

2022 INTEGRATED REPORT

Solutions

# at scale

for a sustainable world



**BNP PARIBAS**

The bank  
for a changing  
world

# Solutions at scale

for a sustainable world

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2022 has reflected the scale at which our societies are challenged. In a hyper-connected world, dominated by technology; in the face of social inequalities accentuated by successive crises that are weakening economies; with the climate emergency that requires us to reinvent our models: we are convinced that we must all find the right solutions together.

As the leading bank in the European Union and a world leader in sustainable finance, we are putting our technological innovation, the expertise of our various business lines and our leadership at the service of the transitions that will shape the world of tomorrow.

Because being “the bank for a changing world” requires us to be at the forefront of this collective dynamic, we are giving ourselves the means, with our GTS 2025 strategic plan, to scale our solutions for a sustainable world. To better meet society’s new expectations and enable our customers — individuals, professionals, corporate clients and institutions — to make their own transition to a more sustainable and inclusive model.

Our commitments, our solutions, our transformation are at scale with the challenges of the current world to enable us to build a fair transition together.

Message from Jean Lemierre,  
Chairman of the Board of Directors  
of BNP Paribas

We are building  
on the solid results  
achieved  
by BNP Paribas in 2022

**to further  
and amplify**

our momentum

**B**efore reviewing macroeconomic trends, it is important for me to mention the human tragedies that cast shadows in 2022 and the beginning of 2023.

The war in Ukraine has lasted for more than a year now and its outcome seems distant and uncertain. At BNP Paribas, we are particularly attentive to the changes and repercussions of this conflict as they directly affect the 5,000 employees of our subsidiary UKRSIBBANK, whose exceptional courage and resilience allow us to maintain banking services that are essential to the Ukrainian economy. My sympathy also extends to our colleagues and to people in Turkey and Syria who were struck on 6 February by an earthquake which was described by the World Health Organization as, “the worst natural disaster in a century” and whose death toll was exacerbated by several deadly floods that followed. The Group naturally mobilised to support the affected populations by immediately activating the BNP Paribas Foundation Emergency & Development Fund.

### Several shocks converged

Despite a series of unprecedented events since 2020, a further convergence of shocks in 2022 has had substantial consequences. First, we experienced an energy crisis of significant magnitude which led to increased prices throughout Europe, a surge in food prices throughout the world and a widespread logistics shock linked to multiple disruptions in production and supply chains.

In all, the situation contributed to creating conditions for an historic rise in inflation combined with an increase in interest rates as had not been experienced in many years. To contain this high inflation, the United States Federal Reserve System (Fed) and the European Central Bank (ECB) tightened their monetary policies and carried out successive hikes in their key interest rates which wiped out a long decade of low rates in just a

few weeks. Global growth, rebounding quite sharply at the end of the health crisis, slowed down abruptly in all major economies with, overall, for the year 2022, rates of +2.1% in the United States, +3% in China, +3.5% in the eurozone and +2.6% in France<sup>(1)</sup>.

Even if the spectre of a recession seems to be diminishing, our environment remains unstable and particularly uncertain. The transition towards an exit from the crisis is proving to be longer than we might have expected. However, imbalances are being reduced thus paving the way for a return to growth. Prospects for a return to normal are thus emerging for 2024, after 2023 which, according to the latest forecasts, will remain marked by very low growth in the United States and the eurozone.

### A proactive approach to the ecological transition

Whichever the exit scenario from this crisis, in the face of the acceleration of climate change, which is tangibly reflected in the intensification of natural disasters — five times as many occur in the world compared to fifty years ago according to the World Meteorological Organization — BNP Paribas will fully play its role in supporting the transition towards a sustainable economy. This is why we launched a further phase of strong transition acceleration in our low-carbon energy production financing activities, early 2023.

We thus confirm our position at the forefront of sustainable finance and as leader of the major international players financing the ecological transition. And in this context, we intend, more than ever, to act in line with our responsibilities as the European Union's leading bank, particularly by contributing to the programmes and measures taken by the Twenty-Seven, as part of the Green Deal, to achieve climate neutrality and become the first carbon-neutral continent by 2050.

To further and amplify our momentum, we are building on the solid results achieved by BNP Paribas in 2022, despite

**“Confident in the relevance of our strategic orientations, supported by a solid and balanced governance, we accompany the economic and societal changes currently facing the world.”**

an unfavourable market environment. These results put us in a good position to deploy our GTS 2025 strategic plan with confidence and determination. We are also fulfilling our commitments to shareholders at the sale of Bank of the West, with a share buyback programme of €5bn in returns to offset the impact of this disposal. In a context of rising interest rates that will have a positive effect on our revenues, the fruits of the sale of our California subsidiary will also enable us to strengthen our investment capacities both to support the development of our business lines and to continue to strengthen the technologies that are critical to our performance and competitiveness. This context allows us to revise our targets upwards for growth in net income, return on tangible assets and annual growth in net earnings per share.

Confident in the relevance of our strategic orientations and supported by a solid and balanced governance, we accompany worldwide economic and societal changes with ethics at the heart of our practices and a spirit of responsibility in the way we serve the common good. Building on the quality and solidity of our model, and thanks to the commitment of our teams, we continue to support our shareholders and to earn the trust of our customers — and remain fully mobilised to serve a more sustainable economy and a more inclusive society.

*Interview conducted on 16 March 2023.*

(1) Source: OECD, March 2023.



Interview with  
Jean-Laurent Bonnafé,  
Director and Chief Executive Officer  
of BNP Paribas

We are entering  
a new  
**stage of  
acceleration**  
in financing the  
energy transition

As we speak, the conflict in Ukraine has lasted over a year and no way out seems to be emerging. What is your take on this situation?

**Jean-Laurent Bonnafé** → BNP Paribas is present in Ukraine, notably through its subsidiary UKRSIBBANK, with 5,000 employees. My first thoughts go naturally to all our colleagues and their families. Their courage and resilience in the face of the repercussions of the conflict command admiration and their commitment makes it possible to preserve, as far as possible, the continuity of banking services that are essential to the country's economy. I would like to thank our employees around the world who have been mobilising for many months to help the people of Ukraine. More broadly, while the war unfortunately seems set to last, we will continue to do everything in our power to translate our solidarity into action.

**Beyond the human and humanitarian tragedy, the conflict has also had serious economic repercussions around the world. In this particularly troubled context, how would you rate BNP Paribas' performance?**

**J.-L. B.** → Indeed, far from the upturn that we were all hoping for at the end of the Covid-19 health crisis, we are experiencing a sharp contraction in economic momentum. 2022 saw the convergence of two major shocks: inflationary — with inflation rates not seen in Europe for several years

— and monetary — with successive interest rate increases decided on by the United States Federal Reserve and the European Central Bank to try to contain inflation. The convergence of these phenomena has severely hindered the post-Covid economic recovery.

Despite this unfavourable market context, BNP Paribas achieved strong growth in its business and results in 2022. Reflecting both the relevance of our strategic orientations and the ever-increasing cross-functionality between our business lines, this performance rewards the efforts of our teams. I would like to sincerely thank them for their commitment and contribution to the success of our Group year after year.

Confirming our unique position as the leading bank in the European Union, our results are supported by the power of our diversified and integrated model, combined with our ability to support our customers over the long term thanks to the mobilisation of our expertise and resources.

The combination of these assets enables us to generate revenues which, with growth of 9% compared to 2021, crossed the €50bn mark for the first time. Our net income exceeded the €10bn mark, with a significant increase of 7.5%. We also posted a positive jaws effect of 0.7 point, the result of recurring cost savings of nearly €500m achieved in 2022 and the regular adaptation of our operating model. Lastly, we benefit from prudent and proactive long-term risk management, as illustrated by our cost of risk, which, in relation to our gross operating income, is among the lowest in Europe.

## How do the Group's three operating divisions contribute to BNP Paribas' overall performance?

**J.-L. B.→** All three leveraged their strengths and very solid positions in their markets to continue to grow in contrasting market environments. Driven by the very good performance of Global Markets and Securities Services, in addition to the very good resilience of Global Banking in an unfavourable market context, Corporate & Institutional Banking (CIB) saw its revenues grow by more than 15%. This success confirms that our Group has successfully built a powerful, leading platform to support its corporate clients in Europe and beyond. For its part, Commercial, Personal Banking & Services (CPBS) posted revenue growth of 9%, fuelled by the very good results of the commercial banks and specialised businesses, particularly Arval, our business line specialising in mobility solutions. Lastly, in the face of adverse winds, Investment & Protection Services (IPS) has shown remarkable resilience, thanks to the efficiency of our Asset Management platform and the clear growth of Private Banking, the leader in the eurozone. This extremely robust operational performance once again demonstrates the unique contribution of our diversified model, not only between our divisions but within each of them, since it makes it possible to offset the potential temporary difficulties of certain business lines through the growth of others.



## 2022 is also the first year of the GTS 2025 strategic plan deployment. How did BNP Paribas experience this launch?

**J.-L. B.→** We launched our GTS 2025 plan in February 2022 in a completely different context from the one we expected, following the outbreak of the war in Ukraine. Despite these difficulties, the first year of implementation of our roadmap was very positive, again thanks to the commitment of all our employees, who are the primary architects of our plan.

The levels of growth achieved in most of our business lines, in addition to the strong development potential of our activities in the areas of mobility, payment solutions and savings, confirm the relevance of the three components of our business plan: Growth (G), Technology (T) and Sustainability (S). In addition, thanks to two levers — the redeployment of the capital released by the sale of Bank of the West and the positive impact of the substantial increase in interest rates in 2022 — we have additional capital to invest in the growth of our business lines and complement our business model in a targeted and disciplined manner, such as with the acquisition of Kantox — a fintech specialising in automated foreign exchange risk management — that we carried out in 2022.

Technology will play an increasingly central role in our business in the coming years, enabling us to both expand and optimise the solutions offered to our customers and strengthen our operational performance. This is a lever for strengthening our recurring cost savings targets by 2025, to the amount of €2.3bn.

Building on these strengths, we have revised upwards the net income targets associated with our GTS 2025 plan, now aiming for growth of 9% per year up to 2025, compared to the initial 7%, and we have raised our profitability targets with a return on equity increased from 11 to 12%.

## What is the outlook for BNP Paribas in 2023 and the longer term?

**J.-L. B.→** 2023 starts in a context that remains marked by high uncertainty. Clearly the unpredictable seems to

have become a norm since 2020 and the outbreak of the health crisis. The war in Ukraine, caused by the Russian aggression in February 2022, took all observers by surprise. More recently, at the beginning of the year, a violent earthquake struck southern Turkey and north-western Syria. We think of our colleagues and their loved ones, who lost their lives or were injured by this earthquake, the largest in the region since 1999. To support local populations, we activated our Emergency & Development Fund, mobilising half a million euros in 72 hours. This succession of crises shows us, as if it were still necessary, that unforeseen events can occur at any time and can significantly upset the geopolitical and economic balance.

From an economic standpoint, in the second half of 2023, we should reach some sort of plateau in the rise in interest rates and, even if the return to normal takes time, it will pave the way for disinflation in the eurozone during 2024. A marked recovery in economies is expected to follow by the end of 2024, or early 2025. Despite this context — which is more difficult than anticipated when we designed our strategic plan — and thanks to the mobilisation of its teams and the confidence of its customers, BNP Paribas has all the assets necessary to continue its growth, with a long-term perspective and in a controlled manner to support its customers and the entire economy in the move towards a more sustainable model.

## Concerning the S pillar — Sustainability — of your plan, BNP Paribas recently embarked on a new phase of strong acceleration in favour of the ecological transition. More specifically, what is the course you have set?

**J.-L. B.→** Faced with the emergency related to climate change, the expectations and demands are legitimately immense, and the challenge facing public authorities, companies and citizens concerns both the scale and the pace of transition. To meet this challenge, we are committed to a trajectory that should lead us to finance a carbon-neutral economy by 2050, and we are committed to accelerating the process of reducing our financing of fossil energy production as soon as possible.

The transition to low carbon is clearly subject to a time frame that takes into account industrial realities. However, to make it as fast and as sustainable as possible, BNP Paribas has made clear and ambitious commitments. As a result of the new phase triggered in early 2023, between 2016 and 2030 — or less than 15 years — we will have completed 80% of the transition of our financing activities to low-carbon energy production. Renewable energies will then represent four-fifths of our energy sector financing.

In 2022, we focused mainly on financing low-carbon energy production, which represented 60% of our energy loan portfolio at the end of December. Our oil exit trajectory is already well underway. The Group has not granted any dedicated financing for new oil field development projects since 2016. Since May 2023, we cease all financing dedicated to the development of new oil and gas exploration-production activities.

By 2030, BNP Paribas will have reduced financing oil exploration-production by 80% — with less than €1bn in remaining exposure — and its gas exploration-production financing by 30%, and it will have achieved its complete phase-out of thermal coal in European Union and OECD countries. Our commitments, in this

**“We cease all financing dedicated to the development of new oil and gas exploration-production activities.”**

area as well as in that of unconventional hydrocarbons, have been scrupulously respected. The same will apply to our commitments in the oil and gas sector.

While we are driving the transition of our energy portfolio, we must not forget that it is by supporting the low-carbon transition of our customers in all sectors that we have the greatest impact. The fact that BNP Paribas ranked #1 in green bonds at the end of the year is a good bellwether for our ability to be, on a large scale, an accelerator of the ecological transition for all our customers.

Our progress and performance in sustainable finance is also recognised by several independent organisations. With an overall rating of 63%, we are, for example, the best-rated bank in the world by the British NGO ShareAction, which also designates BNP Paribas as a European leader in the fight against climate change and the protection of biodiversity. We see this sort of recognition as an incentive to do even better, alongside our customers.

I am convinced that the transition, due to the profound change of model that it implies, can only be carried out collectively, with all players in society. It requires massive and rapid mobilisation but must be fair and socially acceptable. This search for an optimal and sustainable balance will be at the heart of the challenges of the next decade.

*Interview conducted on 15 March 2023 and updated on 11 May 2023.*



As the leading bank in the European Union that is anchored in the heart of many regions, BNP Paribas is naturally in tune with the major economic, social and environmental challenges that mark its era. **Major challenges are analysed by our teams and partners, and we mobilise all of our expertise and resources to address them.**

Rethinking our industry  
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# A look at macroeconomic balances

**A**fter 2022, which was marked by a sharp return of inflation and a complete reversal of the monetary policy of central banks, 2023 will be a transitional year with an expected return to normal in 2024. Review and outlook by William De Vijlder, Group Chief Economist of BNP Paribas.

When barely emerging from the perils of a health crisis, Europe was faced with the war in Ukraine, a geopolitical crisis with serious economic consequences. What do you retain from the past year?

**William De Vijlder** → Even if, since 2020, unprecedented years have a nasty habit of following on from each other, 2022 remains a year of major shocks, with the return of inflation and monetary tightening. The inflationary surge, amplified by the conflict in Ukraine, has taken hold over time and the exponential increase in energy and food costs weighs heavily on businesses and households. Following the rate hikes decided by central banks, inflation was accompanied by monetary tightening. I have learned two lessons from this unprecedented chapter: our world has become considerably more complex and micro-economics has taken over from macroeconomics. Companies and households adapt in real time to price increases, the former by reducing their margins and/or increasing their prices; the latter by adapting their consumption, by consuming differently. These important granular elements must now be taken into account. And the fact that we have less readily available micro data than macro data complicates the overall analysis.

Can we expect a return to normal by the end of 2023?

**W. De V.** → The intensity of the two shocks — inflationary and monetary — is gradually easing but the return to normal will not be before 2024. 2023 is a year of transition. The first half of the year was marked by the start of disinflation, the pace of which determined that of the recovery in demand through household purchasing power. Regarding monetary policy, we will probably reach the peak of official rates around the summer months, yet a cut is only expected in 2024. However, growth in western economies, and therefore also in the eurozone, will remain subdued throughout the year.

Can we still be confident about the future?

**W. De V.** → We should already see a gradual return to normal in the second half of 2023 with inflation increasingly declining which should allow monetary easing and a return to growth in 2024. It should also be stressed that, in the face of the shocks that have followed one another since 2020, our economies have proven to be resilient. In addition, we have



**William De Vijlder,**  
Group Chief  
Economist of  
BNP Paribas

some encouraging indicators in Asia, the United States and Europe. The Chinese authorities' new approach to managing the Covid-19 crisis improves the country's economic outlook for 2023. The confidence of companies that export to this country will also benefit from this. In the United States and Europe, the household savings accumulated during the pandemic, the quality of the balance sheets of private companies, the support of governments and labour retention measures protect us from the return of a high level of unemployment.

Does the acceleration of the ecological transition have a positive impact on the recovery?

**W. De V.** → Absolutely. In previous crises, as economists, we always wondered which sector would be the driver of the rebound in activity. In 2023, we already know the answer: the locomotive is the ecological transition! Europe, which has become fully aware, with the war, of the urgency of freeing itself from its dependence on fossil fuels, is multiplying concrete advances, especially with the carbon adjustment mechanism at borders. Companies, and to a lesser extent households, are investing with the support of public authorities: a fruitful trend for economic players and financial markets.

*Interview conducted on 17 March 2023.*



## Risks

- The persistence of difficulties for certain economic players, households and companies, affected in a delayed manner by the cumulative effects of inflation and the rise in interest rates, in particular energy-intensive companies.
- Slower than expected slowdown in inflation.
- A structurally uncertain environment, with the risk of new shocks, such as the earthquake in Turkey and Syria, described by the World Health Organization as "the worst natural disaster in a century" for Europe.

## Opportunities

- A sharp increase in the financing needs of companies and households from 2024.
- A more promising context for investors due to the expected drop in interest rates from 2024.
- The expected dynamism of financial markets in 2024.

**"In 2023, the locomotive of the rebound in activity is the ecological transition."**

William De Vijlder

**6**

This is the number of successive increases in interest rates in the eurozone between July 2022 and March 2023. An unprecedented cumulative increase of 350 basis points.

**US\$ 1,100bn**

This is the total of global investments in the ecological transition in 2022. An amount exceeding US\$1,000bn for the first time.

(Source: Bloomberg New Energy Finance Foundation (BNEF).)

# Making ecological transition

## an index of company performance

**T**he acceleration of climate change, coupled with the expected depletion of biodiversity, requires moving towards a low-carbon development model that is less energy-consuming, more resilient and more circular. According to scientists<sup>(1)</sup>, once we cross six out of nine planetary limits, we will have increased the risk of irreversibly destabilising the environment, with major impacts for life on Earth. Explanations with Rhian-Mari Thomas, CEO of the Green Finance Institute, and Vincent Sciandra, Founder and CEO of the cleantech company METRON.

### The urgency of taking action

In this context of growing change, all players must mobilise without delay. *"The most recent data show that we are overexploiting the planet's resources by at least 75%,"* observes Rhian-Mari Thomas, Chief Executive Officer of the Green Finance Institute. *"This is like living off 1.75 Earths! Companies can no longer ignore the degradation of biodiversity, nor leave its resolution to States or Non-Governmental Organisations (NGOs)."* *"This is all the more true,"* adds Vincent Sciandra, Founder and CEO of the cleantech company METRON, *"considering the role that nature plays in the absorption of CO<sub>2</sub>. We must act simultaneously against climate change and biodiversity loss."*

### Measuring and planning the ecological transition

To make industry greener, METRON targets reducing companies' carbon footprint. *"With the help of our technological platforms, we give them the keys to measure their energy consumption and plan their ecological transition. To do this, we help them build, within a limited time frame, a precise action plan, which may involve a change in machinery, behaviour or even revenue. While the transition is complex, the desire to transform is increasingly shared. Measurement enables us to identify the most effective actions to turn this desire into reality,"* explains Vincent Sciandra.

### Promoting the creation of environmental markets

For its part, the Green Finance Institute is taking action to overcome obstacles blocking the scaling up of solutions for nature. Indeed, the annual financing need for the restoration of nature is such - €665bn worldwide, according to the estimates from the last United Nations



**Rhian-Mari Thomas,**  
Chief Executive  
Officer of the  
Green Finance  
Institute

**"We aim to evolve our economic and financial system so that it incorporates the value of nature and contributes to preserving the ecosystems on which we all depend."**

Convention on Biological Diversity (CBD 15) — that opening investments up to private players is essential. *"We support the supply of investment-ready projects, including carbon sequestration and reducing the risk of flooding. We are also strengthening demand by working with private investors to encourage them to engage in these emerging markets in connection with nature,"* explains Rhian-Mari Thomas.

(1) Led by Swedish researcher Johan Rockström of the Stockholm Resilience Centre, international researchers are quantifying the risks that human activities pose to natural balances. For nine major processes involved in the operation of the "Earth system" (climate, biodiversity, forests, fresh water, ocean acidification, nitrogen and phosphate cycles, chemical pollution, aerosols emitted into the atmosphere, the ozone layer), scientists have defined nine limits.

### Banks at the heart of the ecological transition

Banks have a leading role to play in supporting companies in financing this transition. The Taskforce on Nature-related Financial Disclosures (TNFD) is one of the most promising initiatives. This working group, whose General Secretariat is hosted by the Green Finance Institute, was supported by BNP Paribas even before its launch. In September 2023, it will publish an innovative framework to identify and report on all risks related to nature, including biodiversity. An essential step to actively involve financial institutions and companies.

**"I am convinced that a company's ability to go green will be an indicator of performance in the future, in the same way as its commercial dynamism and its financial solidity."**

**Vincent Sciandra,**  
Founder and Chief  
Executive Officer  
of METRON



### The Green Finance Institute

Launched in the summer of 2019, the Green Finance Institute (GFI) is a commercially focused, philanthropically funded organisation, seed funded by the UK government. It positions itself as the leading forum in the UK for public and private sector collaboration in the field of green finance, with the aim of mobilising capital to accelerate the domestic and international transition to a sustainable, resilient and low-carbon economy.

### METRON

Founded in 2013, METRON enables industries to analyse and optimise their energy consumption thanks to a technological platform that collects, aggregates and analyses in real time, the energy data of companies in all sectors of activity to reduce their energy bills and carbon footprint. Operating in 30 countries through its 9 subsidiaries, the cleantech launched Decarb Fast Track in November 2022, a European decarbonisation programme designed in collaboration with Dalkia, Amazon Web Services and BNP Paribas.





# Meeting technological challenges

**A**fter a decade of accelerated digitalisation, further accentuated during the health crisis, banks have largely transformed in order to better meet the new uses and expectations of their customers. In particular, they have made significant progress in terms of innovation, customer relations and operational efficiency. Dominique Fleury, Head of IT Payment Services Department and IT Coordinator of Commercial, Personal Banking & Services, offers analysis and clarification.

Against a background of major changes, what do you think are the main technological challenges facing the banking sector?

**Dominique Fleury** → We must consider four drivers: our customers, who have new needs; our competitors, both traditional and new, such as new banks/fintechs, which already meet the digital needs of customers; regulations, which are increasingly demanding; and of course, technology, which requires us to modernise our legacy systems. We must also ensure continuity of service, because it is very important for our customers to be able to carry out their daily banking transactions whenever they wish. In addition to these recurrences, we have four crucial challenges: security, cost control and operational performance, maintenance of skills and digital sobriety.

What are the new technologies most used by banks?

**D. F.** → We invest in a lot of different technologies. Above all, it is a question of identifying the technology adapted to a given use. Technology is not an end in itself. It is part of an equation, alongside the utility for our customers and employees, as well as the cost of ownership and maintenance for the Bank. Among the technologies we have most explored, artificial intelligence (AI) already occupies an important place. By processing a large amount of information, it provides support for decision-making and contributes to operational efficiency. At the centre of various projects, often in connection with financial markets, blockchain makes it possible to carry out financial transactions with greater responsiveness in a cooperative ecosystem. The Internet of Things (IoT) is also promising for managing payments, particularly when on the move. The aim is to make the most of each technology in an industrial and controlled manner.

What resources is BNP Paribas deploying to meet these challenges?

**D. F.** → Technology is at the heart of our GTS 2025 strategic plan. For the IT teams, contributing closely to the Bank's strategic transformation is a source of great pride and a major responsibility. Our information systems must evolve to become IT services that can be consumed in an ecosystem where data is shared, in order to increase efficiency and create value through new uses of data, in an increasingly secure environment and in compliance with current legislation. Before that, we have three fundamentals: ensuring



**Dominique Fleury,**  
Head of IT Payment  
Services Department  
and IT Coordinator of  
Commercial, Personal  
Banking & Services

that BNP Paribas operates with the right level of quality and efficiency every day; protecting the Group and our customers; and supporting our employees in the face of change. And to transform our systems, we activate our digital levers. In addition to the dedicated cloud, and the rise of APIs<sup>(1)</sup>, we have an IT Marketplace accelerating the sharing of IT assets between producers and distributors of services — a source of collective intelligence for the IT community. New ways of working and learning are also an essential response to these challenges. I am thinking of course, of the dissemination of agile practices that put the customer at the centre of our priorities, but also of how training is changing. In conjunction with the HR teams, for example, we provide a dedicated portal, the IT Academy, on which our employees can immediately access the modules of their choice, completely independently. Finally, we are continuing our collaboration with the fintech ecosystem. Our targeted and structured support approach aims to maximise the industrialisation of our projects, with a view to accelerating our development, while improving the experience of our customers.

How do you approach these challenges?

**D. F.** → We have three key levers to achieve our objective of modernising the Group's information systems: finalising major programmes aimed at strengthening the security and robustness of our information systems; continuing the deployment of the key initiatives launched since 2019 to accelerate the Group's digitalisation (such as the cloud, APIs, AI, etc.); launching new strategic initiatives to support the opening up of our information system to new opportunities. All these challenges are both complex and very stimulating.

(1) Application programming interfaces.

## Risks

- Cyber risk, with increased exposure and the sophistication of cyberattacks.
- The risks of fraud amplified by artificial intelligence, which facilitates identity theft.
- The risks of data leaks, with additional vulnerabilities related to IoT.

## Opportunities

- The development of more efficient solutions in terms of cybersecurity, thanks to the use of new technologies.
- Improved operational efficiency, in particular thanks to artificial intelligence technologies.
- The deployment of new banking solutions, including payment solutions using IoT.



**+21.3%**

Growth of the global artificial intelligence software market in 2022

(Source: Gartner)

**14.4bn**

Number of connected devices worldwide in 2022

(Source: IoT Analytics.)

# Encouraging social inclusion

**D**efining social inclusion often comes down to including anything that works against exclusion within society. It means actively including those that may be excluded from the whole for economic, social or cultural reasons. Ericka Cogne, Chief Executive Officer of the Télémaque association, and Davide Forcella, Director of the Just Sustainability Transitions (JuST) Institute, share their vision of social inclusion.

There are many levers of action to promote inclusion. Among the most frequently cited are access to infrastructure and social services, redistribution systems aiming to reduce poverty, equal recognition of all populations and communities, and equal opportunities, from schooling to the workplace.

#### Inclusion, a right and a duty

Inclusion is a priority issue for the United Nations, whose guiding principle for the 2030 sustainable development programme is leave no one behind. *"Inclusion is both a right and a duty,"* affirms Ericka Cogne, Chief Executive Officer of the Télémaque association, which has been mobilising for equal opportunities in education since 2005. *"Our association works to give each young person their place in society, regardless of their gender, origin, age, socio-professional category or the region in which they live. Through mentoring, the aim is to create conditions in which young people from vulnerable backgrounds can evolve and interact with a wider ecosystem."* This proactive vision is shared by Davide Forcella, Director of the JuST Institute, launched in November 2022 by BNP Paribas and the Global Environment Facility (GEF), established by the World Bank. *"By bringing together financial institutions and enterprises, we want to promote a just transition, making it possible to combine the fight against climate change and biodiversity loss with social and financial inclusion. We are driven by the firm belief that a just transition is a transition that strengthens resilience to climate change and biodiversity erosion for low-income households, smallholders and micro, small and medium-sized enterprises, and includes them when defining and implementing sustainable practices and technologies."*

#### Preserving the planet, reducing inequalities

Advancing inclusion requires taking steps to preserve the planet and fight growing inequalities. An imperative at the heart of the actions of both the JuST Institute and Télémaque. *"Without a just transition, no transition is pos-*



Ericka Cogne,  
Chief Executive  
Officer of  
Télémaque

**"Social inclusion aims to work on the issue of connection in order to bring together worlds that, without it, would never meet."**

*sible,"* insists Davide Forcella. *"This is why we coordinate the actions of public and private transition funders, acting on four levers: provide them with a common methodological and operational framework, create the conditions for traceability through the analysis and certification of the practices and portfolios of financial institutions, encourage their skills development through continuous training and support, and develop and distribute adapted financial products."* Four levers that are prerequisites for improving the quality of sustainable financing for the most vulnerable populations, such as smallholder farmers, rural communities and women living in poverty in these areas. *"For our part, at Télémaque, we are focusing on the crucial question of connection. To include people, we must remove barriers, which means replacing silos with gateways. Mentoring makes this possible and the feedback we have received for nearly 20 years speaks to what our young people and their mentors get out of it,"* says Ericka Cogne. *"We want to increase these relationships throughout France. We*

*are present in seven regions — soon to be eight — and are forming partnerships with local associations to extend our ability to act within mid-size cities. We are also developing impact bonds to recognise professional channels and collaborate on how to define young people's access to mentoring as a right that they could assert."*

#### Bringing together an ecosystem of stakeholders

To act effectively, it is essential to bring together as many committed players as possible, including, of course, large groups and those in the banking sector in particular. That is why BNP Paribas is a partner of Télémaque and has supported the JuST Institute since its creation. The common theme remains contributing to the emergence of just and inclusive societies, which offer everyone equal opportunities to achieve their potential.

**"Methodology, certification, training and adapted financial products are the four action levers that we are activating in the service of a just transition."**

Davide Forcella,  
Director of the  
JuST Institute



## JuST Institute

Created in May 2022, and officially launched at COP 27 in November 2022, the Just Sustainability Transitions (JuST) Institute coordinates the actions of transition funders and provides them with dedicated tools to increase the amounts and quality of sustainable financing benefiting populations most vulnerable to climate change and helping to fight the deterioration of biodiversity. To further these goals, it brings together public and private financial institutions and enterprises, as well as multilateral and international organisations such as BNP Paribas and the Global Environment Facility (GEF), which initiated it.

## Télémaque

Created in 2005, the association Télémaque facilitates upward social movement from middle school onwards, by supporting dedicated and motivated young people from at-risk regions through mentoring. It gives them the best chance of realising their potential thanks to a double school-company mentoring approach, from throughout secondary education and for those students continuing into vocational training. A pioneer in equal opportunities, Télémaque supports 1,800 young people from modest backgrounds, mainly attending underprivileged schools in seven regions in France. The association Télémaque is part of L'Ascenseur, the first French coalition for equal opportunities, and of the Collectif Mentorat, which brings together several associations with the common objective of developing mentoring in France.



**32%**

approximately, of the global population is at risk of being socially excluded (between 2.33 and 2.43 billion people)

(Source: Social Exclusion Concepts, Measurement, and a Global Estimate, World Bank, June 2022.)

**12%**

of students only (all subjects combined for 2019-2020) are children of parents working in manual labour.

(Source: Interministerial mission "Research and higher education", 2022.)

# Listening to our stakeholders

**Our Group maintains an open and constructive dialogue with its stakeholders. This dynamic of interaction allows the Group to identify stakeholder expectations and to take society's transformation into account to feed its strategic orientations.**

BNP Paribas pays close attention to all the stakeholders in its ecosystem. These are segmented into two types: the first, known as contractual stakeholders, includes customers, employees and employee representative bodies, individual shareholders and institutional investors, as well as suppliers. The second, known as strategic stakeholders, groups companies in which the Group invests, regulatory bodies, governments and parliamentarians, international organisations, regional and local authorities, civil society, financial and non-financial ratings agencies, and also includes the media and local populations.

## Maintaining a constant and sustained dialogue

In line with our company purpose, we have chosen to interact with all our stakeholders through an open and constructive dialogue. These interactions occur daily, and in many forms, such as by providing information, implementing structured dialogue, and by using frameworks for exchanges and relationship management. This listening and interactive approach enables us to anticipate changes in our business lines, constantly improve the quality of our products and services, optimise the management of the risks faced by the Group and design innovative solutions with a positive impact on society.

## The materiality matrix, our mapping tool

To inform the analysis of our stakeholders' expectations, our materiality matrix maps and prioritises the challenges facing the Group. The initial version of 2018 was revised in 2021. This update was based on the assessment of the importance of 21 non-financial issues, by collating the perceptions of the Group's employees<sup>(1)</sup> with those of its external stakeholders. At the end of this study, three groups of issues — classified as crucial, major and important — emerged.

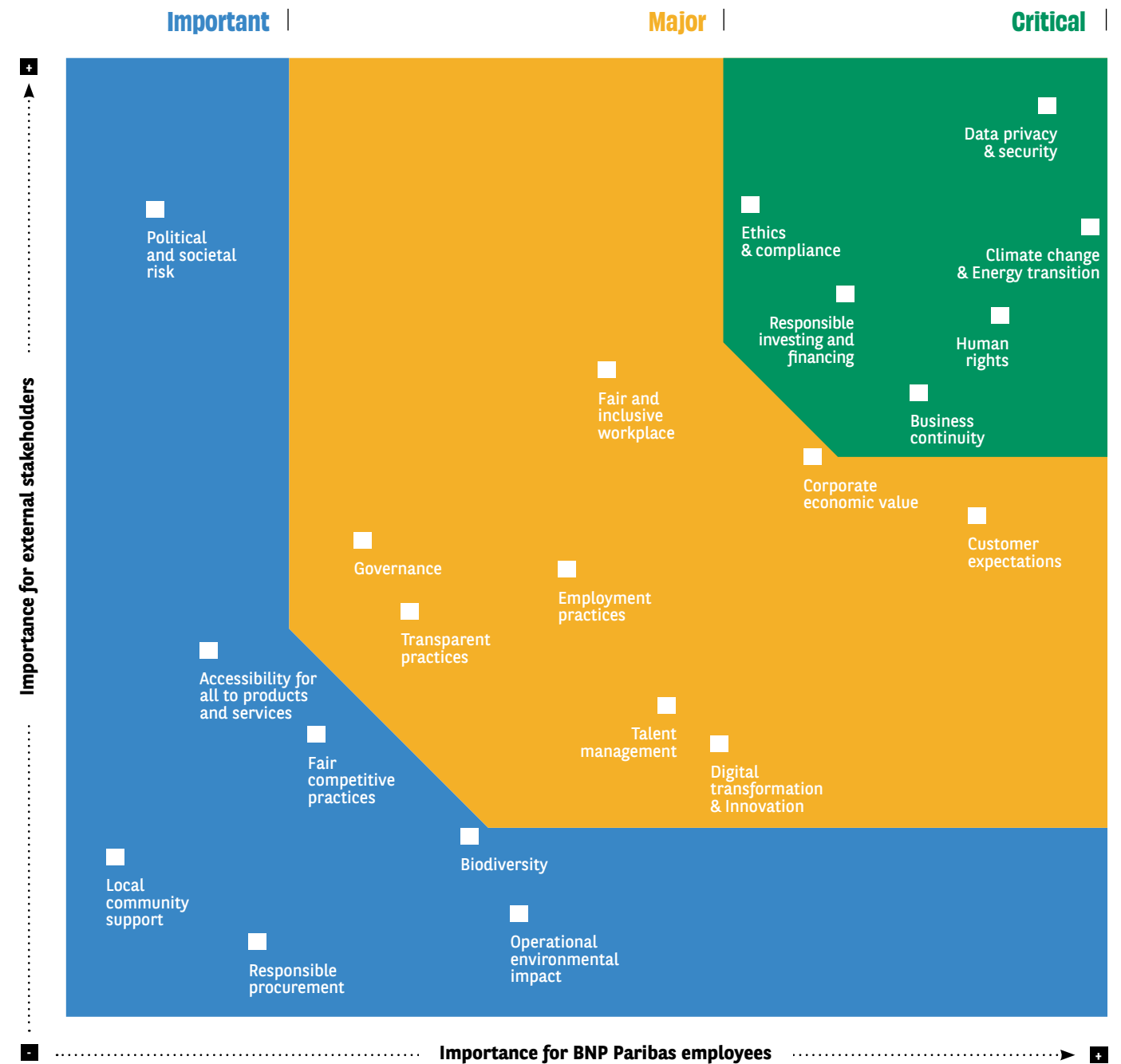
## 14 main priorities for BNP Paribas

Six issues are identified as crucial for BNP Paribas. They bring together three issues already present in the 2018 matrix — confidentiality and data security, climate change and energy transition, ethics and compliance — and three new issues identified in the 2021 update: human rights, responsible investments and financing, and business continuity.

Eight other major issues stand out: corporate economic value; customer expectations; digital transformation and innovation; employer policy; fair and inclusive workplace; governance; talent management; transparent practices. The six critical and eight major issues represent the 14 priorities included in the construction of our GTS 2025 strategic plan. The three goals around which this plan is structured — profitable growth (Growth), optimisation of the customer and employee experience (Technology), and the scaling up of sustainable finance (Sustainability) — are the themes that link these 14 priorities together.

(1) These perceptions were collected from more than 1,200 Senior Group Managers.

## Our materiality matrix



To serve its clients and society, BNP Paribas has designed its GTS 2025 strategic plan to accelerate and amplify its development by leveraging its financial solidity with the power of its integrated model and the collective performance of its teams. **An ambitious programme to which we are committing all our strengths and those of our three divisions.**

Accelerating our  
**transformation**

at scale with the challenges  
of our time

- A global European leader
- GTS 2025 strategic plan, a new acceleration phase
- Three operating divisions to serve our customers
- A diversified and integrated model to create value
- Our financial indicators
- Our extra-financial indicators

# BNP Paribas a global European leader

committed alongside  
its customers  
to a sustainable  
economy



Brussels, Belgium.

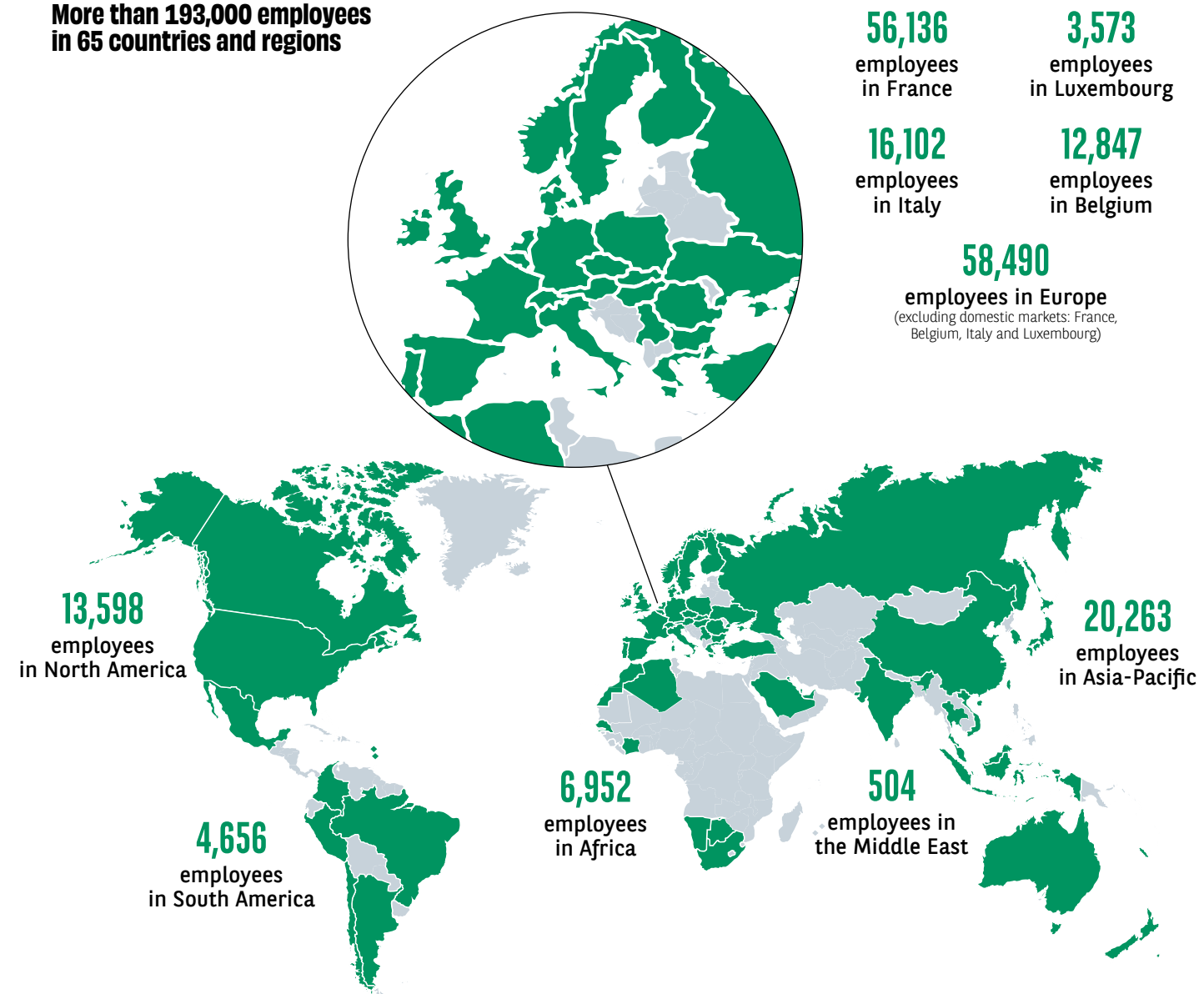
Since its creation in 2000, through the merger of banks anchored in the European and global economy for over two centuries, the BNP Paribas Group has set itself the task of contributing to a responsible and sustainable economy. Driven by this ambition, we ensure that our business has a positive impact, both in our own operations and through the solutions we offer our customers.

## We support our customers all over the world

As a European leader with a strong international stature, we can support and advise our customers around the world. Present in 65 countries and regions, with more than 193,000<sup>(1)</sup> employees, BNP Paribas is positioned as the leading bank in the European Union<sup>(2)</sup>. Most of our business lines in Europe hold key positions as leaders in markets such as for cash flow activities (cash management, trade finance and factoring), and capital markets

(1) Figure as of end of 2022. The number of employees is reported in Full-Time Equivalent (FTE; headcount in proportion to their working time) of paid employees with a Permanent Term Contract or Fixed Term Contract, excluding employees on unpaid leave. Excluding Bank of the West employees, following the sale as from 1<sup>st</sup> February 2023 (including control functions), this figure changes to 184,200 FTE.  
(2) In revenues.

More than 193,000 employees in 65 countries and regions



activities, but also in our specialised businesses such as long-term leasing or asset management with a sustainable approach. Our Group is established in four main domestic markets: Belgium, France, Italy and Luxembourg and deploys its integrated commercial banking model in Poland, Turkey, Ukraine, Algeria and Morocco<sup>(3)</sup> and through its stake in a bank in China. As a leading international banking player, BNP Paribas also has a strong presence in the Americas and has a fast-growing capacity for intervention in Asia-Pacific.

## Our founding values seal our culture

BNP Paribas can count on the commitment of its employees to support its customers — individuals, professionals, corporate clients, institutions — in all phases of the economic cycle. At the heart of our collective dynamic, the sum of our expertise and the cohesion of our teams feeds our responses to the needs and expectations of

our customers. We also rely on the stability of our governance bodies, which guarantee the management of our strategy over the long term, with the objective of controlled development and responsible growth. These bodies act in the joint interest of our Group and our stakeholders and ensure that each decision is marked by our underlying requirement for ethical responsibility.

Lastly, for several years, we have been implementing a proactive approach to social and environmental responsibility to meet the essential challenges of environmental protection, regional development and equal opportunities. A conviction that is reflected particularly in our commitment to promote and deploy sustainable finance, serving a low-carbon and a more inclusive economy.

(3) Disposal agreements were signed with the Group's banks in Senegal on 29 July 2022 and in Côte d'Ivoire on 30 September 2022. The transactions were completed on 28 April 2023 and 15 February 2023 respectively.

### Our distinctive model is the foundation of our performance

Our diversified and integrated model is based on our three operating divisions, whose leading positions and real complementarity underpin BNP Paribas' overall performance. **Corporate & Institutional Banking** connects the funding needs of corporate clients with the investment opportunities sought by institutional clients, by providing them with tailor-made solutions. **Investment & Protection Services** groups our savings, investment and protection solutions, and real estate services, while our **Commercial, Personal Banking & Services** division pools our commercial banking networks and several specialised business lines.

By combining our global footprint with a local presence, our three divisions deploy a wide range of solutions in all our regions. The cohesion between all our business lines, and our ability to respond in a coordinated manner to the changing needs and practices of our customers, give our model its distinctive and high-performance character. Resilient in all environments and drawing its power of execution from thorough integration between all our areas of expertise, this model is the guarantee of a tangible competitive advantage for our Group in all its markets, and the assurance for our customers of support over the long term at all stages of their development.

BNP Paribas also stands out for its strong financial solidity: the weight of its balance sheet, its market capitalisation, its level of tier one capital (Common Equity Tier 1), its performance in terms of revenues and net income. Its low cost of risk also reflects responsible, prudent, proactive and long-term management.



Seville, Spain.

### A distinctive and high-performing model

#### A customer-centric model

The Group's long-term approach is powered by deep relationships with clients and relies notably on strong risk management.

#### An integrated model

Thanks to the collaboration between all its businesses and its global connectivity, the Group provides complete coverage of client needs and accompanies clients in their development.

#### A diversified model

The Group's diversification in terms of client segments, regions, sectors and businesses ensures great stability.

#### A model at scale

The Group's development and expansion is bolstered by digitalisation and new technologies that allow for powerful execution at marginal costs.

### Our performance in 2022 reflects our position as the European Union's leading bank

Revenues	Net income Group share	Immediately available liquidity reserve	CET1 ratio <sup>(1)</sup>
€50.4bn	€10.2bn	€461bn	12.3%

### We mobilise the best of technology

As long-term partners for all our clients — individuals, community organisations, small businesses, SMEs, mid-caps, large companies or institutions — we aim to provide support for all their projects and in all circumstances. Listening to them, we mobilise the best of technology to offer innovative solutions and improve their experience, while ensuring a high level of data and operational security. To offer clients a smooth, personalised and secure experience, we rely on our powerful business platforms. Largely digitalised and at scale, they combine global connectivity and speed of execution.

By focusing on digital technology and agility, we also support the ongoing development of our employees' skills, with the desire to develop all talents, and to collectively strengthen our operational performance.

Because we are convinced that useful innovation results from collaboration between many players, we are progressively building an ecosystem that includes corporate clients, institutions, start-ups, networks and associations. For over 10 years, we have been developing an open approach to make innovation one of the driving forces behind the digital transformation of our activities.

### We are accelerating our commitment to a sustainable future

Relying on our foundations and solid positions, on the transformational dynamic that has been underway for several years, and on the stability of our managerial teams, we are pursuing our long-term development trajectory and ambition: that BNP Paribas, an innovative company combining the best of people and technology, be the benchmark European leader in supporting its customers in the transition to a sustainable economy. Banks have an essential role to play in the fight

against climate change by directing their financing towards the production of more sustainable energies. With this in mind, we are building on our leading position in the financing of the energy transition to initiate, as part of the deployment of our GTS 2025 strategic plan, a new phase that sharply accelerates our withdrawal from fossil fuels, with the objective of financing a carbon-neutral economy by 2050, and before that, by 2030, of transitioning its financing activities to the production of low-carbon energies by more than 80%.

Building on this ambitious trajectory, we reaffirm our wish to contribute to a sustainable model, combining economic efficiency and positive impact, while helping our customers move forward on the path to a fair transition.

(1) Common Equity Tier 1 (CET1), fully loaded Basel 3. Solvency ratio. Capital Requirements Directive (CRD 5).





# GTS 2025

strategic plan,  
a new acceleration  
phase

In February 2022, BNP Paribas launched an ambitious 2025 strategic plan to further its development by building on its unique position as a European leader with solid franchises and powerful platforms that serve customers, the economy and society. After the first year of deployment, the Group is accelerating the implementation of its roadmap.

Building on solid foundations, BNP Paribas approached the implementation of its new strategic plan with confidence, thanks to the continuous mobilisation of its teams, its financial solidity, the strength of its diversified and integrated model, and based on a long-term vision to serve customers and society.

### Three structuring pillars

Our strategic plan is based on three pillars:

- **Growth:** pursue profitable growth by building on our positions as a European leader;
- **Technology:** use technology for the continuous improvement of our clients' and employees' experience and our operational performance;
- **Sustainability:** sharply accelerate and mobilise all our business lines on sustainable finance issues.

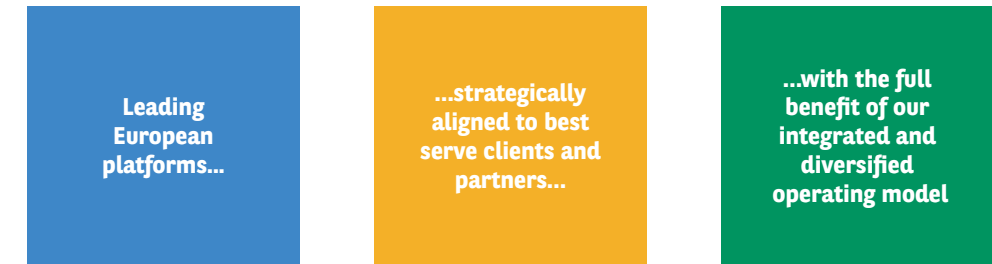
Being the main builders of GTS 2025, our employees are also a key priority within it. Our plan is based on their expertise and commitment, which are a reflection of our skills development and diversity policy. As the foundation of our collective performance, our human capital is an essential lever for achieving the goals of our strategic plan.

## GTS 2025 strategic plan

### Strong ambitions

- Growth**  
Continued profitable growth by leveraging the Group's leading positions in Europe
- Technology**  
Technology for optimised client/employee experiences and operational performance
- Sustainability**  
Accelerated mobilisation of the Group's business lines on sustainable finance issues

fuelled by a **powerful model**



built on **three strengths**



in order to

- Foster organic growth
- Gain market shares
- Develop new opportunities
- Generate economies of scale

# Amplify and accelerate our progress

**T**hanks to BNP Paribas' solidity, the strength of our diversified and integrated model and the expertise of our teams, the Group achieved a very good performance in 2022. This performance reflects our unique position as a European leader, relying on leading platforms to support the dynamism of our customers and their ability to adapt, and to support the economy.

On the strength of these results, which confirm the relevance of our 2025 strategic plan, and confident in its ability to pursue disciplined and sustainable growth, the Group has revised its objectives upwards for the three pillars of the Growth, Technology, Sustainability 2025 plan. We are setting ambitious financial targets and continuing our technological advances. We are strengthening our commitments to a sustainable economy and are entering a new stage of acceleration for the financing of the energy transition. We will continue, with our customers, the transformation effort that has already made it possible to shift our financing from energy production to a majority of low-carbon energies.



**"Thanks to our solid performance, upwardly revised goals, and our role as a confirmed leader in the financing of the energy transition, we are very well positioned to support the economy and accompany our customers over the long term by providing them with all our expertise."**

Jean-Laurent Bonnafé,  
Director and Chief Executive Officer of BNP Paribas

## The Group's performance in 2022

**+9%**

Growth rate of revenues in 2022 compared to 2021

**+7.5%**

Growth rate of net income Group share in 2022 compared to 2021 (+19% excluding exceptional items)

**10.2%**

rate of return on tangible equity

**12.3%**

CET1 ratio<sup>(1)</sup>

## GROWTH

### Building on our European leadership to continue our growth

With GTS 2025, we continue to benefit from the full support of our integrated, distinctive and efficient model. Based on our position as a European leader with powerful business platforms, we will continue to grow by gaining market shares at marginal cost, thereby creating new opportunities and generating substantial economies of scale.

#### Two additional growth drivers

In addition, we now benefit from two new growth drivers. The first is strengthening our model by re-allocating a large part of the capital<sup>(1)</sup> released with the sale of Bank of the West on 1 February 2023. This allocation will be done in a gradual and disciplined manner and will support the development of our business lines. Three quarters will be invested in strengthening our organic growth in our most promising business lines. The remaining quarter will be used to pursue our highly targeted external growth strategy. We will thus make investments in innovative business models and acquisitions with high added value in fields of expertise or in cutting-edge technologies. These acquisitions will complement our range of products and services, for example in insurance and payments, and strengthen our industrial platforms. As such, in 2022, we acquired Kantox, the automated foreign exchange risk management specialist. In total, this strategy is expected to generate €3bn in additional revenue by 2025, compared to our initial forecasts.

The second driver is linked to the positive impact of the increase in interest rates, and should enable us to generate more than €2bn in additional revenue by 2025 compared to our initial forecasts. Building on the performance of our model, and incorporating the additional potential of these two drivers, the Group has revised upwards its average annual objective for growth in net income Group share, by more than 9% between 2022 and 2025. The Group anticipates strong and regular average annual growth in net earnings per share of more than 12%, an increase of 40% over the period 2022-2025. BNP Paribas reaffirms its objective of generating a positive jaws effect each year of above 2 points on average<sup>(2)</sup>. It reinforces the cumulative recurring cost savings targets by 2025 to €2.3bn. The Group is thus aiming for a target return on tangible equity (ROTE) which will be revised upwards to around 12% in 2025.

(1) Common Equity Tier 1 (CET1), fully loaded Basel 3. Solvency ratio. Capital Requirements Directive (CRD 5). (2) CAGR (compound annual growth rate) 2022-2025 Revenues minus CAGR 2022-2025 Operating Expenses, excluding the positive impact of the change of accounting standard (application of IFRS 17 effective 01/01/23).

## The Group's technological advances in 2022

More than  
**30%**

of the information system hosted on the Group's clouds, approximately 10% of which are on the dedicated cloud

**~300**

IT products available on the internal digital marketplace, with more than 500,000 visits and more than 62,000 downloads at the end of 2022

More than  
**660**

application programming interfaces (APIs) available on our Group platform, with nearly 620 million transactions per month

**~670**

use cases of artificial intelligence (AI) deployed in 2022, up by 57% compared to the end of 2021



**"The attention the Group pays to technology, symbolised by the T at the heart of the GTS 2025 plan, highlights the progress made in the previous 2017-2020 plan. As part of our 2025 strategy, we are continuing our investments and ramping up in the context of constant technological change."**

Laurent David,  
Deputy Chief Operating Officer

## TECHNOLOGY

### Putting technology at the heart of improving the experience of our customers and our teams

With GTS 2025, we are stepping up our industrialisation drive through technology. We are thus able to both optimise the experience of our customers — by offering them innovative services that meet their expectations — and increase the satisfaction of our teams by nurturing empowerment and cooperation at the heart of our working methods. We also mobilise the most robust and cutting-edge technological resources to improve the overall operational performance of all our entities. Lastly, streamlining information systems is key to our pursuit of our long-term cost control strategy.

#### A global strategy focused on several areas

We are focusing our financial and human efforts on an operational model that provides standardised, pooled and interoperable IT services and platforms to ensure the best possible protection against cyber risks for our Group and our customers. To this end, we:

- use secured cloud technology to modernise our information systems;
- accelerate the convergence of our technology platforms to facilitate the creation of value and the sharing of our IT assets, thanks to our digital marketplace;
- deploy our "APIsation" approach through a common platform aimed at rolling out open banking right across the Group;
- extend the use of artificial intelligence, data and robotisation to reach 1,000 operational use cases in 2025, compared to 670 in 2022.

## Managing and preventing risks

In an increasingly changing and demanding environment, it is essential that we identify the risks of all kinds to which BNP Paribas is exposed. It is thanks to this culture of risk management, rooted in our practices, that we have succeeded in preserving and strengthening the Group's solidity over time.

Our internal control system will continue to be optimised in order to identify the main risks and anticipate emerging risks. This strict control is present at all levels of the company and is based on three lines of defence. The first is carried out by the Group's operational entities, business lines and functions, and the second is the permanent control managed by the Compliance, LEGAL, RISK, Tax and Finance functions. The third, under the responsibility of the General Inspection function, supplements these actions with periodic controls.

This control system is reinforced by a solid culture of compliance, regularly shared internally. It is also part of a dynamic of cooperation within the Group as well as with the Group's other functions and business lines. The quality of our risk management, which is prudent, proactive and long-term, results in a low cost of risk, at 31 basis points in 2022, and by a ratio between the cost of risk and gross operating income among the lowest of European banks.



**“At BNP Paribas, we have already made a major pivot towards financing the production of low-carbon energies. In the coming decade, the climatic factor will transform the economy more than ever. This is why we intend to go further and faster. All Group entities are committed to this fundamental dynamic. This new phase of acceleration confirms our role as an undisputed leader in the energy transition.”**



Antoine Sire,  
Head of Company Engagement

### Strengthening our expertise in sustainable finance

To best support the transition of its various customers — corporate clients, institutionals and individuals — BNP Paribas has set up highly specialised centres of expertise in sustainable finance. The Low-Carbon Transition Group brings together nearly 200 international experts from various Group entities, and supports major corporate clients in the energy transition around the world. In 2022, BNP Paribas rolled out this initiative for small and medium-sized enterprises in Europe. The Group has also set up an international network of experts in sustainable finance, the NEST (“Network of Experts in Sustainability Transitions”). At the same time, to train and inform all our employees about the challenges of the ecological transition, the Group launched the Sustainability Academy in the fall of 2022. Thanks to the many resources it mobilises — dedicated training courses, change management tools, practical sheets, etc. — this platform gives teams an overview of sustainable finance and strengthens their skills in this area.

## SUSTAINABILITY

### Significantly accelerate the deployment of sustainable finance

With GTS 2025, we are entering a new phase of strong acceleration in our energy transition financing activities. We work alongside our customers to support them in the transition to a sustainable economy, while aligning our portfolios with the commitment to carbon neutrality. BNP Paribas has already made a major pivot towards financing the production of low-carbon energies. In 2022, financing of low-carbon energy production already accounted for more than 55% of our portfolio, compared to 45% for fossil energies. Thanks to the resources mobilised, we will increase the share of the low-carbon energy production to 80% of our energy production financing by 2030. Regarding oil, since 2016, we have stopped providing any financing dedicated to exploration and production projects. In 2030, our remaining financing of oil exploration and production will represent less than €1bn. For gas, we will reduce our exploration-production financing by 30%, by focusing on security of supply and next-generation thermal power plants. BNP Paribas will no longer provide any financing dedicated to the development of new oil and gas fields.

### Three strategic drivers and five priority areas

We have defined three strategic drivers to accelerate the implementation of our commitments:

- aligning our portfolios with our commitment to carbon neutrality;
- supporting our customers towards a sustainable and low-carbon economy;
- strengthening our expertise, management tools, processes and governance.

We have also identified five priority areas in line with the 17 United Nations Sustainable Development Goals (SDGs), some of which are priorities for our business: sustainable savings, investments and financing; transition to carbon neutrality; circular economy; natural capital and biodiversity; social inclusion.

(1) Amount of loans at the end of 2022 identified as sustainable by an internal classification system, granted by BNP Paribas to its customers. The Group's transaction classification principles are based on external market standards such as those of the Loan Market Association and the European Taxonomy in Europe. (2) Cumulative amount at the end of 2022 of all types of bonds identified as sustainable according to the guidelines of the International Capital Market Association (ICMA) issued by corporate clients, financial institutions and sovereign clients, and arranged by BNP Paribas (total amount divided by the number of bookrunners). (3) Amount of assets under management at the end of 2022 in articles 8 and 9 open-ended funds of BNP Paribas Asset Management, distributed in Europe according to the European Sustainable Finance Disclosure Regulation (SFDR). SFDR identifies funds according to their sustainability potential. The article 8 classification concerns funds declaring that social and/or environmental criteria are taken into account. The article 9 classification means funds with a sustainable investment objective. (4) Cumulative amount at the end of 2022 of green loans, green bonds and financing identified as contributing to the transition to a low-carbon economy according to an internal classification system (e.g. renewable energies, low-carbon hydrogen, nuclear). This amount covers part of the amounts of the sustainable loans and bonds referred to previously.

**The Group's commitment to sustainable finance in 2022**

**€87bn**

in sustainable loans<sup>(1)</sup> granted to corporate clients, institutionals and individuals at the end of 2022

**€32bn**

in sustainable bonds<sup>(2)</sup> issued for clients at the end of 2022

**€223bn**

in assets under management in article 8 or 9 funds according to the SFDR<sup>(3)</sup> at the end of 2022

**€44bn**

in support to enable our customers to transition to a low-carbon economy<sup>(4)</sup> at the end of 2022



**“After a year in 2021 devoted to defining the People Strategy, the entire HR function was mobilised in 2022, with the first projects already delivered. We are now accelerating all projects. Our People Strategy will be a success if its results are perceived by all teams. We also continue to increase our diversity and inclusion initiatives for the benefit of all our employees.”**

Sofia Merlo,  
Head of Human Resources

## Placing people at the heart of our collective performance

Designed as part of a co-construction approach, our People Strategy aims to develop the potential and commitment of our employees, in order to ensure our collective performance and strengthen our position as a leader in sustainable finance. To this end, it focuses on three themes, mirrors of the GTS 2025 plan: employee experience; human capital; ethics and inclusion, with the first projects delivered in 2022.

In terms of employee experience, 2022 saw the continuation of the evolution of working methods within the Group, with the increase in momentum for Smart Working. To facilitate the personal procedures of our teams, we are deploying My HR, a dedicated space for HR applications and tools. 2023 will also see the deployment of the We Care offer, covering employee health and well-being. Finally, to promote and drive a profound cultural change, the programme Agile@Scale is being distributed in all our entities. The HR function supports this dynamic of change, while making its own transformation towards greater agility.

With regard to human capital, a major achievement was the launch, in October 2022, of the Sustainability Academy, whose mission is to train and inform employees in all our business lines and all our regions about the environmental and social challenges of sustainable finance. In addition, the Group's HR tools have been adapted to improve employee career paths and skills management.

With regard to ethics and inclusion, in 2022 we updated our governance focusing on respect for people. To raise all employees' awareness of the adoption of respectful behaviour, the Conduct Journey, which is mandatory for all employees, has been enriched with a “Diversity, equality and inclusion” module.



carried out in 2022, beyond the annual objectives of 20,000 targeted by the GTS 2025 strategic plan

### BNP Paribas certified Top Employer Europe

For the tenth consecutive year, BNP Paribas received the “Top Employer Europe” label from the Top Employers Institute, with an overall score of 88.75/100. This certification has been awarded in nine countries, including for the first time this year, Portugal and Germany.

# Three operating divisions

to serve our customers

BNP Paribas is structured around three operating divisions: Corporate & Institutional Banking (CIB); Commercial, Personal Banking & Services (CPBS) and Investment & Protection Services (IPS). With a focus on the needs of our customers and partners, these three divisions are the pillars of our diversified and integrated model. The three operating divisions are organised to increase cooperation between all our business lines and meet the changing expectations of our stakeholders. A global and joint approach enriches the expertise offered to our customers and provides them with continuous, long-term support for all their projects.



## Corporate & Institutional Banking

**C**orporate & Institutional Banking (CIB) acts as a bridge between two types of customers: corporate clients and institutional clients — banks, insurance companies and asset managers. It connects the financing needs of the former with the investment opportunities sought by the latter, by offering them tailor-made solutions in the areas of capital markets, securities services, financing, risk management, cash management and financial advice.

As part of the GTS 2025 strategic plan, CIB is pursuing its aim of becoming the leading European player among the major global investment banks, as well as the preferred partner of its customers in their transition to sustainable development. Present in three major regions — Europe, Middle East, Africa (EMEA); Americas; Asia-Pacific (APAC) — CIB's teams work as closely as possible to support our customers' needs through three dedicated business lines.



### Strategy for 2025

With the launch of the GTS 2025 strategic plan, the CIB division aims to be the preferred European partner for its corporate and institutional clients over the long term. It focuses on supporting them in their transition to a more sustainable model. The development of this strategy is based on three priorities:

- capitalise on the Group's diversified and integrated model;
- leverage its ability to connect its corporate and institutional franchises;
- gain new market share in a consolidating industry.

### Progress in 2022

In an uncertain context that distressed markets, each of the business lines and regions generated growth and made progress on the 2025 strategy, thus confirming Corporate & Institutional Banking's positioning as a world leader among European CIBs.

- In 2022, the division thus:
- consolidated its position as a partner of reference in the transition to a low-carbon economy and, end of 2021, created the Low-Carbon Transition Group (LCTG);
  - continued to strengthen its technological platforms and optimise its operating model with a focus on partnerships with fintechs and targeted acquisitions;
  - accelerated its inter-regional dynamics by rolling out its offers in all its regions;
  - developed its equity franchise particularly by investing in its sectoral expertise and executional capabilities.

### Global Banking

By leveraging a global platform and local presence, Global Banking provides corporate clients with a full range of products and services in terms of debt financing solutions, advice on mergers and acquisitions, primary equity markets and transaction banking expertise.

**"Investment Bank of the Year"**  
(The Banker Investment Banking Awards 2022)

### Global Markets

As a specialist in capital markets investment and financing, Global Markets offers a wide range of investment, hedging, financing, research and market analysis products and services across all asset classes. It is aimed at a wide range of institutional and corporate clients operating internationally.

**"Loan Structurer / Arranger / Coordinator of the Year"** (Environmental Finance Bond Awards 2022)

### Securities Services

On 1 October 2022, BNP Paribas Securities Services SCA merged with its parent company, BNP Paribas SA. Ranked among the world's leading players in securities custody, Securities Services securely stores and manages the assets of banks, fund managers, insurance companies, pension funds and sovereign wealth funds, while ensuring the smooth running of their financial transactions. It helps to increase their global investment opportunities, manage their risks and improve their operational efficiency.

**"European Custodian of the Year"**  
(Funds Europe Awards 2022)



**"By leveraging our diversified model, we offer our customers a full range of integrated and tailored solutions, and connect the needs of our corporate clients with those of our institutional clients. With recognised expertise in sustainable finance and an organisation that is dedicated to accelerating the transition to a low-carbon economy, through the Low-Carbon Transition Group, our teams are fully mobilised to support the transition of our customers to a more sustainable economy all over the world."**

**Yann Gérardin,**  
Chief Operating Officer,  
Corporate & Institutional Banking



## Commercial, Personal Banking & Services

**C**ommercial, Personal Banking & Services (CPBS) brings together our commercial & personal banking and several specialised businesses for efficiency, agility, and to act as our customers' trusted companion. As such, we meet our clients' financial needs and more, serving their best interests and those of society.

In line with the GTS 2025 strategic plan, CPBS intends to continue to improve customer and employee recommendation by simplifying and enriching its offer of ever more responsible products and services. CPBS also relies on the best of people and digital technology to provide its customers with an innovative relationship, while continuing to build an industrialised and resilient operating model.

### Our commercial & personal banking

With its four domestic markets in the eurozone (France, Belgium, Italy, Luxembourg), its network of banks outside the eurozone (Poland, Turkey, Ukraine, Algeria and Morocco)<sup>(1)</sup> and its participation in a bank in China,

BNP Paribas has a large network of experts and offers its customers an extensive range of services and products including financing and savings solutions. An ecosystem of partners strengthens these offers beyond banking services. By placing innovation and security at the centre of their business model, our networks adapt their offer to the new needs of customers to be their long-term trusted companion.

- **Commercial & Personal Banking in France**  
7.6 million customers
- **BNP Paribas Fortis in Belgium**  
Nearly 3.4 million customers<sup>(2)</sup>
- **BNL in Italy**  
2.6 million customers
- **BGL BNP Paribas in Luxembourg**  
188,300 customers
- **Europe-Mediterranean**  
More than 15 million customers
- **Bank of the West**  
On 20 December 2021, the BNP Paribas Group announced the sale of Bank of the West to BMO Financial Group. The sale was completed on 1 February 2023.

### Our specialised businesses

#### Arval

Arval provides companies, their employees and individuals with an ecosystem of digital solutions, services and tools to optimise their mobility in line with current challenges, including the energy transition and growth of the user economy. With the aim of leasing 700,000 electrified vehicles by 2025 and offering responsible mobility

solutions throughout its entities worldwide, Arval has positioned itself as a key player in sustainable mobility.

**A fleet of nearly 1.6 million vehicles (including almost 300,000 electrified vehicles) leased to its 300,000 customers**

#### BNP Paribas Leasing Solutions

BNP Paribas Leasing Solutions offers corporate clients and professionals in the industry with leasing and financing solutions for their equipment, through various commercial channels (industrial partners such as manufacturers, distributors and resellers, direct business clients or companies from the network of commercial & personal banking). BNP Paribas Leasing Solutions contributes to the ecological transition of its customers by financing positive impact equipment and providing services that promote and support the circular economy. **"European Lessor of the Year" for the seventh year and "Best Energy Transition Programme", awards granted in 2022 by Leasing Life, the leading magazine dedicated to leasing in Europe**

#### BNP Paribas Personal Finance

BNP Paribas Personal Finance is a major player in consumer credit in Europe. Its commercial brands offer a full range of consumer loans through a variety of distribution channels. BNP Paribas Personal Finance is developing an active partnership strategy with large retailers, car manufacturers and distributors, e-merchants and other financial institutions. The company has set itself a target of €20bn in sustainable finance, with sustained efforts in four areas: financial inclusion, the energy transition for housing, sustainable mobility and the circular economy.

**€5.9bn in sustainable finance outstandings at the end of 2022**

#### BNP Paribas Personal Investors

In addition to its traditional online brokerage business, BNP Paribas Personal Investors offers its individual customers a wide range of banking, credit and savings services. This business also provides independent financial advisers, asset managers and fintechs with innovative digital services. BNP Paribas Personal Investors is present in India and Germany through three brands, including Consorsbank for individual customers.

**5.2 million individual customers**

#### Nickel

This first "bankless" account was launched in France in 2014. Nickel offers a current account that can be opened in five minutes from tobacconist partners or *Points Nickel* (points of sale), of which there were more than 8,800 in Europe at the end of 2022. Its customers can pay, and be paid, via a simple and inclusive offer, based on four values: universality, simplicity, usefulness and caring. Thanks to its digital model and a local distribution method in France, Belgium, Portugal and Spain, Nickel maintained a sustained rate of customer acquisition throughout the year.

**3 million individual customer accounts have been opened, since its launch in 2014**

#### FLOA

Already leader in France in payment facilities, and present in Spain, Belgium, Italy and Portugal, FLOA joined the BNP Paribas Group in February 2022. As a pioneer in payment facilities, FLOA offers consumers split payments, mini-loans and bank cards. The company is a partner of major e-retailers, key players in travel and fintechs, for which it develops tailor-made services.

**More than 4 million customers and more than €2.5bn in goods and services financed each year**

(1) Disposal agreements were signed with the Group's banks in Senegal on 29 July 2022 and in Côte d'Ivoire on 30 September 2022. The transactions were completed on 28 April 2023 and 15 February 2023 respectively.  
(2) Excluding the 600,000 active customers of bpost banque and Fintro customers.



**"The solid performance of our commercial & personal banking and our specialised businesses embodies the energy and sustained work of our teams to support our customers over the long term. It will enable us to strengthen our leadership positions in Europe and accelerate the profitable growth of our business lines while continuing to improve customer satisfaction."**

**Thierry Laborde,**  
Chief Operating Officer,  
Commercial, Personal Banking & Services



#### Strategy for 2025

The combined strength of its leadership positions in two-thirds of its business lines, and of its transformed operating model, gives CPBS significant growth potential. Its 2025 vision feeds into the action plans of each of its business lines and ensures the development of revenues and profitability.

To achieve its goals, the division aims to:

- accelerate the significant and profitable growth of its specialised businesses;
- strengthen its leadership in Europe

for corporate clients and the private banking segment;

- reposition its commercial & personal banking activities to become even more attractive, while adapting its operating model;
- pursue continuous improvement of its efficiency.

#### Progress in 2022

In a complex and uncertain economic environment, the entities of the CPBS division, both commercial & personal banking and specialised businesses, performed very well, consolidating the development strategy and confirming the goals of the 2025 plan.

In 2022, the division thus:

- continued to adapt its model to offer a customer relationship driven by achieving

a balance between human interaction and digital technology, and deployed new service models;

- innovated and enriched its offer by making acquisitions or partnerships with fintechs to offer its customers new solutions "for and beyond banking";
- accelerated the industrialisation of its operating model;
- intensified cross-functionality between its business lines, leaders in many European markets, whose combination of solutions and expertise differentiates BNP Paribas with value-added in markets, such as mobility;
- strengthened its sustainable financing solutions, its services and the expertise of its teams, to provide personalised support to all its customers in their transition.



## Investment & Protection Services

**O**ur Investment & Protection Services (IPS) division brings together our activities dedicated to protection, savings, investment and real estate services. It designs and deploys innovative and responsible products to support individuals, professionals, corporate clients and institutionals in their projects and their transition to a sustainable and inclusive economy.

As part of the GTS 2025 strategic plan, IPS aims to become a European reference in responsible protection, savings and investment. To this end, it is strengthening its range of services and solutions, and its distribution network and consolidating its leadership in social and environmental responsibility. It also strives to continue the digitalisation of its business lines and ensure that they are ever more agile, efficient and at the cutting edge of technology.

### Leading wealth and asset management business lines

#### BNP Paribas Cardif

BNP Paribas Cardif designs, develops and markets, with more than 500 distributor partners, savings and protection offers to insure people, their projects and their assets. It helps its policyholders to carry out their projects while protecting them against the eventualities of life. As a player committed to its partners, their customers and society, BNP Paribas Cardif's mission is to make insurance more accessible. As an investor, BNP Paribas Cardif contributes to giving meaning to the investments of policyholders and has set itself a target to devote an average of €1bn per year by 2025 to positive impact investments. The insurer has joined the Net-Zero Asset Owner Alliance and has committed to aligning its portfolios with a carbon neutrality trajectory by 2050.

**A leader in the creditor insurance market, with a net income before tax of €1.4bn in 2022**



#### BNP Paribas Wealth Management

BNP Paribas Wealth Management supports its client base of entrepreneurs, family offices and High Net Worth Individuals in their wealth management and financing projects. In Europe, it is growing its wealth management business by leveraging on the Group's Commercial, Personal Banking & Services network. In Asia, it relies on its historical presence and its Corporate & Institutional Banking activity to meet its clients' most sophisticated needs. BNP Paribas Wealth Management continues to strengthen its digital solutions, and through an internal, robust and unique methodology (Clover Rating), it can identify and select responsible investments for its clients. **With €411bn in assets under management in 2022, BNP Paribas Wealth Management is a world-leading private bank and the leading private bank in the eurozone**

#### BNP Paribas Asset Management

BNP Paribas Asset Management provides investment solutions to individual savers, corporate clients and institutional investors and offers specific expertise: active, high-conviction strategies, emerging markets, multi-asset investments, private debt and liquidity solutions. As a signatory of the Net Zero Asset Managers initiative, BNP Paribas Asset Management is committed to a trajectory of carbon neutrality for its investments by 2050.

The Group's aim is to become a leading European player in the field of private asset management. To this end, in January 2023, BNP Paribas created a Private Assets group within BNP Paribas

Asset Management, that pools its private asset management activities together.

**89% of assets under management of its European open-ended funds are classified as article 8 or 9 within the meaning of the European SFDR regulation<sup>(1)</sup>**

#### BNP Paribas Real Estate

With a wide range of services, BNP Paribas Real Estate supports its clients — institutional investors, owners, corporate clients, local authorities, individuals, etc. — during all stages of the real estate asset life cycle: property development, transaction, consulting, valuation, investment management and property management.

It operates in all asset classes, from offices to housing, including industrial premises, logistics, hotels and retail spaces.

**Present in 23 countries with offices in 11 European countries, platforms in Hong Kong (SAR China), Dubai and Singapore, and a network of commercial alliances with local partners in 9 other countries**

(1) BNP Paribas Asset Management open-ended funds, distributed in Europe and classified article 8 (declaring the consideration of social and/or environmental criteria) or article 9 (presenting a sustainable investment objective) of the European Sustainable Finance Disclosure Regulation (SFDR), which identifies funds according to their sustainability potential. Figure as of 31/12/2022.



**"In 2022, in a particularly turbulent environment, IPS demonstrated its agility and resilience. Our course for 2025 remains unchanged: enrich our offer thanks to technology and systematise the integration of the sustainable dimension, to better meet the needs of our customers."**

**Renaud Dumora,**  
Deputy Chief Operating Officer,  
Investment & Protection Services



#### Strategy for 2025

With the launch of the GTS 2025 strategic plan, IPS aims to become a leading European player in sustainable savings, investments and protection. To this end, the division is expanding its service offering and strengthening its distribution networks.

Three strategic priorities have been defined:

- accelerate financial savings development;
- capture growth in private assets;
- strengthen leadership in responsible investments.

#### Progress in 2022

In a context of market turbulence and a new interest rate paradigm, IPS has been able to effectively adapt its offer to accompany its customers.

At the same time, the division made a good start

to its strategic plan in its various dimensions:

- strengthening of the product offer: creation of a Private Assets group, development of international protection, targeted acquisitions in asset management;
- consolidating distribution: renewal of key partnerships, signing of new agreements;
- enhancing our CSR approach: publication of net-zero trajectories as an investor (Net-Zero Asset Owner Alliance) and as an asset manager (Net Zero Asset Managers Initiative);
- improving the operational efficiency of platforms and accelerating digitalisation.

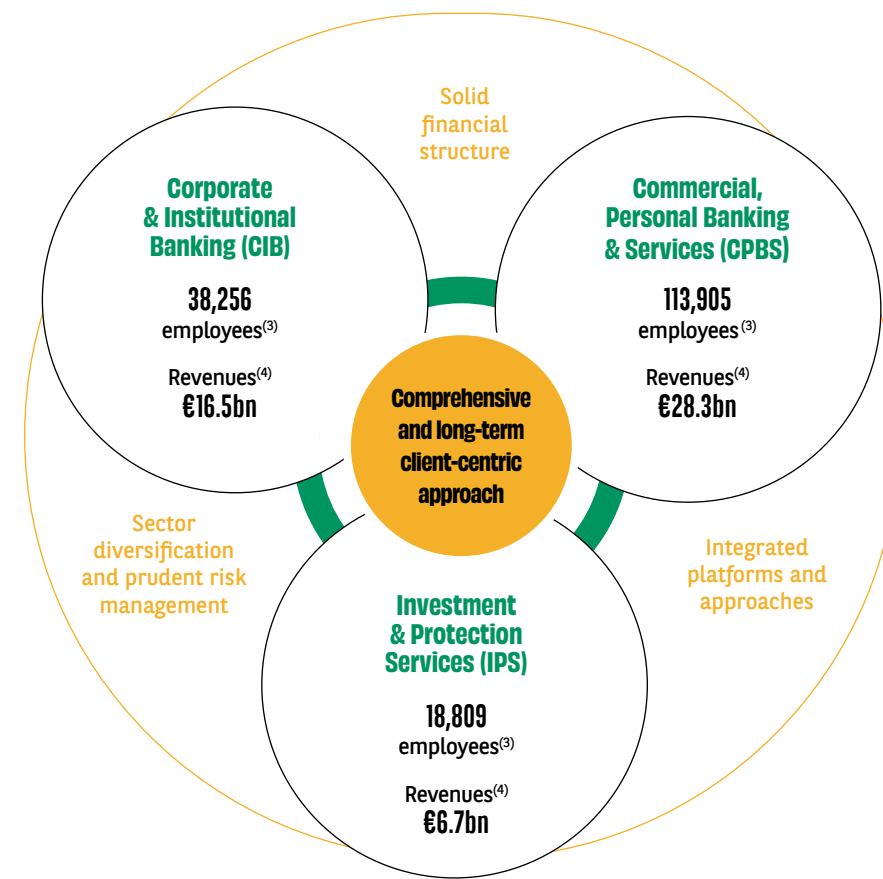
# A diversified & integrated model to create value

Thanks to the solidity of our Group and the strength of our diversified and integrated model, we support our customers and society in general by drawing on our teams, our resources and our expertise. Our commitment to them extends over the long term and in all phases of the economic cycle. By leveraging our leading business platforms and our unique position as a European leader, we create value and support the development of a sustainable economy.

## Our strengths

- European group with global reach**  
operating in 65 countries and territories
- Committed employees**  
with 193,122<sup>(1)</sup> people worldwide
- Broad diversification**  
by customer segment, geography, sector and business line
- A solid financial structure**  
with €126.6bn in equity
- Cooperation between business lines**  
to meet all our customers' needs
- Technology and innovation at the heart of our model**  
with 670 artificial intelligence use cases deployed in 2022
- A leading Group in sustainable finance**  
#1 worldwide in green bonds in 2022, for the equivalent of €18bn<sup>(2)</sup>

## Our diversified and integrated model



## Our GTS 2025 strategic plan

**Growth | Technology | Sustainability**

(1) As of 31/12/2022, this number includes employees from each of the three divisions presented above, as well as employees from the central functions. (2) Bloomberg, bookrunner in volume at 31/12/22. (3) The number of employees is reported in Full-Time Equivalent (headcount in proportion to their working time) of paid employees with a Permanent Term Contract or Fixed Term Contract, excluding employees on unpaid leave. (4) For CPBS, revenues include 100% of Private Banking (including PEL and CEL effects in revenues).

## Our solutions

- Everyday banking
- Payments
- Advisory
- Financing
- Investments
- Savings
- Protection

## Our value creation

For all our stakeholders: customers, shareholders and investors, employees, partners and suppliers, local authorities, regions and civil society.

- Promoting useful innovation for our customers**  
(Individuals, small businesses, SMEs and mid-caps, large companies, institutional clients, community organisations)  
Nickel:  
**~3 million** accounts opened since its creation in France, Spain, Belgium and Portugal and a development in Germany in 2023
- Encouraging sustainable growth for the economy**  
**€223bn** in assets under management in BNP Paribas Asset Management open-ended funds classified as article 8 or 9 according to the SFDR<sup>(5)</sup>
- Targeted acquisitions**  
enabling us to offer our customers innovative services: **Kantox** for foreign exchange risk management and **FLOA** for split payment
- €28.2bn** in financing of low-carbon energy production<sup>(7)</sup> at the end of September 2022, already nearly 20% higher than that for fossil fuels production<sup>(8)</sup>
- €32bn** in sustainable bonds issued for customers at the end of 2022<sup>(9)</sup>
- Developing our contribution to society**  
**€74.1m** budget for the Group's corporate philanthropy in 2022 (including an exceptional €15.1m dedicated to support for the people of Ukraine)
- €7.2bn** in taxes paid in 2022
- Nearly 1,000** employees committed to mentoring
- 1,126,142 hours** in solidarity initiatives carried out by employees for community organisations (#1MillionHours2Help) in 2021 and 2022
- 294 million** monthly connections to mobile apps<sup>(5)</sup> (+14.1% compared to 2021)

(5) Scope: private individuals, professional and Private Banking customers of commercial and digital banks, Nickel and BNP Paribas Personal Finance. (6) Figure at 31/12/2022; funds distributed in Europe. The European Sustainable Finance Disclosure Regulation (SFDR) identifies funds according to their sustainability potential. The article 8 classification concerns funds declaring that social and/or environmental criteria are taken into account. The article 9 classification concerns funds with a sustainable investment objective. (7) Renewable, biofuel and nuclear. (8) Oil refining, gas extraction/production, oil extraction/production, coal. (9) Cumulative amount of all types of sustainable bonds 2022-2025 (total amount divided by the number of bookrunners).

# Our financial indicators

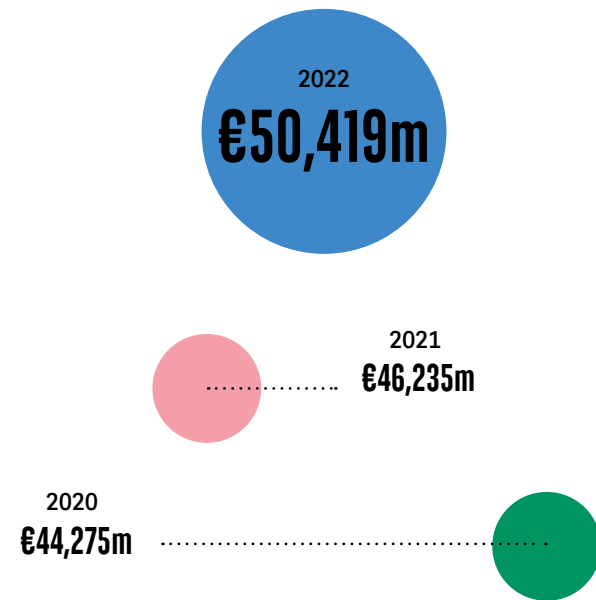
Thanks to its financial solidity combined with the power of its diversified and integrated model, BNP Paribas achieved a very good performance in 2022, confirming the relevance of its GTS 2025 strategic plan. The ability to support our customers and the economy globally by mobilising our teams, resources and expertise continues to support the strong growth in business and results.

All three of our operating divisions contributed to the increase in our revenues of 9% compared to 2021. We also recorded a strong increase in net income Group share of 7.5% compared to 2021 (+19% excluding exceptional items). The robustness of our balance sheet is reflected in our CET1 ratio of 12.3%. We apply a shareholder return rate of 60% and also provided net earnings per share of €7.80 and a net dividend per share of €3.90. These last two indicators were up compared to 2021.

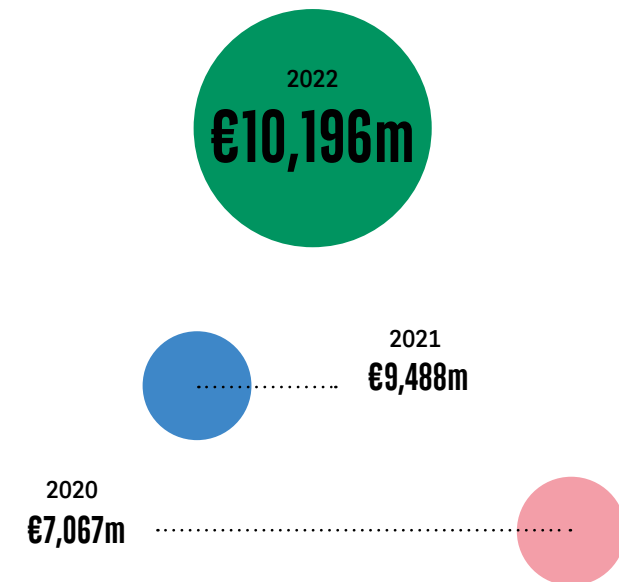


For more information on all of our financial indicators, see the 2022 Universal Registration Document on [invest.bnpparibas](https://invest.bnpparibas)

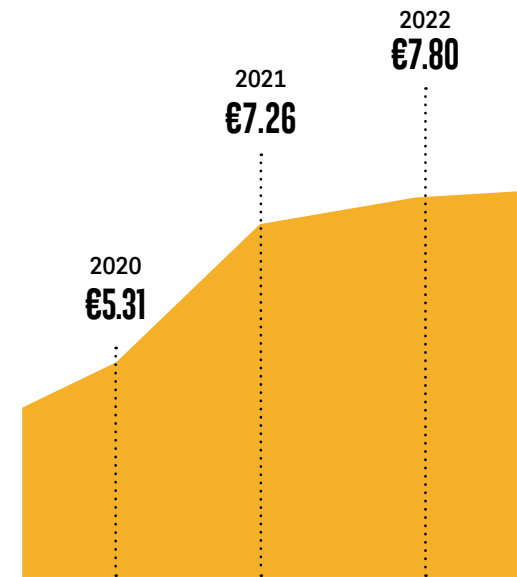
## Group revenues



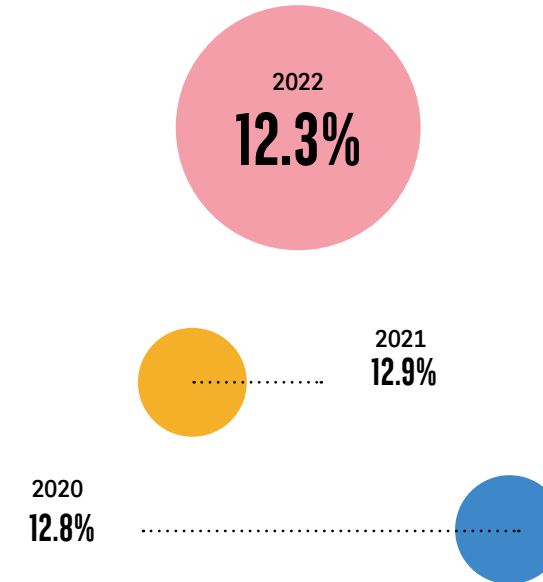
## Net income Group share



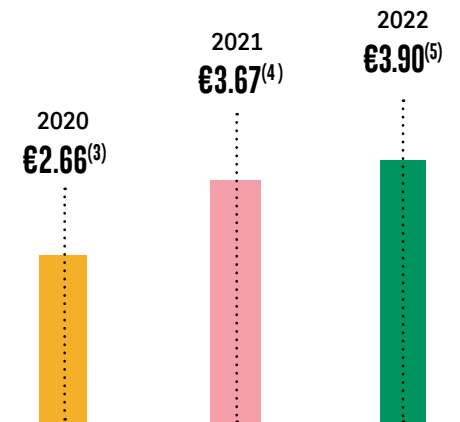
## Net earnings per share<sup>(1)</sup>



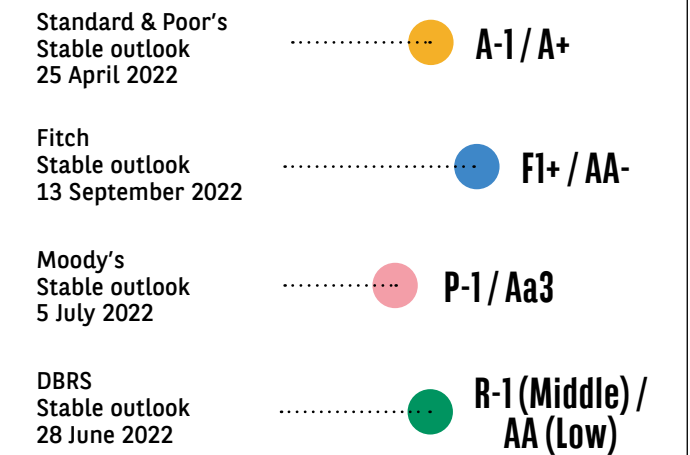
## Common Equity Tier 1<sup>(2)</sup> (CET1) ratio



## Net dividend per share



## Short-term/long-term ratings



(1) Based on the average number of shares outstanding during the fiscal year. (2) Common Equity Tier 1 (CET1), fully loaded Basel 3. Solvency ratio. Capital Requirements Directive (CRD 5). (3) €1.11 distributed following the approval of the Shareholders' Combined General Meeting of 18 May 2021, plus €1.55 distributed following approval by the Ordinary Annual General Meeting of 24 September 2021, taking into account only the distribution of the 2020 dividend. (4) Approval by the Annual General Meeting of 17 May 2022, taking into account only the distribution of the 2021 dividend and not taking into account the share buyback programme of €900m, executed between 1 November and 6 December 2021. (5) Subject to approval by the Annual General Meeting of 16 May 2023, taking into account only the distribution of the 2022 dividend and not taking into account the share buyback programme of €962m for the ordinary distribution.

# Our extra-financial indicators

BNP Paribas has set up a CSR dashboard to help guide its strategy in this area. The monitoring of this CSR dashboard is carried out on an annual basis by the Group's Executive Committee and Board of Directors. As part of the launch of its GTS 2025 strategic plan, the Group has defined new CSR indicators, with commitments for 2025. In addition, in 2022, BNP Paribas once again stood out with its remarkable performance in the assessments conducted by the main extra-financial rating agencies. These results reflect the Group's commitments in terms of CSR and responsible practices as well as its strict application of Environmental, Social and Governance (ESG) criteria in its activities.

## The CSR policy management dashboard

	2022	2025 objectives
<b>Our economic responsibility</b>		
Amount of sustainable loans <sup>(1)</sup> .....	€87bn	€150bn
Amount of sustainable bonds <sup>(2)</sup> .....	€32bn	€200bn
Amount of article 8 and 9 assets under management according to the SFDR <sup>(3)</sup> .....	€223bn	€300bn
<b>Our social responsibility</b>		
Share of women in the SMP (Senior Management Position) population <sup>(4)</sup> .....	35.2%	40%
Number of solidarity hours performed by employees <sup>(5)</sup> .....	1,126,142 (in 2021 and 2022)	1 million (over two rolling years)
Share of employees who completed at least four training courses during the year <sup>(6)</sup> .....	97.4%	90%
<b>Our civic responsibility</b>		
Number of beneficiaries of products and services supporting financial inclusion <sup>(7)</sup> .....	3.3 million	6 million
<b>Our environmental responsibility</b>		
Amount of the support enabling our clients to transition to a low-carbon economy <sup>(8)</sup> .....	€44bn	€200bn
Amount of financing to companies contributing to protect terrestrial and marine biodiversity <sup>(9)</sup> .....	€1.8bn <sup>(10)</sup>	€4bn
Greenhouse gas emissions in teq CO <sub>2</sub> per FTE (buildings and business travel) <sup>(11)</sup> .....	1.65teq CO <sub>2</sub> / ETP	1.85teq CO <sub>2</sub> / ETP

## Extra-financial ratings and distinctions

### Extra-financial ratings

- BNP Paribas obtained a score of **4.4/5** in September 2022 from **FTSE Russell** as part of its ESG Rating. This rating places BNP Paribas in the **top 5% of companies in the banking sector**.
- BNP Paribas obtained a score of **84/100** in October 2022 in the *Corporate Sustainability Assessment (CSA)* by **Standard & Poor's**, making the Group the **first French bank** and the **second European bank**. The Group is thus in the **top 6% of companies in the banking sector** in terms of sustainable development.
- **Moody's ESG Solutions** awarded the Group a score of **71/100** in October 2022, which positions the Group as the **1<sup>st</sup> bank out of 30 banks in the "Diversified banks in Europe"** sector and in the **top 1% worldwide** (out of the 4,885 companies assessed).

### Inclusion in sustainability indexes

- BNP Paribas is listed in the **Dow Jones World and Europe Sustainability Indexes (DJSI)**.
- BNP Paribas is listed on the **Euronext-Vigeo Eiris World 120, Europe 120, Eurozone 120 and France 20 indexes**.

- In 2022, BNP Paribas shares were also included in the **Bloomberg Gender-Equality Index**.

### Other CSR distinctions and commitments

- BNP Paribas received the award **"Bank for Sustainability"** during the **IFR Awards 2022**.
- BNP Paribas was awarded **"World's Best Bank for Sustainable Finance"** and **"World's Best Bank for ESG Data Technology"** at the **Euromoney Awards for Excellence 2022**.
- BNP Paribas is the **leading French bank and the fourth bank worldwide** in the 2023 ranking of the **"100 Most Sustainable Companies"** compiled by the Canadian magazine **Corporate Knights**<sup>(12)</sup>.
- BNP Paribas is the **top French bank in Equileap's international gender-equality ranking**.
- BNP Paribas received the **"Net zero progression of the year — EMEA"** award from **Environmental Finance magazine**, illustrating the Group's support for its customers in their transition to carbon neutrality.

- BNP Paribas ranked **1<sup>st</sup> in the ranking by the NGO ShareAction**, designed to assess the **commitment of 25 major European banks in the fight against climate change and the preservation of biodiversity**.
- BNP Paribas was ranked **leading French bank in 2023 by the NGO Global Canopy** in its **Forest 500** report. The Group is also one of the **Top 5 financial institutions most committed to combatting deforestation among the 150 institutions studied**.

(1) Amount of loans at the end of 2022 identified as "sustainable" by an internal classification system, granted by BNP Paribas to its customers. The Group's transaction classification principles are based on external market standards such as those of the Loan Market Association and the European Taxonomy in Europe. (2) Cumulative amount at the end of 2022 of all types of bonds identified as sustainable according to the guidelines of the International Capital Market Association (ICMA) issued by corporate clients, financial institutions and sovereign clients, and arranged by BNP Paribas (total amount divided by the number of bookrunners). (3) Amount of assets under management at the end of 2022 in open-ended funds of BNP Paribas Asset Management, distributed in Europe according to articles 8 and 9 of the European Sustainable Finance Disclosure Regulation (SFDR). SFDR identifies funds according to their sustainability potential. The article 8 classification concerns funds declaring that social and/or environmental criteria are taken into account. The article 9 classification means funds with a sustainable investment objective. (4) The Group's Senior Management Position (SMP) population is composed of employees holding approximately 3,000 positions considered to have the most significant impact from a strategic, commercial, functional and expertise point of view. The percentage is calculated on the basis of SMP positions occupied. (5) As part of the #1MillionHours2Help programme, including long-term skills sponsorship, set up under the Diversity and Inclusion Agreement in France. (6) Including mandatory training, such as compliance. (7) Number of Nickel accounts opened and number of beneficiaries of microloans distributed by microfinance institutions financed by the Group (pro rata of the financing) at the end of 2022. (8) Cumulative amount at the end of 2022 of green loans, green bonds and financing identified as contributing to the transition to a low-carbon economy according to an internal classification system (e.g. renewable energies, low-carbon hydrogen, nuclear). This amount covers part of the amounts of indicators 1 (sustainable loans) and 2 (sustainable bonds). (9) Cumulative amount at the end of 2022 of financial products and services (loans, bonds, etc.) contributing to the protection of terrestrial and marine biodiversity. The contribution to the protection of biodiversity is identified by an internal classification system. This amount covers part of the amounts of indicators 1 (sustainable loans) and 2 (sustainable bonds). (10) The 2022 amount is estimated for the bond portion and will be provided in 2023, when the real amounts from the allocation reports for the bonds are known. (11) Greenhouse gas emissions for scope 1 (direct emissions from the combustion of fossil fuels), scope 2 (indirect emissions from the purchasing of energy) and, for a part of scope 3 (emissions related to employee business travel), expressed in teq CO<sub>2</sub>, divided by the number of full-time equivalent (FTE) Group employees. In 2022, the level of greenhouse gas emissions per employee in the Bank's operational scope is particularly low in a context of a limited recovery in business travel by plane. However, in the context of the current energy crisis, this indicator could be impacted upwards by a higher-carbon energy mix in certain countries in which the Group operates. (12) Corporate Knights is a leading Canadian trade magazine, as well as an independent investment research and advisory firm.

Driven by the desire to contribute to the transition and to a new and sustainable economic model, BNP Paribas is making progress on all fronts. Key features of our initiatives include financing low-carbon energies, promoting soft mobility, protecting biodiversity, deploying impact financing and responsible savings and investment solutions, and encouraging financial inclusion.

**Advancing at a sustained pace with all our talents and resources.**

Offering our customers solutions at scale with current

# transitions



Supporting the transition to a low-carbon economy

Placing technology at the heart of our solutions

Contributing to a more inclusive economy and society



# Supporting the transition to a low-carbon economy

## ➔ Contributing to a net-zero future

**In the face of climate urgency, BNP Paribas supports many actors and initiatives and aims to redirect investments and financing from projects that produce or use carbon-intensive energies towards those that produce or use sustainable energies. With a clear direction: to help finance a carbon-neutral economy by 2050.**

### To accelerate the financing of the energy transition

In 2021, BNP Paribas participated in the creation of the Net-Zero Banking Alliance launched by the UN Environment Programme. The Group is committed, alongside the other signatory banks, to a common objective: financing a carbon-neutral economy by 2050. Early 2023, BNP Paribas began a new phase of strong acceleration, by setting a 2030 target for transitioning over 80% of its financing activities towards the production of low-carbon energy. By 2030, the Group also aims to:

- achieve a target of €40bn in financing production of low-carbon energy, mainly renewable;
- reduce its oil exploration and production remaining financing to less than €1bn;
- reduce its gas exploration and production financing by more than 30%.

### The transition of investments towards carbon neutrality

As a signatory of the Net Zero Asset Managers initiative in November 2021, BNP Paribas Asset Management outlined its net-zero roadmap in November 2022. It covers the progressive alignment of its investment portfolios with the goal of reaching net-zero emissions by 2050, together with associated efforts across its stewardship activities and its operations. It covers an initial scope of €250bn, or 50% of its assets under management<sup>(1)</sup>. These commitments are based on the work carried out by BNP Paribas Asset Management since the launch of its first fund incorporating ESG<sup>(2)</sup> criteria in 2002.

For its part, BNP Paribas Cardif strengthened its climate commitments in September 2022 by committing to:

- reduce the carbon footprint of its investment portfolios by 23% between 2020 and 2024<sup>(3)</sup>;
- reduce the exposure of its investment portfolios to fossil energies<sup>(4)</sup>;
- allocate an average of €1bn per year to positive impact investments, with a total of €2.7bn invested in 2022.

### BNP Paribas, "Net-Zero Progression of the Year – EMEA"

Thanks to the commitment of its entities and subsidiaries, BNP Paribas received the "Net-Zero Progression of the Year – EMEA" (Europe, Middle East, Africa) award from the magazine *Environmental Finance* in recognition of the involvement of our teams in supporting our customers in their transition to carbon neutrality and of the Group's net-zero trajectory.

(1) Based on assets under management as at 30 June 2022. (2) Environmental, Social and Governance. (3) Carbon footprint of directly held equity and bond portfolios. 53% reduction achieved between 2017 and 2020. (4) Reduction in exposure by 2030 at the latest for European Union and OECD countries, and by 2040 for the rest of the world.



Laurence Pessez,  
Global Head of  
Corporate Social  
Responsibility



## Euromoney and IFR recognise BNP Paribas

In 2022, BNP Paribas received numerous awards for its support to customers and a more sustainable economy. The Group has been awarded several distinctions in different financial and non-financial categories by the leading magazine *Euromoney*, including "World's Best Bank for Sustainable Finance" and "World's Best Bank for ESG Data & Technology". This recognition highlights the Group's European leadership and its ability to enable its customers to reach global markets thanks to the expertise of our local teams. BNP Paribas also won several awards at the IFR Awards organised by *International Finance Review* (IFR), notably: "Bank of the Year" and "Bank for Sustainability".

## Climate Report: an integrated vision of our climate- related strategy and actions

The first edition of our Climate Report has been published in May 2023. It aims to present, in a single document, BNP Paribas' climate strategy, its climate-related risks and opportunities and the alignment of its financing with carbon neutrality commitments by 2050. This report merges two reports that coexisted in 2022: the Task Force on Climate-Related Financial Disclosures (TCFD) report and the Climate Analytics and Alignment report. The Climate Report describes our decarbonisation objectives for our credit and investment portfolios. On the loan portfolio, it shows our progress on the 2025 objectives published in 2022 for three high-emitting sectors (Power generation, Oil & Gas exploration-production, Automotive), and sets targets for 2030 for three new sectors: steel, aluminium and cement.

**"Since 2011, financing the energy transition has been the top priority of our environmental responsibility policy. In 2021, we made a commitment to steer our activities towards financing a carbon-neutral economy by 2050. At the end of 2022, we were already financing more low-carbon energy production, mainly renewables, than fossil energy production. In 2023, we took a significant step forward by accelerating our oil exploration and production phase-out trajectory and ceasing all financing dedicated to the development of new oil and gas exploration-production activities. By 2030, our ambition is for 80% of our energy financing to be low-carbon. Faced with the climate emergency, we are fully playing our role to accelerate the energy transition of the economy."**

## → Supporting our customers in their transition

To contain the damage caused by climate change, businesses and individuals must contribute to a more environmentally friendly economy. As a pioneer in sustainable finance, BNP Paribas supports these clients in their efforts and is committed to being the partner of choice for transition initiatives.

Since the creation of the Low-Carbon Transition Group by BNP Paribas at the end of 2021, its experts around the world have contributed to accelerating the dialogue on transition issues with the Group's teams and customers. These experts and teams have supported clients with reducing the impact of high-carbon sectors, accelerating their transformation, developing partnerships around strategic projects and investing in innovative technologies that promote a low-carbon economy.

### Working alongside SMEs and mid-caps

Small and medium-sized enterprises (SMEs) and mid-caps are also accelerating their energy transition. To support them, our **Commercial, Personal Banking & Services** division has set up an approach called Low-Carbon Transition for SMEs & Mid-Caps in our five main European markets, with the participation of **BNP Paribas Fortis**, **BGL BNP Paribas**, **Commercial & Personal Banking in France (CPBF)**, **BNL** and **BNP Paribas Bank Polska**. This initiative is based on our integrated model and an ecosystem of partners to support these companies in their decarbonisation strategy.

### Supporting large companies in their transition

As a partner of large international companies, our **Corporate & Institutional Banking** division and its **Global Banking** teams contributed to several inaugural sustainable bond issues in 2022. Among them, General Motors' green bond for electric mobility, of US\$2.25bn, will see its issue revenues invested in the clean transport ecosystem. L'Oréal's bond, in the amount of €3bn, included a tranche dedicated to the reduction of greenhouse gas emissions and sustainable innovation in the field of packaging. Lastly, the US\$625m bond from Lenovo was the largest in the tech sector in 2022 at the time of issue.

As part of our "One Bank for Corporates" initiative to support corporate clients' business development internationally, BNP Paribas financed in February 2022 the expansion and further development of a hazel tree field in France for Ritter Sport, a German quality chocolate producer. This secures and brings the supply of this raw material, the hazelnut, closer, thus reducing CO<sub>2</sub> emissions.

### Supporting individuals in their efforts

Our individual customers are also forced to rethink their energy use and reduce their carbon footprint, due to the climate emergency, but also due to soaring energy prices. To encourage them to improve the energy efficiency of their homes, **BGL BNP Paribas** proposes an energy renovation offer, in partnership with Actif (a certified energy adviser), ranging from energy consulting to the financing of their project. With Ecobonus, **BNL** provides its customers with tax credits for their energy renovation work. Finally, **BNP Paribas Bank Polska** and the European Bank for Reconstruction and Development (EBRD) have set up an historic loan scheme for Polish individuals wishing to invest in the energy renovation of their homes.

**Energy retrofitting**  
From advice to financing,  
we are by your side.

BGL BNP Paribas and its partner Actif, a certified energy adviser, support you in achieving your plans:

- Energy performance diagnosis and technical advice
- Financing solutions
- Administrative procedures

To meet the transition challenge, let's pick up the pace together.

[bgl.lu/en/renovation](https://bgl.lu/en/renovation)

**BGL BNP PARIBAS**

The bank for a changing world

Offer subject to terms and conditions and approval of your application by the bank. More info in-branch.  
BGL BNP PARIBAS S.A. (SGL avenue J.F. Kennedy, L-2951 Luxembourg, R.C.S. Luxembourg - B 6483) Marketing Communication April 2023

## → Advancing sustainable mobility

Around the world, the need to reduce travel-related CO<sub>2</sub> emissions is widely recognised. As a long-standing mobility player in Europe, BNP Paribas is shifting the line with a structured roadmap to help transition to a more sustainable mobility.

BNP Paribas committed early on to removing barriers to the deployment of electric mobility. The Group is making this transition through several of its business lines, operating across the entire electric mobility ecosystem, from the manufacturer to the end user.

### Accelerating the electrification of vehicle fleets

To contain fleet management costs and accelerate the energy transition thanks to data, **Arval** launched Arval Connect. Thanks to accurate diagnostics, collected on each vehicle, this solution enables Arval's customers to optimise their fleet management. The BNP Paribas subsidiary also finalised the acquisition of Terberg Business Lease Group BV, thanks to which Arval can diversify its commercial product offering further, becoming one of the largest players in mobility on the Dutch market.

In collaboration with Engie, **Arval and BNP Paribas Leasing Solutions** designed a global offer for Arcelor's Ghent site to encourage electric mobility. The offer includes vehicle rental and the installation of charging stations in its car parks and at its employees' homes.

**BNP Paribas Fortis** is also accelerating transition by switching to a fleet of plug-in hybrid and electric cars. To do this the buildings at its headquarters in Brussels have been equipped with a total of 292 charging stations with the software solution of the scale-up Optimile, specialised in the development of software products supporting multimodal mobility and recharging of electric vehicles.

### Developing the green technology market

As a leading European player in charging infrastructure leasing, **BNP Paribas Leasing Solutions**, signed three major partnerships with: TSG, the leader in responsible mobility solutions in Europe, offering financing solutions tailored to TSG's client companies; the municipality of Antalya in Turkey, to finance the city's new electric buses; and ABB, the world leader in electrification and automation technologies for its electric vehicle chargers in the United Kingdom and Turkey.

### Reconciling environmental issues and purchasing power

In France, **BNP Paribas Personal Finance** offers low-income households an inclusive car financing solution to facilitate "Crit'Air 1 or 0" qualified electric or plug-in hybrid vehicle acquisitions. The lease with an option to purchase (LOA) for new or used vehicles can be extended to 10 years for less than €150 per month, with the possibility of becoming the owner of the vehicle at the term of the lease payments.



## Decarbonisation of industry in an accelerated mode

Decarbonising industry is a major challenge for the economy and the environment. To drive it forward, in November 2022, BNP Paribas launched the European "Decarb Fast Track" programme in partnership with Metron, Dalkia and Amazon Web Services (AWS). Its aim? To avoid up to 100,000 metric tons of CO<sub>2</sub> emissions by equipping 100 industrial companies with an energy management solution for their sites.

## A pioneering issue for the Chilean State

# €1bn

This is the Group's objective of additional revenue by 2025 from its cross-functional initiatives in the field of mobility.

In March 2022, the Republic of Chile launched a sustainable development bond for an amount of US\$2bn, including performance indicators related to the reduction of emissions and the use of renewable energies in the country. Chile is the first country in the world to use sovereign debt to finance its long-term climate initiatives and accelerate its energy transition. BNP Paribas acted as co-structuring agent and co-bookrunner. The operation bolsters the leadership of Financial Institutions Coverage teams in sustainable finance and makes our **Corporate & Institutional Banking** division a reference in sovereigns in Latin America.

## → Acting together to preserve biodiversity

**The deteriorating health of ecosystems causes major risks to the environment. Aware of the urgency, the Group is stepping up its actions and has set an objective to play a full part in the collective effort to protect ecosystems and resources.**

In March 2022, the Taskforce on Nature-related Financial Disclosures (TNFD), supported since July 2020 by BNP Paribas, published the beta version of its risk management and reporting framework. Designed with input from the Group's experts, this version is the first to propose a framework that helps companies and financial institutions integrate biodiversity into their decision-making and reporting processes. It thus contributes to directing the global economy towards positive impacts for nature.

### Double recognition for BNP Paribas' work

The Forest 500 report published by the NGO Global Canopy ranks BNP Paribas as the leading French bank and among the top 5 financial institutions most committed to combatting deforestation among the 150 institutions studied in 2023. Another distinction, with an overall rating of 63%, BNP Paribas was the best-rated bank, for its climate and biodiversity strategy, according to the British NGO ShareAction from among 25 European banks. The Group also came out on top for each of the two criteria, climate and biodiversity, in this ranking released in December 2022.

### Publication of BNP Paribas Asset Management investments' first biodiversity footprint

One year after publishing its biodiversity roadmap, **BNP Paribas Asset Management** shared in 2022 the first results of its research to determine the biodiversity footprint of its investments, following a collaboration with Iceberg Data Lab and I Care & Consult. Together, they developed a tool to identify and quantify the potential negative biodiversity impacts of portfolios companies. BNP Paribas Asset Management carried out this analysis based on the Corporate Biodiversity Footprint<sup>(1)</sup> methodology, which covers more than 1,800 companies included in its equity and bond funds, equating to 70% of its "Corporate" assets under management.

### Investment solutions based on natural resources

**BNP Paribas Asset Management** intends to expand its range of solutions to offer investment strategies related to forestry, agriculture and natural capital. To this end, it acquired a majority stake in the Danish International Woodland Company, which has specialised in natural resources for more than 30 years.



### A new edition of the Climate & Biodiversity Initiative programme

The **BNP Paribas Foundation** launched the 5<sup>th</sup> edition of its Climate & Biodiversity Initiative programme. This call for projects makes it possible to select and support teams of scientists in the development of their research projects aimed at improving knowledge of the interactions between climate change and the erosion of biodiversity.

(1) Methodology developed by Iceberg Data Lab to measure the biodiversity footprint of corporate securities - equity and bonds.

# €6m

**over three years, this is the total amount allocated to the new winning projects of the Climate & Biodiversity Initiative programme by the BNP Paribas Foundation, to finance and promote environmental research projects on climate and biodiversity.**

## Initiatives for the agricultural sector

**BNL** signed a partnership with Consorzio Italiano Biogas to support agricultural companies operating in the field of bioenergy. By facilitating their access to credit, they are encouraged to develop biogas and biomethane production. As for **BNP Paribas Polska**, it launched an innovative tool, RegAgri Explorer, to facilitate effective implementation of regenerative agriculture practices that protect soil quality and viability.



Le Millénaire building, Paris, France.

## 3 levers for our energy sobriety plan

In line with the French State's energy sobriety plan, aimed at reducing the country's energy consumption by 10% by 2024, BNP Paribas has launched a voluntary energy-savings plan for its real estate portfolio around three levers:

- the continuous improvement of the energy efficiency of its buildings and branches;
- implementation of works and investment plans;
- consultations with each of the Group's business lines, with a view to achieving energy savings.

## Impact investing is gaining momentum

BNP Paribas is strongly committed to impact investments, which combine intentionality, additionality and measurable social or environmental impact, both on its own behalf and on behalf of third parties. As part of its proprietary investments, the Group supports impact companies, such as Printemps des Terres, a French company that helps farmers while restoring biodiversity, and SAS minimum, a start-up which has developed Le Pavé®, a solution for recycling and recovering plastic waste, with vocational integration jobs. The Group also invests on its own account and on behalf of third parties, via the **BNP Paribas Solar Impulse Venture** fund, in start-ups committed to the ecological transition. This fund made a first investment by contributing to raising US\$15m for NatureMetrics, a young British start-up specialising in the measurement of biodiversity, based on DNA analysis. This fund also contributed, alongside the solidarity employee savings fund **BNP Paribas Social Business Impact**, €10m to the new €15m raised by the French start-up Phenix, which intends to make zero food waste a standard across Europe.

# Placing technology

at the heart of our solutions

## → Working closely with the fintech ecosystem

To support all of its customers, BNP Paribas works over the long term with carefully selected fintechs, via partnerships, equity investments or acquisitions. With one key requirement: to offer solutions that meet the best market standards.

In line with its GTS 2025 strategic plan, BNP Paribas is working with fintechs to accelerate the deployment of targeted technological innovations, which will enable it to position itself as a trusted partner of its customers in the field of banking services and beyond.

### A single solution for international payments

In order to support companies in their international development, in October 2022 the Group signed an agreement to acquire Kantox, a leader in automated foreign exchange risk management, following a first strategic partnership signed in 2019. Automating the management of foreign exchange transactions on an API<sup>(1)</sup>-based platform, Kantox's exclusive technology offers companies a unique solution in international B2B payments.

### Partnerships for sustainable development and technological innovation

For BNP Paribas Asset Management, partnerships with fintechs are opportunities to make good progress, whether on ESG<sup>(2)</sup> issues or in terms of digital innovation. Thus, the asset manager has launched, along with Matter, a Danish fintech specialising in sustainability insights, "SDG Fundamentals": an innovative solution to analyse the alignment of companies' revenues with the United Nations' 17 Sustainable Development Goals (SDGs).



The data covers more than 50,000 issuers. In addition, by investing €20m over four years in its subsidiary Gambit Financial Solutions, BNP Paribas Asset Management is giving this fintech the means to develop a range of off-the-shelf technological services aimed at creating innovative digitalised savings and investment journeys.

### Automated reporting for SMEs

Also mobilised to enrich its offering for the benefit of small and medium-sized companies, BNP Paribas Fortis has partnered with EMAsphere to provide them with a Software as a Service (SaaS) platform which links accounting and financial data in real time. By automating reporting, the solution helps them manage their business to better prepare for the future.

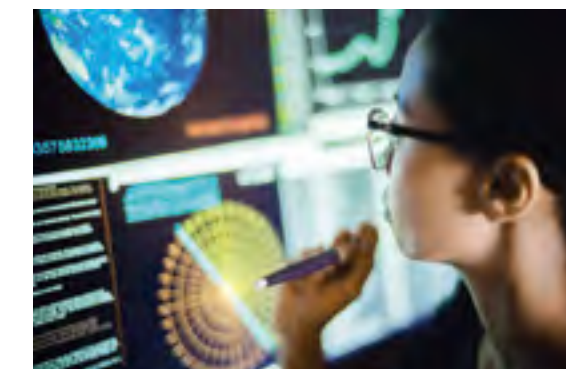
### A new solution for collecting tips

For its part, Commercial & Personal Banking in France is revolutionising the tradition of giving tips by launching a brand-new digital solution to collect them by bank card, exempt from charges and taxes, in partnership with the fintech Heoh.

(1) API: Application Programming Interface. (2) Environmental, Social and Governance.

## Tokenisation for green financing

Our Corporate & Institutional Banking division structured and distributed with EDF ENR, one of the first tokenised bonds on the market designed to finance a renewable energy project. Issued on the Ethereum blockchain, this bond resulted in the issue of digital financial securities, which can be recorded, moved and stored in a transparent manner. Called tokenisation, this technology makes it possible to value and materialise real assets in the digital world, creating new bridges between issuers and investors in an instant and secure manner, while providing a unique ESG financing solution, from origination to distribution.



## Putting data to work for the climate

BNP Paribas relies on data to accelerate the pace towards "net-zero" greenhouse gas emissions. The Group has thus joined the OS-Climate platform as a founding member to provide climate data, architecture and shared analytical tools to companies, investors and organisations, promoting the convergence of methodologies and alignment with climate targets. BNP Paribas also integrates ESG reporting and analysis functionalities into its solutions. The Manaos investment data management platform, designed and incubated by the Securities Services teams at Corporate & Institutional Banking, helps institutional investors and asset managers obtain reliable ESG data and report on the performance of their investments based on these criteria. Manaos, which has become a benchmark in the market in two years, won several awards in 2022, including the award for "Best technological initiative in favour of an augmented ESG approach", awarded at the AM Tech Day 2022 organised by the French group L'Agefi.



Sophie Heller,  
Chief Operating Officer,  
Commercial, Personal Banking  
& Services

**"Regarding innovation, we have built an approach to identify and implement opportunities: it always starts with identifying the needs of our main client segments and then defining how the Group can meet them. Once we fully understand these needs, we find the adapted value proposition and the best way to bring it to the customer. We either develop innovative features ourselves or we offer a service built by a start-up partner. In both cases, we make no compromise about the security and protection of our customers' data."**

## → Innovative pathways for an optimised experience

To anticipate new uses, BNP Paribas continues to invest in digital technologies. While focused on being the “Bank of the future”, the Group meets the constantly changing needs of its customers in order to offer them a simple, intuitive and qualitative digital experience. With an ambition: to combine a constant search for creativity with a high level of security.

BNP Paribas offers new digital services in all its entities and subsidiaries to reinvent and continuously improve the customer experience.

### An optimised digital portal for corporates

The digital ecosystem of **Commercial & Personal Banking in France** is structured to meet the new needs of our SME and mid-cap customers. Designed in agile mode, its new Corporate Client website supports managers in their decision-making by giving them access to content that addresses their concerns. In a dedicated members space, they can also discuss their growth, international, CSR, innovation or cybersecurity challenges with the Bank's experts, access tools and benefit from our beyond banking offers.

### A 100% digital loan in just 24 hours

To meet the expectations of professionals and very small enterprises (VSEs) for quick turnarounds, **Commercial & Personal Banking in France (CPBF)** has designed a web-based process enabling them to obtain a loan within a short timeframe. Thus, they can apply for a business loan of up to €50,000 to finance their day-to-day needs, such as the purchase of equipment or the replacement of a vehicle. Having signed the loan agreement electronically, they receive the funds in their business account within 24 working hours.

### Private banking: a new digital solution dedicated to investments in private assets

**BNP Paribas Wealth Management** continues to enrich its digital services by launching a client portal dedicated to private assets — Private Equity, Real Estate, Private Infrastructure —, the Private Assets Investor Portal, which gives each investor a consolidated 360° view of their portfolio. The subscription process has also been digitised with an electronic signature, making it environmentally-friendly and smooth. The end-to-end journey will be finalised in 2024 in all countries where Wealth Management is present.



### Real estate data analysis in immersive reality

In order to answer the questions of future investors, **BNP Paribas Real Estate** offers a 3D data visualisation tool, called W.I.R.E.D. (for “Wearable Immersive Real Estate Dataroom”). Using data to reproduce past developments and anticipate future changes in cities, this real estate analysis and forecasting tool offers enhanced virtual immersion in the heart of cities.

# A-

This is the rating obtained by BNP Paribas (**Commercial & Personal Banking in France**) and **Hello bank!**, recognised respectively as “European Champion network banker” and “European Champion digital banker” by the independent agency D-Rating during the Digital Awards 2022. These are the only two banks present in this category in France.



## Giving meaning to loans and investments

With impact financing, **Commercial & Personal Banking in France** enables companies to integrate the achievement of environmental, social and governance (ESG) objectives, which can be measured each year, into their bank loans starting at €100,000. When the target level of ESG performance is obtained, the company benefits from an interest rate subsidy on its financing, based on the sustainability-linked loans model. For its part, **BNP Paribas Real Estate** launched “Pierre Impact”, its first real estate fund with a positive social impact, in partnership with Cedrus & Partners. SRI<sup>(1)</sup> certified and distributed in unit-linked products, it invests mainly in residential real estate, as well as in solidarity real estate to fight against poor housing in France, alongside Solifap, the solidarity investment company of the Abbé Pierre Foundation.

(1) Socially responsible investment.

## A 100% secure digital personal file

In collaboration with the start-up i-Hub, in which it took a stake in 2020, **BGL BNP Paribas** offers its customers the possibility of creating a digital personal file, free of charge, to store and modify their identification data and supporting documents in a fully secure digital environment. Accessible from the home menu of the BGL BNP Paribas Web Banking application, the i-Hub solution facilitates updates by informing its users as soon as any data or a document needs to be updated. Finally, i-Hub allows you to share your personal file with companies or administrations also using the platform. Time saving and a smoother experience for clients.



METAL 57 building  
Boulogne-Billancourt, France.

## With METAL 57, the real estate of the future is already here

2022 saw the delivery of the METAL 57 building, the new head office and showcase for the sustainable real estate innovations of **BNP Paribas Real Estate**, with 9 certifications and labels. With its opening onto the city, its auditorium, its rooftop dedicated to biodiversity and its vegetable garden, it aims to be a living place and a full-scale think tank. METAL 57 is the restructuring and extension of the last Renault plant located in Boulogne-Billancourt, designed by the architect Dominique Perrault. The project received the SIMI<sup>(1)</sup> Grand Prix 2022 in the “Renovated building or Particularly innovative redevelopment” category and the MIPIM<sup>(2)</sup> Award 2023, in the “Best refurbished building” category. Among the many services on offer, METAL 57 offers BNP Paribas Real Estate employees a “Mobility Hub” designed in collaboration with **Arval** to reduce the environmental impacts of travel. Users can book a soft mobility solution with the Arval Mobility app that encourages bicycle, scooter and car sharing for professional or personal use.

(1) Business property fair. (2) The largest international market for real estate professionals.



## → Smoother customer journeys thanks to artificial intelligence

The digitalisation of lifestyles leads to many requests for immediacy while significantly increasing the risk of fraud. To meet the requirements of our customers and better protect them, artificial intelligence offers a new avenue. With a defined framework: make this booming technology a lever to better understand and serve our customers.

### Graph analysis for the fight against fraud

While split payments are increasingly frequent, BNP Paribas Personal Finance is strengthening its means of combatting fraud on e-commerce sites without deteriorating the customer experience, by combining the contributions of an artificial intelligence system and a graph database<sup>(1)</sup>. This technology, proposed by the publisher Neo4j, makes it possible to use, in real time, the links between financing requests to improve decision-making. Already used in the recommendation engines of retail sites to suggest purchases to internet users, it consolidates the arsenal of resources mobilised by BNP Paribas Personal Finance to detect fraudsters. Thus, files sharing information, such as the same telephone or bank card number can be linked to form a network whose characteristics are used to distinguish suspicious situations from legitimate cases. By providing a more sophisticated detection capability, graph analysis provides valuable information to reduce fraud while limiting the rejection of legitimate requests.

### Improving customer journeys with artificial intelligence

As insurance requires the collection and prior validation of supporting documents, BNP Paribas Cardif designed the CardX solution, based on artificial intelligence techniques. This innovation automates processes to facilitate interactions with the insurer's customers, reducing response times from several weeks to a few minutes, whether to subscribe to a guarantee or to make a claim. Connectable to all of the insurer's information systems via an API<sup>(2)</sup>, this secure solution has three functionalities: document recognition; data matching and data extraction. It adapts to all types of documents and is based on state-of-the-art machine learning models. Over time, the algorithm learns to identify the data of interest and to extract them correctly from the documents. Operational in Poland, Spain, Brazil and Colombia, this solution has already analysed nearly 150,000 pages and continues to be deployed in other countries where the insurer is present.

(1) In mathematics, graph theory is the study of graphs, which are mathematical structures used to model pairwise relations between objects. Graphs can be used to model many type of relations and processes in information systems. (2) API: Application Programming Interface.



## FLOA customer experience on the rise

In February 2022, BNP Paribas completed the acquisition of FLOA, French leader in payment facilities, offering split payments, mini-loans and bank cards. FLOA received several awards, including the Google "Finance UX Benchmark", which identifies the best UX journeys, and obtained the French label "Best customer service of the year 2023", for the third consecutive year in the "Credit Organisation" category and, for the first time, in the "Payment Solution" category. Its data approach was also recognised with a special distinction from the jury at the "Dataiku Frontrunner Awards", awards that recognise major technological advances. A leader in France, FLOA is also present in Spain, Belgium, Italy and Portugal, and aims to propose its services in more than 10 countries from 2025.



## Nickel continues its European growth

Accessible to all, with no minimum income threshold and available at tobacconists or "Points Nickel" (points of sale), Nickel expanded its offer in 2022 with new services in France. For instance, customers can now top up their accounts by credit card using the mobile app. Also, numerous insurances have been added to all Nickel card offers and instant transfers were introduced in the second half of 2022. Lastly, Nickel made possible and facilitated the change of first names on personal cards for transgender and non-binary people thanks to the True Name feature. In addition, the option to pay by Apple Pay will be available in 2023. The year 2022 was also marked by a very strong acceleration in the development of Nickel in France, with record account openings. While Spain has passed the 1,000 points of sale mark, Nickel's European development is continuing: after Belgium in June 2022 and Portugal in September of the same year, Nickel will offer its services in Germany in the summer of 2023.

## #1 online broker

This is the position of Consorsbank, the German brand of BNP Paribas Personal Investors, in the ranking established by the German business magazine *Focus Money*. A ranking that rewards the continuous expansion of the range of products offered to individuals by Consorsbank.

# Contributing to a more inclusive economy and society

## → Working alongside our customers in the face of the crisis

To support its customers — individuals, entrepreneurs and companies — faced with the impacts of price increases, BNP Paribas is committed to working alongside them. With a guiding principle: being present in difficult times.

To help households faced with purchasing power difficulties, BNP Paribas has implemented several measures in its entities and subsidiaries.

Commercial & Personal Banking in France has frozen its banking fees for its individual customers in 2023. It has also extended the “Esprit Libre” (Free spirit) banking offer, without price increases, with two new features: free instant transfers and assistance guarantees to protect digital life. Lastly, it launched the “Mes Extras” (My extras) cashback offer, giving the opportunity to recover part of the amount of purchases from partner retailers.

For its part, FLOA strengthened its commitment against over-indebtedness by launching the FLOA Care unit in early 2022, which supports customers showing the first signs of financial difficulty. With this same objective, FLOA also signed a sponsorship agreement with the CRÉSUS Foundation in 2022.

### Making the energy transition accessible to all

BNP Paribas Personal Finance offers its customers, particularly low-income households, preferential rates to finance energy renovation work on their homes. Domofinance, the subsidiary

of BNP Paribas Personal Finance and EDF, contributed more than €592m to numerous energy renovation projects in 2022. One of its flagship products, the “Heat pump boost” offer, makes it possible, for example, to replace a heating system using carbon energy with a heat pump. The advantage? To reduce one’s energy bill and CO<sub>2</sub> emissions. This offer was taken up by 21,104 households in 2022, compared to 13,000 in 2021.

### Helping entrepreneurs with rising costs

In Italy, BNL launched “Energy Blast” for entrepreneurs to offset the increase in energy bills and raw material costs. With a funding envelope of €2bn, “Energy Blast” provides short-, medium- and long-term loans that can be activated quickly, and financing solutions for investments in energy efficiency through renewable energies.



# €1.2bn

This is the total amount of loans granted by BNP Paribas to 85 microfinance institutions since 1989, the date of its first partnership in Guinea. This amount was paid to 2.9 million indirect beneficiaries, 83% of whom are women, in 34 countries.



## BNP Paribas actively supports young people

For young people, BNP Paribas acts on all fronts. The Group is committed to promoting vocational training, by creating the “B-School by BNP Paribas” apprenticeship training centre. Its objective is to train, in collaboration with partner schools, several hundred students per year, particularly in the fields of commercial banking, with the possibility of joining Commercial & Personal Banking in France (CPBF) on permanent contracts at the end of their training. By 2026, “B-School by BNP Paribas” aims to take in 600 students in five cities throughout France, offering them seven degree courses.

Through its “Graduate Programmes”, the Group also offers skills development courses for young graduates in three areas: Tech & Transformation, Investment & Financing, and Transverse Businesses. In total, in 2022, the Group recruited more than 7,500 young people, including 2,500 work-study students.

In addition, CPBF renewed its loan scheme without a guarantor for scholarship students, which since 2021 has benefited more than 1,600 students, for a total of €15.5m in loans at the end of 2022.

For its part, BNL has two offers to promote the financial inclusion of young people: a mortgage to buy their first home and the Futuriamo loan, to finance their studies at a very advantageous rate.

Lastly, the Group, a committed player in philanthropy for 20 years, has stepped up its mobilisation on the subject by launching the “Ambition 1,000 mentors” programme, which aims to bring together more and more mentors within the Group.

## A first social bond structured on an ESG index

BNP Paribas issued its first social bond linked to the MSCI Eurozone Social Select 30 index, for an amount of €50m, structured by the Global Markets teams at Corporate & Institutional Banking and with BNP Paribas Cardif as an investor. The proceeds of this bond are used to finance or refinance projects that have a positive social impact on financial inclusion and access to employment, housing, education and healthcare. In addition, thanks to a donation mechanism integrated into the structuring of the bond, part of the amount invested reverts to associations supported by the Group that work for equal opportunities, social inclusion and humanitarian aid.

## Acceleration of impact bonds

BNP Paribas structured and invested in several innovative impact bonds<sup>(1)</sup> in 2022. The Group signed its first impact bond in the Netherlands, whose objective is to improve the health of seniors and to prevent fatal falls by at least 2,500 elderly people through appropriate physical activity. BNP Paribas also structured the first impact bonds in France on the themes of disability and the circular economy. The first, with the association “Comme les Autres” (Like the others), which supports people with spinal cord injuries to adapt to their disability and find employment. The second, with the cooperative society of collective interest (SCIC) “Envie Autonomie” (Desire for independence), aims to recycle and reuse technical medical aids to limit their environmental impact and, above all, make them accessible to the most vulnerable. With an average structuring amount of €3m per project, the change in scale of impact bonds is underway at BNP Paribas.

(1) An impact bond makes it possible to demonstrate the effectiveness of innovative solutions to meet social or environmental needs that are poorly covered, while generating savings for public authorities. The investor pre-finances the project and takes the risk of failure in exchange for a pre-negotiated compensation in the event of success. The State only reimburses and remunerates according to the level of the impact results achieved and actually generated by the project, and objectively measured by an independent appraiser.

## → Ukraine: a big wave of solidarity

To support the Ukrainian population, BNP Paribas has set up a scheme dedicated to its local teams to help organisations involved in the humanitarian field while facilitating the multiple initiatives of all Group employees wishing to help Ukrainians. With only one concern: to step up to the humanitarian emergency.

Since the beginning of the invasion of Ukraine, BNP Paribas has been mobilising, notably through its Foundations, to help civilians and refugees. Its subsidiary UKRSIBBANK is adapting and doing its best to guarantee its customers continuity of service in this exceptional situation, while ensuring the physical, psychological and social safety of its employees.

### Extensive support

To respond to its employees' outpouring of solidarity, BNP Paribas has taken several measures. Set up to secure, protect and help the local teams and their families, these measures are constantly adapting to their changing needs.

The Group has released €12.4m for the UN High Commission for Refugees, Médecins Sans Frontières, the Red Cross, Care, Ifaw and other local associations in France, Poland and Ukraine. It has also committed €2.5m to directly support the UKRSIBBANK teams.

The Emergency & Development Fund has raised nearly €5.22m from BNP Paribas customers, employees and pensioners to help the Ukrainian population, including matching of their contributions by the Group.

In total, more than €18.5m has been raised by the Group.

### Massive aid for the local population

**BNP Paribas Bank Polska** has set up a system to transport teams wishing to leave Ukraine and to welcome them in Poland or other neighbouring countries. An initiative that is also offered to BNP Paribas employees with relatives in Ukraine. Ukrainian volunteers from BNP Paribas Bank Polska operated a special hotline to provide psychological support and coordinate reception in neighbouring countries. For its part, **Arval** loaned vehicles to several NGOs in Poland and Hungary.

The **BNP Paribas Bank Polska Foundation** also created a solidarity fund to provide basic necessities and transport solutions to Ukrainians. The "Our Community" HR platform linked offers of and requests for accommodation within the Group, while dedicated HR units ensured mobility and hosts for Ukrainian employees. Furthermore, with the #1MillionHours2Help programme, German, French and Polish volunteer employees were able to dedicate two to five working days to helping Ukrainians.



Finally, the formalities necessary to open a bank account have been simplified for refugees in France, Luxembourg, Germany, Poland, Spain, Belgium and Portugal within our commercial and personal banks network and with **Nickel**.

### Ensuring business continuity in Ukraine

In Ukraine, thanks to the courage of local teams, UKRSIBBANK maintains its activity while ensuring the protection of its employees. An essential presence for the local population as well as for the support of the country's economy. In this context, our subsidiary won the "HR in Wartime" award, with the "People First" programme, and was recognised as the top bank in the Forbes ranking of 30 resilient private companies in Ukraine.

## 10 years

of existence for the **BNP Paribas Emergency & Development Fund**. This endowment fund, which stems from our employees' wish to help victims of natural and human disasters, is dedicated to raising emergency funds. As an independent legal structure, it benefits from a 100% matching system, by BNP Paribas, of donations from employees and customers. It supports four NGO partners: three historical partners, Médecins Sans Frontières, Care and the Red Cross, which were joined in September 2020 by Ifaw, an organisation working on the impact of natural disasters on fauna and flora.



### The BNP Paribas Foundation launches the "Projet Banlieues" award

As part of the "Projet Banlieues" (Suburbs Project), launched in 2006 by the **BNP Paribas Foundation** and led by **Commercial & Personal Banking in France**, the milestone of one thousand associations supported was crossed in 2022, with 1,035 local associations, based in priority urban areas, and 900,000 beneficiaries. On this occasion, the BNP Paribas Foundation launched the "Projet Banlieues" award and selected, with the Commercial & Personal Banking in France regional departments and their employees, 12 favourite associations, among which three winners received a bonus of €5,000, in addition to the three-year support package obtained as part of the call for projects.



**Isabelle Giordano**,  
Head of Group Philanthropy  
and General Delegate  
of the BNP Paribas Foundation

**"Mentoring is a way of sharing capital for those who have none. This tremendous accelerator of diversity and equality helps to repair the inequalities. For 20 years, BNP Paribas and its employees have been involved with associations that work for a more inclusive society. To do even better, in February 2022, we launched the "Ambition 1,000 mentors" programme as part of the "1 young person, 1 mentor" initiative from the French government. We succeeded in doubling the number of mentors in one year to reach a total of 953 in 2022, which is 1.7% of employees in France. BNP Paribas is now the company with the largest number of mentors in the country."**



## → Encouraging women's entrepreneurship

One in three companies in the world is owned by a woman. To encourage women and increase this proportion, BNP Paribas supports female CEOs in all its regions with a guiding objective: to further open up entrepreneurship to women.

### #ConnectHers: three levers to shake things up!

Commercial & Personal Banking in France contributes with #ConnectHers to the emergence, acceleration and visibility of the projects of women entrepreneurs. By taking into account motivating factors and obstacles they sometimes face, #ConnectHers relies on three levers. The first is to provide adapted support with access to 250 contacts, partnerships and related networks. The second aims to make role models more visible: the French Women Entrepreneurs 40, ranks 40 growing companies led by women, a first of its kind that was launched in 2022 with a coalition of partners. Finally, the third lever is financial: each year the Group plans to produce €2bn in investment loans to finance the projects of VSEs and SMEs led by women, and has committed to increase, by 2025, its equity investments in companies owned or managed by women to 25%.



### Italy, Turkey, Ukraine: multiple initiatives

For their part, BNL and its subsidiary Artigiancassa set up an advisory board and launched subsidised financing solutions to support female entrepreneurship. For example, the two institutions facilitate access for women to the Fund for Women Entrepreneurs, created by the Ministry of Economic Development.

Progress is also underway in Turkey and Ukraine. The TEB Women Academy offers Turkish women entrepreneurs digital courses with large companies, pro bono consulting and mentoring services, and introduces them to networks. In Ukraine, UKRSIBBANK is organising free seminars with its "Women in Business" programme for the fourth consecutive year, combined with advice on how to adapt to the relocation of teams due to the war.

## Acting for digital inclusion

The Cetelem Foundation celebrated 30 years of activity in 2022. It is committed to inclusion through digital access, and during this period of high inflation, it is supporting initiatives that make it possible to consume sustainably and at a lower cost thanks to digital technology.

For its part, DigitAll is the first Belgian ecosystem against digital exclusion, created in 2020 by BNP Paribas Fortis. It brings together more than 70 companies, public authorities and social organisations and launched an awareness-raising campaign in June 2022. With 46% of Belgians struggling to adapt to an increasingly digital<sup>(1)</sup> world, this campaign informs the population and guides them through a digital society.

(1) Source: Digital Inclusion Survey, King Baudouin Foundation, 2022.

## The BNP Paribas Foundation partners with Villa Médicis

Alongside solidarity and the environment, support for cultural creation and transmission is the third area of action of the BNP Paribas Foundation. Among the partners involved, the BNP Paribas Foundation joined forces with the Villa Médicis, through the "Résidence Pro" programme, which involved 300 students from 15 vocational high schools in the Nouvelle-Aquitaine region in France. These young people were able to work with professional architects and exhibit their work at this prestigious establishment.

Relying on our

# governance

in a changing world

Structured around the Board of Directors and General Management assisted by the Executive Committee, BNP Paribas' governance defines and implements the Group's strategic orientations. In a constantly changing environment, our governance steers our strategy towards sustainable growth.

**A long-term vision which gathers the interests of the Group and its stakeholders.**

Our governance bodies	Our shareholders and investors	Our Board of Directors	Our Executive Committee
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# Our governance bodies

## Presentation and missions

The Group's main governance bodies consist of the Board of Directors and Executive Officers (Chief Executive Officer and Chief Operating Officers). They steer strategy with a long-term vision and a sustainable growth objective, and act in the interest of the Group and its stakeholders, in particular its shareholders and investors. The Board of Directors determines the strategic orientations of BNP Paribas based on proposals made by the Executive Management, which, assisted by its Executive Committee, implements them and manages day-to-day business.

### Shareholders and investors

They have three main responsibilities:

- electing Directors (excluding directors representing employees);
- voting on resolutions;
- conducting dialogue, exchanging and participating in discussions:
  - The Investor Relations team informs shareholders and investors about the Group's strategy, significant developments and results;
  - the Shareholder Relations team answers questions from the Bank's 377,500 individual shareholders;
  - the "Cercle des actionnaires" (Shareholders' Group) brings together some 46,400 individual shareholders who own at least 200 BNP Paribas shares;
  - in 2022, the Shareholder Liaison Committee organised two meetings to discuss, among other topics, capital structure and its changes, the quarterly results and the economic outlook within a complex and often uncertain context.

Shareholder equality is at the heart of the Group's governance principles, meaning no double voting rights, no limitation on the exercise of voting rights, and no rights to increased dividends.

### Board of Directors

Assisted by four specialised committees, the Board brings together the expertise of 15 Directors (see page 68). Its mission covers:

- the representation of all shareholders and the quality of shareholder relationship;
- determining the Group's strategic orientations based on the Executive Management's proposals, with the aim of long-term value creation;
- the quality of information provided to shareholders and markets;
- reviewing and approving the Group's financial statements and their fairness;
- preventing and managing risk;
- ensuring compliance with internal control requirements;
- determining the compensation policy for the Company's Directors and Corporate Officers and regulated populations;
- appointing the Chairman, the Chief Executive Officer and, based on the proposal of the Chief Executive Officer, the Deputy Chief Executive Officers;
- conducting the periodic review of the selection, appointment and succession process of Directors and Corporate Officers.

### General Management

Meeting at least once a week, General Management, assisted by its Executive Committee, is responsible for:

- proposing and implementing strategy, ensuring the Group's development, and managing its activities on a daily basis;
- informing and reporting to the Board of Directors.

It is composed of a Director and Chief Executive Officer, two Chief Operating Officers and two Deputy Chief Operating Officers.

The Executive Committee comprises General Management and the Heads of BNP Paribas' main business lines and functions (see page 70).

### Sustainable finance at the heart of our governance

Our governance system in terms of sustainable finance, is strengthened every year. Since 2021, three committees have been working to strengthen the integration of these issues into the Group's strategy and within each entity.

#### Strategic Committee

Under the direction of the Director and Chief Executive Officer, this committee met seven times in 2022, and notably ruled on the Group's commitments in terms of the alignment of credit portfolios (electricity production, oil and gas, automotive) and on its participation in the net-zero emissions coalitions (NZBA, NZAOA, NZAMI<sup>(1)</sup>).

#### Infrastructure Committee

Under the direction of the Group's Chief Operating Officer, this committee met monthly to monitor the deployment of processes and reports related to sustainable finance, at the methodological, normative and operational levels.

#### Regulatory Committee

Chaired by the Group General Counsel and the Head of Company Engagement, this committee met three times in 2022 to inform its members about the main regulatory texts being prepared (European taxonomy, duty of care, CSRD<sup>(2)</sup>).

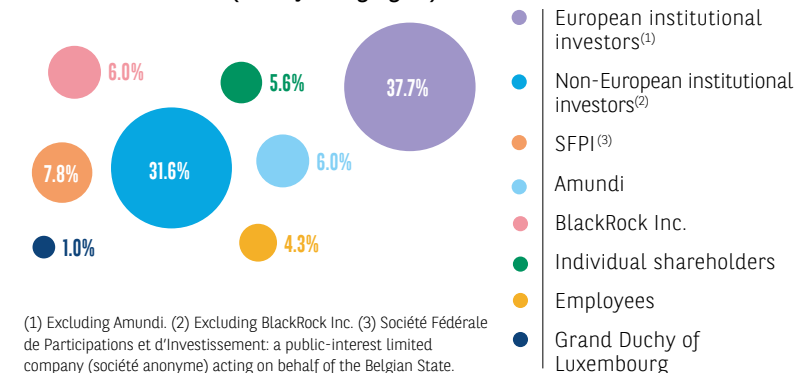
(1) NZBA: Net-Zero Banking Alliance, NZAOA: Net-Zero Asset Owner Alliance, NZAMI: Net Zero Asset Manager Initiative. (2) CSRD: Corporate Sustainability Reporting Directive.

# Our shareholders and investors

## Information and communication

### A shareholder base that stands out for its stability and loyalty

Shareholding structure at 31 December 2022 (in % of voting rights)



### Shareholder dashboard

In euros	2018	2019	2020	2021	2022
Earnings per share <sup>(1)</sup>	5.73	6.21	5.31	7.26	7.80
Net book value per share <sup>(2)</sup>	74.7 <sup>(*)</sup>	79.0	82.3	88.0	89.0
Net dividend per share	3.02	0.0 <sup>(3)</sup>	2.66 <sup>(4)</sup>	3.67 <sup>(6)</sup>	3.90 <sup>(7)</sup>
Cash Pay-out ratio (%) <sup>(8)</sup>	52.72	0.0 <sup>(3)</sup>	50.00 <sup>(5)</sup>	50.00 <sup>(6)</sup>	50.00 <sup>(7)</sup>
<b>Share price</b>					
Highest <sup>(9)</sup>	68.66	53.81	54.22	62.55	68.07
Lowest <sup>(9)</sup>	38.18	38.14	24.51	39.71	40.67
Year-end	39.475	52.83	43.105	60.77	53.25
CAC 40 index on 31 December	4,730.69	5,978.06	5,551.41	7,153.03	6,473.76

(1) Based on the average number of shares outstanding during the year. (2) Before distribution. Revaluated net book value based on the number of shares outstanding at year-end. (3) Following ECB/2020/19 recommendation of the European Central Bank of 27 March 2020 on dividend distribution policies during the Covid-19 pandemic, the distribution of €3.10 per share initially proposed to the Annual General Meeting of 19 May 2020 was appropriated to "Other reserves". (4) €1.11 distributed following the approval of the Shareholders' Combined General Meeting of 18 May 2021, plus €1.55 distributed following the approval by the Ordinary Annual General Meeting of 24 September 2021, taking into account only the distribution of the 2020 dividend. (5) Taking into account only the distribution of the 2020 dividend. (6) Taking into account only the distribution of the 2021 dividend and not taking into account the €900m share buyback programme, executed between 1 November 2021 and 6 December 2021. (7) Subject to approval by the Annual General Meeting of 16 May 2023 and taking into account only the distribution of the 2022 dividend and not taking into account the planned €962m share buyback programme related to the ordinary distribution. (8) Cash dividend distribution proposed at the Annual General Meeting expressed as a percentage of distributable net income attributable to shareholders. (9) Recorded intraday. (\*) Impact of the first application of IFRS 9 on shareholders' equity at 1 January 2018 -€2.5bn, i.e. €2 per share.

### The Investor Relations team informs all our shareholders

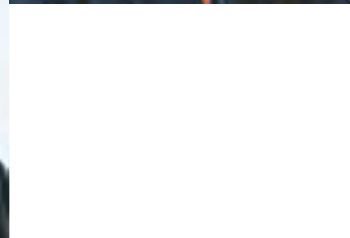
BNP Paribas provides all its shareholders with rigorous, regular, consistent and high-quality information, in accordance with the recommendations of the stock market authorities and best market practices. Our Investor Relations team informs institutional investors and financial analysts about the company's strategy, significant developments and the financial results, published each quarter.

### The Shareholder Liaison Committee communicates with our individual shareholders

Created in 2000, it is made up of 10 shareholders, chosen for their geographical and socio-professional representativeness, plus two employees or former employees. Membership in the committee is for three years. It meets several times a year.

### The "Cercle des actionnaires" (Shareholders' Group) leads the shareholder community

Created in 1995, it brings together the 46,400 shareholders holding at least 200 BNP Paribas shares. Members of the Shareholders' Group benefit from a wide range of events in line with BNP Paribas Group commitments. More than 300 exceptional events throughout France are offered to them each year. They can also find interviews with historians, speakers and artists in its podcasts.



## Members of the Board of Directors

as at 31 December 2022

# Our Board of Directors

**T**he Board of Directors oversees our main orientations. It determines the strategic business orientations of BNP Paribas, based on the proposals of the Executive Management, which implements them. It also strives to promote long-term value creation, taking social and environmental issues into consideration.

The Board of Directors holds three main powers: it reviews the Group's strategic decisions, contributes to its proper functioning, and controls and monitors given transactions related to its activities. The Board is also responsible for promoting Corporate Social Responsibility (CSR), overseeing risk management and ensuring the quality of financial information provided to shareholders and markets.

The Board of Directors is a collegial body. At the end of 2022, it comprised 15 Directors, 13 of which appointed by shareholders, including one representing employee shareholders, and two elected by employees. The term of office for Directors is three years.

### The Board of Directors leverages on four specialised committees

Four advisory committees are set up within the Board to assist in the functioning of the Board.

#### Financial Statements Committee

This committee is tasked with monitoring the preparation of financial information, the efficiency of internal control and risk management systems with regard to accounting and financial matters, the statutory auditing of annual financial statements and consolidated financial statements by the Statutory Auditors, as well as the independence of the Statutory Auditors.

→ 6 members

#### Internal Control, Risk Management and Compliance Committee

This committee examines the Group's overall risk policy, including environmental and social issues, taking into account market, liquidity and operational risk indicators in accordance with applicable regulation. It also considers any specific issues related to these issues and methods. It is also responsible for compliance-related matters regarding, notably, reputational or professional ethics risks.

→ 5 members

#### Corporate Governance, Ethics, Nominations and CSR Committee

Its missions are:

- oversight and monitoring of compliance with governance principles that take into consideration regulatory changes and best corporate governance practices;
- identification, selection and succession of Directors and committee members and Executive Management members;
- assessment of the Board of Directors;
- assessment of the independence of Directors;
- monitoring CSR issues by ensuring the Group's contribution to a sustainable and responsible economic development.

→ 5 members

#### Remuneration Committee

This committee is responsible for the annual review of the Group's compensation policy principles, and more specifically:

- remuneration, allowances and benefits of any kind granted to the Directors and Corporate Officers of the Company and its major French subsidiaries;
- the compensation of the Group's regulated categories of personnel;
- the compensation of the Chief Risk Officer and the Head of Compliance.

→ 4 members

**A** **Jean Lemierre**  
Chairman of the Board of Directors of BNP Paribas

**B** **Jean-Laurent Bonnafé**  
Director and Chief Executive Officer of BNP Paribas

**C** **Jacques Aschenbroich**  
Chairman of Orange

**D** **Juliette Brisac**  
Chief Operating Officer of the BNP Paribas Group Company Engagement Department, Director representing employee shareholders

**E** **Pierre-André de Chalendar**  
Chairman of Compagnie de Saint-Gobain

**F** **Monique Cohen**  
Senior Advisor of Apax Partners

**G** **Hugues Epailard**  
Real Estate Business Manager, Director elected by BNP Paribas employees

**H** **Rajna Gibson-Brandon**  
Professor of Finance at the University of Geneva

**I** **Marion Guillou**  
Director of companies

**J** **Lieve Logghe**  
Chief Financial Officer of the Euronav Group

**K** **Christian Noyer**  
Honorary Governor of the "Banque de France"

**L** **Daniela Schwarzer**  
Director of the Open Society Foundation for Europe and Central Asia

**M** **Michel Tilmant**  
Director of companies

**N** **Sandrine Verrier**  
Production and Sales Support Assistant, Director elected by BNP Paribas employees

**O** **Fields Wicker-Miurin**  
Director of companies

# Our Executive Committee

**T**he Executive Committee is made up of five members from the Executive Management team and 13 members in charge of a business line or central function.

In 2022, it focused on the launch and deployment of the Group's new strategic plan: Growth, Technology, Sustainability 2025 (GTS 2025). Putting our employees at the heart of its priorities, this plan opens a new chapter in BNP Paribas' development. It aims to continue and amplify the momentum of transformation underway to make BNP Paribas an even stronger, more profitable group and, above all, one that is most useful to its customers and society.

## Accelerate the transition to a more sustainable economy

With GTS 2025, the Executive Committee mobilises all of BNP Paribas' strengths towards the collective transition to a sustainable economy model and supports all its customers in this trajectory. Carried out on a large scale, this sustainable finance deployment involves all Group teams and entities.

## More women in governing bodies

One-third of the Executive Committee were women in 2022 and BNP Paribas aims to increase their appointments to reach its target of 40% in 2025. The G100, which brings together the Group's top 100 senior managers, is made up of more than a third of women. As for the Group's Talents, the management teams' succession, parity is achieved globally.



## Composition of the Executive Committee

as at 1 March 2023

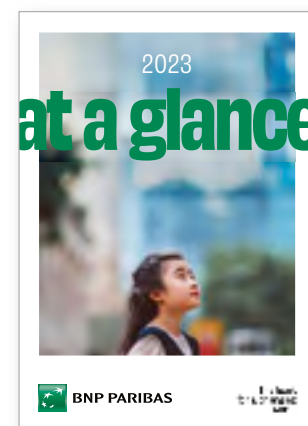
- A** **Jean-Laurent Bonnafé**  
Director and Chief Executive Officer
- B** **Yann Gérardin**  
Chief Operating Officer, Corporate & Institutional Banking
- C** **Thierry Laborde**  
Chief Operating Officer, Commercial, Personal Banking & Services
- D** **Laurent David**  
Deputy Chief Operating Officer
- E** **Renaud Dumora**  
Deputy Chief Operating Officer, Investment & Protection Services
- F** **Michael Anseeuw**  
Director and Chief Executive Officer and Chairman of the Executive Board of BNP Paribas Fortis
- G** **Marguerite Bérard**  
Head of Commercial & Personal Banking in France
- H** **Charlotte Dennerly**  
Director and Chief Executive Officer of BNP Paribas Personal Finance
- I** **Bernard Gavagni**  
Chief Information Officer
- J** **Elena Goitini**  
Chief Executive Officer of BNL
- K** **Yannick Jung**  
Head of Corporate & Institutional Banking Global Banking
- L** **Pauline Leclerc-Glorieux**  
Director and Chief Executive Officer of BNP Paribas Cardiff
- M** **Stéphanie Maarek**  
Head of Compliance
- N** **Lars Machenil**  
Chief Financial Officer
- O** **Sofia Merlo**  
Head of Human Resources
- P** **Olivier Osty**  
Head of Corporate & Institutional Banking Global Markets
- Q** **Frank Roncey**  
Chief Risk Officer
- R** **Antoine Sire**  
Head of Company Engagement

# Our latest publications

Find news on our Group



2022 Universal Registration Document



2023 At a Glance



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[invest.bnpparibas/en](https://invest.bnpparibas/en)






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We wish to thank all employees and partners who contributed to the production of this report, with special thanks to our BNP Paribas teams in Germany for sharing their photos.

We would also like to extend our warm thanks to the external speakers who agreed to share their views in this report: **Ericka Cogne of Télémaque, Davide Forcella of the JuST Institute, Vincent Sciandra of METRON and Rhian-Mari Thomas of the Green Finance Institute.**

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**BNP PARIBAS**

The bank  
for a changing  
world