

DEEP DIVE

COMMERCIAL & PERSONAL BANKING – FRANCE CPBF

26 June 2025



BNP PARIBAS

The bank for a changing world



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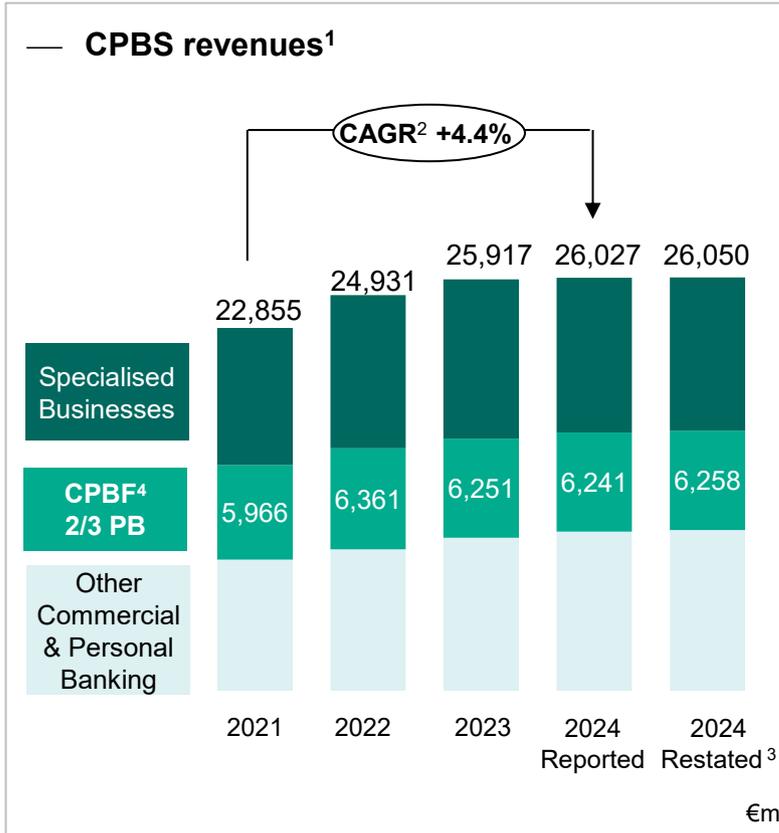


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INTRODUCTION | CPBF at the heart of CPBS roadmap



- ### CBPS Strategic Plan
- Implement our strategic roadmap for **CPBF*** and **PF**: focus on driving profitability
 - Strengthen our positions in the **Corporate and Private Banking** segments
 - Further strategic repositioning of **Retail activities**
 - Accelerate profitable growth in **specialised businesses**
- ### CPBF Strategic Plan
- Leverage** our leading Corporate Banking and Private Banking franchises
 - Transform** our Retail Banking model
 - Improve profitability** with targeted investments and efficiency levers

CPBS^{3,4} contribution to 2024 Group results

% Group revenues	% Group pre-tax income	% RWA	RONE (pre-tax) ⁵
53%	44%	55%	12.7%

*The plan has been presented to the works council for consultation

INTRODUCTION | New strategic plan to better address shift in clients' needs, improve profitability and adapt to the competitive landscape

— Market trends

French market highly dominated by volume-strategy driven mutualist banks

Acceleration in shifting clients' needs

- Clients value **digitalisation**, expertise and proactivity over dedicated relationship manager
- **85%** of our individual clients are mobile App frequent users¹ with increased digital interactions: **970m** digital connexions in 2024 (+50% vs. 2020)

Increase in competition from online banks / neobanks outperforming traditional banks in 2024 on loyalty and proximity criterias²

— CPBF priorities

Leverage our leading franchises

- **Corporate Banking:** reinforce leadership on Large & Mid-Caps and grow SME franchise
- **Private Banking:** consolidate our leadership and accelerate Digital Private Banking growth

Transform our Retail Banking model

- **Accelerate** investments for enhanced digital experience
- **Upgrade** our client franchise, focusing on delivering value
- **Transform** our coverage and operating model

Improve profitability with targeted investments and efficiency levers

- **Accelerate** investments in Tech & AI platforms
- **Scale** CPBF & Group offers platforms
- **Invest** in human expertise to deliver more value for our clients

#1 on high-value segments

Best-in-class expertise

Best-in-class quality of service

NPS³ > market average

INTRODUCTION | CPBF strategic plan will raise profitability to >17% RONE by 2028

	2024 ¹	2028
	100% excluding PEL / CEL	
1 Revenues	€6.6bn	>+5% 24-28 CAGR
2 Jaws Effect	+1 pt	+3-4 pts on average over 24-28
3 Cost of risk	29 bps	<25 bps 24-28
4 RWA ²	€102.8bn	~+2% 24-28 CAGR
RONE³	9.8%	>17%

— 24-28 Growth drivers

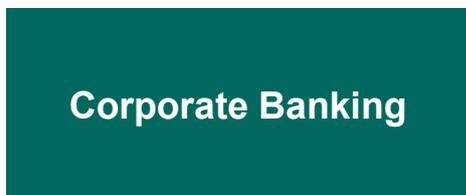
- **Revenue** growth expected >+5% 24-28 CAGR; strong growth every year, though not linear
- **Conservative** assumptions for loans and deposits growth
- **NII to overtake fees** as main source of revenue growth
- Similar trends at 100% and 2/3 of Private Banking

— Profitability

- **Cost discipline:** Jaws effect, investments costs included in the CPBF trajectory
- **Capital allocation** discipline to most profitable franchises: Corporate and Private Banking
- **Cost of risk expected to be stable** across the cycle, base effect in 2024 due to a specific file
- **Strong RONE improvement in Retail**

INTRODUCTION | CPBF is the Group entry point for high-value segments and a key contributor to Group cross-selling

Leading positions on high-value segments in France



#1 Corporate segment



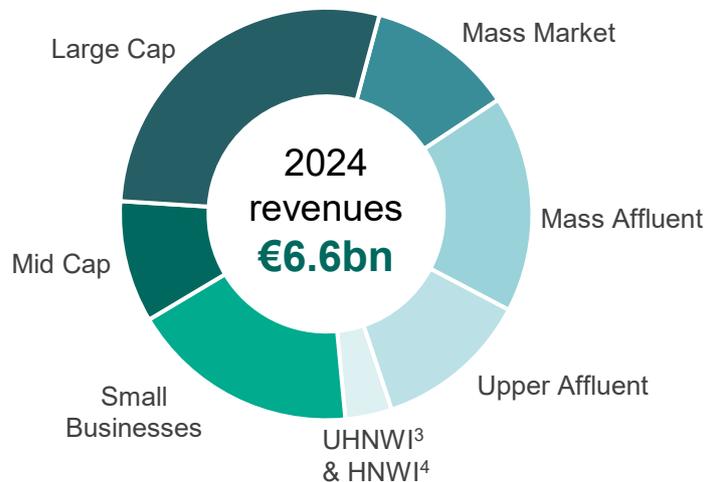
#1 Private segment



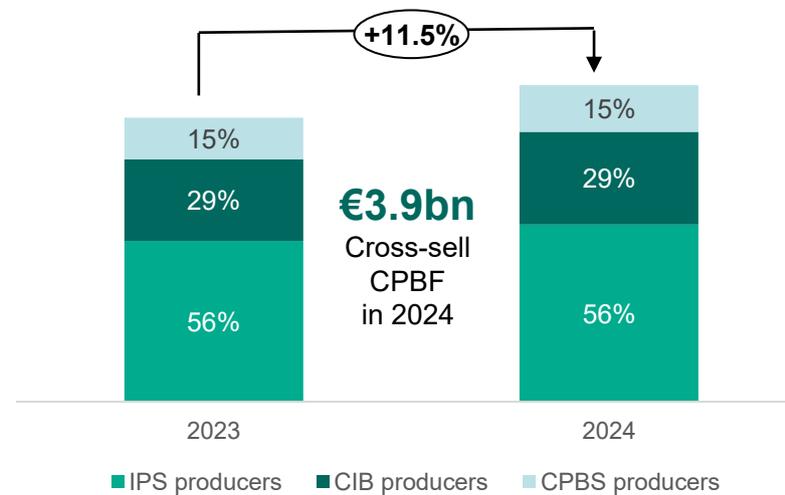
7.7 million clients¹



High-value segments are key drivers of CPBF revenues²

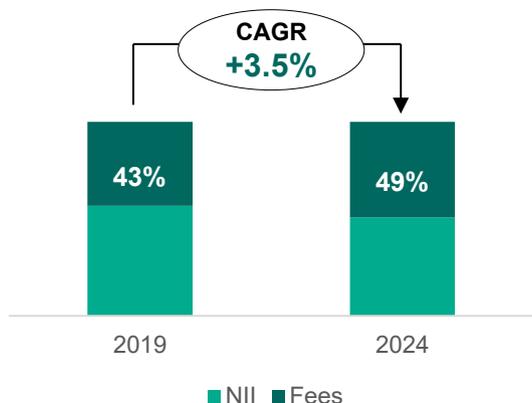


CPBF represented 13.5% of Group revenues and 24% of Group cross-sell in 2024

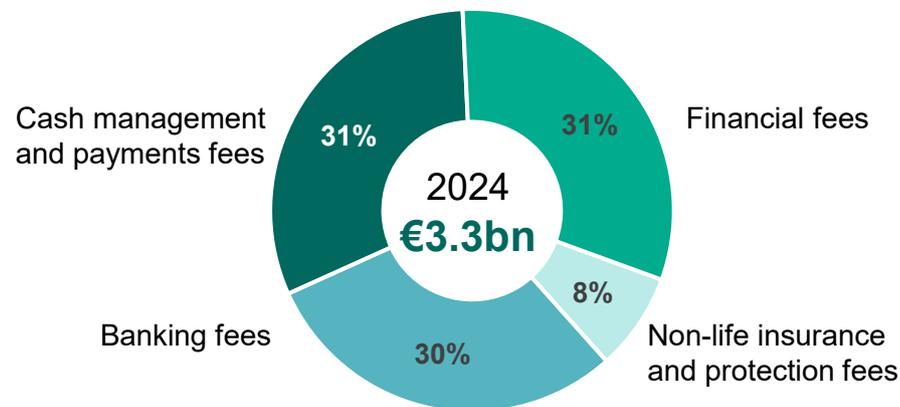


INTRODUCTION | CPBF attractive offer fuels fee generation and ability to collect deposits

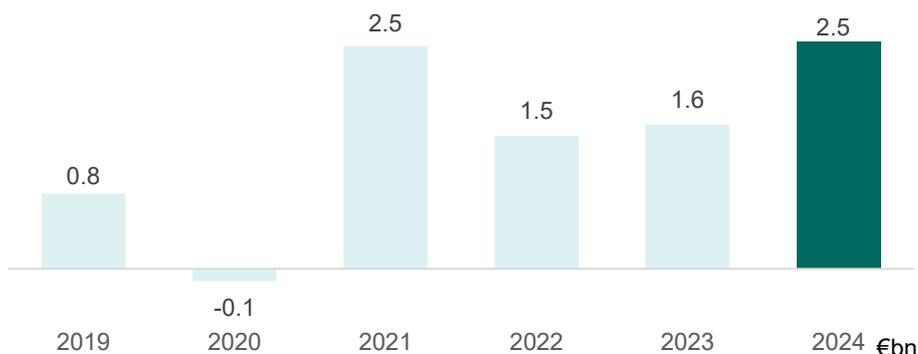
— Fee generation has grown by +3.5% CAGR since 2019 and represented ~49% of CPBF revenues in 2024



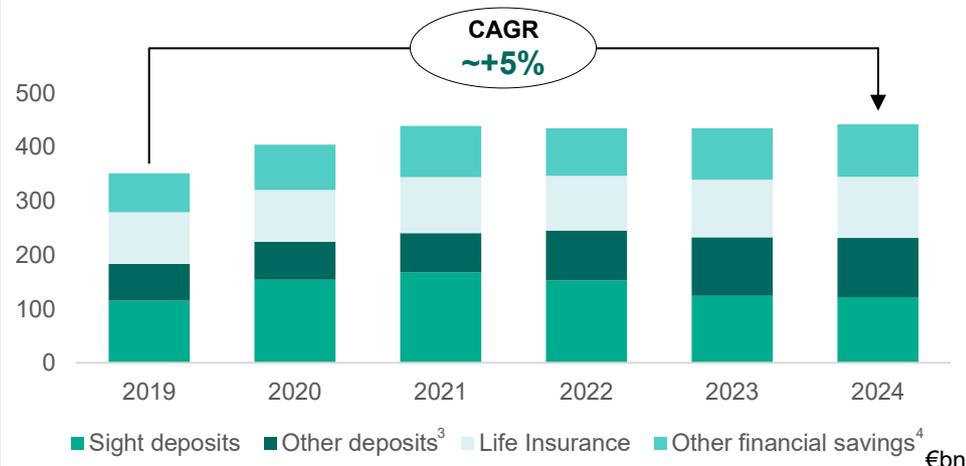
— Fee generation is based on the Group pan European platforms



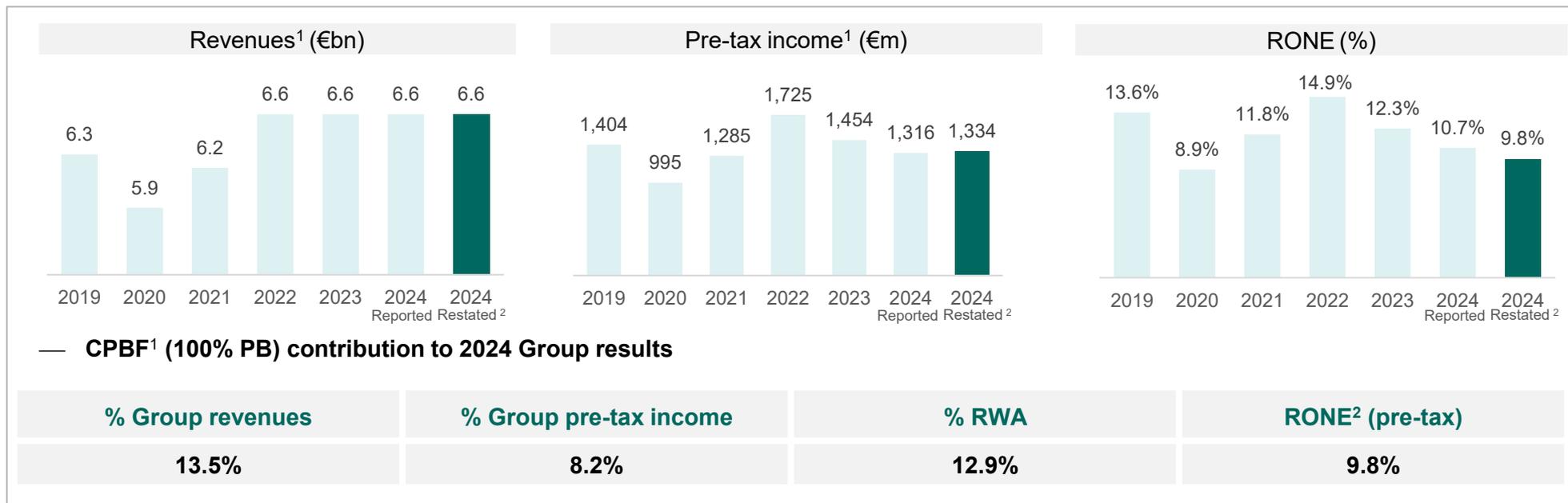
— Net Life Insurance inflows represent ~1% AuM¹ on average with a rising trend, increasing our off-balance sheet items



— Sustained growth in client assets² with ~+5% CAGR since pre-Covid

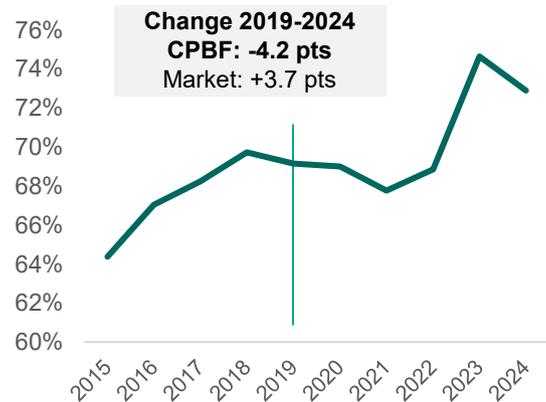


INTRODUCTION | Change in market dynamics cut the profitability rebound short

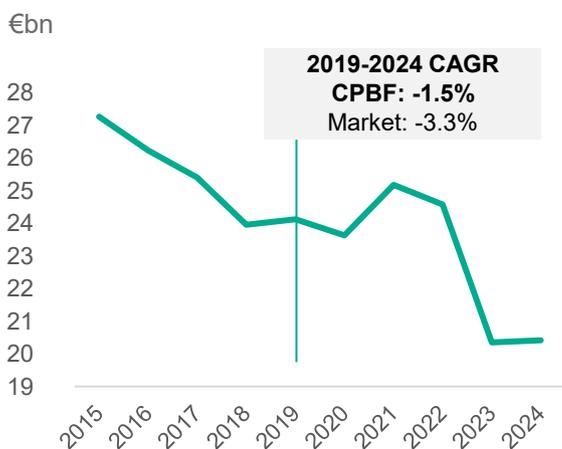


— We outperformed the sector, but our profitability is still too low

• French market³: cost-income ratio⁴



• French market³: NII



— NII structurally challenging

- Slow asset repricing due to fixed-rate nature of mortgages
- Usury rates delayed the repricing of new loans combined with strong competitive pressure
- Liabilities repricing faster due to the migration from sight deposits to term deposits
- Significant mix shift towards term deposits and off balance sheet products

FINANCIAL TRAJECTORY |

CPBF RONE trajectory is supported by revenue rebound and discipline across the board

Revenue growth expected at >+5% CAGR

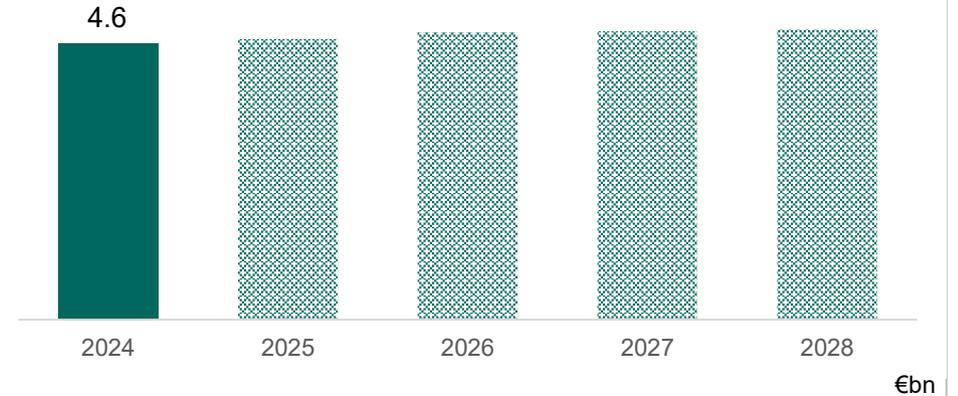
- Strong growth every year, though not linear



Reminder: 2025 revenue guidance for Commercial & Personal Banking in the eurozone > +3%

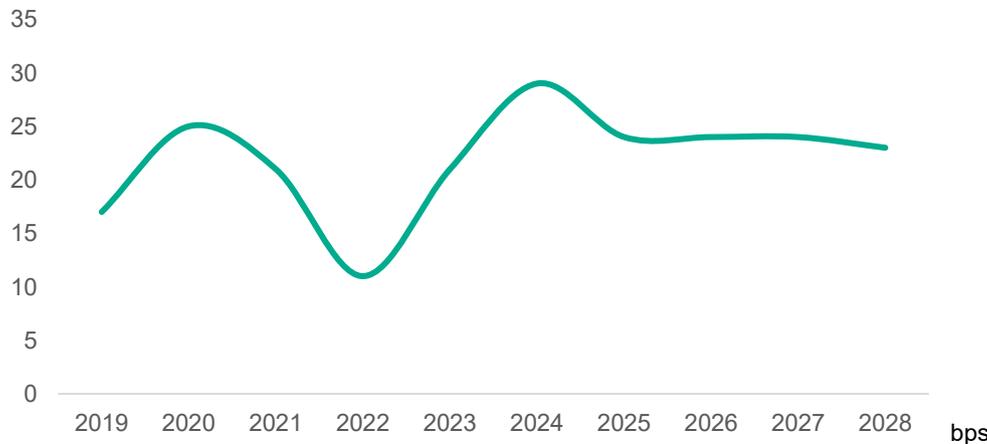
Cost trajectory to deliver +3-4 pts average jaws

- Inflation largely offset by net costs savings



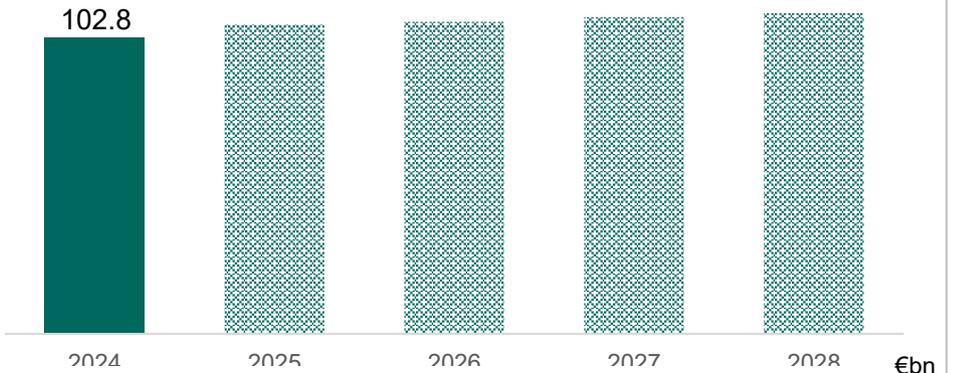
Cost of risk¹ expected < 25 bps in the trajectory

- Strong risk profile enables to limit volatility throughout the cycle



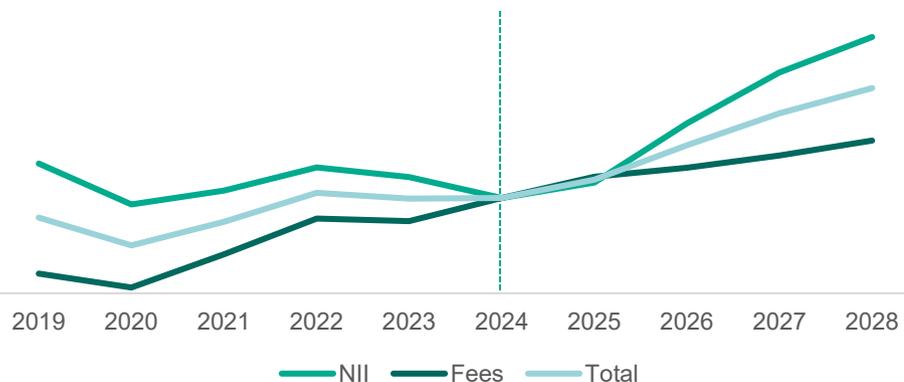
Capital allocated towards higher profitability activities with RWA at ~+2% CAGR (2024-2028)

- Disciplined capital allocation and increased optimisations

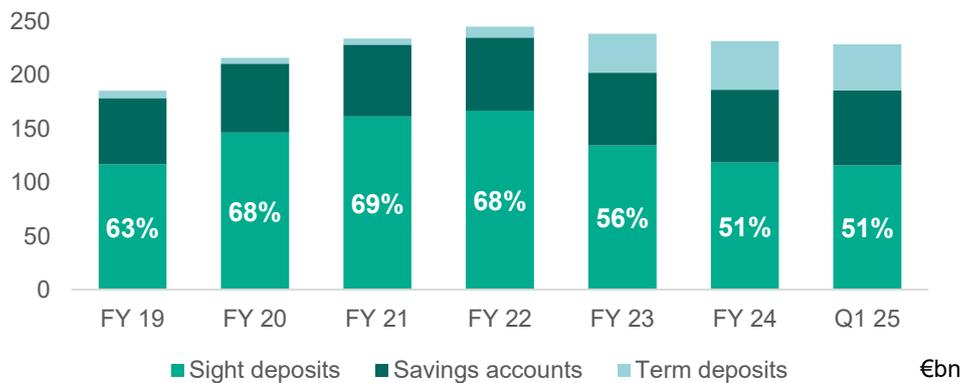


— **NII to overtake fees as main source of revenue growth**

- Anticipated year-on-year growth, rebased from 100 in 2024



— **Deposit mix is now stabilising**



— **Investment ‘philosophy’ used for the plan**

- Deposit growth ~ **+1% 24-28 CAGR**
- New cash contributing only a fraction to the overall NII increase
- Stable deposit mix
- Significant increase in deposit margin until 2028 due to non-remunerated deposits and savings accounts
- Non-remunerated deposits largely invested on various tenures, averaging ~ **5-10 years**

— **Trajectory based on the following rate scenario**

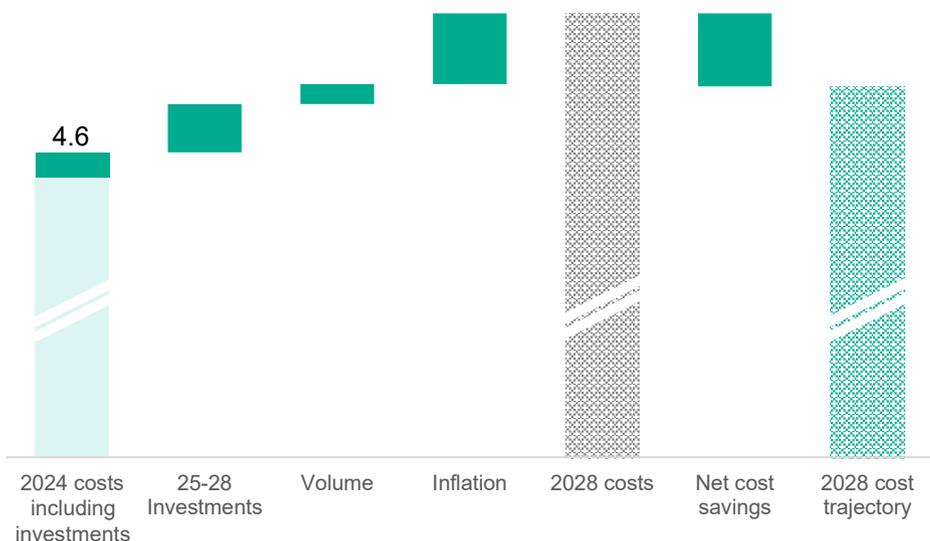
- ~ **2.0%** for overnight deposit rate
- ~ **2.5%** for long-end rate

— **Sensitivities**

- **Volume of current account is the main driver of NII**
- +/-€ 1bn: impact on NII of +/- ~€20m on an annual basis
- -50 bp parallel shock starting at the end of June 2025: impact on NII of ~-€100m in 2026 rising to ~-€250m in 2028
- -50 bp shock on short-end (< 2 years): impact on NII ~1/3 of parallel shock

— **Costs trajectory**

- Strong jaws effect of **+3-4pts** over 2024-2028, consistent with revenue trajectory
- Inflation largely offset by Net Costs Savings
- Acceleration in investments fuelling efficiency and profitability
- Transformation costs for the plan fully allocated to CPBF



€bn

Net cost savings levers

— **Optimisation**

- CPBF central functions streamlining
- Real estate footprint
- Cost control governance on external expenses

— **Infrastructure mutualisation**

- 4 banks mutualising ATMs under the brand 'Cash Services' to reduce costs while increasing access to ATMs (down from 10,000 to 7,000 sites in target)
- Card payment processing shared with BPCE Group (17bn transactions p.a.)

— **Industrialisation / technology**

- Client selfcare and digital autonomy reducing cost-to-serve
- Continued improvement of our back offices (90 automated scripts live)
- AI roadmap to reduce cost-to-serve

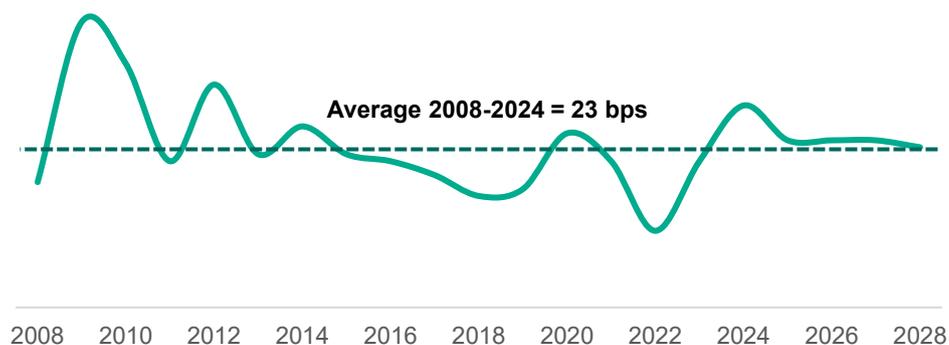
— **FTE trajectory**

- -2.2% to -2.5% FTE decrease on average each year from 2026 to 2030, with no departure plan

FINANCIAL TRAJECTORY | Prudent risk management limits volatility throughout the cycle

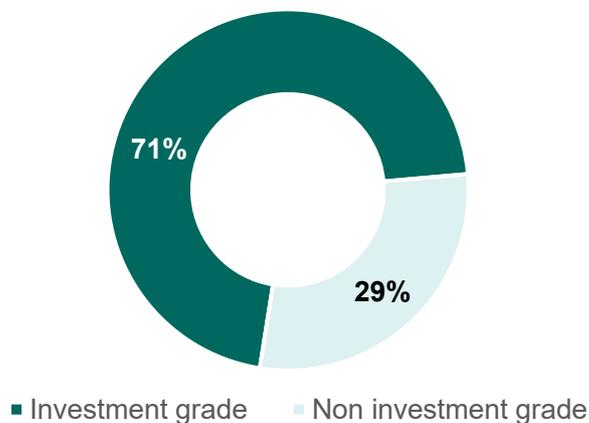
— Low cost of risk and low volatility

Cost of risk on average outstanding



— High quality risk profile of our Corporate clients

Breakdown in gross balance-sheet credit exposure as of 31.12.2024



— Strong risk profile thanks to our selective client base

- Mortgages: < **5 bps** cost of risk, low volatility, for target customers
- Corporates: focus on clients offering stronger growth prospects
- Private Banking clients: < **5 bps** cost of risk

— Low volatility in cost of risk

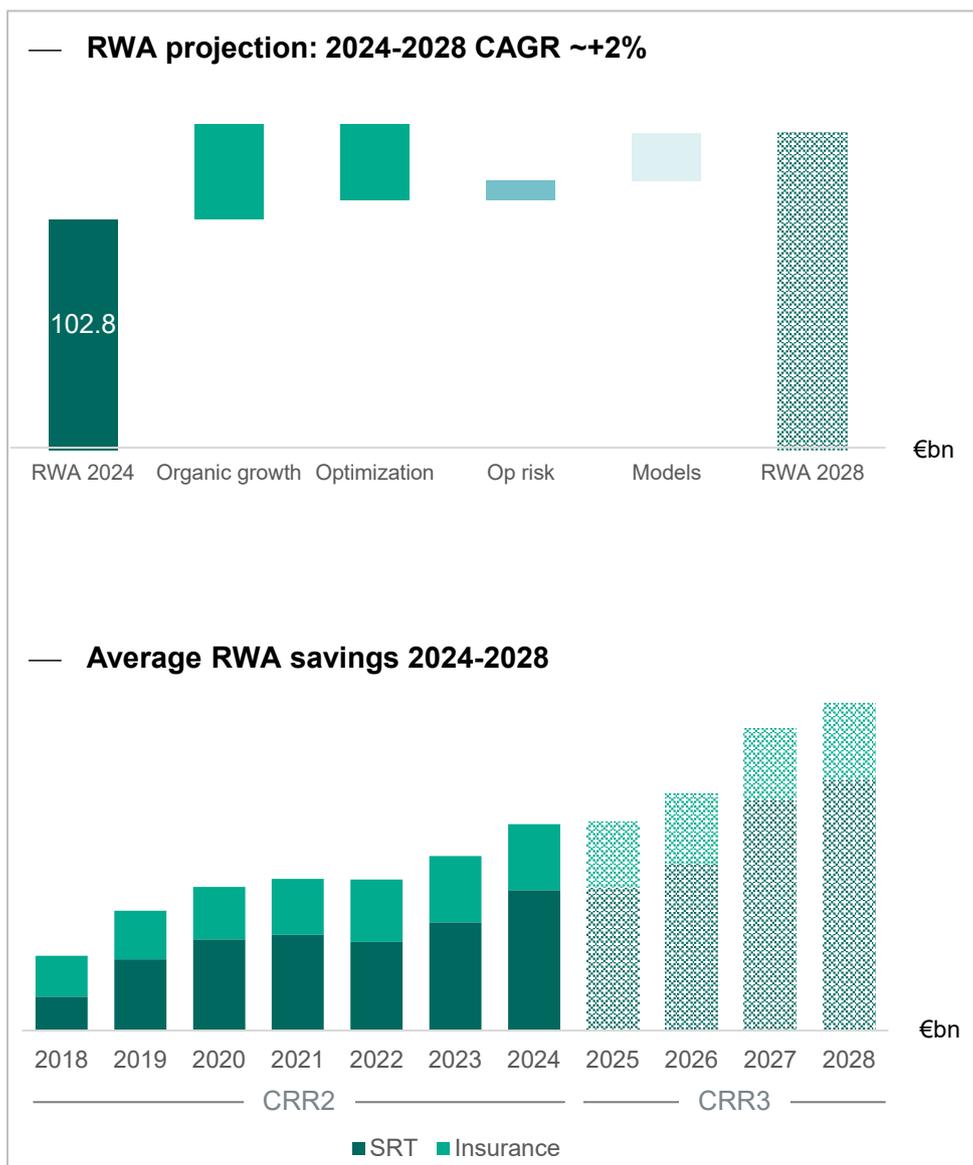
- Peak at 41 bps in 2009
- One large file in 2024
- Very few exceptions outside of the 15-25 bps range

— Positioning on high quality Corporate client base

- Investment grade Corporate clients: **~70%** of gross credit exposure in 2024, stable vs 2023
- Improved asset quality: average probability of default decreasing in 2024, starting from a low level

FINANCIAL

TRAJECTORY | RWA optimisation to partly offset supervisory pressure and fund our strategic priorities



— **Disciplined loan growth over 2024-2028**

- **~+1% per year**

— **Capital allocation towards strategic initiatives**

- ~90% of organic growth on Corporate and Private Banking
- Corporate, notably Private Equity through BNP Paribas Development with a strong growth trajectory
- Private Banking: RWA allocation for external client acquisition and to extend financing solutions

— **Supervisory headwinds - Models**

- Equivalent to 7 bps of Group CET1 cumulative over 4 years

— **Increase of RWA optimisations**

- Insurance and SRT transactions: a multi-year track record (4 new SRT transactions in 2024) with CIB
- More than **€10bn** RWA cumulative savings at the end of 2024, CPBF generating **25%** of Group savings
- **RWA savings stepping up over 2024-2028** with an increase in number and size of transactions and greater focus on “Originate & Distribute”

STRATEGIC PRIORITIES | Corporate Banking - Reinforce our leading positions on Large & Mid-Caps and grow SME franchise

Ambitious commercial strategy

- **Maintain our #1 position on Large & Mid-Caps¹** and **gain market share: 97%** penetration rate for both SBF 120 and Cash Management activities
- Accelerate growth on **SMEs¹** leveraging on expertise and **regional presence**
- Leverage our **unique and differentiating One Bank integrated model**
 - **#1 Banking Partner for Corporates²** in Europe with a ‘one-stop shop’ model
 - Supporting **clients’ international expansion** with strong network in **>50** countries: CPBF clients’ international development and CIB clients’ development in France

Scale our expertise platforms

- Leverage on our **sectors expertise**: Defence, ESG Pure Players, NBF³, including
 - **Innovative companies: #1** position⁴ with 3,500 clients in 2024, targeting **>5,000** clients in 2030
 - **Image & Media**: targeting €100m revenues in 2030
- Leverage on our **unique regional platforms**
 - **39** Business Centres
 - **65** We Are Innovation Centres
- Leverage on **BNP Paribas Development** to increase **Private Equity** revenues

Accelerate growth at marginal costs

- **Low capital-intensive products**, with more recurring fees on Transaction Banking & Insurance
- Leverage on **Data & AI** (e.g. **39%** of credit requests granted in < 8 days – Vs.16% in 2023)
- Continue **tech investments and automation** to improve **client experience on KYC, Credit and Servicing** with ambitious targets:
 - Credit requests: **70%** automated for contracting process
 - Servicing requests: **45%** automated

Robust expertise to secure our ambitions

#1 M&A⁴

#1 Equity⁵
Capital Market

#1 Debt⁶
Capital Market

#1 Loans⁷

#1 Cash
Management⁸

#1 Trade Finance⁸



STRATEGIC PRIORITIES | Private Banking - Consolidate our leading position and accelerate our digital business

Maintain our position as leading Private Bank in France

- **Grow faster with external client acquisition on targeted segments:** Upper Affluent clients with AuM > €1m, Multi-Family offices, Private Holdings
- **Leverage on Wealth Management and CIB platforms:** discretionary portfolio management (+€12.5bn AuM by 2030, starting from €30.9bn in 2024), ESG investments, structured investments products, private assets, real estate
- Leverage on our **unique CPBF integrated model**
 - Develop **Entrepreneurs** franchise and deepen **synergies with Corporate Banking**
 - **Upstream Retail clients: +7,300** households from Retail to Private Banking in 2024

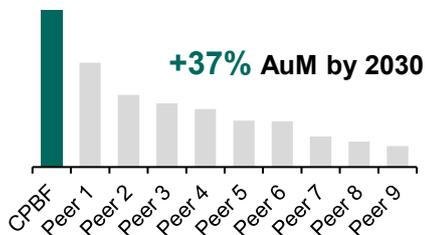
Accelerate our Digital business and Tech investments

- **Accelerate digital client acquisition with our e-Private model** for **autonomy, digital journeys** and **on-demand expertise**
- **Tech, Data and AI platforms** for:
 - targeted conversational marketing
 - extra-personalised advisory
 - customised and automated client reports
- Support growth of our High and Ultra High Net Worth clients through a **new Wealth Management platform** offering dedicated investment & financing solutions

Continue to be the #1 Private Bank

#1 in AuM in 2024¹ - €139bn

Best Private Bank 2025



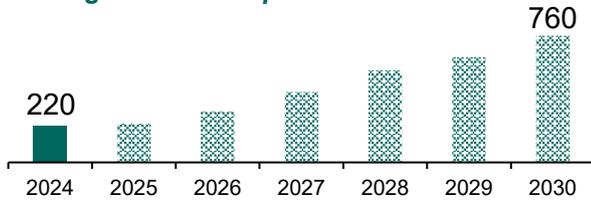
STRATEGIC PRIORITIES | Retail Banking - Transform our model

Accelerate investments in Tech platform for enhanced digital experience

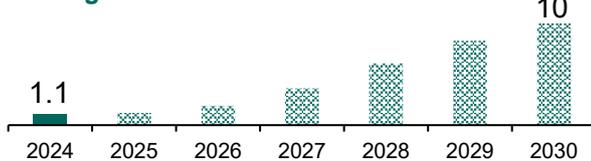
- **Enhanced Mobile Apps** for our two brands BNP Paribas (high expertise needs) and Hello bank! (fully digital)
- **Enhanced Tech platform** for:
 - Digital acquisition
 - Digital sales
 - Best-in-class end-to-end digital journeys and personalised client relationships

Increase digital client acquisition and digital sales

Digital client acquisitions – in K



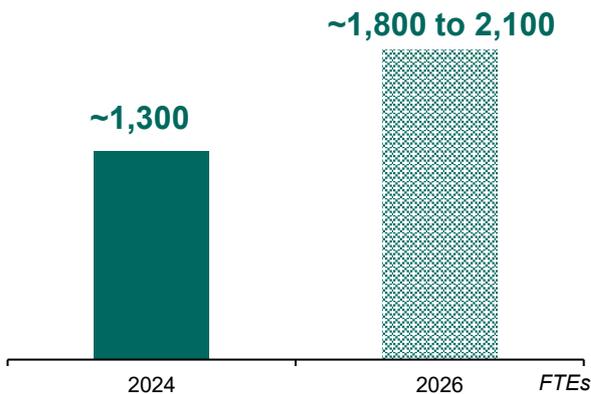
Digital sales – in M



Focus on delivering value and upgrade our client franchise

- Develop client **wealth** and **increase share of affluent segment**, starting from 32% for active clients in 2024
- Leverage on **Private Banking & Wealth Management platforms**
 - Offer best-in-class advisory services
 - Leverage on our #1 position on savings products
 - Grow stock market and structured investment products

Invest in dedicated and highly trained advisors¹

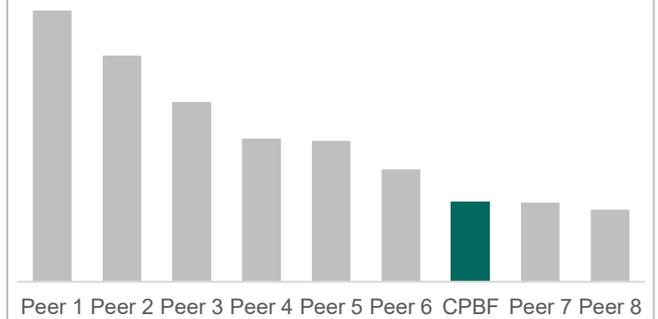


Transform our coverage and operating model

- **'Client-need' coverage model**
 - Daily banking: digital end-to-end
 - Assistance: customer service centre
 - Expertise: highly trained advisor
 - Full digital: Hello bank!
- More **digital interactions** for increased digital client needs
- **Critical branch size model** for enhanced expertise in each branch

Continue to adapt our comparatively small network in the French context

↳ **1,545** branches in 2024 vs. **2,095** in 2014
 ↳ Focus on high income areas
Network benchmark in France – 2024²



STRATEGIC PRIORITIES | Retail Banking - Fully leverage the commercial & tech advantage of our digital brand Hello bank!

Hello bank! milestones

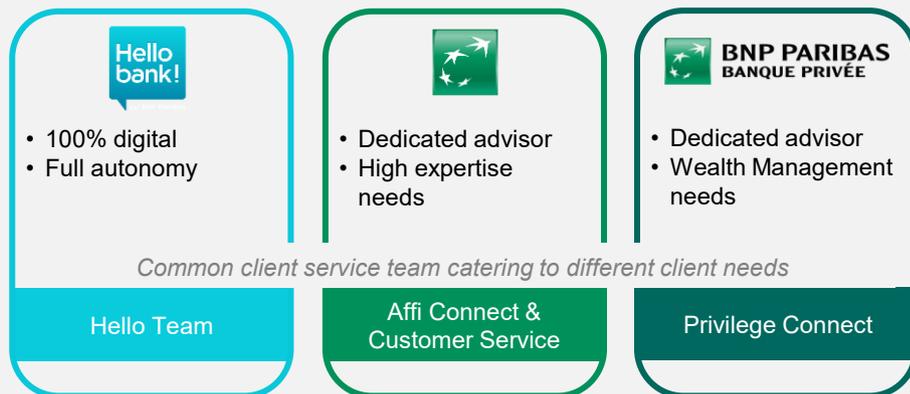
- 2013 | Launch of Hello bank! 100% digital brand
- 2019 | 500,000 clients milestones and new App launch
- 2020 | Launch of Hello One and Hello Prime offers
- 2021 | Launch of Hello bank! Pro offers
- 2024 | 1 million clients milestone
- 2025 | Top 3 Best recommended bank¹
- 2030 | >2 million clients

Hello bank! value-driven priorities

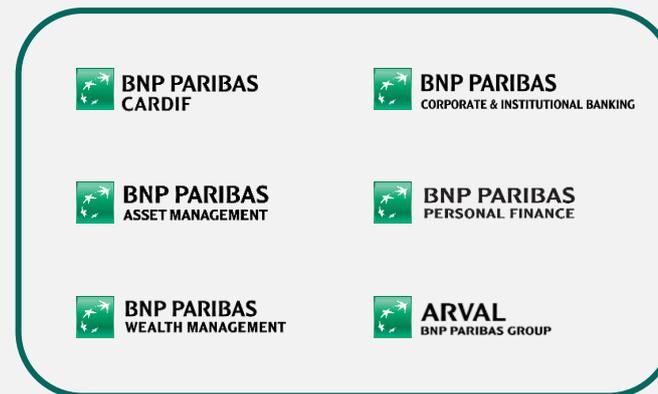
- Continue acceleration of **selective client acquisition** to develop our **freemium model**
- Become the **primary bank** for a growing share of clients (starting from 50% for active clients in 2024) and increase deposits
- Increase **revenues** thanks to higher rate of **product per client**, starting from €10.8k of average outstanding per active client in 2024

Complementary brands to support our clients at every stage of their journey

Scalable digital acquisition engine...



... synchronised with Group producers on digital customer journeys



One IT core banking system ➡➡ One IBAN + fluidity in customer journeys ensuring easy access to all products

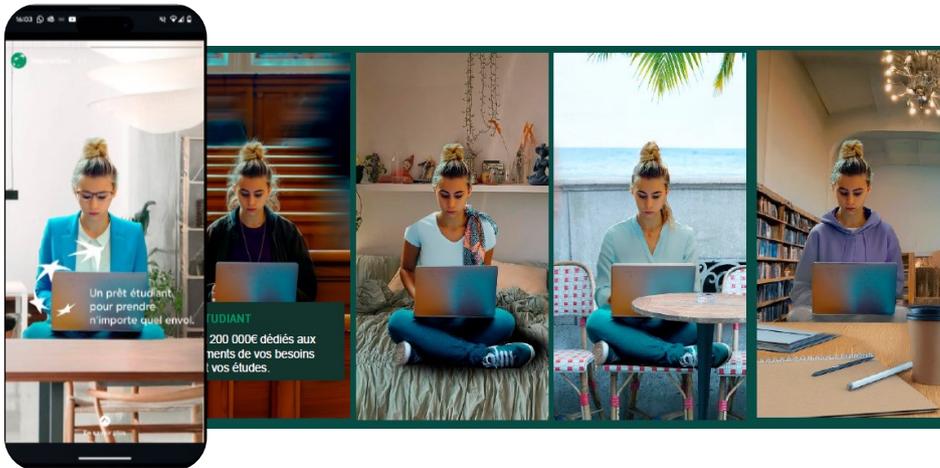
STRATEGIC PRIORITIES | Retail Banking becomes 'Individual & Entrepreneur Banking' with a new outreach campaign

360° Media Strategy focused on digital

- **Social media**
- **Digital media:** podcasts, VOD platforms, newspapers web & app versions
- **Traditional media:** poster, press, sponsoring

Local campaign closer to clients

- **Campaign adapted** to each region for a better local outreach to Corporate clients with «BNP Paribas Entreprises»



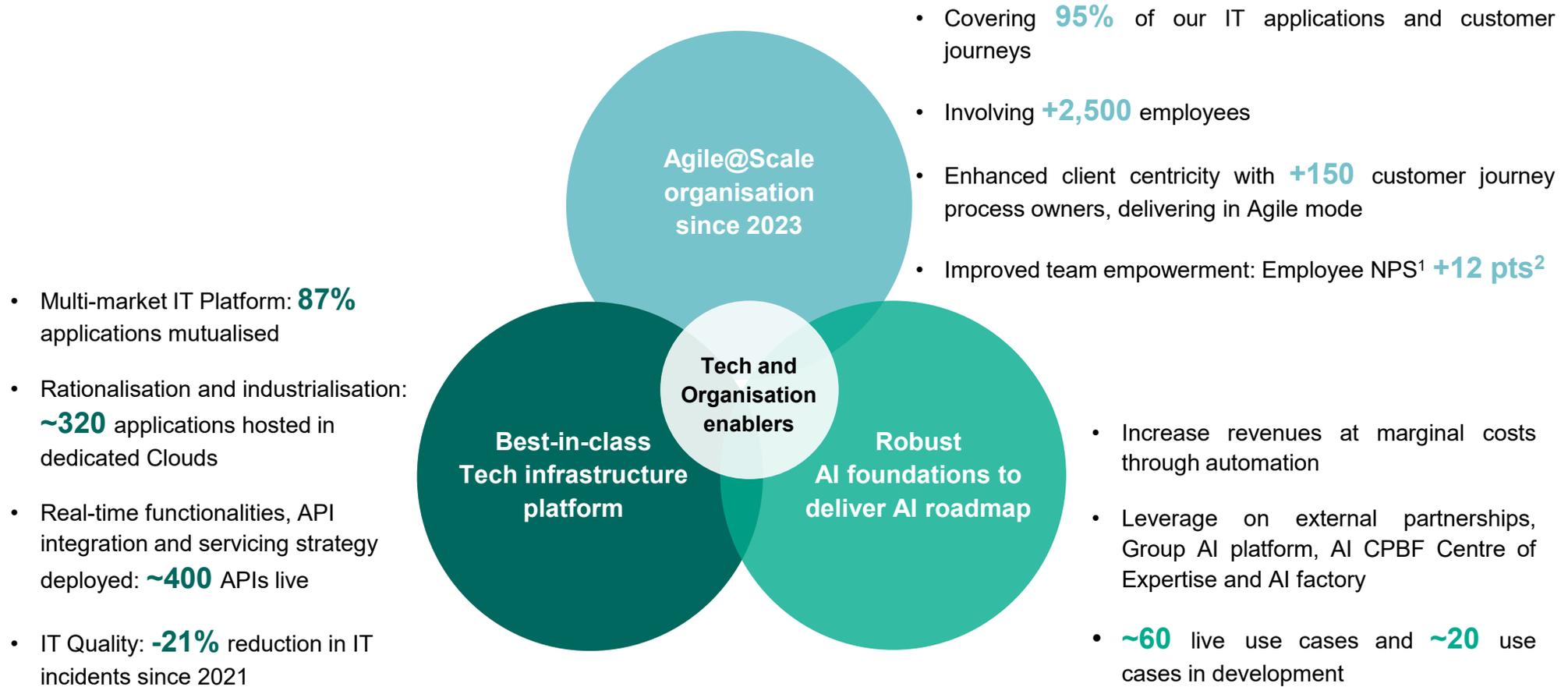
Connecting with high-value clients through a mix of premium and mass media, as well as a strong digital and local presence

STRATEGIC PRIORITIES | Accelerating our digital business through Marketing Tech investments

Targeted Marketing Tech investments in 6 areas to achieve best-in-class standards

<p>Data driven</p> 	<p>Leverage on data for a personalised customer relationship</p> <ul style="list-style-type: none"> • Holistic customer vision regardless of the channel • Leveraging data to offer best engagement decisions at every touch point
<p>Content Supply Chain</p> 	<p>Provide relevant content in real time to feed client digital experience</p> <ul style="list-style-type: none"> • Real time, more personalised product offering • Next best action based on latest interactions and browsing history • Optimise management and distribution of content to deliver consistent customer experience across all channels
<p>Personalisation and decisional</p> 	<p>Engage with clients through hyper-personalised interactions</p> <ul style="list-style-type: none"> • Deliver a hyper-relevant and contextual customer experience in real time • Prepare in real time a next best action based on recent calls and navigation browsing
<p>Conversational</p> 	<p>Offer a communication channel adapted to client need: human and digital</p> <ul style="list-style-type: none"> • AI assistant or human advisor depending on client needs • Personalised conversations, 24/7 • Improving engagement, efficiency and satisfaction
<p>Advertising management</p> 	<p>Improve advertising management with targeted digital campaigns</p> <ul style="list-style-type: none"> • Industrialise and improve targeted advertising • Maximise ROI of marketing campaigns
<p>Improved journeys</p> 	<p>Prioritise App channel</p> <ul style="list-style-type: none"> • New journey, mortgage journey, legacy journey • Optimise CPBF, Group and partners' factories • Effortless cross-sell journeys

ASSETS | Our success will be driven by our Agile, Tech and AI capabilities to better serve our clients and improve efficiency



Strong foundation to drive transformation

ASSETS | Focus on our AI capabilities

— AI is a key enabler to increase revenues at marginal costs through automation

Sales industrialisation ~35 use cases	Cost-to-serve optimisation ~30 use cases	Cost of Risk optimisation ~15 use cases
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— CPBF reached a solid level of AI maturity and will continue to deliver the AI roadmap...

Sales <ul style="list-style-type: none">Instant lending CorporateInstant lending Pro-SMEMortgage pricingSMEs LoansConsumer credit pricing <p>Live Live Live Live Live</p>	Client Servicing <ul style="list-style-type: none">Smart mail inbox for advisorsClient Call analyserClient Call minutes automationVirtual assistant for clientsVirtual assistant for employee <p>Live Dev Dev Live Dev</p>	Fraud & Regtech <ul style="list-style-type: none">Wire transfer fraudWithdrawal fraudMachine Learning for AMLKYC recertification <p>Live Dev Dev Dev</p>
Marketing <ul style="list-style-type: none">Advisor Assistant for inbound calls <p>Dev</p>		
Customer knowledge management <ul style="list-style-type: none">Mortgage credit process automationMandates & proxies automation <p>Live Dev</p>		

— ...leveraging on a robust AI set-up

External Partnerships (e.g. Mistral)	Group AI platforms (e.g. LLM, Doc Factory, Speech to text, Data science, CPBS virtual assistant, GPUs)	AI Factory and AI / GenAI Centre of Excellence
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 Gen AI use cases

ASSETS | Partnerships and mutualised platforms at the heart of our value proposition to secure profitable growth

Roll-out completed



— Mutualised banking activities

Mutualised Securities Services and Savings banking activities to drive operational performance.

Roll-out in progress



— ATM mutualised platform

Provide access to our clients to more ATM services (x3 to reach 7,000 sites), while improving operational efficiency across the ATM network.

Roll-out to be launched

Estreem

— Payment processing

Innovative payments platform processing all card payments for BNP Paribas and BPCE Group in Europe (17bn transactions per year), strengthening our ability to offer efficient and innovative services to our individual and entrepreneur clients.



— Savings & Investments platform

Tech platform offering Digital solutions for investment and financing advisory, with fluid and personalised digital journeys for clients and their advisors.



— European payment services

A sovereign, cutting edge European solution for all types of payments combining real-time, bank-grade security and enhanced customer value.

Wealth Management Platform

— Mutualised Core Banking System

A dedicated Wealth Management platform to address Ultra High Net Worth Individuals' needs: multi-assets / multi-currency investment and financing solutions.



ASSETS | Our success will be driven by the expertise and engagement of our people

Our People strategy is key to our success



Engagement & Attractivity - 2024

96% score¹

12 years in a row 'Top Employer'²

Training – 2024

83% front-officers conducted an expertise self-assessment

456 apprentices joined B-School

Gender Policy – 2024

59% of women who were involved in "Boost Her Career" have been promoted to a Senior Management Position

61% of women in CPBF³

37% of women in Senior Management

BNP Paribas counts on every employee to drive the CPBF transformation forward with no departure plan

CONCLUSION | We have defined a clear strategy to strengthen our leading position and deliver 2028 profitability target

1	2	3	4	5
Revenues¹	Jaws Effect	Cost of Risk	RWA²	RONE³ 2028
>+5% 24-28 CAGR	+3-4 pts on average over 24-28	<25 bps 24-28	~+2% 24-28 CAGR	>17%

— **Ambitions**

- CPBF's strategic plan will raise the profitability to >17% RONE by 2028
- CPBF's RONE trajectory is supported by revenue rebound and discipline across the board
- CPBF's strong revenue growth will be significantly supported by the anticipated NII rebound

— **Priorities**

- **Corporate Banking** | Reinforce our leading positions on Large & Mid-Caps and grow SME franchise
- **Private Banking** | Consolidate our leading position and accelerate Digital Private Banking growth
- **Individual & Entrepreneur Banking** | Transform our model: accelerate investments in Tech platform, upgrade client franchise, transform coverage and operating model

— **Enablers of our success**

- Agile, Tech and AI capabilities to better serve our clients and improve efficiency
- Partnerships and mutualised platforms at the heart of our value proposition to secure profitable growth
- Expertise and engagement of our people

CONCLUSION | PF and CPBF plans will improve their profitability to >17% RONE by 2028

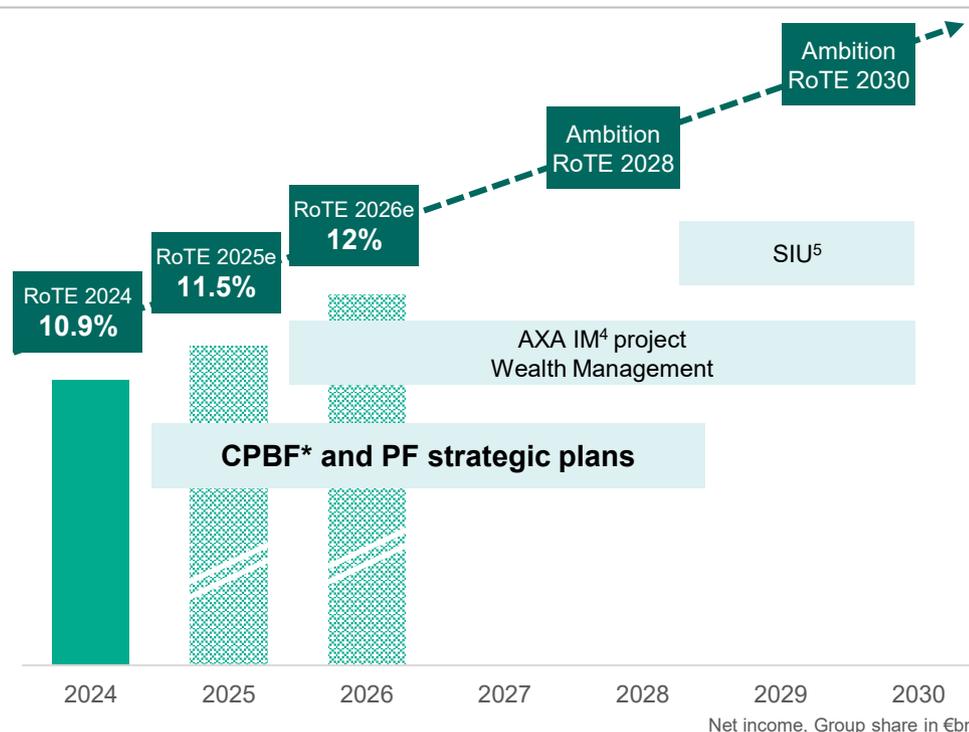
	Personal Finance	CPBF (100% PB)
1 Outstanding ¹	~+4% 24-28 CAGR	~+1% 24-28 CAGR
2 Revenues	~+5.5% 24-28 CAGR	>+5% 24-28 CAGR
3 Jaws Effect	~+4 pts 24-28	+3-4 pts on average over 24-28
4 Cost of risk	~1.30%	< 25 bps
5 RWA ²	~+1% 24-28 CAGR	~+2% 24-28 CAGR
RONE³	>17%	>17%

CONCLUSION | CPBF strategic plan is part of the Group's growth and profitability trajectory

1	2	3	4	5	CET1 ratio, pre-FRTB ~12.3%
Revenues	Jaws effect	Cost of risk¹	Net income²	EPS³	
> +5% 24-26 CAGR	~+1.5 pts on average per year	< 40 bps	> +7% 24-26 CAGR	> +8% 24-26 CAGR	

Our growth levers are in place

- CIB**
 - A cutting-edge platform and powerful growth engine
 - Continued gains in market share thanks to the strength of the diversified client-franchise, a low risk profile and optimised capital
- CPBS**
 - New strategic plan* for CPBF and extension of the Personal Finance plan to 2028, resulting in an expected impact on Group RoTE of +1%, including +0.5% by 2026**
 - Commercial & Personal Banking revenues driven by the new interest rate environment, with CAGR ~+4% in 2024-2026. >+3% euro zone trajectory confirmed for 2025
- IPS**
 - Continued strong organic growth dynamics in Insurance, Asset Management, and Wealth Management
 - In addition, strong acceleration driven by external growth: AXA IM⁵ project, Wealth Management, and Life Insurance



Our diversified model, our growth levers and our cycle-proof resilience constitute advantages in the current environment

*The plan has been presented to the works council for consultation

ENDNOTES

- **Slide 3**
 1. CPBS revenues excluding contribution from Bank of the West in 2022
 2. Compound annual growth rate (CAGR)
 3. 2024 restated to reflect the finalisation of Basel 3 (Basel 4), the change in the allocation of normalised equity from 11% to 12% of risk-weighted assets, and the reclassification of income and business data from the non-strategic perimeter of Personal Finance to Corporate Centre.
 4. Including 2/3 of Private Banking with PEL/CEL effects
 5. RONE: pre-tax income / allocated equity (equity allocation at 12% of RWAs)
- **Slide 4**
 1. Source: BNP Paribas
 2. OpinionWay Survey Oct. 2024 based on five criteria: (i) une banque solide qui inspire la confiance, (ii) la qualité de service, (iii) l'écoute des clients, (iv) une banque à laquelle je suis attachée, (v) la meilleure banque selon moi
 3. Net Promoter Score
- **Slide 5**
 1. 2024 restated to reflect the finalisation of Basel 3 (Basel 4), the change in the allocation of normalised equity from 11% to 12% of risk-weighted assets
 2. RWA end of period
 3. RONE: pre-tax income / allocated equity (equity allocation at 12% of RWAs)
- **Slide 6**
 1. Individual, small businesses and entrepreneur clients for our two brands BNP Paribas and Hello bank! as of 31.12.2024
 2. Including 100% of Private Banking excluding PEL/CEL effects
 3. Ultra High Net Worth Individuals
 4. High Net Worth Individuals
- **Slide 7**
 1. Scope: Retail and Private Banking Assets Under Management
 2. Scope: Commercial and Personal Banking in France
 3. Market rate deposits and term deposits
 4. Securities and mutual funds
- **Slide 8**
 1. Including 100% of Private Banking excluding PEL/CEL effects
 2. 2024 restated to reflect the finalisation of Basel 3 (Basel 4), the change in the allocation of normalised equity from 11% to 12% of risk-weighted assets
 3. Internal analysis based on reported information of 6 large traditional banks
 4. Including restructuring, adaptation and IT reinforcement costs
- **Slide 9**
 1. Cost of risk / Average loan outstanding (bps)
- **Slide 14**
 1. Coalition Greenwich Voice of Client 2024 EMEA Corporate Banking & Cash Management Study. Analysis based on Coalition Greenwich interviews with 906/974 Corporates with annual turnover over EUR500m in Europe, and BNPP's internal taxonomy.
 2. 2025 Coalition Greenwich Leaders: European Corporate Banking, Cash Management and FX | Coalition Greenwich
 3. Non-Banking Financial institutions
 4. Innovative: market penetration 2024: 88% NEXT40, 84% FT120
 5. Dealogic 2024, #1 France by volume
 6. Dealogic 2024, #1 France by volume & revenue
 7. Dealogic 2024, #1 France by revenue
 8. Coalition Greenwich Voice of Client 2024 EMEA Corporate Banking & Cash Management Study. Analysis based on Coalition Greenwich interviews with 906/974 Corporates with annual turnover over EUR500m in Europe, and BNPP's internal taxonomy.
- **Slide 15**
 1. #1 in France by Assets Under Management from 2022 to 2024, estimations issued from April 2025 Frame study
- **Slide 16**
 1. Affinity Advisors, Wealth Development Advisors, Wealth Management Advisors
 2. Info Stat Marketing – December 2024
- **Slide 17**
 1. Pricebank 2025 Award
- **Slide 20**
 1. Net Promoter Score
 2. Employee Net Promoter Score evolution between H2 2022 and H2 2024
- **Slide 23**
 1. Internal HR Pulse survey - November 2024
 2. Top Employer 2025
 3. CPBF perimeter excluding Monaco, GIE Océan, Antilles-Guyane, Nouvelle Calédonie, La Réunion, Partecis, Copartis
- **Slide 24**
 1. Including 100% of Private Banking excluding PEL/CEL effects
 2. RWA end of period
 3. RONE: pre-tax income / allocated equity (equity allocation at 12% of RWAs)
- **Slide 25**
 1. Average Outstanding
 2. RWA end of period
 3. RONE: pre-tax income / allocated equity (equity allocation at 12% of RWAs)
- **Slide 26**
 1. Cost of risk does not include "Other net losses for risks on financial instruments"
 2. Net income, Group share
 3. Earnings per share calculated on the basis of Net income, Group share, adjusted for the remuneration of undated super-subordinated notes and the average end-of-period number of shares
 4. Subject to agreements with the relevant authorities
 5. SIU: Savings and Investment Union

CONTACTS AND UPCOMING EVENTS

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— Upcoming events

24 July 2025 – 2Q25 earnings reporting date

30 Sept. 2025 – 2025 Interim dividend payment date

28 Oct. 2025 – 3Q25 earnings reporting date

The consensus, compiled and aggregated by the Investor Relations team, is available via the following link: [Equity BNP Paribas | Investors & Shareholders | BNP Paribas Group](#)

It reflects the arithmetic average forecasts of various P&L headings for the Group, sent by analysts invited by BNP Paribas to contribute to the consensus.

DISCLAIMER

The figures included in this presentation are unaudited.

As a reminder, on 28 March 2025, BNP Paribas published quarterly series for 2024, restated to reflect, among other things, the transposition into European Union law of the finalisation of Basel 3 (Basel 4) by Regulation (EU) 2024/1623 of the European Parliament and of the Council of 31 May 2024 amending Regulation (EU) No 575/2013, the change in the allocation of normalised equity from 11% to 12% of risk-weighted assets, and the reclassification of income and business data from the non-strategic perimeter of Personal Finance to Corporate Centre. This presentation reflects this restatement.

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