BNP Paribas
Moving forward

Fixed Income Presentation

Asia
September 2014

Disclaimer

Figures included in this presentation are unaudited. On 14 March 2014, BNP Paribas issued a restatement of its quarterly results for 2013 reflecting, in particular, (i) the adoption of the accounting standards IFRS 10 “Consolidated Financial Statements”, IFRS 11 “Joint Arrangements”, which has, in particular, the effect of decreasing the Group’s 2013 net income attributable to equity holders by €14m, as well as the amended IAS 28 “Investments in Associates and Joint Ventures”; (ii) certain internal transfers of activities and results made as of 1 January 2014, in the context of the medium-term plan, (iii) the application of Basel 3 which modifies the capital allocation by division and business line and (iv) the evolution of allocation practices of the liquidity costs to the operating divisions in order to align them to the Liquidity Coverage Ratio approach. Moreover, in order to ensure the comparability with the future 2014 results, pro-forma 2013 accounts have been prepared considering TEB group under full consolidation for the whole year. In these restated results, data pertaining to 2013 has been represented as though the transactions had occurred on 1st January 2013. This presentation is based on the restated 2013 quarterly data.

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Group Results

Division Results

Development Plan Highlights

Appendix

2Q14 Key Messages

One-off costs related to the comprehensive settlement with U.S. authorities	**€5,950m in 2Q14, of which:** **- Penalties*: €5,750m** **- Remediation plan: €200m** **Net income, Group share: -€4,317m**

Net income excluding exceptional items: €1.9bn**

▪ **Revenue stability in Retail Banking** ▪ **Good growth in Investment Solutions** ▪ **CIB up, very good performance in Advisory and Capital Markets**	**Revenues of the operating divisions: +4.0%*** vs. 2Q13**
Gross operating income growth	**+6.1%*** vs. 2Q13**
Cost of risk down this quarter	**-16.8%**** vs. 2Q13**
A rock-solid balance sheet – **Solvency in line with the 2014-2016 plan's objectives** – **Very large liquidity reserve** – **Sustained deposit growth in Retail Banking**	**Basel 3 CET1 ratio: 10.0%***** **€244bn as at 30.06.14** **+4.5%**** vs. 2Q13**

** Excluding amount already provisioned; ** Excluding one-off costs related to the comprehensive settlement with U.S. authorities and other exceptional items; *** At constant scope and exchange rates, excluding exceptional items; **** At constant scope and exchange rates; ***** As at 30 June 2014, CRD4 (fully loaded)*

Comprehensive Settlement with U.S. authorities

- 30 June 2014: comprehensive settlement* with the U.S. authorities regarding the review of certain USD transactions involving parties subject to U.S. sanctions

- Includes among other things the payment by BNP Paribas of a total of USD 8.97bn (€6.6bn) in penalties
  - Given the amount already provisioned (USD 1.1bn or €798m), one-off cost of €5.75bn booked this quarter

- Remediation plan: two specific measures under implementation
  - All USD flows for the entire Group will be ultimately processed and controlled via the New York branch
  - Creation of a Group Financial Security department in the US, as part of the Group Compliance function, headquartered in New York

- €200m in one-off costs related to the upcoming costs of the overall remediation plan

- Impact on fully loaded Basel 3 CET1 ratio**: -100 bp in 2Q14

** See note 3.g in the first half 2014 consolidated financial statements; ** CRD4*

Major Changes to the Group's Internal Control System

- Organisational alignment of all supervisory and control functions*
  - With the model of the Risk function and the General Inspection
  - Vertical integration of the Compliance and Legal functions
  - In order to guarantee their independence and their own separate funding
- Creation of a Group Supervisory and Control Committee
  - Chaired by the CEO
  - Mission: provide cohesion and coordination of supervision and control actions
  - Bringing together bimonthly the Group managers from Compliance, Legal Affairs, Risks and the Inspector General
- Creation of a Group Conduct Committee
  - Positioning and monitoring policies in certain sensitive business sectors and countries
  - Positioning and monitoring the Group's Code of Business Conduct
  - Including members who are qualified individuals from outside the Group
- Review of the organisation and procedures launched
  - An international consulting firm to assist with the process

** Subject to consultation of employee representatives*

Increasing Resources and Reinforcing Compliance and Control Procedures

- Continue to increase resources earmarked for compliance
  - Increase the staffing of the function, which is already up by over 40% since 2009 (1,125 people in 2009, nearly 1,600 in 2013)
  - Improve internal control tools (for instance, new transaction filtering software)
  - Increase the number and expand the content of the Group's employee training programmes

- Reinforce mandatory periodic procedures of customer portfolio reviews and Know Your Customer

- Strengthen controls performed by the General Inspection
  - Create a team specialised in compliance and financial security issues
  - Increase the frequency of the review of the main locations dealing in US dollars

2Q14 Main Exceptional Items

	2Q14	2Q13
Revenues		
Introduction of FVA* *(CIB – Advisory and Capital Markets)*	-€166m	
Own credit adjustment and DVA *(Corporate Centre)*	-€187m	-€68m
Sale of Royal Park Investments' assets *(Corporate Centre)*		+€218m
Total one-off revenue items	***-€353m***	***+€150m***
Operating expenses		
Simple & Efficient transformation costs *(Corporate Centre)*	-€198m	-€74m
Total one-off operating expenses	***-€198m***	***-€74m***
Costs related to the comprehensive settlement with U.S. authorities *(Corporate Centre)*		
Amount of penalties (excluding amount already provisioned)	-€5,750m	
Upcoming costs related to the remediation plan	-€200m	
Total	***-€5,950m***	
Non operating items		
Sale of BNP Paribas Egypt		+€81m
Total one-off non operating items		***+€81m***
Total one-off items	**-€6,501m**	**+€157m**
Impact of one-off items on the net income attributable to equity holders	**-€6,241m**	**+€203m**

** Funding Valuation Adjustment*

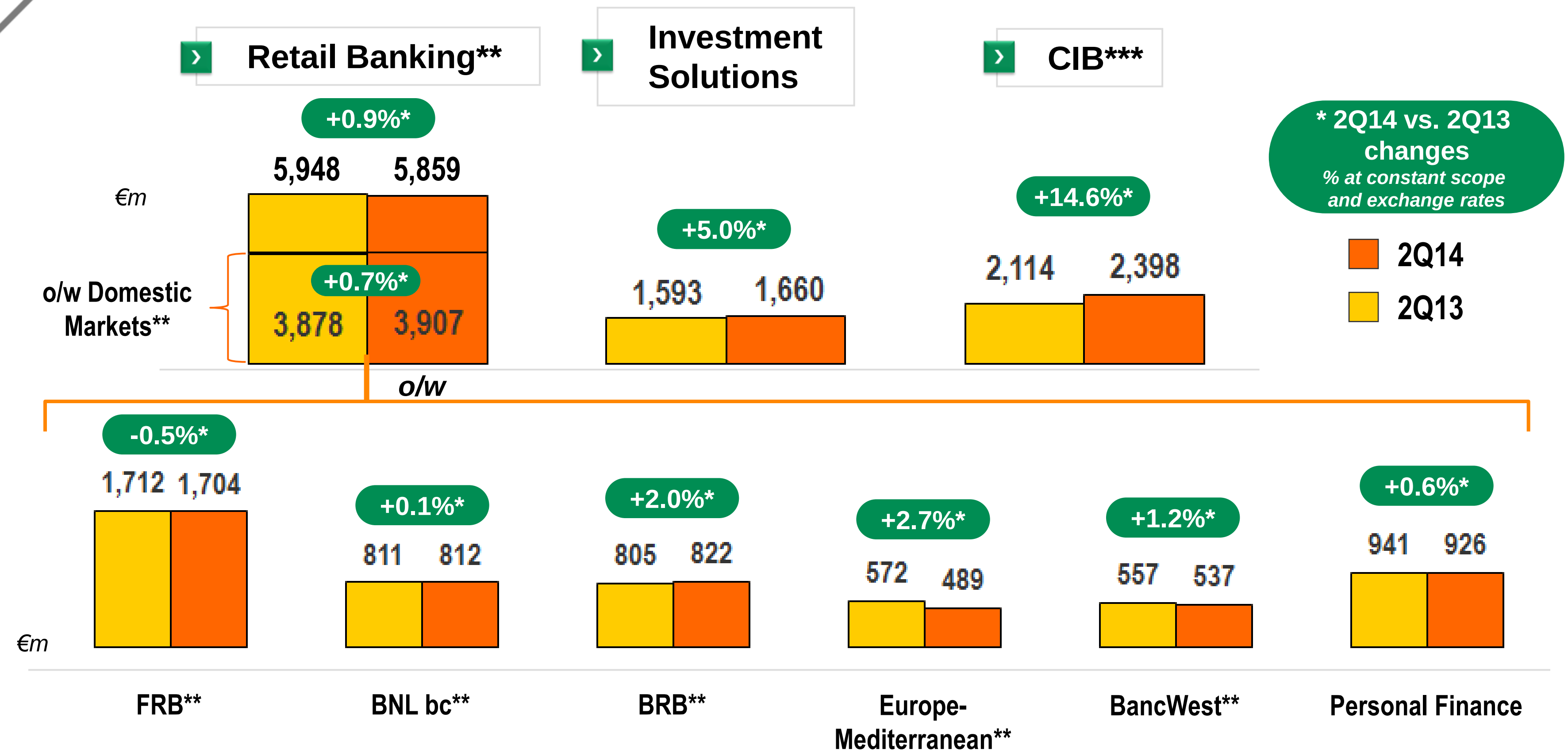
2Q14 Consolidated Group

	2Q14	2Q14 vs. 2Q13	2Q14 vs. 2Q13*	2Q14 vs. 2Q13* *operating divisions*
Revenues	**€9,568m**	**-2.3%**	**+4.8%**	**+4.0%**
Operating expenses	-€6,517m	+4.3%	+4.1%	+3.9%
Gross operating income	**€3,051m**	**-13.8%**	**+6.1%**	**+4.3%**
Cost of risk	-€855m	-18.1%	-16.8%	-16.2%
Costs related to the comprehensive settlement with U.S. authorities	-€5,950m	n.a.	n.a.	
Pre-tax income	**-€3,600m**	**n.a.**	**+15.8%**	**+11.4%**
Net income attributable to equity holders	**-€4,317m**	**n.a.**		
Net income attributable to equity holders excluding exceptional items	***€1,924m***	***+23.2%***		

Very good performance excluding one-off items

** At constant scope and exchange rates, excluding exceptional items (see slide 8)*

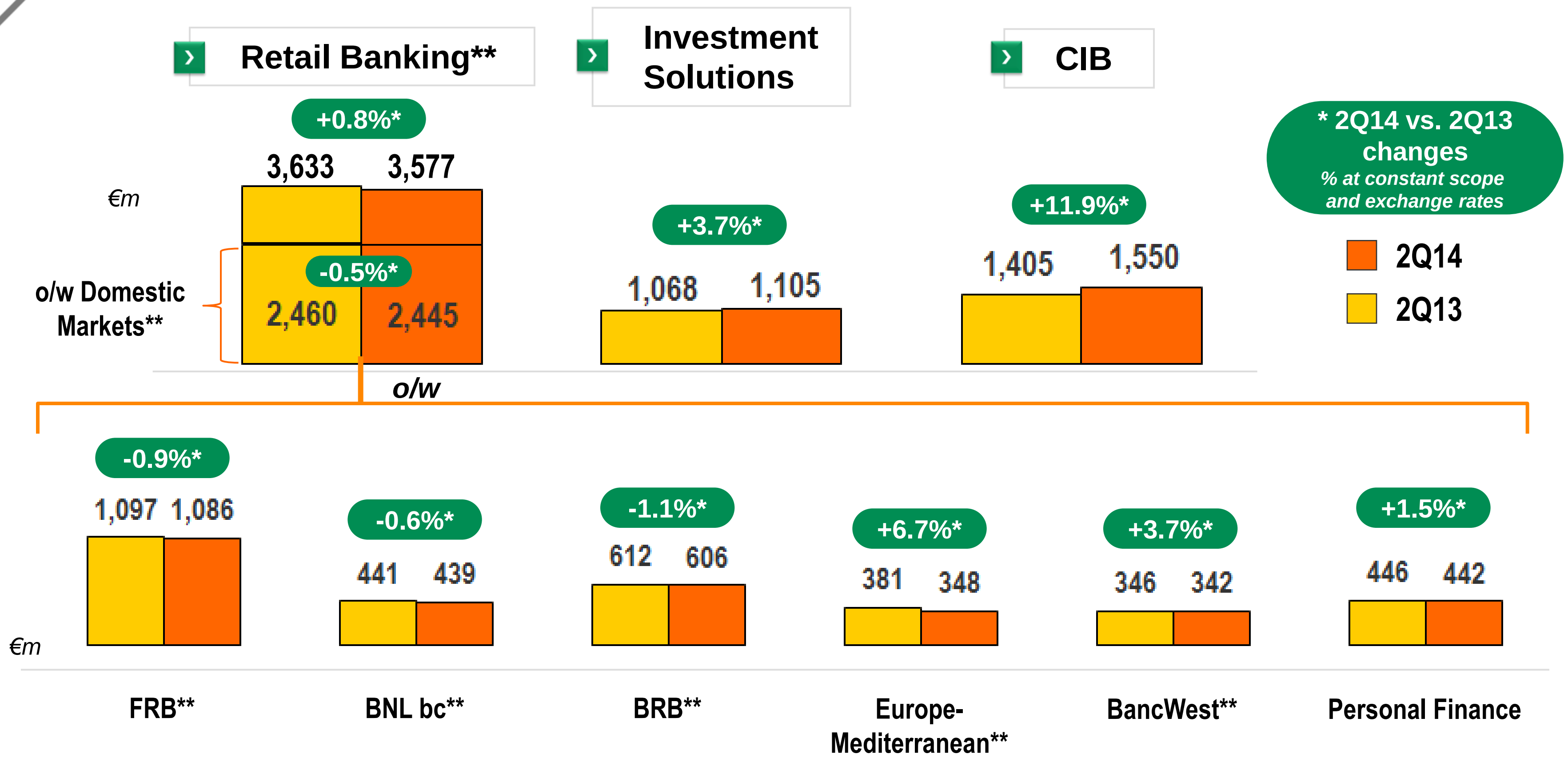
2Q14 Revenues of the Operating Divisions



Stability in Retail Banking and good growth in IS
Revenue growth at CIB

*** Including 100% of Private Banking in France (excluding PEL/CEL effects), Italy, Belgium, Luxembourg, at BancWest and TEB;*
**** Excluding exceptional items*

2Q14 Operating Expenses of the Operating Divisions



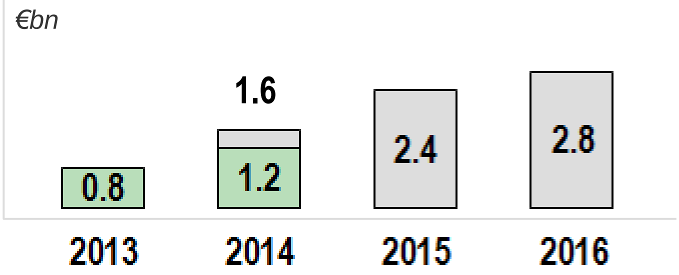
Effects of Simple & Efficient
Rise stemming from business growth at IS and CIB

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

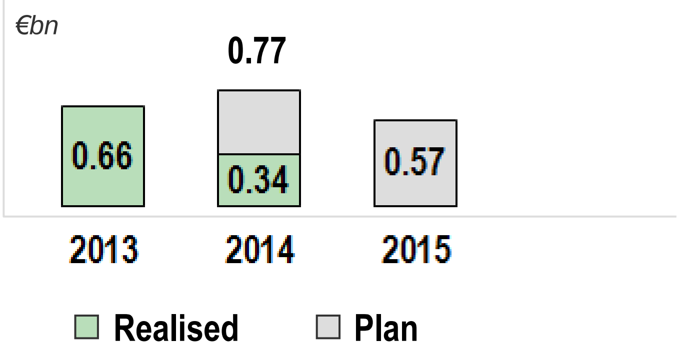
Simple & Efficient

- Continued the momentum throughout the entire Group
  - 1,336 programmes identified including 2,578 projects of which 94% are already under way
- Cost savings: €1,234m since the launch of the project
  - Of which €223m recorded in 2Q14
  - Reminder: €2.8bn annual target starting from 2016
- Transformation costs: €198m in 2Q14
  - €340m in 1H14
  - Reminder: €770m target for the year

Cumulative recurring cost savings



One-off transformation costs

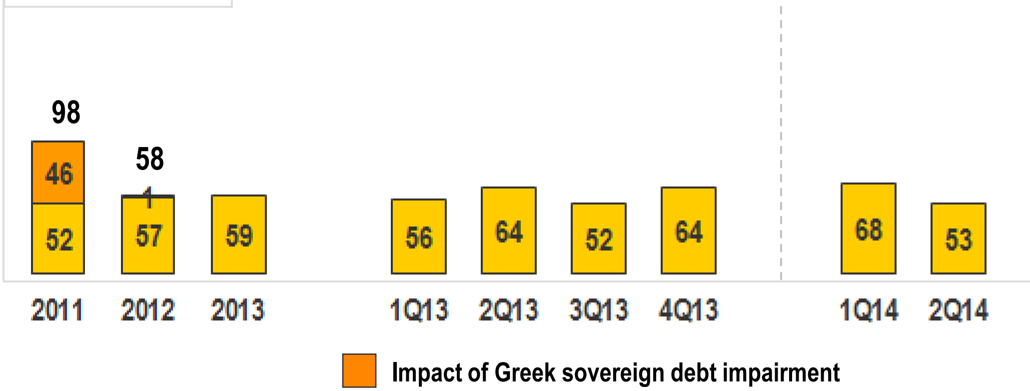


Recurring cost savings in line with the plan

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

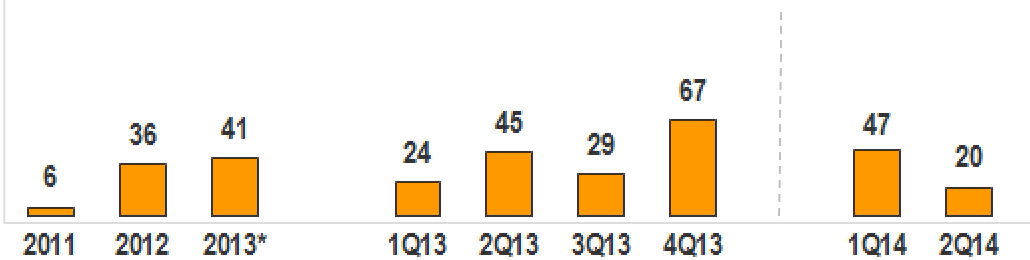
Net provisions/Customer loans (in annualised bp)

Group



- Cost of risk: €855m
  - -€229m vs. 1Q14
  - -€189m vs. 2Q13
- Overall stability since the beginning of 2013

CIB - Corporate Banking



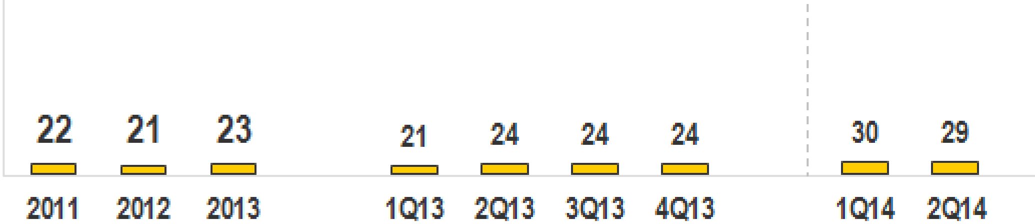
- Cost of risk: €51m
  - -€71m vs. 1Q14
  - -€72m vs. 2Q13
- Cost of risk low this quarter

* *Restated*

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

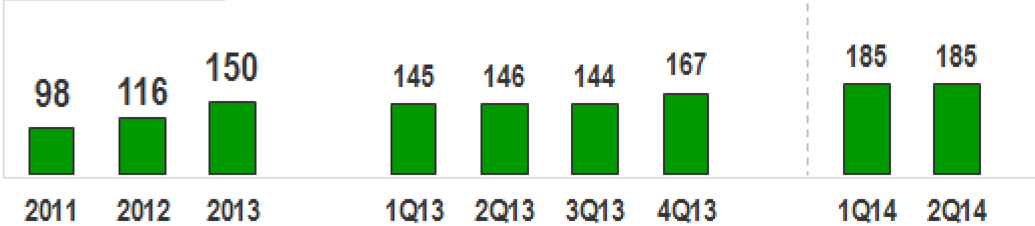
Net provisions/Customer loans (in annualised bp)

FRB



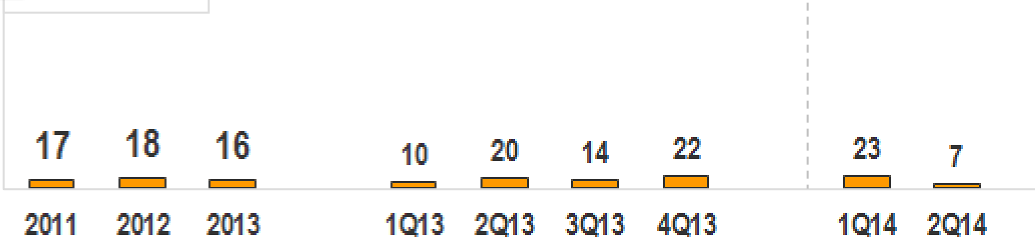
- Cost of risk: €103m
  - -€5m vs. 1Q14
  - +€15m vs. 2Q13
- Cost of risk still low

BNL bc



- Cost of risk: €364m
  - Stable vs. 1Q14
  - +€69m vs. 2Q13
- Cost of risk still high due to the challenging environment

BRB

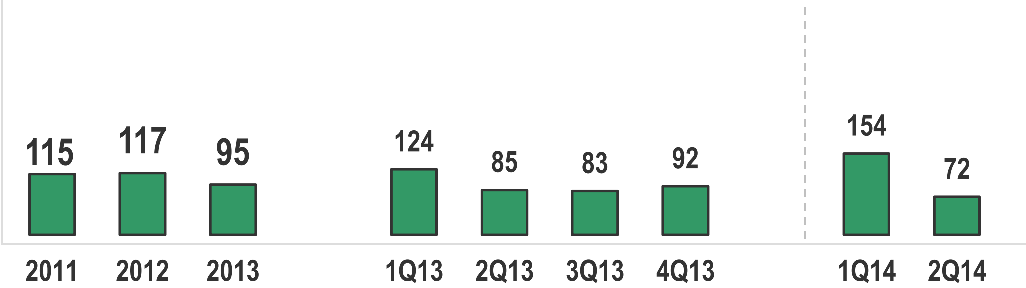


- Cost of risk: €15m
  - -€37m vs. 1Q14
  - -€28m vs. 2Q13
- Cost of risk particularly low this quarter

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

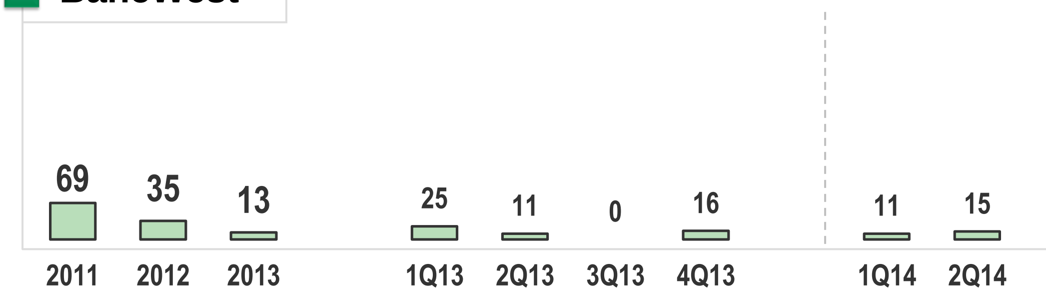
Net provisions/Customer loans (in annualised bp)

Europe-Mediterranean



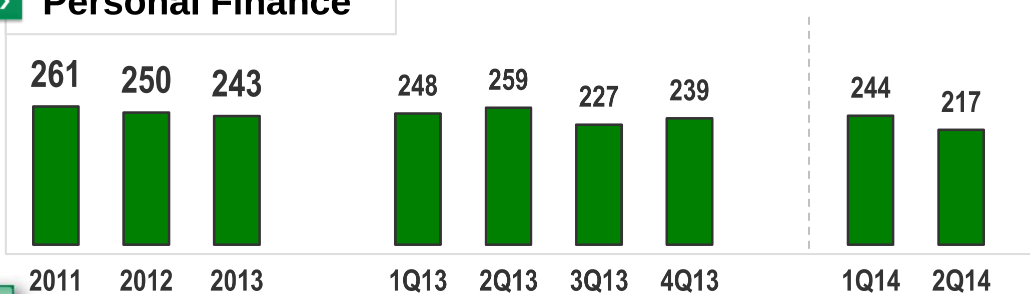
- Cost of risk: €50m
  - -€55m vs. 1Q14
  - -€12m vs. 2Q13
- Decline in the cost of risk this quarter
- Reminder of 1Q14: €43m provision due to the situation in Eastern Europe

BancWest



- Cost of risk: €16m
  - +€5m vs. 1Q14
  - +€4m vs. 2Q13
- Cost of risk still at a very low level

Personal Finance

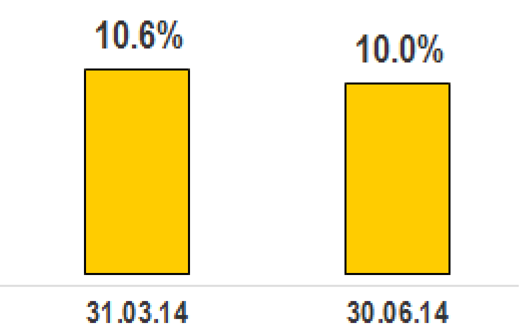


- Cost of risk: €249m
  - -€28m vs. 1Q14
  - -€44m vs. 2Q13
- Decline in the cost of risk this quarter

Financial Structure

- Fully loaded Basel 3 CET1 ratio*: 10.0% as at 30.06.14 (-60 bp vs. 31.03.14)
  - Of which costs related to the comprehensive settlement with U.S. authorities: -100 bp
  - Of which 2Q14 results (excluding above costs) after taking into account an annual dividend of €1.5 per share: +30 bp
  - Of which revaluation reserve appreciation: +10 bp

Basel 3 solvency ratio



- Fully loaded Basel 3 leverage ratio*
  - 3.5% calculated on total Tier 1 capital**
- Immediately available liquidity reserve: €244bn*** (€247bn as at 31.12.13)
  - Equivalent to over one year of room to manoeuvre in terms of wholesale funding
- 2014 MLT funding programme fully completed

A rock-solid balance sheet

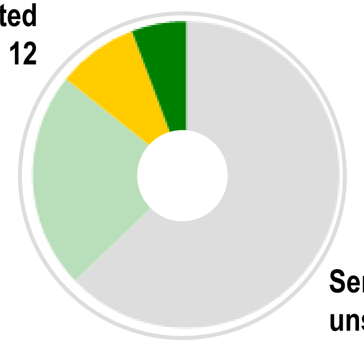
** CRD4; ** Including the forthcoming replacement of Tier 1 instruments that have become ineligible with equivalent eligible instruments; *** Deposits with central banks and unencumbered assets eligible to central banks, after haircuts*

Medium/Long-Term Funding

2014 MLT wholesale funding programme: €23bn

- Senior debt: €23.7bn realised** at mid-July 2014
  - Maturity: 4.8 years on average
  - Mid-swap +51 bp on average
  - Primarily senior unsecured
  - Of which 58% public issues and 42% private placements
- Tier 2 issuance of €1.5bn with a 12 year maturity, with a repayment option after 7 years (12NC7), realised on 20 February 2014 (mid-swap +165bp)

Wholesale MLT funding structure breakdown as at 30.06.14: €141bn



2014 MLT funding programme placed in the networks: €7bn

- €8.3bn realised** at mid-July 2014

2014 MLT funding programme fully completed

** Debt qualified prudentially as Tier 1 recorded as subordinated debt or as equity;*
*** Including issues at the end of 2013 (€8.3bn) in addition to the €37bn issued under the 2013 programme*

1H14 Consolidated Group

	1H14	1H14 vs. 1H13	1H14 vs. 1H13*	1H14 vs. 1H13* *operating divisions*
Revenues	**€19,481m**	**-1.4%**	**+2.7%**	**+1.9%**
Operating expenses	-€12,899m	+1.4%	+2.3%	+2.8%
Gross operating income	**€6,582m**	**-6.5%**	**+3.4%**	**+0.3%**
Cost of risk	-€1,939m	-0.8%	-3.7%	-4.0%
Costs related to the comprehensive settlement with U.S. authorities	-€5,950m	n.a.	n.a.	
Pre-tax income	**-€1,053m**	**n.a.**	**+6.0%**	**+1.0%**
Net income attributable to equity holders	**-€2,649m**	**n.a.**		
Net income attributable to equity holders excluding exceptional items	***€3,535m***	***+12.3%***		

* At constant scope and exchange rates, excluding exceptional items (see slide 8 and first quarter 2014 results)

Group Results

Division Results

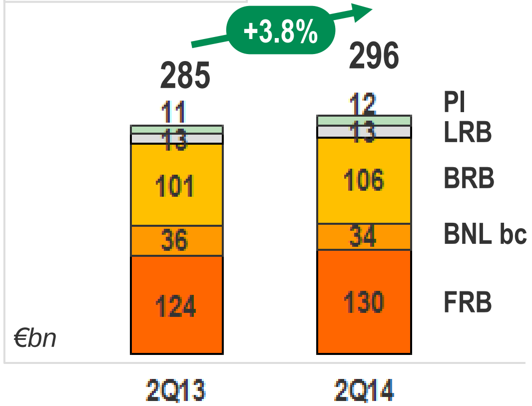
Development Plan Highlights

Appendix

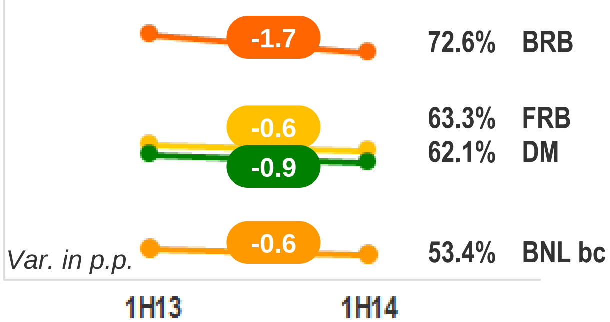
Domestic Markets - 2Q14

- Business activity
  - Deposits: +3.8% vs. 2Q13, good growth in France, Belgium and at Cortal Consors in Germany
  - Loans: -0.8% vs. 2Q13, loan demand still weak
  - Cash management: commercial successes in the wake of the transition to the European SEPA standard
  - Ongoing digital innovation: development of Hello bank!, e-Wallets and mobile payment solutions
- Revenues*: €3.9bn (+0.7% vs. 2Q13)
  - Good performance of Private Banking and Arval
  - Persistently low interest rate environment
- Operating expenses*: -€2.4bn (-0.6% vs. 2Q13)
  - Improvement of the cost/income ratio in France, Italy and Belgium
- GOI*: €1.5bn (+3.1% vs. 2Q13)
- Pre-tax income**: €0.9bn (-4.4% vs. 2Q13)

Deposits



Cost/Income*



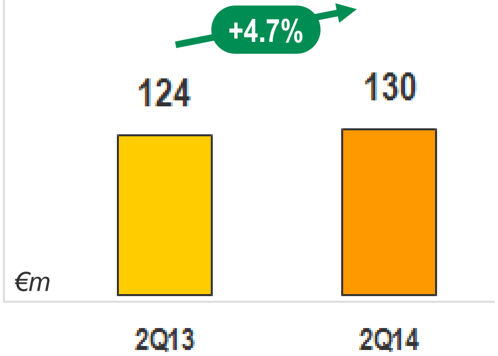
Good overall performance
Continuous improvement of the cost/income ratio

* Including 100% of Private Banking, excluding PEL/CEL effects; ** Including 2/3 of Private Banking, excluding PEL/CEL effects

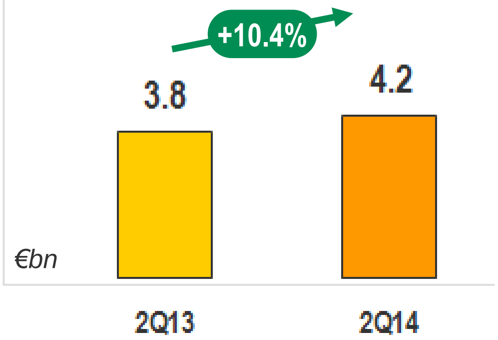
French Retail Banking - 2Q14

- Business activity
  - Deposits: +4.7% vs. 2Q13, strong growth in current accounts
  - Loans: -1.3% vs. 2Q13, demand for loans still low
  - Launch of *Préférence Clients 2016*: a new customer relationship model with 10 service commitments, improved capacity to offer advisory services and new branch formats
  - Private Banking: rise in assets under management (€81bn, +8.4% vs. 2Q13), unrivalled #1 ranking
  - Growth of factoring and market share gains in cash management
  - Innovation: launch of Mobo, France's 1st mobile banking payment solution
- Revenues*: -0.5% vs. 2Q13
  - Net interest income: +2.5%, effect of the growth in current accounts
  - Fees: -4.7%, decline in certain processing fees due to regulatory changes**
- Operating expenses*: -1.0% vs. 2Q13
  - Continuing impact of operating efficiency measures
- Pre-tax income***: €484m (-2.4% vs. 2Q13)

Deposits



Factoring outstandings



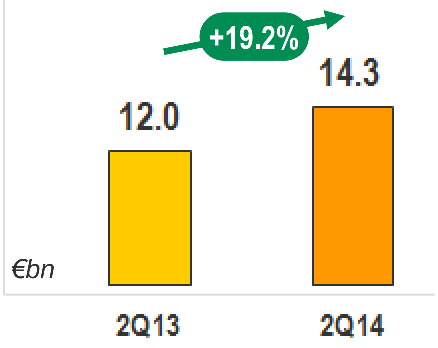
Resilient revenues
Improvement of operating efficiency

* Including 100% of FPB, excluding PEL/CEL effects; **Certain processing fees (commissions d'intervention) capped starting on 1st January (Banking Law);
*** Including 2/3 of FPB, excluding PEL/CEL effects

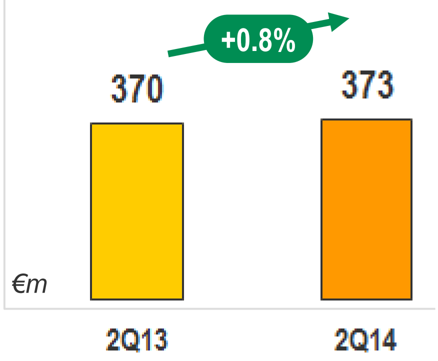
BNL banca commerciale - 2Q14

- Business activity
  - Deposits: -7.9% vs. 2Q13, decline on the corporate segment focused on the most costly deposits
  - Loans: -2.3% vs. 2Q13, continued slowdown on the corporate and small business segments, loans held up well on the individual segment
  - Off balance sheet savings: good asset inflows in life insurance and mutual funds
  - Product innovation: success of the new payment and credit card offer (net production > 80,000 cards in 1H14, x2 vs. 1H13)
- Revenues*: +0.1% vs. 2Q13
  - Net interest income: +1.1% vs. 2Q13, favourable structural effect on deposits but impact of the decline in volumes
  - Fees: -1.8% vs. 2Q13, lower fees from loans but good performance of off balance sheet savings
- Operating expenses*: -0.5% vs. 2Q13
  - Effect of operating efficiency measures
- Pre-tax income**: €1m (-98.6% vs. 2Q13)
  - Cost of risk increased due to a challenging environment (+23.4% vs. 2Q13)

Off balance sheet savings
(Life insurance outstandings)



GOI*



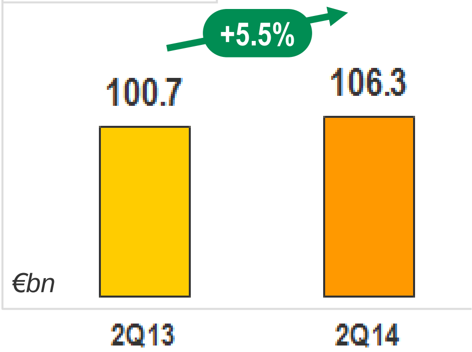
Continuing adaptation in a still challenging environment

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

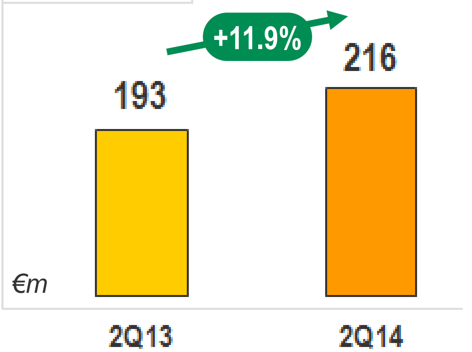
Belgian Retail Banking - 2Q14

- Business activity
  - Deposits: +5.5% vs. 2Q13, good growth in current and savings accounts
  - Loans: +1.3% vs. 2Q13, growth in loans to individual customers, loans to SMEs held up well
  - Developing digital banking: nearly 800,000 downloads of the Easy Banking application for iPhone/iPad and Android since launch in mid-2012, of which > 210,000 in 1H14
- Revenues*: +2.1% vs. 2Q13
  - Net interest income: growth in line with increased volumes
  - Fees up slightly
- Operating expenses*: -1.0% vs. 2Q13
  - Branch network and workforce adaptation
  - Impact of the increase in systemic taxes
  - Improvement of operating efficiency in line with Bank for the Future
- Pre-tax income**: €186m (+31.0% vs. 2Q13)
  - Cost of risk particularly low this quarter

Deposits



GOI*



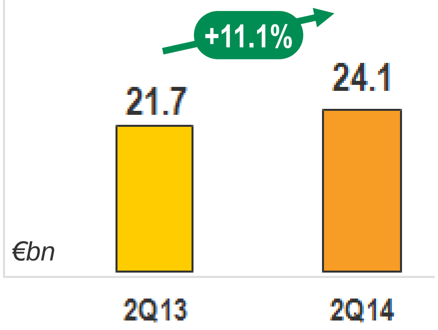
Very good performance
Continuing improvement of the operating efficiency

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

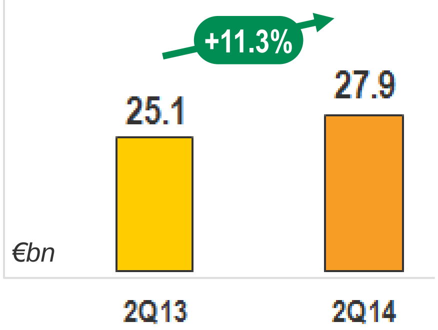
Europe-Mediterranean - 2Q14

- Business activity
  - Deposits: +11.1%* vs. 2Q13, up in most countries, strong increase in Turkey
  - Loans: +11.3%* vs. 2Q13, rise in particular in Turkey
  - Good development in cash management and Private Banking (in particular growth of assets under management in Turkey to €3.5bn, or +34%* vs. 30.06.13)
- Revenues**: +2.7%* vs. 2Q13
  - Impact of regulatory changes in Algeria and Turkey since 3Q13***
  - +9.7%* vs. 2Q13 excluding this impact and revenue growth in all countries
- Operating expenses**: +6.7%* vs. 2Q13
  - Effect in particular of the bolstering of the commercial setup in Turkey in 2013 (opened 15 branches vs. 2Q13)
- Pre-tax income****: €119m (-4.3%* vs. 2Q13)

Deposits*



Loans*



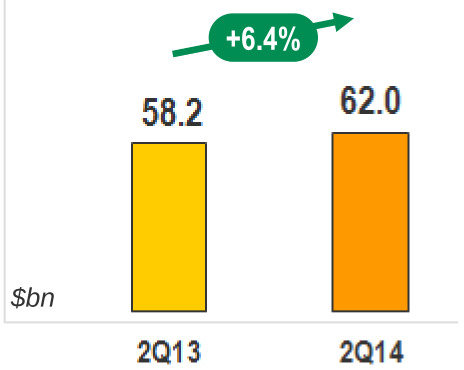
Strong sales and marketing drive

** At constant scope and exchange rates; ** Including 100% of Turkish Private Banking; *** New regulations on charging fees for overdrafts in Turkey and foreign exchange fees in Algeria (-€37m impact this quarter); **** Including 2/3 of Turkish Private Banking*

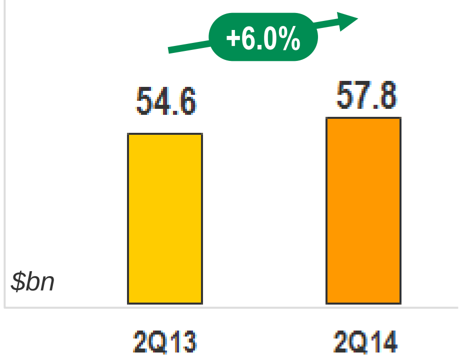
BancWest - 2Q14

- Strong business activity
  - Deposits: +6.4%* vs. 2Q13, strong rise in current and savings accounts
  - Loans: +6.0%* vs. 2Q13, continued strong growth in corporate and consumer loans
  - Private Banking: +32% increase in assets under management vs. 30.06.13 ($7.9bn as at 30.06.14)
- Revenues**: +1.2%* vs. 2Q13
  - Rise in volumes being offset by low interest rate environment
- Operating expenses**: +3.7%* vs. 2Q13
  - Increase in regulatory costs***
  - Impact of the strengthening of the commercial setup (Private Banking) partially offset by savings generated by streamlining the network (34 branch closures in 1 year)
- Pre-tax income****: €178m (-6.0%* vs. 2Q13)

Deposits



Loans



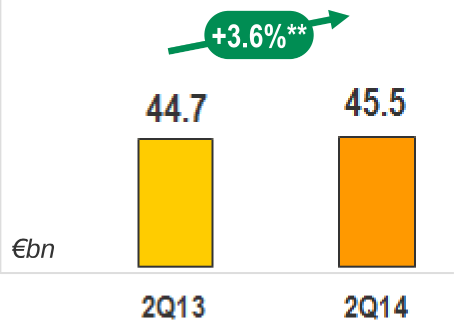
Dynamic sales and marketing activities

** At constant scope and exchange rates; ** Including 100% of Private Banking in the United Sates; *** Including CCAR; **** Including 2/3 of Private Banking*

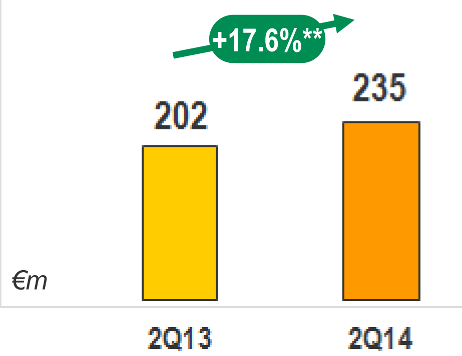
Personal Finance - 2Q14

- Recent events
  - On 25 July, bought out Galeries Lafayette's stake (50%) in LaSer following the exercising of their put option: LaSer now wholly-owned; Personal Finance now the #1 specialty player in France
  - Strategic partnership with Commerzbank* in Germany renewed until 2020: continued development in the largest consumer lending market in the euro zone
- Revenues: +0.6%** vs. 2Q13
  - +1.4%** vs. 2Q13 excluding non recurring items
  - Business growth in line with the business development plan and rise in outstandings in all regions, in particular in Germany, Belgium and Central Europe
- Operating expenses: +1.5%** vs. 2Q13
  - Increase in line with growth in the business
- Pre-tax income: €263m (+18.2%** vs. 2Q13)
  - Decrease in the cost of risk this quarter
  - Good contribution of associated companies

Consolidated outstandings



Operating income



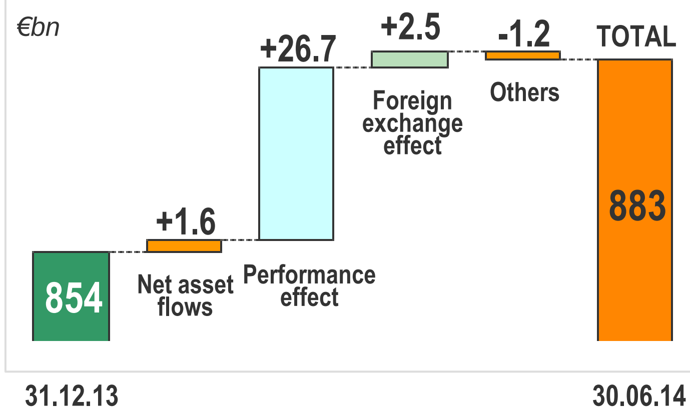
Sharp rise in income

** Joint venture in which BNP Paribas Personal Finance has a 50.1% stake; ** At constant scope and exchange rates*

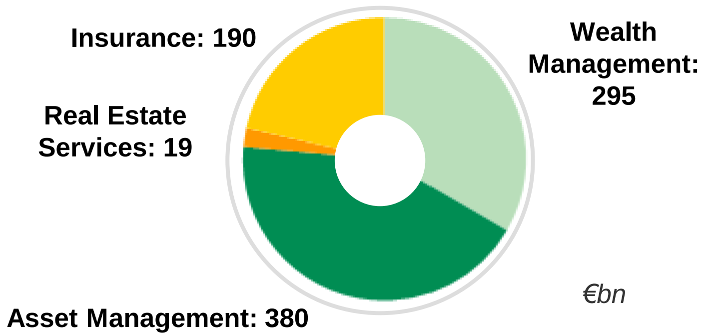
Investment Solutions
Asset Flows and Assets under Management - 1H14

- Assets under management*: €883bn as at 30.06.14
  - +3.5% vs. 31.12.13; +5.2% vs. 30.06.13
  - Performance effect on the back of the favourable evolution in equity markets and interest rates
- Net asset flows: +€1.6bn in 1H14
  - Asset Management: slight overall asset outflows, positive asset inflows in bond funds
  - Wealth Management: slight asset inflows driven in particular by Asia (Hong Kong, Singapore), France and Italy
  - Insurance: significant asset inflows in Italy, France and Asia (Taiwan)
- Securities Services: commercial successes and continued business development
  - Won a significant mandate: custody and administration of Generali Group's assets in Europe (~€180bn in assets)
  - Acquired Banco Popular's depositary banking business in Spain (~€13bn in assets)

Assets under management*



Assets under management* at 30.06.14



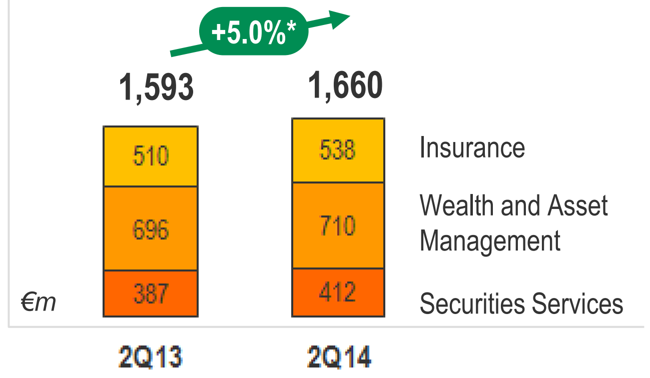
Rise in assets under management

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

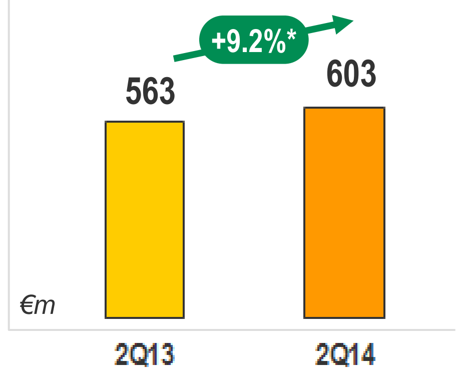
Investment Solutions - 2Q14

- Revenues: €1,660m (+5.0%* vs. 2Q13)
  - Insurance: +8.1%* vs. 2Q13, good progress in France and Italy, strong growth in international protection insurance
  - WAM**: +2.3%* vs. 2Q13, growth in Real Estate Services and Asset Management
  - Securities Services: +5.9%* vs. 2Q13, rise in the number of transactions and assets under custody
- Operating expenses: €1,105m (+3.7%* vs. 2Q13)
  - Insurance : +6.8%* vs. 2Q13, in line with continued growth in the business internationally
  - WAM**: +3.0%* vs. 2Q13, impact of business development investments (Wealth Management, Asset Management)
  - Securities Services: +2.4%* vs. 2Q13, due to business growth
- Pre-tax income: €603m (+9.2%* vs. 2Q13)

Revenues by business unit



Pre-tax income

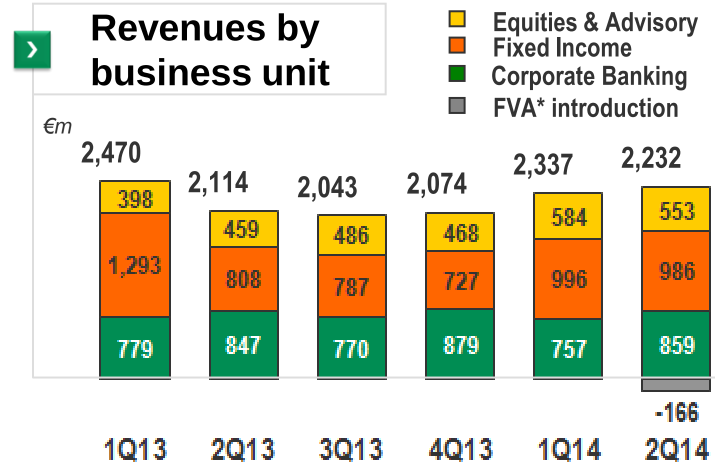


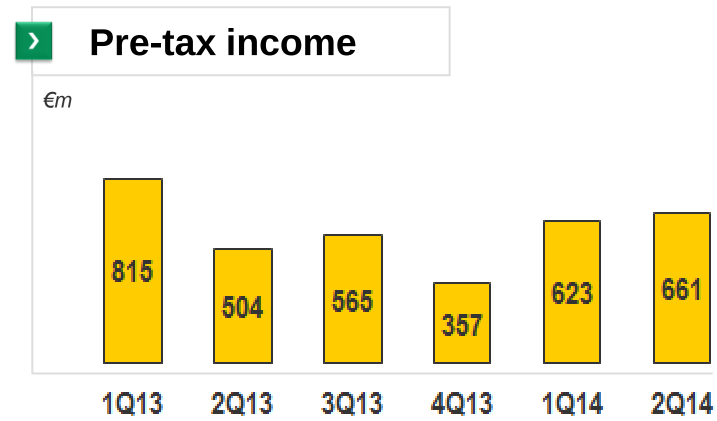
Good overall performance, driven by Insurance and Securities Services

** At constant scope and exchange rates; ** Asset Management, Wealth Management, Real Estate Services*

Corporate and Investment Banking - 2Q14

- Revenues: €2,398m excluding FVA* (+14.6%** vs. 2Q13)
  - One-off impact this quarter of the introduction of FVA*
  - Advisory & Capital Markets: +22.4%** vs. 2Q13, strong growth both in the Fixed Income and Equities & Advisory businesses
  - Corporate Banking: +2.9%*** vs. 2Q13, driven by strong growth in Asia
- Operating expenses: €1,550m (+11.9%*** vs. 2Q13)
  - Impact of the growth in the Advisory & Capital Markets business
  - Continued investment in business development plans
  - 2014-2015 interim adaptation costs: €10m related primarily to new regulations (CCAR,…) this quarter
- Pre-tax income: €661m (+28.3%*** vs. 2Q13)





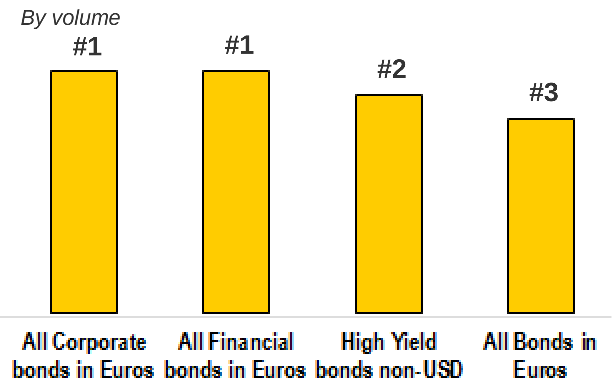
Good overall performance

** Funding Valuation Adjustment (-€166m); ** At constant scope and exchange rates, excluding the impact of the introduction of FVA; *** At constant scope and exchange rates*

Corporate and Investment Banking
Advisory and Capital Markets - 2Q14

- Revenues: €1,539m excluding FVA (+22.4%* vs. 2Q13)
  - Situation more upbeat in Europe as a result of the ECB's announcements
  - VaR still at a very low level (€36m)
- Fixed Income: €986m excluding FVA (+22.1%* vs. 2Q13)
  - Good activity in the rate and credit businesses (with a weak basis of comparison in 2Q13), forex business in progress with a good performance in Asia
  - Sustained bond issues: ranked #1 for corporates bonds in euros and #8 for all international corporate bonds**
- Equities & Advisory: €553m (+22.9%*** vs. 2Q13)
  - Still a good drive in equity derivatives, both with respect to flow business and structured products
  - At this stage, marginal impact of the first transfers of RBS's derivatives portfolios
  - Growth in the M&A business and in equity issues, ranked #1 for equity linked in EMEA in the first half of the year****
- Pre-tax income: €269m (+11.2%** vs. 2Q13)

1H14 bond issuance rankings**



numericable Group
altice
Joint Bookrunner
€12.1bn
USD-EUR
Senior Notes
April 2014

vivendi
SFR
Advised Vivendi on the sale of SFR
€17bn
Closing under way

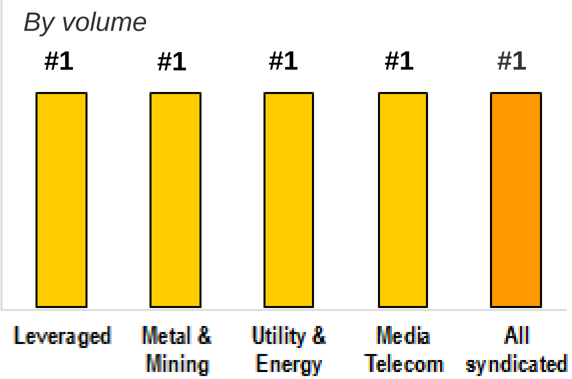
Good performance of Advisory & Capital Markets

** At constant scope and exchange rates, excluding the impact of the FVA introduction; ** Source: Thomson Reuters 1H14; *** At constant scope and exchange rates; **** Source: Dealogic 1H14*

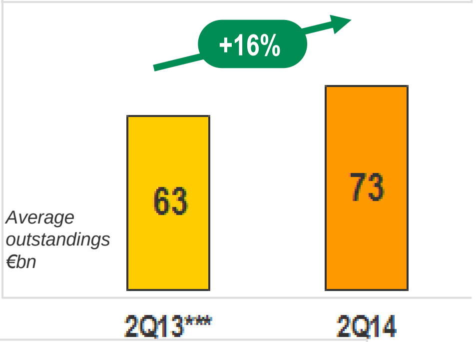
Corporate and Investment Banking
Corporate Banking - 2Q14

- Business activity
  - Ranked #1 for syndicated financing in Europe* with leading positions in the Media-Telecom, Metal & Mining and Utility & Energy sectors
  - Overall stability of client loans (€107bn) vs. 1Q14, growth in Asia and in the Americas, decline in Europe
  - Development of international cash management with several new significant mandates and growth in deposits
- Revenues: €859m (+2.9%** vs. 2Q13)
  - Fees up (+5% vs. 2Q13)
  - Strong growth in Asia Pacific with a rise in the Trade Finance business and a good level of fees
  - Growth in the Americas and weak business in the EMEA region (subdued economic environment and slowdown in the Energy & Commodities sector)
- Pre-tax income: €392m (+43.9%** vs. 2Q13)
  - Decline in operating expenses and the cost of risk this quarter

1H14 rankings EMEA syndicated loans*



Client deposits



Effects of the business development plans in Asia and in cash management

* EMEA, source: Dealogic 1H14; ** At constant scope and exchange rates; *** Restated

Five Major Strategic Priorities for 2016
1. Enhance Client Focus and Services

Individual customers: prepare the retail banking of the future

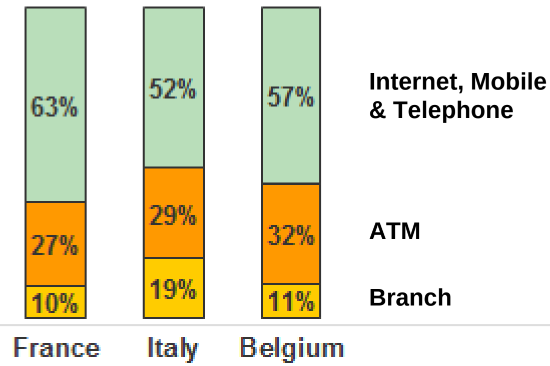
- Develop digital innovations
  - Hello bank! in Germany, Belgium, France and Italy: target of 1.4m customers in 2017
  - Launch of new online payment solutions: PayLib in France, Sixdots in Belgium, … which include value-added services for consumers and businesses
  - e-business at Personal Finance, roll out of the digital offering at International Retail Banking (IRB)
- Adapt the branch network
  - *Preference Client* programme in France, *Bank for the Future* in Belgium and *Matin* in Italy
  - Differentiated and complementary branch formats
  - Expanding the customer relation: omni-channel, mobile, in real-time and multi-domestic
- Continue to grow Private Banking at a fast pace leveraging the Domestic Markets and IRB networks
  - Develop relationship with entrepreneurs

Hello bank! by BNP PARIBAS

paylib

SIXDOTS

Customer contact by channel



Five Major Strategic Priorities for 2016
1. Enhance Client Focus and Services

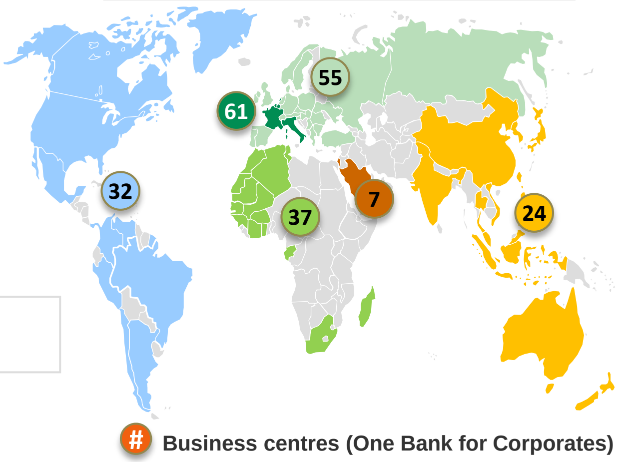
Corporates: leverage our European and global organisation

- One Bank for Corporates*:* a network of 216 business centres
- A presence in 75 countries
- Cash management: #1[1] position strengthened in Europe
- Continue to roll out Originate to Distribute approach
  - Bolster debt platforms (in particular High Yield)

Institutional clients: implement a more coordinated approach

- Closer cooperation between the capital market businesses, Securities Services and Investment Partners
  - Design new customer solutions
  - Pool operating platforms

A unique network for corporate clients



(1) *Source: Greenwich*

Five Major Strategic Priorities for 2016

2. Simple & 3. Efficient

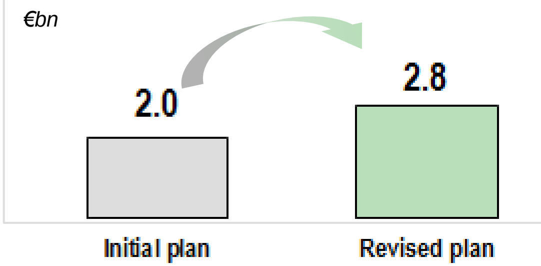
Simple: simplify our organisation and how we operate

- A management priority
- Clarify roles and responsibilities in order to speed up the decision-making process
- Improve teamwork through digital tools
- 420 initiatives launched

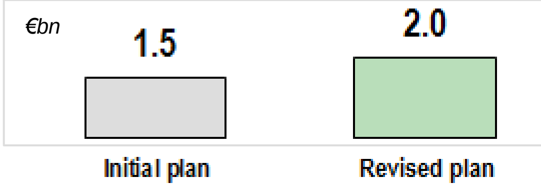
Efficient: continue improving operating efficiency

- Rapid start-up in 2013
  - Cost savings (€0.8bn), transformation costs (€0.66bn)
- Plan revised upward and extended to 2016
  - €2.8bn in savings a year starting in 2016
  - €2.0bn in transformation costs over 3 years
- Distribution of savings by 2016
  - Retail Banking (63%), CIB (24%), Investment Solutions (13%)

Cumulative recurring cost savings



One-off transformation costs



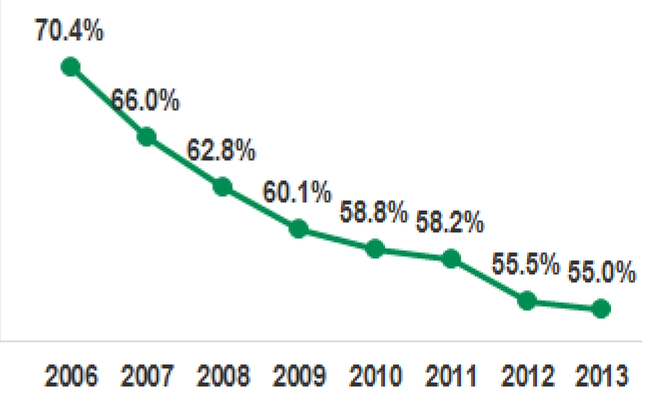
Five Major Strategic Priorities for 2016

4. Adapt Certain Businesses to their Economic and Regulatory Environment

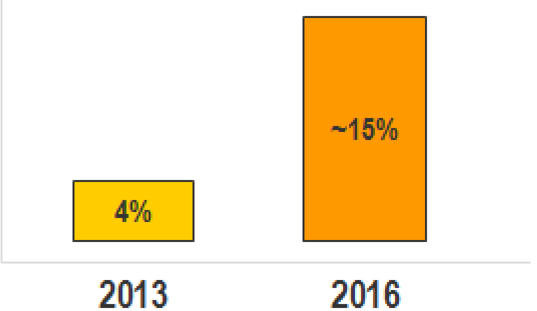
BNL: continue adapting to the economic environment

- Develop digital banking, adapt the branch formats and grow the private banking customer base
- Focus the commercial approach to corporates on value added segments (export companies, …)
  - Leveraging in particular on a differentiated offering compared to the competition
- Continue improving operating efficiency
  - Shared platforms between various business units
- Improve the cost of risk from 150 bp in 2013 to <100 bp in 2016
  - Subject to gradual and moderate recovery of Italian economy
- Pre-tax RONE ~15%[1] by the end of 2016

Cost/income ratio[1]



RONE[2]



[1] Including 100% of Italian Private Banking; [2] Basel 3

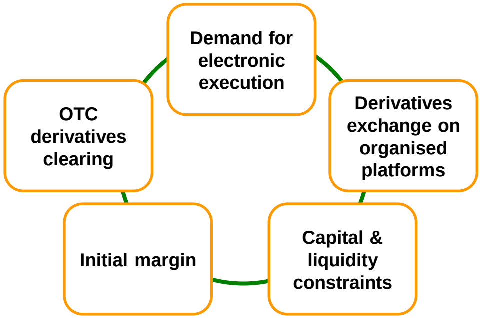
Five Major Strategic Priorities for 2016

4. Adapt Certain Businesses to their Economic and Regulatory Environment

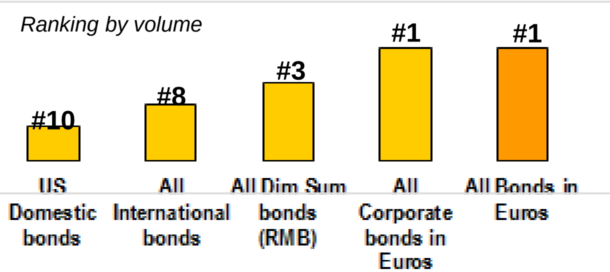
Capital Markets: adapt to the new regulatory environment

- Client driven activities, strategic in the new environment
- Leverage leading positions in a context of disintermediation of credit
- Differentiate the product offering and industrialise flow product processes
- Capitalise on our strengths in bespoke derivatives
- Improve operating efficiency (C/I ratio: -9 pts by 2016)
- Pre-tax RONE >20%[1] by the end of 2016

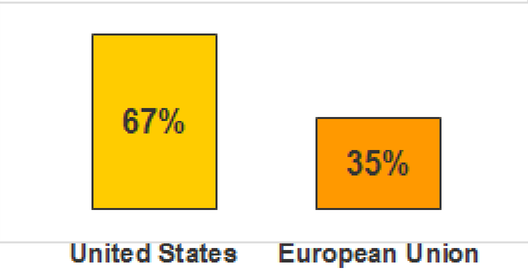
Transformation of the industry



2013 bond issuance rankings[2]



Financing of corporates via capital markets[3]



(1) Basel 3; (2) Source: Thomson Reuters 2013;
(3) Source: McKinsey Global Institute – Financing outstandings of non financial companies (% equities and bonds at the end of 2012)

Five Major Strategic Priorities for 2016

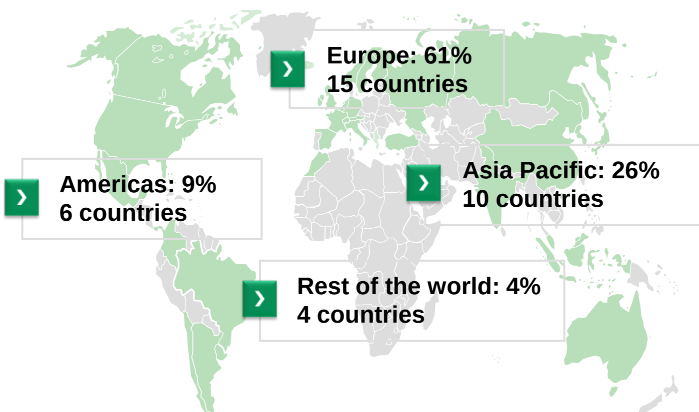
4. Adapt Certain Businesses to their Economic and Regulatory Environment

Investment Partners: a strategic business for the Group

- Relaunch asset gathering: +€40bn net by 2016 in the value added segments
  - Capitalise on recognised asset management quality
- 3 priority areas for business development
  - Institutional clientele: strengthen recognition by leading international consultants and increase assets under management by winning new mandates
  - Asia Pacific and emerging markets platforms: increase the volume of assets under management in growth markets and increase cross-selling worldwide
  - Distribution networks (retail and private banking clientele): create one of the 3 biggest distribution platforms in continental Europe
- A profitable core business
  - Limited capital consumption

MORNINGSTAR® LIPPER FUND AWARDS 2013

Global workforce network



Five Major Strategic Priorities for 2016
5. Successfully Implement Business Development Initiatives

Asia Pacific: a region for the Group to develop business

- One of the best positioned international banks
  - Presence in 14 countries of which 12 with a full banking licence
  - ~8,000 employees at CIB and Investment Solutions
- Expand the organisation in a fast growing region
  - Bolster the commercial set up geared toward multinational companies and local large and medium-sized businesses
  - Grow the Group's presence in order to expand resource gathering
  - Forge new partnerships especially in insurance and consumer credit
- Grow revenues in Asia to over €3bn[1] by 2016
  - 2013, a year that met expectations:
    revenues at €2.5bn vs. €2.0bn in 2012 (+24.4%)

Growth targets adapted to each country

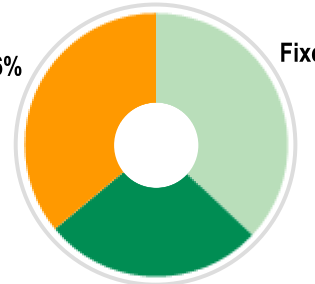
(1) *CIB and Investment Solutions*

Five Major Strategic Priorities for 2016
5. Successfully Implement Business Development Initiatives

CIB - North America: consolidate our presence in a major market

- A sizeable regional platform for CIB
  - ~3,000 professionals; more than 2,000 clients
  - 9 locations in the USA and Canada
  - A strong and diversified CIB franchise (#10 USD domestic bonds, #10 US syndicated loans, …)
  - A comprehensive distribution platform with product sales teams and a dedicated investor coverage
- Develop business with large corporates and institutional clients; strengthen relations with investor clients
  - Accompany US corporates and investor clients to Europe and European clients to the US
- Adapt the business model to changes in market infrastructure
- Business development initiatives with BancWest to expand cross-selling

CIB North America's 2013 revenues
Breakdown by business line



Develop synergies with BancWest

Five Major Strategic Priorities for 2016

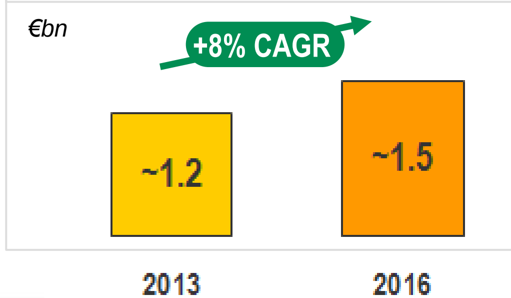
5. Successfully Implement Business Development Initiatives

Germany: a target for our development in Europe

- First European economy
  - Strong export capability mainly to the other European markets, a large pool of competitive and sizeable international companies
- A diversified organisation covering all client segments
  - 12 businesses, ~3,500 employees
- A global growth initiative fostering cross-selling across all segments
  - Substantially increase deposits of individuals with Hello bank!
  - Strengthen our positioning on the corporate client segment
  - Speed up the process of developing strong positions in specialised business units
- Build a long-term franchise

An organisation covering all client segments

Revenues

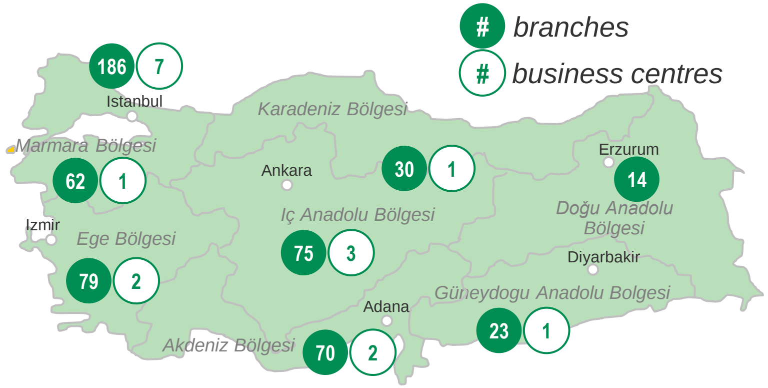


Five Major Strategic Priorities for 2016
5. Successfully Implement Business Development Initiatives

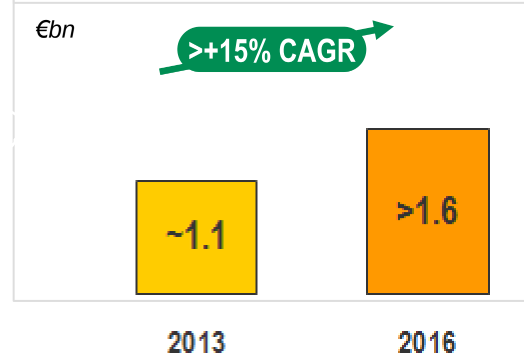
Turkey: continue our medium-term business development

- A growing market
  - Sizeable population (76m inhabitants)
  - Still low banking penetration rate
- A comprehensive and adapted set up
  - 9th largest Turkish retail bank[1]
  - 566 branches, ~11,000 employees
  - A multi-business presence fostering cross-selling
- Growth effort focused on higher potential clients
  - Retail and SME: first class digital offering, Wealth Management deployment, mass affluent
  - Corporates: One Bank for Corporates model roll out, CIB products offer deployment, increased cross-selling with Leasing
- Grow revenues to over €1.6bn in 2016 vs. €1.1bn in 2013 (>+15% CAGR)
  - Improve the cost/income ratio by 7 pts by 2016

TEB branch network



Revenues



(1) In terms of customer loans, as at 31.12.13

Five Major Strategic Priorities for 2016
5. Successfully Implement Business Development Initiatives

Continue the development of specialised businesses that are leaders in their sector (1/2)

- Insurance: continue business development
  - Presence in 37 countries, 11th largest insurer in Europe[3]
  - Forge partnerships and continue pursuing growth in Asia and South America
  - Grow the share of protection products
  - Improve operating efficiency

	2013[1]	2016 targets
Revenues	€2,136m	>+4%[2]
RONE	19.2%	20%

- Securities Services: leverage strong positions to generate growth
  - Presence in 34 countries, ranked #1 in Europe and #5 worldwide
  - Capitalise on opportunities stemming from the new regulatory framework
  - Develop product and customer coverage synergies with CIB
  - Step up the pace of organic growth and increase operating efficiency

	2013[1]	2016 targets
Revenues	€1,409m	+7%[2]
RONE	42.0%	45%

[1] Restated; [2] CAGR; [3] Eurozone

Five Major Strategic Priorities for 2016

5. Successfully Implement Business Development Initiatives

Continue the development of specialised businesses that are leaders in their sector (2/2)

- Personal Finance: leverage its recognised expertise
  - Presence in 20 countries, #1 in consumer lending in Europe
  - Continue international business development and strategic partnerships
  - Speed up the roll out of the digital offering, automobile financing, protection insurance and savings
  - Improve operating efficiency

	2013[1]	2016 targets
Revenues	€3,693m	+2.5%[2]
RONE	28.6%	35%

- Ambitious business development plans for
  - Arval, #3 in Europe: grow the fleet with increased cross-selling in the Group and develop business in high potential markets
  - Leasing Solutions, European leader in equipment leasing: develop activity in targeted countries in Europe
  - Real Estate Services, #1 provider in Europe of real estate services to corporates: reinforce leading positions across Europe

ARVAL BNP PARIBAS GROUP

BNP PARIBAS LEASING SOLUTIONS

BNP PARIBAS REAL ESTATE

(1) Restated; (2) CAGR

Conclusion

- Very significant impact of one-off items this quarter
- Major changes to the Group's compliance and control system
- Good performance of operating divisions
- A rock solid balance sheet
- Development plan investments starting to bear fruit

Group Results

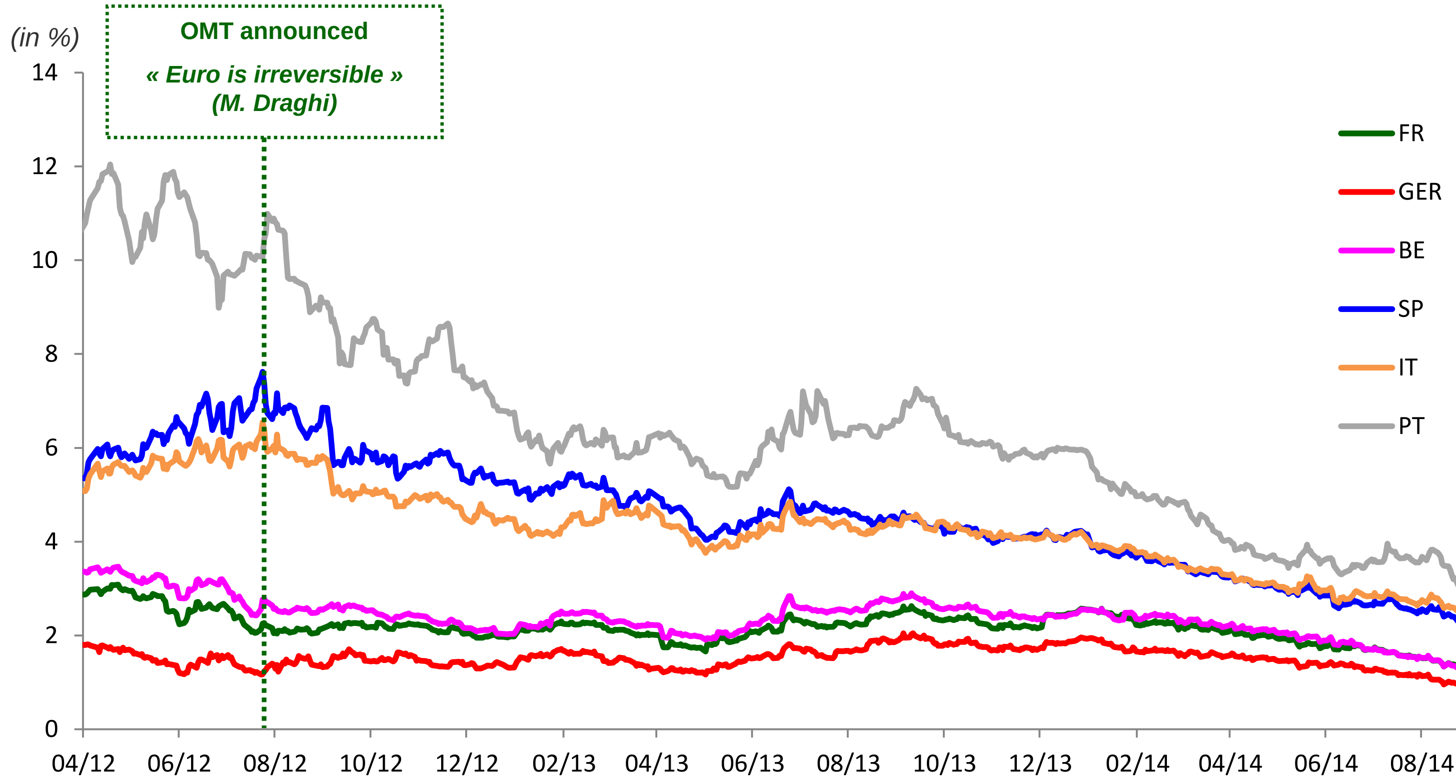
Division Results

Development Plan Highlights

Appendix

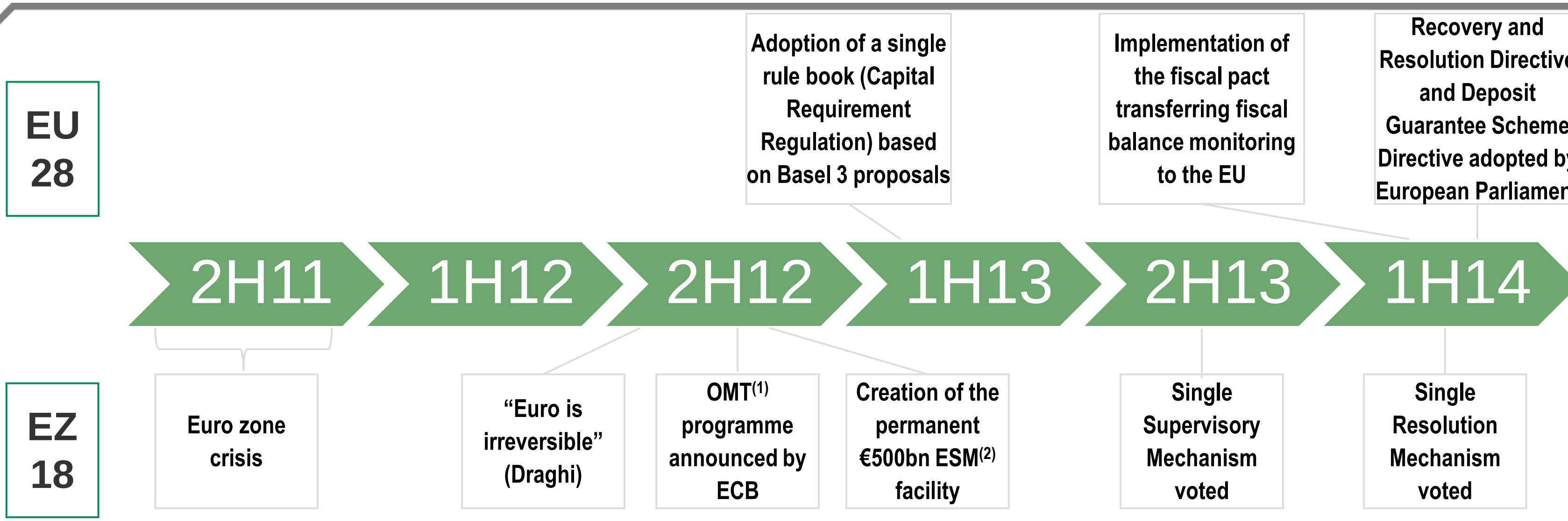
Improving Confidence Towards Europe

10-yr government yields



Lower Government yields across the board, especially for peripheral countries

New European Banking Framework



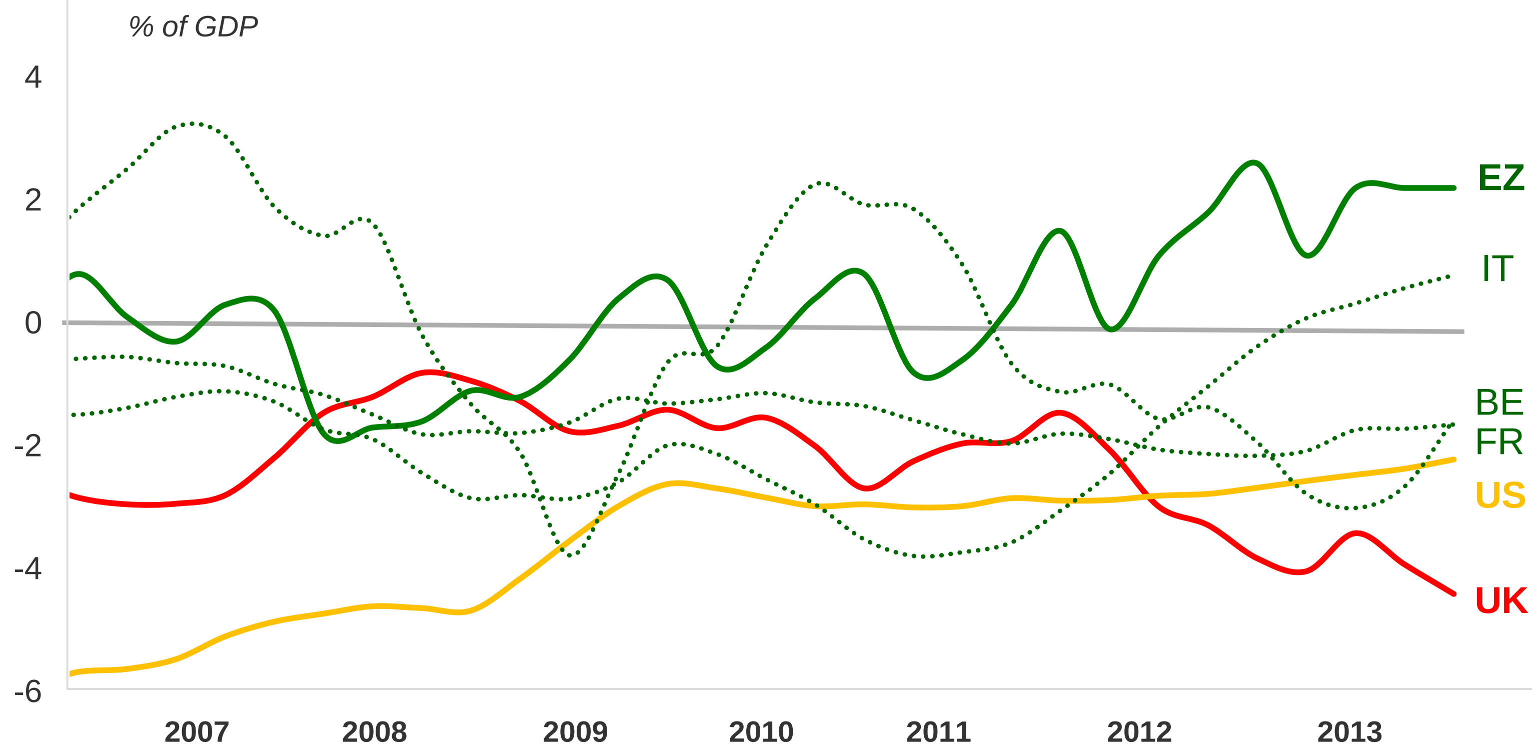
- The three pillars of the Banking Union decided in 2013 are being rolled out
  - Single Supervisory Mechanism (SSM) voted in October 2013 and applicable this year end
  - Single Resolution Mechanism (SRM) voted in April 2014, to be fully effective January 2016
  - Deposit Guarantee Scheme voted in April 2014, to be transposed by July 2015
- "Comprehensive Assessment" of banks' balance sheets
  - ECB preparing to take on new banking supervision tasks
  - Process in its final phase: join-up of AQR and Stress test end of September
  - Results to be announced by ECB in the 2nd half of October

Banking Union is now well on track in the Euro area

(1) Outright Monetary Transactions; (2) European Stability Mechanism

Eurozone Current Accounts Balance

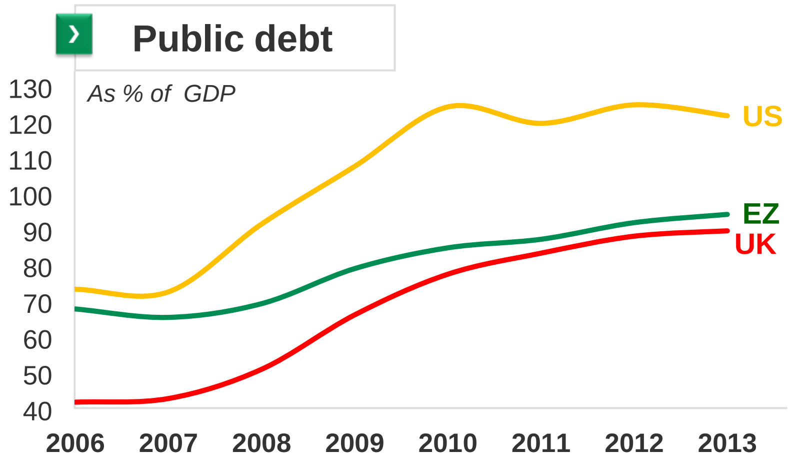
Current accounts balance

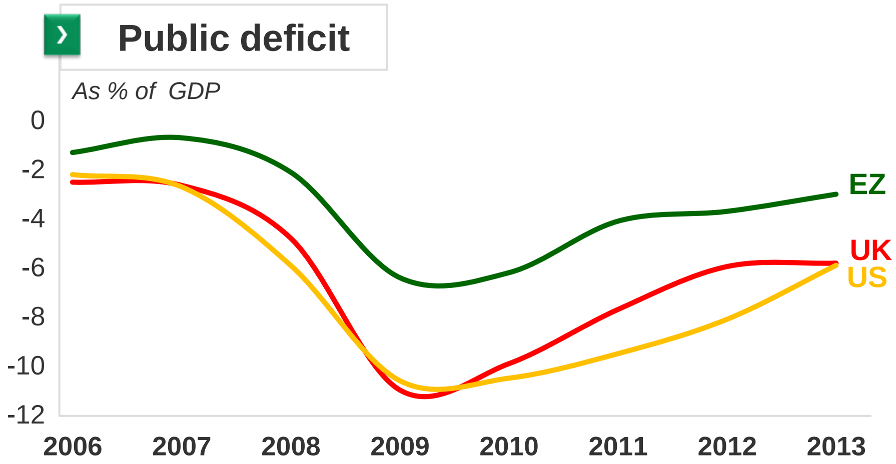


The Eurozone compares favorably with other major areas

Source: Eurostat

Public Finances





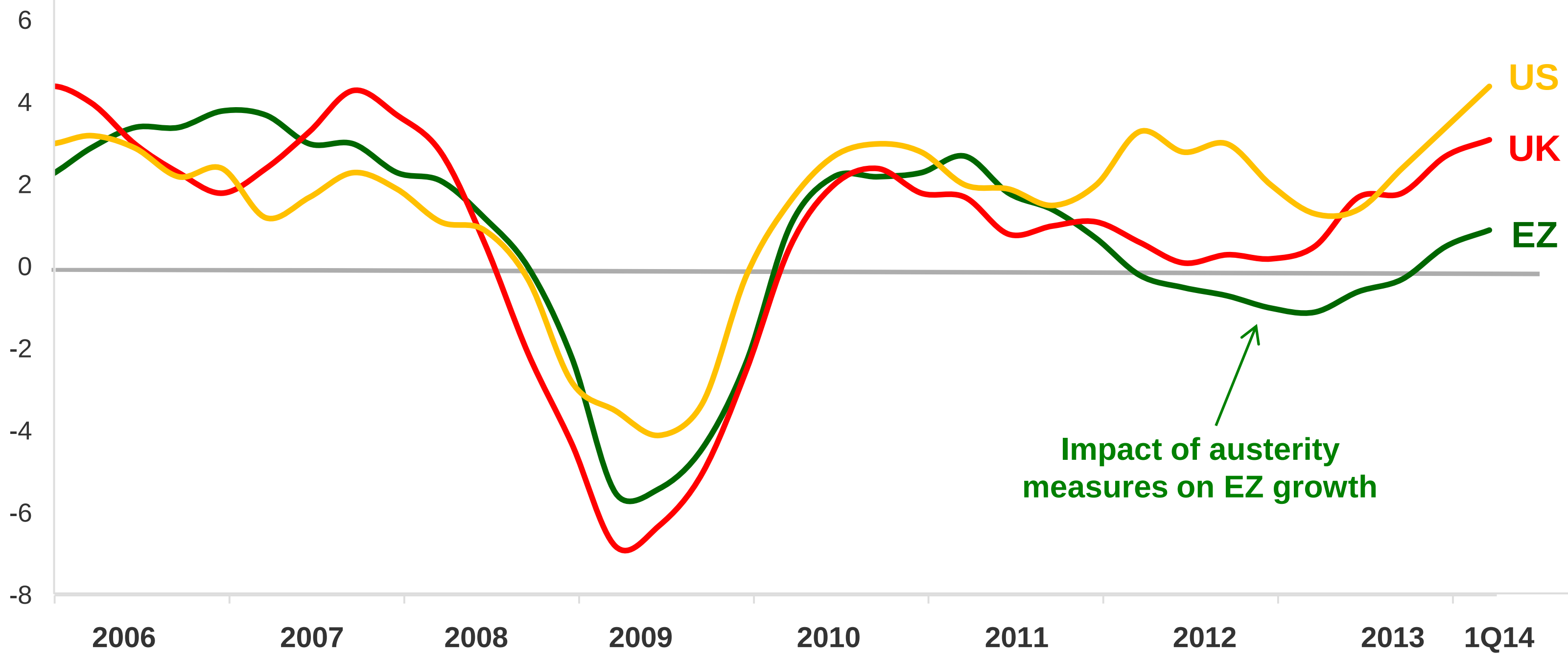
The Eurozone has taken measures to improve its public finances

Source: Eurostat, BNPP estimates

Situation of the Eurozone Economy

Real GDP growth

(annual % growth rate)

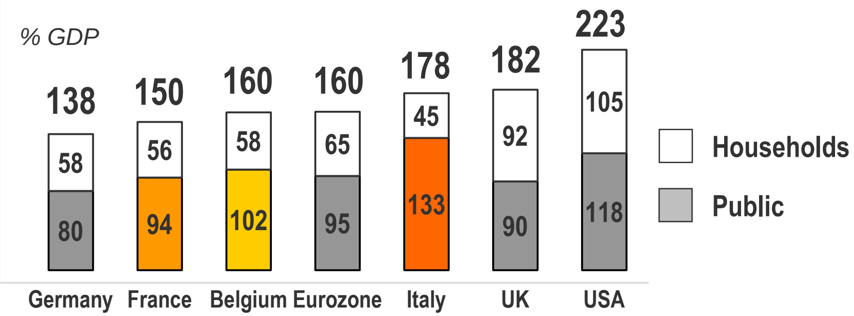


Delayed recovery of Eurozone economy due to the impact of austerity measures

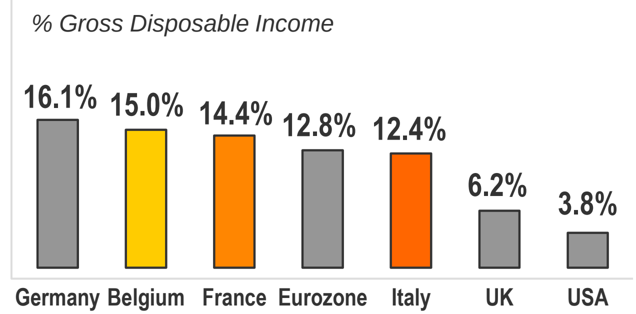
Source: Eurostat

Macroeconomic Trends of Domestic Markets

Public and household debt[(1)]



Gross household savings rate[(2)]

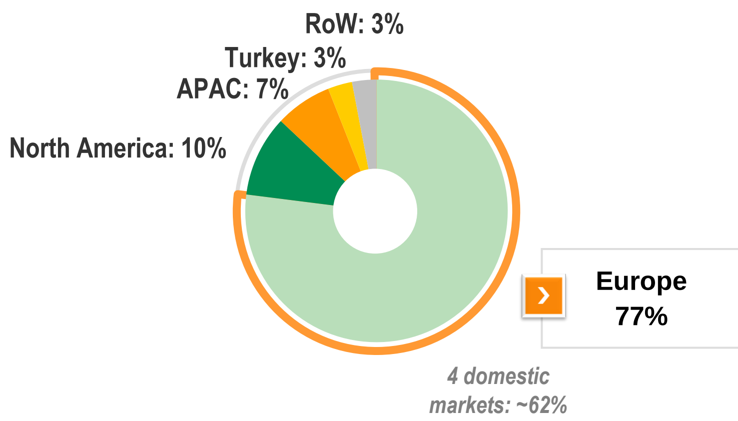


Strong presence in wealthy Domestic Markets

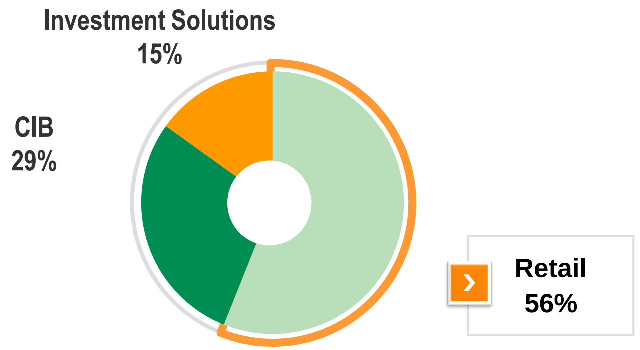
[(1)] 2013; [(2)]2013, 2012 for Eurozone, last available figure (Source: Ameco)

Geographic and Business mix

2013 Revenues by geography



2013 Allocated equity[1] by operating division



A diversified business model with a significant presence in Europe

[1] Basel 3

Universal Bank Business Model (1/2)

- A universal bank business model that demonstrated its resilience during the crisis
  - Client centric businesses
  - Cross-selling at the core of the model
  - Good risk diversification

Individual customers | Corporates | Institutional clients

Risk diversification

Retail Banking	4 domestic markets (France, Italy, Belgium and Luxembourg) Diversified International Retail Banking networks 27 million Retail networks clients and 1 million corporates Personal Finance: #1 in consumer credit in Europe
CIB	Fixed Income: #1 all bonds in euros, #8 all international bonds GECD: Top 3 European Equity Derivatives Corporate Banking: #1 for syndicated financing in Europe Cash Management: #1 in Europe, #4 Global Provider
Investment Solutions	Wealth Management: #3 in Europe Investment Partners: #6 European Asset Manager Insurance: #11 in Europe Securities Services: #1 in Europe, #5 worldwide

Cross-selling

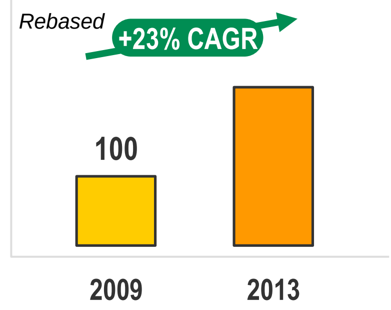
Cross-selling and risk diversification at the heart of the model

Universal Bank Business Model (2/2)

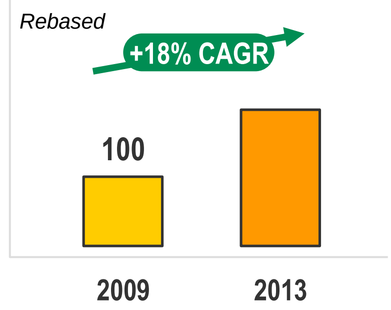
Cross-selling at the heart of the model

- Strong development in Italy of cross-selling following BNL's acquisition in 2006…
  - Private banking: market share x2 (~3% in 2008 to ~6% in 2013)
  - Cash management: marginal player before 2006, #1 in 2013[(1)]
  - Syndicated loans: #7 in 2007, #3 in 2013[(2)]
  - Corporate Finance (M&A): from #15 in 2005 to #5 in 2013[(3)]
- …and also in Belgium after Fortis' acquisition in 2009
  - Private banking: from #7 in 2009 to #1 in 2013
  - Consumer finance outstandings: +68% between 2009 & 2013[(4)]
  - Corporate Finance (M&A): from #10 in 2007 to #1 in 2013[(3)]
- Roll out of the model in International Retail Banking

Cross-selling between CIB & BNL *(revenue evolution)*



Cross-selling between CIB-SF[(5)] & Fortis *(revenue evolution)*



Good risk diversification

- By sector of activity: no sector representing more than ~5% of Group's total gross commitments[(6)]
- By business: no single business line weighing more than 14% of RWAs
- By geography: over 70% of revenues outside France with the highest concentration in North America and Belgium/Luxembourg at 14% of revenues

[(1)] *Source: Euromoney survey;* [(2)] *Source: Dealogic, by volume;* [(3)] *Source: Thomson Reuters;* [(4)] *Alpha Credit average outstandings;* [(5)] *Specialised Financing;* [(6)] *Inc. Retail*

Domestic Markets at a Glance

4 domestic networks: ~4,000 branches

~12m retail clients and 300,000 private banking clients
1.2m small businesses and 100,000 corporate clients

3 specialised businesses with leading positions in Europe

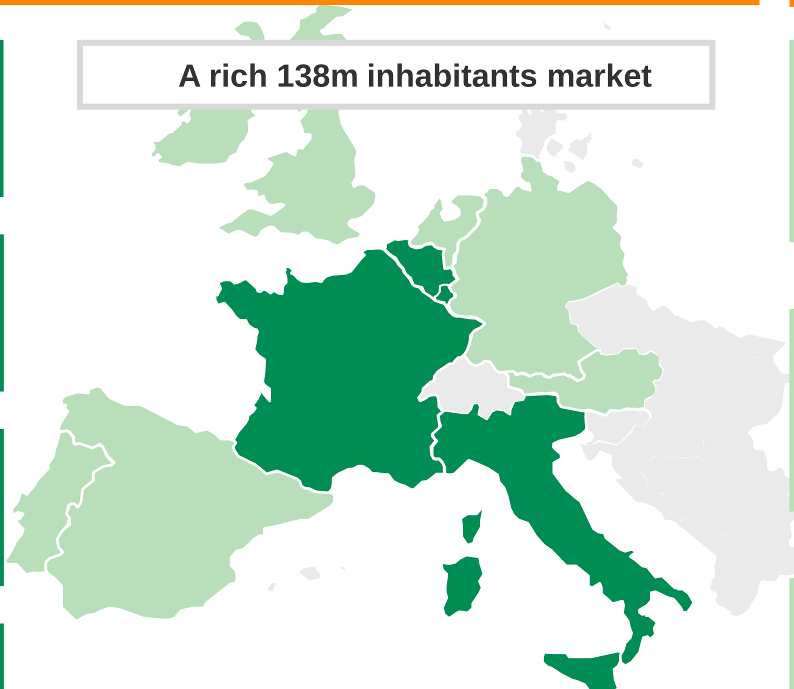
FRB
2,139 branches
7.6m clients

BRB
908 branches
3.6m clients

BGL
40 branches
0.25m clients

BNL
890 branches
2.5m clients

A rich 138m inhabitants market



Retail Banking networks and related business lines
Specialised businesses: PI, Leasing and Arval

BNP PARIBAS LEASING SOLUTIONS
#1 in Europe

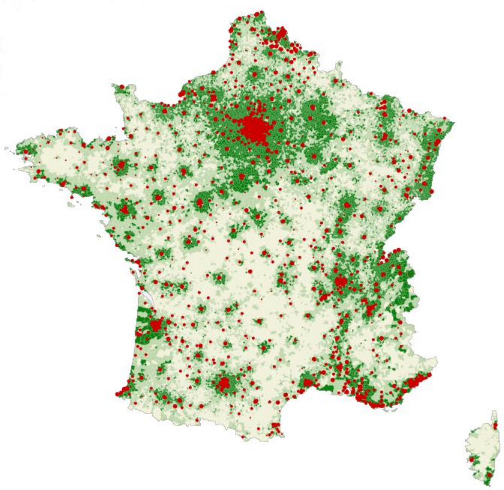
ARVAL BNP PARIBAS GROUP
#1 in France and Italy

CORTAL CONSORS BNP PARIBAS
#1 in Europe by revenues

A unique position to develop the first Multi-Domestic European Bank

Focus on Domestic Markets (1/2)
Branch Networks Distribution

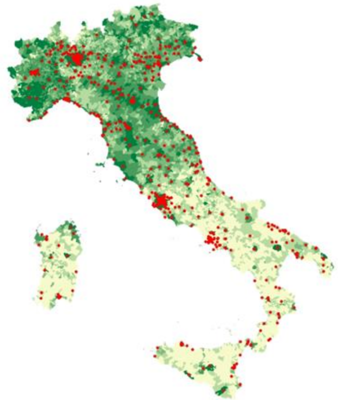
French RB



● Branches

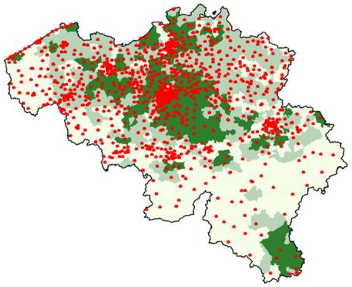
Average household income
- < 25 000 €
- 25 000 € - 32 000 €
- > 32 000 €

BNL bc



Average household income
- < 12 000 €
- 12 000 € - 15 000 €
- 15 000 € - 17 000 €
- 17 000 € - 20 000 €
- > 20 000 €

Belgian RB



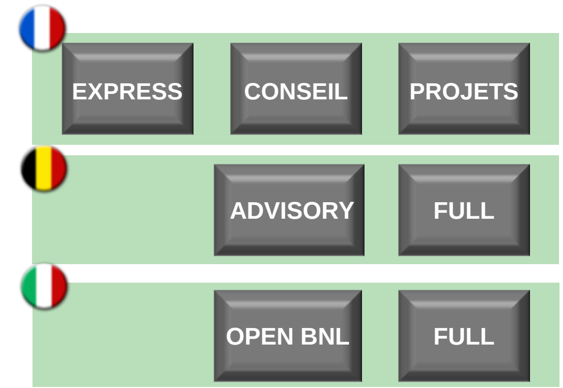
Average household income
- < 27 000 €
- 27 000 € - 30 000 €
- > 30 000 €

Mostly positioned in wealthier areas

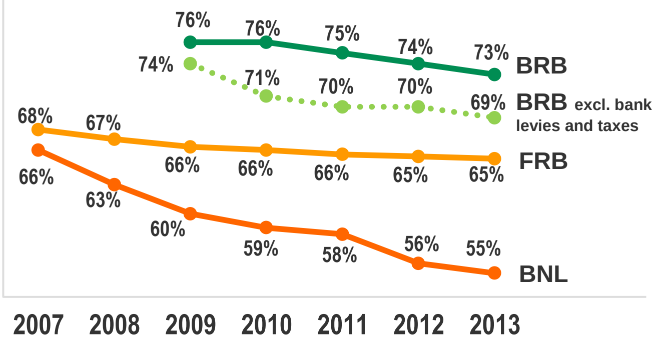
Focus on Domestic Markets (2/2)
Key Drivers

- Individual customers: anticipating new bank relationship changes
  - Develop digital innovations
  - Adapt the branch network with new formats
- Corporates: leverage our European and global organisation (One Bank for Corporates, cash management,…)
- Private Banking: continue to grow at a fast pace
  - Leveraging on up-streaming potential and focusing on entrepreneurs and corporates
- BNL: continue adapting to the economic environment
  - Focusing the commercial approach to corporates on value added segments (export companies, …), leading to significant risk reduction
- FRB: reinforce commercial drive by capitalising on areas of strength
- BRB: improve cost/income ratio thanks to the impact of the network reorganisation and managerial streamlining

Branch formats



Cost/income ratio[1]

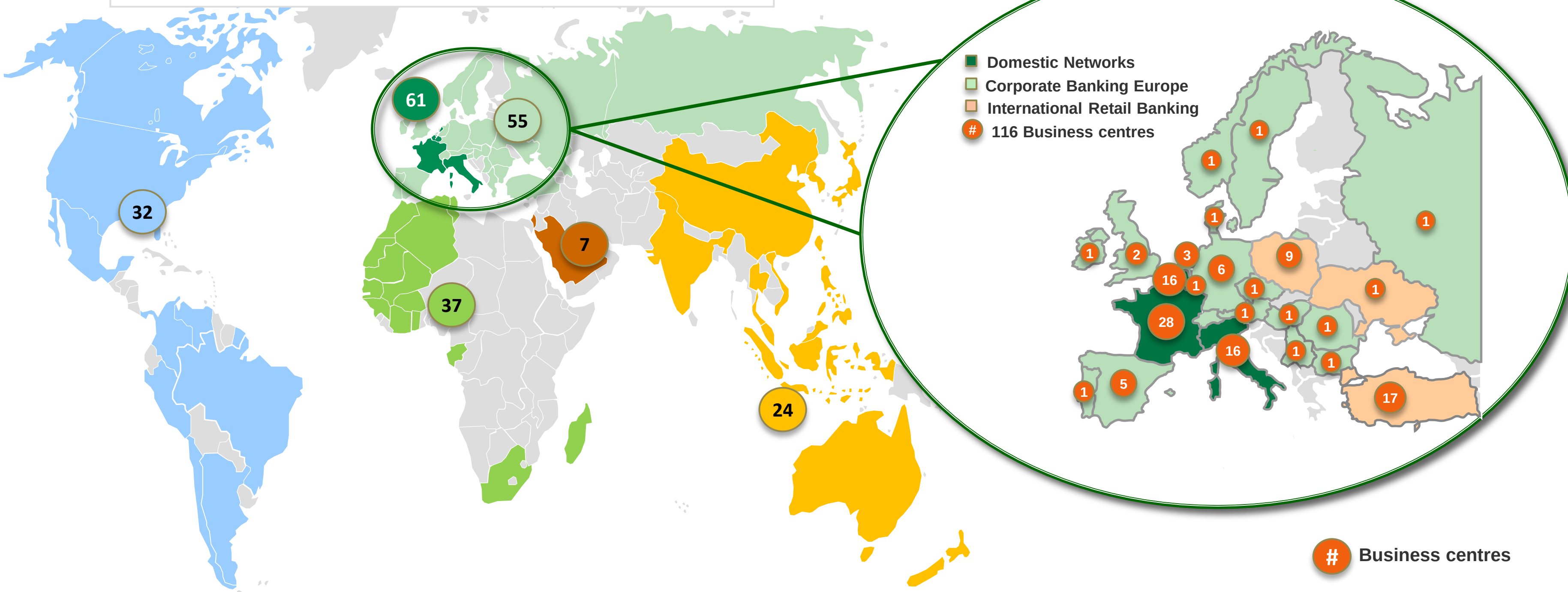


Continuing to improve efficiency in all the networks

[1] *Historical data, including 100% of Private banking, excluding PEL-CEL effect*

One Bank for Corporates

A unique network for corporate clients



- One Bank for Corporates: a network of 216 business centres, o/w 116 in Europe
- A presence in 75 countries
- Cash management: #1[1] position strengthened in Europe

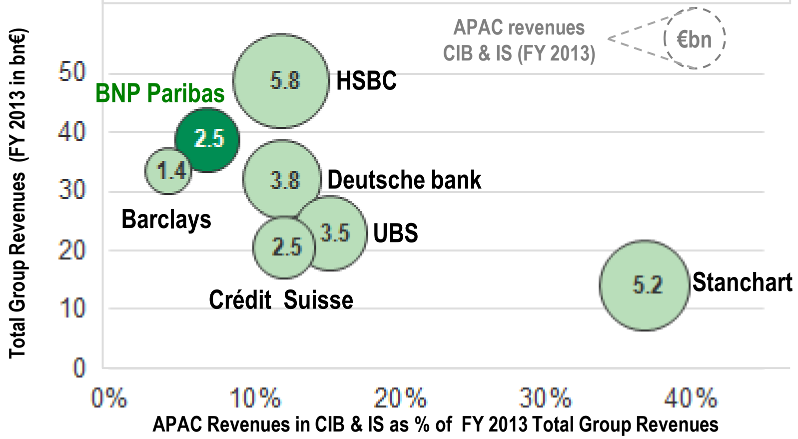
A leading position with corporates in Europe

[1] *Source: Greenwich*

BNP Paribas: a Recognised Player in Asia Pacific

- An already sizeable footprint
  - Presence in 14 countries (12 full banking licences)
  - More than 8,000 employees[1]
- 24 business centres ideally positioned to serve
  - Asian clients' needs in the region and globally
  - European and US clients in Asia
- Large CIB and Investment Solutions presence
  - Significant franchises in cash management, trade, capital markets and diversified services to investors
- A strong and diversified client base
  - ~2,000 corporate clients, ~700 MNCs[3]
  - ~700 investors and >5,000 private banking clients
- Successful long-lasting partnerships
  - China: Bank of Nanjing, Haitong Securities
  - Korea: Shinhan Financial Group
  - State Bank of India, Taiwan Cooperative Bank

Benchmark vs. European peers in Asia[2]



24 business centres

One of the best positioned international banks

[1] Excluding partnerships; [2] Disclosed figures in companies reports 2013, Deutsche bank 2013 estimates based on 2012 breakdown; [3] Multinational Companies

Roadmap for BNP Paribas in Asia Pacific

- Continue to reinforce our footprint
  - Better anchored in Asian economies, enlarging our Asian customers client base
  - Serve more the subsidiaries of our MNC clients
  - Develop relations with investors and asset owners in Asia and sell Asian markets in the rest of the world
  - Leverage partnerships to access retail customers
- Targeted approach
  - Specific focus: local corporates with international needs, financial institutions and wealthy individuals
  - Specific focus on China, India and Indonesia on top of our current hubs (HK, Singapore)
- Cross-selling at the heart of the plan
  - Between CIB and Investment Solutions and within different Group businesses

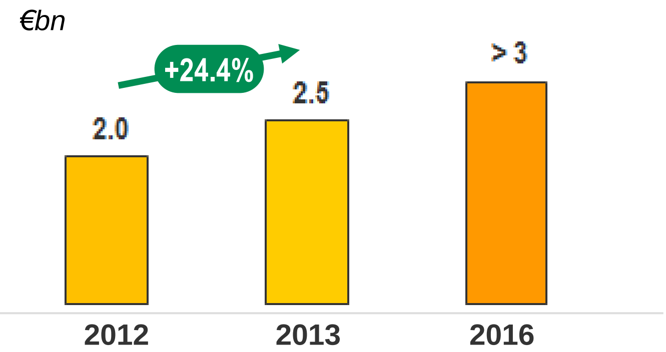
Growth targets adapted to each country

Strengthening platforms to build future development

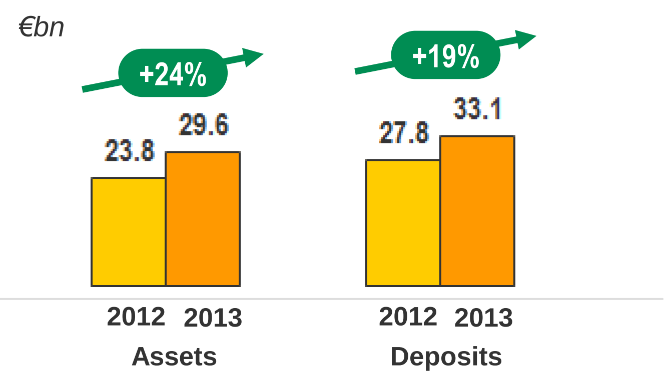
APAC plan: Where do we stand in December 2013?

- Generate over €1bn additional revenues by 2016[1]
  - +24.4% in 2013, with strong growth in all CIB and key achievements for Investment Solutions
- Strengthen the workforce (~+1,300 staff in 3 years)
  - ~+400 net increase of FTEs in 2013
- Grow financed assets (>50% in four years) with parallel increase in deposits gathering
  - Strong growth of both commercial assets and deposits thanks to a complementary mix of businesses
- Development of new partnerships in 2013
  - China: Bank of Nanjing (consumer finance and leasing), Bank of Beijing (insurance) and Geely (car financing)
  - Insurance: several partnerships signed in Korea and in Vietnam

CIB & IS revenues



Commercial assets and deposits[2]



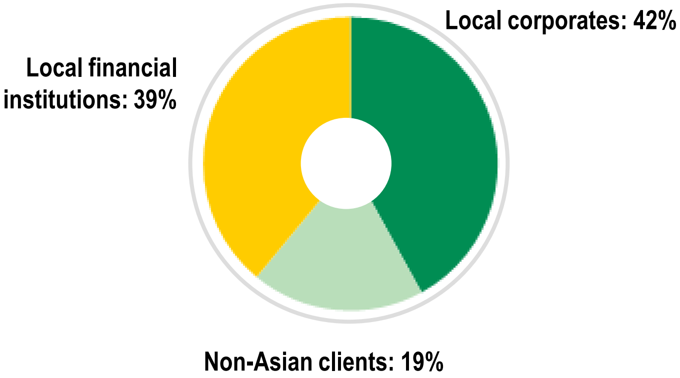
A strong first year in the execution of the plan

[1] Vs. 2012; [2] Corporates, Wealth Management and Securities Services (excluding wholesale deposits)

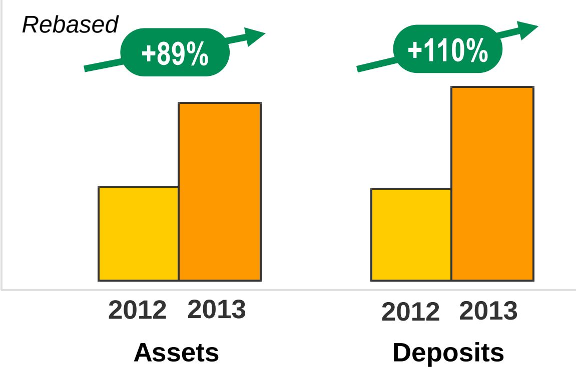
Selectively Reinforcing our Footprint

- Enlarge our footprint in Asian economies
  - Leverage and deepen the existing strong franchises with large Asian corporates
  - Pearl River Delta initiative in China, aiming at export-based Guangdong corporates
  - Launching a local corporate banking effort in specific areas in India (Mumbai, Delhi), backed by stable deposits
  - Launch of a dedicated initiative in Indonesia to increase business with local corporate clients
- Roll out One Bank for Corporates in Asia
  - 350 new clients on-boarded in 2013
  - A team of more than 50 professionals in main locations, dedicated to MNCs
  - Regional account managers to support clients which have a regional structure (e.g. regional treasury centre)
  - Focus on corporate banking needs (cash management, trade, flow hedging solutions)

2013 CIB client revenues



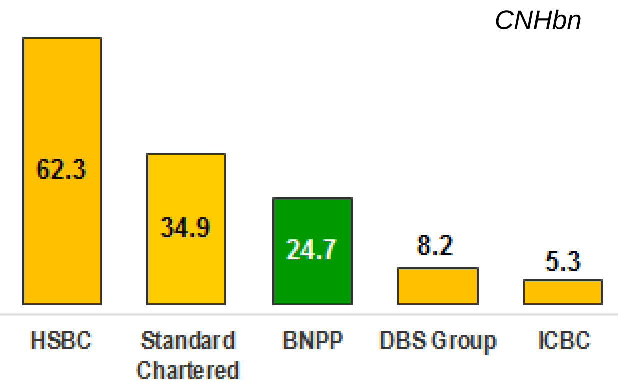
India initiative



Maintain Strong Momentum (1/2)

- Develop cash management and trade solutions
  - Launch in 2013 of Centric, the Group flow banking electronic platform (forex, payments, deposits, trade)
  - Further enhance our local capabilities with a 3 years investment plan (70m€)
- Develop further our commodities platform
  - Overall best regional commodities derivatives, Overall best regional commodities research and Overall best regional commodities sales[2]
- Reinforce Debt Capital Market platform
  - Take advantage of the growing access to capital markets by local corporates
  - Leverage our leading position on "Dim sum" bonds
- New CIB sector approach already implemented
  - Integrated sectors: Energy and Natural Resources, Transportation, Real Estate

League table "Dim sum" bonds[1] FY13 *(CNH/offshore RMB)*



Landmark transactions

vallourec	Marubeni	airtel
Vallourec (Changzhou) Oil & Gas Premium Equipments Co., Ltd. Pan China Cash	Acquisition of a 50% stake in GDF Suez Portuguese platform	Bharti Airtel Limited USD1.5bn 10Y Reg-S EUR1bn 5Y Reg-S CHF350m 6Y
Management Mandate	Exclusive Financial Advisor to Marubeni	Joint Bookrunner
March 2013	*August 2013*	*March, December 2013 March 2014*

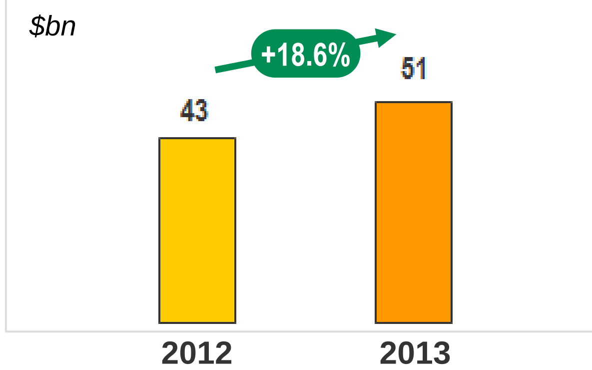
Leveraging on competitive strengths

[1] IFR/Thomson Reuters; [2] AsiaMoney 2013

Maintain Strong Momentum (2/2)

- Increase client base in Wealth Management
  - >600 new clients gained in 2013
  - Institutionalise links with CIB on referrals and deals
  - "Best foreign Private Bank" in Hong Kong in 2013[(1)]
- Continue to build up the Securities Services platform
  - Growing player, 4th consecutive year of investments in the region recognised by several major awards
  - Providing large regional players (e.g. AMP, Nikko AM) and global players (e.g. Aberdeen) with full solutions
  - Support RMB internationalisation through QFII/RQFII[(2)] business liaising with other Group entities
- Expand the Insurance franchises
  - New partnerships signed in China and Vietnam in 2013
  - Leverage strategic alliances (covering ~230m potential clients)
  - Enter into new distribution channels (retailers, automobile and web)

Wealth Management: AuM



Securities Services: awards

Best custody specialist Asia
2 years in a row

Best transfer Agent

Best Middle office
outsourcing mandate

Top rated in sub custody
2013 survey for 4 countries:

Australia
Hong Kong
India
Singapore

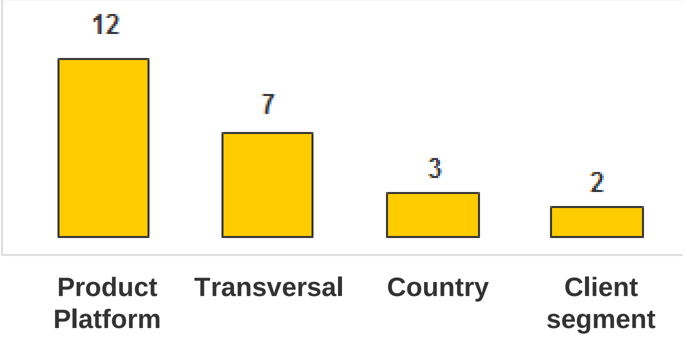
Develop offering for investors

(1) *Private banker International;* (2) *Qualified Foreign Institutional Investors and RMB QFII*

Key priorities

- Capitalise in 2014 on the good start of the plan
  - Deepen our local corporate and MNC franchises
  - Institutionalise cross-selling and cross referrals to accelerate growth
  - Further develop our partnerships
- Investing with a sustainable long term vision
  - Overall staff growth with selectivity and flexibility
  - A new training campus for the region (located in Singapore) and specific learning tracks
  - Continue to invest in IT and platforms
  - Maintain the cost/income at 2013 level
- 2016 Targets
  - Increase the already significant positive contribution to the Group pre-tax profit
  - Strengthen the franchise in the long term

24 programmes launched to monitor APAC growth



	2013[1]	2016 targets
Revenues	€2.5bn	>€3bn

A plan well underway

[1] Restated