



BNP Paribas

Third Quarter 2025

Results

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Jean-Laurent Bonnafé (Group CEO)

Lars Machenil (Group CFO)

**Sandro Pierri (CEO of BNP Paribas Asset
Management and AXA IM)**

List of MAIN speakers	Company	Job title
Jean-Laurent Bonnafé	BNP Paribas	Group CEO
Lars Machenil	BNP Paribas	Group CFO
Sandro Pierri	BNP Paribas	CEO of BNP Paribas Asset Management and AXA IM

RESULTS THIRD QUARTER 2025

Jean-Laurent Bonnafé
Group CEO

Thank you. Good afternoon, ladies and gentlemen. Before we move on to the quarter's results, I would like to just take a moment to share some context related to the decision issued by the civil court in the US case and how we see things moving forward. So, this morning, first, we made a public statement which explained our position on this matter. This verdict is in connection with very old facts relating to banking services that BNP Paribas provided more than 15 years ago. We are highly confident that our planned appeal will demonstrate that this judgement was incorrect. US law has allowed, and the court has decided to apply Swiss law to this case, and evidence of such Swiss law has not been allowed to be presented. Misapplication of Swiss law has been confirmed by the Swiss government itself. The applicable laws don't lead to liability or causation in this case.

The banking services that the bank provided didn't cause plaintiffs prejudice, and no evidence has been brought to prove that it did. Because the verdict is fundamentally flawed, the bank will pursue its appeal and is confident that the verdict will ultimately be overturned. The appeal case will be reviewed by a panel of three professional judges.

Now, we are aware that this case has prompted some speculation about the precedent it might set. So let me be very clear on this point: the damages awarded were specific to three individuals. Extrapolation is not permitted. The court has very clearly indicated that any future claims will be assessed on an individual basis. So, given the ongoing nature of the litigation, we will not be commenting further on this topic today.

BNP Paribas once again is confident in its legal arguments and that the verdict will be overturned on appeal. We look forward to focusing our discussion today on this quarter's results.

KEY POINTS Solid results in line with our >€12.2bn 2025 net income target

So, if we move on to slide four, our third quarter results are solid and allow us to confirm our target of over €12.2 billion of net profit for 2025. Our revenues are up 5.3% this quarter. Revenues of our operating divisions, excluding AXA IM, are up 3.5% and a strong 4.9% at constant exchange rates. CIB revenues posted another record year with 4.5% growth, +7.7% at constant exchange rates, driven by global markets and security services.

Global banking was resilient despite a more challenging context than last year. CPBS revenues have accelerated and are up 3.1% thanks to the strong performance of our eurozone commercial banks,

with acceleration in net interest income up 4.5% and an improvement in specialised businesses. Personal Finance is delivering on the strategic plan we detailed in June, and Arval's organic growth is an elevated 9.3%.

Finally, IPS consolidated AXA IM for the first time, and I will comment on this later. IPS recorded 2.9% organic revenue growth with a robust performance for Wealth Management, Insurance, and Asset Management, although mitigated somewhat by Real Estate and IPS invest.

We remain committed to cost control, and we have already implemented most of our targeted €600 million cost savings measures for this year. This results in a +2.0 pts jaws effect for operating divisions excluding AXA IM. At 39 bps, our cost of risk remains within our guidance of less than 40 bps, despite a more challenging environment. Lars will elaborate on this later. All in all, our net profit was up 6.1%, meaning we are on track to achieve our target of more than €12.2 billion euros this year.

Moving on to our CET1 ratio at a very solid 12.5%. We have fully absorbed the impact of the AXA IM acquisition of 35 bps. This strong quarterly performance, which Lars will elaborate on shortly, enables us to deliver beyond our pre-FRTB target of 12.3%. Let me pause briefly on this point. We are now concluding a four-year regulatory and supervisory cycle, characterised by the finalisation of Basel and significant model updates, a cycle which has been particularly heavy for BNP Paribas. This cycle has represented around 160 basis points, or €12 billion, equivalent to 3 billion per year. We are now entering a new cycle where RWA growth will primarily be driven by organic momentum, estimated at less than 2% per year based on recent historical trends. This is an important and positive message, as it naturally opens up new perspectives in terms of capital generation.

KEY POINTS

Our 3Q2025 performance is in line with our 2025 net income target

Moving to slide five. Our third quarter performance demonstrates acceleration across our operating division as well as the first-time integration of AXA IM. Despite a particularly high FX impact this quarter, our operating divisions generated two percentage points jaws effect, excluding AXA IM, and posted an increase of profit before tax of 7.5%. The third quarter reaffirms our confidence that the growth trajectory we embarked on is delivering.

KEY POINTS

Strong growth levers at the core of our integrated model, with cross-sell representing ~1/3 of the Group's revenues

Moving now to slide six. First, our scaled-up CIB platform is a strong engine of growth, reaching excellent levels of efficiency and profitability, as illustrated by its RoNE of 22.2%. We expect it to continue gaining market share while maintaining its proven capital discipline.

Second, IPS already benefits from a high RoNE, 23.7%, which is expected to improve even further. We also maintain that IPS is set to reach 20% of the Group's pre-tax profit in the coming years. We are creating a European leader in asset management at the core of our integrated model. The impact of the AXA IM acquisition will be substantial. It will add more than 50 basis points to our Group return on tangible equity as early as 2028; and I will come back to this in a few minutes.

Beyond Asset Management, we are developing our European Wealth Management platform, and IPS will also benefit from both external and organic growth at BNP Paribas Cardif as well as from its strategic partnerships.

Finally, CPBS. The eurozone commercial banks are starting to benefit from a supportive interest rate environment, as evidenced by this quarter's performance, and we are improving the profitability of each business line where needed. Today, we are announcing a Deep Dive in the first half of 2026 to present the financial trajectory of CPBB in Belgium. We intend to improve the RoNE from 13% in 2024 to 20% in 2028, and 23% in 2030. Together with the plans we have already presented for CPBF and Personal Finance, this means we will improve profitability from 10% RoNE to about 18% on a third of the Group's RWAs, or two thirds of CPBS' RWAs.

BNP Paribas Bank Polska will also host a capital markets day on the 11th of December. The plan that is coming to an end this year enabled us to implement BNP Paribas' model in Poland, and the new 2030 plan will bring Bank Polska's profitability to the best standards of Polish banks.

At Arval, the strong organic growth, +9.3% in third quarter 2025, will no longer suffer from the base-effect linked to used car prices.

Overall, we will raise Group return on tangible equity to 13% as early as 2028 and reach a core equity tier one of 12.5% post-FRTB in 2027. This marks the first two steps in the rollout of the future 2027-2030 plan.

KEY POINTS

The integration of AXA IM is a highly accretive, strategic lever of transformation

Let me now outline on slide seven the significant positive impact of the AXA IM acquisition on our financial trajectory. We expect to generate €550 million of revenues and cost synergies by 2029. Thanks to AXA IM, IPS will see its contribution to Group earnings rise to about 20% in the mid-term, and we expect our return on tangible equity to see an improvement of more than 50 basis points from this acquisition at Group level. We expect, as well, our return on the €2.8 billion of invested capital to reach 18% in 2028 and 22% in 2029. This is post-tax. This is equivalent to more than €600 million of additional net earnings.

KEY POINTS

Our 2024-2026 trajectory supports the acceleration of total shareholder return

We reaffirm on slide eight our 2026 trajectory leading to an acceleration in shareholder return. I will now hand over to Sandro Pierri, CEO of BNP Paribas Asset Management, to discuss the AXA IM project.

FOCUS: AXA IM

Sandro Pierri

CEO of BNP Paribas AM & AXA IM

Thank you, Jean-Laurent, and good afternoon to everyone. Maybe just a quick intro. I'm Sandro Pierri. I've been the CEO of BNP Paribas Asset Management since September 21, but I spent all of my career, which is now 35 years, in asset management, before joining BNPP. I've been 13 years at Pioneer Investments, where the last three years I've been the CEO.

AXA IM INTEGRATION

Creating a European leader in asset management, at the core of our integrated model

So, as we approach the AXA IM integration – and I think we can go to slide ten – it's very important because this acquisition enables us to reach scale in Asset Management, notably in long-term savings. It strengthens the growth momentum of our IPS franchise but also gives us the critical mass and ambition to become a leading player. We will be, in fact, the third-largest European asset manager with €1.6 trillion of AUM. And, if we focus on long-term savings, we are the leader in European long-term savings with €850 billion AUM. We'll also be the leader in alternative assets in Europe by a significant margin, with €300 billion of AUM, which we believe is going to be a very powerful differentiating factor offering significant growth potential underpinned by our highly skilled and renowned teams.

Clearly, the new scope of our asset management platform, combined with the strength of our integrated model, will unlock significant synergies and operational efficiencies. By the end of 2029, as Jean-Laurent has indicated, we expect 550 million of profit before taxes from revenue and cost synergies across the entire Group, and AXA IM is clearly a catalyst for our long-term growth ambitions, bringing many tangible benefits.

First, we will rely more strongly on internal capabilities and services leveraging our internal expertise. A good example would be the CIB security services. Secondly, we'll capitalise on the development of new partnerships with insurers and pension funds. Thirdly, the acceleration of cross-selling within the Group business. Fourth, the expansion of the Group originate-to-distribute model, which will connect our asset manager with asset origination business within CIB and CPBS. And finally, the strong acceleration of our alternative asset distribution, both internally and externally.

AXA IM INTEGRATION

Scaling-up with unique levers

Now, if we move on to the next slide, which is slide 11. These transactions are not only about scale, but it's clearly about growth. We believe we are very well positioned to capture growth opportunities in asset management, thanks to a number of distinctive competitive advantages. First, we have an unmatched breadth of offering in Europe at scale from ETF, money market, active, medium, long-term and alternative. The second element is that our Group-integrated model provides exclusive access to permanent capital with the partnership we also have with Cardif, origination in partnership with our CIB franchise, and strong distribution capabilities, CPBS, and Wealth. So, the ability to leverage our one bank model is clearly a key differentiating feature.

From a business perspective, the combined AUM seems to be very balanced, as you can see in one of these charts, both across asset classes but also across distribution network with both AXA and BNP Paribas channel, but also external distribution and external institutional clients, and also a very strong footprint with our joint ventures, mostly in Asia.

And lastly, in terms of competitive advantages, we need to flag our leading position in sustainability, which will contribute to long-term investment performance and will also help to better meet client expectations.

AXA IM INTEGRATION

Our roadmap

So, if we go to the next slide. Once we have elaborated on the key distinctive competitive advantages, we laid down a plan which we think is very clear, and we have a commitment to executing as fast as we can. And the strategy is, in a way, quite simple. On one side, we want to maximise the potential of the two investment platforms: the alternative one and the liquid. In alternative assets, our growth potential builds on a solid and very consistent track record on the size of our blockbuster funds, a full range in coverage, which spans from real estate, alternative credit infrastructure, private equity, which also includes secondary markets, and also on the prerequisite of having a full alignment of interest between AXA Cardif and third party.

On the liquid side, the combination of scale, strong performance culture and results in active strategy, both equity and fixed income, as well as the renewed ambitions for our ETF platform, which year to date has been the fastest-growing player in Europe on a relative basis, reaffirms our confidence that we are very well equipped to deliver on our growth ambitions.

We have a very clear client focus to ensure that we provide the best-in-class products and services. So, the strategy then from a distribution perspective is really focussed on institutional, and retail and wealth. As far as institutional clients are concerned, our goal is to be the go-to platform for insurers and pension funds, leveraging on our strategic partnership with AXA and BNP Paribas Cardif.

In Retail and Wealth Management, we are unlocking the potential of alternatives, the so-called democratisation of private assets. And we also aim to expand distribution partnership through innovative digital solutions. So that's as much as I can share at this stage on a very exciting project, and I look forward to seeing you at our Deep Dive in the first half of 2026, where we'll share more on our strategy and unique positioning among European asset managers to offer solutions across the full spectrum from liquid to liquid, thus leveraging scale, expertise and innovation to serve all client segments. With that, let me now hand over to Lars, who will walk us through some of the key figures. Lars, on to you.

AXA IM INTEGRATION

~€650m in estimated revenue and cost synergies* by 2029

Lars Machenil
Group CFO

Thank you, Sandro. Let's move to slide 13 with respect to the numbers underlying this transaction. And as mentioned by Jean-Laurent, this acquisition will generate over 50 bps to the Group's RoTE in 2028. The transaction itself will have a return on invested capital of over 18% in 2028, and 22% by 2029. How do we get to this return? First, by maintaining strong discipline and efficiency in building this combined asset management platform at scale as mentioned by Sandro. We will generate 400 million of cost savings, representing approximately 18% of the combined cost base. These cost savings will be generated as we merge the three asset management platforms – AXA IM, BNP Paribas Asset Management and BNP Paribas IM – with a streamlined product offering, a single front-to-back system and a unified workforce.

We will, of course, optimise our organisation, our real estate footprint and our external spending and leveraging the size of the Group and the scale that we can reach. So we expect to achieve full realisation of these synergies by 2029, with two thirds by the end of 2027. So that's on the cost.

Secondly, we are committed to unlocking the full potential of revenue synergies. We will generate 150 million of these top-line synergies. And they come in two types. First, there is the internalisation of operations, for example, with a broader use of CIB security services for custodian services across the platform, or by leveraging the new asset management platform to better serve internal Group clients like Cardif and Wealth Management and support their growth. Secondly, on the revenues, through an accelerated commercial development thanks to our competitive offering, as detailed also by Sandro.

Of those revenue synergies, 50% will be activated by 2027 with a full run rate by end 2029. A few additional elements to understand this full impact: We expect to have 690 million of integration charges and the majority of this will be booked in 2025 and in particular 2026, with a more limited part in 2027 and 2028. Finally, as you know, a significant portion of the purchase price comes from the value of the partnership, and this generates an annual amortisation of the so-called prepaid expense of around €100 million booked in AXA IM. This integration is a catalyst for our strategic ambitions and a turning point for IPS, creating a powerful investment platform for the future.

So this is the complementary insights on AXA IM. And let's now go back to the Group results and let me take you through the operating efficiency that you can see on slide 17.

OPERATING EFFICIENCY

Jaws effect is positive in each operating division (excl. AXA IM) in 3Q25

You will note that our costs are up, limited to 1% if you exclude the impact of AXA IM. Our operating divisions generated positive jaws of two points, with CIB and IPS generating over three points in jaws and CPBS 0.7 pts as a result of, on the one hand, accelerating NBI, as we mentioned before, and secondly, reducing the drag from car sales revenues at Arval.

OPERATING EFFICIENCY

We are advancing our operating efficiency initiatives in all divisions

With this, I can ask you to go to slide 18, where we show our regular improvement in the cost-income ratio as we expect to maintain our trajectory in the years to come.

So, this was the cost. Let's now turn to the cost of risk and let's turn to slides 19 and 20.

COST OF RISK

Risk under control thanks to the quality and diversification of the portfolio

On slide 19, our cost of risk this quarter reached 39 basis points in line with our guidance to be below the 40 basis points, which is the average of the cycle, and we maintain our guidance for the full year. Compared with last year, there were fewer releases in the so-called stage one and stage two provisions, so the cost of risk at Group level, excluding these write backs, is stable.

COST OF RISK

Risk remains low in all business activities

If you look at slide 20, you will see by division that cost of risk is stable or down, including at Personal Finance in line with our trajectory. Europe-Mediterranean is the exception with the normalisation

from a low level of cost of risk last year due to the higher cost of risk in Türkiye on households in the context of high inflation.

Cost of risk is also stable at CIB, with global banking close to zero, and we have increased our provisions in global markets because of a specific file, which happens every so many years and should not be considered to be recurring. In particular, it is to be considered as a fraud case. And moreover, it has nothing to do with the private credit environment.

So before I move on to Capital, let me say a word on the Corporate Centre. This quarter, the revenues were impacted by two elements. On one hand, the impact of DVA generating a €-110 million swing. And I don't have to remind you that DVA should be zero over the life cycle of the derivatives, but can be volatile from one quarter to another. The lower rates also weighed on the returns of our equity being redeployed.

So, with this, let me now conclude on the capital with slide 21.

CAPITAL

We have generated +30bps of organic capital this quarter
We exceed our 2026 target of 12.3% pre-FRTB

We are pleased to confirm our stable common equity tier one at a solid 12.5% this quarter, highlighting our capacity to absorb the 35-basis-points impact of the AXA IM acquisition thanks to our capital generation. We also benefited this quarter from a positive modelling impact, as mentioned by Jean-Laurent. And as you can see in the bottom left, in the last four years, we have been significantly impacted by prudential and supervisory requirements equivalent to 160 basis points over that period of four years, or 40 basis points – or €3 billion – per year. So what drives this impact? As mentioned, it's the regulatory and supervisory inflation.

Let me shed some light on this by giving an example. As a reminder, monitoring risk at BNP Paribas is done in a very detailed manner and it is core to our setup. Doing so allows us to have all the data available to use advanced models to successfully track evolutions and reflect this in the related risk-weighted assets. I don't need to remind you that this advanced modelling is de facto constrained by the new regulation. Whilst we cannot predict precisely the impact going forward, we expect our capital generation to be much less constrained in the future, therefore providing us with a lot more flexibility as you can see with like ten basis points, organic capital creation in a quarter, which is the typical run we have on a quarterly basis. From now on, one can assume that the growth of our RWAs will be primarily driven by organic RWA growth, estimated to be less than two per cent per year based on recent historical trends.

So, we will obviously continue to contain this organic RWA growth as we did in the past. This is a strong point. And let me illustrate the case of CIB which is particularly telling. So as you know, we have successfully grown the platform at twice the pace of the market, and we've done so at marginal cost. So notably, by reducing our cost income from 72% to 60%. At the same time, we've kept organic RWA growth very well contained, averaging around 0.4% per year over the period 2016 to 2024. So overall, we are comfortably on track to reach our common equity tier one level of 12.5% post-FRTB in 2027.

From here on, I let you read for yourself slide 25 to 30 on the key elements of the quarter, as well as the growth drivers of our three operating divisions. With this, I'll hand it back to Jean-Laurent.

CONCLUSION

Jean-Laurent Bonnafé
Group CEO

Thank you, Lars. So, to conclude on slide 32, our third-quarter performance, driven by the acceleration of our operating divisions, is fully in line with our trajectory. Our priority remains the successful execution of the AXA IM integration, which represents a strategic transformation lever for the Group thanks to its integrated model. While our growth drivers are firmly established within CIB and IPS, we are pursuing disciplined actions to improve the profitability of each business line when needed within CPBS. This year we started with CPBF and Personal Finance and we are now continuing with CPBB and Polska. Finally, our core equity tier one ratio of 12.5% provides us with additional flexibility and the new phase we are entering paves the way for enhanced capital generation. This concludes our presentation. We will now be happy to take your questions.

QUESTIONS AND ANSWERS

Operator: First question is from Tariq El Mejjad, Bank of America.

Tariq El Mejjad (Bank of America): Hi. Good morning. Good afternoon, everyone. It's unfortunate we can't ask questions about Sudan because I think we all wanted to hear how you can frame your potential loss, and if you are still in the billions kind of area in terms of settlements. But I respect your decision. So, two questions from my side. First, on the capital, which is very important here for you. I think it's your main way to reassure the market of your capital absorption in the context of the Sudan-related litigation. You had a good capital build in the quarter, 12.5%. First, I want to understand what is structural there and what is one-off. And I was wondering why you don't change your medium term, or at least 2025 target of 12.3%. I noticed that you don't mention that anymore, but do you expect to end the year at a higher level? And, Jean-Laurent, your comments about 10 bps per quarter, if I take nine quarters till end of 2027, and then adjust for the 40 bps for FRTB, I'm already at 13%. So what am I missing there? What could be the headwind that will set you back to 12.5%?

And then the second question is on the capital and what other actions you can do to actually fast-track the capital build beyond organically. And if you would consider some non-organic footprint optimisation or something to reassure the markets on your capital absorption. And then a question on the jaws. On slide five, in Q2, you were very specific about your jaws in the second half. And in your plan, you target more than 1.5 percentage points for every year of the plan. Do you still stick to this guidance, and are you comfortable to reach this jaws level with the AXA IM integration in the coming years? Thank you.

Jean-Laurent Bonnafé: Thank you for your question. So, if you look precisely at what took place since the beginning of the year, we said at the end of 2024, that in 2025 we will generate roughly 30 bps of capital, and we will suffer, let's say, 10 bps in terms of supervision. The net would have been +20 bps. For capital generation, we delivered 10 bps in the first quarter. We delivered an additional 10 bps in the second quarter through SRTs. Once again, we delivered 10 bps this quarter. So, all in all, as of today, we have already delivered the 30 bps. Then, if you look at the supervisory dimension, we lost 10 bps in the first quarter, -10 bps in the second quarter. And then we got +25bps in the third quarter which is based upon two very different dimensions. One is a kind of regulatory evolution that can be considered normal. The other one that is in the range of 15 bps is more an exceptional evolution. This is the end of a long story of rebasing a quite important model. So, these 15 bps are an exception. They are given to us and the shareholders, and that's it.

So now, if you look since the beginning of the year. We lost 10 in the first. We lost an additional 10 in the second. We're having +10 in the third. So, if you look at the supervisory side, I would say the regular one was -10 at the end of the third quarter. So again, since the beginning of the year, we built up 30 bps in terms of capital generation. We suffered ten bps of supervisory burden, and we got a positive 15 bps one-off. And this one-off is done; it is over. And looking ahead at the fourth quarter, we are not expecting anything significant. So again, since the beginning of the year, we built every quarter 10 bps in terms of capital generation, one way or the other. We suffered 10 bps of supervisory burden, and we got a positive one-off of +15bps in the supervisory dimension. So, this explains why we are already at 12.5%, after having absorbed AXA IM and we are having 20 bps above the 12.3% pre-FRTB target that was supposed to be the target by year end. So, we are very much confident that that 12.5% is the level we will deliver by year end. So it's not a question of changing the target for year end, but we are already at 12.5% and we do not see anything that would push us down to 12.3%.

What we have to understand about the FRTB is that it was supposed to take place beginning of 2025. It was postponed one year, beginning of 2026, and now it's postponed again – a second year beginning 2027. And probably you know that there are conversations at the level of the European Commission just to neutralise this FRTB for probably a period of three years. This is not done. But there is a certain probability, probably more than 50%, that one way or the other, that FRTB is going to be neutralised for a certain period of time. But for the time being, we consider we have to be prepared. This is why we keep those 30 bps.

Looking ahead, we said recently – it was last September at the Bank of America conference. We said that mechanically, considering the additional profitability of the Group, by 2027 the CET1 post-FRTB will reach naturally, mechanically, 12.5%. So, this is again what we said in the presentation. The reality, as you said, is that we're going to exit 2025 at a high level. This is a fact. Not only the return on tangible equity of the company is moving up – so we are generating more rapidly equity capital – but on top of that, as Lars mentioned, we're exiting a cycle, a phase that has been very negative for BNP Paribas. Once again, we paid over the last four years a tribute of 160 bps. If you add the completion of Basel and supervisory approach, basically model of debt. This is 2.5 times the average benchmark. So the peer group was on average in the range of 60 bps, and we were at around 160 bps. And on top of that, we are going to pay potentially for FRTB.

In total, we had to build up €15 billions in those four years if you include FRTB or €12bn without it. And now, if you look closely at the evolution of the risk weight at BNP Paribas over the past four years, we're only at 2% average by year. So in fact, the model is not extremely high in terms of risk-weight consumption. And looking ahead, because we're exiting that very adverse cycle, considering the situation of BNP Paribas. Looking ahead, the risk weight will progress very much in line with the operational risk weights, which is comparing to the last period at a much lower level.

And once again, what we suffered is not linked because we had poor models or an approach that was not relevant. It's just because the new supervision, the new regulation was very averse to advanced modelling. So, this is one very important point. So, we're exiting 2025 with an additional 20 bps compared to 12.3%. By 2027 we will be at 12.5% because of the company generating more profits. On top of that, we are exiting a cycle that was quite negative, adverse to BNP Paribas, and the future is going to be very much along the operational risk weight evolution. All in all, you are telling us 13%. Why not? I mean, this is just a rapid computation. And, to confirm, the CET1 consumption for AXA IM is 35 bps, full stop, which also gives some additional good news.

Looking at the jaws, you notice that we suffered in the third quarter of the FX – 1.3% in terms of total revenue and the swing in the DVA: €+50m last year, €-56m this year. So, this is a swing of roughly 0.9%. So, in total, we suffered 2.2%. 2.2% added to the 2.4% we published is 4.6%. So, this is very much what makes the difference in between the consensus that was at around 4.1%.

So, looking ahead, probably in the last quarter we will suffer the same FX headwinds. Why? Because this is the result of the US dollar on a yearly evolution. And second, the Turkish lira, basically in the third quarter. So, half-half. That was the result of these two evolutions.

Looking ahead in the fourth quarter the FX impact is going to be very much the same. But we're not going to suffer from the DVA this fourth quarter. Normally it should be close to nil. And then ultimately in the fourth quarter, we no longer have a base effect on the Arval used car business. So, this is in the range of €100 m. So, if you get rid of 0.9% that is the DVA of the third quarter, and if you get rid of the base effect in the fourth quarter, you get an additional 0.8%. So, in the fourth quarter, we are having

1.7%, that is going to more than offset the FX effect. So, this is why the fourth quarter ultimately, to some extent, is going to be slightly easier than the third quarter.

Looking at the jaws effect, if you look precisely at the operational division, which is basically the dimension that is providing the Group with the jaws effect, we reached jaws of 2% during the third quarter. So, we are improving our jaws effect versus the first half of that year, and this is very much linked to the acceleration you are seeing within CPBS, especially Domestic Market and Personal Finance. And this is going to continue. So, you will see in the fourth quarter an additional evolution in the positive direction. So, at the end of the day, the 2.5 pts for the second half is our target and it remains our target. But again, the external impacts not linked to operating performance (FX, DVA) in the fourth quarter will be much more neutral than the drag of the third quarter

Tariq El Mejjad (Bank of America): Thank you.

Operator: Next question is from Giulia Miotto, Morgan Stanley.

Giulia Miotto (Morgan Stanley): Hi. Morning. Afternoon, rather. Thanks for taking my questions. I have two. The first one is on AXA IM. So how will the structure work? Will BNP Asset Management be consolidated within Cardif then? Because I thought AXA IM was being bought by Cardif, but then it's getting consolidated into BNPP Asset Management, so I would be interested to understand that structure. And then separately, I have a question on your stage three coverage ratio, which is going down from 70% to 66.6%. 70% it was in March. Should we read anything into that? And perhaps to expand on the question, what are you seeing in terms of asset quality deterioration in France? Is there any early warning? Thank you.

Jean-Laurent Bonnafé: So, on the first point, I would say Cardif, both AXA IM and BNP Paribas Asset Management were merged into Cardif. So, in fact, the merger in between BNP Paribas Asset Management and AXA IM is done under the Cardif umbrella. So, the new asset management platform belongs to the insurance company.

Giulia Miotto (Morgan Stanley): Okay. Clear.

Lars Machenil: On the second question, when it comes to the doubtful loans over the gross outstanding, or your stage three coverage ratio. So, it evolved from 68% to 66.6%. The main thing what you see here is that there are new entries, as it happens often, which have low provisioning level given the high collateralization. So that's the kind of elements that you see. You can see it's the same in the doubtful loans versus the gross outstanding. But that is the typical evolutions that you have. And then when these things are worked out there is compensation, it has the effect of stage one and two. So intrinsically that's how you should see it.

Giulia Miotto (Morgan Stanley): Thank you.

Operator: Next question is from Delphine Lee, JP Morgan.

Delphine Lee (JP Morgan): Yes. Good afternoon. Thank you for taking my questions. The first one is just to understand on the revenue side, because if we look in retail in eurozone, CPB in the eurozone, I think your guidance is more than 3% but so far, I think it's trending a little bit close to 2%. So, what are you expecting in Q4, and where's the kind of acceleration coming from? Doesn't seem to be P&L, but is there something in Belgium or do you see at the moment an improvement in France which could lead to more than 3% for the whole year?

And then my second question is just very quick clarifications. I don't know if you can say anything on the provisions and the one-off elements that you took this quarter, whether that's the provisions in

global markets or the gain you had in BNL, what was that related to, or in the Corporate Centre? Just to explain a little bit more, outside of the DVA impact, what was the impact from rates and funding costs of AXA, just so we understand a little bit how to forecast for future years. Thank you very much.

Jean-Laurent Bonnafé: On the revenue side, for the domestic bank within the eurozone, we set a target of 3% for 2025 and we keep that target. So, for 2025, we very much believe we are going to deliver those 3%. And if you look at the profile of those divisions altogether, they are moving up; in particular because Belgium and France are accelerating. So yes, we stick to the 3% target for 2025 for those eurozone commercial banks.

On the global markets provision – this is a specific situation; this has nothing to do with any other situation that occurred recently in the US, with regional banks, private credit and so on. This is totally different. It happens, unfortunately, from time to time. We tend to say it BNP Paribas every four or five years you would get something at global markets. If you take that out of the third quarter – our third quarter is very much aligned with the first half of 2025. So basically, in the third quarter at BNP Paribas, away from that very specific situation, nothing happened compared to the first half of 2025.

Lars Machenil: And Delphine, on your two other questions. So, with respect to BNL, what we have is basically a revaluation of a participation. And as you know, we, from time to time, have these things and it basically helps us to compensate in the bottom line the impact of restructuring. We typically said we have like €400 million kind of restructuring costs and we aim to have capital gains realised or revaluations in order to compensate that. So that's basically this.

And then when you talk about the corporate centre where you have a question. So as mentioned, there is the DVA, which is €-50 million, whereas it was €+50 million over last year. Then if you look at AXA IM, there is like the €60 million of restructuring costs, which was basically zero last year. And then you also had the impact of own funds, which the redeployment happens at lower rates. So that's a bit those kinds of effects. Let me remind you our overall guidance on the Corporate Centre over the full year. So intrinsically, we say that over the year our NBI is zero. When I mean zero, that means it can be between -100 and +100. And you basically see that's where we are, in particular what we guided in the fourth quarter, we think it will gravitate around zero.

When you look at cost, the run-of-the-mill cost, Corporate Centre is basically €400 millions. And on top of that comes the restructuring cost. In a normal situation, basically, that would also be gravitating around €400 millions. What we now basically say is that also, given the overall restructuring we have with AXA IM, it's going to be around €600 million in 2025, and it's going to be around €800 million in 2026. And then it should taper back to where it was before. So that's basically, Delphine, on the general account.

Delphine Lee (JP Morgan): Thank you very much.

Operator: Next question is from Stefan Stalman, Autonomous Research.

Stefan Stalman (Autonomous Research): Good afternoon. I would like to come back to the credit quality issue in global markets and the increase in stage, or actually in doubtful loans as you label them. You have this increase of almost 1.5 billion in doubtful loans during the quarter, and it happened at a time when you actually described the credit quality situation in basically all of your operating businesses as very stable. So, is it fair to assume that this increase largely relates to global markets and largely relates to this one case that created the provisions? And is it then fair to assume that you have basically provisioned a fairly large, lumpy exposure at around 10 to 15%? And if that's all correct, roughly, I think you hinted in an interview that there may be some context with payments or payment

companies or payment counterparties. I'm struggling a bit to see how that would fit into a global markets context. Is there anything else that you can add in terms of colour about the counterparty here? That would be great.

And then the second question on AXA Investment Management: I'm curious whether you could maybe give us the share of passive and ETF AUM in the €1.6 trillion. Thank you very much.

Lars Machenil: Stefan, I'll take your question on credit quality. So indeed, part of the impact that you see is indeed related to that file. But generically, it's the evolution that in the current environment, the new entries that we have seen, which are collateralised, have a low collateralization. So when it comes to the file, we don't give names and the likes, but what we said, it is not the usual suspects. And the field in which you should basically see it, which is a global markets field, is in the domain of receivables financing. So that is the domain. That is why it is part of global markets and that is the domain. But we leave it to this, Stefan. I'm not going to give you more insights on that.

Stefan Stalmann (Autonomous Research): Thank you.

Sandro Pierri: What was the question on ETF, sorry? If you can say it again.

Stefan Stalmann (Autonomous Research): I was just curious roughly what proportion of the €1.6 trillion is actually in passive and ETFs.

Sandro Pierri: Sure. So today, ETF and index is approximately 55 billion. So, the percentage is close to to 3.5%. Clearly it was a bigger percentage on a BNPPAM standalone, because AXA IM only recently started an active ETF business. So the percentage has been diluted by the acquisition. But I can also confirm that as part of the plan, ETF is a renewed ambition. We clearly have significant ambitions which we will be happy to detail more in the Deep Dive in the first half of next year. As a minimum, to bring it back to the percentage that we had before the dilution coming from the AXA IM transaction.

Stefan Stalmann (Autonomous Research): Great. Thank you very much.

Operator: Next question is from Sharath Kumar, Deutsche Bank.

Sharath Kumar (Deutsche Bank): Thank you. Good afternoon. Thank you for taking my questions. I have two. Firstly, a clarification on the 2025 revenue guidance. I noticed that you achieved only 2% in the third quarter versus your guidance of +5% for the second half, which is excluding the contribution from AXA IM. I acknowledge bulk of this was driven by Corporate Centre, but can you reconfirm this guidance? That's the first one.

And the second one is on Arval. How can we draw comfort on the residual value risk for Arval? I ask this in the context of the organic growth seen in Arval in the last several quarters, versus a more cautious approach by your main competitor. Related to this, can you give an indication of the current EV mix within your fleet? Thank you.

Lars Machenil: I think we guided on the revenue. Jean-Laurent has broken it down. What is the impact on the overall divisions? It is a tad lower. So, it's basically the impact of forex and the impact of DVA. So, I'm not going to come back to that; it is what you see. On Arval: on Arval there has been the impact when you compare the results with last year of the residual value of the car. So, there was a lift that was still available in the first nine months, and that's basically coming to an end. The remaining contribution in the fourth quarter a year ago was 50 million. So, it's basically non-material on that. For the rest, the growth in the fleet that we continue to see, again, which is balanced between, on the one hand, EV and ICE; that growth that we see is the intrinsic demand we see in the market, and we feel comfortable with it.

Sharath Kumar (Deutsche Bank): Thank you.

Operator: Next question is from Andrew Coombs, Citi.

Andrew Coombs (Citi): Afternoon. If I could follow up on AXA IM and then perhaps touch upon banking. So, in AXA IM, talks in depth about the cost synergies, the revenue synergies. Could you just touch upon whether there are any dis-synergies anywhere across the combination of businesses? And second to that, can you just provide the phasing of the €690m restructuring costs? Separate to that, on Global Banking, down 4%, Q-on-Q, down 3% year-on-year. I appreciate that transaction banking is included within that, and that you're going to be impacted by rates and FX, but it looks like your capital markets activity was perhaps slightly light compared to the US peers. I think you talk about advisory being flat year on year. Is there anything you can say on why you might have underperformed the peers? Is it just a regional bias? Anything you can add? Thank you.

Sandro Pierri: Maybe I'll take the first one on the synergies. If I understood well the questions on the AXA IM, it's a pretty quick answer. We don't foresee any dis-synergies out of the transaction.

Lars Machenil: Yes. And when it comes to global banking, there is the effect of the tariffs, there is the effect of the rates and there's the effect of forex. So that's what you see. So, if you look through the forex, it's basically stable. And then there is indeed a different dynamic. There is the dynamic which continues the growth in the US dollar. And there is a wait-and-see attitude in Europe. So the pipeline is there, but there is a wait and see how these things will crystallise. So that's basically how to read global banking.

Jean-Laurent Bonnafé: Just to give some additional colour. I mean, if you look at the global banking platform and if you isolate the US part at BNP Paribas, this one is up by 21%, which is very much in line with the US banking platforms. Unfortunately, in EMEA and continental Europe we are not having that same kind of evolution. So, it's very much linked to the in-between situation in Europe. A lot of companies are postponing transactions and the pipe is there again, but still to be seen. So, this is the only business, if you look closely at BNP Paribas, that third quarter, that is below expectations, slightly below expectations, instead of being +4 or +5, it's below -2/-2.6. So, this is the only one that is slightly behind the curve for obvious reasons. And again, it's not a question of competitiveness throughout the platform.

Andrew Coombs (Citi): That's very helpful colour. It's just a regional mix, which is what I thought it might be. Just following up on the €690 millions restructuring charge phasing.

Sandro Pierri: Can you repeat the question, sorry? Because I lost it.

Andrew Coombs (Citi): Yeah. Of course. Sorry. You flagged €690 million of restructuring charges to deliver the synergies in AXA IM. Could you just provide the phasing of the restructuring charges? You provided a split of the timing of the synergies, but not the restructuring charges, as far as I can see?

Lars Machenil: No, listen, we cannot give the total detail, but the big chunk will be this year and next year. That's what you should assume. And the biggest part will be next year. You could assume there is like 100 million this year, 400 million the year thereafter, and then 100 million the year thereafter. That is roughly how you should see it.

Andrew Coombs (Citi): Thank you.

Operator: Next question is from Jacques-Henri Gaulard, Kepler Cheuvreux.

Jacques-Henri Gaulard (Kepler Cheuvreux): Yes. Good afternoon. Two questions from me. You've announced that you have a very interesting partnership with UniCredit on security services, I think in the course of the quarter. To have a little bit of colour on that would be great. And UniCredit has just announced as we speak that they were taking off all the money from Amundi by mid-2027. Would you be interested in that new investment management concept to effectively pitch for that? That's the first question.

And the second question is on slide seven, where you've announced when you bring back your increase in RoTE. I think it's the first time I saw the Belgium and Polska plans. Is it something that you've added afterwards to enable you to actually get to that 13% RoTE 2028, or is it, on the other hand, something that could enable you to increase further that 13%, 2028 and 2030. Thank you.

Jean-Laurent Bonnafé: So, about UniCredit. Yes, we won the RFP for the Securities Services business of UniCredit, both in Italy, and in Germany with HVB. There is some time to implement. We'll see the effect in 2027. There is one year to go, to say it very simply. Looking at the situation, again, with UniCredit, of course we are open to any kind of partnership with any kind of platforms, commercial bank, private bank platforms that would need high-quality assets, asset management. I would say it's the normal game. Obviously, we can provide UniCredit potentially with all products that would be efficient, of interest. And that's it. So clearly, and I do not know again how UniCredit will move. I mean, they have recently, if I understand well, rebuilt in-house some capacity within the asset management space, but for sure there will be some room for new partners. I don't believe, for a number of reasons, potentially, but I don't know, that they would consider another global partner for everything, but probably there is room for some asset classes and probably our new platform looking at the alternative universe could be very well positioned. So yes, we are interested, and probably we will compete and have a good relationship. But this is a normal business situation. Nothing more, nothing less.

Lars Machenil: On your question on slide seven, on the plans. So indeed, in the 13% RoTE that we've given by 2028, the evolutions, of course, of Belgium, Polska and AXA IM are included. But these plans, they will continue well beyond. And that's basically the update that we will provide. And I understand that I didn't answer the question on the Arval organic growth. It is 10%. That's two questions back. Would there be any remaining questions?

Operator: Next question is from Anke Reingen, RBC.

Anke Reingen (RBC): Thank you very much for taking my question. Just two small questions, please. Firstly, on the capital, you said that the regulatory headwinds are now coming to an end. I think previously you guided to a potential 20 basis points headwind in 2026. Is it fair to assume at this stage that this will no longer be hitting your core tier one ratio? And then secondly, on Belgium, I would have expected NII to see a bit more of an uptick in Q3. Or is it basically the benefit of the stronger recovery you only expect to start from Q4 onwards on NII in Belgium. Thank you very much.

Lars Machenil: So, if I take on the net interest income. Indeed, the net interest income, as you mentioned, we said there would be a phasing in pickup. So, we announced that in France it will happen in the second quarter. You will see it happening, and that the pivot would be start to be visible in Belgium. So that's what we have. And so, the impact will continue. And in particular, also in the fourth quarter on those two entities. So, when it comes to the headwinds, we basically said the majority of the headwinds are behind us, and when we give a guidance going forward, we have like a kind of a placeholder. So, we will wait and see. That is what we assumed that would happen. But what we do see are these headwinds tailing off. And so, it's rather a placeholder more than anything.

Anke Reingen (RBC): Okay. Thank you.

Operator: Next question is from Pierre Chédeville, CIC Market Solutions.

Pierre Chédeville (CIC Market Solutions): Yes. Good afternoon. I had a question of methodology regarding the objective of RoTE at 12% in 2026. Because you don't say around 12% or above 12%. But in the meantime, you mentioned that your return on invested capital was increased by four points. You also mentioned that personal finance and the French retail will have an impact on the RoTE above 0.5 pts. You also mentioned that we will have a Deep Dive in Belgium and Polska, and we hope that you will announce probably that you try to do better than a post-tax RoNE below 10% and the cost of equity. So I was wondering that if you have all these intermediaries' objectives that are improving, why the global objective, the global Group RoTE, remains at a fixed 12%?

And another question which is related to that is regarding AXA IM synergies that you plan and the fact that probably BNP Paribas Real Estate will improve. What would be, in your opinion, a decent cost-income ratio regarding the size and the mix of this new entity? Thank you.

Sandro Pierri: So, look, I'm going to take the questions on the cost income, reasonable level of cost income for that platform. If I look at the business mix including the fact that the starting point of BNP Paribas Asset Management is a larger share of external distribution, which clearly comes with a higher cost, we plug all the different elements. I think the 60% cost income is on average year-in, year-out would be, I think, a realistic target to have in mind.

Pierre Chédeville (CIC Market Solutions): Thank you. Very clear.

Lars Machenil: And with respect to the impact, the improvements. Several of the improvements that we mentioned, you have to see the effect is being like in 2028. So, for example, when you look at Personal Finance and CPBF, basically by 2026 it will be half a point the impact. The same is true for AXA. The impact comes over time by 2028. So that is it. You should see the phasing of the impacts over time by 2026 and by 2028. And then you get to those numbers.

Pierre Chédeville (CIC Market Solutions): So, we have no hope to improve the 12% in 2026?

Jean-Laurent Bonnafé: You can have hope in banking of course, but the reality is that the trajectory and the commitment is to deliver 12% return on tangible equity in 2026. Again, personal finance and the Commercial and Personal Bank in France will provide 50 bps in between 2025 and 2026, and again, an additional 50 bps in 2027 and 2028. Then, AXA IM because of the restructuring costs in 2026 is not going to improve the return on tangible equity. 2027 is going to be still a bit shy and you will see full speed in 2028 and even more in 2029, and probably more looking at 2030. So this is progressive. The Belgian bank started this year will accelerate next year, but this is 2027, 2028. And Polska, remember that we have to pay next year a level of tax that is slightly higher than this year. They pushed up the rate to 30-something from 18.

Lars Machenil: Next year we're going to pay 50 to 100 million more in Polska. It will taper off again.

Jean-Laurent Bonnafé: So, all these levers are in place. 12% is the target from 2026. If we can deliver a better target, we'll try. We'll do our best. But 12% is the target. In 2028 we are targeting 13%;. And 2030 probably is going to be at 14%, because as you remember, we're moving the Group up by two percentage points of Return on Tangible Equity every mid-term plan. This one is from 10% to 12%. The previous one used to be from 8 to 10. And the previous one was to be from 6 to 8. And probably the next one is going to be about 12 to 14.

Lars Machenil: But we have to come back in 2027.

Pierre Chédeville (CIC Market Solutions): Okay. Thank you very much.

Operator: Gentlemen, we have no more questions registered at this time.

Jean-Laurent Bonnafé: So, thank you, and we will deliver. Thank you so much. Take care.

Sandro Pierri: Thank you. Bye.

Lars Machenil: Thank you so much. Have a good day.

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 normalized 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 document reflects this restatement unless otherwise stated.

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