



**BNP Paribas**  
**Proactive Management**  
**Addressing new Challenges**

Fixed Income Presentation

*Asia*

*September 2011*



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## Intrinsic strengths

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Key challenges

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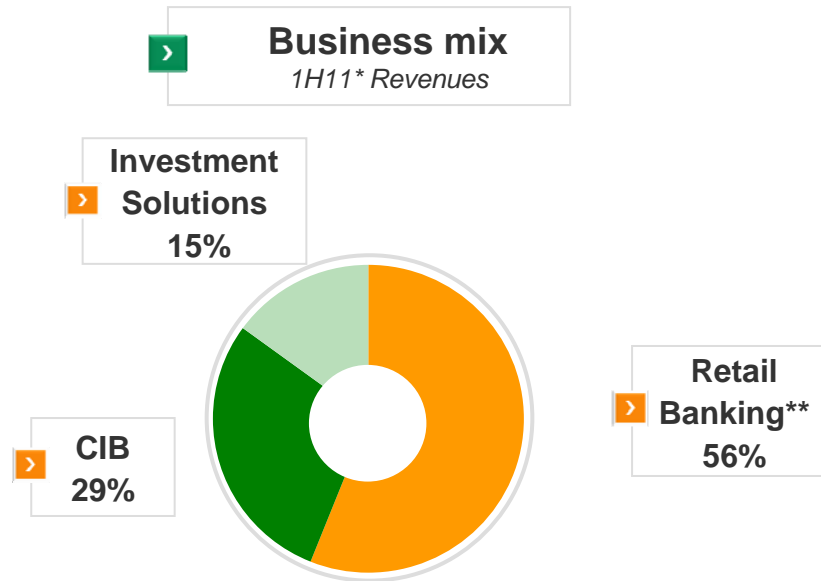
Strong business performances

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Appendices



# Group Overview - Business Mix

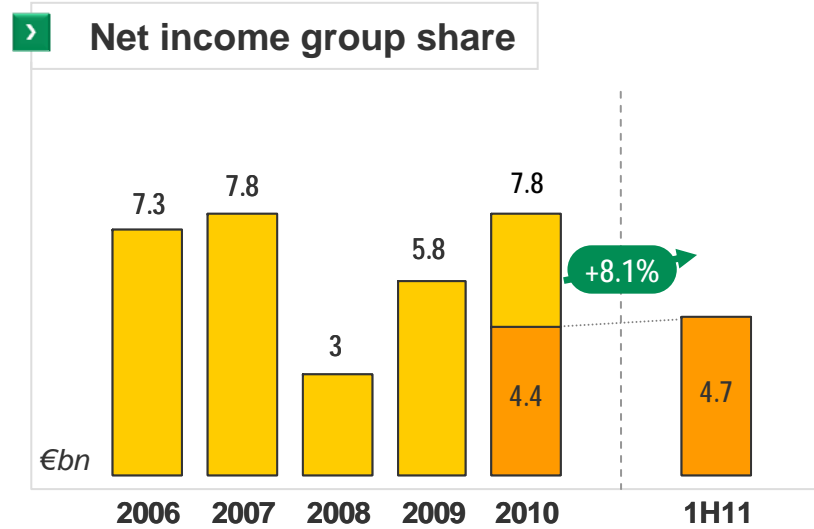


**A strong foothold in retail banking (1/2), sizable CIB (1/3) and asset gathering activities (1/6)**

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



# Consolidated Group Results

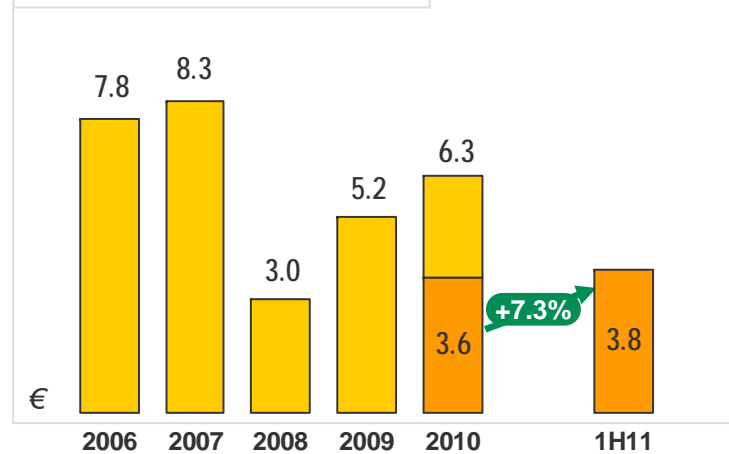


> Recurrent and strong earnings generation capacity

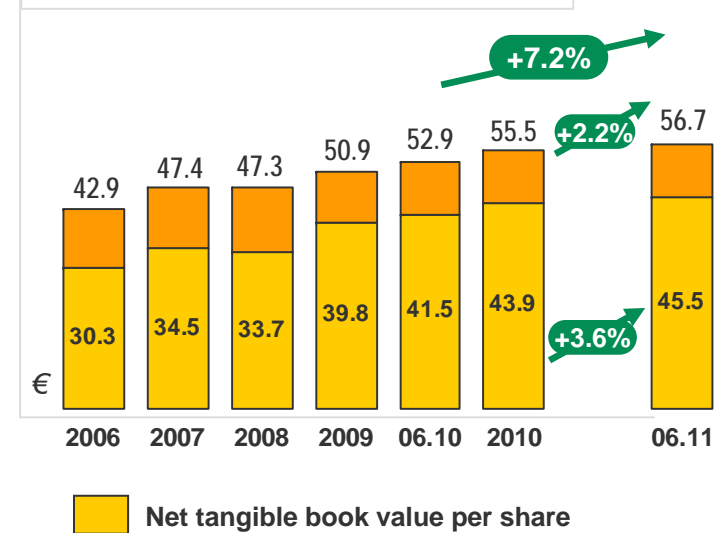


# Earnings per Share, Book Value per Share

> Earnings per share



> Net book value per share

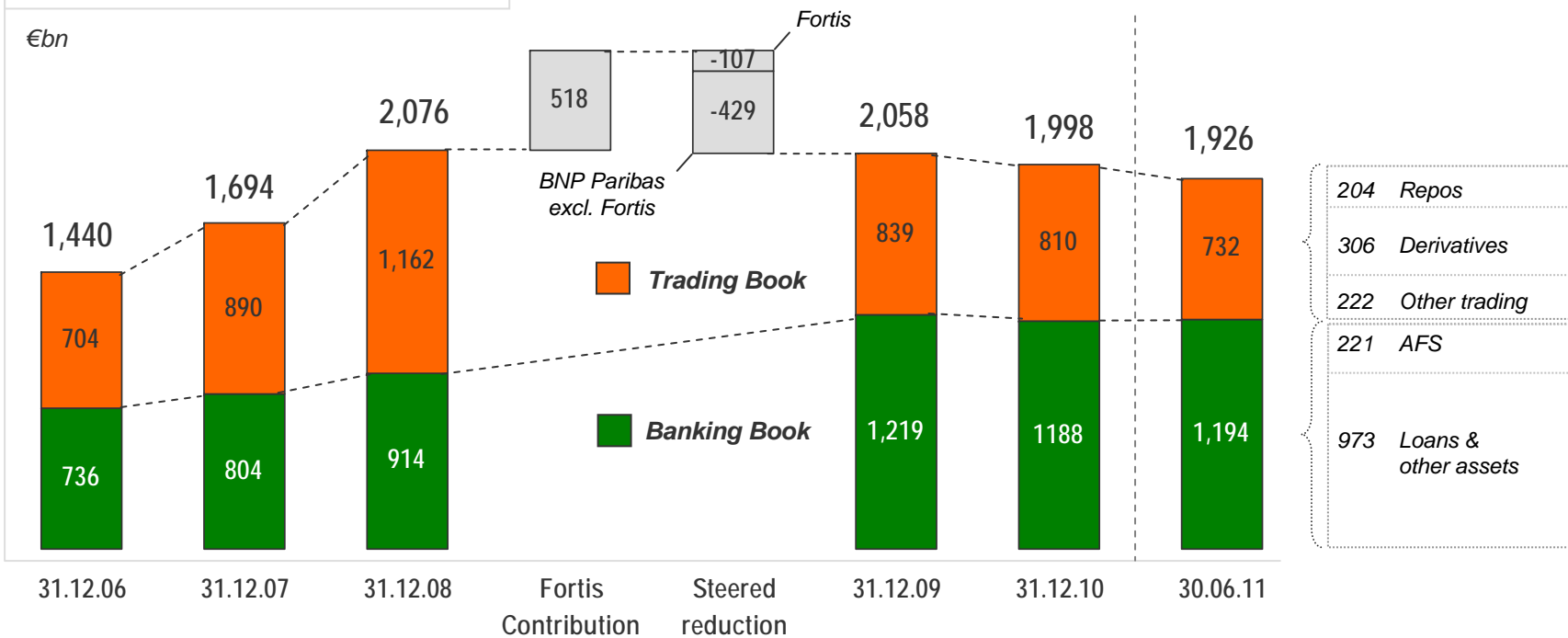


> Proven track record along the crisis



# Balance Sheet

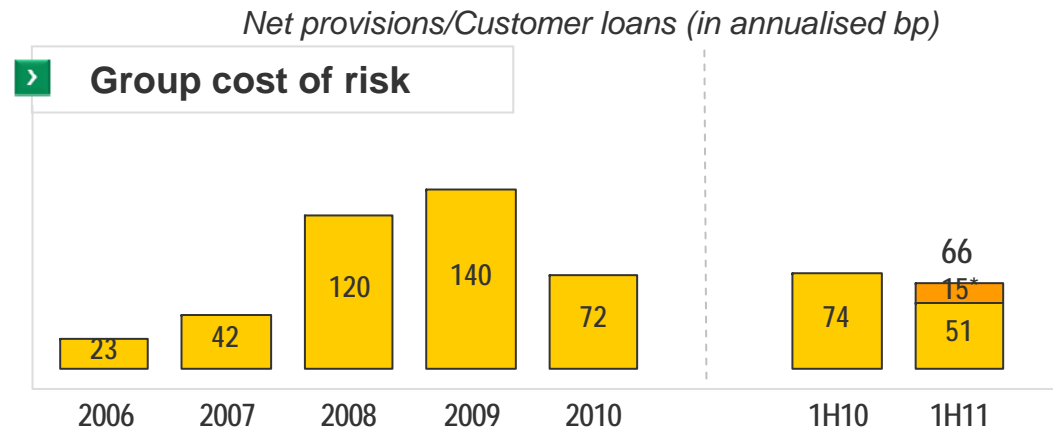
## > Balance sheet: assets



## Active balance sheet management since Fortis acquisition



# Risk Management Culture (1/2)



- Domestic Markets
  - France and Belgium: maintained at a low level
  - Italy: improving trend
- Other Retail Banking
  - Europe-Mediterranean: decrease in all regions
  - BancWest: improved quality of the loan book
  - Personal Finance: ongoing reduction
- CIB - Financing businesses: limited new doubtful loans, additional provisions offset by write-backs

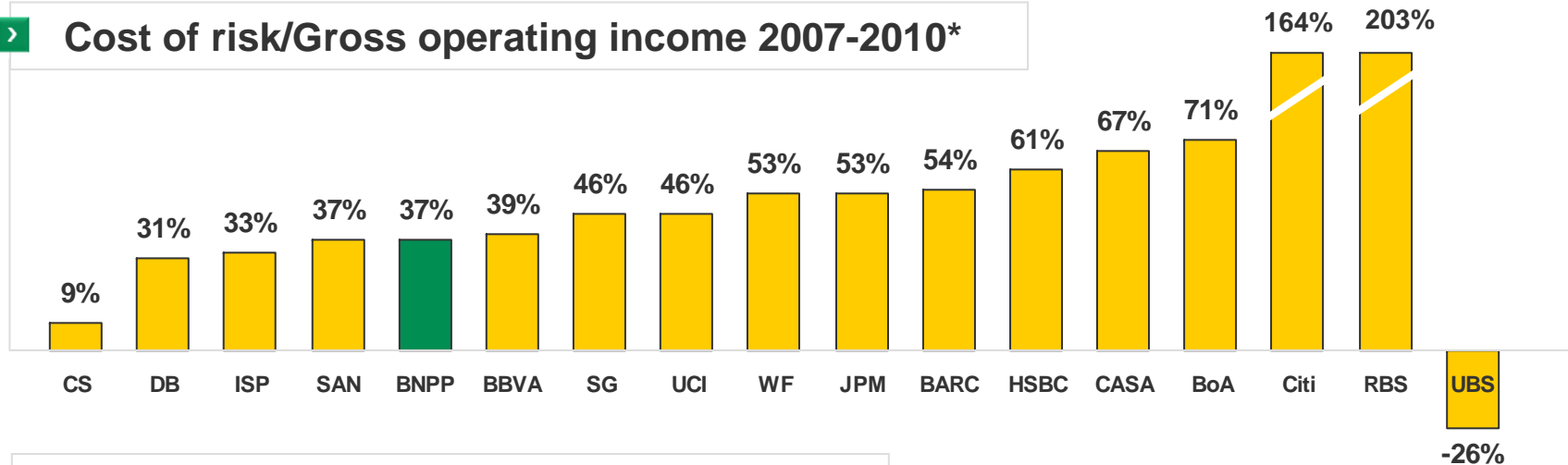
> **Decline in the cost of risk**



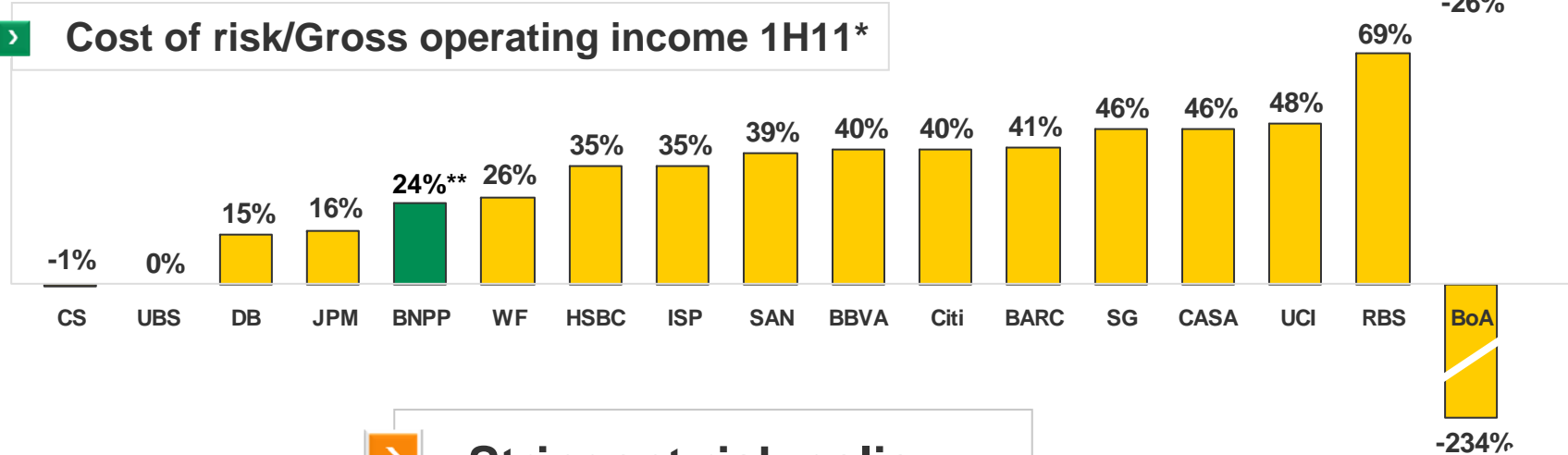


# Risk Management Culture (2/2)

> Cost of risk/Gross operating income 2007-2010\*



> Cost of risk/Gross operating income 1H11\*



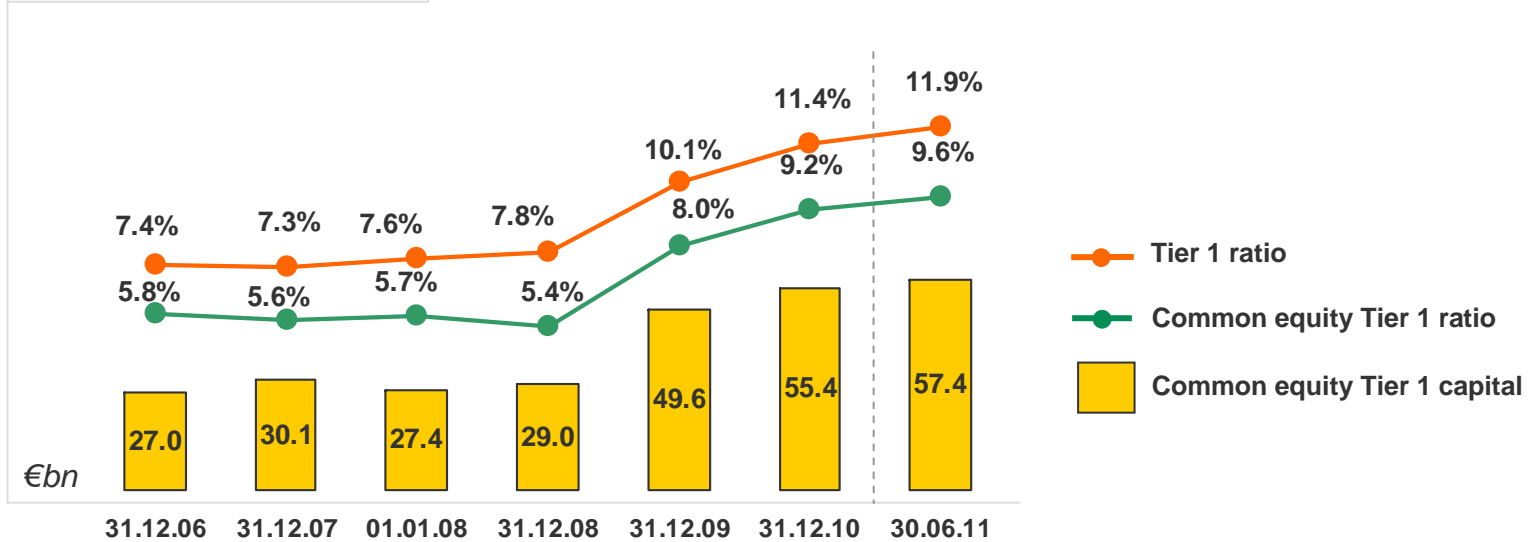
> **Stringent risk policy**

\*Source: banks; \*\*o/w Greek assistance plan impact: 5%



# Solvency

## > Capital ratios



- 2010: +120bp\* ratio increase
  - o/w 90bp resulting from common equity generation
  - o/w 30bp resulting from Risk-Weighted Assets reduction

> **Powerful capacity to generate equity & optimise asset base**

\* Including 1/3 payout paid fully in cash



# Top banking groups' and BNP Paribas' Rating

## > Top banking groups' S&P rating as of 22 September 2011

<b>AAA</b>	Rabobank (negative)	
<b>AA</b>	HSBC Bank Plc (Stable) Banco Santander (negative) BBVA (negative)	<b>BNP Paribas (negative)</b> Wells Fargo Bank N.A. (negative)
<b>AA-</b>	JPMorgan Chase Bank (stable)	Barclays Bank Plc (negative)
<b>A+</b>	Crédit Suisse (stable) Société Générale (stable) Bank of America N.A. (negative) RBS Plc (stable)	Crédit Agricole (stable) Deutsche Bank (stable) Citibank N.A. (negative) UBS (stable)

## > BNP Paribas' ratings as of 22 Sept. 2011

**Standard and Poor's**

**Fitch**

**Moody's**

### Long Term

AA (negative outlook)

AA- (stable outlook)

Aa2 (under review)

### Short Term

A-1+

F1+

P-1



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Intrinsic strenghts

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**Key challenges**

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Strong business performances

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Appendices



# Sovereign Exposures in Countries under EU-IMF plan Greece(1/2)

- €4bn\* exposure in the banking book o/w €0.5bn already impaired
  - PSI equivalent to a selective default: -21% for maturities between 2011 and 2020; new bonds capital guaranteed by a zero coupon AAA bond
- Further impairment depending on outcome of plan implementation
  - Potentially impacting Q3 accounts
- Manageable additional impact at stake (with market valuation: ~-55%\*\*)
  - €-1.7bn pre-tax
  - -15bp of common equity Tier 1 ratio, post-tax and dividend (1/3 payout assumption)



**Manageable impact  
relative to pre-tax profit of €7.4bn in 1H11**

*\*As at 30 June 2011; \*\* Assumptions considering actual characteristics of the portfolio*



# Sovereign Exposures in Countries under EU-IMF Plan Portugal & Ireland (2/2)

- Portugal (€1.4bn\*) & Ireland (€0.4bn\*) exposures in the banking book
  - Benefiting from support plans agreed on by euro zone governments, the ECB and the IMF
  - Gradual improvement in line with plans, well on track in implementing the deficit reduction measures they have committed to
- Marginal impact at stake (with market valuation: ~-30%\*\*)
  - -5bp of common equity Tier 1 ratio



## Manageable impact on solvency

*\*As at 30 June 2011;\*\* Assumptions considering actual characteristics of the portfolio*

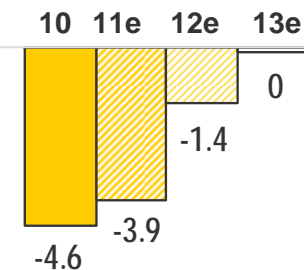


# Sovereign Exposures - Italy

- €20.8bn\* exposure in the banking book
- Fiscal deficit remained limited (4.6% of GDP)
- Household debt ratio of 65%, versus 98% on average in the euro zone
- Measures
  - 15 July: approved a €48bn deficit-busting package
  - 7 September: package upgraded to €55bn, already approved by Senate, expected to be approved on 15 September by The Lower House
  - Plan to balance the country's budget by 2013, instead of 2014

## > Estimated fiscal balance\*\*

in % of GDP



**Italy on track to fiscal balance by 2013**

\*As at 30 June 2011; \*\* Source: State



# ST Funding

## > Resources

- Significant extension of the average maturity of ST funding since the crisis
- EUR: abundant
- USD
  - ST net funding needs < 1year: €60bn\*
  - O/w €36bn from US Money Market Funds (vs €46bn as of 29 July 2011)
  - Using Fx swaps to more than offset recent reduction & shortening of resources from US MMF

## > Assets flexibility

- USD ST assets < 1y: €65bn
  - Flexibility in pricing and renewals
- Assets eligible to central banks:
  - €135bn unencumbered assets after haircuts (exclusively at the hand of the ALM)
  - Govies, CDs, loans, securitisation
  - O/w USD30bn eligible to the Fed



## Strong and solid funding in USD

\* As of 9 September 2011, net of ~€15bn excess USD cash deposited at the Fed

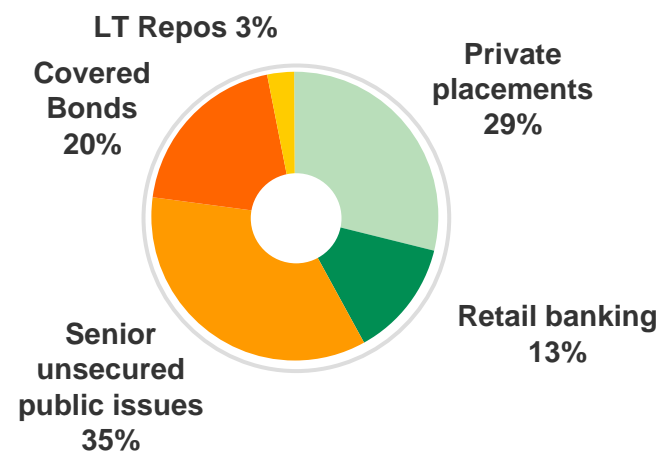




# MLT Funding

- 2011 MLT program already fully completed in July: €35bn
  - Average maturity of 6 years
  - O/w 40% in USD
- During the summer: additional €3bn issued through private placements
  - With an average maturity of 6 years
  - At mid-swap + 87bp
  - O/w 15% in USD
- Access to diversified funding sources
  - Proportion of covered bonds protecting unsecured bondholders

## > 2011 MLT Funding structure : €38bn




## > Opportunistic management of MLT funding



# MLT Funding

- Funding strategy including two covered bonds programmes:
  - Diversification of Group investor base
  - Flexibility to funding management
  - AAA rated Group instrument for investors

 <b>BNP Paribas' covered bonds programmes</b>	<b>BNP Paribas Home Loan SFH</b> (Société de Financement de l'Habitat)	<b>BNP Paribas Public Sector SCF</b> (Société de Crédit Foncier)
<b>Programme Size</b>	<b>EUR 30 Bn</b>	<b>EUR 15 Bn</b>
<b>Outstanding</b>	<b>EUR 23.2 Bn*</b>	<b>EUR 4 Bn**</b> (4 transactions)
<b>Rating (S&amp;P/Moody's/Fitch)</b>	<b>AAA / Aaa / AAA</b>	<b>AAA / Aaa / AAA</b>
<b>Pool notional</b>	<b>EUR 34,2 Bn*</b>	<b>EUR 4,1 Bn**</b>

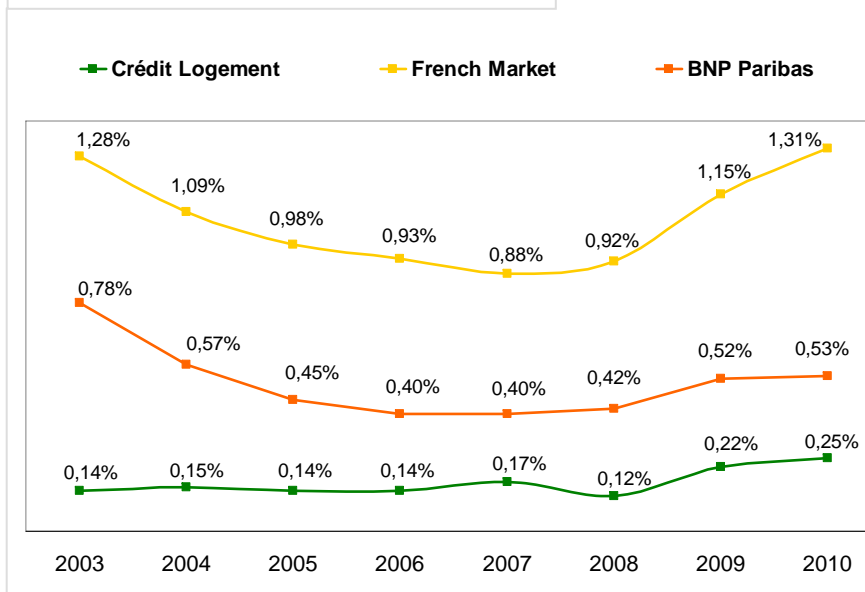
\*As at August 2011 \*\*As at June 2011



# MLT Funding

- Strong measures to protect covered bonds investors:
  - High quality collateral
  - Senior ranking to all other creditors
  - Structural enhancement of the programmes
  - Bankruptcy remote from BNP Paribas
- Two programmes based on BNP Paribas best quality assets
  - SFH: French residential home loans (first line mortgage or home loans guaranteed by Credit Logement)
  - SCF: Strong and diversified loans, backed by AAA sovereign

## > SFH: Doubtful home loans\*



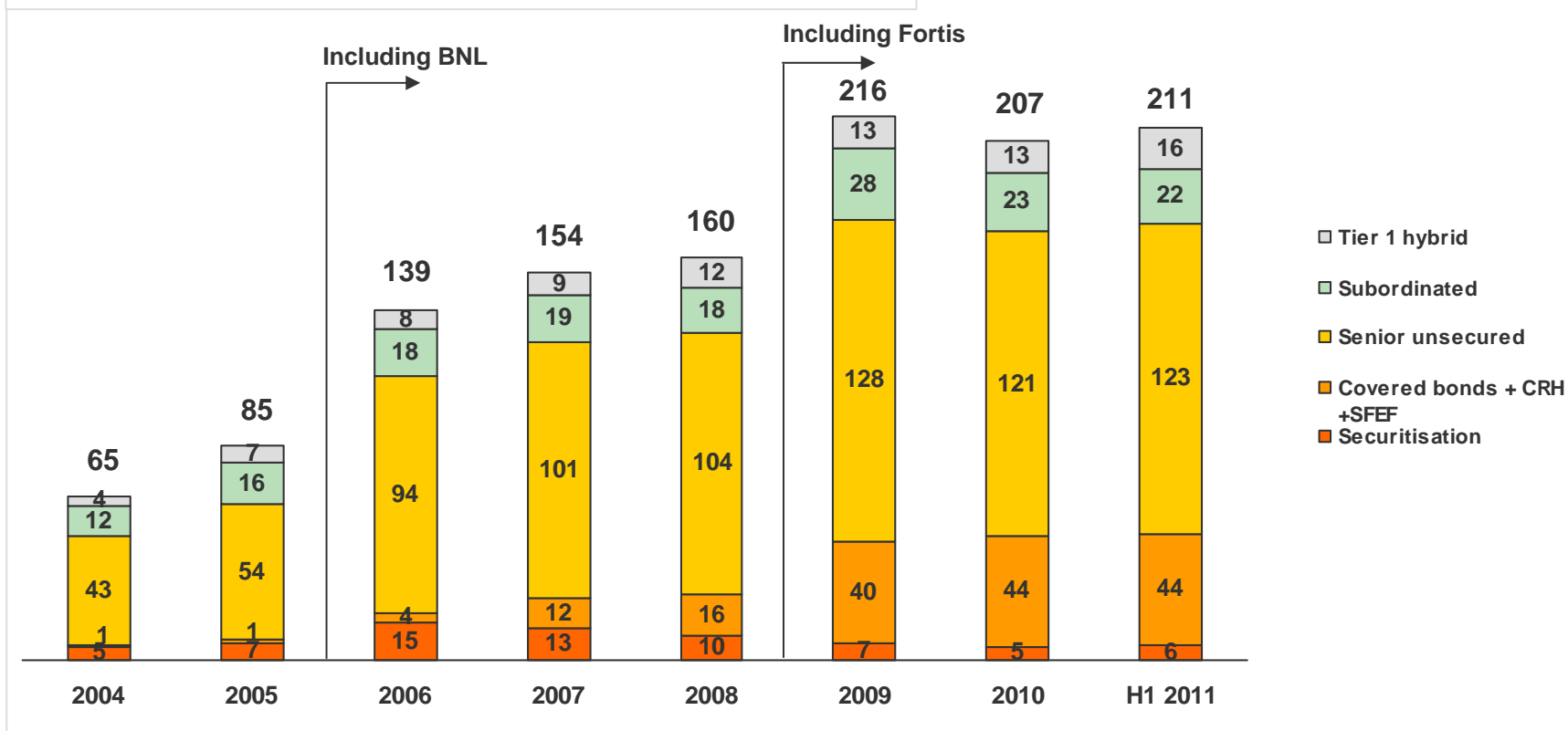
## > Constant search of diversified funding sources

\*Source: BNP Paribas, Banque de France (6 months in arrears)



# MLT Funding

## > Medium and Long Term outstanding funding



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

> Funding programme has evolved with the Bank's growth



# Group's Pro-active Adaptation & Deleveraging

- Since early 2011, the Group has taken actions to adapt the business model to the new liquidity, solvency and leverage environment
- CIB USD liquidity specific action plan
  - USD22bn reduction, already realised in 1H11
  - Additional USD60bn reduction targeted by end 2012
- Global asset optimisation plan to reduce leverage
  - CIB USD liquidity specific action plan (see above)
  - Refocus businesses on strategic activities, including active portfolio management
  - Objective: +100bp of additional Common Equity Tier 1 by end 2012 (vs. 30.06.2011)
    - Equivalent ~ €70bn of RWA reduction
    - Equivalent ~ 10% deleveraging



**Group's fully-loaded Basel 3 common equity  
Tier 1 ratio objective: 9% as of 01.01.2013**



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Intrinsic strenghts

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Key challenges

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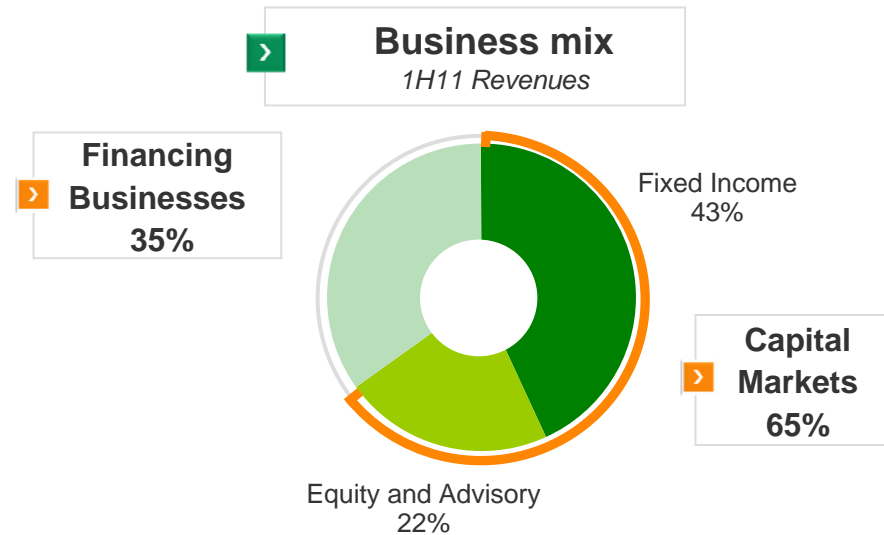
**Strong business performances**

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Appendices



# Corporate and Investment Banking



- Cost/income ratio: still the best in the industry in 1H 2011
  - Including the deferred and conditional part of variable compensation (payable in 2012, 2013,..)

**A diversified and client-centric business model**



# CIB: Basel 2.5 & Basel 3

- RWA: €179bn as at 30.06.2011
  - 30% of Group's total RWA
  - O/w Capital markets (€71bn): only 12% of Group's total RWA  
o/w market risk RWA: <2% of Group's total RWA
- Limited impact of Basel 2.5 & Basel 3: ~+€70bn additional RWA
  - VaR: €47m as at 30.06.2011
  - Reclassified legacy assets: only €4.8bn as at 30.06.11; flat shadow P&L\*
  - Securitisation: already included in RWA (no deduction from capital 50/50)
  - Counterparty risk already calculated with a stressed scenario
- Day-to-day optimisation already initiated
  - RWA: -€22bn since 30.06.2010



**Basel 2.5 & Basel 3 RWA:  
limited impact and proactive management already initiated**

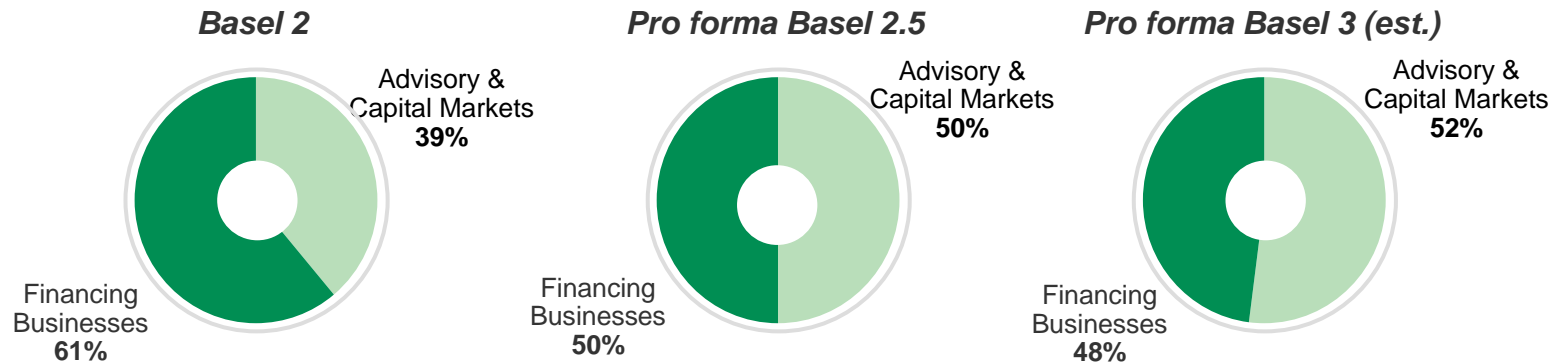
*\* If no reclassification had been implemented, the aggregate pre-tax income since the first reclassification would have been quite similar*





# Corporate and Investment Banking

## > Business mix 1H11 Allocated Equity



● 2010 pre-tax ROE 38%

32%

~30%

~20% *Depending on the SIFIS surcharge*



**Positioned to remain profitable in the new regulatory environment**



# CIB - Pro-active Adaptation & Deleveraging

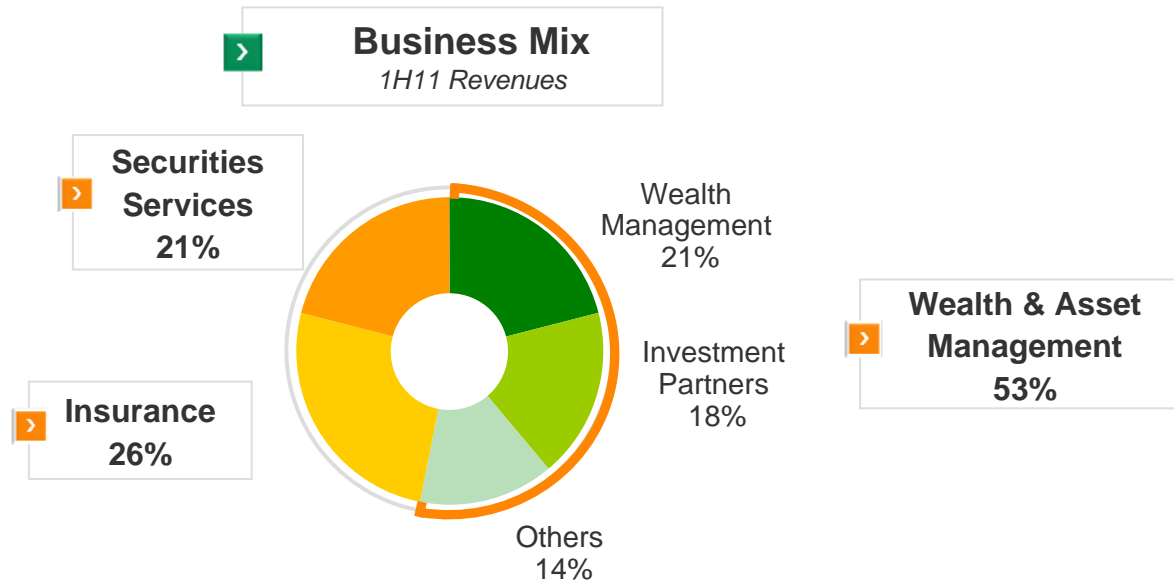
- 1H11 achievements: USD 22bn liquidity reduction, mainly in Capital Markets activities
- 2012 target: deleverage by an additional USD60bn (o/w 1/3 by end 2011)
  - Asset repricing
  - Strict origination policies
    - Increased discipline at origination for all medium term loans
    - Increased selectivity for short-term facilities
  - Asset sales and business disposals
- Leverage the FI-DCM platform to take advantage of the disintermediation trend
- Leverage global Cash Management platform to extend customer base deposit
- Efficiently adjust, in that context, the CIB cost base



## Positioning CIB for the new environment



# Investment Solutions



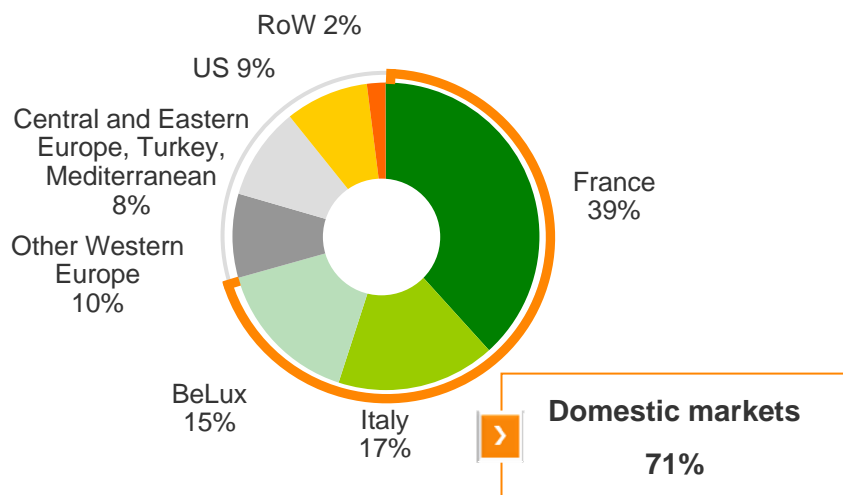
- Resilient business model
  - Integrated model with excellent complementary fit between businesses
- 2010 pre-tax ROE: 31%
  - Low capital consumption businesses

**> Integrated model generating strong profitability**



# Retail Banking

## Geographic Mix 1H11 Revenues\*



## 1H11/1H10 (at constant scope and exchange rates)

● Revenues*	+3.3%
● Cost/Income* (59pt):	-0.2pt
● Cost of risk*	-20.9%
● Pre-Tax Income**	+27.2%
● 1H11 Pre-tax ROE	25%

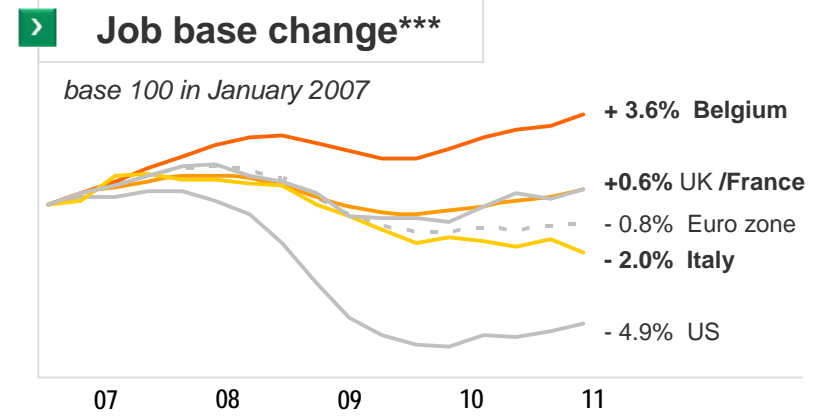
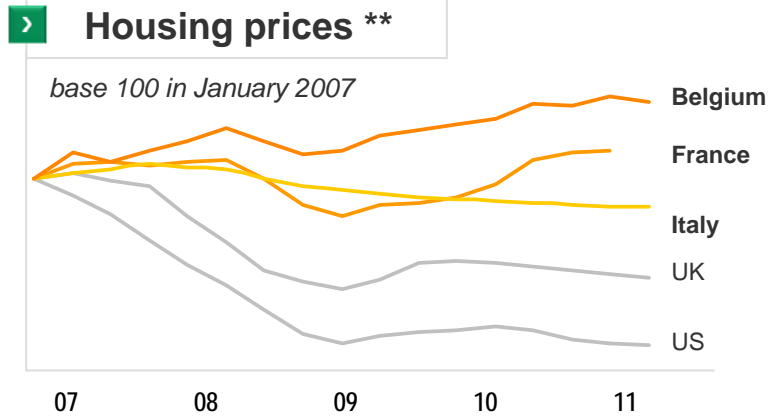
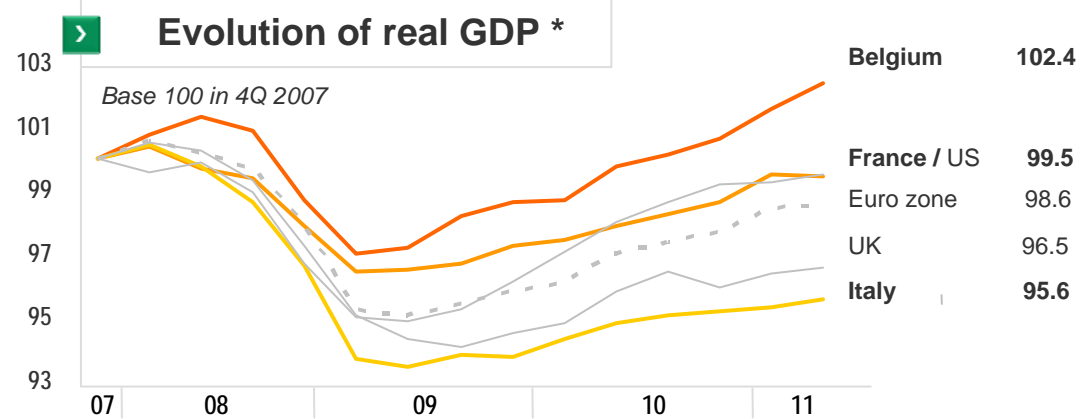
**Strong cash flow generation capacity  
in sound markets**

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

\*\* Including 2/3 of Private Banking in France, Italy and Belgium



# Domestic Retail Markets (1/2)



**Moderated impact of the crisis in our domestic markets despite fiscal discipline, recovery under way**

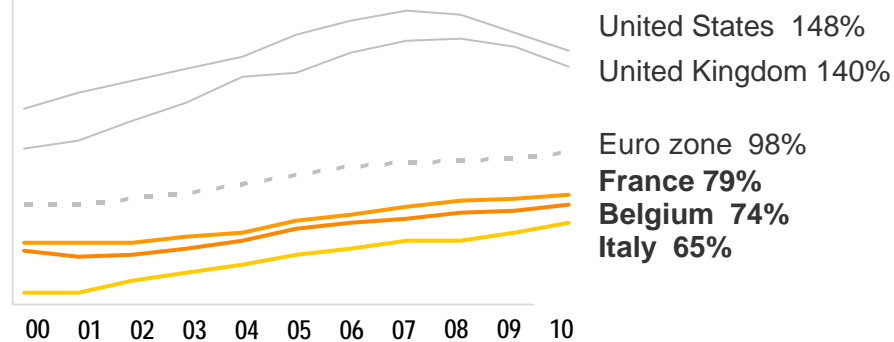
\* Source: States and Eurostat; \*\* States; \*\*\* Source: Eurostat, BLS, ONS



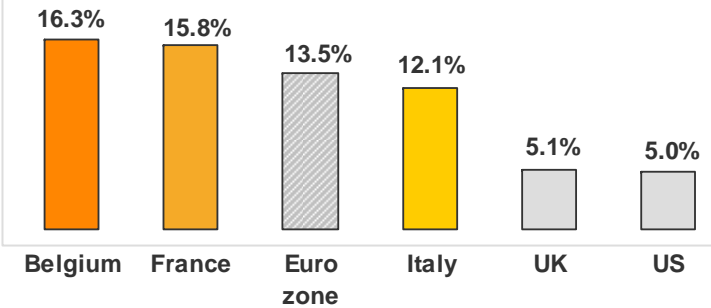
# Domestic Retail Markets (2/2)

## > Household debt\*

in % of gross disposable income



## > Gross savings rate in 1Q11\*\*



- Low level of household debt
  - Potential room for further lending

- High savings rate
  - Potential room for further selling savings products, including deposits

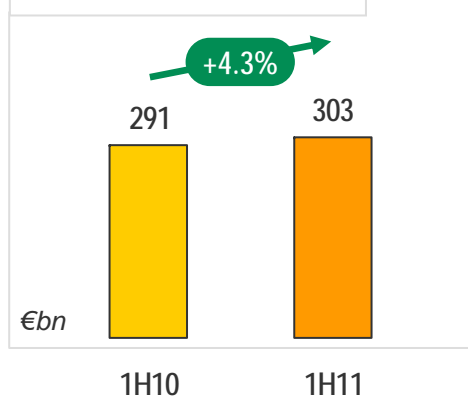
## > Wealthy and sound domestic markets

\* Source: Banque de France, Belgostat for Belgium \*\* Source: Eurostat for euro zone, US Bureau of Economic Analysis

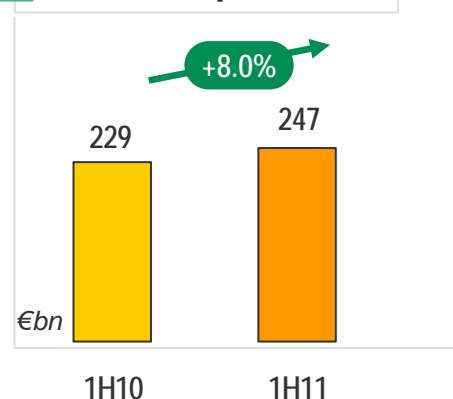


# Domestic Retail Networks (France, Italy, BeLux)

## > Total loans



## > Total deposits



- Good volumes
  - Deposits: strong inflows in current accounts (+6.1% vs. 1H10)
  - Loans: +4.3% vs. 1H10, o/w +9.2% in mortgages
- Sound mortgage markets
  - Mainly fixed rates
  - Based on affordability rate
  - Well guaranteed, very low delinquencies

> **Good volume growth in domestic markets**



# Retail Banking - Pro-active Adaptation & Deleveraging

- Initiated early 2011, exit from
  - Long-term funding businesses lacking cross-selling opportunities
  - Businesses lacking repricing capacity
  
- Personal Finance
  - Downsize mortgage specialized businesses
    - Hungary, The Netherlands, Norway, Spain and Switzerland
    - Brokers' activity in France
  - Refocus domestic markets' mortgage activity on retail networks and increase cross-selling: France, Italy, Belgium
  - Impact of the adaptation measures on the €30bn identified portfolio: €9bn by end 2012
  
- Equipment Solutions
  - Exit from leasing non core perimeters (Real Estate leasing, Specific asset leasing - yachts, Business Jets, etc) and subscale countries (UK, Hungary, Switzerland)
  - Impact of the adaptation measures on the €6bn identified portfolio: €3bn by end 2012



**Process already under implementation**





# Conclusion

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**Proactive management of liquidity**



**Adaptation to the new regulatory environment**



**9%\* common equity Tier 1 ratio target as at 01.01.2013**



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Intrinsic strenghts

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Key challenges

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Strong business performances

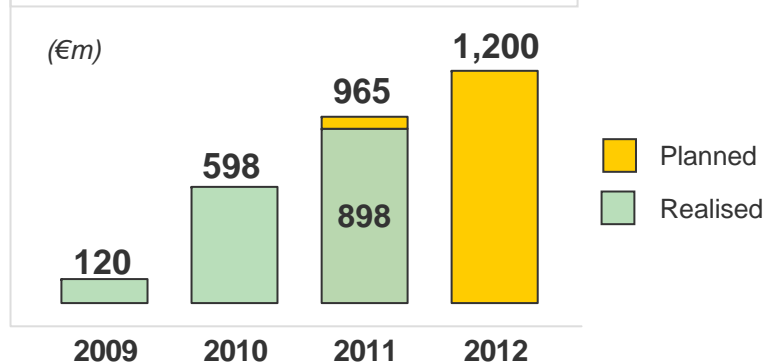
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**Appendices**

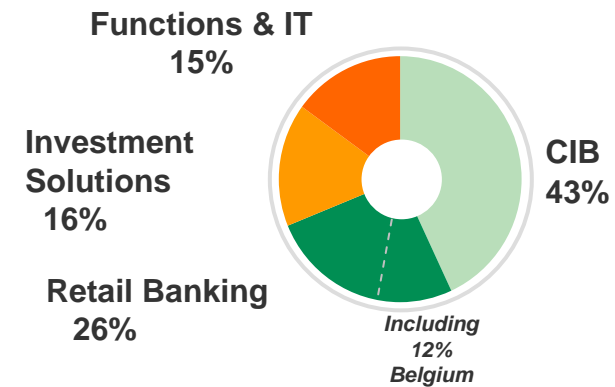


# BNP Paribas Fortis Synergies

## > Net cumulative synergies



## > Breakdown of synergies by business unit in 2012



- Cumulative synergies as at 30 June 2011: €898m
  - Still €300m to be booked by end 2012
- Restructuring costs already booked as at 30 June 2011: €1.3bn
  - Out of a total of €1.65bn to be fully booked by the end of 2011



**+€500m  
GOI  
2012/2011**

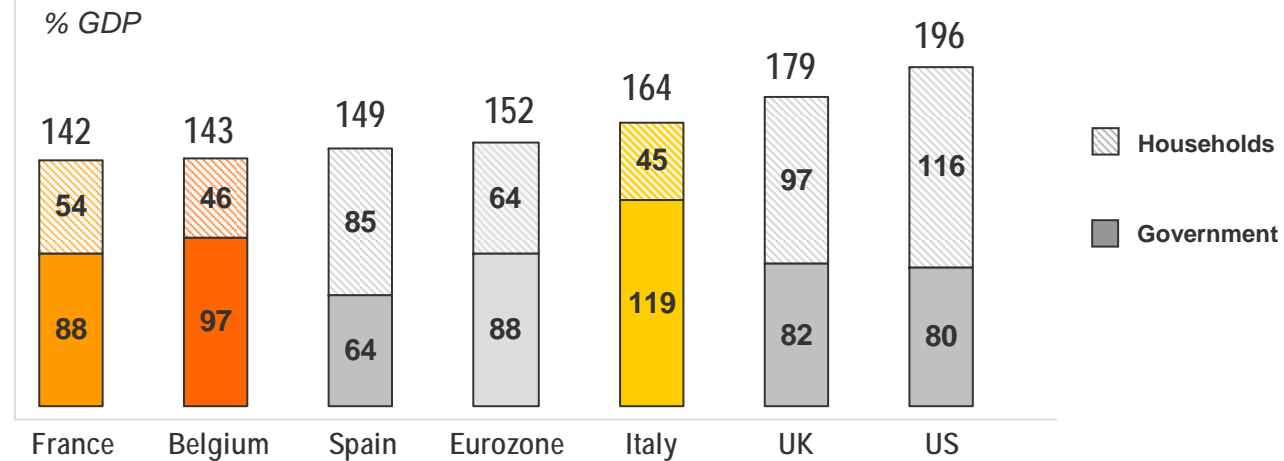
**> Full impact of synergies in 2012  
supporting Group's results**

*\* Booked in Corporate Centre*

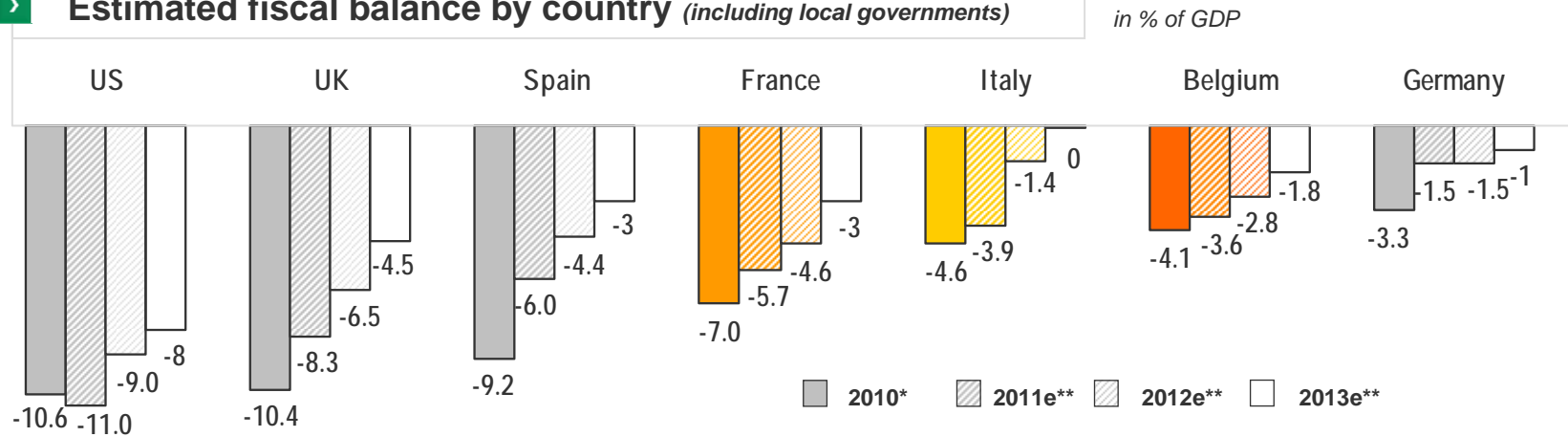


# Consolidated Debt & Fiscal Balance by Country

## Government and Households debt (2010)\*



## Estimated fiscal balance by country (including local governments)



\*Source: Banque de France; \*\* Source: States, estimates for US as there is no official plan encompassing total public deficit



# Euro Zone Sovereign Exposures

*In €bn  
as at 30 June 2011*



## Banking book

<b>Austria</b>	<b>1.0</b>
<b>Belgium</b>	<b>17.1</b>
<b>Cyprus</b>	<b>0.0</b>
<b>Estonia</b>	<b>-</b>
<b>Finland</b>	<b>0.4</b>
<b>France</b>	<b>15.0</b>
<b>Germany</b>	<b>4.0</b>
<b>Greece</b>	<b>3.5*</b>
<b>Ireland</b>	<b>0.4</b>
<b>Italy</b>	<b>20.8</b>
<b>Luxembourg</b>	<b>0.0</b>
<b>Malta</b>	<b>-</b>
<b>The Netherlands</b>	<b>8.5</b>
<b>Portugal</b>	<b>1.4</b>
<b>Slovakia</b>	<b>0.0</b>
<b>Slovenia</b>	<b>0.0</b>
<b>Spain</b>	<b>2.8</b>

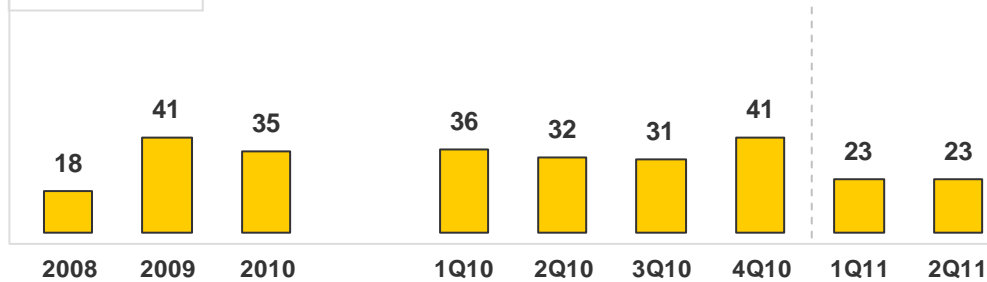
*\* Including impairment as at 30 June 2011*



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

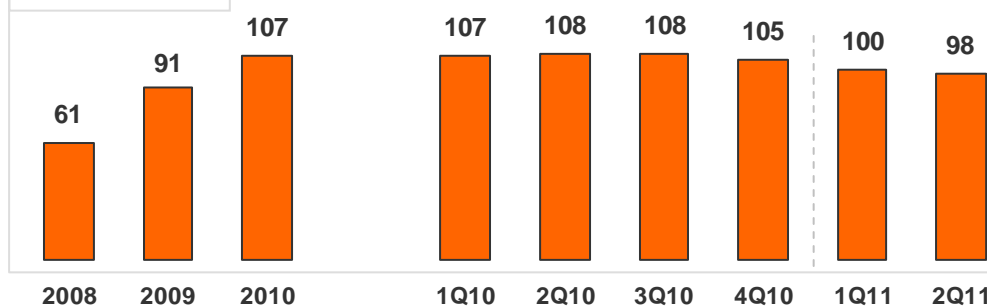
Net provisions/Customer loans (in annualised bp)

## FRB



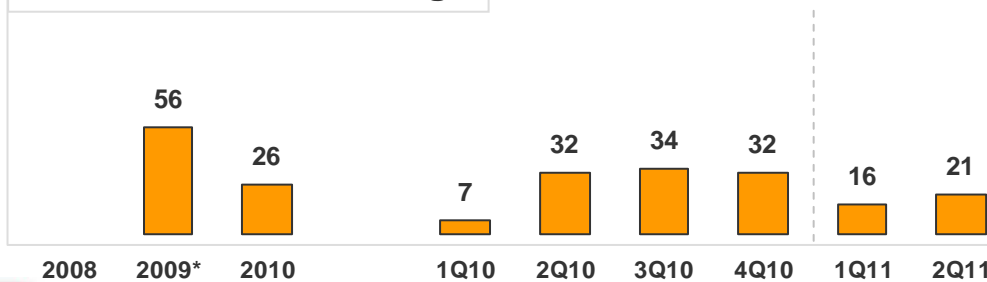
- Cost of risk: €81m
  - -€30m vs. 2Q10
  - +€1m vs. 1Q11
- Maintained at a low level this quarter

## BNL bc



- Cost of risk: €196m
  - -€9m vs. 2Q10
  - -€2m vs. 1Q11
- Improving trend

## BeLux Retail Banking



- Cost of risk: €46m
  - -€20m vs. 2Q10
  - +€11m vs. 1Q11
- Maintained at a low level this quarter

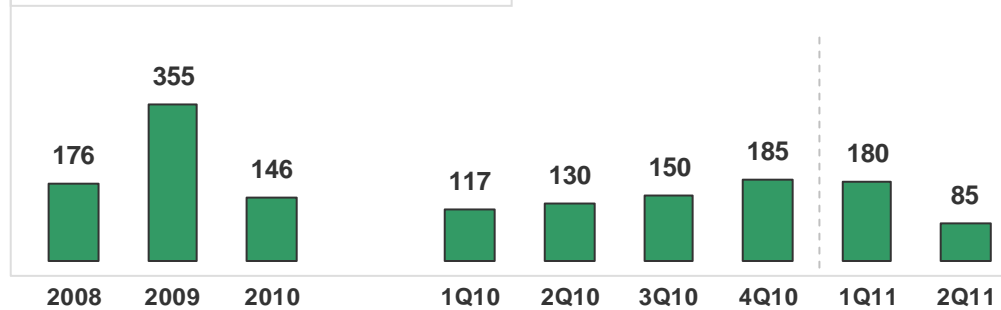
\* Pro-forma



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

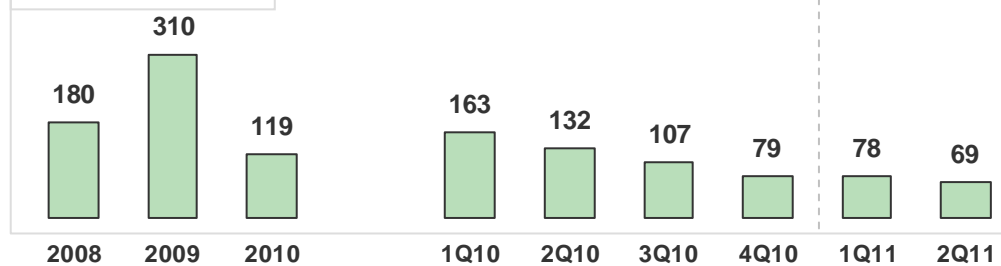
Net provisions/Customer loans (in annualised bp)

## > Europe-Mediterranean



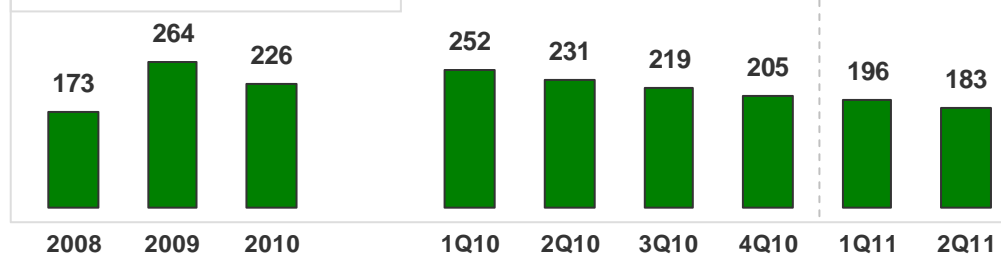
- Cost of risk: €47m
  - -€29m vs. 2Q10
  - -€56m vs. 1Q11
- Decrease in all regions this quarter

## > BancWest



- Cost of risk: €62m
  - -€65m vs. 2Q10
  - -€13m vs. 1Q11
- Continuing loan book improvement

## > Personal Finance



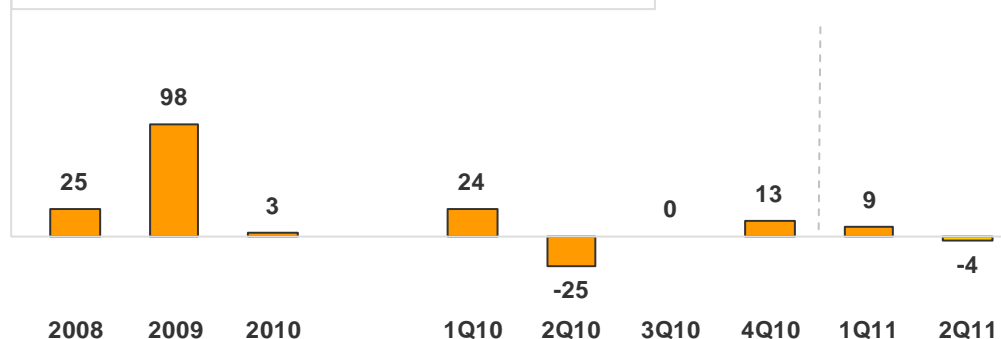
- Cost of risk: €406m
  - -€80m vs. 2Q10
  - -€25m vs. 1Q11
- Ongoing reduction



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

Net provisions/Customer loans (in annualised bp)

## > CIB Financing businesses



- Cost of risk: write-back of €14m
  - Compared to write-back of €98m in 2Q10
  - Compared to provision of €37m in 1Q11
- Limited new doubtful loans, additional provisions more than offset by write-backs

