

#POSITIVEBANKING

BY YOUR

SIDE

Accelerating
the transition
together

2020-2021 AT A GLANCE



BNP PARIBAS

The bank for
a changing
world

OUR COMPANY PURPOSE*

We are at the service of our clients and the world we live in.

BNP Paribas was formed by banks that have been deeply embedded in the European and global economies over the last 200 years. They have adapted to the challenges of their times and helped clients and other stakeholders during moments of great change.

BNP Paribas' mission is to contribute to a responsible and sustainable economy by financing and advising its clients according to the highest ethical standards.

We offer secure, sound and innovative financial solutions to individuals, professional clients, corporates and institutional investors while striving to address the fundamental challenges of today with regard to the environment, local development and social inclusion.

We are engaged with our clients to create a better future.

We are mobilising resources that have a positive impact.

At BNP Paribas, we want to be a long-term partner for our clients. We want to support their projects, manage their investments and savings, and through insurance protect people, their goods and property.

Our employees aim to deliver services that have purpose and relevance for clients and the world around them.

They do this most clearly through their daily mission in the company but also through corporate volunteering.

We are working with stakeholders and have adopted social and environmental goals aligned with global standards such as the UN Sustainable Development Goals (SDGs) and those of the financial community such as the Principles for Responsible Banking (PRB) and the Principles for Responsible Investment (PRI).

We ensure that ethics and our commitment to economic, social, civic and environmental responsibility are integrated into our business operations. This commitment is reflected in our organisation and the procedures and policies governing our activities.

We innovate in order to be a leader in sustainable finance.

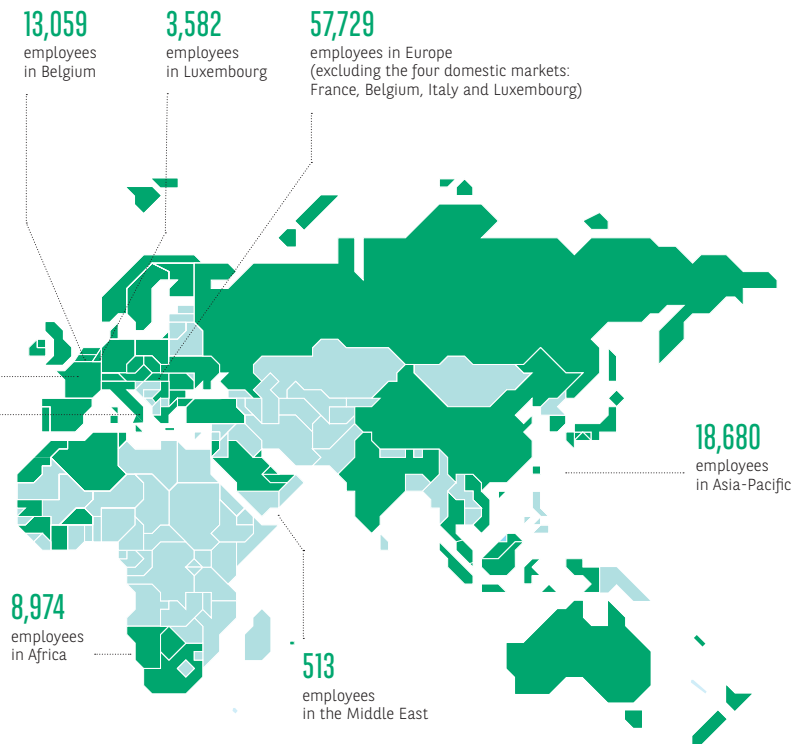
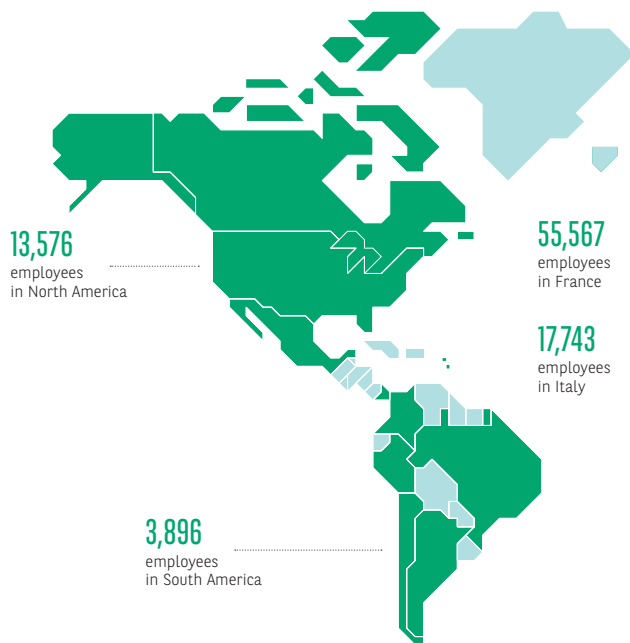
We take action to support causes by bringing together financial solutions, stakeholder partnerships, employer and procurement initiatives, support for solidarity-based projects, philanthropy, volunteering and intrapreneurship programmes.

We are developing the tools to measure our environmental and social impact and we are focusing on actions that involve all employees.

BNP Paribas, the bank for a changing world

* Summarising the following documents created with the input of hundreds of employees: Our Vision and Mission (2015), Code of Conduct (2016) and Engagement Manifesto (2018).

BNP PARIBAS: THE EUROPEAN UNION'S LEADING BANK* AND KEY PLAYER IN INTERNATIONAL BANKING



BNP Paribas has a presence in 68 countries, with more than 193,000 employees, including nearly 148,000 in Europe. The Group supports all its customers – individuals, associations, entrepreneurs, SMEs and institutions – in the success of their projects through its financing, investment, savings and protection solutions.

BNP Paribas holds key positions in its three operating divisions: Retail Banking and Investment & Protection Services for retail-banking networks and specialised financial services, and Corporate & Institutional Banking for corporate and institutional clients.

*In revenues.

193,319 employees

in 68 countries and territories

€44.3bn Revenues

€7.1bn Net income Group share

12.8% CET1* ratio
*Common Equity Tier 1

€432bn Immediately available liquidity reserve

Figures as at 31/12/2020. Full-Time Equivalent (FTE) workforce.



Our development and transformation strategy

Since four years, the expectations of our customers and stakeholders have steered us to rethink and to optimise our customers' experience, affirm our leadership in sustainable finance and strengthen our position as a leading European bank.

In 2021, as all BNP Paribas teams to deal with the health crisis linked to the Covid-19 pandemic, we are pursuing these commitments and preparing our next strategic plan for 2022-2025.

As closely tied to new human, technological and commercial challenges, we have identified several areas of development that enable us to better meet the expectations of our customers and employees and handle societal challenges.



"I am convinced that BNP Paribas has very solid fundamentals to meet the challenges posed by the current crisis and to continue its development. We are among the most advanced global players in sustainable finance and we play a driving role in the service of the economy, as a preferred partner for companies. On the strength of these assets and in accordance with its mission, the Group intends to be a financier of the economy, a responsible investor and an accelerator in the necessary transition to a sustainable economy."

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

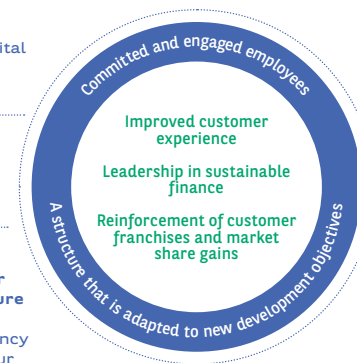
Our strategic priorities for 2022-2025

MAXIMISE synergies and efficiency of retail businesses and accelerate the deployment of digital services for our customers.

ACCELERATE our development in the areas of financial savings and investment, in line with the expectations and increased needs of our customers.

CONTINUE to strengthen our industrial structure to reinforce our operational efficiency and enhance all our business lines.

BOOST business development momentum for corporate and institutional customers and support their transition to sustainable models.



Our diversified and integrated model, creating value

Serving our customers and the world in which we operate, we support transitions in society by providing expertise and by contributing to financing the economy. We create value through our diversified and integrated model, based on the diversification of risks and cooperation between our business lines.



OUR

ACTIONS AND

COMMITMENTS



Optimise customer experience

To get started on building the bank of tomorrow, we are focusing and continuing our investments in digital technologies, and strengthening our ties with startups and fintechs in order to be at the forefront of technological innovation.

Our goal? Offer our customers a smooth and personalised journey that meets their needs and uses, while ensuring a high level of security.

Above all, optimising customer experience means listening to clients' aspirations and regularly proposing new offers and services with high added value.

Guiding our clients toward more sustainable models



Convinced that economic growth must be responsible, BNP Paribas aligns its actions and commitments with the UN's 17 Sustainable Development Goals (SDGs).

In order to act in favour of more inclusive and environmentally friendly growth, in line with the expectations of its stakeholders, the Group is continuing its transition and supporting that of its customers by offering them incentives and positive impact solutions. Accelerating the transition to a sustainable economy means making finance a lever for transforming our societies.

To increase its positive impact on society and the environment, BNP Paribas capitalises on its position as a European bank with international reach and relies on its CSR strategy.

Its objective? Contribute to more inclusive and shared sustainable growth through its consulting, service and financing activities, as well as through a proactive approach in favour of diversity. Committing to society means, above all, promoting a model of economic growth that is fully respectful of the environment and mobilising for meaningful causes.

Committing to society





OUR
THREE OPERATING

DIVISIONS

In 2021, BNP Paribas will change its organisational structure with two new operating divisions: **Retail Banking (RB)** and **Investment & Protection Services (IPS)**. Along with Corporate & Institutional Banking (CIB), the third operating division of BNP Paribas' diversified and integrated model, they are working to prepare the future 2022-2025 strategic plan.

The three operating divisions are organised in such a way as to increase cooperation between the business lines and thus meet the changing expectations of our customers, employees, investors and all our stakeholders.

A global and joint approach enriches the expertise offered to our customers in order to provide them with continuous, long-term support in all their projects. We will continue to build a long-term relationship of trust with them by offering **the best of technology, personalised local support, as well as solutions that are both sustainable and engaging.**

Retail Banking

Our Retail Banking division is constantly innovating to better serve our customers, anticipate changes in their uses and reinvent their experience. It brings together the Group's retail-banking networks and several specialised businesses. Each one proposes products and services tailored to customer needs in order to support them each day and help them realise their projects.

Our retail-banking networks

French Retail Banking

7.6 million customers

BNP Paribas Fortis in Belgium

3.4 million customers

BNL in Italy

2.9 million customers

BGL BNP Paribas in Luxembourg

182,000 customers

International Retail Banking

15 million customers

(Bank of the West: nearly 1.8 million customers; Europe-Mediterranean:

13.4 million customers)

Through its four domestic markets (France, Belgium, Italy and Luxembourg) and its retail-banking businesses outside the eurozone, BNP Paribas has a large network of experts and offers its customers a wide range of services and products such as financing or savings solutions. An ecosystem of partners strengthens these offers beyond banking services. In addition, our networks place innovation and security at the centre of their business model to adapt their products and services to customers' new needs by delivering the best of digital and human solutions.



"In this period of health crisis, it is essential to guarantee our customers the most complete digital offering possible, as well as services that respond to changes in consumer habits."

Thierry Laborde,
Chief Operating Officer,
Retail Banking

Our specialised business lines

Arval

With a fleet of 1.4 million vehicles rented, Arval provides companies, their employees and individuals with an ecosystem of digital solutions, services and tools to optimise their mobility in line with society's current evolutions, including energy transition and growth of the user economy.



BNP Paribas Leasing Solutions

With an approach integrating the Circular Economy, BNP Paribas Leasing Solutions offers businesses and professionals leasing and finance solutions for their equipment. Through a variety of commercial channels, BNP Paribas Leasing Solutions is especially able to finance logistics and technological equipment.

BNP Paribas Personal Finance

BNP Paribas Personal Finance is the leading consumer credit specialist in Europe (best securitisation issuer in Europe in 2020).

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.

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 advisors and asset managers with innovative digital services. BNP Paribas Personal Investors covers Austria, Germany and India. In Germany, it offers services to 1.7 million clients and operates under three brand names, including Consorsbank for individuals.

Nickel
The first bankless account launched in France, Nickel offers a current account available in five minutes at a tobacconist or Point Nickel. Nickel is accessible to all with no income conditions. Over two million accounts have already opened in France (April 2021).

Investment & Protection Services

Our Investment & Protection Services (IPS) division brings together four specialised business lines offering a wide range of savings, investment and protection solutions. They design innovative and sustainable financial products to support individual, professional, corporate and institutional clients in all their projects and in their drive to make a positive impact. By integrating environmental, social and governance criteria into all its operational processes, IPS helps to place the Group among the world leaders in sustainable finance.



“Our duty is to continue to offer long-term products that are innovative, responsible and value-creating.”

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

Leading wealth and asset management business lines

BNP Paribas Cardif
Thanks to a unique partnership-based business model, BNP Paribas Cardif is the world leader in creditor protection insurance and a major actor in financing the economy, with a pre-tax income of €1.4bn in 2020. It plays a key role in the daily lives of its individual and professional



policyholders, helping them to realise their projects while protecting them against hazards. As a socially engaged company, BNP Paribas Cardif strives to make insurance more accessible.

BNP Paribas Wealth Management
With €390bn of assets under management in 2020, BNP Paribas Wealth Management supports the wealth and financial needs of wealthy individual customers, shareholder families or entrepreneurs. BNP Paribas Wealth Management offers new solutions to support its clients by building their investment strategy, notably by facilitating access to sustainable investments and investments in unlisted companies.

BNP Paribas Asset Management
BNP Paribas Asset Management offers investment solutions to individuals, companies and institutions and offers them management expertise in line with their long-term sustainable performance expectations: active strategies with high conviction, emerging markets, multi-asset investments, private debt and liquidity solutions. BNP Paribas Asset Management’s priority is to achieve long-term sustainable investment returns for its clients by placing sustainability at the heart of its strategy and investment decisions. According to the 2020 ShareAction ranking, it is the second-largest asset manager worldwide for its sustainable investments.

[...]

[...] **BNP Paribas Real Estate Services** Through its local offices in Europe (operating in 30 countries), its network of alliances and its platforms, and taking into account environmental considerations, BNP Paribas Real Estate Services, a European leader in real estate services, provides clients (institutional investors, corporates, local authorities, individuals, etc.) with services ranging from property development to property management, transactions (sales, investment, leasing), consultancy, valuation and investment management.



Corporate & Institutional Banking

Our Corporate & Institutional Banking (CIB) division offers tailored financial solutions for corporate and institutional clients, including capital markets issuance, financing, risk management and hedging. By matching the financing needs of companies with the investment opportunities sought by institutional investors, its financial solutions create value while contributing to the financing of the economy.



“By working alongside our clients to promote a more environmentally friendly and inclusive economy, we are making sustainable finance the foundation of our long-term growth.”

Yann Gérardin
Chief Operating Officer,
Corporate & Institutional Banking

The three Corporate & Institutional Banking (CIB) businesses are present in three main regions: EMEA (Europe, Middle East, Africa), the Americas and APAC (Asia-Pacific).

Corporate Banking
Thanks to its worldwide presence, Corporate Banking provides companies with sophisticated and diversified expertise in financing, cash management and financial

advisory services. To better anticipate the needs of its clients, the business combines global expertise and local presence. It is No. 1 in Europe for Corporate Banking, Cash Management and Trade Finance for large companies (Greenwich Share Leaders).

Global Markets
A specialist in capital-markets investment and financing, Global Markets offers a broad range of hedging, financing and market-intelligence products and services across all asset classes to a wide range of institutional and corporate clients operating in international markets. In 2020, it showed a very strong increase in revenues (+22.4%).

Securities Services
BNP Paribas Securities Services is the world’s fifth-largest securities custodian. It holds and administers the assets of banks, investment managers, insurance companies, pension funds and sovereign wealth funds around the world and ensures the smooth handling of their transactions. As such, the business helps clients to expand their investment opportunities, manage risk and improve operating efficiency.

90%

of Group employees
attended at least
two training courses
in 2020



Diverse and committed teams, at the service of our customers

BNP Paribas' 193,000 employees are a key asset of the company. Their expertise and commitment enable us to best meet the needs and expectations of our customers, in all our business lines and in all our regions. As part of the Group's transformation, we have adopted an attractive and responsible human resources policy, based on skills development and improving the employee experience. It is also recognised for its provisions in favour of diversity and inclusion, and for the level of employee engagement it generates.

Our HR roadmap supports the Group's ambition to be a global leader in sustainable finance with two main objectives:

- **to develop the commitment and employability of our employees.** Developing their skills in order to adapt to the expectations of our customers and anticipate the Group's future strategic needs, developing agile working methods and encouraging intrapreneurship;

- **to improve the employee experience.** Building a dynamic of continuous skills development (upskilling) and cross-functional career paths (reskilling) allowing us to offer our employees real career development. Offering them an attractive working environment and helping them achieve a work-life balance and protect their health.

Since 2020, in the context of the health crisis:

- **rapid and massive mobilisation of teams** to ensure the continuity of service necessary for our activities;
- **building on our successful teleworking experience**, combining a high level of employee autonomy and the availability of daily work tools.



"Because the expertise and diversity of our teams are our Group's main assets, we are constantly striving to improve the employee experience offered to them."

Sofia Merlo,
Head of Human Resources

As a responsible employer, BNP Paribas:

- **fights against all forms of discrimination** and promotes a vision of an inclusive culture where everyone has their place in the company and competence alone matters;
- **acts to protect the environment and supports civil society** through solidarity and volunteer programmes for associations to which our employees can, during their working hours, lend their support.

Objective by 2025:
at least

40%

women on the
Executive Committee
and the Group's G100

Our Board of Directors

“Fully aware of the responsibility incumbent upon it, our Board of Directors will act with rigour and constancy to put finance at the service of a more sustainable future and to support, with the backing of our shareholders, the new ethical, environmental and societal demands.”

Jean Lemierre

Chairman of the Board of Directors of BNP Paribas

15

elected directors, including 2 by employees

> 50%

Degree of independence with regard to the criteria set by the AFEP-MEDEF Code



JEAN LEMIERRE

Chairman of the Board of Directors of BNP Paribas



JEAN-LAURENT BONNAFÉ

Director and Chief Executive Officer of BNP Paribas



JACQUES ASCHENBROICH

Chairman and Chief Executive Officer of the Valeo Group



JULIETTE BRISAC

Chief Operating Officer of BNP Paribas Real Estate Services



PIERRE-ANDRÉ DE CHALENDAR

Chairman and Chief Executive Officer of Compagnie de Saint-Gobain



MONIQUE COHEN

Partner at Apax Partners



WOUTER DE PLOEY

Chief Executive Officer of ZNA (hospital group in Antwerp, Belgium)



HUGUES EPAILLARD

Real estate Business Manager, Director elected by BNP Paribas employees



RAJNA GIBSON BRANDON

Professor of Finance at the University of Geneva



MARION GUILLOU

Independent director of companies



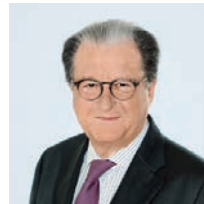
CHRISTIAN NOYER

Honorary Governor of the Bank of France



DANIELA SCHWARZER

Executive Director of Open Society Foundation for Europe and Eurasia



MICHEL TILMANT

Director of companies



SANDRINE VERRIER

Production and Sales Support assistant, Director elected by BNP Paribas employees



FIELDS WICKER-MIURIN

Director of companies

Our Executive Committee

The BNP Paribas Executive Committee members bring their expertise to raise the level of collective knowledge and ensure the steering of the Group's activity. It is made up of five members of the Executive Management team and 14 members in charge of a business line or central function.



JEAN-LAURENT BONNAFÉ
Director and Chief Executive Officer



YANN GÉRARDIN
Chief Operating Officer, Corporate & Institutional Banking



THIERRY LABORDE
Chief Operating Officer, Retail Banking



RENAUD DUMORA
Deputy Chief Operating Officer, Investment & Protection Services



LAURENT DAVID
Deputy Chief Operating Officer



SOFIA MERLO
Head of Human Resources



FRANK RONCEY
Chief Risk Officer



MARGUERITE BÉRARD
Head of French Retail Banking



STEEFAAN DECRAENE
Head of International Retail Banking



CHARLOTTE DENNERLY
Director and Chief Executive Officer of BNP Paribas Personal Finance



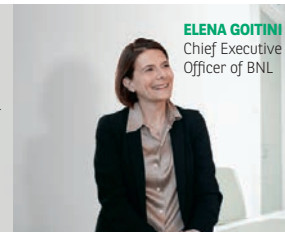
MAX JADOT
Chief Executive Officer and Chairman of the Executive Board of BNP Paribas Fortis



PAULINE LECLERC-GLORIEUX
Director and Chief Executive Officer of BNP Paribas Cardif



OLIVIER OSTY
Head of Corporate & Institutional Banking Global Markets



ELENA GOITINI
Chief Executive Officer of BNL



YANNICK JUNG
Head of Corporate & Institutional Banking Global Banking EMEA



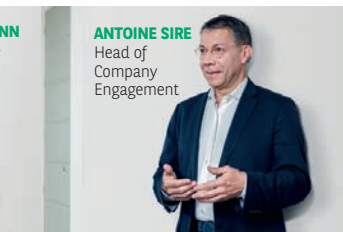
LARS MACHENIL
Chief Financial Officer



BERNARD GAVGANI
Chief Information Officer



NATHALIE HARTMANN
Head of Compliance



ANTOINE SIRE
Head of Company Engagement

BNP Paribas

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Public Limited Company (Société Anonyme)

with a capital of 2,499,597,122 euros

RCS Paris 662 042 449



**For more information,
see the 2020 Integrated Report,
available at group.bnpparibas**

 twitter.com/BNPParibas

 linkedin.com/company/bnpparibas  instagram.com/bnpparibas

 youtube.com/user/bnpparibas

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