Swiftly delivering on adaptation
Well positioned for growth

Jean-Laurent Bonnafé
Chief Executive Officer

Cheuvreux Conference, Paris
19 September 2012
Disclaimer

Figures included in this presentation are unaudited. On 18 April 2012, BNP Paribas issued a restatement of its quarterly results for 2011 reflecting, in particular, an increase of capital allocated to each business from 7% to 9% of risk-weighted assets, the creation of the “Domestic Markets” division and transfers of businesses between business units. In these restated results, data pertaining to 2011 has been represented as though the transactions had occurred on 1st January 2011. This presentation is based on the restated 2011 quarterly data.

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Overview

A solid bank swiftly delivering on its adaptation plan while maintaining best in class risk management and profitability

A diversified business model strongly rooted in retail banking

A client driven CIB model and a diversified Investment Solutions well positioned for upcoming growth opportunities
Delivering on the Adaptation Plan

Strong Retail Banking Roots

Resilient CIB and Investment Solutions Franchises
Positioning for Upcoming Growth Opportunities

Conclusion
**Adaptation Plan: Reminder**

<table>
<thead>
<tr>
<th>Target (by year end 2012)</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reduce USD funding needs by -$65bn</td>
<td>✔ Fully achieved by April 2012</td>
</tr>
<tr>
<td>+100 bp of additional Common Equity Tier 1 to reach a 9% fully loaded Basel 3 CET1 ratio</td>
<td>✔ ST borrowing from US MMF brought down to $9bn (as at 30 August 2012)</td>
</tr>
<tr>
<td>✔ Virtually achieved</td>
<td>✔ +90 bp as at 30 June 2012</td>
</tr>
<tr>
<td></td>
<td>✔ 8.9% fully loaded Basel 3 CET1 ratio as at 30 June 2012</td>
</tr>
</tbody>
</table>

**Swiftly addressed new challenges through proactive management**
**Global Cash Balance Sheet**

<table>
<thead>
<tr>
<th>Assets</th>
<th>Liabilities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Deposits with central banks</td>
<td>ST funding (including LTRO)</td>
</tr>
<tr>
<td>987</td>
<td>987</td>
</tr>
<tr>
<td>Interbank assets</td>
<td>MLT funding</td>
</tr>
<tr>
<td>92</td>
<td>205</td>
</tr>
<tr>
<td>Fixed income securities</td>
<td>Client deposits</td>
</tr>
<tr>
<td>45</td>
<td>140</td>
</tr>
<tr>
<td>Trading assets with clients</td>
<td>Equity and related accounts</td>
</tr>
<tr>
<td>120</td>
<td>549</td>
</tr>
<tr>
<td>Customer loans</td>
<td></td>
</tr>
<tr>
<td>46</td>
<td>93</td>
</tr>
<tr>
<td>Tangibles and intangible assets</td>
<td></td>
</tr>
<tr>
<td>632</td>
<td>30.06.12</td>
</tr>
<tr>
<td>52</td>
<td>30.06.12</td>
</tr>
</tbody>
</table>

**Funding needs of customer activity (€730bn)**

**€52bn surplus of stable funding of which $38bn**

---

1. Balance sheet with netted amounts for derivatives, repos, securities lending/borrowing and payables/receivables;
2. Including HQLA;
3. With netted amounts for derivatives, repos and payables/receivables;
4. o/w €48bn of MLT funding placed in the networks.
Adaptation Plan: Ample Liquidity and Funding (2/3)

- Liquidity and eligible asset reserve immediately available: €200bn*
  - Amounting to close to 100% of short-term wholesale funding
  - Of which Fed deposits: $29bn

---

**Global liquidity buffer as at 30.06.12**

<table>
<thead>
<tr>
<th>€bn</th>
<th>271</th>
</tr>
</thead>
<tbody>
<tr>
<td>Encumbered assets (Repo, monetary policy, clearing systems)</td>
<td>71</td>
</tr>
<tr>
<td>Deposits with Central Banks</td>
<td>92</td>
</tr>
<tr>
<td>Unencumbered assets eligible to central banks*</td>
<td>108</td>
</tr>
</tbody>
</table>

---

€200bn of liquidity and eligible asset reserves

*After haircuts*
Adaptation Plan: Ample Liquidity and Funding (3/3)

- 2012 MLT programme: €20bn

- €28bn completed* as at 7 September 2012
  - Average maturity: 5.6 years
  - At mid-swap +111bp on average

- Including €1bn Senior unsecured issuance on 16 August 2012
  - Maturity: 7 years
  - At mid-swap +108bp

- Including $1.25bn Senior unsecured issuance on 7 September 2012
  - Maturity: 5 years
  - At Treasuries +178bp

2012 MLT funding programme already exceeded

*Including issues at the end of 2011 on top of the €43bn completed under the 2011 programme
Adaptation Plan: Strong Solvency

Solvency ratios – Basel 2 to Basel 3

<table>
<thead>
<tr>
<th></th>
<th>Basel 2</th>
<th>Basel 2.5*</th>
<th>Basel 3**</th>
</tr>
</thead>
<tbody>
<tr>
<td>Baseline</td>
<td>10.1%</td>
<td>9.6%</td>
<td>8.9%</td>
</tr>
<tr>
<td>CET1 ratio</td>
<td>58.9%</td>
<td>60.1%</td>
<td>31.06.12</td>
</tr>
<tr>
<td>CET1 capital</td>
<td>31.12.11</td>
<td>30.06.12</td>
<td>31.12.12</td>
</tr>
<tr>
<td>Target year</td>
<td></td>
<td>30.06.12</td>
<td>31.12.12</td>
</tr>
</tbody>
</table>

9% Basel 3 (fully loaded) ratio target virtually achieved

* CRD 3; ** CRD 4, as expected by BNP Paribas
## Solvency Ratios: Moving to Basel 3

### Benchmarking of published CET1 ratio Basel 3 (fully loaded/phased-in)

<table>
<thead>
<tr>
<th>European Banks</th>
<th>Basel 3 fully loaded (1)</th>
<th>Basel 3 fully loaded (1)</th>
</tr>
</thead>
<tbody>
<tr>
<td>BNP Paribas</td>
<td>8.9%</td>
<td>&gt;9%</td>
</tr>
<tr>
<td>Deutsche Bank</td>
<td>7.2%</td>
<td>7.7%</td>
</tr>
<tr>
<td>Commerzbank</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Intesa Sp Unicredito</td>
<td>&gt;9%</td>
<td>&gt;9%</td>
</tr>
<tr>
<td>Credit Suisse</td>
<td>6.3%&lt;sup&gt;(2)&lt;/sup&gt;</td>
<td>8.6%</td>
</tr>
<tr>
<td>UBS</td>
<td>8.8%</td>
<td>&gt;9%</td>
</tr>
<tr>
<td>HSBC Barclays</td>
<td>n.a (3)</td>
<td>8.6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>US Banks</th>
<th>Basel 3 fully phased-in (4)</th>
<th>Basel 3 fully phased-in (4)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wells Fargo</td>
<td>7.8%</td>
<td></td>
</tr>
<tr>
<td>Bank of America</td>
<td>8.1%</td>
<td></td>
</tr>
<tr>
<td>JPMorgan</td>
<td>7.9%</td>
<td></td>
</tr>
<tr>
<td>Citigroup</td>
<td>7.9%</td>
<td>8.8%</td>
</tr>
</tbody>
</table>

### One of the best capitalised banks in the new world

(1) According to CRD4; (2) End 2Q12 adjusted for July 2012 capital measures; (3) Published 9.2% is "phased-in" ratio, i.e. taken into account the phasing on Basel 3 capital impact; (4) According to the Federal Reserve’s recent Notice of Proposed Rulemaking (NPR) ; for JPM, excluding the -50bp amendment required by OCC and Fed, post 2Q12 results publication.
While Ensuring Profit Generation

1H12 net income attributable to equity holders*

<table>
<thead>
<tr>
<th>Bank</th>
<th>€m</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPM</td>
<td>7,103</td>
</tr>
<tr>
<td>WF</td>
<td>6,500</td>
</tr>
<tr>
<td>HSBC</td>
<td>6,311</td>
</tr>
<tr>
<td>BNPP</td>
<td>4,715</td>
</tr>
<tr>
<td>Citi</td>
<td>4,532</td>
</tr>
<tr>
<td>GS</td>
<td>2,305</td>
</tr>
<tr>
<td>DB</td>
<td>2,031</td>
</tr>
<tr>
<td>BoA</td>
<td>1,885</td>
</tr>
<tr>
<td>SAN</td>
<td>1,704</td>
</tr>
<tr>
<td>BBVA</td>
<td>1,510</td>
</tr>
<tr>
<td>ISP</td>
<td>1,274</td>
</tr>
<tr>
<td>SG</td>
<td>1,165</td>
</tr>
<tr>
<td>UCI</td>
<td>1,083</td>
</tr>
<tr>
<td>UBS</td>
<td>1,038</td>
</tr>
<tr>
<td>CS</td>
<td>693</td>
</tr>
<tr>
<td>CASA</td>
<td>363</td>
</tr>
<tr>
<td>MS</td>
<td>349</td>
</tr>
<tr>
<td>BARC</td>
<td>98</td>
</tr>
</tbody>
</table>

* Source: banks; **Average quarterly exchange rates

Strong profit-generation capacity
A Solid Bank: Proven Risk Management Track Record (1/3)

Cost of risk/Gross operating income 2007-1H12*

- **CS**: 8%
- **DB**: 29%
- **BNPP**: 37%
- **ISP**: 39%
- **SAN**: 40%
- **BBVA**: 42%
- **WF**: 44%
- **JPM**: 44%
- **SG**: 46%
- **UCI**: 49%
- **BARC**: 50%
- **HSBC**: 55%
- **CASA**: 70%
- **BoA**: 71%
- **Citi**: 121%
- **RBS**: 126%

Stringent risk policy with proven effectiveness

* Source: banks; UBS not included due to negative cumulated GOI over the period
A Solid Bank: Proven Risk Management Track Record (2/3)

### Average 99% 1-day interval VaR

<table>
<thead>
<tr>
<th>Quarter</th>
<th>2Q11</th>
<th>3Q11</th>
<th>4Q11</th>
<th>1Q12</th>
<th>2Q12</th>
</tr>
</thead>
<tbody>
<tr>
<td>€m</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>47</td>
<td>40</td>
<td>52</td>
<td>48</td>
<td>46</td>
</tr>
<tr>
<td>Commodity</td>
<td>6</td>
<td>7</td>
<td>11</td>
<td>15</td>
<td>18</td>
</tr>
<tr>
<td>Forex &amp; Others</td>
<td>-13</td>
<td>-14</td>
<td>-22</td>
<td>-35</td>
<td>-30</td>
</tr>
<tr>
<td>Equities</td>
<td>34</td>
<td>28</td>
<td>40</td>
<td>30</td>
<td>27</td>
</tr>
<tr>
<td>Interest rates</td>
<td>41</td>
<td>32</td>
<td>52</td>
<td>52</td>
<td>52</td>
</tr>
<tr>
<td>Netting</td>
<td>-62</td>
<td>-50</td>
<td>-51</td>
<td>-60</td>
<td>-56</td>
</tr>
</tbody>
</table>

### Benchmarking Market risks RWA**

<table>
<thead>
<tr>
<th>Bank</th>
<th>2Q11</th>
<th>3Q11</th>
<th>4Q11</th>
<th>1Q12</th>
<th>2Q12</th>
</tr>
</thead>
<tbody>
<tr>
<td>€m</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HSBC</td>
<td>6.1%</td>
<td>6.3%</td>
<td>9.3%</td>
<td>12.6%</td>
<td>16.8%</td>
</tr>
<tr>
<td>BNPP</td>
<td>17.8%</td>
<td>18.4%</td>
<td>20.4%</td>
<td>17.8%</td>
<td>18.4%</td>
</tr>
<tr>
<td>SG</td>
<td>6.1%</td>
<td>6.3%</td>
<td>9.3%</td>
<td>12.6%</td>
<td>16.8%</td>
</tr>
<tr>
<td>RBS</td>
<td>17.8%</td>
<td>18.4%</td>
<td>20.4%</td>
<td>17.8%</td>
<td>18.4%</td>
</tr>
<tr>
<td>CS</td>
<td>6.1%</td>
<td>6.3%</td>
<td>9.3%</td>
<td>12.6%</td>
<td>16.8%</td>
</tr>
<tr>
<td>DB</td>
<td>17.8%</td>
<td>18.4%</td>
<td>20.4%</td>
<td>17.8%</td>
<td>18.4%</td>
</tr>
<tr>
<td>BARC</td>
<td>6.1%</td>
<td>6.3%</td>
<td>9.3%</td>
<td>12.6%</td>
<td>16.8%</td>
</tr>
<tr>
<td>UBS</td>
<td>17.8%</td>
<td>18.4%</td>
<td>20.4%</td>
<td>17.8%</td>
<td>18.4%</td>
</tr>
</tbody>
</table>

- Low Value at Risk: <€50m on average 2010-2Q12
  - No day of losses > VaR in 2011-2Q12 despite some extremely high levels of volatility
  - Only 10 days of losses > VaR since 2007, validating the theoretical approach
- Market risk diversified across various asset classes and representing one of the lowest percentage of total RWAs amongst comparable banks

### Cautious and successful management of market risks

* Including BNP Paribas Fortis integrated as of 01.07.2011 (BNP Paribas Fortis: average VaR €3.7m in 4Q11); ** Banks (31.12.11)
A Solid Bank: Proven Risk Management Track Record (3/3)

**Correlation between CoR and RWA**
(2007-1H12)**

- **Validation of the internal model**

* CIB and French Retail Banking; ** Diversified European Banks and JPM, WF and BoA for the US

** PD: Probability of Default - DR: Default Rate**

** GRR: Global Recovery Rate**

* BNP Paribas

\[ R^2 = 0.86 \]
A Solid Bank: Unchanged Well Balanced Business Mix in the New World

Business mix

1H12* Revenues

Investment Solutions 15%

CIB 26%

Retail Banking** 59%

Allocated equity*

(Basel 3*** as at 30.06.2012)

Investment Solutions 14%

CIB 32%

Retail Banking** 54%

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

* Operating divisions ; ** Including 2/3 of Private Banking for FRB (including PEL/CEL effects), BNL bc and BeLux RB; *** CRD4, as expected by BNP Paribas
A Solid Bank: Consistent Group Performance

**REVENUES***

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>1H12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values (€bn)</td>
<td>5.3</td>
<td>8.2</td>
<td>5.4</td>
<td>6.2</td>
<td>6.3</td>
<td>6.3</td>
</tr>
</tbody>
</table>

**NET INCOME**

<table>
<thead>
<tr>
<th>Year</th>
<th>2007</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>1H12</th>
</tr>
</thead>
<tbody>
<tr>
<td>Values (€bn)</td>
<td>7.8</td>
<td>3.0</td>
<td>5.8</td>
<td>7.8</td>
<td>6.1</td>
<td>4.7</td>
</tr>
</tbody>
</table>

Good resilience through the crises

* Including 100% of Private Banking in France (excluding PEL/CEL effects), Italy and Belgium as well as Luxembourg as of 1H12; as published in February 2012 for 2011; ** Attributable to equity holders.
Delivering on the Adaptation Plan

**Strong Retail Banking Roots**

Resilient CIB and Investment Solutions Franchises
Positioning for Upcoming Growth Opportunities

Conclusion
Retail Banking

1H12 Overview

- Pre-tax income*: €3.4bn (+2.7% vs. 1H11)
  - Domestic Markets: stability at a high level
  - Growth in BancWest and Europe-Mediterranean

- Business activity
  - Continued volume growth notably in deposits
  - Stable revenues at a significant level despite lower financial fees

- Cost/Income ratio: 59.7% in 1H12
  - Continuing improvement in Domestic markets
  - Ongoing investments in BancWest and Turkey

- Cost of risk: moderate in most business units (see next slide)
  - Increase in BNL bc in 1H12 as a result of the economic environment
  - Improvement in BancWest and Personal Finance; stability in France and Belgium at a low level

* Including 2/3 of Private Banking of the domestic markets in France (excluding PEL/CEL effects), Italy, Belgium and Luxembourg
Retail Banking
Cost of Risk

Net provisions/Customer loans (in annualised bp)

FRB

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>1Q11</th>
<th>2Q11</th>
<th>3Q11</th>
<th>4Q11</th>
<th>1Q12</th>
<th>2Q12</th>
</tr>
</thead>
<tbody>
<tr>
<td>41</td>
<td>35</td>
<td>22</td>
<td>23</td>
<td>23</td>
<td>19</td>
<td>23</td>
<td>22</td>
<td>22</td>
</tr>
</tbody>
</table>

BNL bc

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>1Q11</th>
<th>2Q11</th>
<th>3Q11</th>
<th>4Q11</th>
<th>1Q12</th>
<th>2Q12</th>
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</thead>
<tbody>
<tr>
<td>91</td>
<td>107</td>
<td>98</td>
<td>100</td>
<td>98</td>
<td>97</td>
<td>97</td>
<td>106</td>
<td>112</td>
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</tbody>
</table>

BRB

<table>
<thead>
<tr>
<th>2009*</th>
<th>2010</th>
<th>2011</th>
<th>1Q11</th>
<th>2Q11</th>
<th>3Q11</th>
<th>4Q11</th>
<th>1Q12</th>
<th>2Q12</th>
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<tbody>
<tr>
<td>54</td>
<td>26</td>
<td>17</td>
<td>11</td>
<td>27</td>
<td>13</td>
<td>18</td>
<td>18</td>
<td>19</td>
</tr>
</tbody>
</table>

Europe-Mediterranean

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>1Q11</th>
<th>2Q11</th>
<th>3Q11</th>
<th>4Q11</th>
<th>1Q12</th>
<th>2Q12</th>
</tr>
</thead>
<tbody>
<tr>
<td>355</td>
<td>146</td>
<td>115</td>
<td>180</td>
<td>85</td>
<td>81</td>
<td>116</td>
<td>150</td>
<td>74</td>
</tr>
</tbody>
</table>

BancWest

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>1Q11</th>
<th>2Q11</th>
<th>3Q11</th>
<th>4Q11</th>
<th>1Q12</th>
<th>2Q12</th>
</tr>
</thead>
<tbody>
<tr>
<td>310</td>
<td>119</td>
<td>69</td>
<td>78</td>
<td>69</td>
<td>71</td>
<td>58</td>
<td>46</td>
<td>32</td>
</tr>
</tbody>
</table>

Personal Finance

<table>
<thead>
<tr>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>1Q11</th>
<th>2Q11</th>
<th>3Q11</th>
<th>4Q11</th>
<th>1Q12</th>
<th>2Q12</th>
</tr>
</thead>
<tbody>
<tr>
<td>264</td>
<td>226</td>
<td>183</td>
<td>196</td>
<td>183</td>
<td>172</td>
<td>183</td>
<td>145</td>
<td>166</td>
</tr>
</tbody>
</table>

Cheuvreux Conference - September 2012
Retail Banking
Strong Presence in Wealthy Domestic Markets

4,200 branches
~10% market share
(on a population of 135m inhabitants)

4 domestic networks*

<table>
<thead>
<tr>
<th>Bank</th>
<th>Branches</th>
<th>Clients</th>
</tr>
</thead>
<tbody>
<tr>
<td>BNP Paribas Fortis</td>
<td>980</td>
<td>3.7m</td>
</tr>
<tr>
<td>BGL BNP Paribas</td>
<td>38</td>
<td>0.3m</td>
</tr>
<tr>
<td>French Retail Banking</td>
<td>2,250</td>
<td>7.4m</td>
</tr>
<tr>
<td>BNL bc</td>
<td>890</td>
<td>2.7m</td>
</tr>
</tbody>
</table>

Public and households debt (2011)**

<table>
<thead>
<tr>
<th>Country</th>
<th>Household Debt</th>
<th>Public Debt</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>141</td>
<td>153</td>
</tr>
<tr>
<td>Germany</td>
<td>141</td>
<td>160</td>
</tr>
<tr>
<td>Belgium</td>
<td>153</td>
<td>165</td>
</tr>
<tr>
<td>Eurozone</td>
<td>141</td>
<td>188</td>
</tr>
<tr>
<td>Italy</td>
<td>160</td>
<td>102</td>
</tr>
<tr>
<td>UK</td>
<td>165</td>
<td>113</td>
</tr>
<tr>
<td>USA</td>
<td>214</td>
<td>101</td>
</tr>
</tbody>
</table>

Gross households savings rate***

<table>
<thead>
<tr>
<th>Country</th>
<th>Savings Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>16.7%</td>
</tr>
<tr>
<td>France</td>
<td>15.7%</td>
</tr>
<tr>
<td>Belgium</td>
<td>14.4%</td>
</tr>
<tr>
<td>Eurozone</td>
<td>13.3%</td>
</tr>
<tr>
<td>Italy</td>
<td>12.0%</td>
</tr>
<tr>
<td>USA</td>
<td>9.0%</td>
</tr>
<tr>
<td>UK</td>
<td>6.6%</td>
</tr>
</tbody>
</table>

Strong retail networks serving over 14 millions clients

* As at 31.12.2011; ** Source: Eurostat and FED for US, 4Q11 BdF data for households debt in France, Italy and Germany;
*** As at 31.12.2011, Source: Ameco (May 2012)
Retail Banking
Focus on BancWest

- Dynamic business activity in a gradually improving environment in 1H12
  - Deposits: +10.1%* vs. 1H11
  - Loans: +2.6%* vs 1H11, decrease in mortgages, rebound in corporate loans (+12.5%*)

- Expanded customer relation set-up
  - Business investments in the SME and Corporate segments
  - New Private Banking offer deployed in 2011 and 2012
  - Broadening mobile banking offer

- Significant increase in Group contribution
  - Despite higher costs due to regulatory changes
  - Benefiting from continued decrease in the cost of risk since its 2009 peak

Strong rebound in the contribution to Group’s results

* At constant exchange rates
Retail Banking
Focus on Turkey

- A robust, dynamic and promising market
  - Sizeable population: 76m inhabitants
  - Strong economic growth fuelling banking volumes
  - Low banking penetration rate yet

- Merger of TEB & Fortis Bank Turkey completed, leading to a #9 ranking in Turkey***
  - Improvement of the network efficiency; 528 branches as at 30 June 2012
  - Roll-out of the integrated model

- Contribution** to Retail results in 1H12
  - Revenues: €328m (+22.6% vs. 1H11)
  - Cost Income ratio: 68% in 2Q12 (-21pp vs. 2Q11)
  - Pre-tax income: €73m (+89.1% vs. 1H11)

GDP annual growth*

<table>
<thead>
<tr>
<th>Year</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>8.5</td>
</tr>
<tr>
<td>2012e</td>
<td>3.3</td>
</tr>
<tr>
<td>2013e</td>
<td>4.6</td>
</tr>
</tbody>
</table>

* Source: Eurostat June 2012; ** 70% consolidated; *** Loans & deposits outstandings as disclosed by companies as at 31.12.11

A dynamic and attractive market
Delivering on the Adaptation Plan

Strong Retail Banking Roots

Resilient CIB and Investment Solutions Franchises Positioning for Upcoming Growth Opportunities

Conclusion
Corporate & Investment Banking
A Strong Client Franchise

- Providing solutions to 15,000 clients across more than 50 countries
  - A well balanced portfolio between Corporates and Financial Institutions & Investors
  - An extensive and diversified franchise across geographies
  - Commercial set-up articulated with Domestic Markets

Client revenues by type (1H12)

- Corporates 58%
- Banks 21%
- Asset Managers 11%
- Sovereign and Supra-nationals 5%
- Insurance 5%

Client revenues by geography (1H12)

- Rest of the World 16%
- Domestic countries 17%
- Asia 15%
- Americas 21%
- Other Western Europe 31%

A strong franchise driven by client activity
Corporate & Investment Banking
Focus on North America

- A sizeable regional platform for CIB:
  - ~3,000 professionals
  - More than 2,000 clients covered
  - 9 locations in the USA and Canada

- A strong and diversified CIB franchise
  - Equities & Advisory: a recognized leadership in derivatives
  - Fixed income: #11 bookrunner of USD domestic bonds*
  - Corporate banking: #11 bookrunner of US syndicated loans**
  - A comprehensive distribution platform with product sale teams and a dedicated investor coverage

- North America: second market for the Group by commitments including BancWest

A significant presence in a strategic market

*Source: Bloomberg 2Q12; **Thomson Reuters 2Q12; ***Total gross commitments, on and off B/S unweighted, as at 30 June 2012
Corporate & Investment Banking
1H12 Results

- Resilient revenues in a challenging context: €5.4bn (-16.7% vs. 1H11)
  - Advisory and Capital Markets: cautious risks management and low volumes due to market crisis in Q2
  - Corporate Banking held up well, in line with the adaptation plan

- Cost income ratio at best level in the industry
  - Operating expenses: -4.3% vs. 1H11
  - -10.5% at constant scope and exchange rates and excluding the cost of the adaptation plan

- Pre-tax income: €2bn (-34.8% vs. 1H11)
  - Among best pre-tax ROE compared to peers
  - Low cost of risk

Resilient results in a challenging environment

*Excluding DVA when disclosed*
Corporate & Investment Banking
Advisory & Capital Markets

- Revenues 1H12: €3.5bn (-16.6% vs. 1H11) in a context of market crisis in 2Q12
  - Cautious management of market risks
  - Weak demand of clients and limited volumes

- Equity
  - A client driven model: more than 3,250 clients and 1,000 retail distributors
  - Top 3 worldwide equity derivatives franchise*
  - A wide range of products tailored to client needs (e.g. structured equity, prime brokerage, flow business, equity linked)

- Fixed Income
  - Leading franchises: #1 “All bonds in euros”**, Top 10 “All international bonds in USD”***
  - Strong and growing distribution platform in Europe and in the US

A strong platform serving issuers and investors

*By revenues – Source: bank disclosure and BNP Paribas estimates; **Source: Thomson Reuters H1 2012; ***Source Dealogic H1 2012
Corporate & Investment Banking

Corporate Banking

- Revenues 1H12: €1.9bn (-16.8% vs. 1H11)
  - Evolution in line with the deleveraging plan
  - Strong positions in origination: #1 bookrunner for syndicated financing in Europe (EMEA) by number and #4 by volume*
- A new approach to the business to better serve our clients and tend towards self-funding
- Ambition is three-fold
  - Strengthen relationships with Corporate and Institutional clients
  - Provide a comprehensive corporate banking offer from transaction banking to financing solutions, as well as IB products
  - Enhance regional dimension to reinforce client proximity at regional/local level and optimise resource management

New Corporate Banking approach

- ~11,000 corporates and institutions
- +4,500 additional mid-caps from retail banking (cross-selling)
- Global footprint: over 60 entities in over 40 countries

- Transaction Banking products: Deposits, Cash Management, Trade
- Financing solutions: Plain Vanilla Loans, Specialised Financing
- Cross-selling of the full range of IB products (Advisory & CM)

- Roll-out of the Originate to Distribute approach
- Optimisation of resources and set-up
- Regional approach: organization, commercial strategy and resources

A key strength in the new business environment

*Dealogic 1st semester 2012 **Euromoney Nov. 2011
Corporate & Investment Banking
Focus on Cash Management and Deposits

- Proactive development of cash management
  - A broad worldwide network combining CIB and Retail banking offering
  - Europe: leveraging on “One bank for corporate” launched in 2010
  - Asia: benefit from platform upgrade investments (€50m over the past 2 years) and full banking licence in 12 markets
  - #1 position in Eurozone* and #5 on a worldwide basis in 2011**

- Creation of a “Corporate deposit line”
  - Proactive marketing approach with a dedicated team of specialists
  - Innovative products adapted to clients needs and local regulation (e.g. progressive rates, call, evergreen structures)
  - Global set-up to reach all clients across geographies and business lines

Accelerated effort on deposit gathering and Cash Management

* Greenwich 2012 ** Euromoney Nov. 2011
Resilient business model
- Integrated model with excellent complementary fit between businesses
- €873bn assets under management as at 30 June 2012

Strong net asset inflows in the first half of the year (+€8.5bn)
- Across all businesses bar Asset Management due to limited client risk appetite

Pre-tax income: €1.0bn in 1H12
- Pre-tax ROE: 25%

Integrated model generating strong profitability
Investment Solutions
Focus on Securities Services and Insurance

<table>
<thead>
<tr>
<th>Securities Services</th>
<th>Insurance</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td></td>
</tr>
<tr>
<td><strong>International</strong></td>
<td><strong>International</strong></td>
</tr>
<tr>
<td>€m</td>
<td>€m</td>
</tr>
<tr>
<td>682</td>
<td>721</td>
</tr>
<tr>
<td>421</td>
<td>420</td>
</tr>
<tr>
<td>261</td>
<td>301</td>
</tr>
</tbody>
</table>

- **A recognised leading player**
  - Undisputed #1 in Europe with unique access to fragmented exchanges
  - Hedge Fund Administration Services “Top Rated” and “Best in Class” in North America*
  - Best rated custodian in the world

- **A growing and profitable business with low capital consumption and high potential liquidity contribution**
  - Assets under custody: €5,029bn (+4.7% vs. 1H11)
  - Assets under administration: €938bn (+9.4% vs. 1H11)

- **A significant contributor to the Group’s profitability**
  - Becoming global: presence in 39 countries
  - Revenue growth driven by increasing managed assets (+5.4% vs. 1H11) and protection insurance (double digit growth)

- **Continuing to invest in business development**
  - Ambitioning to double Asian contribution over the next 5 years
  - Further developing joint ventures with top tier local partners

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* Source: 2012 Global Custodian Survey

**Major global players in their respective business**

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* BNP PARIBAS | The bank for a changing world

Cheuvreux Conference - September 2012  31
CIB & Investment Solutions
Focus on Asia-Pacific: Building on Historical Presence

Corporate and Investment Banking
- Corporate Finance
- Global Equities & Commodity Derivatives
- Fixed Income
- Asset Liability Management & Treasury
- Structured Finance

Investment Solutions
- Wealth Management
- Investment Partners
- Securities Services
- Real Estate
- Cardif

Retail Banking
- Retail presence

One of the top 5 international banks
Operating platform in 14 markets with full transaction banking licence in 12
Employing over 13,500 people

An extensive client franchise to capture fast growth in Asia
CIB & Investment Solutions
Focus on Asia-Pacific: Continuing Development

- Building on BNP Paribas’ long-established platform
  - Sustainable and profitable business set-up

- Well positioned to seize growth opportunities and build market share
  - Seizing current European clients’ expansion needs and attracting growing Asian clients’ needs in Europe
  - Continuing to invest in IT to improve operational efficiency

- Continuous development of Trade Finance in Asia
  - 25 trade centers with 3 recent openings in India and China, over 40 Trade Experts (vs. 30 in 2011)
  - Trade Finance exposure on corporates increased by 35% in Asia from December 2010 to June 2012

- Fostering cross selling opportunities and increasing co-operation between CIB and Investment Solutions
  - e.g. Corporate Finance and Wealth Management, Capital Market and Securities Services

- BNP Paribas tops AsiaRisk interdealer rankings
  - #1 FX Derivatives Dealer and #1 Interest Rate Derivatives Dealer
  - #2 Credit Derivatives Dealer and #2 Equity Derivatives Dealer

BNP Paribas remains in expansion mode in Asia-Pacific
Delivering on the Adaptation Plan

Strong Retail Banking Roots

Resilient CIB and Investment Solutions Franchises Positioning for Upcoming Growth Opportunities

Conclusion
Net Book Value per Share

Net book value per share*

€

2008 2009 2010 2011 30.06.12

47.3 50.9 55.5 58.2 59.5

13.6 11.1 11.6 11.6 11.1

33.7 39.8 43.9 46.6 48.4

CAGR: +6.8%

Net tangible book value per share

Continued to grow the net book value per share throughout the crisis times

* Not revaluated
Conclusion

An adaptation plan virtually completed and one of the highest solvency ratios in the new world

Good performances in a challenging economic and market environment

A solid bank actively financing the economy and supporting its customers across all business areas
Appendix
Provide clients with new credit solutions, by combining the expertise and competitive edge of Specialised Financing/Industries with Fixed Income.

**Financing Solutions**

- **Short term**
  - Trade
  - Commodity
  - Media Telco
  - Acquisition
  - Leveraged
- **Medium to long term**
  - Oil & Gas
  - Shipping
  - Export
  - Aircraft
  - Project

**New credit Solutions**

- Issuers Financing needs
- Bonds
- Loans
- Investors

**Fixed Income**

- All bonds in €
- All Int. bonds in USD
- All Covered bonds
- Interest rate Credit & EM
- Credit derivatives
- Interest Rates derivatives

**Case studies Q2 2012**

<table>
<thead>
<tr>
<th>Sector</th>
<th>Deal</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Real Estate</td>
<td>Tishman Speyer</td>
<td>Sole arranger, structuring advisor and placement agent of a EUR472M mortgage bond</td>
</tr>
<tr>
<td>Aircraft</td>
<td>Lufthansa</td>
<td>Optimised lease and asset-based aircraft financing for the first B747-8 ever delivered to an airline, distributed at 90%</td>
</tr>
<tr>
<td>Export</td>
<td>Caterpillar</td>
<td>Arranger on a USD22m deal, US Exim covered and funded by a US ad-hoc vehicle</td>
</tr>
<tr>
<td>Corporate</td>
<td>AB InBev</td>
<td>USD14bn acquisition facilities, incl. a 6bn bridge to bond</td>
</tr>
</tbody>
</table>

**Combining strong origination and distribution capacities**

Ranking by: 1) Dealogic 1H12; 2) Euromoney; 3) Jane’s Transport Finance - 2011; 4) Marine Money; 5) Thomson Reuters 1H12; 6) Greenwich; 7) Asia Risk Award
Deleveraging Track-Record

2005 – 1H12 Leverage ratio *

Strong deleveraging track-record

* Defined as tangible assets (total assets less goodwill and intangibles) excluding derivative assets divided by Tier 1 capital, as published by banks.