vs. 31.12.11)
  - Mainly by retaining most of the earnings
- Basel 2.5* risk-weighted assets: €552bn (-€62bn vs. 31.12.11)
  - Primarily due to the adaptation plan
- Basel 3 CET1 ratio**: 9.9% as at 31.12.12 (+40 bp vs. 30.09.12)
  - Fully loaded
  - Of which net income from 4Q12: +10 bp
  - Of which impact from the revaluation of available for sale securities: +10 bp
  - Of which reduction of risk-weighted assets: +15 bp

**Solvency ratios**




**High solvency**

* CRD3; ** CRD4, as expected by BNP Paribas

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# 2013 Action Plan

## Business development

| | |
|---|---|
| **Retail Banking** | • Domestic Markets: prepare the retail bank of the future<br>• International retail: roll-out the integrated business model in attractive markets, especially in Turkey<br>• Personal Finance: develop engines of growth |
| **Investment Solutions** | • Strengthen leading positions in Europe<br>• Continue business development in countries with economic growth, particularly in Asia Pacific<br>• Insurance: further bolster growth |
| **CIB** | • Continue to roll-out the new business model<br>• Strengthen CIB in the United States<br>• Grow the business in the Asia Pacific region |

**Preparing a 2014-2016 business development plan**

# 2014-2016 Business Development Plan

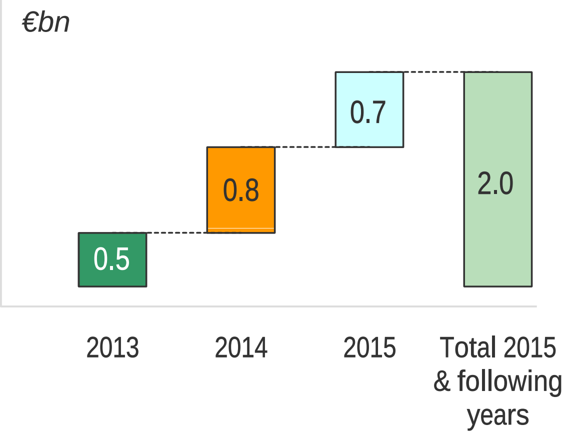
- 1st phase: launch an ambitious plan to simplify the way the Group functions and improve operating efficiency
  - Simple & Efficient
- 2nd phase: implement specific business development plans by region and business unit
  - 1st plan unveiled: Asia Pacific

**Towards a comprehensive presentation early in 2014**

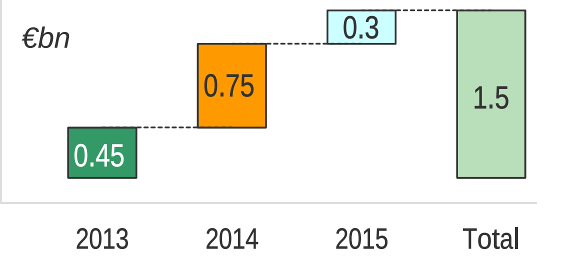
# Simple & Efficient (1/2)

- A global programme to simplify the Group's way of functioning and improve operating efficiency
- An investment commensurate with the challenge
  - €1.5bn in transformation costs spread out over 3 years
- Speeding up operating efficiencies
  - €2.0bn in savings per year as of 2015
  - ~1/2 Retail Banking, ~1/3 CIB and ~1/6 Investment Solutions
  - Without closure of businesses
- Monitored across-the-board to maximise the implementation
  - Steering by the General Management

**Recurring cost savings**




**One-off transformation costs**




**An ambitious investment in the Group's operating efficiency**

# Simple & Efficient (2/2)

- Contribution by all business units and countries in which the Group has a presence

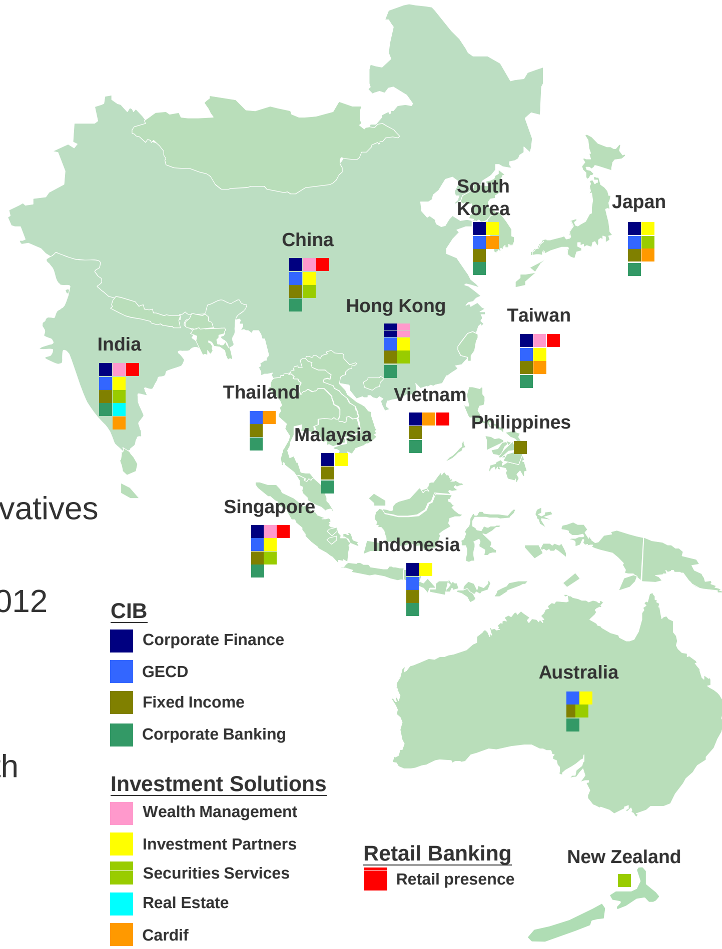
| 5 areas for transformation | Types of projects |
|---|---|
| **Process review** | Optimise, automate and converge processes, decentralise the decision-making process |
| **System streamlining** | Decommission computer applications, share resources |
| **Operating simplification** | Simplify hierarchical set ups and simplify organisations |
| **Customer service** | Make the product offering simpler, paperless documentation |
| **Cost optimisation** | Cut spending and review the procurement policy |

**Across-the-board approaches to improving operating efficiency**
**(digitalisation of business processes, increased delegation, simplifying internal reporting ...)**

**Over 1,000 initiatives already identified**

# Asia Pacific - A Region for the Group to Focus Business Development (1/3)

- One of the best positioned international banks
  - Presence in 14 countries, of which 12 with a full banking licence
  - 3 main centres: Hong-Kong, Singapore, Tokyo
  - ~12.5% of CIB's and Investment Solutions' 2012 revenues (€2bn)
  - Nearly 8,000 employees at CIB and Investment Solutions[1]
- Recognised franchises
  - Trade Finance: 25 trade centres
  - Cash Management: # 5 in Asia[2]
  - Fixed Income: # 1 Dealer[3], FX Derivatives and Interest Rate Derivatives
  - Equities and Advisory: # 2 Equity Derivatives Dealer[3]
  - # 8 in Private Banking[4], €30bn of assets under management in 2012
  - # 7 of non-Asian insurers[5], presence in 6 countries
- Successful partnerships
  - With leading domestic players: State Bank of India, Shinhan (South Korea), Taiwan Cooperative Bank, Haitong Securities (China)
  - With the Bank of Nanjing in the Jiangsu province of China




**Solid platforms to build future development**

*(1) Excluding partnerships; (2) Source: Euromoney; (3) Source: Asia Risk; (4) Source: Private Banker International; (5) Source: Morgan Stanley Research*

# Asia Pacific - A Region for the Group to Focus Business Development (2/3)

- Corporates: bolster the commercial organisation geared to multinational corporations as well as local large and medium-sized businesses
  - Grow the domestic customer base
  - Service our global clients in Asia and our Asian clients as they take their businesses global
  - Corporate Banking: step up the effort with respect to Trade Finance and Cash Management
  - Fixed Income: speed up on bonds, flow products, and hedging instruments
- Investors: grow the Group's presence in order to expand resource gathering
  - Originate to Distribute
  - Strengthen Asset Management and Securities Services
  - Grow the Private Banking client base, especially Ultra High Net Worth Individuals
  - Step up cross-selling between CIB and Investment Solutions
- Forge new partnerships
  - Especially in Insurance with the objective of developing business in China and Indonesia

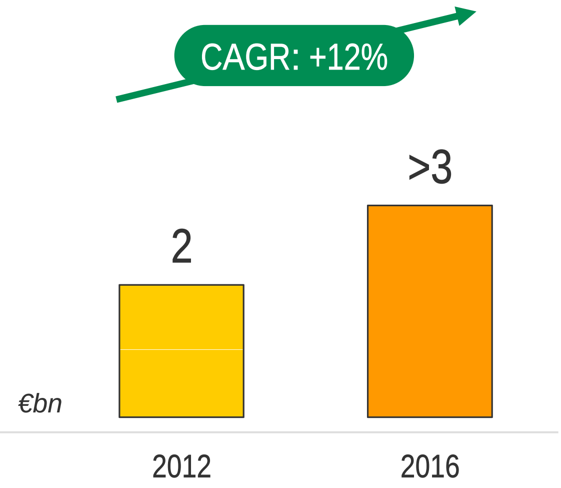
**Growth targets adapted to each country**


**Expand the organisation in a fast-growing region**

# Asia Pacific - A Region for the Group to Focus Business Development (3/3)

- Grow revenues in Asia to over €3bn by 2016 (+12% per year*)
- Grow the workforce
  - +~1,300 staff at Investment Solutions and CIB in 3 years
- Grow financed assets: >50% in four years
  - Support growth of the customer base
- Parallel increase in deposits gathering
- A member of the Executive Committee, already based in the region, will steer the Group's business and development

**CIB and Investment Solutions revenue growth target in the region**




**Target: grow revenues in Asia to over €3bn by 2016**

** Compounded Annual Growth Rate*

# Conclusion

**Solid results thanks to a diversified business model committed to servicing needs of clients, in a challenging economic environment**

**A business model already adapted to the new regulations, which enables the pursuit of business development**

**A 2014-2016 business development plan in preparation**
**Launch of “Simple & Efficient”**

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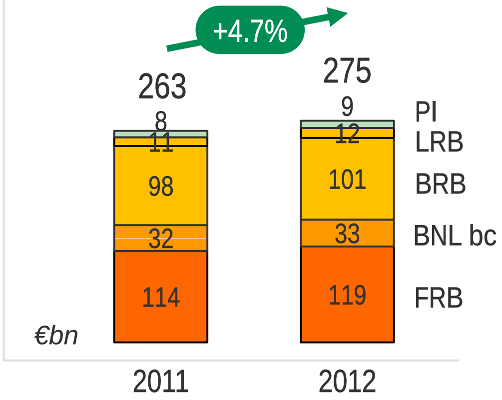
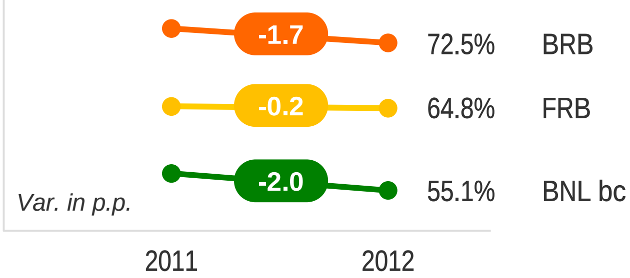
# Domestic Markets - 2012

- Good sales and marketing drive
  - Deposits: +4.7% vs. 2011, continued growth trend in all the networks
  - Loans: +1.2% vs. 2011, slowdown in demand for loans
- Revenues: €15.7bn (-0.1%* vs. 2011)
  - Revenue stability despite the unfavourable economic environment: persistently low interest rate environment; slowdown in volumes of activity during the year
- Operating expenses: -€10.0bn (-1.5%* vs. 2011)
  - Very good cost control across all the business units
- GOI: €5.7bn (+2.5%* vs. 2011)
- Pre-tax income: €4.0bn (-1.0%** vs. 2011)

**Deposits**




**Cost/Income***



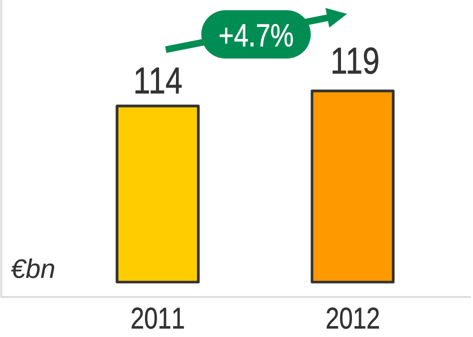

**Solid results at a high level**
**Improved operating efficiency**

** At constant scope and exchange rates - including 100% of Private Banking, excluding PEL/CEL effects;*
*** At constant scope and exchange rates - including 2/3 of Private Banking, excluding PEL/CEL effects*

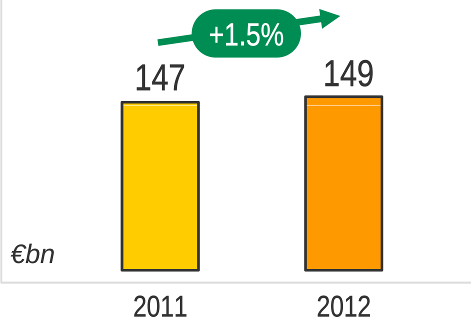
# French Retail Banking - 2012

- Business activity: actively supporting clients
  - Deposits: +4.7% vs. 2011, good sales and marketing drive, strong growth in savings accounts (+9.6%)
  - Loans: +1.5% vs. 2011, deceleration in demand for loans
  - Small businesses and SMEs: increased outstanding loans to VSEs & SMEs (+2.7%* in 2012)
  - Individuals: 630,000 mobile service users (+42% vs. 31.12.11) Protection insurance: +10.5% (number of contracts vs. 2011)
- Revenues**: -1.4% vs. 2011
  - Net interest income: -0.9%, persistently low interest rate environment; slowdown in demand for loans
  - Fees: -2.1%, decline in line with unfavourable financial markets
- Operating expenses**: -1.7% vs. 2011
  - Continued improving operating efficiency
- Pre-tax income***: €2,010m (-0.9% vs. 2011)

**Deposits**




**Loans**



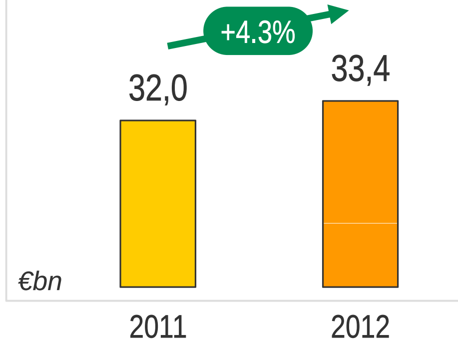

**Good performance against a backdrop of a slowdown in the economy**

** Independent VSEs & SMEs (Banque de France), Dec.12 vs. Dec.11; ** Including 100% of French Private Banking, excluding PEL/PEL effects; *** Including 2/3 of French Private Banking, excluding PEL/PEL effects*

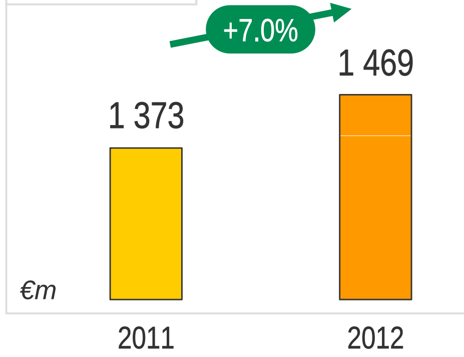
# BNL banca commerciale - 2012

- Business activity
  - Deposits: +4.3% vs. 2011; driven by loans to corporates and local public entities
  - Loans: +0.7% vs. 2011; slowdown in line with the market
- Revenues*: +2.2% vs. 2011
  - Net interest income growth: in particular for loans to small businesses and corporates, margins held up well
  - Fees down: effect of the decline in new loan production and impact of new regulations
- Operating expenses*: -1.4% vs. 2011
  - Impact of cost-cutting measures (IT, real estate)
  - Further improvement of the cost/income ratio (55.1%, -2.0 pts vs. 2011)
- Pre-tax income**: €491m (-12.9% vs. 2011)
  - Increase in the cost of risk as a result of the economic environment

**Deposits**




**GOI***



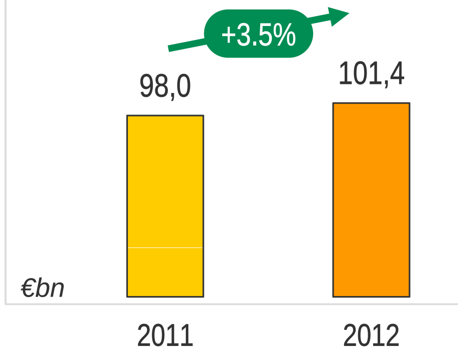

**Good operating performance in a challenging risk environment**

** Including 100% of Italian Private Banking; ** Including 2/3 of Italian Private Banking*

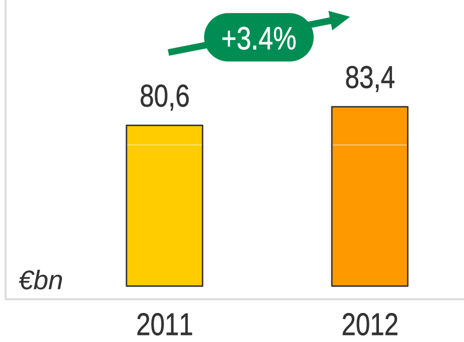
# Belgian Retail Banking - 2012

- Business activity
  - Deposits: +3.5% vs. 2011, good growth in current accounts and savings accounts
  - Loans: +3.4%* vs. 2011, growth in loans to individual customers (+5.5% vs. 2011); loans to SMEs held up well
  - Success of the Easy Banking offering for iPhone + iPad and Android (>200,000 application downloads by the end of 2012)
  - Good growth of cross-selling with CIB
- Revenues**: +2.1%* vs. 2011
  - Net interest income: rise in line with volume growth, slowdown towards the end of the year
  - Fees stable
- Operating expenses**: -0.3%* vs. 2011
  - Continued improvement of the cost/income ratio (-1.7 pts* vs. 2011)
- Pre-tax income***: €711m (+8.4%* vs. 2011)

**Deposits**




**Loans***




**Maintained good sales and marketing drive**

** At constant scope; ** Including 100% of Belgian Private Banking; *** Including 2/3 of Belgian Private Banking*

# Domestic Markets
# 2013 Action Plan

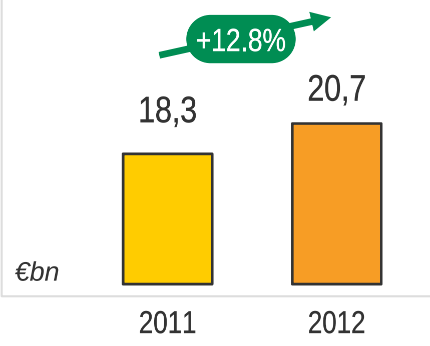
- Prepare the retail bank of the future
  - Individuals: strengthen online innovation, in particular for mobile phones; develop new payment solutions
  - Corporates: develop One Bank for Corporates in association with CIB; acquire new customers (already 2,600 new accounts by year-end 2012) and bolster the service offering (cash management in particular, leveraging on its leading position in the eurozone)
  - VSEs-SMEs: capitalise on the network of Small Business Centres (59 in France, 42 in Italy) and develop synergies with Leasing Solutions and Arval
  - Private Banking: confirmed leadership in the eurozone, strong growth in Italy and synergies with corporates and small businesses
  - In all businesses, adapt the networks to meet customers' needs: more advisory and less transaction related services; more diversified formats; embedded technology
- "Bank for the Future": an ambitious plan already unveiled in Belgium in December 2012
  - Anticipate new customer behaviours (mobile banking, customer relations centres, less in-branch teller business and increased commercial meetings with clients)
  - Improve operating efficiency

**Strong commitment to our clients, investing in innovation and continued effort to streamline operations**

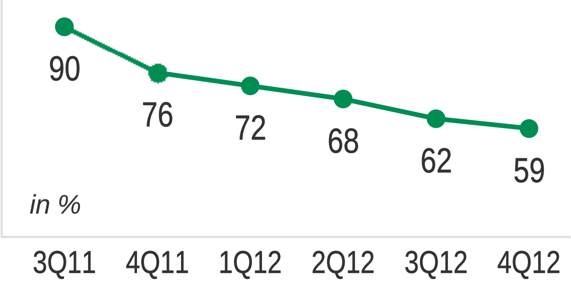
# Europe-Mediterranean - 2012

- Strong sales and marketing drive
  - Deposits: +12.8%* vs. 2011, growth in most countries, especially in Turkey (+34.3%* vs. 2011)
  - Loans: +3.5%* vs. 2011, good performance in Turkey (+17.1%*), continued decline in Ukraine (-29.0%*)
  - Roll out of the multichannel offering in Morocco and Tunisia
- Turkey: very good operating performance
  - Continued improvement of the cost/income ratio thanks to the streamlining of the network in 2011
  - Development of cross-selling with CIB and IS
- Revenues: +7.0%* vs. 2011
  - +14.8%* excluding Ukraine, +35%* in Turkey
  - Ukraine: decline in revenues in line with outstandings
- Operating expenses: +2.1%* vs. 2011
  - +2.6%* excluding Ukraine
  - 30 branches opened in the Mediterranean, primarily in Morocco
- Pre-tax income: €254m (+52.7%* vs. 2011)

**Deposits***




**Cost/Income Turkey**



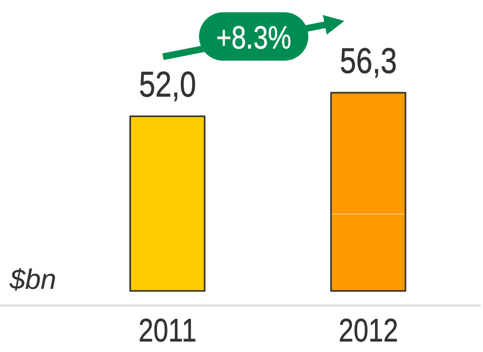

**Strong income growth**

** At constant scope and exchange rates; TEB consolidated at 70.3%*

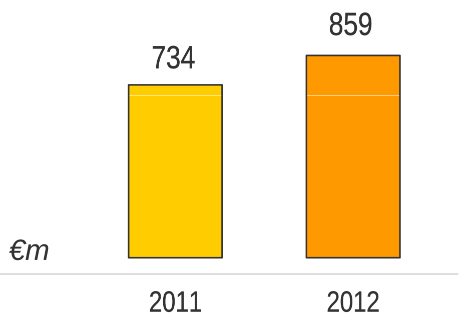
# BancWest - 2012

- Good sales and marketing drive in a more favourable environment
  - Deposits: +8.3%* vs. 2011, strong growth in current and savings accounts
  - Loans: +3.5%* vs. 2011, good growth in corporate loans (+14.7%*), success of business investments in the SME segment
  - Revving up Private Banking expansion
  - Branch network modernisation and increasing Mobile Banking offering
- Revenues: -0.6%* vs. 2011
  - +0.8%*, excluding impact of regulatory changes** on fees
  - Impact of volume growth offset by decrease in interest rates
- Operating expenses: +4.5%* vs. 2011
  - Strengthening of the corporate and small business as well as Private Banking commercial set up
- Pre-tax income: €859m (+7.1%* vs. 2011)
  - Decrease in the cost of risk

**Deposits***




**Pre-tax income**




**Expanding of the product offering**
**Strong profit-generation capacity**

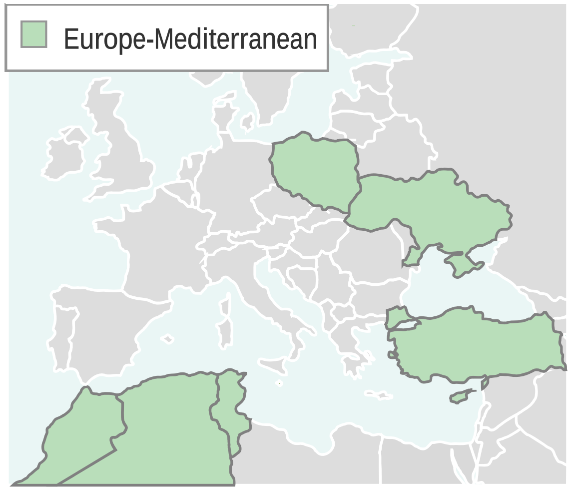
* At constant exchange rates; ** Durbin Amendment

# International Retail Banking 2013 Action Plan

- BancWest: expanding the product offering in a more favourable environment
  - Expansion of Wealth Management
  - Cooperation with CIB and rolling out of the Cash Management offering
  - Modernisation and optimisation of the branch network

BANK OF THE WEST
WEALTH MANAGEMENT
BNP PARIBAS GROUP

- Europe-Mediterranean: continue selective roll out
  - Adapt the set up and offering to online banking
  - Continue opening branches in regions with fast-paced growth (especially Morocco)
  - Expand the institutional client base and Cash Management
- Turkey: continue business development
  - Step up cross-selling with Investment Solutions and CIB

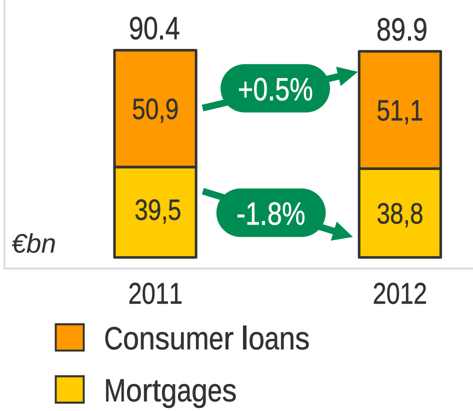



**Continue to roll-out the integrated business model in attractive markets**

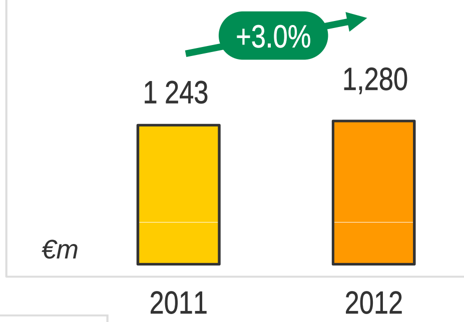
# Personal Finance - 2012

- Business activity
  - Signed partnership agreements (CORA, Sony in Germany in e-commerce)
  - Developed engines of growth: success of the joint venture with Commerzbank in Germany, new agreement with Sberbank implemented in Russia
- Revenues: -3.1% vs. 2011
  - Impact in particular of new regulations in France
  - Consumer loans: good drive in Germany, Belgium, Turkey, Central Europe and Russia
  - Mortgages: continued decline in outstandings as part of the adaptation plan
- Operating expenses: -1.4% vs. 2011
  - -3.8% vs. 2011 excluding €95m in adaptation costs
- Pre-tax income: €1,280m (+3.0% vs. 2011)

**Consolidated outstandings**




**Pre-tax income**




**Good profit-generation capacity in a challenging environment**

# Personal Finance
# 2013 Action Plan

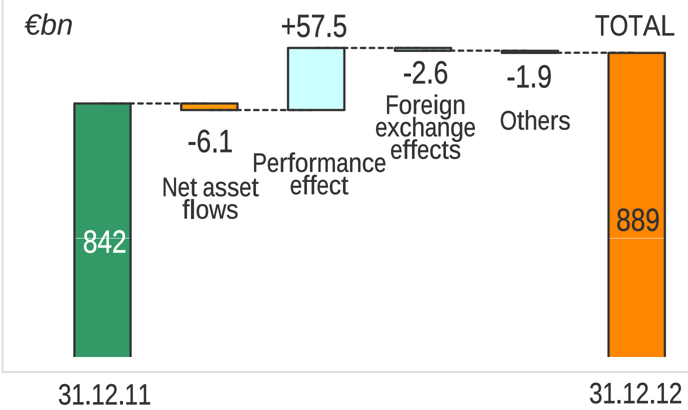

- France: continue transforming the business model
  - Continue to grow Cetelem Banque (gathering of savings and sale of protection insurance products)
  - Business alliance with BPCE in order to share certain development costs: joint venture up and running on January 1, 2013
  - Implement the process of assisting clients in a difficult position
- Italy
  - Roll-out of Findomestic Banca (marketing of deposit accounts)
  - Continued product innovation
- Develop sources of growth
  - Russia: strategic alliance with Sberbank
  - Automobile: partnerships with European manufacturers and distributors
  - Emerging countries: “PF Inside” in the Group’s retail banking networks
  - Internet offering

**Continue to adapt the business to the new environment**

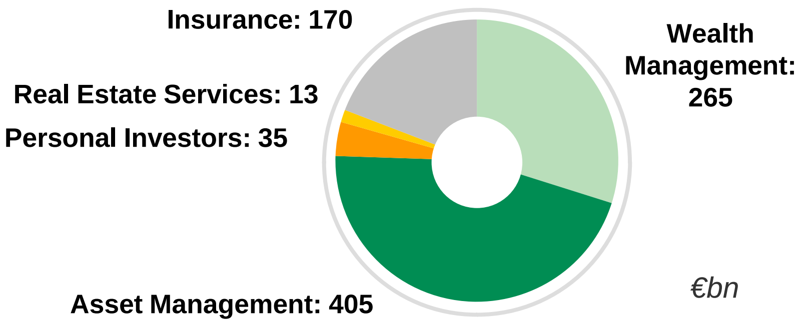
# Investment Solutions
# Asset Inflows and Assets under Management

- Assets under management*: €889bn at 31.12.12
  - +5.6% vs. 31.12.11; growth in all business units during the year
  - Performance effect: driven by rise in financial markets, especially in the second half of the year
  - Net asset inflows penalised in 3Q12 by a client's (fund manager) decision to insource a distribution contract. Excluding this effect, net asset inflows were +€5.2bn
- Net asset flows by business unit
  - Asset Management: asset inflows into money market and bond funds, asset outflows in all other asset classes
  - Wealth Management: good asset inflows in the domestic markets and in Asia
  - Insurance: good asset inflows outside of France, especially in Asia (Taiwan, South Korea); good performance in France in a context of market outflows

**Assets under management***




**Assets under management* at 31.12.12**



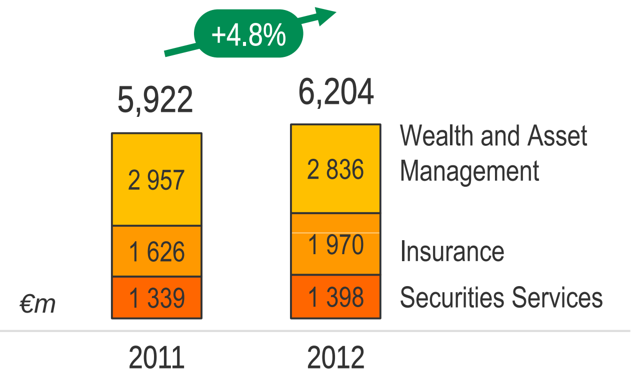

**Good growth in assets under management**

** Including assets under advisory on behalf of external clients, distributed assets and Personal Investors*

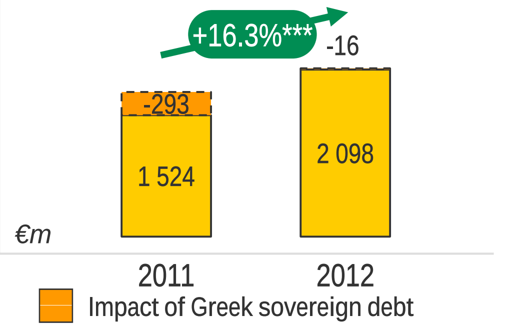
# Investment Solutions - 2012

- Revenues: €6,204m (+4.8% vs. 2011)
  - WAM*: -4.1% vs. 2011, decline in Asset Management's average outstandings, good growth in Wealth Management
  - Insurance: +21.2% vs. 2011 (+13.4%** vs. 2011), good growth in protection insurance and savings outside of France
  - Securities Services: +4.4% vs. 2011, rise in assets under custody and under administration
- Operating expenses: €4,319m (+1.4% vs. 2011; -0.6%** vs. 2011)
  - -10.1%** vs. 2011 in Asset Management (adaptation plan)
  - Continued business development in Insurance, Wealth Management and Securities Services, especially in Asia
  - Cost/income ratio improved by 1.6 pts**
- Pre-tax income: €2,098m (+16.3%*** vs. 2011)

## Revenues by business unit




## Pre-tax income




**Very good overall performance**
**Improved operating efficiency**

** Asset Management, Wealth Management, Real Estate Services; ** At constant scope and exchange rates;*
**** Excluding the impact of Greek sovereign debt provisions on the Insurance business unit*

# Investment Solutions
# 2013 Action Plan

- Strengthen leadership positions in Europe with targeted clientele
  - Institutional clients
  - Ultra High Net Worth Individuals (Private Banking)
- Innovate and expand the product offering
  - Securities Services: capitalise on changes in regulations in the field of market infrastructure
  - Asset Management: develop high value added products
  - Deploy the online offering in all the business units
- Continue international business development in fast growing countries
  - Bolster platforms in Asia Pacific, Latin America and the Gulf countries

**"No. 1 Private Bank in France"**

The Banker

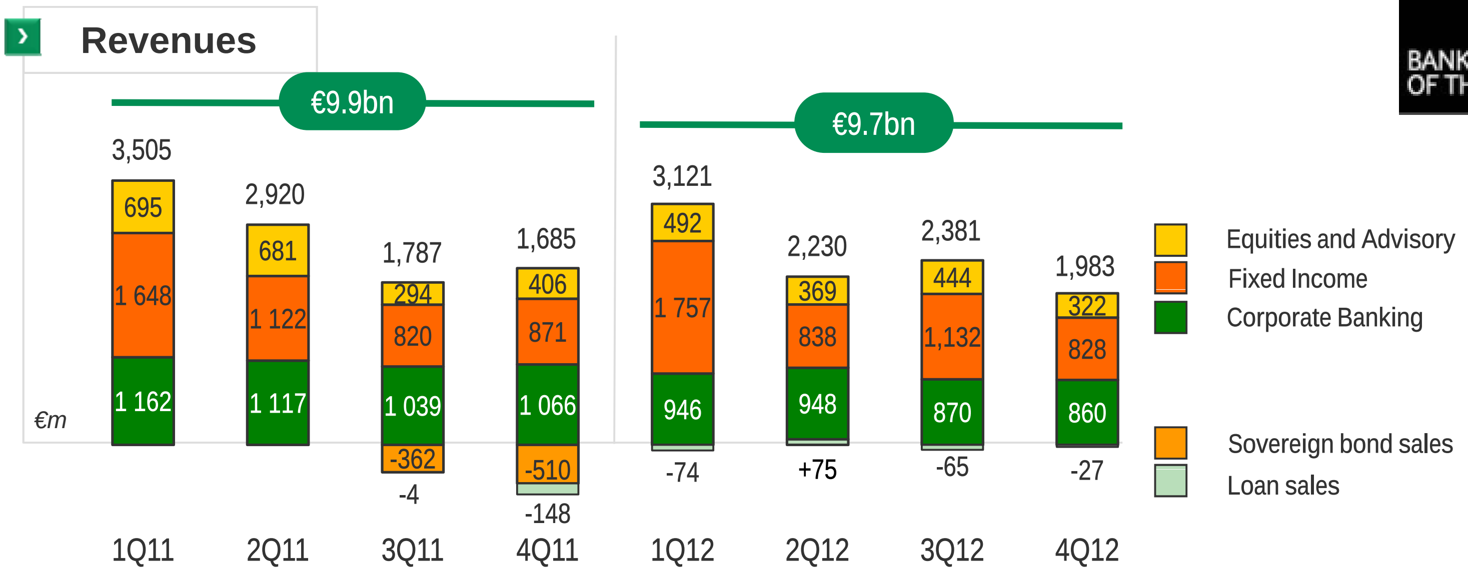
Global Financial Intelligence Since 1926

**"European Custodian of the year"**

funds europe

**A source of growth for the Group**

# Corporate and Investment Banking
# Revenues - 2012



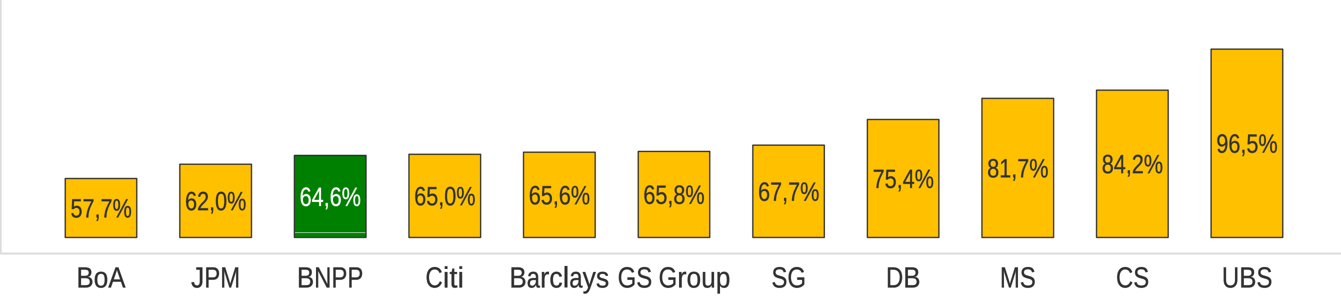

- Revenues: €9,715m (-1.8% vs. 2011)
  - Losses from asset sales limited to €91m (€1,024m in 2011)
  - Revenues excluding the impact of sales: -10.2% vs. 2011, or a decrease of roughly -€1.1bn, in line with the announced impact of the adaptation plan and concentrated in Corporate Banking (-€0.8bn)
  - Weak client business at the end of the year in capital markets

**Revenues held up well in the context of the adaptation plan**

# Corporate and Investment Banking Results - 2012

- Operating expenses: -€6,272m (+2.4% vs. 2011; -1.1% at constant scope and exchange rates)
  - Workforce adaptation provided for in the plan (~1,400 people) completed by the end of 2012
  - Selected investments, specifically in Cash Management and gathering of client deposits
  - Cost/income ratio: 62.3 %, excluding the adaptation plan* and impact of loan sales

**Cost/Income 2012****




- Pre-tax income: €2,986m (-20.9% vs. 2011)
  - Cost of risk at -€493m after a particularly low level in 2011 (-€75m)
  - Pre-tax ROE: 18.3%

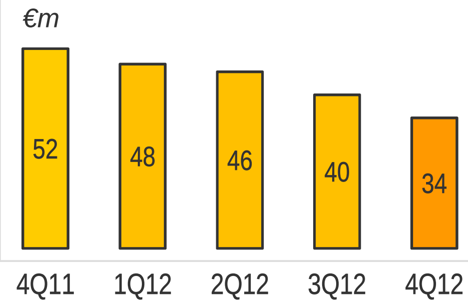
**Operating efficiency maintained at a good level**

** Adaptation costs: €164m in 2012 and €184m in 2011; ** Source: banks, excluding DVA and own debt when disclosed*

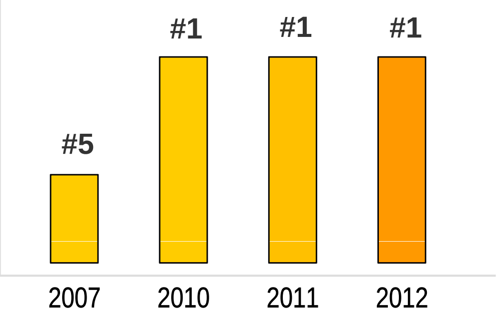
# Corporate and Investment Banking
# Advisory and Capital Markets - 2012

- Revenues: €6,182m (-5.4% vs. 2011*)
  - Environment not very favourable in Europe
  - Adaptation to Basel 3
  - VaR at a very low level
- Fixed Income: €4,554m (+2.2% vs. 2011*)
  - Rate, Forex and Credit: good performance of flow business, particularly strong growth in bond secondary markets
  - Leading positions on bond issues (# 1 in euro and # 8 for all international issues**)
- Equities and Advisory: €1,628m (-21.6% vs. 2011)
  - Low transaction volumes and limited investor demand
  - Solid positions: # 3 bookrunner for EMEA Equity-linked***
- Pre-tax income: €1,553m (+16.0% vs. 2011)
  - Pre-tax ROE: 19.6%

**Average 99% 1-day Interval VaR**




**All Bonds in Euros ranking****



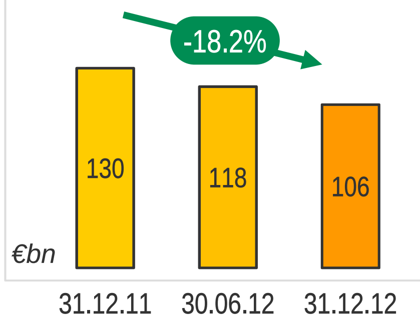

**Good resilience in a challenging environment**

** Excluding losses from sovereign bond sales in 2011; ** Source: Thomson Reuters; *** Source: Dealogic*

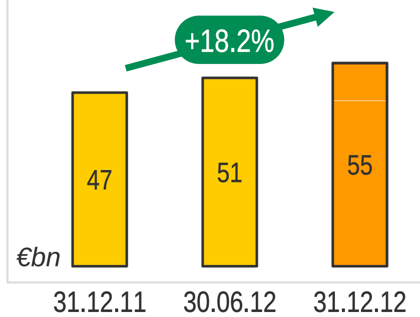
# Corporate and Investment Banking
# Corporate Banking - 2012

- Revenues excluding the impact of sales: €3,624m (-17.3% vs. 2011)
  - Decrease in line with the decline in outstanding loans
  - Impact of disposals of -€91m in 2012
- Financing: adapting and maintaining leading positions
  - Originate to Distribute approach
  - # 1 bookrunner for syndicated loans in Europe by number and # 2 by volume*, “EMEA Loan of the Year IFR Award”
  - Largely recognised expertises: # 2 “Best trade finance provider worldwide”**, “Aircraft Leasing Innovator of the Year”***
- Deposits and Cash Management: continued developing the business
  - Significant gathering of client deposits (+18.2% vs. 31.12.11) in all regions
  - Cash Management: # 5 global** and won significant pan-European mandates (Inditex …)
- Pre-tax income: €1,433m (-41.2% vs. 2011)
  - Pre-tax ROE: 17.1%

**Client loans**




**Client deposits**




**Good performance while continuing to transform the business model**

** Source: Dealogic 2012; ** Source: Euromoney; *** Source: Global Transportation Finance 2012*

# Corporate and Investment Banking
# 2013 Action Plan

- Corporate Banking: continue transforming the business model
  - Further increase client deposits
  - Develop a regional approach to be closer to clients
- Advisory and Capital Markets: expand the product offering
  - Strengthen flow product platforms
  - Develop market infrastructure access and collateral management services
  - Continue to grow the bond origination businesses
- Step up the roll out of Originate to Distribute
  - Leverage on already strong positions in syndication, securitisation and bond issues
  - Develop innovative distribution channels (e.g.: debt funds)
- Bolster regional organisations: Asia, North America

**Continue the roll out of the new business model**

# A Solid Financial Structure

## Doubtful loans/gross outstandings (excluding Greek sovereign debt)

| | 31-Dec-12 | 31-Dec-11 |
|---|---|---|
| Doubtful loans (a) / Loans (b) | 4.6% | 4.3% |

(a) Doubtful loans to customers and credit institutions excluding repos, netted of guarantees

(b) Gross outstanding loans to customers and credit institutions excluding repos

## Coverage ratio (excluding Greek sovereign debt)

| *€bn* | 31-Dec-12 | 31-Dec-11 |
|---|---|---|
| Doubtful loans (a) | 33.2 | 33.1 |
| Allowance for loan losses (b) | 27.6 | 27.2 |
| Coverage ratio | 83% | 82% |

(a) Gross doubtful loans, balance sheet and off-balance sheet, netted of guarantees and collaterals

(b) Specific and on a portfolio basis

# Sovereign Debt Exposure in the Banking Book as at 31 December 2012

| Sovereign exposures *(€bn)** | 31.12.2011 | 31.12.2012 | Change vs. 31.12.2011 | 31.12.2012 Group Share |
|---|---|---|---|---|
| **Programme countries** | | | | |
| Greece | 1.0 | 0.0 | | 0.0 |
| Ireland | 0.3 | 0.2 | | 0.2 |
| Portugal | 1.4 | 0.6 | | 0.4 |
| Total programme countries | 2.6 | 0.8 | -69.4% | 0.6 |
| Germany | 2.5 | 0.5 | | 0.5 |
| Austria | 0.5 | 0.1 | | 0.1 |
| Belgium | 17.0 | 16.1 | | 12.0 |
| Cyprus | 0.0 | 0.0 | | 0.0 |
| Spain | 0.4 | 0.4 | | 0.3 |
| Estonia | 0.0 | 0.0 | | 0.0 |
| Finland | 0.3 | 0.3 | | 0.2 |
| France | 13.8 | 9.9 | | 9.4 |
| Italy | 12.3 | 11.6 | | 11.4 |
| Luxembourg | 0.0 | 0.0 | | 0.0 |
| Malta | 0.0 | 0.0 | | 0.0 |
| Netherlands | 7.4 | 3.2 | | 2.4 |
| Slovakia | 0.0 | 0.0 | | 0.0 |
| Slovenia | 0.0 | 0.0 | | 0.0 |
| Other euro zone countries | 54.3 | 42.1 | -22.4% | 36.3 |
| Total euro zone | 56.9 | 42.9 | -24.6% | 36.9 |
| Other EEA countries | 2.8 | 3.0 | +6.4% | 2.7 |
| Rest of the world | 15.6 | 19.2 | +23.5% | 18.7 |
| **Total** | **75.3** | **65.1** | **-13.5%** | **58.3** |

** After impairment, excluding revaluations and accrued coupons*

# Exposure to Programme Countries as at 31.12.12

## Greek exposure

| €bn | Total[(a)] | o/w sovereign debt | o/w corporates | o/w others[(b)] |
|---|---|---|---|---|
| Exposure netted of guarantees, collaterals and provisions | 1.0 | 0.0 | 0.7 | 0.4 |

(a) Excluding exposure to companies with Greek related interests (e.g.: shipping), not dependent on the economic situation of the country (€1.6bn)

(b) o/w Personal Finance, Arval, Leasing Solutions, Wealth Management

## Irish exposure

| €bn | Total[(a)] | o/w sovereign debt | o/w corporates | o/w others[(b)] |
|---|---|---|---|---|
| Exposure netted of guarantees, collaterals and provisions | 2.1 | 0.2 | 1.6 | 0.3 |

(a) Excluding exposure to companies with Irish related interests, not dependent on the economic situation of the country (€0.1bn) and excluding exposure to companies incorporated under Irish law, not dependent on the economic situation of the country

(b) o/w Retail Banking, Wealth Management

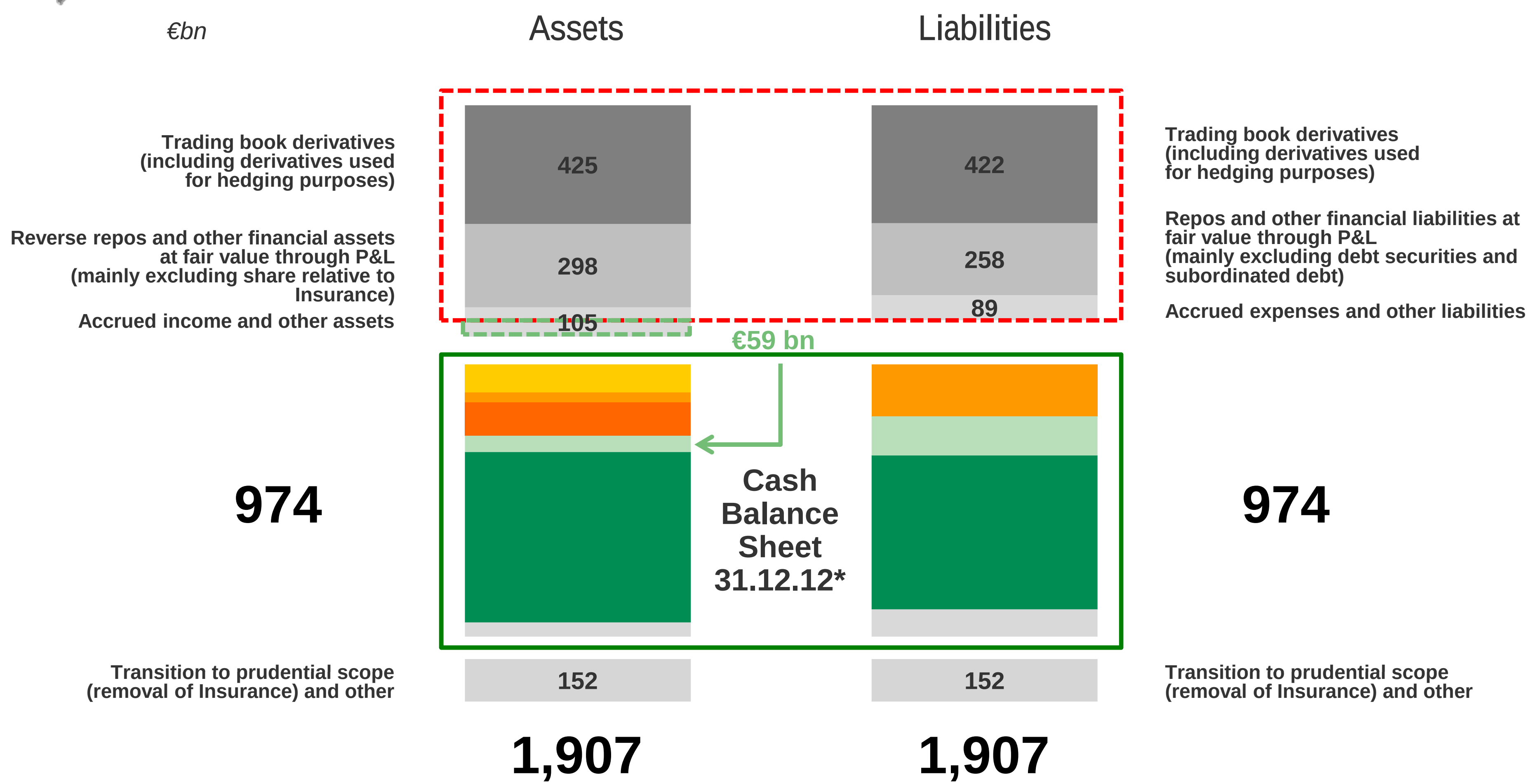
## Portuguese exposure

| €bn | Total[(a)] | o/w sovereign debt | o/w corporates | o/w others[(b)] |
|---|---|---|---|---|
| Exposure netted of guarantees, collaterals and provisions | 5.7 | 0.6 | 2.2 | 2.8 |

(a) Excluding exposure to companies with Portuguese related interests, not dependent on the economic situation of the country (€0.6bn)

(b) o/w Personal Finance, Arval, Leasing Solutions, Wealth Management

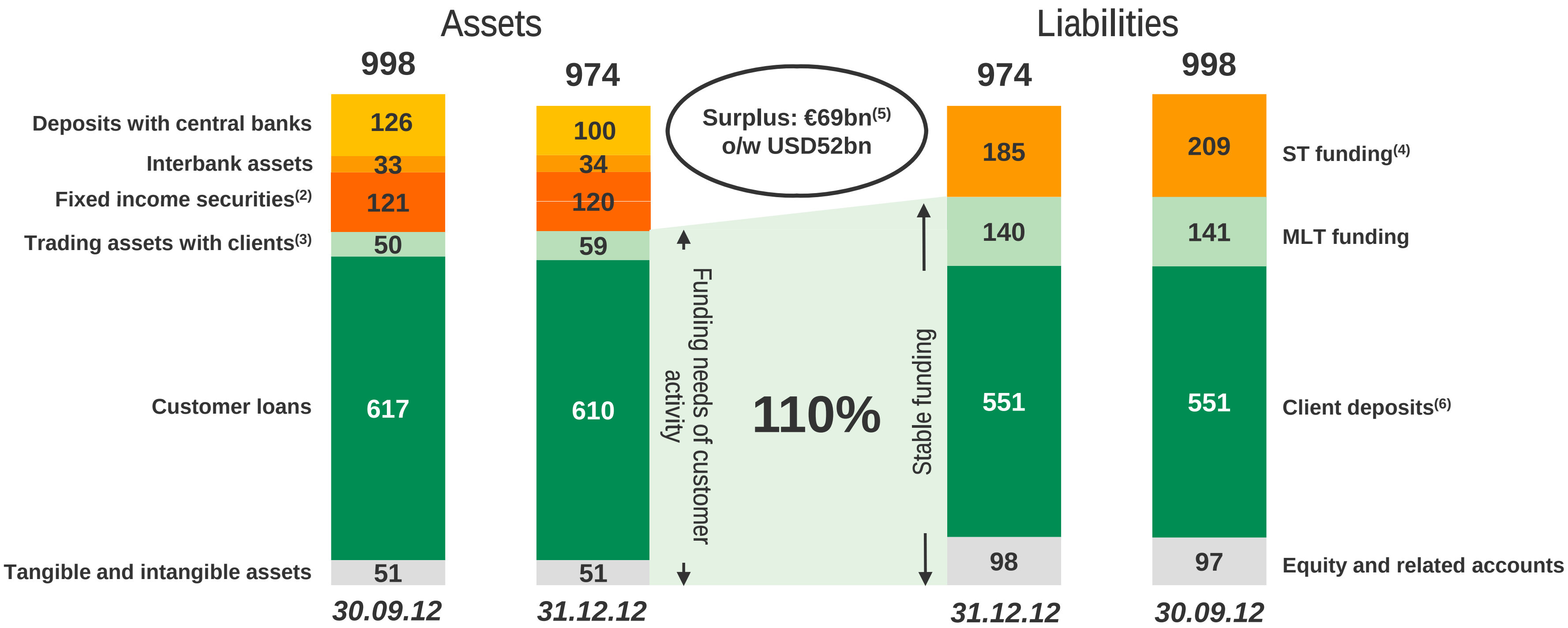
# From Consolidated Balance Sheet to Cash Balance Sheet: Removal of Insurance and Netting of Trading Activities




* Excluding repurchase agreements (€12bn), mainly netted with fixed income securities in the cash balance sheet

# All Currencies Cash Balance Sheet (31.12.12 vs. 30.09.12)

## Global Cash Balance Sheet[1] (€bn, banking prudential scope)

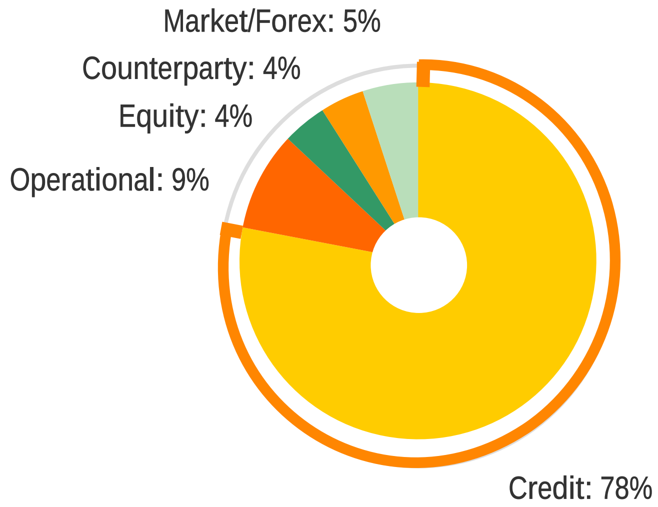



## Surplus of stable funding maintained at a high level

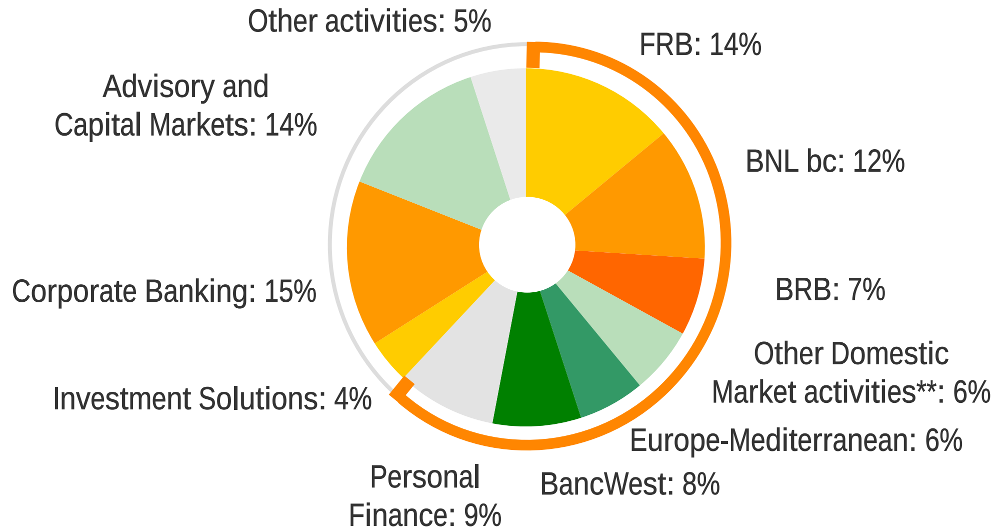
*[1] Balance sheet with netted amounts for derivatives, repos, securities lending/borrowing and payables/receivables;*
*[2] Including HQLA; [3] With netted amounts for derivatives, repos and payables/receivables;*
*[4] Including LTRO; [5] €71bn as at 30.09.12; [6] o/w MLT funding placed in the networks: €47bn as at 31.12.12 and as at 30.09.12*

# Basel 2.5* Risk-Weighted Assets

**Basel 2.5* risk-weighted assets by type of risk as at 31.12.2012**




**Basel 2.5* risk-weighted assets by business as at 31.12.2012**

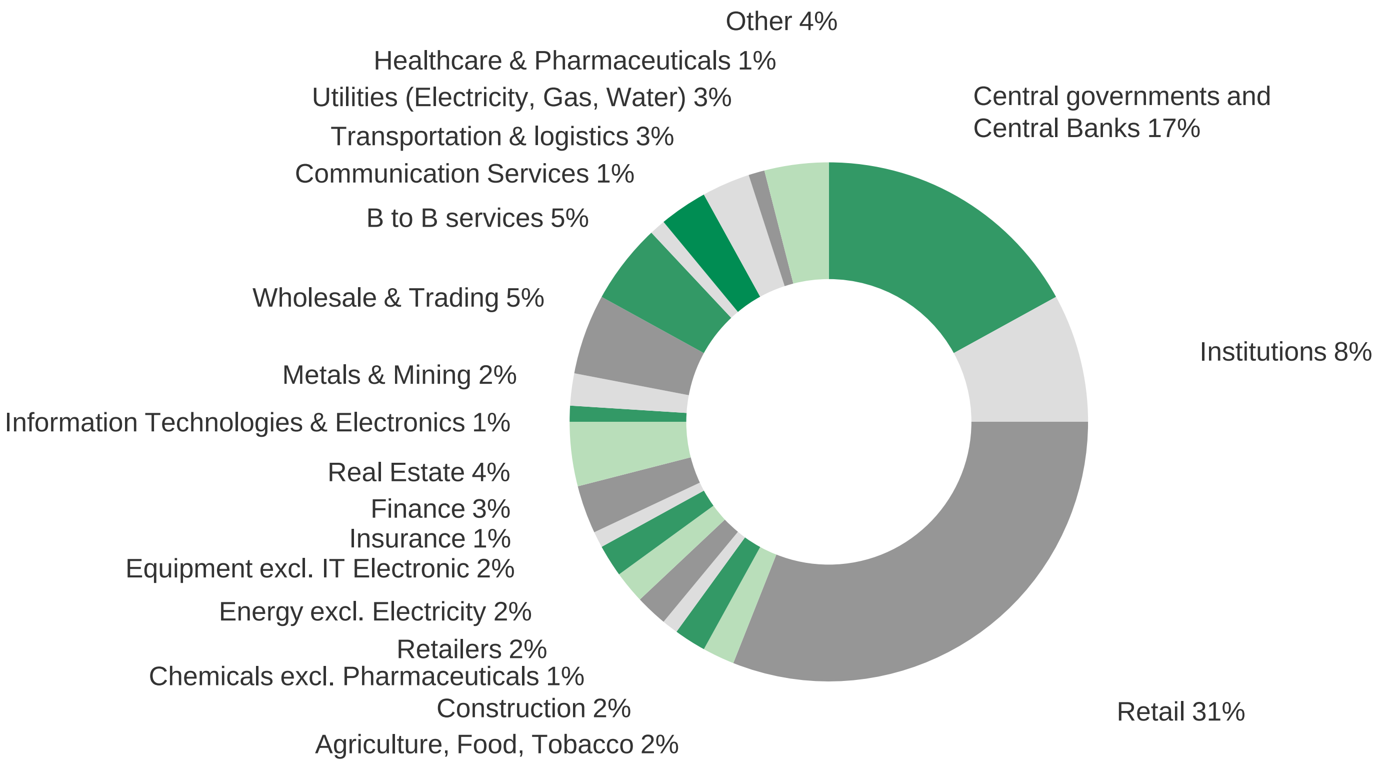



**Retail Banking: 62%**

**€552bn**

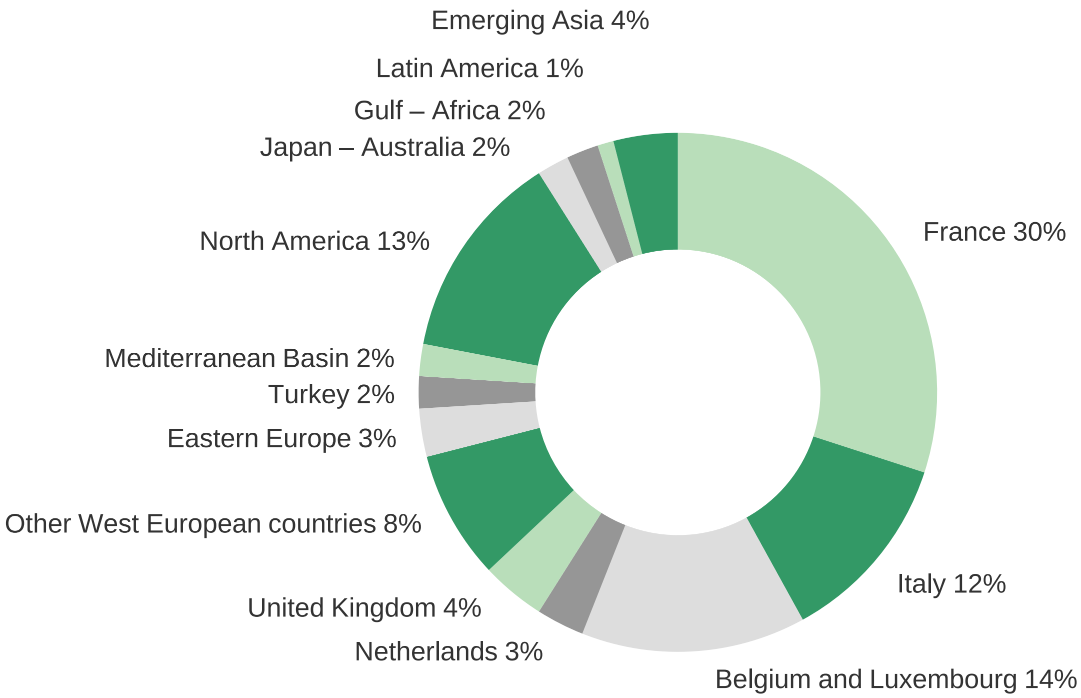
* CRD3; ** Including Luxembourg

# Breakdown of Commitments by Industry



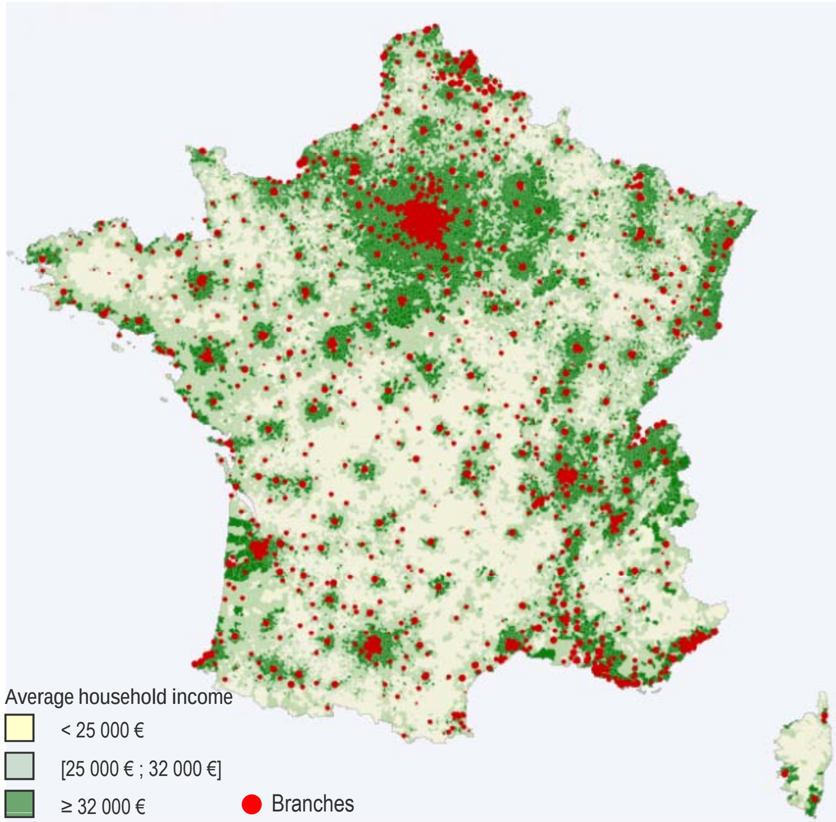

**Total gross commitments on and off-balance sheet, unweighted = €1,163bn as at 31.12.2012**

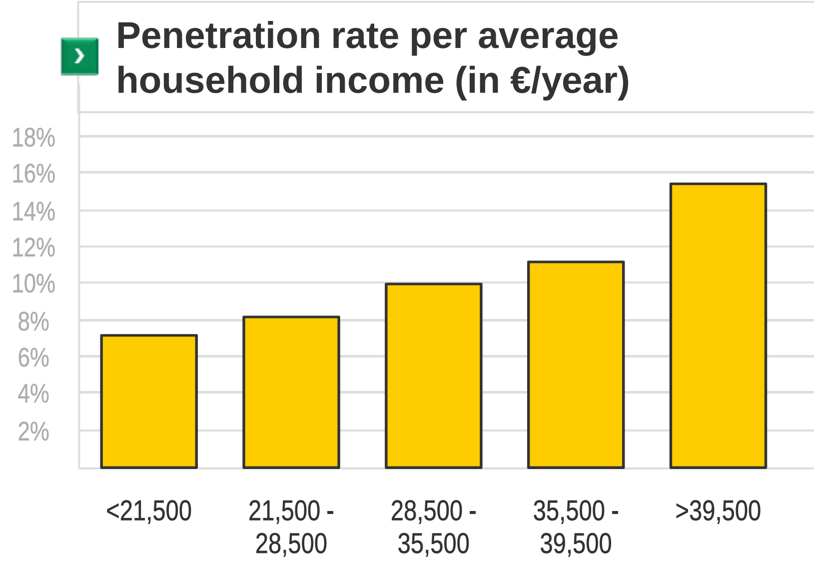
# Breakdown of Commitments by Region




**Total gross commitments on and off-balance sheet, unweighted = €1,163bn as at 31.12.2012**

# French Retail Banking Presence




**French Retail Banking well rooted in wealthier areas and segments**