BNP PARIBAS
PROMISING START TO THE 2020 PLAN

Goldman Sachs Conference, Frankfurt
7 June 2018

BNP PARIBAS

The bank for a changing world

Disclaimer

The figures included in this presentation are unaudited. For 2018 they are based on the new accounting standard IFRS 9 Financial Instruments whereas the Group has opted not to restate the previous years, as envisaged under the new standard.

This presentation includes forward-looking statements based on current beliefs and expectations about future events. Forward-looking statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future events, operations, products and services, and statements regarding future performance and synergies. Forward-looking statements are not guarantees of future performance and are subject to inherent risks, uncertainties and assumptions about BNP Paribas and its subsidiaries and investments, developments of BNP Paribas and its subsidiaries, banking industry trends, future capital expenditures and acquisitions, changes in economic conditions globally or in BNP Paribas' principal local markets, the competitive market and regulatory factors. Those events are uncertain; their outcome may differ from current expectations which may in turn significantly affect expected results. Actual results may differ materially from those projected or implied in these forward looking statements. Any forward-looking statement contained in this presentation speaks as of the date of this presentation. BNP Paribas undertakes no obligation to publicly revise or update any forward-looking statements in light of new information or future events. It should be recalled in this regard that the Supervisory Review and Evaluation Process is carried out each year by the European Central Bank, which can modify each year its capital adequacy ratio requirements for BNP Paribas.

The information contained in this presentation as it relates to parties other than BNP Paribas or derived from external sources has not been independently verified and no representation or warranty expressed or implied is made as to, and no reliance should be placed on the fairness, accuracy, completeness or correctness of, the information or opinions contained herein. None of BNP Paribas or its representatives shall have any liability whatsoever in negligence or otherwise for any loss however arising from any use of this presentation or its contents or otherwise arising in connection with this presentation or any other information or material discussed.

The sum of values contained in the tables and analyses may differ slightly from the total reported due to rounding.

Introduction

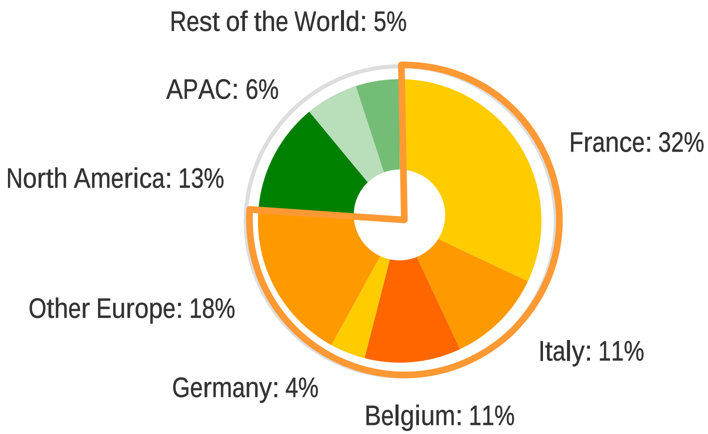
Strong and well diversified bank

A good macroeconomic context
Higher GDP growth and interest rates vs 2020 conservative plan's assumptions

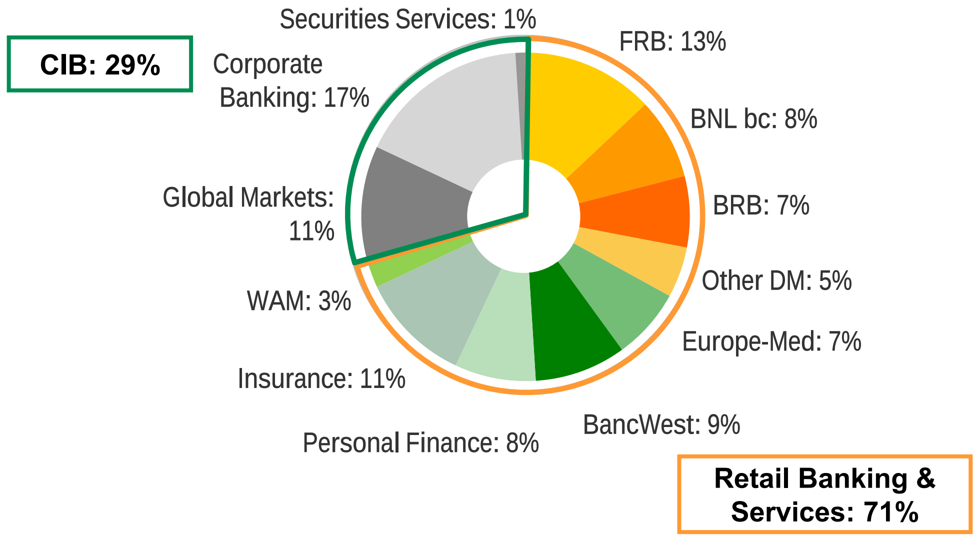
An ambitious programme of new customer experience, digital transformation & operating efficiency
Generating 2.7 bn€ recurring cost savings by 2020

A Business Model Well Diversified by Country and Business

2017 Revenues by geography:
>89% in wealthy markets



2017 Allocated equity by business
No single business line > 17%

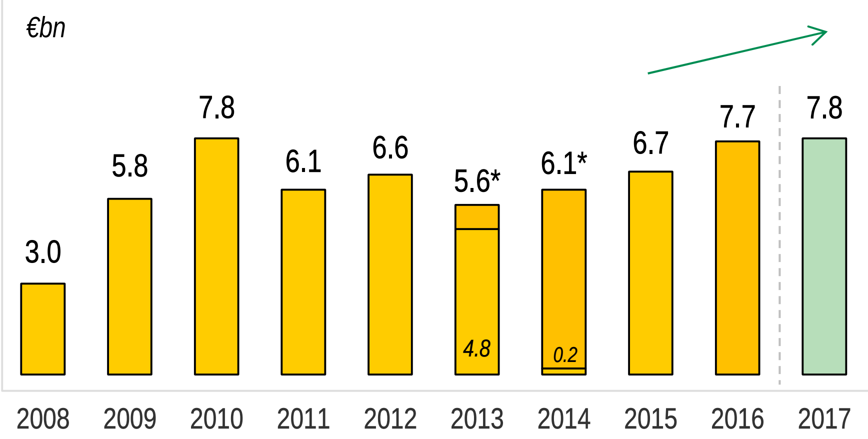


- A balanced business model: a clear competitive advantage in terms of revenues and risk diversification
- An integrated business model fuelled by cooperation between Group businesses
- Strong resilience in changing environments

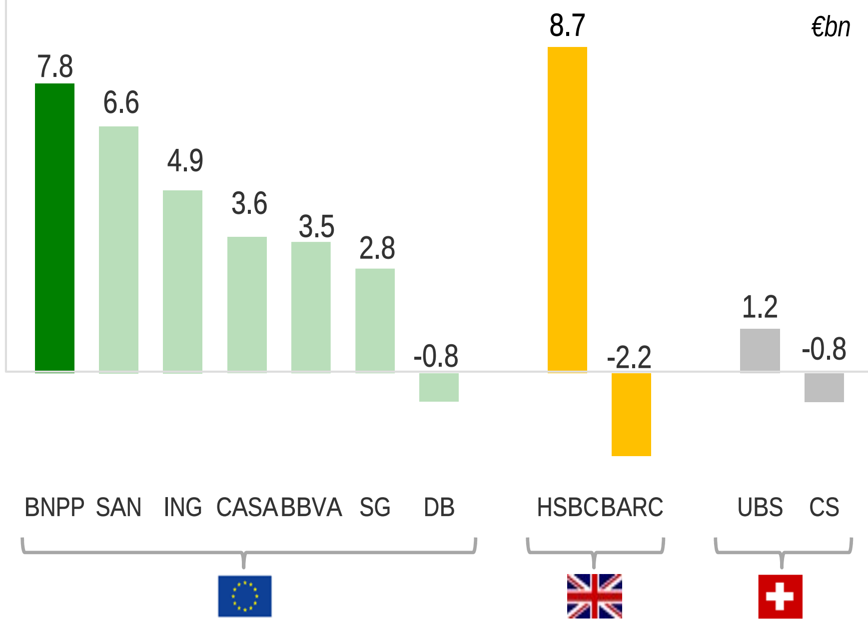
No country, business or industry concentration

Diversification Leading to Recurrent Income Generation

Net Income Group Share (2008-2017)



2017 Net income Group Share

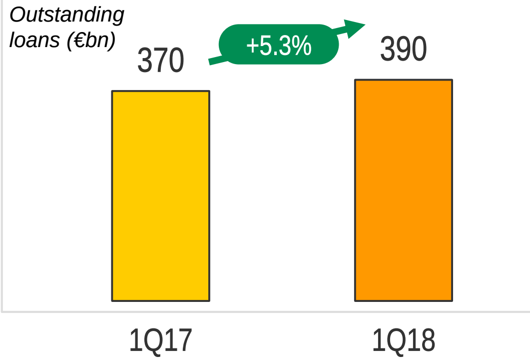


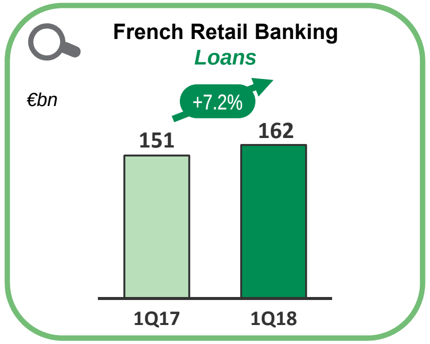
- Recurrent earnings generation through the cycle
  - Strong proven capacity to withstand local crisis and external shocks
  - Leading Eurozone bank

* Adjusted for costs and provisions related to the comprehensive settlement with US authorities

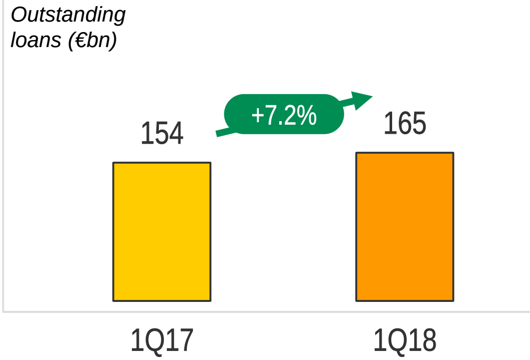
Strong Macroeconomic Context
Good Business Drive Across All Operating Divisions

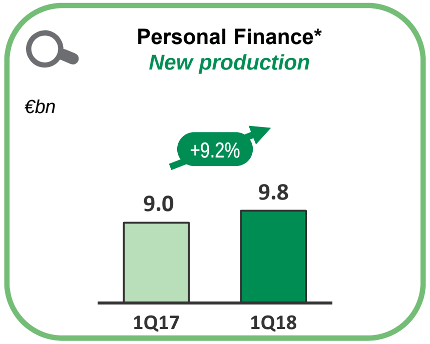
Domestic Markets



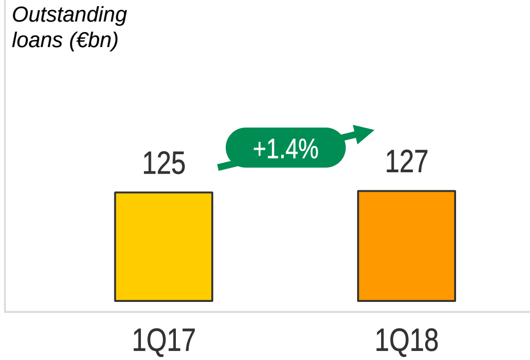


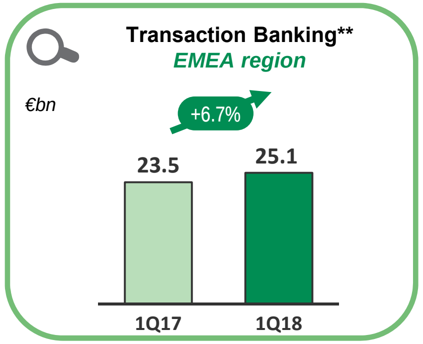
International Financial Services*





Corporate & Institutional Banking*





Loan growth driven by the economic recovery in Europe

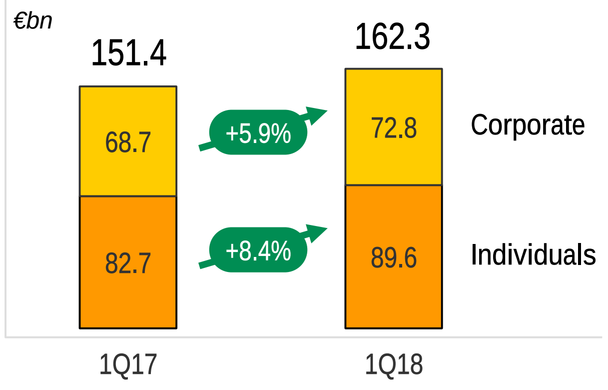
** At constant scope and exchange rates; ** Clients average balances (Global & Specialised Trade and Loan book)*

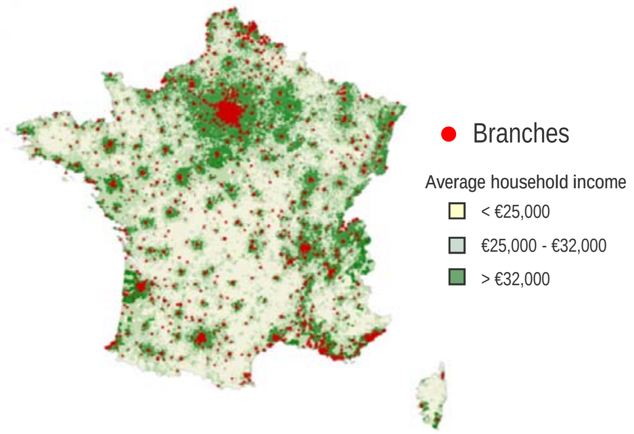
Good Business Drive in France
Focus on French Retail Banking

- Significant loan growth confirmed in 1Q18
  - Across all client segments
  - In the context of solid economic growth in France
- French Retail Banking network well positioned
  - In the country's higher growth areas
  - Mostly in wealthier urban centres

- Confirmation of the sharp decline since June 2017 of renegotiations & early repayments
- Gradual revenue pick-up expected as of 2H18

Loans



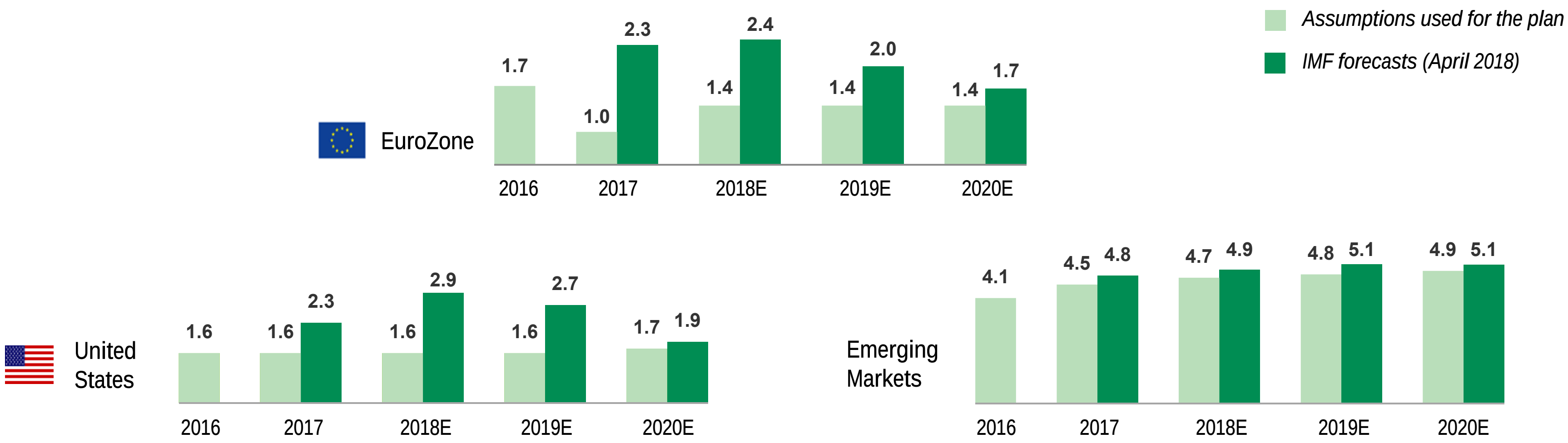


Continued strong loan growth
Gradual revenue pick-up expected as of 2H18

Strong GDP Growth Outlook

- Conservative assumptions used for the 2020 plan

Current GDP growth forecasts higher than the assumptions used for the plan

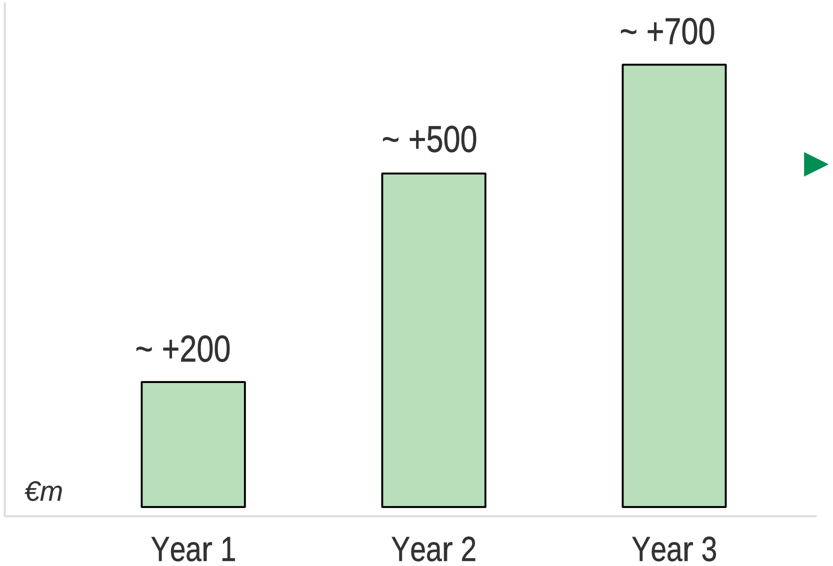


Better economic growth forecasts in Europe vs plan's assumptions

Interest Rate Sensitivity
Impact on Group Revenues

Sensitivity of Group revenues to a parallel shift in interest rates

+50 basis points in market rates across all currencies



► **o/w 80% in Euro mainly on Domestic Markets**

Additional revenue growth*	+0.4%	+1.2%	+1.6%

Significant positive sensitivity of the Group to higher interest rates

** Based on 2017 Group revenues*

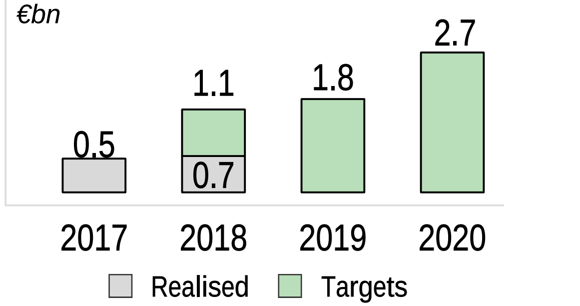
Startup of the Transformation Plan in Line With the 2020 Objectives

5 levers for a new customer experience & a more effective and digital bank

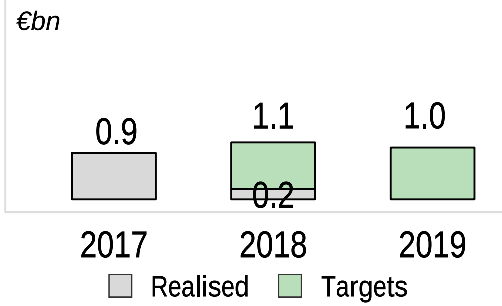
1. Implement new customer journeys
2. Upgrade the operational model
3. Adapt information systems
4. Make better use of data to serve clients
5. Work differently

- An ambitious programme of new customer experiences, digital transformation & savings
  - Build the bank of the future by accelerating the digital transformation
  - ~150 significant programmes identified*
- Cost savings: €709m since the launch of the project
  - Of which €175m booked in1Q18
  - Breakdown of cost savings by operating division in 1Q18: 34% at CIB; 36% at Domestic Markets; 30% at IFS
  - Target of €1.1bn in savings this year
- Transformation costs: €206m in 1Q18
  - €1.1bn in transformation costs expected in 2018
  - Reminder: €3bn in transformation costs in the 2020 plan

Cumulated recurring cost savings



One-off transformation costs



€2.7bn recurring cost savings by 2020
→ €2.0bn still to come

* Savings generated > €5m

2020 Business Development Plan
An Integrated Bank with Differentiated Strategy by Division

Domestic Markets

- **Strengthen the sales & marketing drive**
  - Headwinds (e.g. low interest rates) still present in 2018, but which are expected to ease up
  - Enhance the attractiveness of offering and offer new services

International Financial Services

- **Pursue growth**
  - Consolidate leading positions: leveraging best in class offers
  - Speed up the pace of growth of the businesses (new offerings, new partnerships and new countries)
  - Continue selective development of retail banks

Corporate & Institutional Banking

- **Optimise resources and revenue growth**
  - Grow the corporate and institutional client franchises
  - Implement specific initiatives in selected countries in Europe
  - Develop fee generating service businesses

In all the businesses

An ambitious new customer experience, digital transformation and savings programme

Domestic Markets
Adapt & Reinvent Customer Offerings

Give customers the choice by adapting our offerings to different banking uses

Example: 4 distinct offers in France adapted to different banking uses

NiCKEL (COMPTE POUR TOUS)	Hello bank! (by BNP PARIBAS)	BNP PARIBAS – *Branch network*	BNP PARIBAS WEALTH MANAGEMENT – *Private banking*
> 900,000 accounts opened	365,000 clients	7m clients	290,000 clients

► Diversified service models adapted to clients' expectations & country-specific characteristics

	REMOTE	HYBRID	ADVISORY	
	Self-driven customers looking for simplicity and convenience	*Customers combining face-to-face interactions & remote channels use*	*Customers looking for expertise and/or customised service & ready to pay a premium price*	
	Full digital offer	Multi-channel service offer	Multi-channel service offer	Digital
	Digital or remote distribution & services	A team at your service	Dedicated & proactive relationship manager	Human
	Freemium	Pay-per-use for high value added services	Explicit invoicing of a higher service level	

COMMON PLATFORMS: Products & services – Channels – Remote expertise

Domestic Markets
Develop Digital and Mobile Banking

Enhance data use

- **Development of data use for the benefit of customers & of commercial performance**
  - Improve the customer contact opportunity conversion rate
    Objective: 33% of customer contact opportunities converted in 2020

Develop use of mobile banking services

- **Implementation of new features for mobile payments**
  - Person-to-person mobile payments: *Jiffy* in Italy, *Payconiq* in Belgium & *Paylib entre Amis* in France
  - Payment card settings managed directly by customers via mobile device

- **Speeding up digital customer onboardings**
  - New customer acquisitions: 1/3 achieved entirely through digital channels
- **Sharp rise in the number of active mobile users in the networks: +21% vs. 1Q17**
  - 17 average monthly connections (+10% vs. 1Q17)

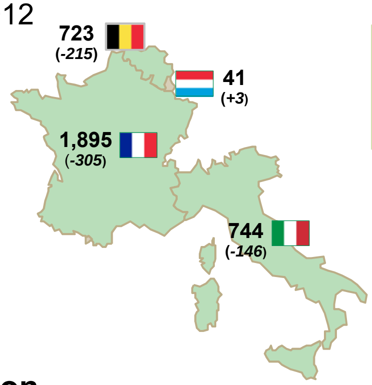
Anticipate new usage trends & diversify revenues with the launch of innovative products

- **Lyfpay:** aiming to become the European reference for added-value mobile payment solution to serve client relationship
  - 2,500 daily downloads of the app
  - Agreement signed in February with Casino Group: rollout in > 500 stores across France
- **Kintessia**: first B-to-B marketplace enabling Leasing Solutions customers to optimise the use of their assets by renting them

Domestic Markets: Upgrade the Operating Model to Enhance Efficiency & Customer Service

Simplify and optimise the local commercial set-up

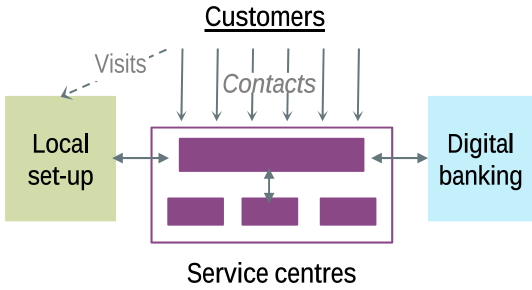
- **Continue branch network optimisation**
  - -16% branches since 2012
  - 138 branches closed in 2017



Number of branches as at 31.03.2018
(variation vs. 2012)

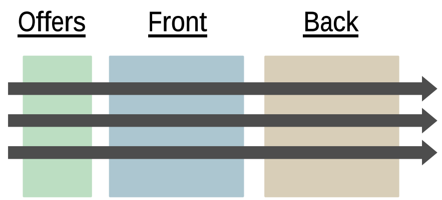
- **New regional organisation**
  - Removal of one management layer in FRB (out of 4)
  - Similar streamlining under way at BNL and BRB
  - Shorten the decision-making process, make the set-up more efficient & reduce costs

Create omni-channel customer service centres



- **New customer relationship management model** and Sale/After-sale convergence
- **Differentiated treatment** between standard services & premium solutions

New digital end-to-end value proposal



- **Evolution towards new customer service models**
- **Rollout of reinvented end-to-end digital customer journeys**

International Financial Services
New Partnerships and Client Experience

Develop new partnerships

- **Personal Finance:**
  - Kia Motors, Hyundai Motor (Spain & France); Toyota (Portugal)
  - New sectors (tourism: TUI in France; telecoms: Masmovil in Spain)
  - New countries (Austria: XXXLutz in home furnishings)
  - China: good development of JVs with Bank of Nanjing, Geely and Suning
- **Insurance:**
  - Promising start of the partnership with Matmut in France: launched the first sales of car and home owner’s insurance at FRB & Hello bank!
  - Partnership with *SeLoger.com* to simulate & purchase credit protection insurance online in France

Optimise client experience

- **Personal Finance:** 72% of contracts signed electronically in France, Italy & Spain

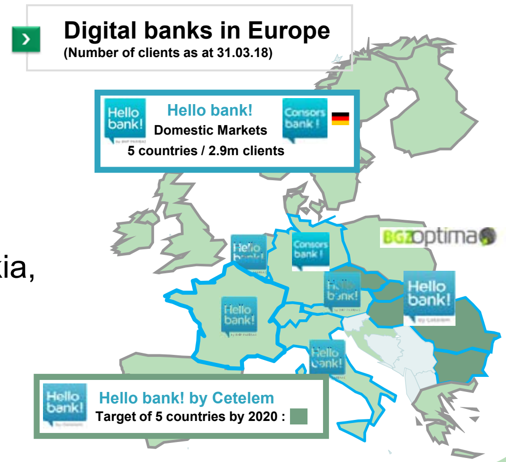
- **Insurance:** ability to buy creditor insurance fully online in France
- **Wealth Management:**
  - Launch of *Voice of Wealth:* app by Bank of the West Private Banking to help customers manage their investment portfolios

International Financial Services
Develop Digitalisation & Enhance Operating Efficiency

Develop new technologies and business models

- **New technologies:**
  - Leveraging the acquisition of Gambit (robo-advisory): launch in France of Birdee (after Belgium and Luxembourg), a digital financial management solution for individuals
  - Partnership with Plug & Play, world's largest start-up accelerator

- **Digital banks:** launch by Personal Finance of new digital banks in Europe (Hello bank! by Cetelem)
  - Leveraging in particular the strong brand recognition and the sizeable client base (27 million clients in 28 countries)
  - Successful launch in the Czech Republic at end 2017
  - 4 other countries expected in Eastern Europe (Slovakia, Hungary, Romania and Bulgaria)
  - > 50 million inhabitants in these 5 countries



Industrialise and enhance operating efficiency

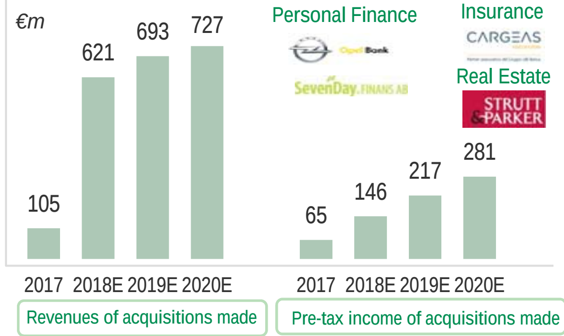
- **Asset Management:** ongoing implementation of BlackRock's IT outsourcing solution, Aladdin
- **Bank of the West:** centralising some functions and streamlining hierarchical levels

International Financial Services
Growth Enhancing Bolt-on Acquisitions

2017

- **Personal Finance**: acquisition in partnership with PSA Group of **50% of General Motors Europe's financing activities** (outstanding loans of €9.4bn at year-end 2017)
- **Personal Finance**: acquisition of **SevenDay Finans AB**, a consumer credit specialist in Sweden (70,000 clients, outstanding loans of €0.7bn at year-end 2017)
- **BNP Paribas Cardif**: buyout of the remaining 50% stake in **Cargeas Italy** (property and casualty insurance)
- **Real Estate Services**: acquisition of **Strutt & Parker**, leading player in the UK property market

Contribution of acquisitions made in 2017

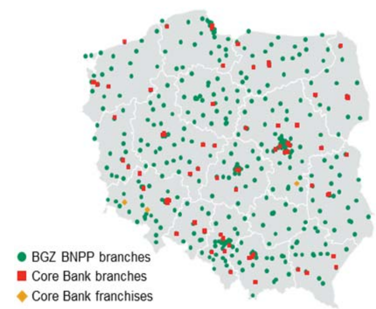


~+1 point of 2016-2020 revenues CAGR

2018

- **Europe-Med**: announcement of the acquisition of the core banking operations of **Raiffeisen Bank Polska***
  - Strengthening of BGZ BNP Paribas as the 6th largest bank in Poland with > 6% combined market share in loans and deposits at year-end 2017
  - Acquisition price corresponding to 87% of the book value
  - Positive 1% impact on the Group's net EPS in 2020
- **Wealth Management**: announcement of the acquisition of **ABN Amro Bank Luxembourg**** (€5.6bn of AuM in private banking and €2.7bn in life insurance)

Good complementarity with BGZ BNP Paribas



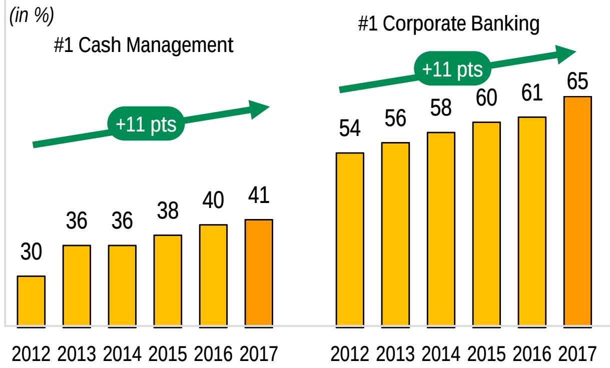
*Closing of the transaction expected in 4Q18, subject to the execution of the final documentation and regulatory approvals; activities acquired: business of Raiffeisen Bank Polska excluding the foreign currency retail mortgage loan portfolio and excluding a limited amount of other assets; ** Subject to regulatory approvals, deal expected to be closed in 3Q18*

Corporate & Institutional Banking
Continue Develop Customer Franchises

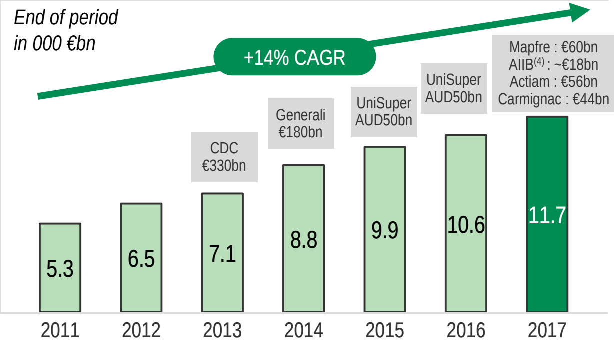
Grow selective client franchises

- **Corporates:** strengthen the footprint in targeted countries in Europe (notably Germany, Netherlands, UK & Scandinavia)
  - Good business development in targeted countries (revenues vs. 2016: +5.6% in Germany)
  - Over 170 new client groups gained since 1st January 2017 in EMEA**
  - Increased penetration in European Corporate Banking & Cash Management
- **Institutionals: bolster our presence**
  - Continue to gain new mandates in Securities Services & to develop its multi-local model
  - Strengthen the coordinated offering of the businesses (*One Bank Approach*)
- **Leverage the global presence of the Group**
  - Reinforce commercial synergies between Europe, the Americas and Asia-Pacific
  - Develop the footprint in selected markets (Indonesia, etc.)

European market penetration on corporates*



Strong growth in assets under custody and under administration



** Source: Greenwich Share Leader Survey (European Top-Tier Large Corporate Cash Management, European Top-Tier Large Corporate Banking); ** Europe, Middle East & Africa*

Corporate & Institutional Banking
Targeted Growth Initiatives & Digital Transformation

Implement targeted growth initiatives

- ▶ **New partnerships:**
  - Finalisation of the strategic partnership with Janus Henderson in the United States (USD138bn in assets under custody)
  - Promising start of the partnership between Global Markets and GTS to enhance and expand the client offering on US Treasuries
  - Symphony communication & workflow automation tool now rolled out across front-office teams
- ▶ **Strengthen the integrated CIB model**
  - Securities Services & Global Markets to launch joint offerings (execution & netting of derivatives, collateral management, forex, etc.)
  - Development of cooperation between Bank of the West and CIB on corporates
- ▶ **Roll-out new offerings**
  - Launch of the tri-party collateral management offering (Securities Services)

Janus Henderson INVESTORS

GTS

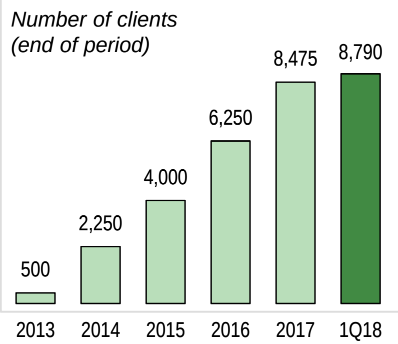
SYMPHONY

Accelerate digital transformation

- ▶ **Digitalise customer journeys**
  - Good development of all digital platforms (Centric, Cortex, Smart Derivatives, etc.)
  - > 300 new clients on-boarded onto Centric in 1Q18
- ▶ **120 digital projects launched** (out of 150 identified)
- ▶ **Digitalisation & industrialisation of the *Know Your Client (KYC)* process**

Centric

Centric

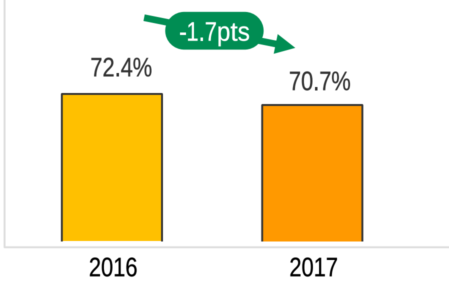


Corporate & Institutional Banking
Improved Efficiency and Profitability

Improve operating efficiency

- **Effect of the cost saving programmes** launched since 2016: €650m in 2 years i.e. 50% of 2020 target
  - Cost decrease in 1Q18: -7.2%* vs.1Q17
- **Development of mutualised platforms** (Portugal, etc.)
- **Automation of 200 processes by end 2018** (IT access, compliance controls, liquidity indicators)
- **4 "end-to-end processes" under way** (client onboarding, credit process, forex cash and fund administration)

Cost income ratio



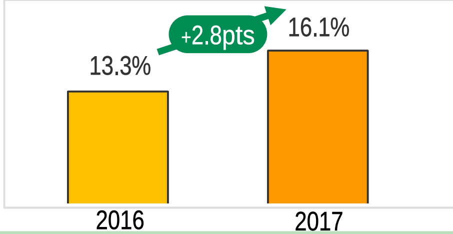
Optimise financial resources

- **Reduced risk-weighted assets:**
  - €7bn reduction since 1st January 2017: right-sizing of sub-profitable portfolios, active management of financial resources (loan sales, securitisations, etc.)
  - 75% of the target of -€20bn achieved (-€8bn already achieved in 2016)
  - Allocated equity: €19.9bn in 1Q18 (-10.1% vs. 1Q17)
- **Gradual redeployment of the resources** thus freed up into growth

Significantly improve the Return on Equity

- **Already significant increase in the Return on Equity** thanks to the combined effect of the measures enacted
  - 16.1% pre-tax RONE** in 2017 (18.5% in 1Q18)

Pre-tax RONE**



** Excluding IFRIC 21 «Taxes»; ** Return on Notional Equity*

Implementation of 5 Levers for a New Customer Experience

5 levers for a new customer experience & a more effective and digital bank

Implement new customer journeys

- New digitalised, expanded, seamless and personalised customer journeys (more services, more attractiveness, choice of channel)
- Upgraded service models (better customer segmentation based on user habits, "the right product at the right time and through the right channel")
- Digitalisation of distribution by developing digital customer interfaces
- New services made available

Implementation examples

Lyf pay, Hello bank!, Nickel, Ce

Upgrade the operational model

- Streamlining and automatisation of end-to-end processes
- Simplification of the organisations
- Shared platforms and smart sourcing

Implementation example

aladdin by BlackRock

Make better use of data to serve clients

- Better reliability of data and enhancement of data use for the benefit of customers
- Reinforcement of data storage, protection and analysis capacities
- Use of cutting-edge technologies (artificial intelligence, machine learning)

Implementation examples

Ce, Gambit, Fortia

Work differently

- More digital, collaborative and agile work practices
- Day-to-day digital environment & digital and innovation driven culture
- Staff training

Implementation examples

Symphony, digitalpeople

Adapt information systems

- Evolution of information systems and incorporation of new technologies in order to accelerate digital
- Improvement of IT efficiency and agile practices
- Promotion of innovation

Implementation example

Digital platform: *Omni channel Interfaces* | *Customer Interaction Management*

Data Hub

Banking platform: *Products & Services Factories* | *Corporate & Support systems*

2020 Targets

		2020 Plan
Revenue growth		2016-2020 CAGR* ≥ +2.5%
Recurring cost savings target starting from 2020		~€2.7bn
Cost income ratio	2016: 66.8%**	63%
ROE	2016: 9.4%**	> 10%
Fully loaded Basel 3 CET1 ratio	2016: 11.5%	12%***
Pay-out ratio	2016: 45%	50%****

ROE > 10% in 2020

** Compounded annual growth rate; ** Excluding exceptional items; *** Assuming constant regulatory framework; **** Subject to Annual General Meeting approval*

Commitment for a Positive Impact on Society

CSR culture recognised by leading indices & labels	**Selected in the Dow Jones Sustainability World & Europe Index,** #1 French bank "**Top 10 Performers**" of the CAC 40® Governance index (**Euronext** & **Vigeo Eiris**) **2nd bank** in **Thomson Reuters' Global Diversity & Inclusion** index
Sense of responsibility rooted in our financial activities…	▪ **Stop the financings to tobacco companies** ▪ Placed in 2017 **sustainable bonds** for an equivalent of $6bn (+116% vs. 2016) ▪ **United Nations Sustainable Development Goals** (SDGs): €155bn in financings to support energy transition and sectors considered as directly contributing to SDGs*
…and in our philanthropic actions	▪ **BNP Paribas Foundation and Bill & Melinda Gates Foundation:** support 600 researchers on climate change adaptation in Africa
A major role in the transition toward a low carbon economy	▪ **Stop funding companies whose principal business activity is gas / oil from shale** (or from tar sands) & oil / gas projects located in the Artic region ▪ **Carbon neutrality** of BNP Paribas' own operations achieved in 2017

** Including sustainable bonds' placement and CSR funds*

Conclusion

Strong and well diversified bank

A good macroeconomic context
Positive impact of higher GDP growth and interest rates vs 2020 plan

Businesses strengthening their commercial position

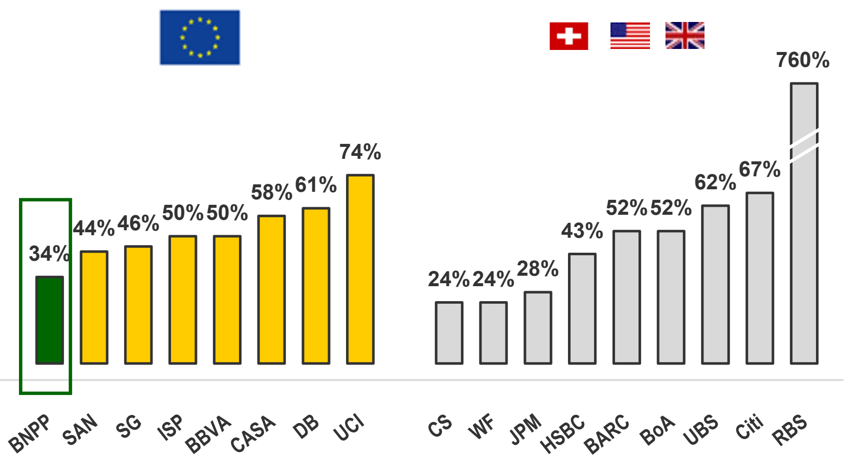
New customer experiences & operating efficiency improvement by speeding up digital transformation

Promising start to the 2020 plan

Appendix

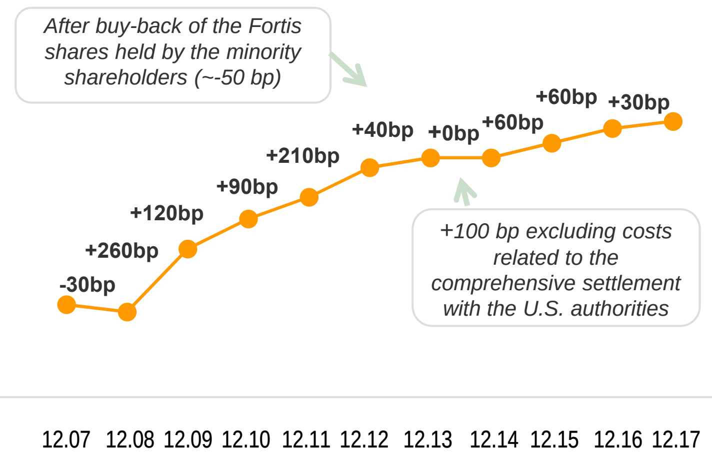
Diversification Leading to Lower Risk and Steady Capital Generation

Cost of Risk/Gross Operating Income 2008-2017



- One of the lowest CoR/GOI through the cycle
  - Diversification and strong discipline at origination

Annual evolution of the CET1 ratio*



- Strong track-record in capital generation
  - Low risk and limited volatility of earnings

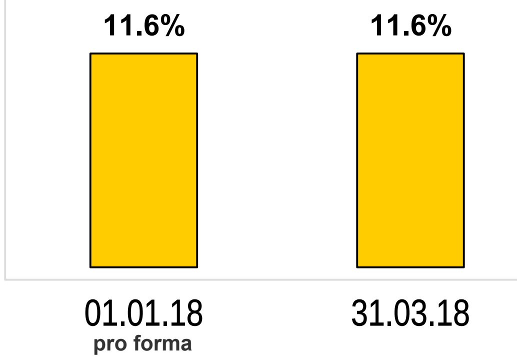
Diversification → lower risk profile

* CRD4 "2019 fully loaded

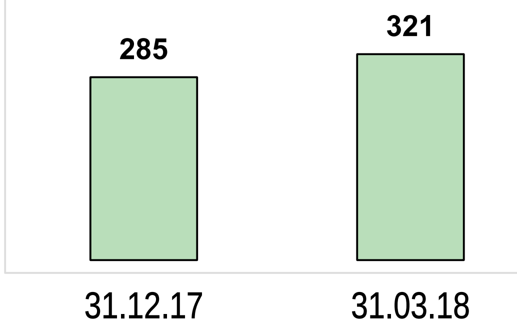
Financial Structure

- Reminder CET1 as at 01.01.18: limited impact of 2 technical effects
  - 1st time application of IFRS 9 (fully loaded): ~-10 bp
  - Deduction of irrevocable payment commitments from prudential capital: ~-10 bp
  - ⇨ Pro forma CET1 ratio* as at 01.01.18: 11.6%
- Fully loaded Basel 3 CET1 ratio*: 11.6% as at 31.03.18
  - 1Q18 results after taking into account a 50% pay-out ratio (+10 bp)
  - Increase in risk-weighted assets excluding foreign exchange effect (-10 bp)
  - Foreign exchange effect overall negligible on the ratio
- Fully loaded Basel 3 leverage**: 4.1% as at 31.03.18
- Liquidity Coverage Ratio: 120% as at 31.03.18
- Immediately available liquidity reserve: €321bn*** (€285bn as at 31.12.17)
  - Room to manoeuvre > 1 year in terms of wholesale funding

Fully loaded Basel 3 CET1 ratio*



Liquidity reserve (€bn)***

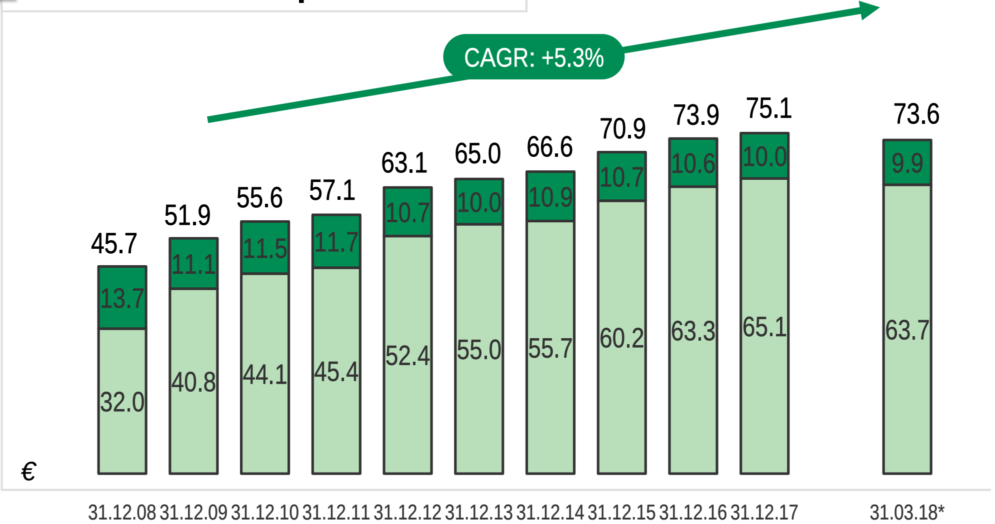


Very solid financial structure

* CRD4 "2019 fully loaded"; ** CRD4 "2019 fully loaded", calculated according to the delegated act of the EC dated 10.10.2014 on total Tier 1 Capital and using value date for securities transactions; *** Liquid market assets or eligible to central banks (counterbalancing capacity) taking into account prudential standards, notably US standards, minus intra-day payment system needs

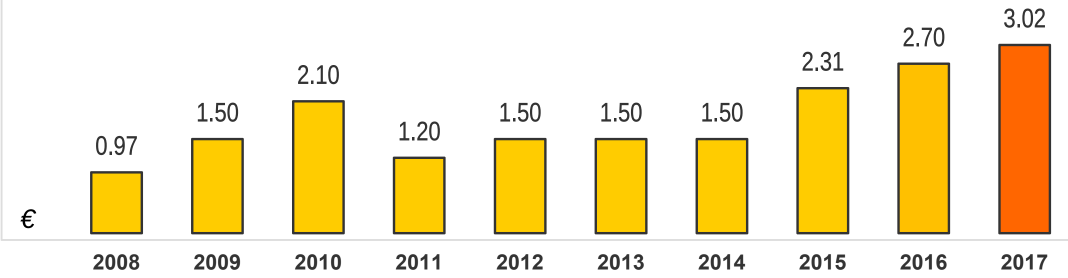
Recurrent Value Creation for Shareholders

Net book value per share



Reminder: impact on the equity of the first time application of IFRS 9 as at 01.01.18: -€2.5bn or €2 per share

Dividend per share



- **Dividend**: €3.02 per share** (+11.9% vs. 2016)
  - Paid in cash
  - Dividend yield: 5.7%***
- **Pay-out ratio of 50%**
  - As per the 2020 plan

** First time application of IFRS 9; ** Paid on 1st June 2018; *** Based on the closing price on 31 May 2018 (€53.06)*