



BNP Paribas Sustainable growth throughout the cycle

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BNP PARIBAS | The bank for a changing world

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Main Achievements in 2010

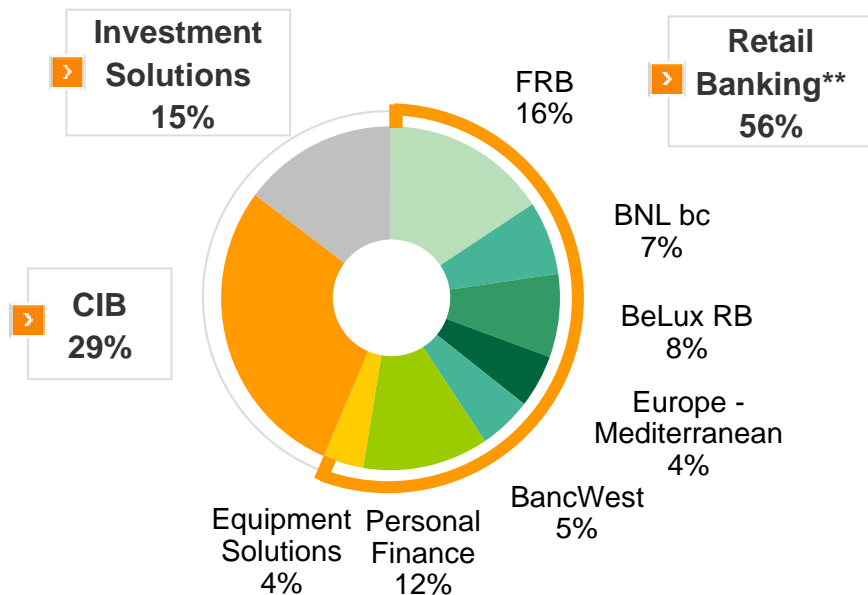
Strong Performances by Business

Growth Strategy



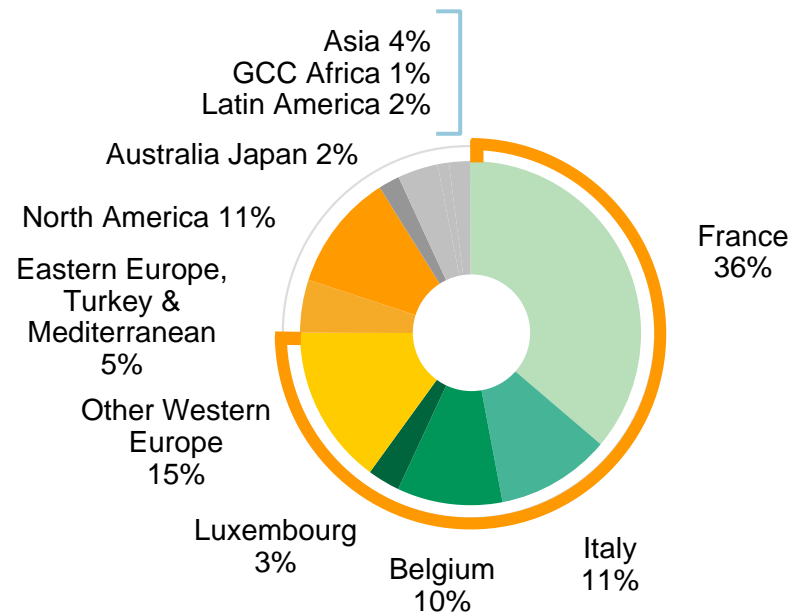
Group Overview

Business mix 2010* Revenues



> **1/2 Retail, 1/3 CIB, 1/6 IS**

Geographic mix 2010* Revenues



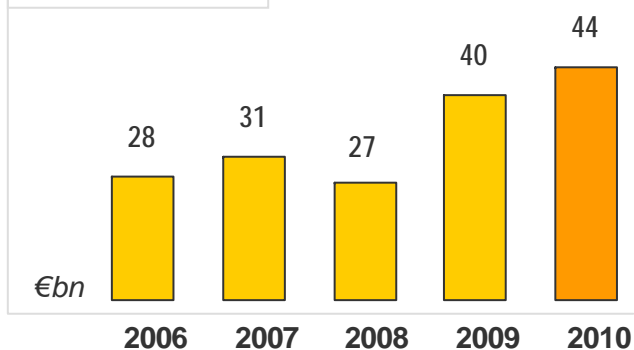
> **75% Western Europe, 60% domestic markets**

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

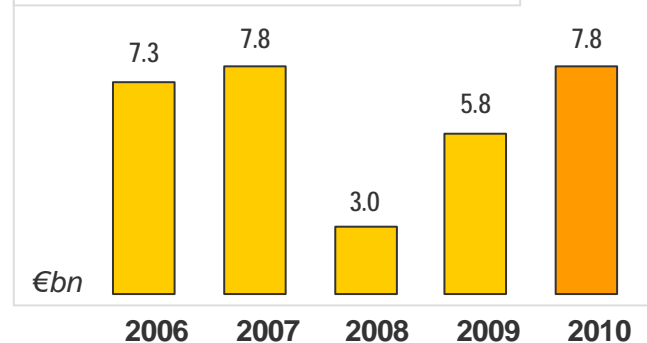


Consolidated Group Results 2010

> Revenues



> Net income group share



- ROE
- ROTE

> 2010

12.3%

15.8%

> 2006

21.2%

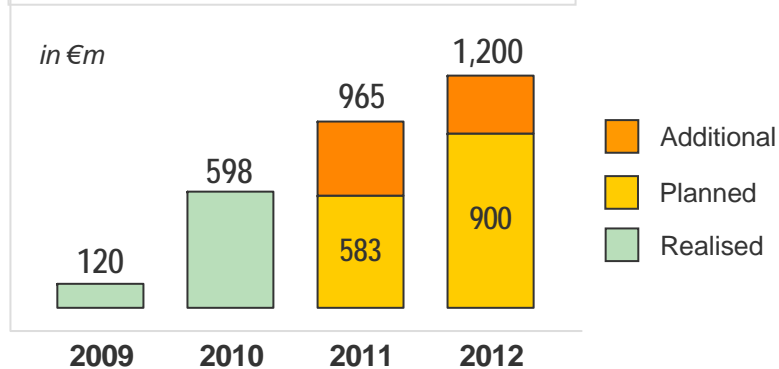
30.7%

> **Recurrent and strong cash flow generation capacity**

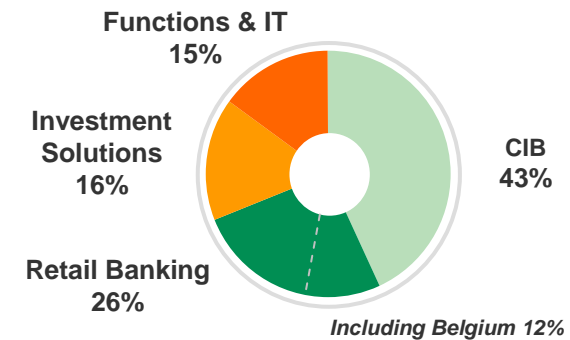


BNP Paribas Fortis Synergies

Net cumulative synergies



Breakdown of synergies by business unit



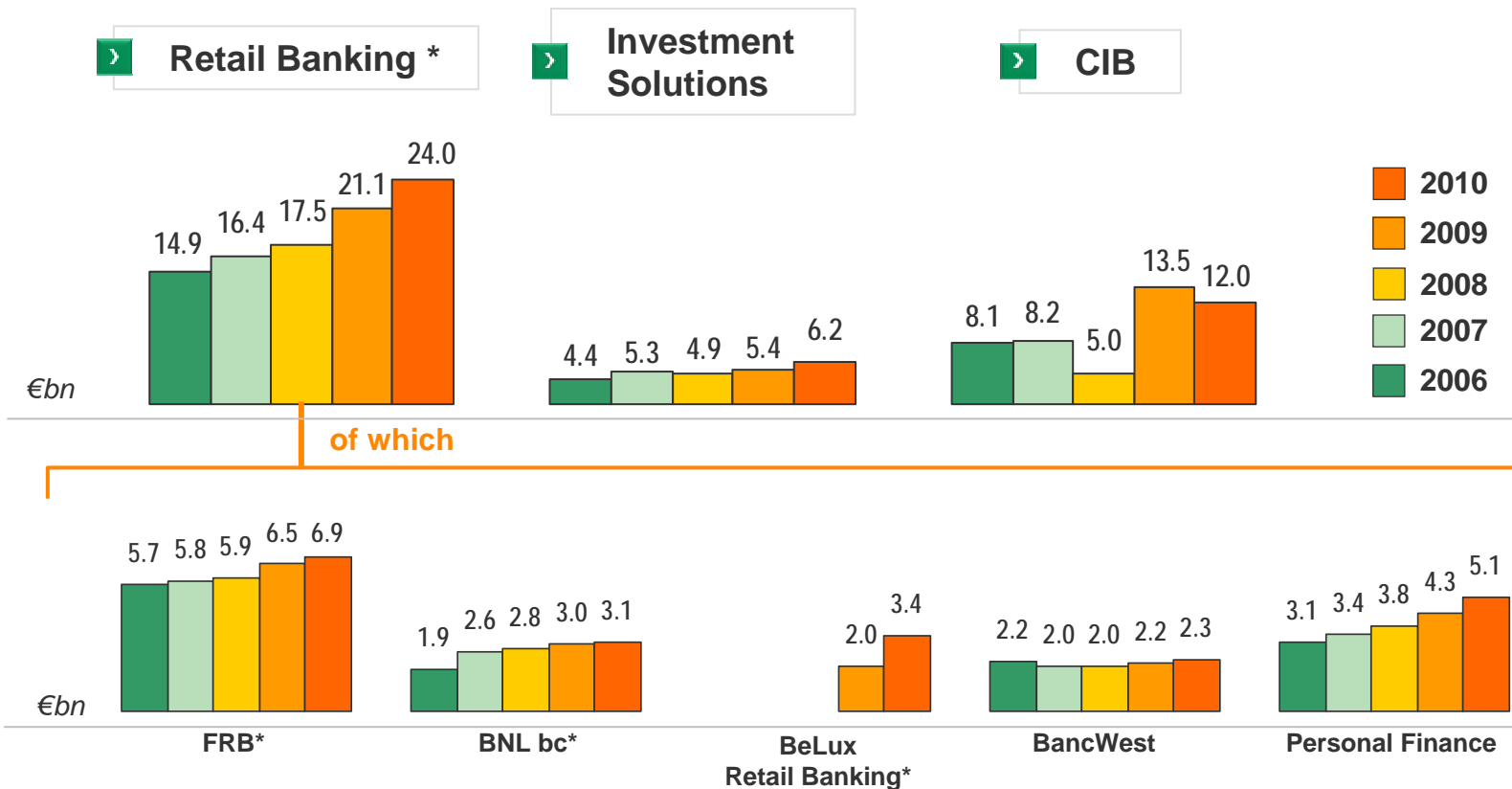
- Cumulative synergies as at the end of 2010: €598m vs €229m announced
- Total expected annual synergies increased from €900m to €1.2bn in 2012
 - Retail Banking and functions: plan now includes Turkey
 - Investment Solutions: higher cost synergies in various business units
 - CIB: more cross-selling and higher cost synergies
- Restructuring costs* increased from €1.3bn to €1.65bn
 - Including €0.6bn in 2011



Synergies revised upward by 33%



Revenues of the Operating Divisions



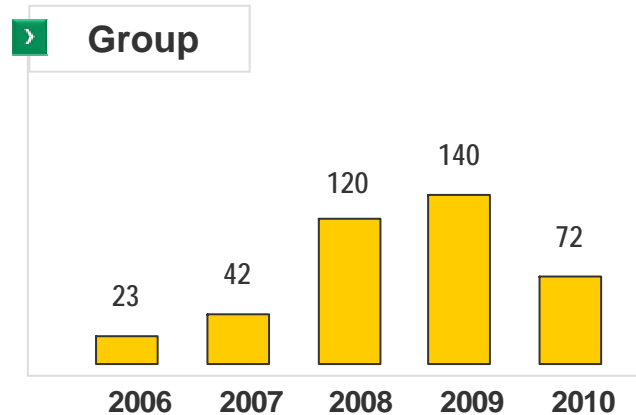
Strong organic and external growth throughout the cycle

*Including 100% of Private Banking in France (excluding PEL/CEL effects), Italy and Belgium



Cost of Risk

Net provisions/Customer loans (in annualised bp)



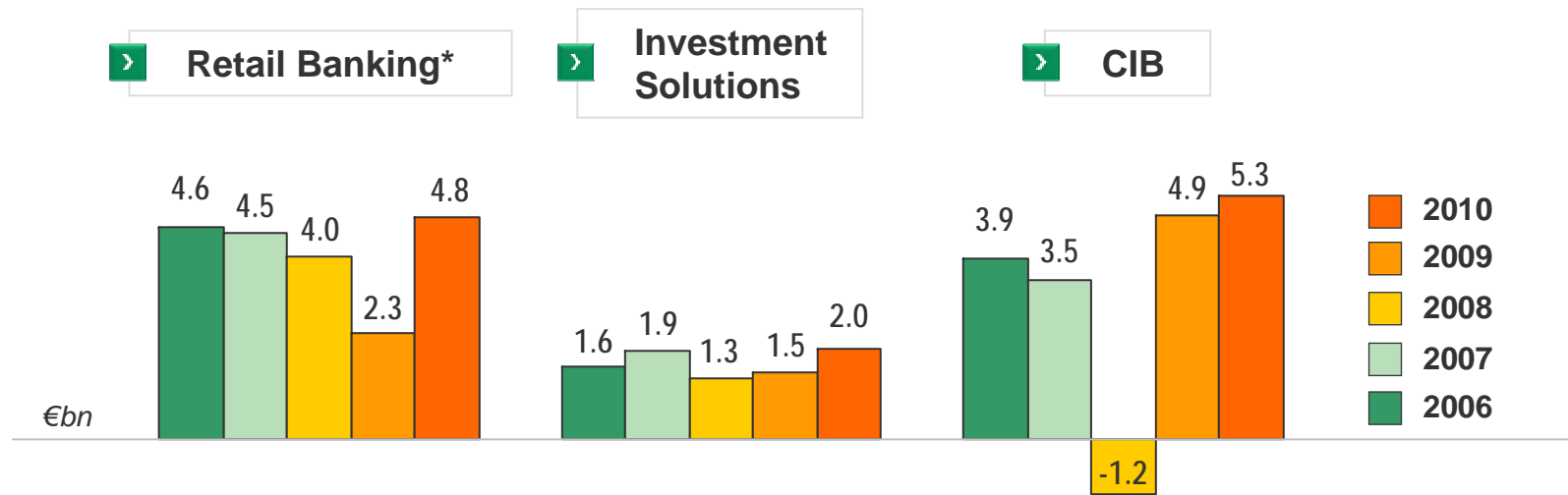
- Domestic Markets
 - France and Belgium: moderate level confirmed
 - Italy: stabilisation at a high level, mainly due to the mid-corporate segment
- Other Retail Banking
 - Europe-Mediterranean: trend down but uncertain consequences of political turmoil in certain countries
 - BancWest: strong reduction in the investment portfolio, improved quality of the loan book
 - Personal Finance: down in most countries
- CIB - Financing businesses: 0 bp in 2010, limited new provisions offset by write-backs



**Strong decline in the cost of risk
in an improved economic environment**



Pre-Tax Income of the Operating Divisions



● Pre-tax ROE

19%

31%

38%

32% *pro forma* Basel 2.5

~30% (est.) *pro forma* full Basel 3



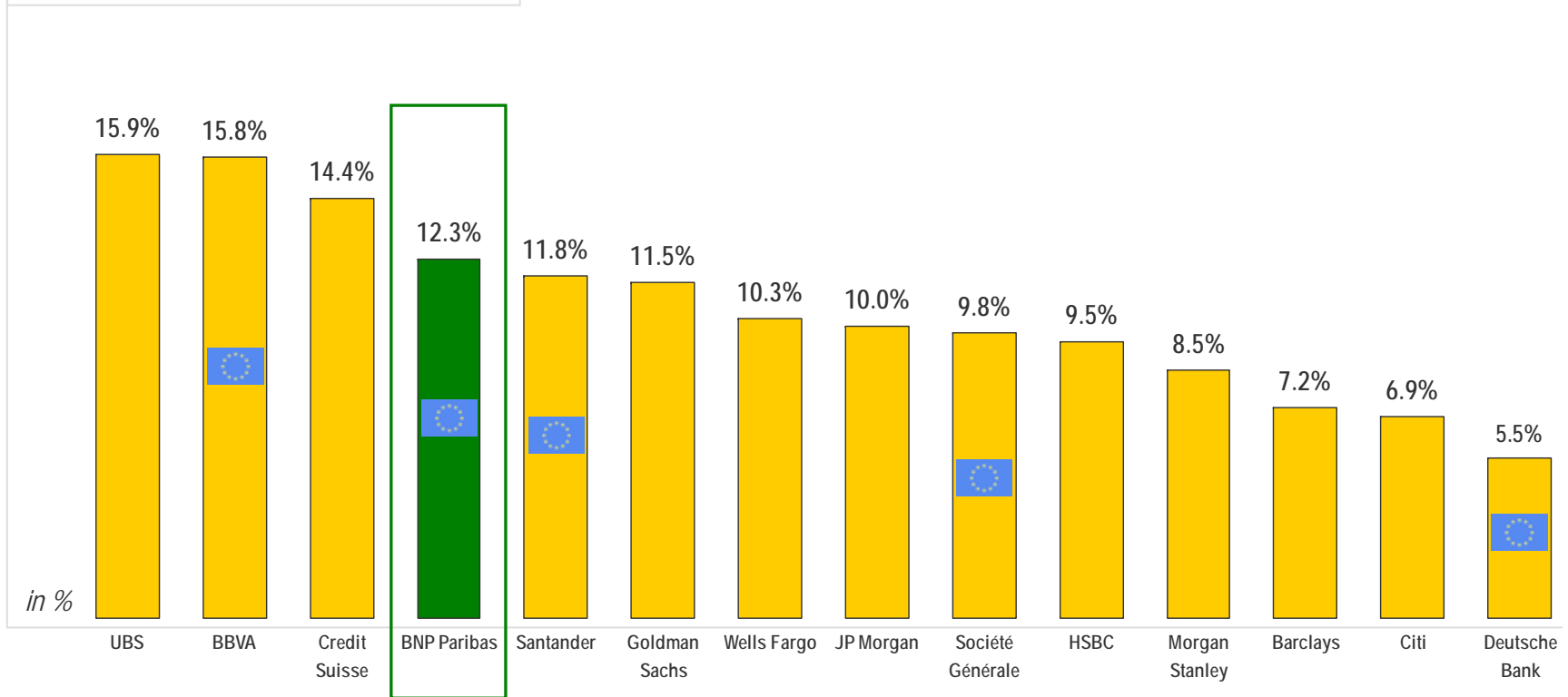
Rebalancing of the divisions' contributions due to a rebound in Retail Banking income

**Including 2/3 of Private Banking in France (including PEL/CEL effects), Italy and Belgium*



ROE Benchmark

> 2010 Return on equity



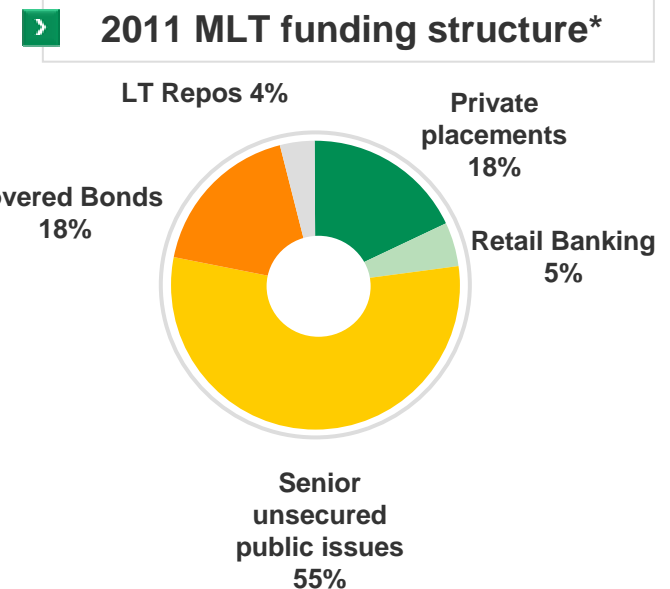
Solid profitability

Source: banks



Liquidity

- Large deposit base: €553bn (+2% vs. 31.12.2009)
 - With a beginning of re-intermediation in France from money market mutual funds
- Central bank eligible collateral available: €160bn
- High quality collateral for Covered Bond issues
 - Very good quality mortgages in euros
 - Assets guaranteed by AAA rated Export Credit Agencies
- Ability to diversify MLT issues with attractive spreads
 - In all the leading currencies (EUR, USD, AUD, JPY)
 - For various maturities & types of issuance
- 2011 MLT issue programme: €35bn
 - €14bn already raised with an average maturity of 7 years



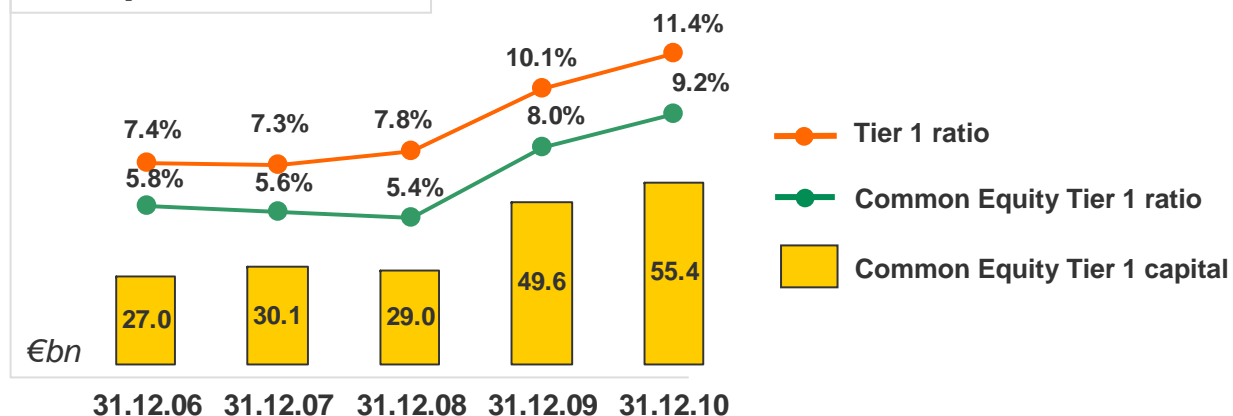
A competitive edge in the access to a wide variety of liquidity sources

* As of 16 March 2011



Solvency

Capital ratios



- Common Equity Tier 1: +€28.4bn since 31.12.2006 (x2 in 4 years)

- O/w organic equity generation: +€15.2bn
- O/w switch to Basel 2 (insurance,...): -€2.7bn
- O/w effect of the Fortis deal: +€10.8bn
- O/w rights issue: only €4.2bn in 2009
- O/w scrip dividends paid in 2009 and 2010: €1.2bn

Limited dilution

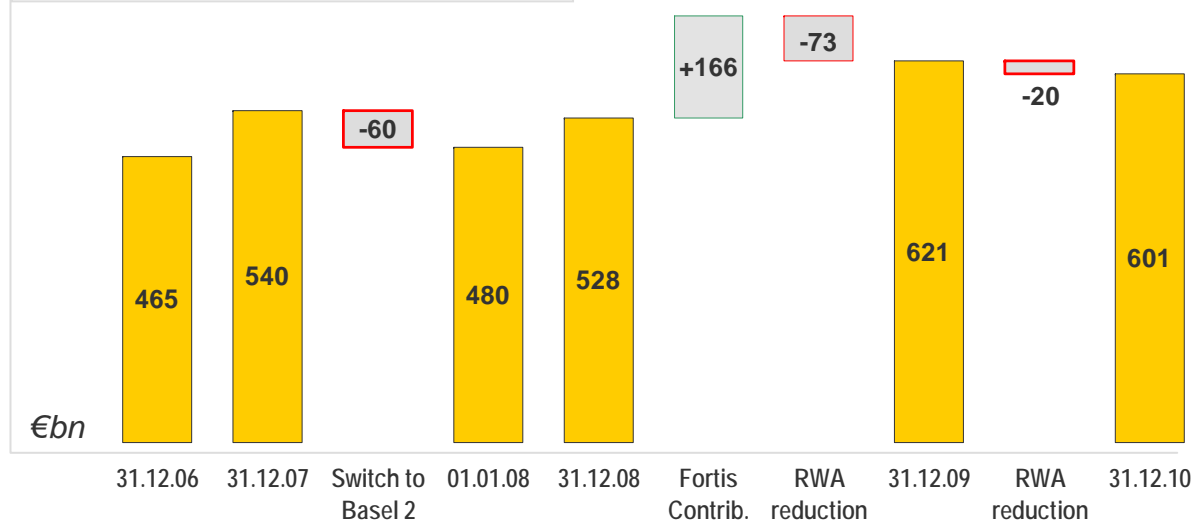


Powerful capacity to generate equity organically



RWA

> Risk-Weighted Assets



- Risk-Weighted Assets: +€136bn since 31.12.2006 (+29.5% within 4 years)
 - O/w effect of the switch to Basel 2 as at 01.01.08: -€60bn (mainly in credit risk on businesses eligible to advanced approach)
 - O/w effect of the Fortis deal: +€166bn
 - O/w steered reduction since end 2008: -€93bn, mainly in CIB

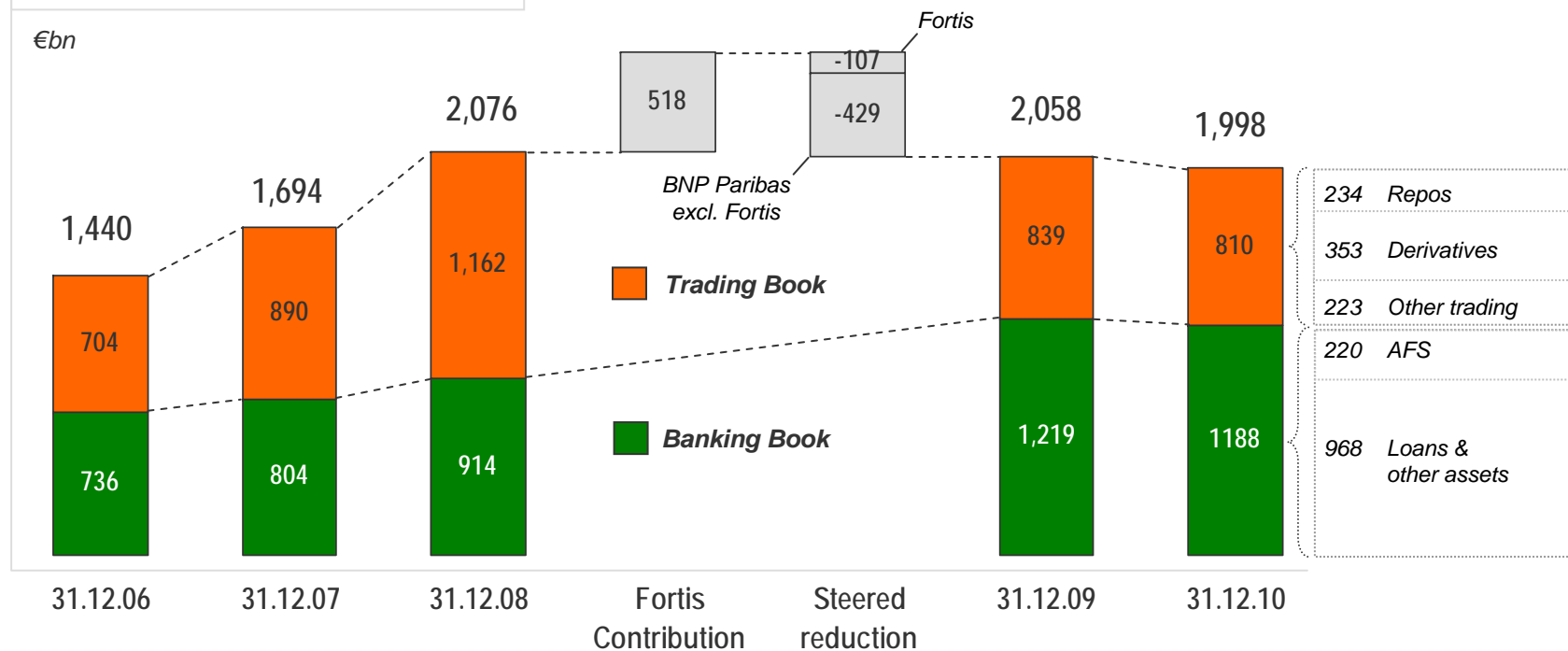


Constant optimal management of RWA



Balance Sheet

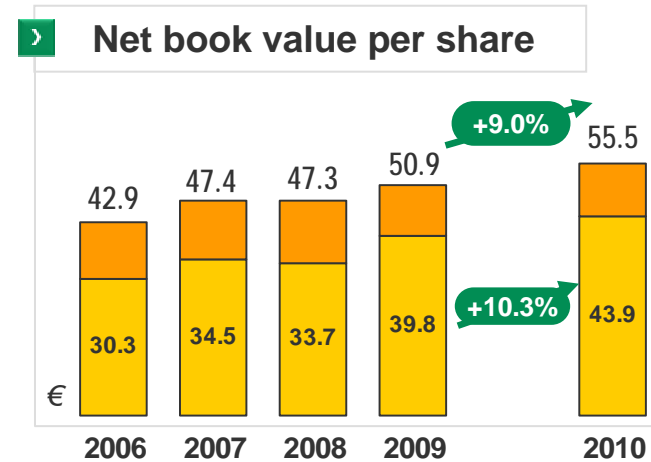
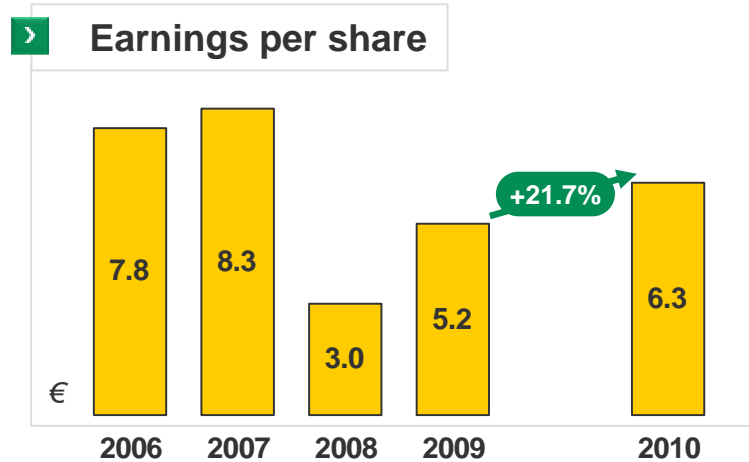
Balance sheet: assets



Active balance sheet management since Fortis acquisition



Earnings per Share, Book Value per Share



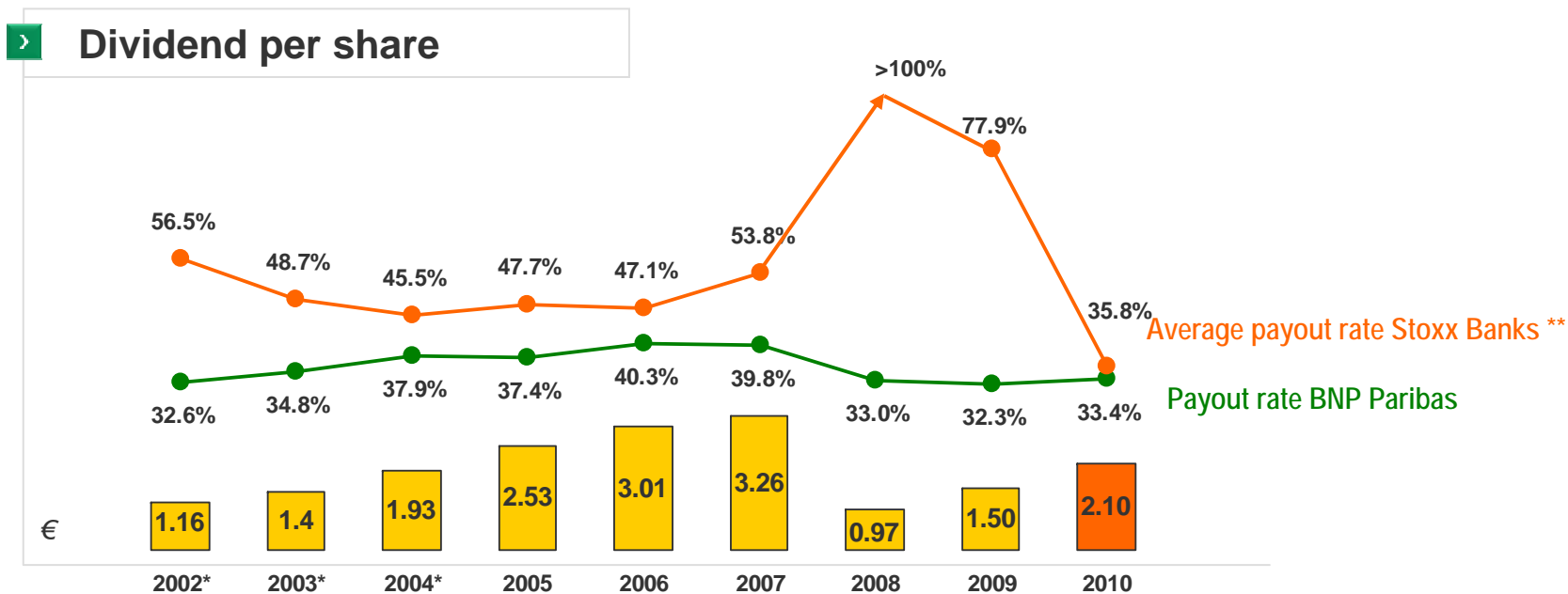
Net tangible book value per share

➤ A model generating robust growth in the value of assets throughout the cycle



Dividend

- 2010 dividend proposed at the Shareholders' General Meeting: €2.10 payable in cash



The dividend for financial years 2002 to 2008 were adjusted to take into account capital increases, with the preferential subscription rights maintained, carried out in 2006 and 2009

A responsible distribution policy: 1/3 of net income distributed to shareholders, paid in cash



Main Achievements in 2010

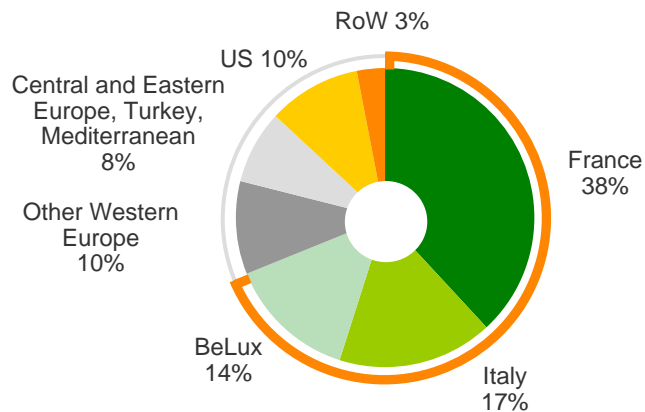
Strong Performances by Business

Growth Strategy



2010 Retail Banking - Overview

Retail Banking Geographic Mix Revenues 2010 *



69% domestic markets

2010/2009 (at constant scope and exchange rates)

- Revenues* +4.0%
- Cost/Income* (60.8pt): -1.0pt
- Cost of risk* -28.8%
- Pre-Tax Income** x2.0
- Pre-tax ROE 19.0%

69% of retail revenues generated in domestic countries

* Including 100% of Private Banking in France (excluding PEL/CEL effects), Italy and Belgium;

** Including of 2/3 of Private Banking in France (PBF), Italy and Belgium

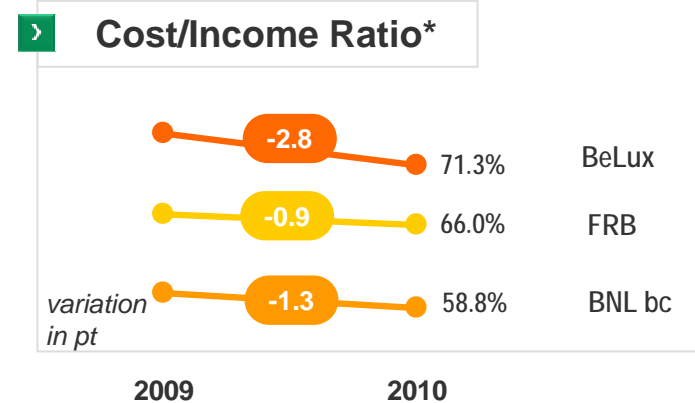
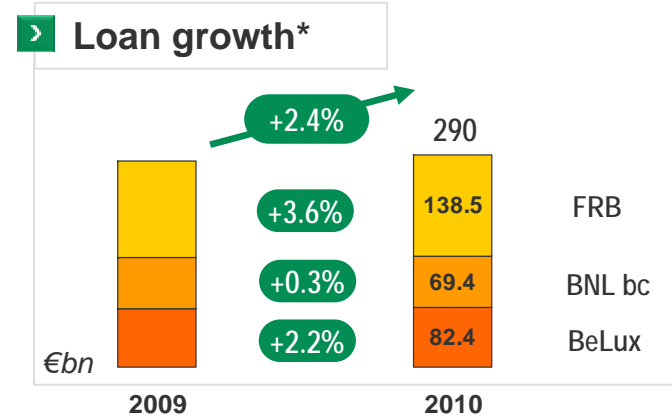


2010 Retail Banking - Domestic Networks

- Strong volumes
 - Deposits: strong inflows in current accounts (+7.5%* vs. 2009)
 - Loans: +2.4%* vs. 2009, o/w +6.5% in mortgages (71% of total Group mortgage outstandings)

- Cost control discipline maintained in the 4 networks
- Cost of risk
 - France & Belgium: moderate level confirmed
 - Italy: stabilisation at a high level

- Pre-tax ROE: 21%
 - BNL bc still in Basel 2 standardised approach



> **Strong cash flow generation capacity in sound markets**

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



2010 Retail Banking - BancWest

- Resurgence in business development in an improving economy
 - High net interest margin and increasing deposit base
 - Still weak loan demand but a recent pickup in corporate and consumer loan production

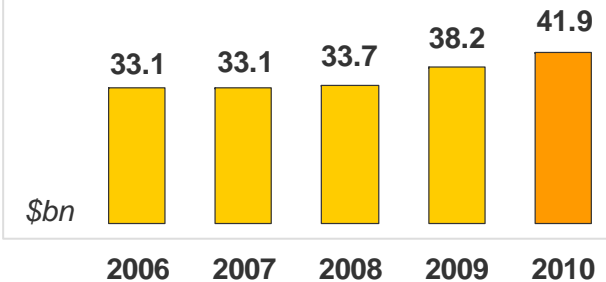
- Cost income ratio: 54.7%, still at a low level
 - Step up commercial effectiveness of the network to boost customer acquisition, increase cross selling
 - Upgrade the branch network

- Strong decline in the cost of risk
 - 119 bp (vs. 310 bp in 2009)

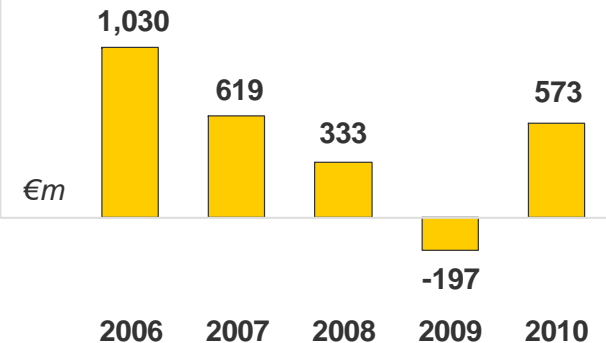
- Pre-tax income: €573m

- Pre-Tax ROE: 18%

Core Deposits*



Pre-tax income



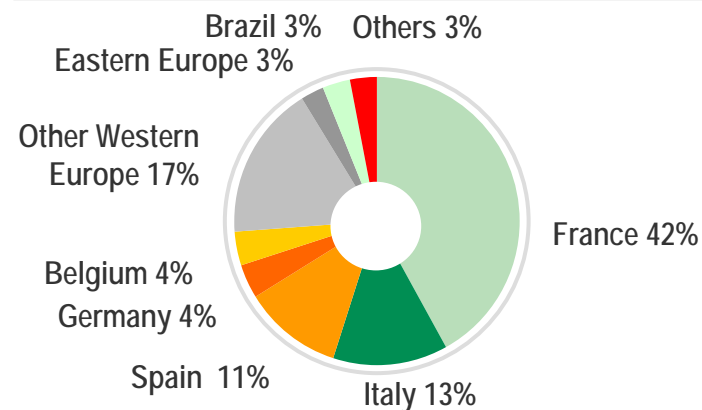
Significant recovery underway



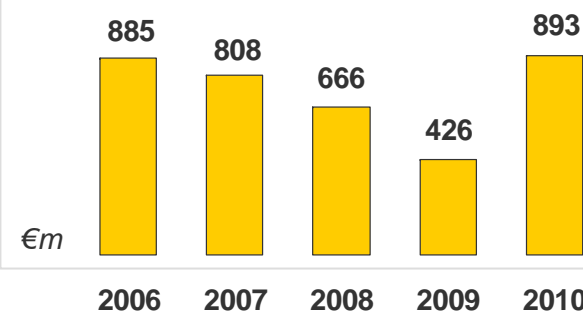
2010 Retail Banking - Personal Finance

- Pursuing growth and industrialisation strategy
 - France: industrial alliance with BPCE
 - Italy: Findomestic integration plan
 - Germany: partnership with Commerzbank (1,200 branches, 11m customers)
 - Turkey: takeover of TEB Cetelem in 4Q10
- Strong loan growth with a low risk profile and good profitability
 - Consolidated outstanding: +4.0%* vs. 2009
- Cost/income: 46.0% (-9.4pt in 2 years)
- Cost of risk: decline in most countries
- Pre-tax income: x2 vs. 2009
- Pre-tax ROE: 23%

4Q10 consolidated outstandings: (€88.4bn)



Pre-tax income



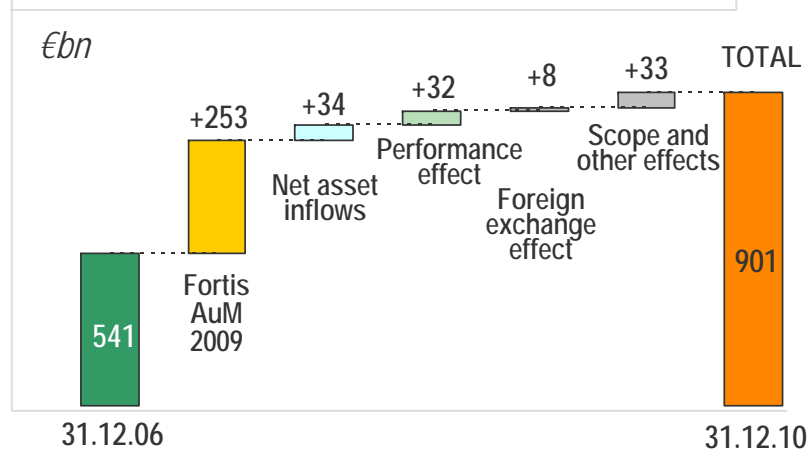
Excellent operating performance

* At constant scope and exchange rates

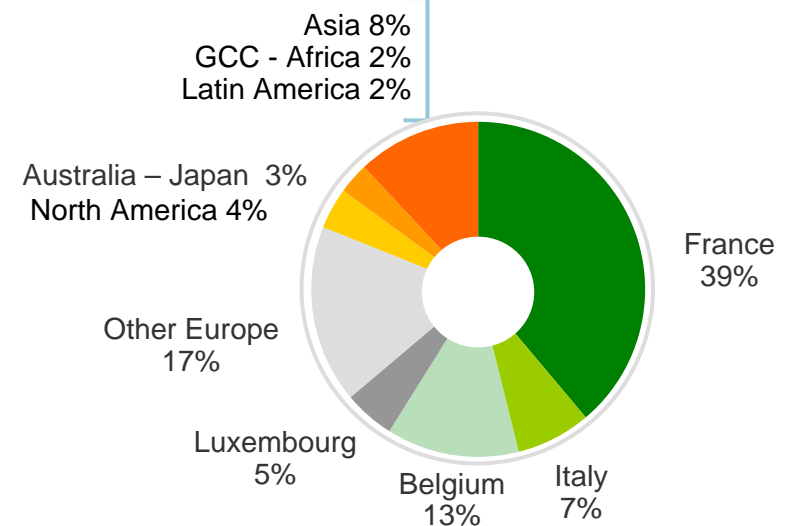


2010 Investment Solutions (1/2)

Assets under management* change since 31.12.06



AUM* by geography



- Assets under management: €901bn as at 31.12.10 (+67.0% vs. 31.12.06)
 - Effect of the Fortis integration: +€253bn
 - Strong inflows throughout the crisis, incl. new cash in money market funds partly gone since then
 - Diversified geographic asset base: 12% from emerging countries

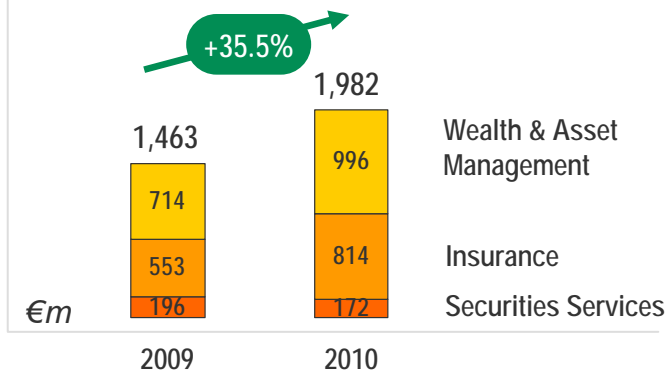
Assets under management increased to €901bn

*Including assets managed on behalf of external clients; as at 31.12.10

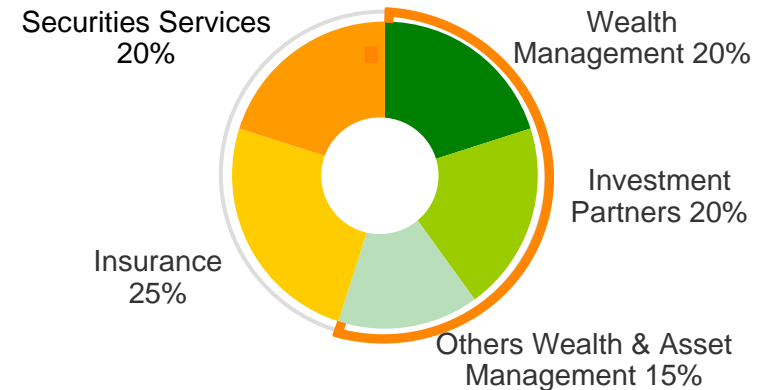


2010 Investment Solutions (2/2)

Pre-tax income per business unit



Business Mix 2010 Revenues



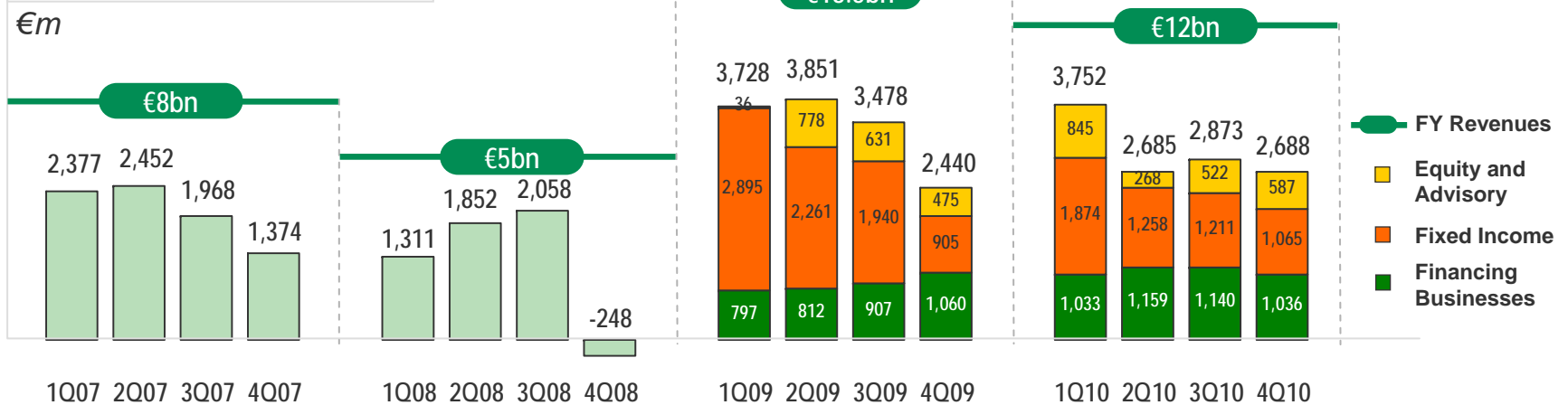
- Resilient business model
 - Integrated model with excellent complementary fit between businesses
 - All businesses are core
- Improved operating efficiency: cost/income at 70.8% (-2.1 pts* vs. 2009)
- Pre-tax ROE: 31%
 - Low capital consumption businesses

Integrated model generating strong profitability



2010 Corporate and Investment Banking (1/2)

Revenues 2007-2010



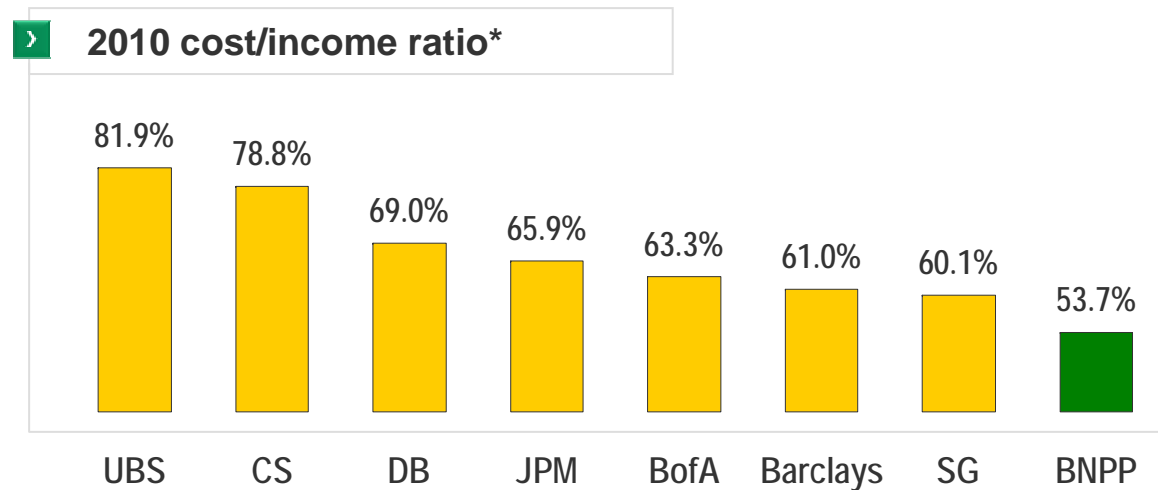
- Financing businesses: leadership in Europe and recognised global franchises
 - Strong and recurrent revenue base
- Capital markets: strong franchises beyond intrinsic volatility
 - Global leading provider of derivatives
 - Ranked number 1 for “All Corporate bonds in euros” (*Thomson Reuters*)

➤ **European leader, client centric, with diversified business mix**



2010 Corporate and Investment Banking (2/2)

- All 2010 variable compensation components booked in 2010
 - Including the deferred and conditional part (payable in 2011, 2012 and 2013)
- 2010 cost/income ratio: still the best in the industry
 - After bolstering the franchise in Asia and in the U.S.



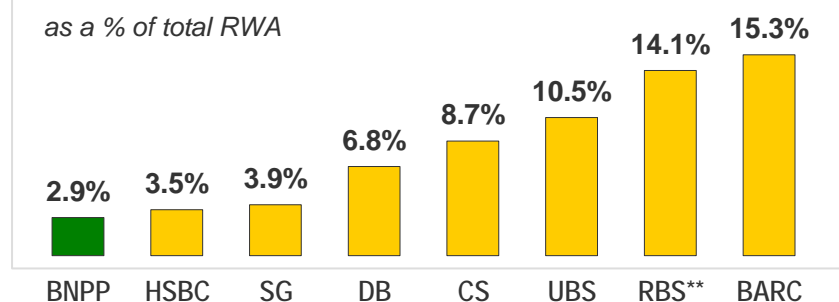
> **The best operating efficiency in the industry**



CIB - Capital Markets: Basel 2.5 & Basel 3

- RWA: €71bn as at 31.12.2010
 - Only 12% of Group's total RWA
 - O/w €10bn for market risks RWA
€19bn for counterparty risks RWA
 - End user oriented

➤ Benchmarking Market risks RWA



Source: banks, as of 31.12.10

- Limited impact of Basel 2.5/3 vs. peers: ~+€60bn additional RWA...
 - Low VaR: €43m as at 31.12.10
 - Reclassified assets: only €6bn as at 31.12.10; flat shadow P&L*
 - Securitisation: already included in RWA (no deduction from capital 50/50)
 - Counterparty risk already calculated with a stressed scenario
-even without taking into account any mitigation action
 - Beyond day-to-day optimisation



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

* If no reclassification had been implemented, the aggregate pre-tax income since the first reclassification, would have been quite similar

** Total RWA before "Asset Protection Scheme Relief"



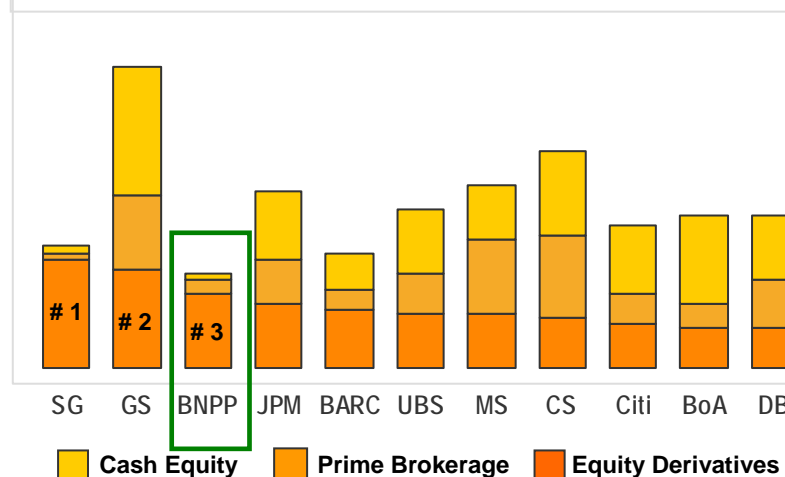
CIB - Capital Markets

- Equity Derivatives
 - Top 3 worldwide equity derivatives franchise with very limited cash equities, complemented by a profitable prime brokerage activity
 - Significant reduction of risks since 4Q08
 - Combination of listed derivatives & fully collateralised OTC business

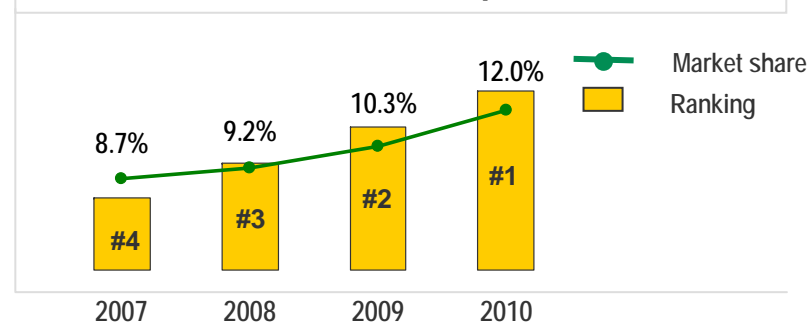
- Fixed Income
 - Virtually no legacy assets
 - Leading interest rate derivative franchise
 - Leading position in euro capital markets

- Solid profitability: 2010 pre-tax ROE of 44%
 - ~27% pro forma full Basel 3

> Benchmark 2010 Global Equities revenues*



> Benchmark 2010 "All Corporate bonds in €"



> A competitive edge to remain highly profitable in the new regulatory environment

* Source: bank disclosure & BNP P estimates



Main Achievements in 2010

Strong Performances by Business

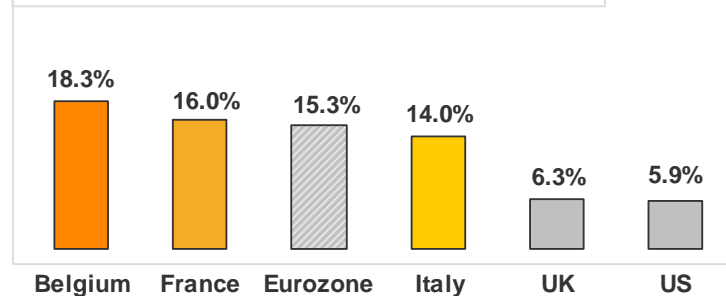
Growth Strategy



Growth Strategy in Domestic Markets

- Pursue growth in robust markets
 - Household savings rates above 14%*
 - Sound real estate markets
 - Sustained loan demand due to low debt per capita

> Gross savings rate in 2009*



- Extend cross-selling
 - Inside Retail Banking: integrated model and shared platforms; speed up distribution of Personal Finance products
 - Retail Banking - IS: continue rolling out the Private Banking model; develop the distribution of insurance products
 - Retail Banking - CIB: continue developing cash management services, trade finance, interest rates and forex products
 - IS - CIB: expand the product offering of BPSS; alternative management solutions with Equity Derivatives

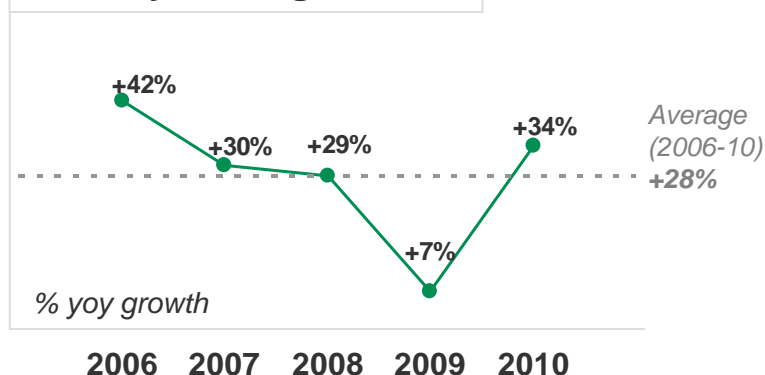


Integrated business model enabling continued outperformance in wealthy and sound markets

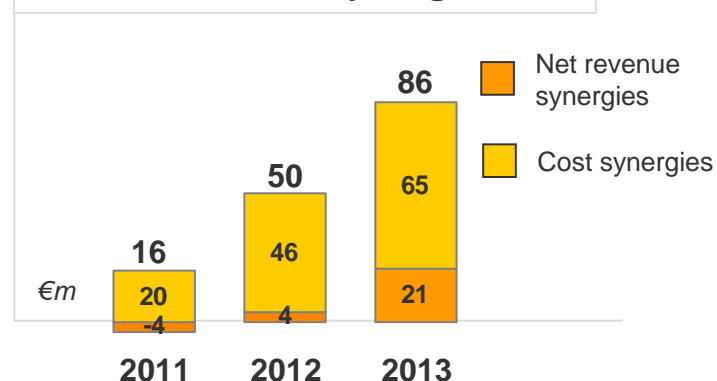


Growth Strategy in Other Retail Markets: Focus on Turkey

> Turkey - loan growth*



> Net cumulative synergies***



- A robust, dynamic and promising market
 - Sizeable market (76m inhabitants) with significant GDP growth potential
 - Strong lending growth (+28% over the last 5 years) and resilient profitability throughout the crisis
 - Low banking penetration rate (loans/GDP** at 39% vs 148% in EU-15)
- Merger of TEB & Fortis Bank Turkey completed
 - Leading to a #9 ranking in Turkey
 - Roll-out of the integrated model: €86m of net synergies expected by 2013
 - €123m of restructuring costs over 3 years

> **Roll out the integrated model in an attractive market to extract further value from the “New TEB”**

* Source: BRSA ; ** Source: Central Banks (2009), EU-15 : European Union 15; *** 67% consolidated

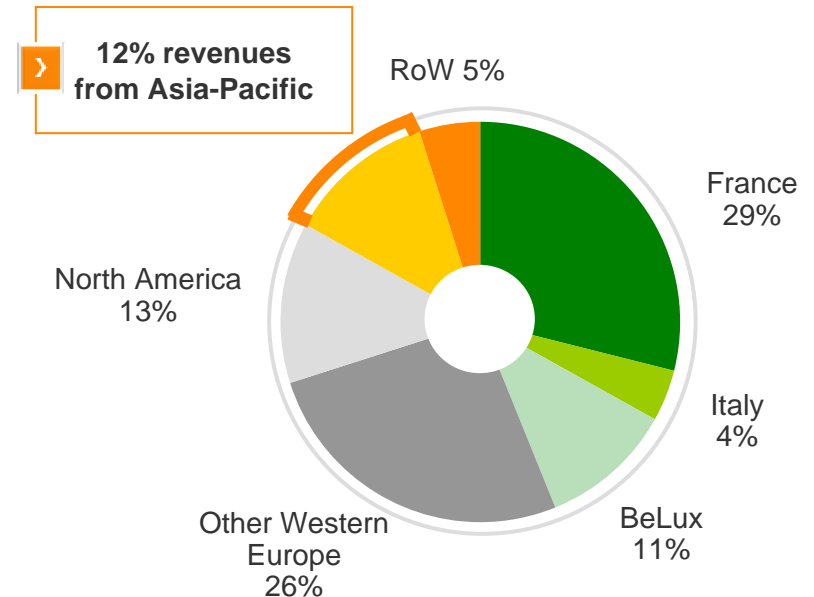


Growth Strategy in Asia- Pacific

- CIB: strengthen strong established positions
 - Transaction Banking: invest to industrialize and upgrade cash management and trade services platform
 - Financing: consolidate the strong franchises especially in Energy and Commodities
 - Capital Markets: develop local Fixed Income product offering, broaden client base for equity products
- Investment Solutions: become a major player
 - Asset Management: capitalise on the existing organisation to boost growth
 - Wealth Management: confirm the Top 5 position from Hong-Kong and Singapore
 - Insurance: maintain growth momentum in India, Japan, Korea and Taiwan
 - Securities Services: building a significant provider covering all major markets

CIB - IS Geographic Mix

Revenues 2010



**Build on already strong set-up
in a fast-pace growth region**



Conclusion



Strong cash flow generation capacity throughout the cycle



Enabling significant internal and external growth with a continuous strengthening of solvency



Providing leeway to keep on creating value organically in the new regulatory environment

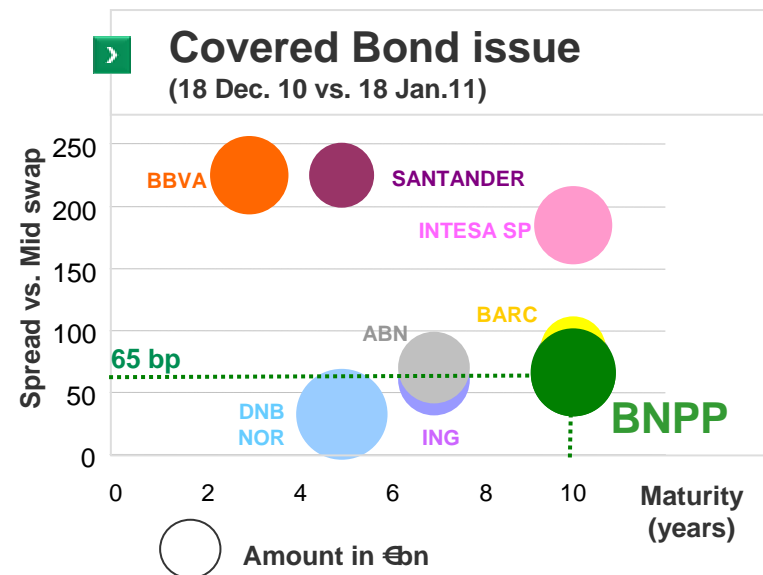


Appendices



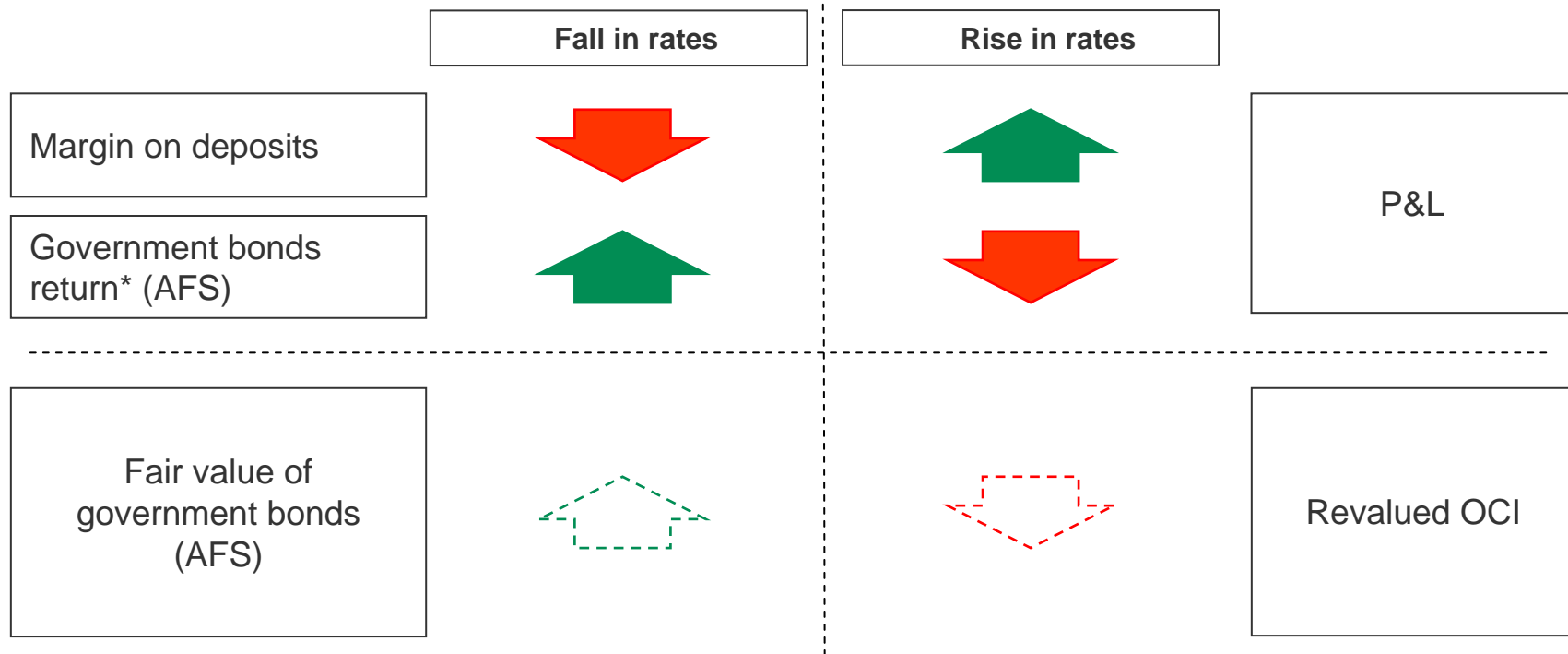
Liquidity - 2011 New Benchmark Issues

- Favourable issue terms in various segments
 - Jan 2011: 10-year Home Loan Covered Bond €1.75bn (swap +65 bp)
 - Jan 2011: 3-year Floating Rate Note Senior unsecured US\$ 1bn (3-month \$ Libor +90bp)
 - Jan 2011: 10-year Senior unsecured US\$ 2bn (Treasuries +175 bp)
 - Jan 2011: 3-year Senior unsecured AU\$ 850m (equiv. US\$ Libor + 91 bp)
 - Feb 2011: 5-year Senior unsecured US\$ 2bn (Treasuries +135 bp)
 - Feb 2011: 5-year Senior unsecured €1.5bn (swap +73 bp)
 - March 2011: 5-year dual tranche Senior unsecured ¥ 62bn (equiv. swap +30 bp for fixed rate tranche)



Asset and Liability Interest Rate Risk Management

Impact of changes in interest rate

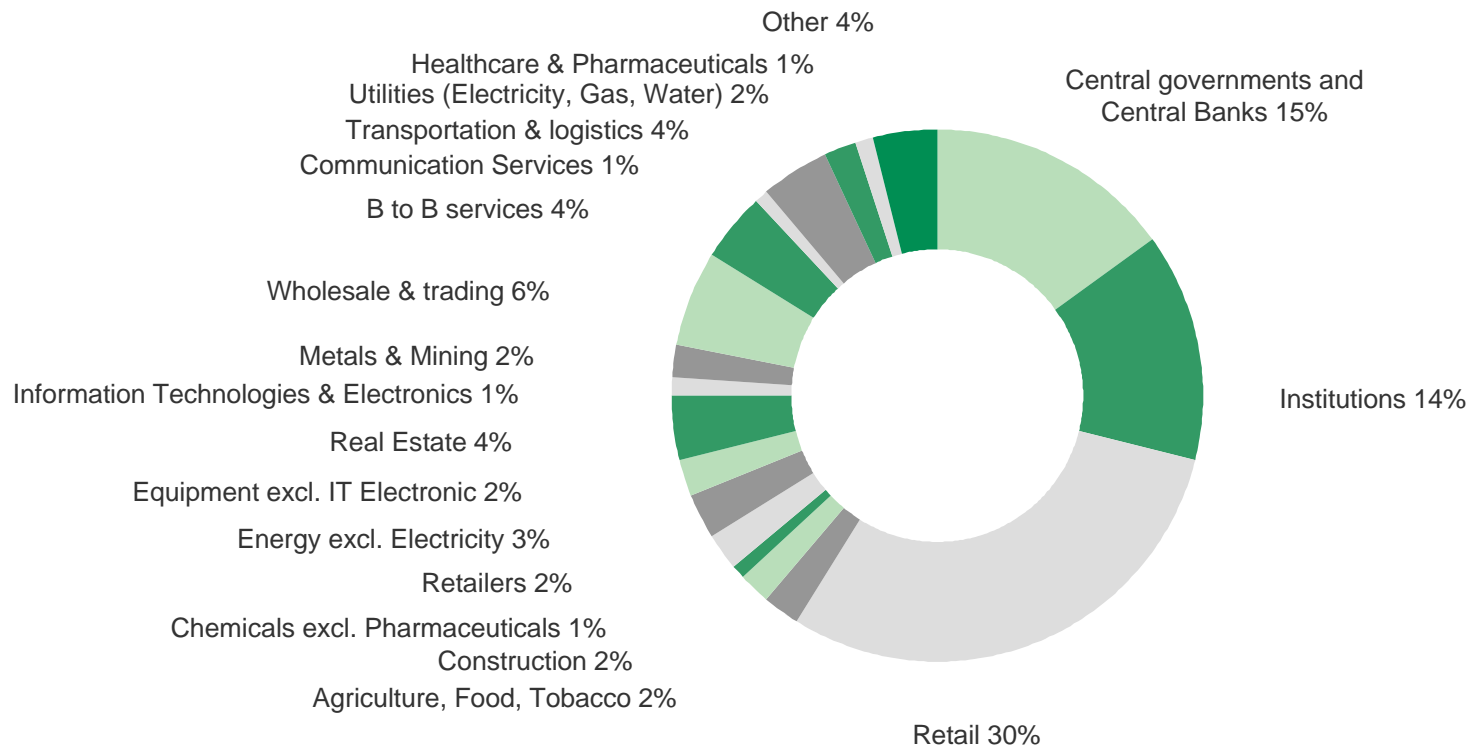


- Government bonds hedge retail banking activities against a drop in interest rates (but also limit the favourable effects of rising interest rates)
- Worst case scenario: interest rates remain low on a long-term basis and flat yield curve
- Best case scenario: steep yield curve

*Coupon minus carrying costs



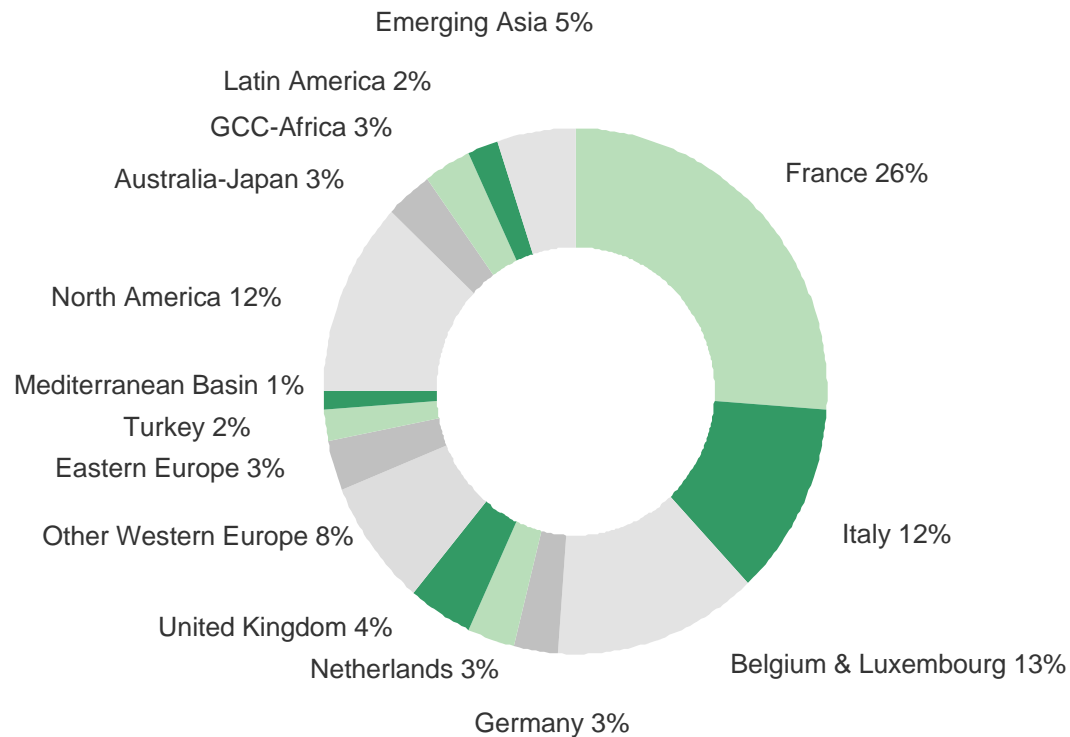
Breakdown of Commitments by Industry



Total gross commitments on & off-balance sheet, unweighted = €1,296bn as at 31.12.10



Breakdown of Commitments by Region



Total gross commitments on & off-balance sheet, unweighted = €1,296bn as at 31.12.10



Update of Sovereign Exposures

Exposures as at 31 December 2010*

<i>In €m</i>	Gross exposure	O/w banking book	O/w trading book	Net exposure (1)
Austria	1,190	1,190	0	1,145
Belgium	22,046	22,046	0	22,225
Bulgaria	6	6	0	14
Cyprus	91	75	16	80
Czech Republic	165	165	1	156
Denmark	0	0	0	0
Estonia	0	0	0	8
Finland	800	523	277	446
France	16,287	16,287	0	16,294
Germany	9,642	5,993	3,649	9,633
Greece	5,018	4,539	479	5,046
Hungary	963	796	167	1,030
Iceland	0	0	0	60
Ireland	433	433	0	351
Italy	22,079	21,835	243	21,910
Latvia	0	0	0	21
Liechtenstein	0	0	0	0
Lithuania	36	35	0	48
Luxembourg	463	463	0	463
Malta	0	0	0	0
Netherlands	9,386	9,386	0	9,229
Norway	116	101	15	129
Poland	2,962	2,879	83	2,997
Portugal	1,733	1,733	0	1,875
Romania	109	76	33	120
Slovakia	34	32	2	33
Slovenia	342	61	280	311
Spain	2,903	2,903	0	3,708
Sweden	40	0	40	0
United Kingdom	1,821	1,424	396	1,719

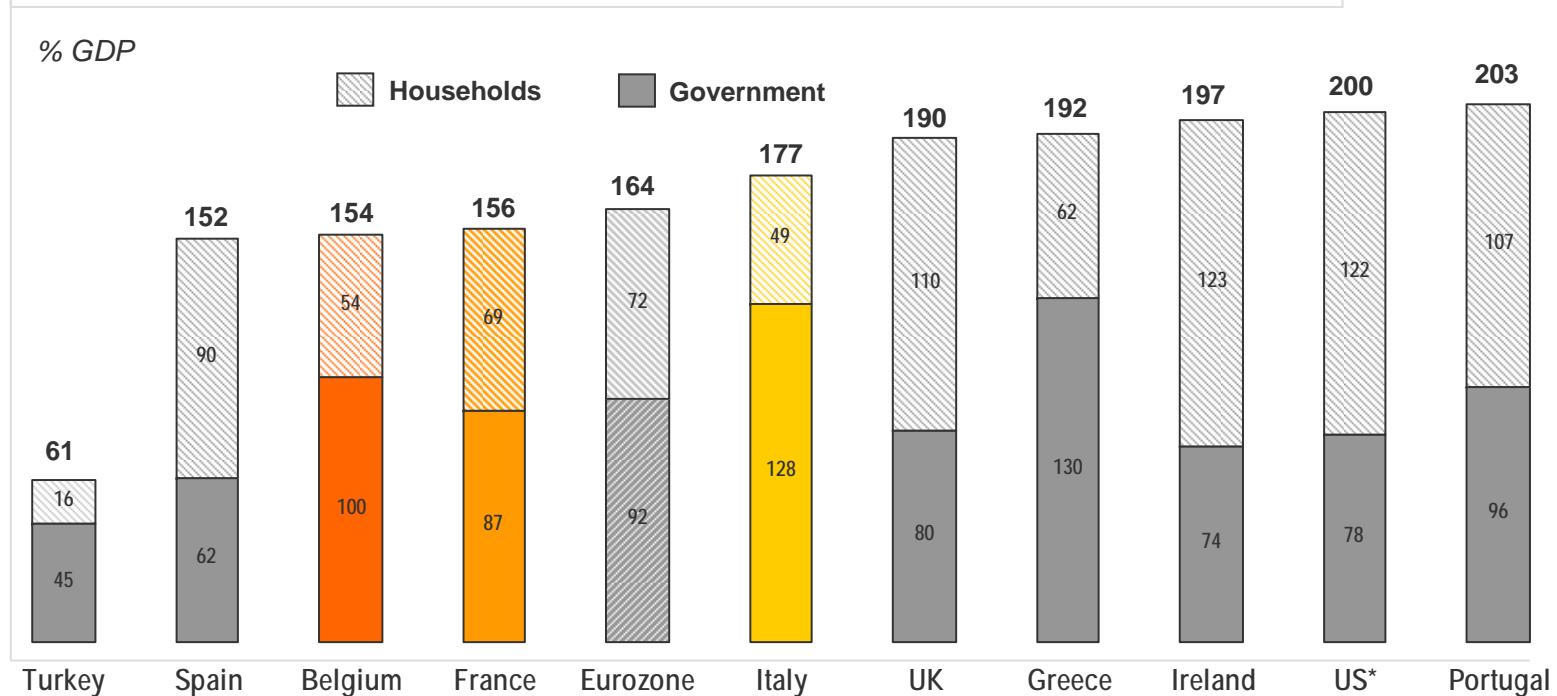
(1) Including credit derivatives

* Excluding insurance



Domestic Retail Markets

> Government and Households consolidated debt by country (2009)



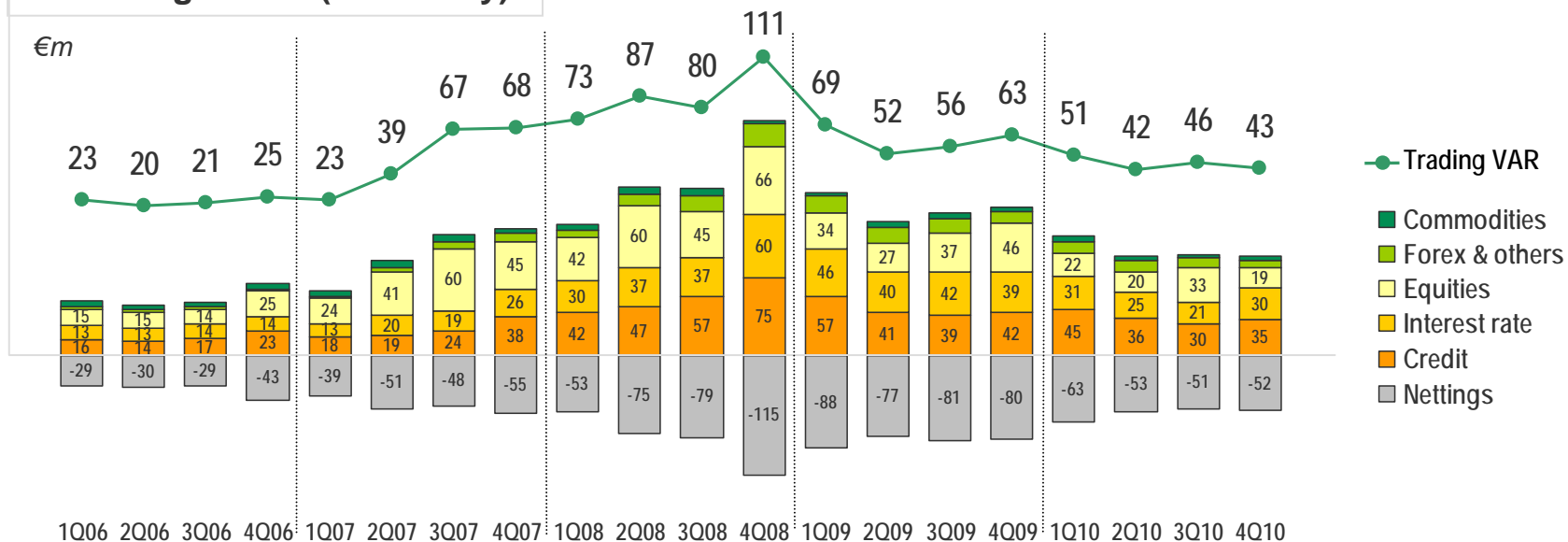
> Sound domestic markets

Source: Eurostat, Federal Reserve and CbT, * Households incl Farm business; Government incl Federal and local



CIB - Market Risks

Average VAR* (99% 1 day)



- Low VaR in 4Q10
 - Due to significant reduction in market risks since 4Q08
 - Despite more risky environment reflected in market parameters, compared to 2006
- VaR model proven to be robust during the crisis
 - Only 10 days of losses above the VaR over the last 5 years, consistent with the 99% statistic

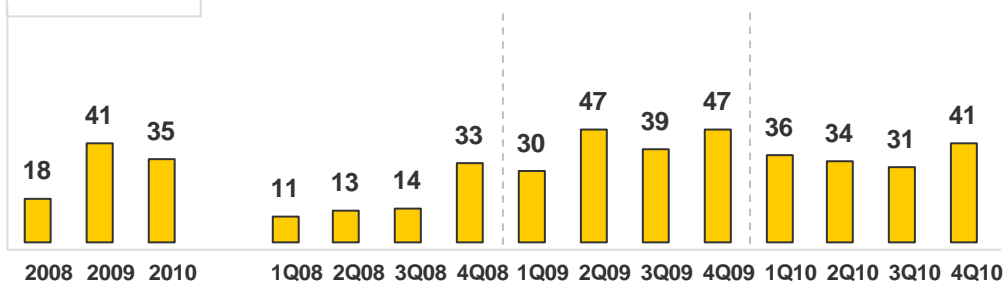
* Excluding BNP Paribas Fortis (BNP Paribas Fortis: average VaR €10m in 4Q10)



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

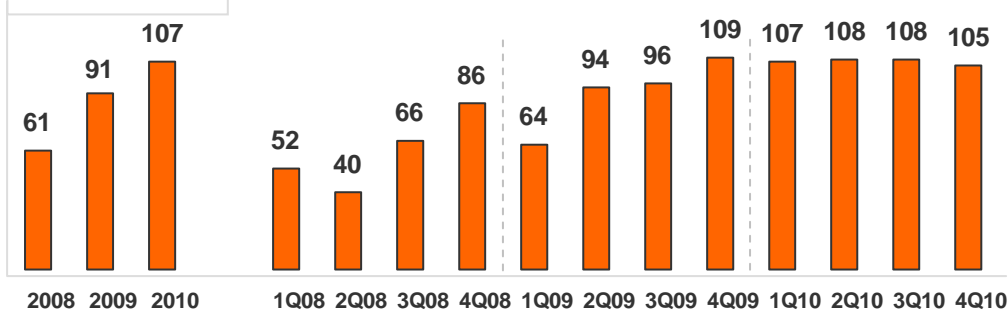
Net provisions/Customer loans (in annualised bp)

FRB



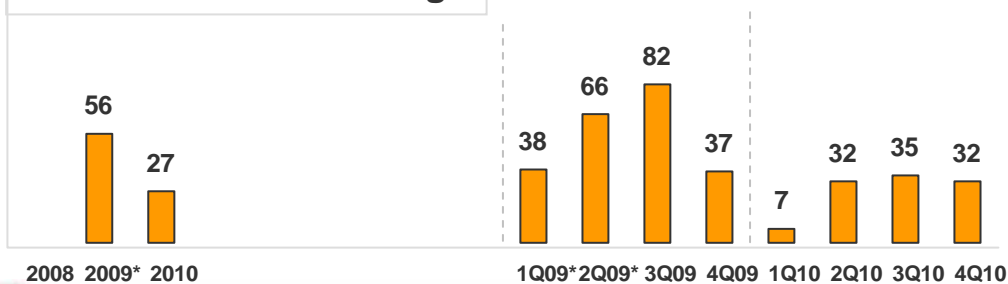
- Cost of risk: €139m
 - -€16m vs. 4Q09
 - +€32m vs. 3Q10
- Seasonal impact of 4Q

BNL bc



- Cost of risk: €203m
 - -€3m vs. 4Q09
 - -€6m vs. 3Q10
- Stabilisation confirmed

BeLux Retail Banking



- Cost of risk: €67m
 - -€7m vs. 4Q09
 - -€4m vs. 3Q10
- Moderate level confirmed

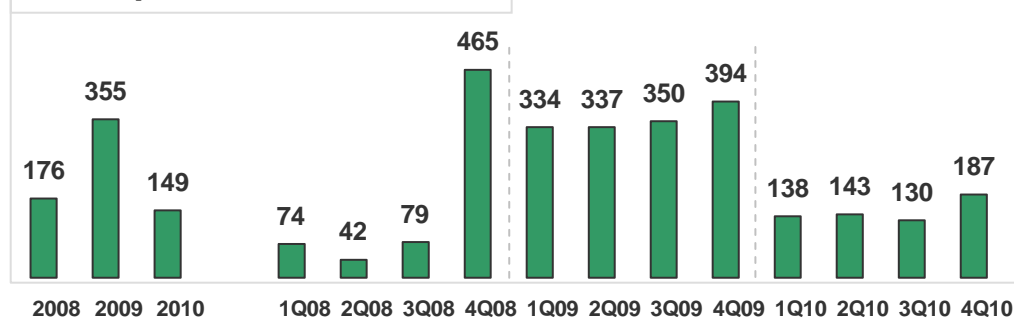
* Pro-forma



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

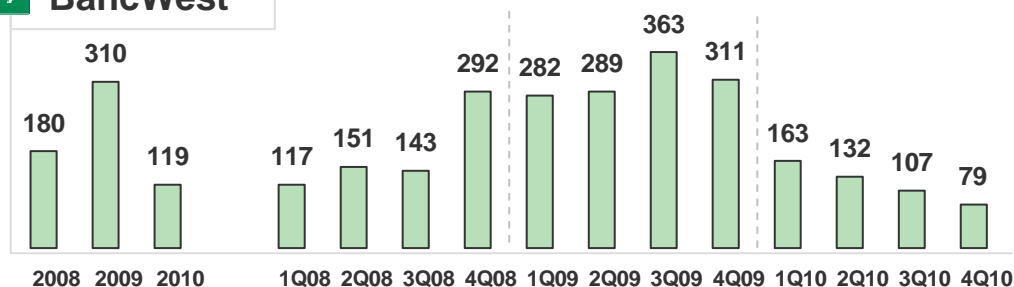
Net provisions/Customer loans (in annualised bp)

> Europe-Mediterranean



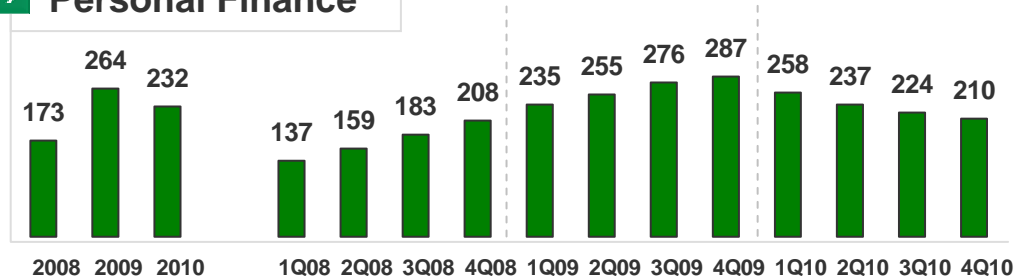
- Cost of risk: €122m
 - -€133m vs. 4Q09
 - +€33m vs. 3Q10
- €25m portfolio provision on a portfolio basis for Tunisia and Ivory Coast
- Stabilisation in Ukraine

> BancWest



- Cost of risk: €75m
 - -€200m vs. 4Q09
 - -€38m vs. 3Q10
- Improvement in the quality of the portfolio in a more favourable economic environment

> Personal Finance



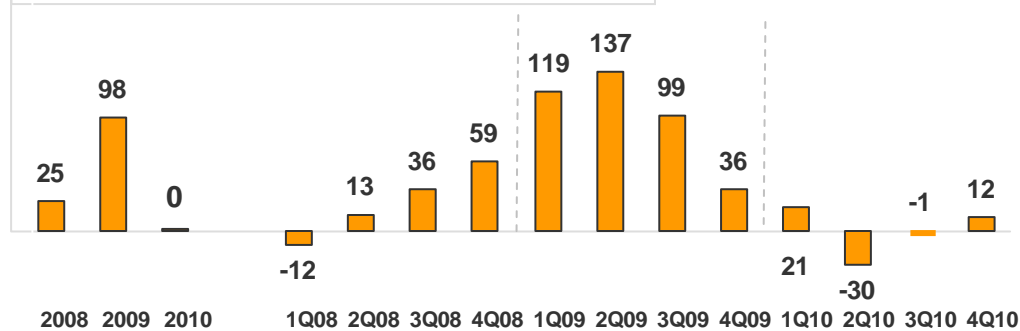
- Cost of risk: €440m
 - -€108m vs. 4Q09
 - -€29m vs. 3Q10
- Decline in the cost of risk



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

Net provisions/Customer loans (in annualised bp)

CIB Financing businesses



- Cost of risk: €48m
- -€100m vs. 4Q09
- Compared to a write-back in 3Q10
- Limited provisions offset by write-backs

