

BNP Paribas 2014-2016 Business Development Plan



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BNP PARIBAS | The bank for a changing world

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 the effect of reducing the net income attributable to equity holders by €14m, as well as the amended IAS 28 “Investments in Associates and Joint Ventures”, (ii) internal transfers of activities and results made on 1st 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 adjustment of allocation practices of the liquidity costs to the operating divisions in order to align them to the Liquidity Coverage Ratio approach. Furthermore, in order to ensure comparability with the future 2014 results, 2013 pro-forma quarterly accounts have been prepared considering TEB group under full consolidation for the whole of 2013. For the whole of these restated results, data pertaining to 2013 have been represented as though the changes had occurred on 1st January 2013. This presentation is based on the restated 2013 quarterly data.

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Introduction



A 2014-2016 scenario of moderate, gradual and differentiated recovery depending on the region



Ongoing globalisation of the economy



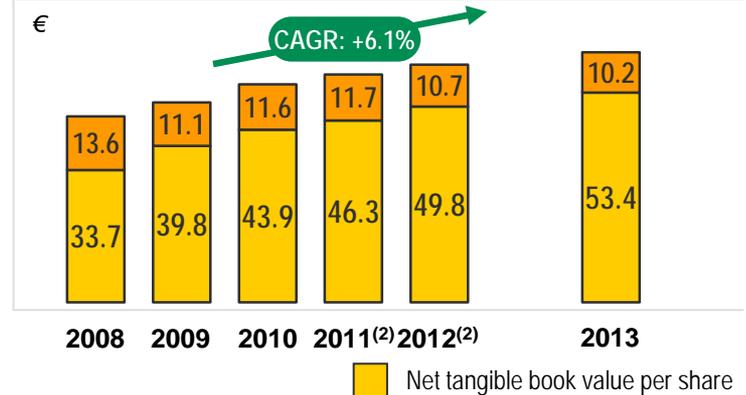
A scenario of stabilisation of the new regulatory framework (Basel 3 - CRD 4)



Confirmation of the Business Model

- 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

> Net book value per share⁽¹⁾



⁽¹⁾ Not revaluated; ⁽²⁾ Restated following application of the IAS 19 amendment



Confirmation of the Business Model

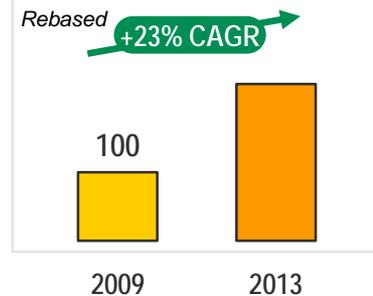
Cross-selling at the heart of the model

- 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

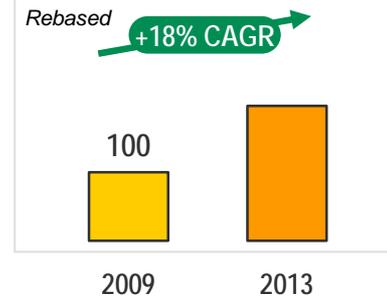
Good risk diversification

- By sector of activity: no sector representing more than ~5% of Group's total gross commitments⁽⁷⁾
- 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

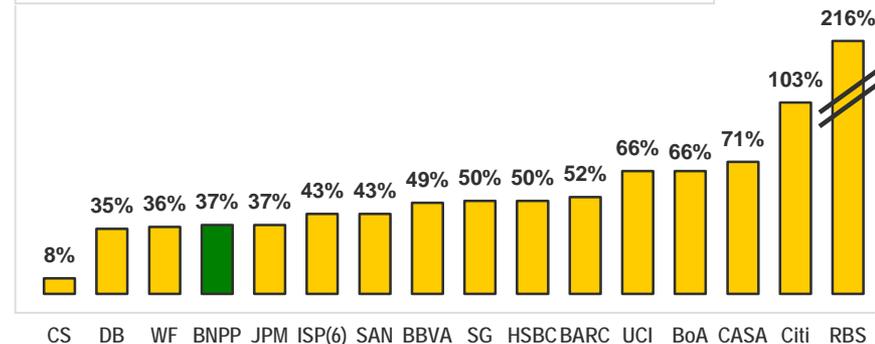
Cross-selling between CIB & BNL (revenue evolution)



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



Cost of risk/gross operating income 2007-2013



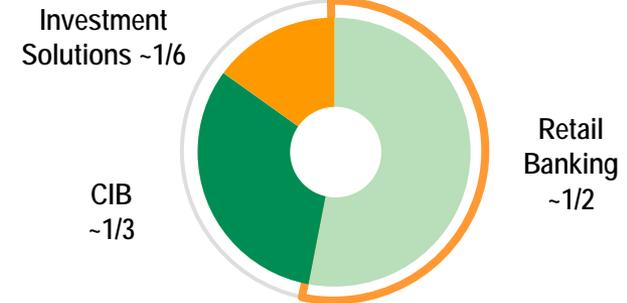
⁽¹⁾ Euromoney survey; ⁽²⁾ Source: Dealogic, by volume; ⁽³⁾ Source: Thomson Reuters; ⁽⁴⁾ Alpha Credit average outstandings; ⁽⁵⁾ Specialised Financing; ⁽⁶⁾ 2007-9M13; ⁽⁷⁾ Inc. Retail



Confirmation of the Business Model

- A balanced business model which is a clear competitive advantage in the new environment
- With businesses that gather savings and generate liquidity
 - Investment Solutions businesses (Wealth Management, Securities Services, ...)
 - Retail Banking networks
- Critical mass in the capital market activities which will support the disintermediation of credit
 - Fixed Income: #1 for all bonds in euros for the last 5 years⁽¹⁾
- A growing presence in regions with strong potential
 - Asia: presence in 14 countries of which 12 with a full banking licence
 - Mediterranean basin: Morocco, Turkey, ...

> 2016 allocated equity



> Growing presence in regions with strong potential



> **Confirmation of the business model and its 3 pillars:
Retail, CIB and Investment Solutions**

⁽¹⁾ Source: Thomson Reuters



Some Activities Have Been Adjusted in the Recent Past

Adaptation to new regulatory constraints	CIB Deleveraging	<ul style="list-style-type: none"> Assets -€50bn and RWA -€45bn between Dec. 2011 and Sep. 2012
	Leasing Non Core	<ul style="list-style-type: none"> Run-down of approx. €8.5bn of non core leasing outstandings since 2010
	Personal Finance Mortgage	<ul style="list-style-type: none"> Run-down of certain mortgage-only businesses in non-domestic markets
Businesses and shareholders' equity management	Disposals	<ul style="list-style-type: none"> Klépierre (partial) Royal Park Investments BNP Paribas Egypt
	Acquisitions	<ul style="list-style-type: none"> Bolt-on acquisitions in the business lines⁽¹⁾ BNPP Fortis minorities BGZ in Poland


Initiatives already taken to adapt to the new environment
Disciplined and selective acquisitions

⁽¹⁾ Securities Services, Insurance, Personal Finance, Equity Derivatives



2014-2016 Development Plan

5 Major Strategic Priorities

**Enhance Client Focus
and Services**

**Successfully Implement
Business Development
Initiatives**

**Simplify our Organisation and
how we Operate**

**Adapt Certain Businesses to
their Economic and Regulatory
Environment**

**Continue Improving Operating
Efficiency**

For all our clients, act as a responsible bank

A responsibility charter
since 2012

Quantifiable targets for CSR
in 2015 and 2016



Five Major Strategic Priorities for 2016

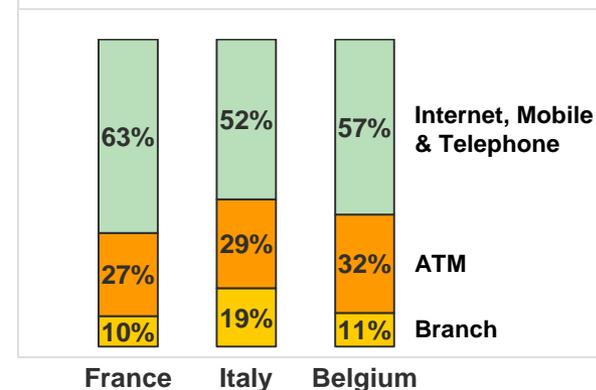
1. Enhance Client Focus and Services

> 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



> Customer contact by channel



Five Major Strategic Priorities for 2016

1. Enhance Client Focus and Services

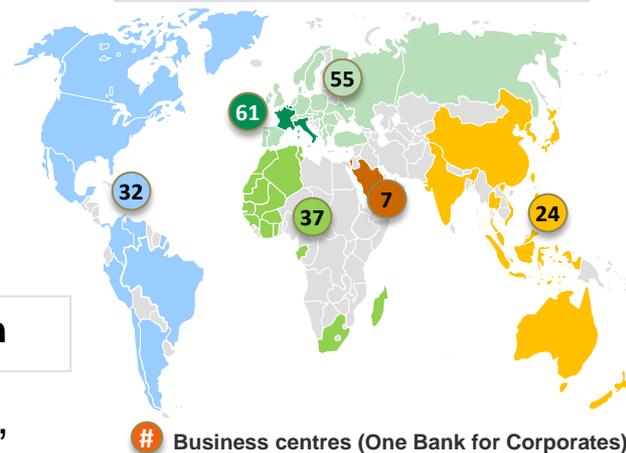
> Corporates: leverage our European and global organisation

- 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



Five Major Strategic Priorities for 2016

2. Simple & 3. Efficient

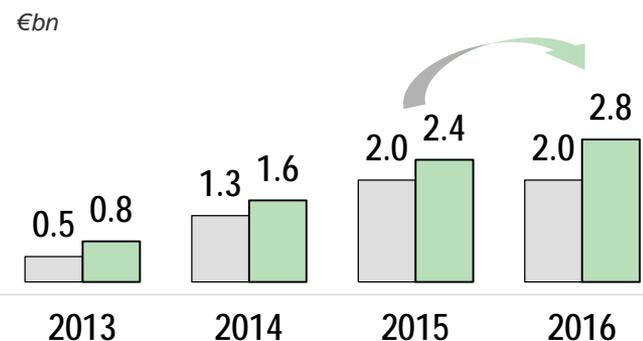
> **Simple: simplify our organisation and how we operate**

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

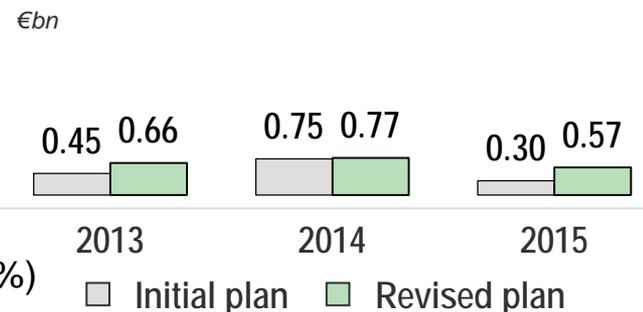
> **Efficient: continue improving operating efficiency**

- 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
- 2,388 projects identified for the whole Group
 - >2,200 projects already launched (~93%)
- 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

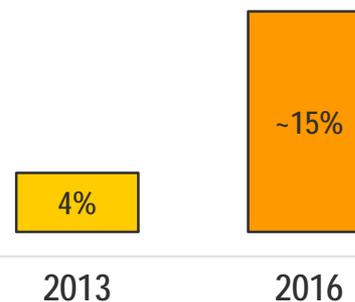
> BNL: continue adapting to the economic environment

- 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 <100bp 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



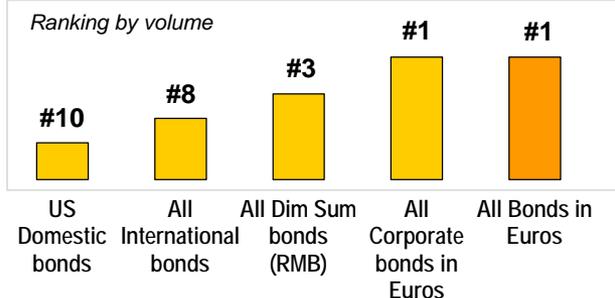
Five Major Strategic Priorities for 2016

4. Adapt Certain Businesses to their Economic and Regulatory Environment

> Capital Markets: adapt to the new regulatory environment

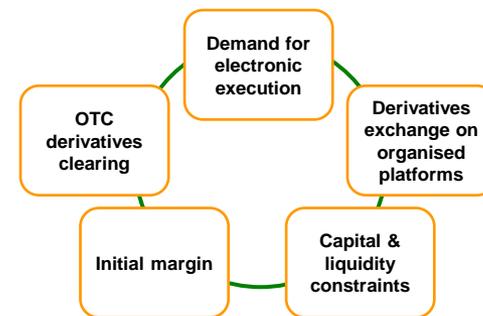
- Client driven activities, strategic in the new environment
- Leverage leading positions in a context of disintermediation of credit
- Differentiate the product offering and industrialise flow product processes
- Capitalise on our strengths in bespoke derivatives
- Improve operating efficiency (C/I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

> 2013 bond issuance rankings⁽²⁾



⁽³⁾ Source: McKinsey Global Institute – Financing outstandings of non financial companies (% equities and bonds at the end of 2012)

> Transformation of the industry



> Financing of corporates via capital markets⁽³⁾



⁽¹⁾ Basel 3; ⁽²⁾ Source: Thomson Reuters 2013;



Five Major Strategic Priorities for 2016

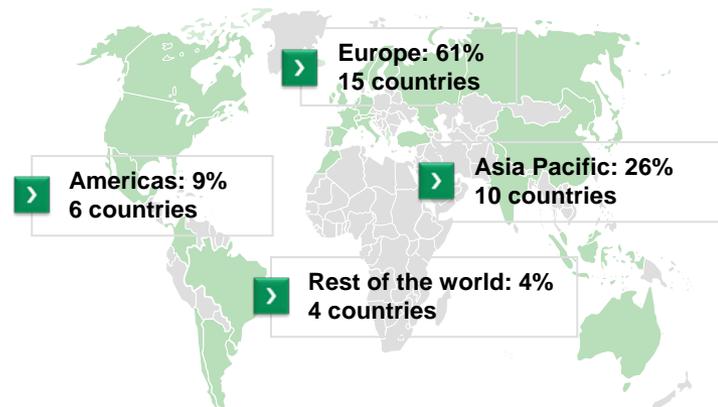
4. Adapt Certain Businesses to their Economic and Regulatory Environment

> 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



> 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



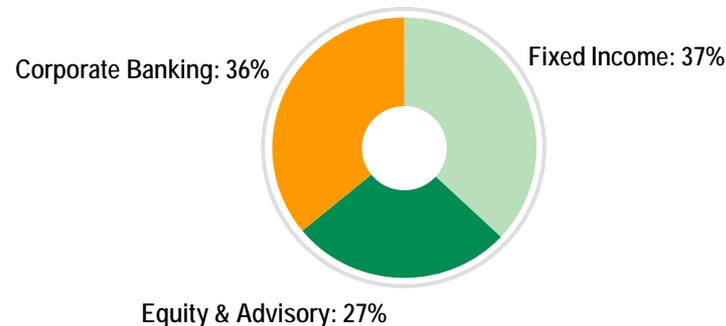
Five Major Strategic Priorities for 2016

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



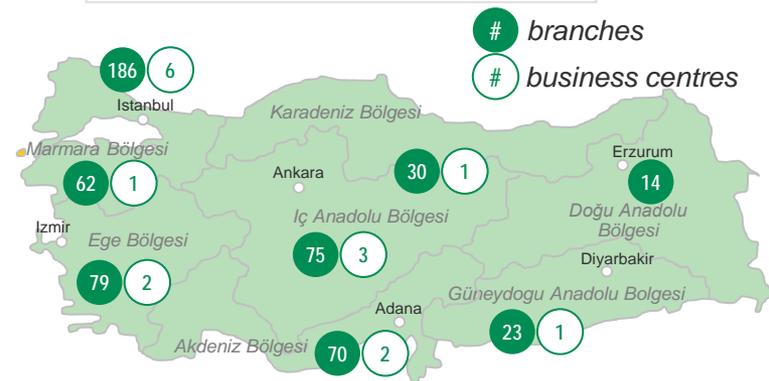
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5. Successfully Implement Business Development Initiatives

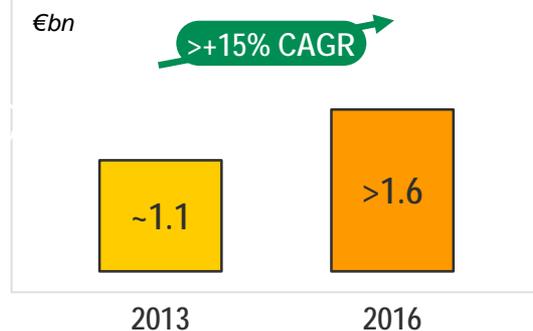
> Turkey: continue our medium-term business development

- 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

● 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%

● 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%

● Ambitious business development plans for Arval, Leasing Solutions and Real Estate

⁽¹⁾ Restated; ⁽²⁾ CAGR; ⁽³⁾ Eurozone



Financial Targets

			2016 targets
> Growth	Organic growth of revenues		≥ +10% vs. 2013
> Efficiency	Targeted savings from the Simple & Efficient plan	Initially €2.0bn in 2015	€2.8bn
	Cost/income	66% in 2013 excluding S&E transformation costs	-3 pts vs. 2013
> Profitability	ROE	7.7% ⁽¹⁾ in 2013	≥ 10%
> Capital	Basel 3 fully loaded CET1 Ratio	10.3% ⁽²⁾ in 2013	10.0%
	Pay-out ratio	2002-2007: 33-40% 2008-2012: 25-33%	~45% ⁽³⁾

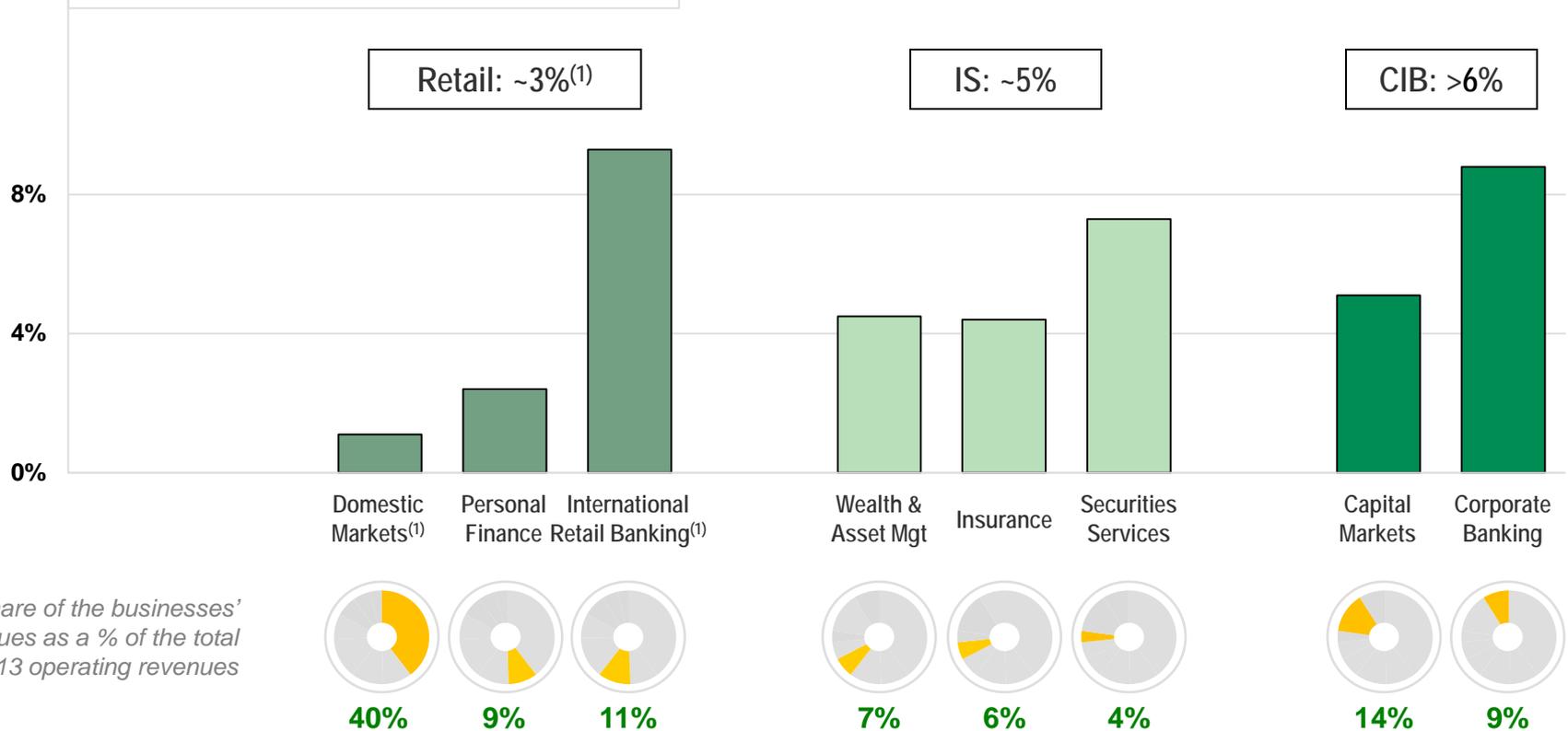
> **Double digit annual growth of net earnings per share on average over the period from €4.7 in 2013⁽¹⁾**

⁽¹⁾ 2013-2016, excluding exceptional items; ⁽²⁾ CRD4 (fully loaded); ⁽³⁾ Subject to shareholder approval



Revenues Evolution (Excluding Polish Acquisition)

> 2013-2016 revenues CAGR in %



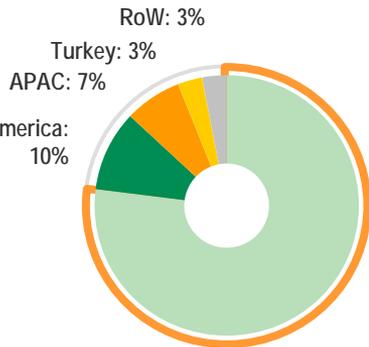
> Differentiated growth among businesses and regions

⁽¹⁾ At 2/3 Private Banking



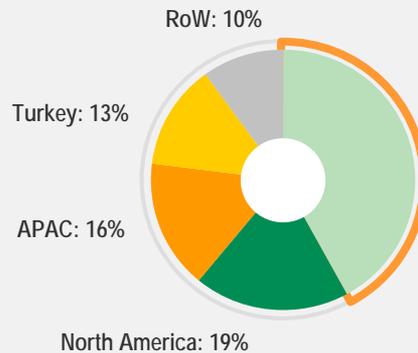
Geographic mix Evolution (Excluding Polish Acquisition)

2013 revenues



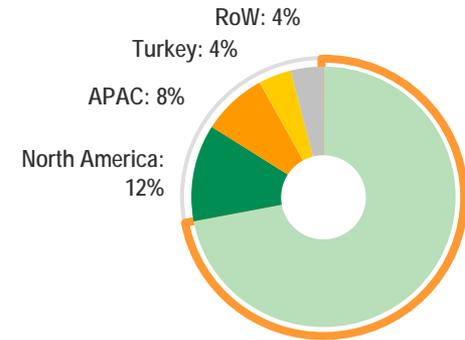
Europe
77%⁽¹⁾

2013-2016 revenues growth contribution



Europe
42%

2016 revenues



Europe
72%⁽¹⁾

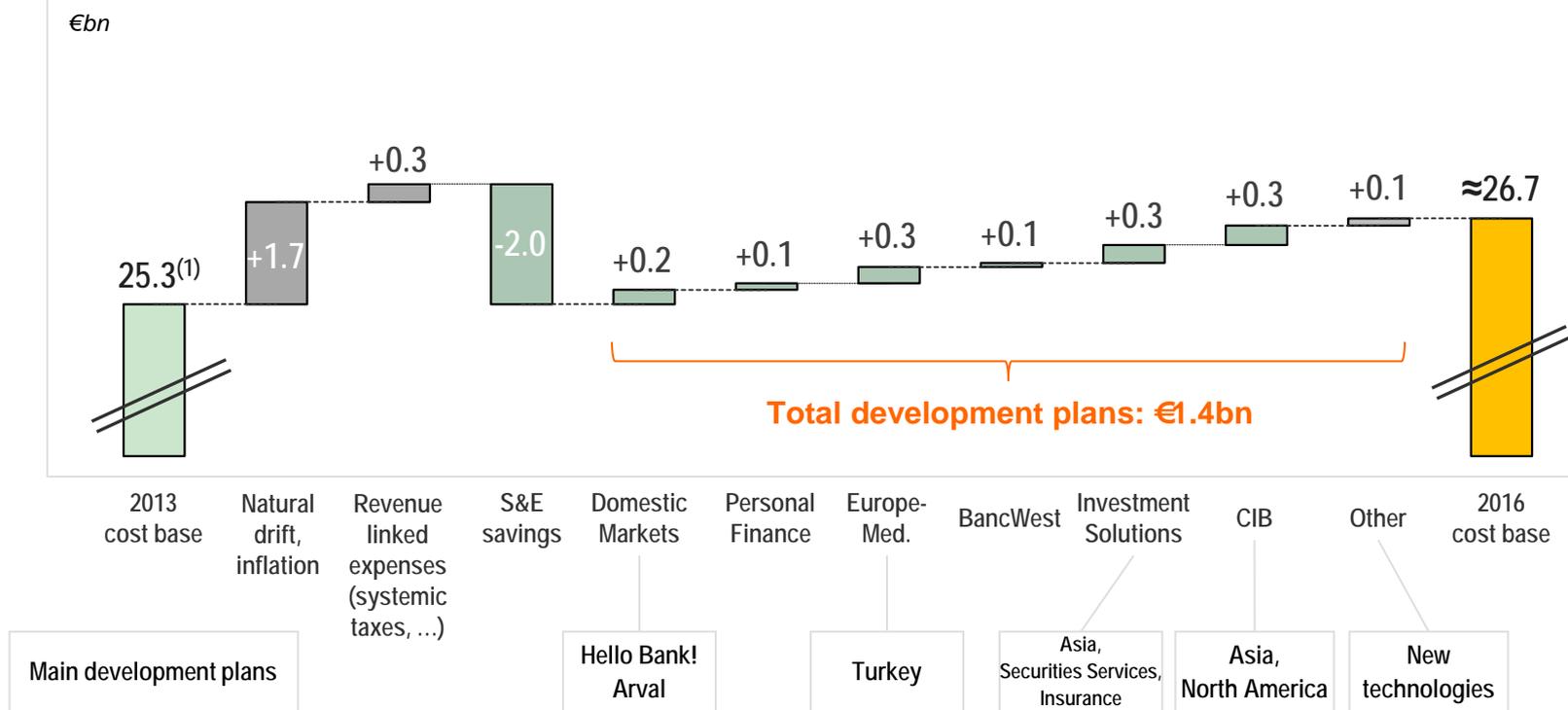
Grow further outside Europe

⁽¹⁾ Of which ca. 2% in Eastern Europe in 2013 and in 2016 at constant scope; this percentage will increase to 3% in 2016 as a result of BGZ acquisition, in percentage of Operating Divisions' revenues, at constant scope and exchange rates in 2013 and 2016



2013-2016 Operating Expenses Evolution (1/2)

2013-2016 operating expenses evolution



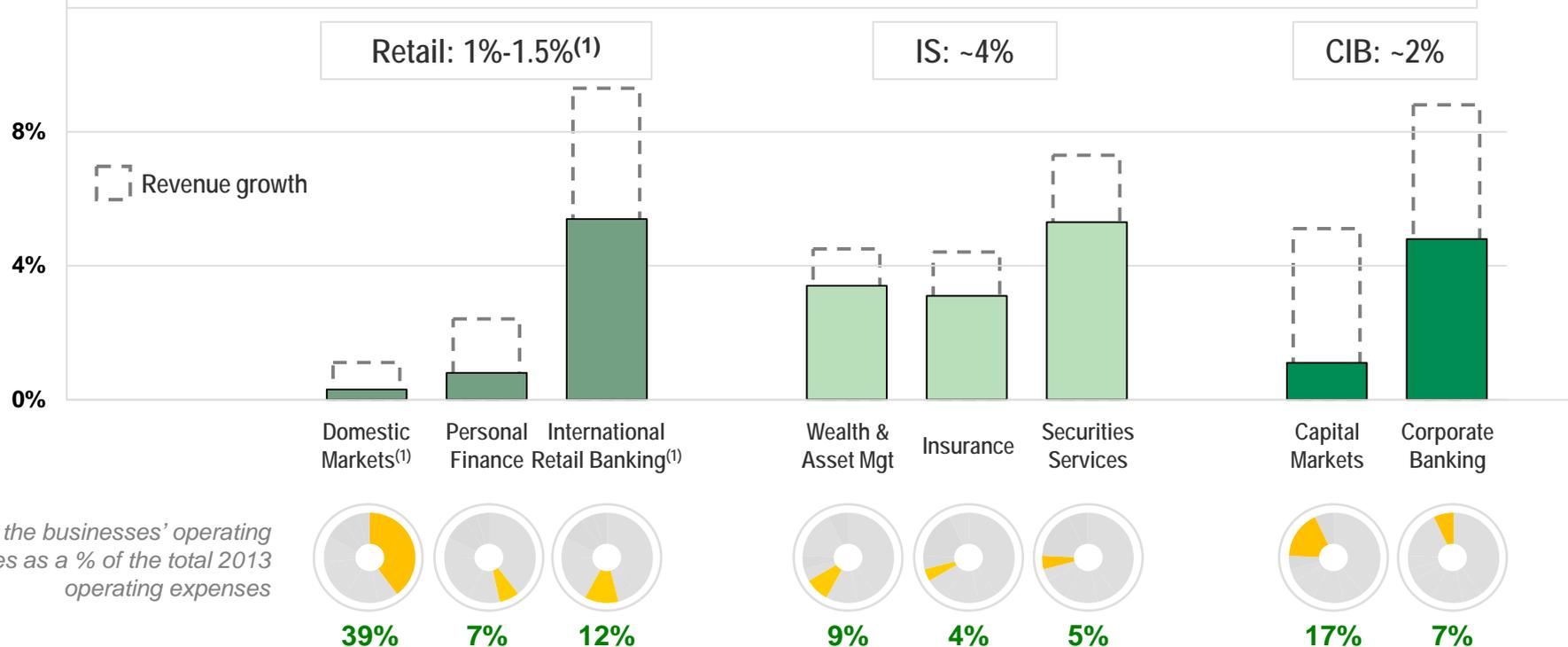
Gradual cost increase only driven by investment plans: €1.4bn
S&E savings offsetting other cost evolutions

⁽¹⁾ Group excluding 2013 S&E transformation costs, including 2013 S&E achievements of €0.8bn



2013-2016 Operating Expenses Evolution (2/2)

2013-2016 operating expenses CAGR in % ⇒ **Positive jaws effect everywhere**



Share of the businesses' operating expenses as a % of the total 2013 operating expenses

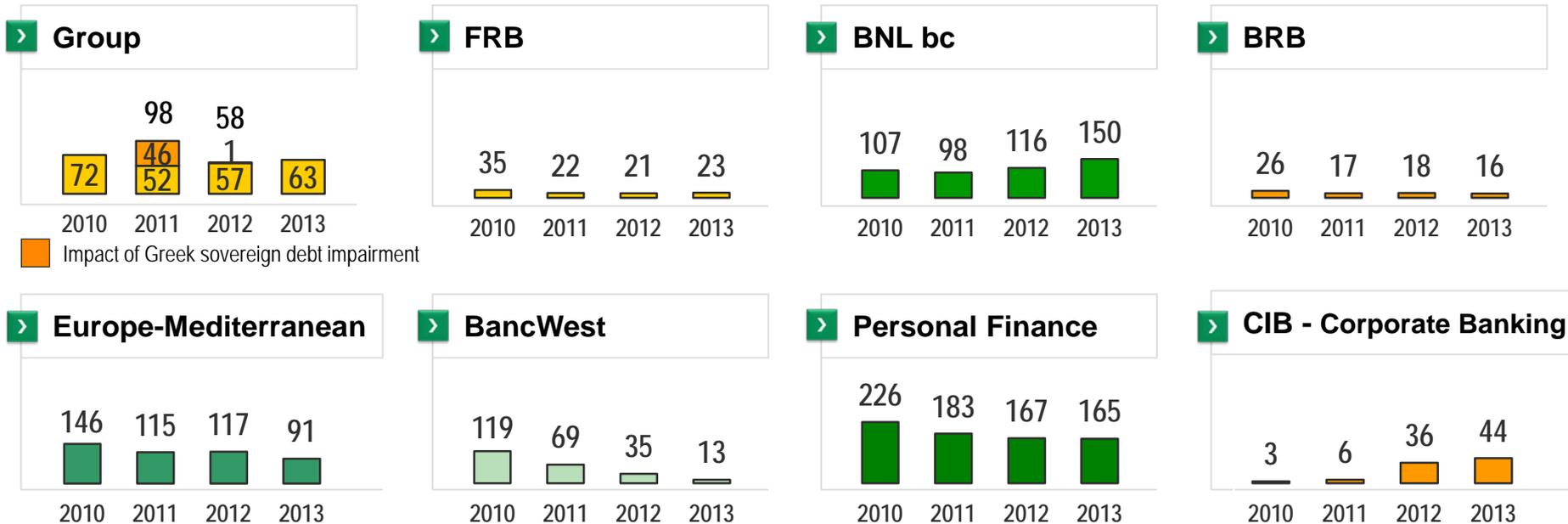
Stability of costs in Domestic Markets
Development costs focused in growing geographies and businesses

⁽¹⁾ At 2/3 Private Banking



Cost of Risk Evolution

- Strong risk management track record
- Continue strong discipline at origination
- Moderate macro-economic recovery: ~stable cost of risk in 2016 vs. 2013, with specific attention to certain activities in 2014

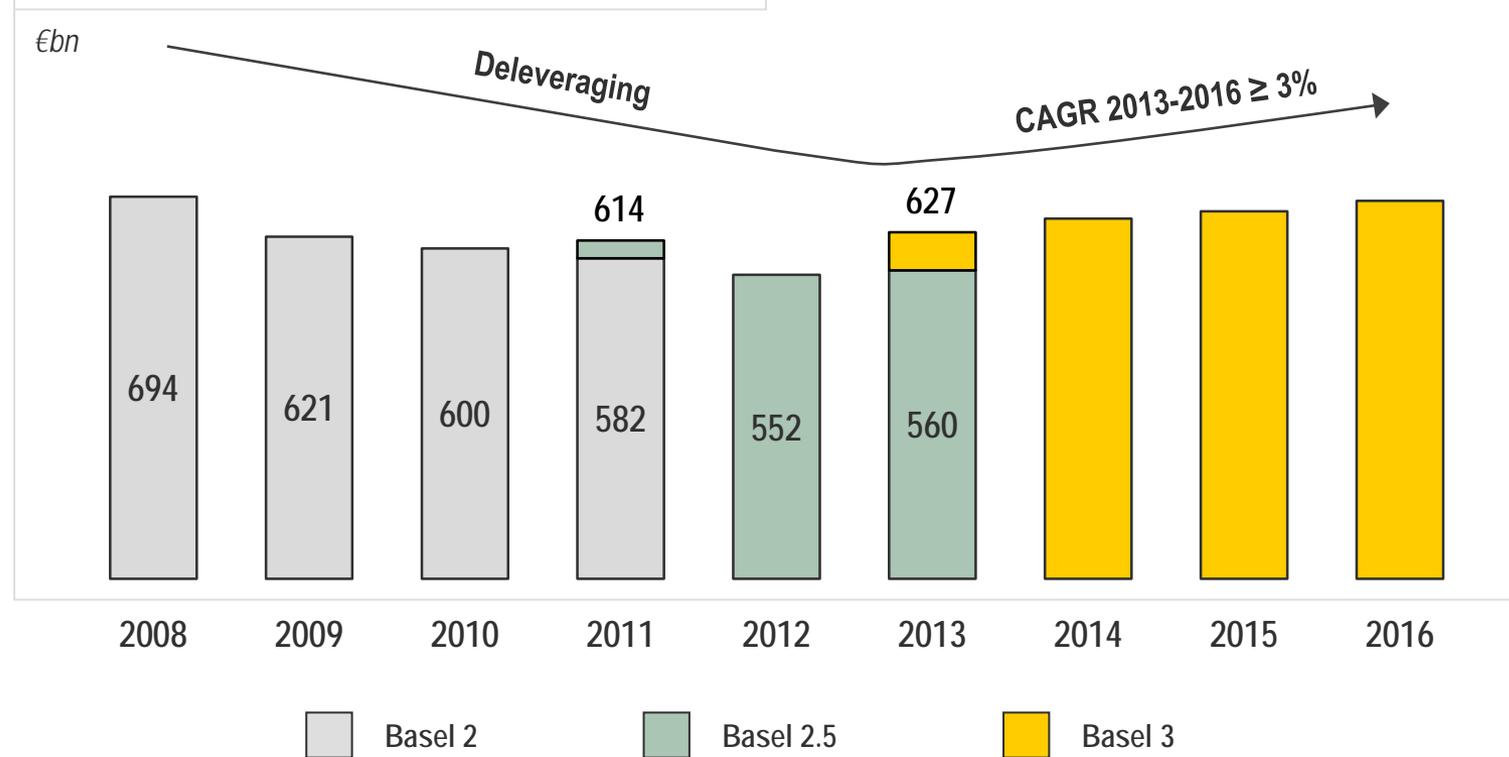


Stringent risk policy



RWA Management

> Group RWA YE 2008 to YE 2016

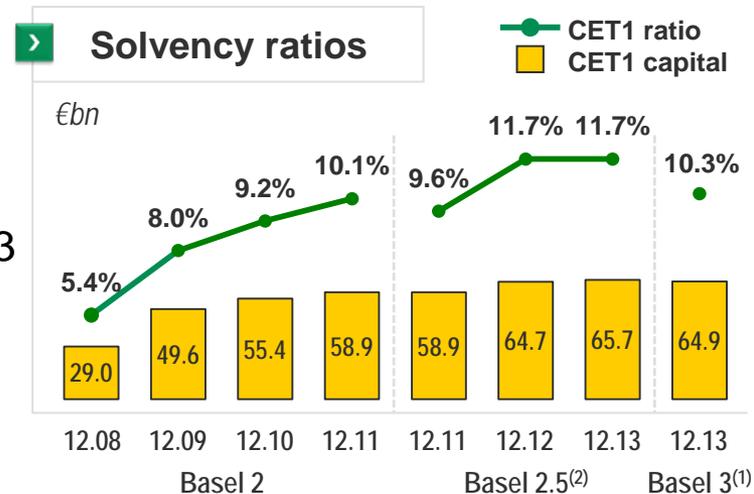


Moderate increase of RWA in 2014-2016

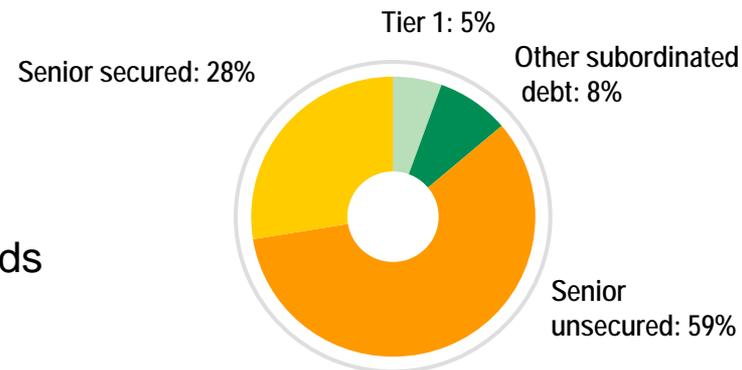


Rock-Solid Balance Sheet

- Fully loaded Basel 3 CET1 ratio⁽¹⁾ as at 31.12.2013
 - 10.3%, above the 9% regulatory threshold
 - CET1 capital: €64.9bn; RWA: €627bn
- Fully loaded Basel 3 leverage ratio⁽¹⁾ as at 31.12.2013
 - 3.7%, above the 3% regulatory threshold
- LCR above regulatory threshold as at 31.12.2013
 - Target ≥100%
 - Very large liquidity reserve: €247bn
- Wholesale MLT funding
 - Diversified sources, by type of investor, geography and currency
 - At improving conditions
 - Remaining stable going forward
- Subordinated debt compliant with regulatory thresholds
 - Gradual reissuing of Tier 2 instruments



Wholesale MLT funding structure Breakdown as at 31.12.13 - €145bn



⁽¹⁾ CRD4; ⁽²⁾ CRD3



Financial Trajectory of the Group

2014

Investment phase of
the development plan
(RWA rebound)

2015

Acceleration of ROE growth

- Benefits of the development plans
- Lower cost of risk in Italy
- Full Simple & Efficient impact

2016

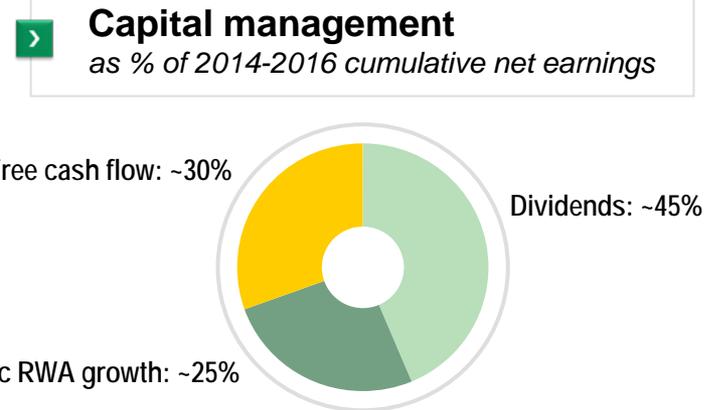


Acceleration of ROE growth as of 2015



Capital Management

- Strong cash flow generation
- Increase pay-out ratio to ~45%
- ~25% of earnings to finance organic growth
 - RWA: +3% CAGR
 - Maintaining a CET1 at 10%
- ~30% of earnings qualifying as *free cash flows to*:
 - Deal with uncertainties
 - Finance additional organic growth depending on European economic scenario
 - Capture external growth and/or buy back shares, depending on opportunities and conditions



EPS growth $\geq 12\%$ CAGR over the period from 4.7€ in 2013⁽¹⁾

⁽¹⁾ 2013-2016, excluding exceptional items



BNP Paribas well positioned to support its clients

European leader in all its businesses and global presence
Cross-selling at the heart of the model
Complete range of products and strong focus on innovation

Prudentially ready with a rock-solid balance sheet

Differentiated growth among businesses and regions
with targeted investments
Positive jaws effect in all divisions

Earnings per share growth $\geq 12\%$ CAGR over the period
from 4.7€ in 2013⁽¹⁾



Appendix



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

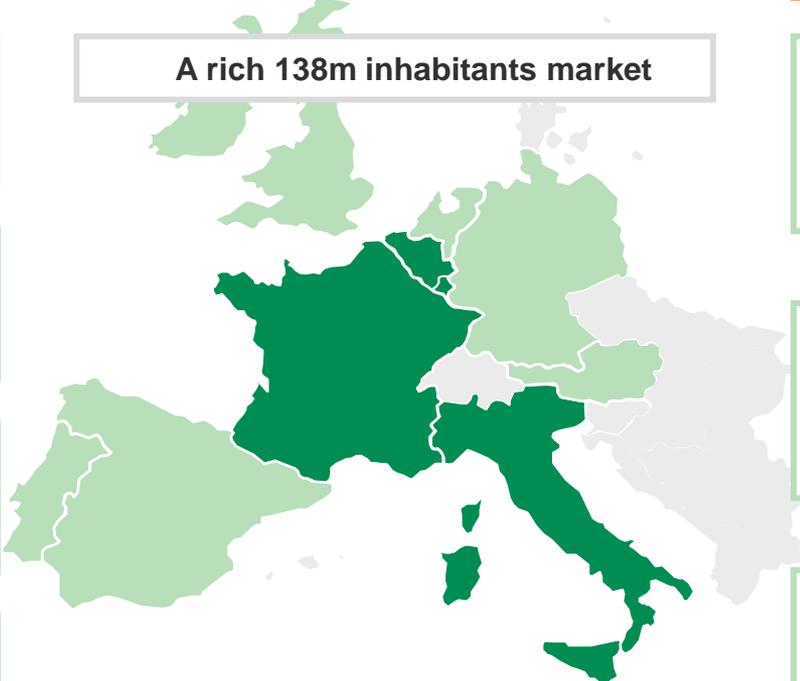
A rich 138m inhabitants market

 **BNP PARIBAS LEASING SOLUTIONS**
#1 in Europe

BRB
908 branches
3.6m clients

 **ARVAL**
BNP PARIBAS GROUP
#1 in France and Italy

BGL
40 branches
0.25m clients



 **CORTAL CONSORS**
BNP PARIBAS
#1 in Europe by revenues

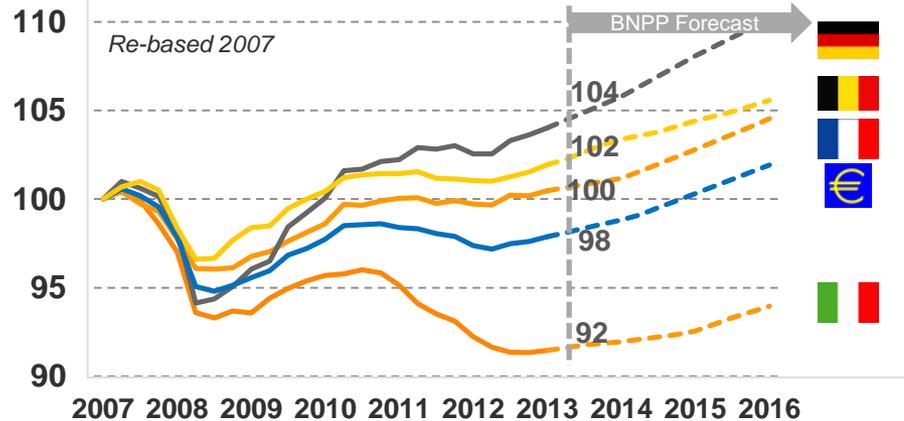
■ Retail Banking networks and related business lines
■ Specialised businesses: PI, Leasing and Arval

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

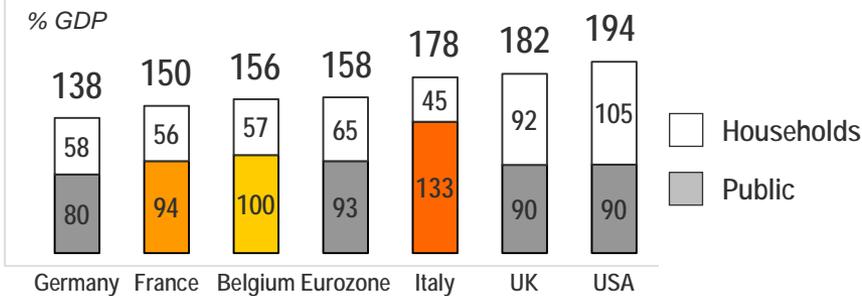


Domestic Markets

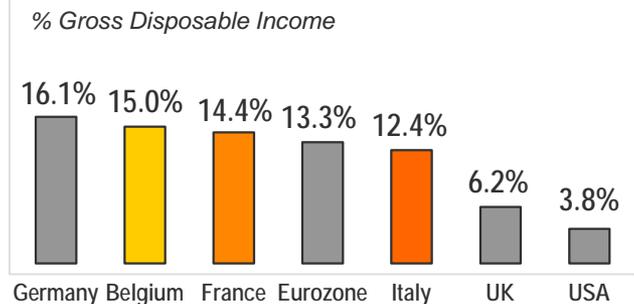
Expected GDP trends



Public and household debt⁽¹⁾



Gross household savings rate⁽²⁾



Strong presence in wealthy Domestic Markets

⁽¹⁾ 2Q13, excl. Belgium 2012 (Source: BdF); ⁽²⁾ 2013, excl. Eurozone last available May 2012 (Source: Ameco)



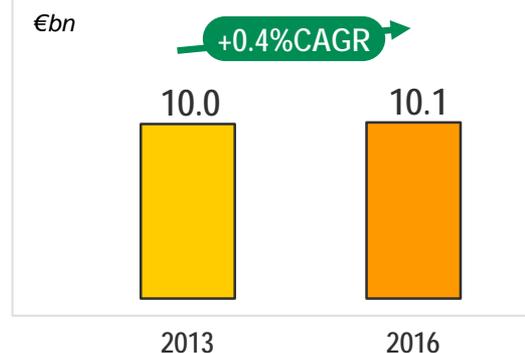
Domestic Markets: Key Financial Targets

- A solid base for the Group's profitability and liquidity
 - Pre-tax RONE improvement by ~5 pts in 2016
 - Continue to gather deposits in the networks
- Anticipating new bank relationship changes
- Serving our clients through the cycle

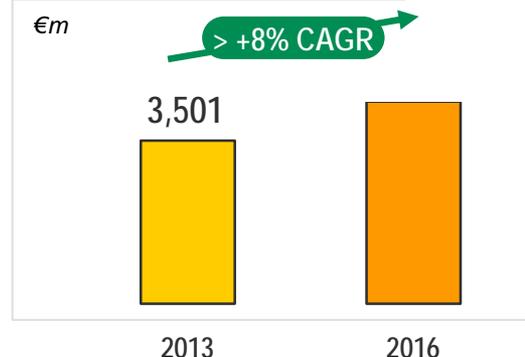
Financial targets⁽¹⁾

	2013	2016 targets
Revenues	€15,493m	+1.5% ⁽³⁾
Cost/income	64.4%	-2 pts
Allocated Equity	€19.0bn	-1% ⁽³⁾
Pre-tax RONE	18.7%	24%

Operating expenses⁽¹⁾



Pre-tax income⁽²⁾



**Continuing to improve efficiency in all the networks
Reducing cost of risk in Italy in 2015-2016**

⁽¹⁾ 2013 restated, including 100% of Private banking for the Revenues and Expenses, excluding PEL/CEL effects ;

⁽²⁾ Including 2/3 of Private banking, excluding PEL/CEL effects; ⁽³⁾ CAGR



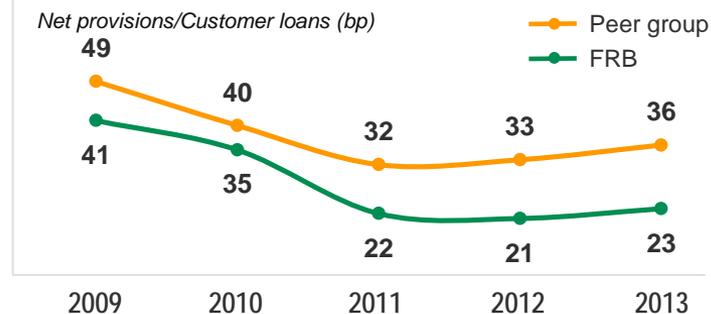
French Retail Banking: Key Financial Targets

- Reinforce commercial drive by capitalising on areas of strength:
 - High market share in affluent and urban areas
 - Strong position with liberal professions, mid and large corporates
 - Innovation and cross-selling
- *Préférence clients*: create new bank relationship reference in France for individuals
- BNP Paribas Entrepreneurs 2016
 - Grow footprint with entrepreneurs focusing on export oriented and innovative companies
 - Foster cross-selling with other businesses
- Stabilisation of costs to further reduce cost/income ratio
- Maintaining best-in-class risk management

Financial targets⁽¹⁾

	2013	2016 targets
Revenues	€6,855m	>+0.5% ⁽²⁾
Cost/income	66.3%	-1 pt
Allocated Equity	€6.9bn	~stable
Pre-tax RONE	27.6%	29%

Cost of risk vs. peer group⁽³⁾



➤ **Continue to enhance operating efficiency**

⁽¹⁾ Restated, including 100% of Private banking for the Revenues and Expenses, excluding PEL/CEL effects; ⁽²⁾ CAGR;

⁽³⁾ Weighted average, Peer group: Caisses Régionales du Crédit Agricole, CA-LCL, Caisses d'Epargne, Banque Populaire, Société Générale



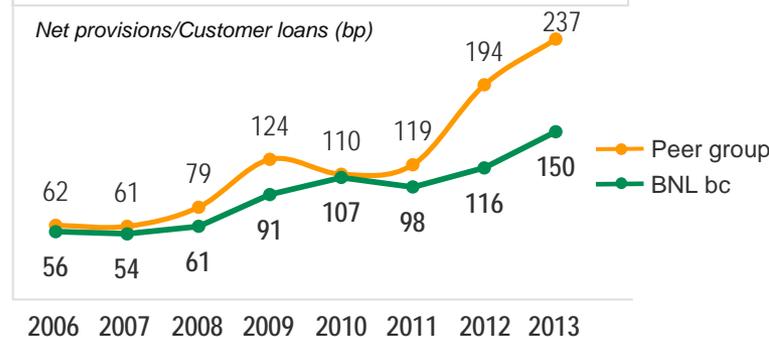
BNL bc: Key Financial Targets

- New commercial initiatives on Retail & Private banking
- Developing our franchise focusing on large and export oriented corporates
- Better operating efficiency through continuing cost control
 - Stable operating expenses, while safeguarding investments for development
- Strict risk management leading to significant pre-tax RONE improvement
 - Cost of risk below comparable peers, with higher coverage ratio of non performing loans
 - Decreasing cost of risk to <100 bp in 2016 also thanks to the plan of corporate assets repositioning
- Optimise BNP Paribas Group in Italy
 - Comprehensive multi-business set up
 - Deliver cost and revenue synergies
 - Simplify governance and speed up decision processes and reinforce brand visibility

Financial targets⁽¹⁾

	2013	2016 targets
Revenues	€3,239m	>+0.5% ⁽²⁾
Cost/income	55.0%	-1 pt
Allocated Equity	€6.0bn	-4.5% ⁽²⁾
Pre-tax RONE ⁽³⁾	4.2%	~15%

Cost of risk vs. peer group⁽⁴⁾



Restoring BNL's profitability while continuing to adapt to the economic environment

⁽¹⁾ Restated, including 100% of Private Banking for the Revenues and Expenses; ⁽²⁾ CAGR; ⁽³⁾ Including 100% of Private Banking (respectively 3.9% in 2013 and >14% as 2016 target, including 2/3 of Private Banking); ⁽⁴⁾ Italian peer group weighted average



Belgian Retail Banking: Key Financial Targets

● Bank for the Future

- Network reorganisation: merger of branches (-150 branches in 2013-2015, o/w ~1/3 already closed)
- New branch formats, evolve towards more advisory
- Digital offering development (Hello bank!, Easy Banking, Sixdots)
- Process simplification and federation from front to back

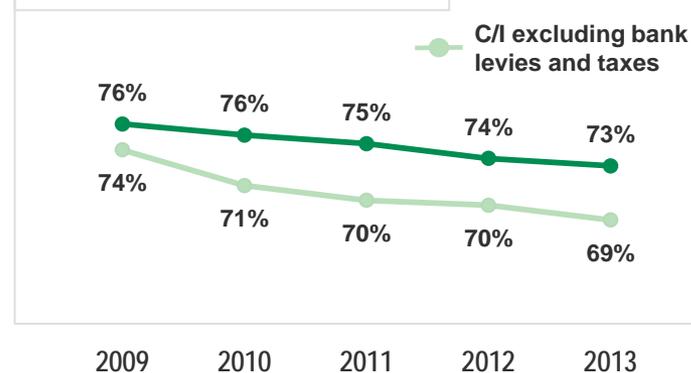
● Grow revenues while keeping costs stable

- Strengthen #1 market position in Private Banking
- Focus on entrepreneurs & enterprises: develop cross-selling and leverage on One Bank for Corporates
- Impact of the network reorganisation as well as process and managerial streamlining

> Financial targets⁽¹⁾

	2013	2016 targets
Revenues	€3,237m	>+2.5% ⁽²⁾
Cost/income	74.3%	-6 pts
Allocated Equity	€3.3bn	+3% ⁽²⁾
Pre-tax RONE	19.4%	23%

> Cost/income BRB⁽³⁾



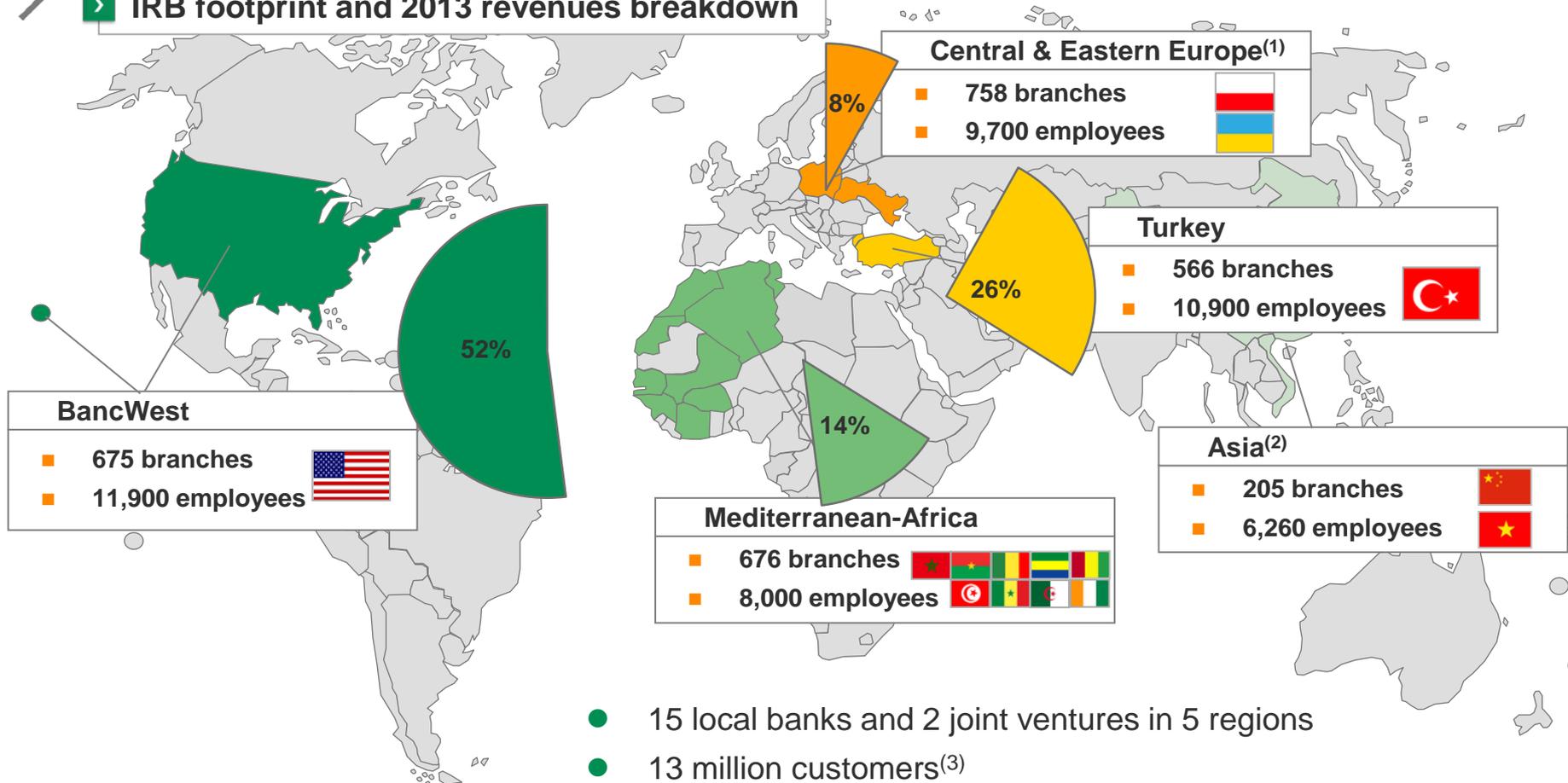
Improve cost/income ratio by 6 points

⁽¹⁾ Restated, including 100% of Private banking for the Revenues and Expenses; ⁽²⁾ CAGR; ⁽³⁾ Historical data



International Retail Banking

> IRB footprint and 2013 revenues breakdown



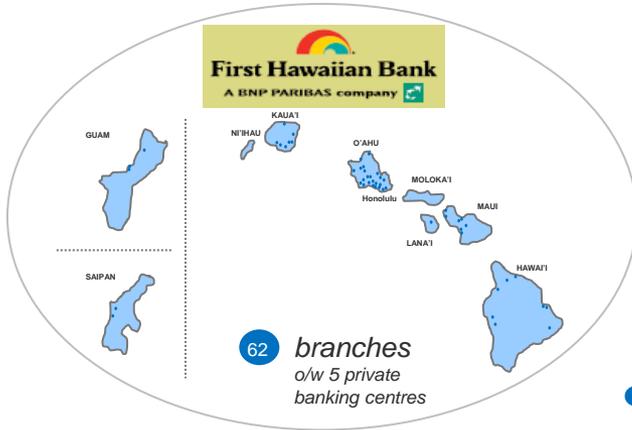
A diversified presence in dynamic markets

⁽¹⁾ Bank BGZ not included; ⁽²⁾ Accounted as associated companies; ⁽³⁾ Excluding Asia



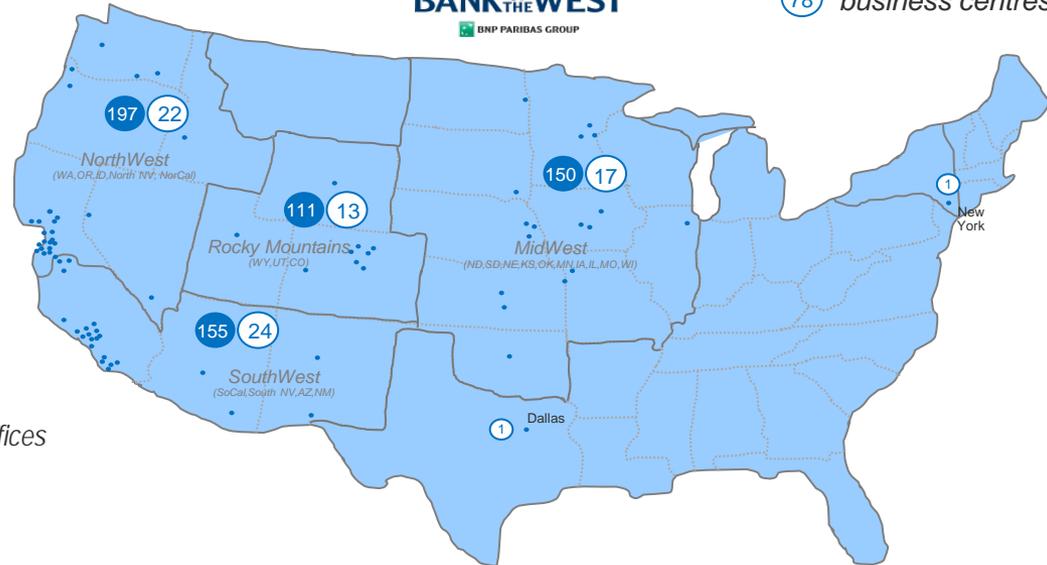
BancWest

> BancWest footprint

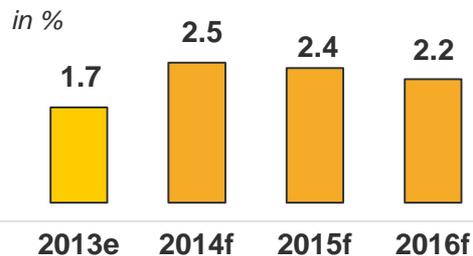


613 branches
o/w 8 private banking centres

78 business centres



> US GDP annual growth⁽¹⁾



● Strong local footprint

- BoW: presence in 19 states, 7th largest commercial bank in the western US⁽²⁾
- FHB: 42% market share⁽²⁾ in Hawaii



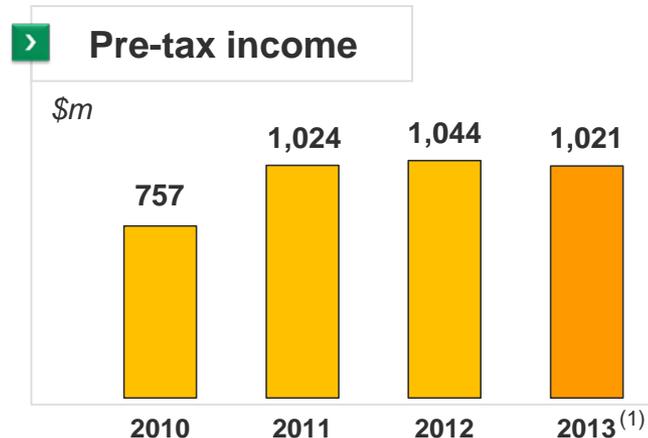
Well-positioned to benefit from US growth

⁽¹⁾ Source: BNPP forecasts; ⁽²⁾ By deposits (Source: SNL Financial 30 June 2013)



BancWest

- A well-positioned regional bank
- Expanded customer relation set up
- Significant contribution to Group results
- Priority set on revenue growth, rolling out the Group expertise
- Preparing for the future with business innovations
- Continue adaptation of the network
 - Accelerate adoption of multi-channel delivery model
 - Relocate and rationalise branches to meet client needs (69 branches closed in the last 9 months)
 - Modernise branches: change design/staffing and role of branches including distant expertise (tablets and video)
- Strong improvement of the operating efficiency



> Financial targets⁽²⁾

	2013	2016 targets
Revenues	€2,204m	>+6% ⁽³⁾
Cost/income	62.9%	-7 pts
Allocated Equity	€4.2bn	+4.5% ⁽³⁾
Pre-tax RONE	18.3%	21%

> A core business with a strong profit-generation capacity

⁽¹⁾ Restated; ⁽²⁾ Restated, 100% of Private banking for the Revenues and Expenses; ⁽³⁾ CAGR



Europe-Mediterranean

- A selective and dynamic management of the footprint
 - Priority on populated regions with growth potential
 - Active monitoring of environment leading to strategic arbitrage (e.g. sale of Egyptian entity in 2013)

- A business model based on a solid local presence leveraging Group expertise
 - Strong local anchor: solid brand recognition, strategic local partners and local management
 - Exploiting the Group know-how
 - Leverage Group centres of excellence: systematic cross-selling with CIB, Investment Solutions and Retail specialised financing businesses

> Financial targets⁽¹⁾

<i>Excluding Bank BGZ</i>	2013	2016 targets
Revenues	€2,086m	+12% ⁽²⁾
Cost/income	70.9%	-9 pts
Allocated Equity	€3.7bn	+10% ⁽²⁾
Pre-tax RONE	14.5%	17%



Strong ambitions in selected growing markets

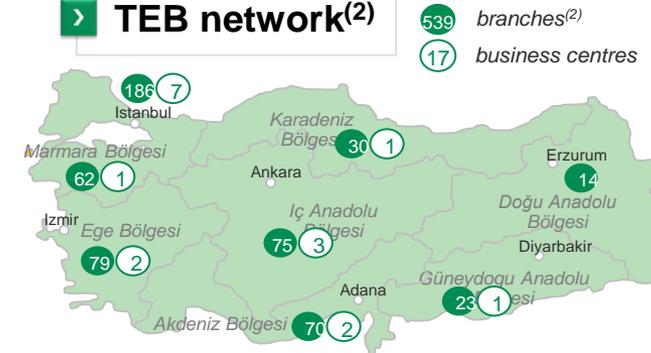
⁽¹⁾ Restated, with TEB consolidated at 100% and 100% of TEB Private banking for the Revenues and Expenses; ⁽²⁾ CAGR



Turkey

- A sizeable market with strong growth potential
 - Low banking penetration rate and branch density
 - Strong deposit growth: +18% CAGR over the past 5 years
- 9th largest Turkish Retail bank⁽¹⁾
 - A multi-business presence fostering cross-selling
- Growth effort focused on clients with higher potential
 - Retail and SME: first class digital offering, Wealth Management deployment, cross selling with Personal Finance
 - Corporate: One Bank for Corporates model roll out, CIB products offer deployment, increased cross-selling with Leasing
 - Branch network transformation: a drive to further improve the cost/income ratio

> TEB network⁽²⁾



> A comprehensive range of banking services⁽³⁾

TEB Investment #4 Brokerage & investment house	TEB Faktoring 9% market share	TEB Asset Management #7 Asset management company
TEB Retail Banking #10 Turkish bank		BNPP Cardif (Emeklilik) 3% market share in protection insurance and pension
TEB Arval Operating since October 2007 (5% market share)	TEB Cetelem #2 Consumer finance company (8% market share)	TEB Leasing #4 Leasing company



A dynamic and attractive market

⁽¹⁾ In terms of customer loans, as at 31.12.13; ⁽²⁾ Excluding branches outside Turkey; ⁽³⁾ Rankings as at 31.12.13

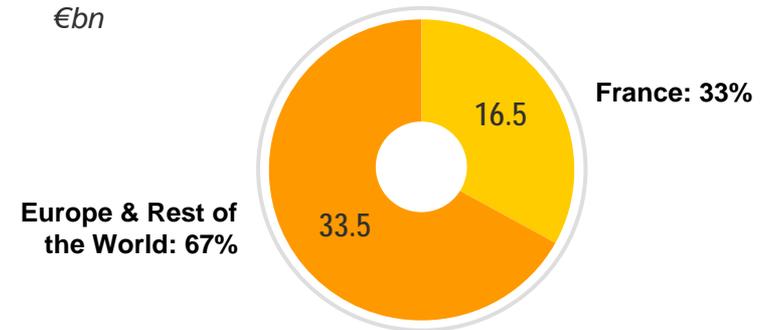


BNP Paribas Personal Finance

A Leading Consumer Finance Player in Europe

- Consumer credit specialist, #1 in Europe
- Global presence in over 20 countries
- 2013 consumer lending key figures:
 - 20 million customers, of which 62% are active
 - €64bn⁽¹⁾ in outstandings under management
 - €50bn⁽¹⁾ in consolidated outstandings
 - €26bn in new loan production
- Restore revenue growth
 - Revenues: +2.5% CAGR
- While containing costs
- Strong growth in net income
 - 8 % CAGR between 2013 and 2016

> Breakdown of outstandings⁽²⁾ by region



> Financial Targets

	2013	2016 targets
Revenues	€3,693m	+2.5% ⁽³⁾
Cost/income	47.1%	-2 pts
Allocated Equity	€3.2bn	stable
Pre-tax RONE	28.6%	35%

> **A pre-tax RONE at 35% by 2016**

⁽¹⁾ Average outstandings; ⁽²⁾ 2013 average consolidated outstandings; ⁽³⁾ CAGR



Investment Solutions

- Main areas of activity

- Collection, management, development, protection and administration of client savings and assets
- Diversified and complementary areas of expertise
- Comprehensive range of products and services to meet all investors' needs

- Structural strengths

- Highly profitable business lines with low capital requirement
- A broad range of clients from UHNWI to Corporates and Institutionals
- Significant contribution to the Group's liquidity requirements
- Strong potential for long-term growth



- Main figures (as of 31.12.2013)

- Presence in 68 countries, 26,160 employees
- €854bn AuM⁽¹⁾, €6,064bn AuC⁽²⁾
- €2.1bn of pre-tax income

Financial targets	2013 ⁽³⁾	2016 targets
Revenues	€6,325m	~+5% ⁽⁴⁾
Cost/income	69.3%	-2 pts
Allocated Equity	€8.1bn	+4% ⁽⁴⁾
Pre-tax RONE	25.7%	28%

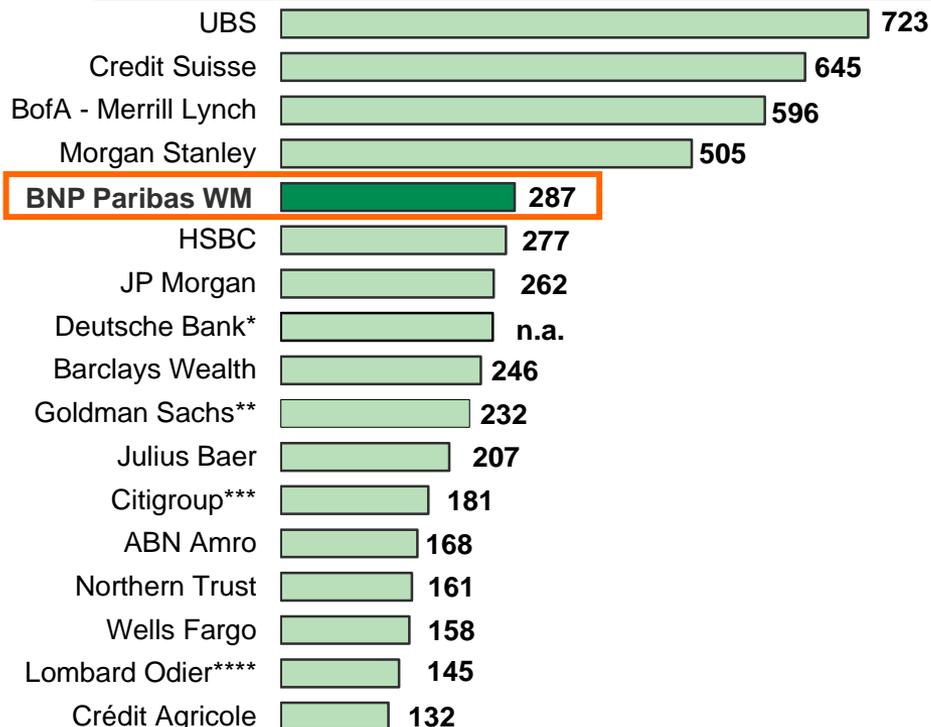
5 complementary global business lines addressing institutional and private clients

⁽¹⁾ Assets under Management, restated including BancWest and TEB Turkey under WM; ⁽²⁾ Assets under Custody; ⁽³⁾ Restated; ⁽⁴⁾ CAGR



Wealth Management

> A global leader - AuM at 31 December 2013 (€bn)



* €298bn at 4Q2012 latest figure available less the sale of its BHF-Bank unit (AuM €37.5bn), Wealth Management now consolidated with Asset Management (DeAWM)

** HNW

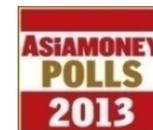
*** Citi private bank without Citi Smith Barney

**** 31.12.2012 AuM and deposited assets

Source: Banks

> Improved visibility and recognition

- **# 1 in Europe**
Outstanding Private Bank Europe⁽¹⁾
- **# 1 in France, #1 in Belgium**
Best Private Bank in France⁽²⁾,
Best Private Bank in Belgium⁽²⁾
- Best Private Bank for **Socially Responsible Investing**⁽²⁾
- **Best Private Bank in Hong Kong**
(Foreign)⁽³⁾
- **#3 Best Global Private Bank in Asia**
(US\$25m+)⁽⁴⁾



> A leading player combining local and international expertise

⁽¹⁾ Private Banker International 2013; ⁽²⁾ PWM/The Banker 2013; ⁽³⁾ Private Banker International Greater China Awards & Global awards 2013; ⁽⁴⁾ Asiamoney 2013

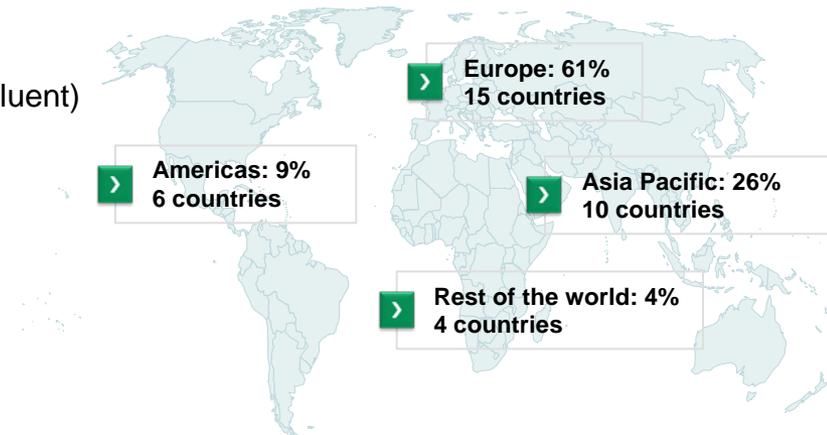


Asset Management

A Strategic Business for the Group

- A strategic business for the Group
 - A key business for institutional clients
 - Management of our clients' assets (particularly private/affluent)
 - Substantial return on equity
- A global presence
 - 3,200 people in 35 countries
 - €370bn in assets under management as at 31.12.2013
- A major player in the institutional segment
 - Top 10 in Europe⁽²⁾
 - Investment management recognised by leading consultants and industry reviews in various capabilities: European equities ("Gold Trophy best equity fund range"⁽³⁾), Fixed Income in Asia,...
- Strong positions with retail & private banking clients
 - Distribution across the networks of the 4 domestic markets: access to 15 million strong client base
 - Access to leading global distributors
- A significant set up in emerging markets
 - 17 countries, ~€50bn in distributed assets
 - A presence bolstered through local partnerships (e.g. Shinhan in South Korea, HFT in China)

> Global workforce breakdown⁽¹⁾



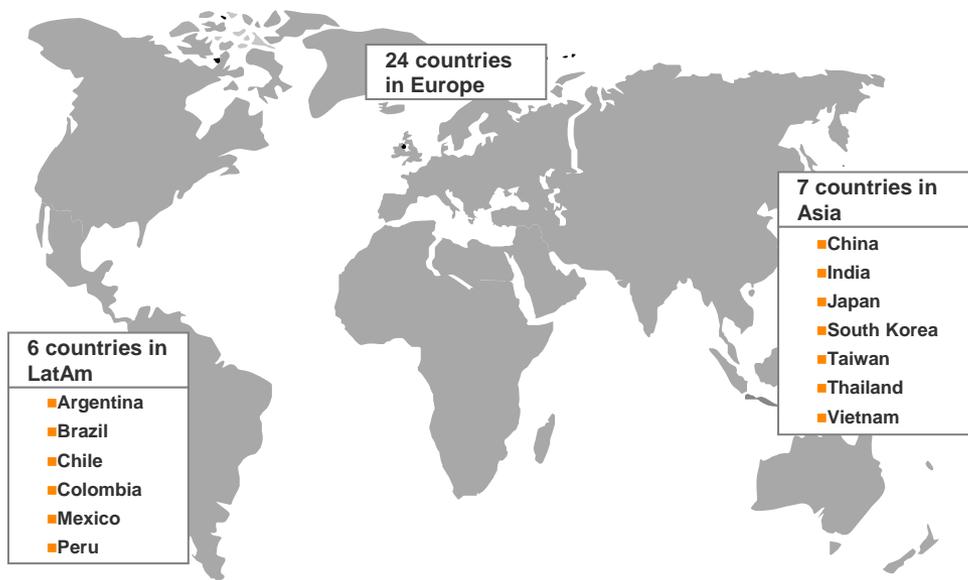
A multi-local approach to customer service

⁽¹⁾ As at 31 December 2013; ⁽²⁾ IPE ranking 2013; ⁽³⁾ Le Revenu

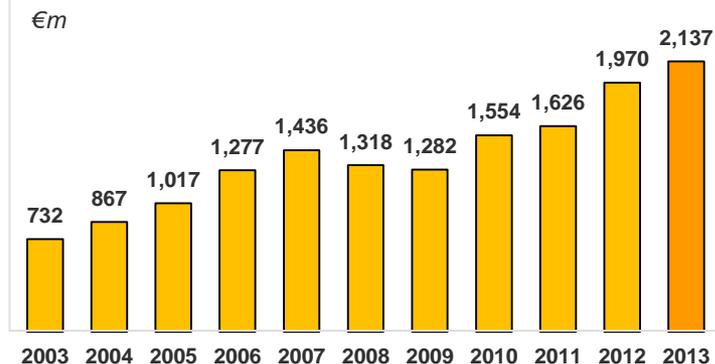


Insurance

> **BNPP Cardif:**
37 countries in Europe, Asia and LatAm



> Revenue growth track record



> Financial Targets

	2013 ⁽¹⁾	2016 targets
Revenues	€2,136m	>+4% ⁽²⁾
Cost/income	50.4%	-2 pts
Allocated Equity	€6.0bn	>+4% ⁽²⁾
Pre-tax RONE	19.2%	20%

> **A fast growing business in attractive geographies**

⁽¹⁾ Restated; ⁽²⁾ CAGR



Insurance

A Model Based on Partnerships

- Unique expertise of partnerships with banks thanks to close relationships with retail networks
- Extensive know-how in terms of distribution management: multi-channel approach, optimisation of customer behaviour, continuous product innovation
- Strong partnerships in fast growing markets: over 450 local and global partnerships, JV with major players, a diversified offering

Retail networks



France



Turkey



Italy



Luxembourg

International networks



India



China



Vietnam



Europe, LatAm



South Korea



Europe



Taiwan



Italy

Main partnerships



Brazil



World



World



Volkswagen
Financial
Services



Carrefour
Asia
Europe
Latam



Renault



Leverage BNPP Cardif expertise to foster international expansion



Securities Services

- Three stages of targeted growth



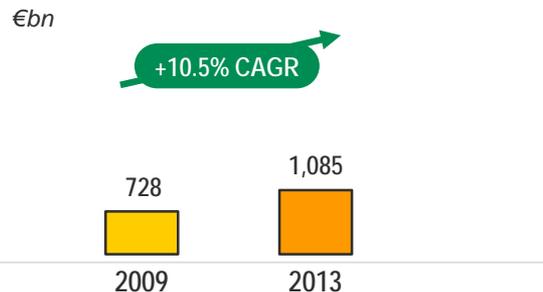
- One of the few successful global securities services players

- The unique European global player: #1 in Europe, #5 worldwide
- Present in Europe, Asia Pacific and Americas
- Global size and delivering strong growth

> Assets under Custody



> Assets under Administration



> Revenues



> **A successful combination of expertise and long-term commitment**



Securities Services

A Differentiating Model in the Industry

> Business mix well diversified across services, clients and geographies

Services	Asset and Fund services	Clearing and Custody services	Corporate Trust services	Financing (cash & securities), Forex and Dealing services
Clients	Asset owners, Asset managers	Broker-dealers, Investment banks	Corporates, Issuers	All
Geographies	AMERICAS		EUROPE	ASIA PACIFIC

- Resilient business model with ~1,800 clients
- Global reach with local expertise
- Strategic value for the Group
 - Cornerstone flow banking with institutionals
 - Reference provider for other Group businesses (Asset Management, Insurance, CIB)
 - Deliver differentiating joint offers with CIB

> Financial Targets

	2013 ⁽¹⁾	2016 targets
Revenues	€1,409m	+7% ⁽²⁾
Cost/income	84.5%	-3.5 pts
Allocated Equity	€0.5bn	+7% ⁽²⁾
Pre-tax RONE	42.0%	45%



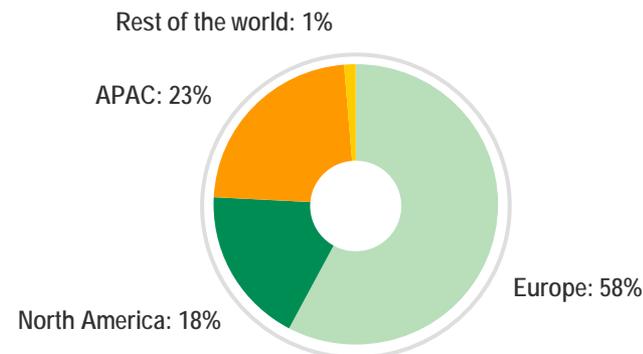
A well diversified global player



CIB: A Strong Position for Growth

- Early adaptation to Basel 3
 - Ahead of our peers
 - Deleveraging completed in 2012
 - Focus on client needs at the heart of the model
- Large and balanced client franchise
 - ~13,000 clients⁽¹⁾ (~10% increase since 2011), well balanced revenues (53% corporates, 47% institutionals)⁽²⁾
 - Presence in EMEA⁽³⁾, Americas and Asia Pacific: >50% of revenues from clients doing business in at least 2 regions
 - In addition, service of the large retail networks' client base
- Strong position to cope with new challenges
 - Well capitalised, with ample funding: €63bn deposits at year-end 2013
 - Choice to preserve diversified business and geographic mix (vs. more polarised competitors)
 - Regionalised and closer to clients

> 2013 revenues by region⁽⁴⁾



Ready to support clients and foster growth

⁽¹⁾ Business Groups covered by CIB in 2013; ⁽²⁾ Based on contribution to 2013 CIB client revenues; ⁽³⁾ Europe, Middle-East & Africa; ⁽⁴⁾ Restated



CIB Key Financial Targets

- A strong position for growth
 - Capitalise on Group's top position in Europe, in a context tending towards concentration
 - Regional push in Asia Pacific and North America
 - Leverage our global reach to capture cross-border flows

- Grow revenues and commit additional balance sheet resources

- Increase wallet share on existing clients stepping up cross-selling
- Expand client franchises, notably with financial institutions and investors
- Bring more value to our clients through sectorial expertise and bespoke solutions

- Increase profitability on a sustainable basis

- Sharply improve efficiency (implement S&E initiatives on operating platforms)
- Increase the velocity (asset rotation) of our balance sheet
- Act as a responsible bank with all clients

Financial targets		
	2013 ⁽¹⁾	2016 targets
Revenues	€8,701m	>+6% ⁽²⁾
Cost/income	69%	-9 pts
Allocated Equity	€15.5bn	>+6% ⁽²⁾
Pre-tax RONE	14.4%	20%

⁽¹⁾ Restated; ⁽²⁾ CAGR



Corporate and Investment Banking

Corporate Banking: Deepen Client Relationships

- Leverage close relationships and leading positions to cross-sell and to provide global solutions to clients

> Case study: Centric

An integrated electronic platform of front to back transaction banking and flow products incl. trade finance, cash management, FX hedging and research



<https://centric.bnpparibas.com>

Financing

#1 Syndicated loans EMEA⁽¹⁾
Top 10 Global syndicated loans⁽¹⁾

Transaction Banking

#1 Cash management Europe⁽³⁾
#4 Cash management worldwide⁽⁴⁾
Tier 1 Trade Finance Europe⁽³⁾

Advisory & Coverage

Strong sectorial expertise across products (Transportation, E&C, Media-Telecom, Real Estate, Infrastructures,...)⁽¹⁾

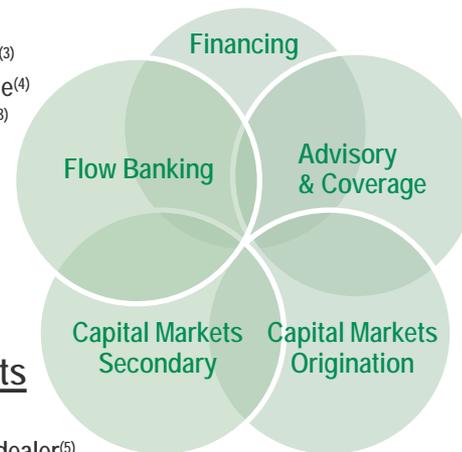
#8 M&A Europe⁽¹⁾
#13 M&A worldwide⁽¹⁾

Capital Markets Secondary

#6 All rates derivatives dealer⁽⁵⁾
#2 Forex best bank for Eurozone⁽⁶⁾
Exane BNP Paribas #4 European research⁽⁷⁾

Capital Markets Origination

#1 All bonds in Euros⁽²⁾
#8 All international bonds⁽²⁾
#10 Domestic US bonds⁽²⁾
#3 Equity-linked EMEA⁽¹⁾
Top 10 ECM EMEA⁽¹⁾



⁽¹⁾ Dealogic 2013 volumes; ⁽²⁾ Thomson Reuters 2013 volumes; ⁽³⁾ Greenwich share leader 2014; ⁽⁴⁾ Euromoney survey 2013; ⁽⁵⁾ Total Derivatives Dealer Ranking 2013; ⁽⁶⁾ FX Week Award; ⁽⁷⁾ Extel June 2013



Corporate and Investment Banking

Corporate Banking: Key Financial Targets

- An ambitious growth target
 - Selective and agile use of balance sheet
 - Continuous adjustment of the platforms to client needs with close regional monitoring

- Europe, Middle-East & Africa
 - Focus on Northern Europe: Germany, the Netherlands, Scandinavia,...
 - Stronger specialised approach (Aviation, Export, Acquisition Finance...)
 - Common ambition with Domestic Markets and Europe-Med (Turkey, Poland, MEA)

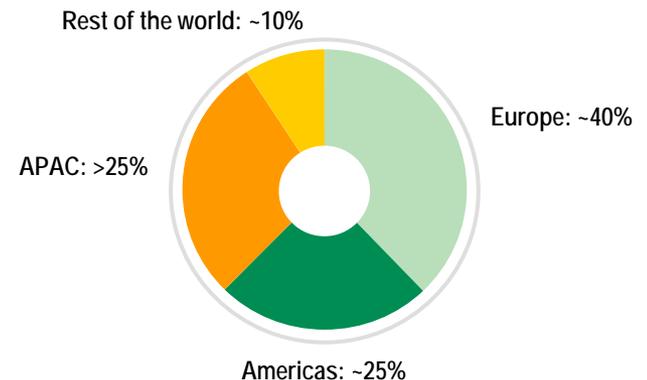
- Asia Pacific: very good start of the plan
 - Strong revenue growth in 2013

- North America: a targeted growth plan
 - Reload the activity with targeted sectors and product expertise (e.g. Media, Reserve Based Lending)
 - Develop synergies with BancWest (CIB desk, East coast branch)

Financial targets

	2013 ⁽¹⁾	2016 targets
Revenues	€3,275m	>+8% ⁽²⁾
Cost/income	53%	-5 pts
Allocated Equity	€7.4bn	>+8% ⁽²⁾
Pre-tax RONE	15%	19%

Contribution to 2013-2016 revenue growth



⁽¹⁾ Restated; ⁽²⁾ CAGR



Corporate and Investment Banking Advisory and Capital Markets: Key Financial Targets

- Sound base in a challenging context for the industry
 - A profitable platform which has already started its adaptation to new challenges
 - A strong focus on corporates, institutionals and investor client needs

- Revenue growth: >+5% CAGR
 - Fixed Income, Currency & Commodities (FICC): >+7% CAGR from a low 2013 base
 - Advisory & Equities: >+2% CAGR from a favourable 2013 base

- Strong cost management
 - Cost/income ratio down by 9 pts by 2016 despite increased regulatory and control costs

- Increase profitability in the new regulatory framework

Advisory and Capital Markets 2016 targets

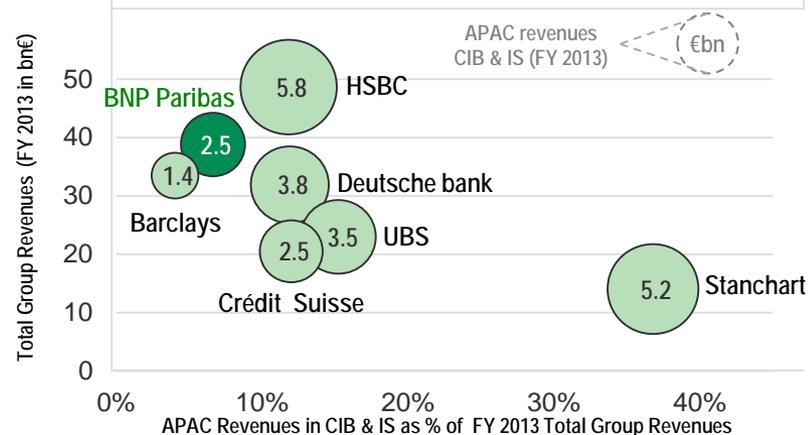
	2013 ⁽¹⁾	2016 targets
Revenues	€5,426m	>+5% ⁽²⁾
Cost/income	78%	-9 pts
Allocated Equity	€3.1bn	>+3% ⁽²⁾
Pre-tax RONE	13.9%	>20%



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

