# BNP Paribas Sustainable growth throughout the cycle



**Fixed Income Presentation** 

Asia – Australia April 2011



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# Main Achievements in 2010

**Strong Performances by Business** 

Growth Strategy

Liquidity and Funding



#### Group Overview



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

### Consolidated Group Results 2010





#### Recurrent and strong cash flow generation capacity

### **BNP** Paribas Fortis Synergies



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

#### Synergies revised upward by 33%

\* Booked in Corporate Centre



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### Revenues of the Operating Divisions



Strong organic and external growth throughout the cycle

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

### Cost of Risk

Net provisions/Customer loans (in annualised bp)



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

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

#### Pre-Tax Income of the Operating Divisions



# due to a rebound in Retail Banking income

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





- Common Equity Tier 1: +€28.4bn since 31.12.2006 (x2 in 4 years)
  - O/w organic equity generation: +€15.2bn
  - O/w switch to Basel 2 (insurance,...): -€2.7bn
  - O/w effect of the Fortis deal: +€10.8bn
  - O/w rights issue: only €4.2bn in 2009

- Limited dilution
- O/w scrip dividends paid in 2009 and 2010: €1.2bn

#### Powerful capacity to generate equity organically

#### RWA

#### Risk-Weighted Assets



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

#### **Constant optimal management of RWA**



#### **Balance Sheet**

#### Balance sheet: assets



Active balance sheet management since Fortis acquisition



#### Earnings per Share, Book Value per Share





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



### Main Achievements in 2010

# **Strong Performances by Business**

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#### 2010 Retail Banking - Overview



#### 69% of retail revenues generated in domestic countries

\* Including 100% of Private Banking in France (excluding PEL/CEL effects), Italy and Belgium; \*\* Including of 2/3 of Private Banking in France (PBF), Italy and Belgium

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#### 2010 Retail Banking - Domestic Networks

#### • Strong volumes

- Deposits: strong inflows in current accounts (+7.5%\* vs. 2009)
- Loans: +2.4%\* vs. 2009, o/w +6.5% in mortgages (71% of total Group mortgage outstandings)
- Cost control discipline maintained in the 4 networks
- Cost of risk
  - France & Belgium: moderate level confirmed
  - Italy: stabilisation at a high level
- Pre-tax ROE: 21%
  - BNL bc still in Basel 2 standardised approach



#### Strong cash flow generation capacity in sound markets

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



### 2010 Retail Banking - BancWest

- Resurgence in business development in an improving economy
  - High net interest margin and increasing deposit base
  - Still weak loan demand but a recent pickup in corporate and consumer loan production
- Cost income ratio: 54.7%, still at a low level
  - Step up commercial effectiveness of the network to boost customer acquisition, increase cross selling
  - Upgrade the branch network
- Strong decline in the cost of risk
  - 119 bp (vs. 310 bp in 2009)

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- Pre-tax income: €573m
- Pre-Tax ROE: 18%

#### Significant recovery underway

\*Deposits excluding Jumbo CDs

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Core Deposits\*
 33.1 33.1 33.7
 \$bn
 2006 2007 2008 2009 2010



#### 2010 Retail Banking - Personal Finance

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

#### Excellent operating performance

\* At constant scope and exchange rates





### 2010 Investment Solutions (1/2)



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

#### Assets under management increased to €901bn

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



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# 2010 Investment Solutions (2/2)



- Resilient business model
  - Integrated model with excellent complementary fit between businesses
  - All businesses are core

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- Improved operating efficiency: cost/income at 70.8% (-2.1 pts\* vs. 2009)
- Pre-tax ROE: 31%
  - Low capital consumption businesses

#### Integrated model generating strong profitability

\* At constant scope and exchange rates

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# 2010 Corporate and Investment Banking (1/2)



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

#### European leader, client centric, with diversified business mix



#### 2010 Corporate and Investment Banking (2/2)

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



#### The best operating efficiency in the industry

\*Source: banks



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#### CIB - Capital Markets: Basel 2.5 & Basel 3

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



• Limited impact of Basel 2.5/3 vs. peers: ~+€60bn additional RWA...

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

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

\* If no reclassification had been implemented, the aggregate pre-tax income since the first reclassification, would have been quite similar \*\* Total RWA before "Asset Protection Scheme Relief"

#### CIB - Capital Markets

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

Benchmark 2010 Global Equities revenues\*



- Fixed Income
  - Virtually no legacy assets
  - Leading interest rate derivative franchise
  - Leading position in euro capital markets
- Solid profitability: 2010 pre-tax ROE of 44%
  - ~27% pro forma full Basel 3

Benchmark 2010 "All Corporate bonds in €"



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

\* Source: bank disclosure & BNP P estimates

### Main Achievements in 2010

# **Strong Performances by Business**

# **Growth Strategy**

# Liquidity and Funding



#### Growth Strategy in Domestic Markets

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



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



# Integrated business model enabling continued outperformance in wealthy and sound markets

\* as a % of gross disposable income in 2009



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## Growth Strategy in Other Retail Markets: Focus on Turkey



- A robust, dynamic and promising market
  - Sizeable market (76m inhabitants) with significant GDP growth potential
  - Strong lending growth (+28% over the last 5 years) and resilient profitability throughout the crisis
  - Low banking penetration rate (loans/GDP\*\* at 39% vs 148% in EU-15)

#### Net cumulative synergies\*\*\*



- Merger of TEB & Fortis Bank Turkey completed
  - Leading to a #9 ranking in Turkey
  - Roll-out of the integrated model: €86m of net synergies expected by 2013
  - €123m of restructuring costs over 3 years

# Roll out the integrated model in an attractive market to extract further value from the "New TEB"

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

\*\*

#### Growth Strategy in Asia - Pacific

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

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



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### Main Achievements in 2010

# **Strong Performances by Business**

Growth Strategy

# **Liquidity and Funding**



#### BNP Paribas Funding Strategy Strong and stable credit ratings

	SENIOR UNSECURED DEBT Standard & Poor's Moody's		Fitch
Long Term Ratings	AA	Aa2	АА-
Outlook	Negative	Stable	Stable
Last Rating Change	08.09.2010	20.01.2010	21.06.2010
Rating Status	Updated	Updated	Updated
Short Term Ratings	A-1+	Prime-1	F1+

	COVEI	COVERED BOND PROGRAMMES			
	Standard & Poor's	Moody's	Fitch		
BNP Paribas Home Loan Covered Bonds	AAA	Aaa	AAA		
BNP Paribas Public Sector SCF	AAA	Aaa	ΑΑΑ		



# Liquidity

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

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



#### Funding - 2011 New Benchmark Issues

- 2011 MLT issue programme: €35bn
  - €14bn already raised with an average maturity of 7 years
- Favourable issue terms in various segments
  - Jan 2011: 10-year Home Loan Covered Bond € 1.75bn (swap +65 bp)
  - Jan 2011: 3-year Floating Rate Note Senior unsecured US\$ 1bn (3-month \$ Libor +90bp)
  - Jan 2011: 10-year Senior unsecured US\$ 2bn (Treasuries +175 bp)
  - Jan 2011: 3-year Senior unsecured AU\$ 850m (equiv. US\$ Libor + 91 bp)
  - Feb 2011: 5-year Senior unsecured US\$ 2bn (Treasuries +135 bp)
  - Feb 2011: 5-year Senior unsecured
    € 1.5bn (swap +73 bp)
  - March 2011: 5-year dual tranche Senior unsecured ¥ 62bn (equiv. swap +30 bp for fixed rate tranche)



# Medium and Long Term Funding



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



#### Funding programme has evolved with the Bank's growth



>

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



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



### **Appendices**



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# Asset and Liability Interest Rate Risk Management



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

\*Coupon minus carrying costs



## Breakdown of Commitments by Industry



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

## Breakdown of Commitments by Region



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

#### Update of Sovereign Exposures

#### Exposures as at 31 December 2010\*

In €m	Gross exposure	O/w banking book	O/w trading book	Net exposure (1)
Austria	1 100	2	0	1 1 1 5
	1,190 22,046	1,190 22,046	0	1,145 22,225
Belgium Bulgaria	22,046	22,046	0	
	91	-	-	
Cyprus		75	16	80
Czech Republic	165	165	1	156
Denmark	0	0	0	0
Estonia	0	0	0	8
Finland	800	523	277	446
France	16,287	16,287	0	16,294
Germany	9,642	5,993	3,649	9,633
Greece	5,018	4,539	479	5,046
Hungary	963	796	167	1,030
Iceland	0	0	0	60
Ireland	433	433	0	351
Italy	22,079	21,835	243	21,910
Latvia	0	0	0	21
Liechtenstein	0	0	0	0
Lithuania	36	35	0	48
Luxembourg	463	463	0	463
Malta	0	0	0	0
Netherlands	9,386	9,386	0	9,229
Norway	116	101	15	129
Poland	2,962	2,879	83	2,997
Portugal	1,733	1,733	0	1,875
Romania	109	76	33	120
Slovakia	34	32	2	33
Slovenia	342	61	280	311
Spain	2,903	2,903	0	3,708
Sweden	40	0	40	0
United Kingdom	1,821	1,424	396	1,719

(1) Including credit derivatives



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#### **Domestic Retail Markets**



Sound domestic markets

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



#### CIB - Market Risks



Low VaR in 4Q10

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

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

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



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



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

Net provisions/Customer loans (in annualised bp)



