BNP Paribas
A Leading European Player

Lars Machenil
Chief Financial Officer

Goldman Sachs Conference, Madrid
12 June 2014
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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Significant Adjustments in the European Economy

Universal Bank Business Model with a European Core

Rock-Solid Balance Sheet
Lower Govies yields across the board, especially for peripheral countries

- OMT announced « Euro is irreversible » (M. Draghi)
Towards a New European Framework

**EU 28**
- November 2010: creation of the EBA (European Banking Authority)
- April 2013: adoption of a single rule book (Capital Requirement Regulation) based on Basel 3 proposals
- January 2014: implementation of the fiscal pact transferring fiscal balance monitoring to the EU (26 Member States)

**EU 17**
- August 2012: “Euro is irreversible” (Draghi)
- September 2012: ECB announces OMT (Outright Monetary Transactions) Programme = conditional purchase of sovereign debt (MoU)
- October 2012: creation of the permanent €500bn rescue facility ESM (European Stability Mechanism), follower of the temporary EFSF(1)
- 2013-2014 Banking Union decided and roll out in progress:
  - Single Supervisory Mechanism (SSM) voted in October 2013: AQR in progress, ECB to be in charge November 2014
  - Single Resolution Mechanism (SRM) voted in April 2014, to be fully effective January 2016

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(1) European Financial Stability Facility, established in May 2010 as a temporary response mechanism to the Eurozone credit crisis
Focus on ECB Comprehensive Assessment Program

1. Risk assessment
- Supervisory judgments on key risk factors such as liquidity, leverage and funding
- Quantitative and qualitative analysis

2. Asset Quality Review
- Assessment of data quality, asset valuations, classifications of non-performing exposures, collateral valuation and provisions
- Covering credit and market exposures, following a risk-based, targeted approach

3. Stress test
- Forward-looking view of banks’ shock-absorption capacity under stress, conducted in collaboration with the European Banking Authority

Status

<table>
<thead>
<tr>
<th>Status</th>
<th>Done on time</th>
<th>Ongoing</th>
<th>Starting</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>(7th May 2014)</td>
<td>(expected to be closed in July 2014)</td>
<td>(assumptions disclosed by EBA on 29th April 2014)</td>
</tr>
</tbody>
</table>

Results of the AQR and the Stress test to be disclosed in November 2014

A granular and comprehensive assessment
The Eurozone compares favourably with other major areas

Source: Eurostat
The Eurozone has taken measures to improve its public finances

Source: Eurostat, BNPP estimates
Situation of the Eurozone Economy

Real GDP growth

(annual % growth rate)

Delayed recovery of Eurozone economy due to the impact of austerity measures

Source: Eurostat
Macroeconomic Trends of Domestic Markets

Strong presence in wealthy Domestic Markets

Public and household debt (1)

<table>
<thead>
<tr>
<th></th>
<th>% GDP</th>
<th></th>
<th>% GDP</th>
<th></th>
<th>% GDP</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>138</td>
<td>France</td>
<td>150</td>
<td>Belgium</td>
<td>160</td>
</tr>
<tr>
<td></td>
<td>58</td>
<td></td>
<td>56</td>
<td></td>
<td>58</td>
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<td></td>
<td>80</td>
<td></td>
<td>102</td>
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<td>102</td>
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<td></td>
<td>94</td>
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<td>95</td>
<td></td>
<td>95</td>
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<tr>
<td></td>
<td>133</td>
<td></td>
<td>92</td>
<td></td>
<td>92</td>
</tr>
<tr>
<td></td>
<td>118</td>
<td></td>
<td>105</td>
<td></td>
<td>105</td>
</tr>
</tbody>
</table>

Gross household savings rate (2)

<table>
<thead>
<tr>
<th></th>
<th>% Gross Disposable Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>16.1%</td>
</tr>
<tr>
<td>Belgium</td>
<td>15.0%</td>
</tr>
<tr>
<td>France</td>
<td>14.4%</td>
</tr>
<tr>
<td>Eurozone</td>
<td>12.8%</td>
</tr>
<tr>
<td>Italy</td>
<td>12.4%</td>
</tr>
<tr>
<td>USA</td>
<td>6.2%</td>
</tr>
<tr>
<td></td>
<td>3.8%</td>
</tr>
</tbody>
</table>

(1) 2013; (2) 2013, 2012 for Eurozone, last available figure (Source: Ameco)
Significant Adjustments in the European Economy

Universal Bank Business Model with a European Core

Rock-Solid Balance Sheet
Geographic and Business mix

2013 Revenues by geography

- Europe: 77%
- North America: 10%
- RoW: 3%
- Turkey: 3%
- APAC: 7%

2013 Allocated equity by operating division

- Investment Solutions: 15%
- CIB: 29%
- Retail: 56%

A diversified business model with a significant presence in Europe

(1) Basel 3
Universal Bank Business Model (1/2)

- 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

### Cross-selling and risk diversification at the heart of the model
Universal Bank Business Model (2/2)

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(6)
- 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

(1) Source: Euromoney survey; (2) Source: Dealogic, by volume; (3) Source: Thomson Reuters; (4) Alpha Credit average outstandings; (5) Specialised Financing; (6) Inc. Retail
Focus on Domestic Markets (1/2)
Branch Networks Distribution

Mostly positioned in wealthier areas
Focus on Domestic Markets (2/2)

Key Drivers

- Individual customers: anticipating new bank relationship changes
  - Develop digital innovations
  - Adapt the branch network with new formats

- Corporates: leverage our European and global organisation (One Bank for Corporates, cash management, …)

- Private Banking: continue to grow at a fast pace
  - Leveraging on up-streaming potential and focusing on entrepreneurs and corporates

- BNL: continue adapting to the economic environment
  - Focusing the commercial approach to corporates on value added segments (export companies, …), leading to significant risk reduction

- FRB: reinforce commercial drive by capitalising on areas of strength

- BRB: improve cost/income ratio thanks to the impact of the network reorganisation and managerial streamlining

Continuing to improve efficiency in all the networks

(1) Historical data, including 100% of Private banking, excluding PEL-CEL effect
One Bank for Corporates

- A unique network for corporate clients
- One Bank for Corporates: a network of 216 business centres, o/w 116 in Europe
- A presence in 75 countries
- Cash management: #1\(^{(1)}\) position strengthened in Europe

A leading position with corporates in Europe

\(^{(1)}\) Source: Greenwich
Significant Adjustments in the European Economy

Universal Bank Business Model with a European Core

Rock-Solid Balance Sheet
Strong Profit Generation

1Q14 net income attributable to equity holders

\[\begin{align*}
\text{WFC} & : 4,093 \\
\text{HSBC} & : 3,699 \\
\text{JPM} & : 3,575 \\
\text{CITI} & : 2,878 \\
\text{BNPP} & : 1,668 \\
\text{RBS} & : 1,443 \\
\text{GS} & : 1,423 \\
\text{SantanderBARC} & : 1,303 \\
\text{DB} & : 1,165 \\
\text{MS} & : 1,083 \\
\text{CASA} & : 1,058 \\
\text{UBS} & : 868 \\
\text{UCI} & : 862 \\
\text{CS} & : 712 \\
\text{BBVA} & : 702 \\
\text{Intesa} & : 624 \\
\text{SG} & : 503 \\
\text{BoA} & : 315 \\
\end{align*}\]

Strong and recurring profit generation

(1) Average quarterly exchange rates
CET1 capital more than doubled in 5 years

(1) According to CRD4
Solvency Ratio: Well Above 9% Minimum Requirement

Common equity Tier 1 ratio under Basel 3\(^{(1)}\) fully loaded (as at 31.03.14)

<table>
<thead>
<tr>
<th>Bank</th>
<th>CET1 Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>UBS</td>
<td>13.2%</td>
</tr>
<tr>
<td>Intesa</td>
<td>12.4%</td>
</tr>
<tr>
<td>HSBC</td>
<td>10.8%</td>
</tr>
<tr>
<td>BNPP</td>
<td>10.6%</td>
</tr>
<tr>
<td>Citi</td>
<td>10.4%</td>
</tr>
<tr>
<td>SG</td>
<td>10.1%</td>
</tr>
<tr>
<td>CS</td>
<td>10.0%</td>
</tr>
<tr>
<td>WF</td>
<td>10.0%</td>
</tr>
<tr>
<td>BBVA</td>
<td>9.9%</td>
</tr>
<tr>
<td>BoA</td>
<td>9.6%</td>
</tr>
<tr>
<td>Barclays</td>
<td>9.6%</td>
</tr>
<tr>
<td>DB</td>
<td>9.5%</td>
</tr>
<tr>
<td>JPM</td>
<td>9.5%</td>
</tr>
<tr>
<td>UCI</td>
<td>9.4%</td>
</tr>
<tr>
<td>RBS</td>
<td>9.0%</td>
</tr>
<tr>
<td>CBK</td>
<td>9.0%</td>
</tr>
<tr>
<td>CASA</td>
<td>9.0%</td>
</tr>
</tbody>
</table>

\(^{(1)}\) As disclosed by banks of the peer group, according to CRD4 or Fed NPR; \(^{(2)}\) For Intesa SP, calculated from disclosed Basel 3 pro forma CET1 as at 31.03.14 (12.6%), excl. expected absorption of DTA on Tax Loss Carry Forward before 2019 (-22 bp)
Leverage Ratio: Well Above 2018 CRD4 Threshold

Fully loaded Basel 3 Tier 1 leverage ratio (as at 31.03.14)(1)

<table>
<thead>
<tr>
<th>Bank</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>BBVA</td>
<td>5.8%</td>
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<tr>
<td>Santander</td>
<td>4.6%</td>
</tr>
<tr>
<td>HSBC</td>
<td>4.4%</td>
</tr>
<tr>
<td>BNPP</td>
<td>3.7%</td>
</tr>
<tr>
<td>RBS</td>
<td>3.7%</td>
</tr>
<tr>
<td>SG</td>
<td>3.6%</td>
</tr>
<tr>
<td>CBK</td>
<td>3.3%</td>
</tr>
<tr>
<td>UBS</td>
<td>3.3%</td>
</tr>
<tr>
<td>Barclays</td>
<td>3.3%</td>
</tr>
<tr>
<td>CS</td>
<td>3.2%</td>
</tr>
<tr>
<td>DB</td>
<td>3.2%</td>
</tr>
</tbody>
</table>

(1) As disclosed by banks of the peer group, according to CRD4, Swiss rules; for BNPP, including the forthcoming replacement of Tier 1 instruments that have become ineligible with equivalent eligible instruments; (2) Calculated on the basis of disclosed data
Liquidity: Ample Reserves

- Very large liquidity reserve: €247bn as at 31.12.13 (€264bn as at 31.03.14)
  - Immediately available
  - Amounting to 154% of short-term wholesale funding

Ample liquidity with over one year of room to manoeuvre

(1) Deposits with central banks and unencumbered assets eligible to central banks, after haircuts; (2) Including LTRO

Goldman Sachs – June 2014
Stable Funding Structure

Significant excess of stable funding

€101bn o/w USD 54bn

Assets\(^{(1)}\)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (€bn)</th>
<th>31.12.13</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trading assets with clients(^{(2)})</td>
<td>57</td>
<td></td>
</tr>
<tr>
<td>Customer loans</td>
<td>602</td>
<td></td>
</tr>
<tr>
<td>Tangible and intangible assets</td>
<td>48</td>
<td></td>
</tr>
</tbody>
</table>

Liabilities\(^{(1)}\)

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount (€bn)</th>
<th>31.12.13</th>
</tr>
</thead>
<tbody>
<tr>
<td>MLT funding</td>
<td>145</td>
<td></td>
</tr>
<tr>
<td>Client deposits(^{(3)})</td>
<td>566</td>
<td></td>
</tr>
<tr>
<td>Equity and related accounts</td>
<td>97</td>
<td></td>
</tr>
</tbody>
</table>

- LCR above regulatory threshold as at 31.12.2013

Large surplus of stable funding

\(^{(1)}\) Balance sheet with netted amounts for derivatives, repos, securities lending/borrowing and payables/receivables; banking prudential scope;

\(^{(2)}\) With netted amounts for derivatives, repos and payables/receivables;

\(^{(3)}\) o/w MLT funding placed in the networks: €44bn at 31.12.13
Medium/Long-Term Funding

- **2014 MLT wholesale funding programme: €23bn**
  - Senior debt: €21bn realised as at early June 2014
    - Maturity: 4.6 years on average
    - Mid-swap +46 bp on average
    - Primarily senior unsecured
    - Of which 61% public issues and 39% private placements
  - Tier 2 issuance of €1.5bn realised in March 2014 (12y, mid-swap +165bp)

- **2014 MLT funding programme placed in the networks: €7bn**
  - Fully realised as at early June 2014

- **Wholesale MLT funding structure breakdown as at 31.03.14: €147bn**
  - Senior secured: 40
  - Senior unsecured: 87
  - Other subordinated debt: 12
  - Tier 1: 8

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(1) Debt qualified prudentially as Tier 1 recorded as subordinated debt or as equity;
(2) Including issues at the end of 2013 (€8.3bn) in addition to the €37bn issued under the 2013 programme
Conclusion

European leader in all its businesses and global presence
Cross-selling at the heart of the model

Good risk diversification

Prudentially ready with a rock-solid balance sheet
Appendix
**Simple & 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
- 420 initiatives launched

**Efficient: continue improving operating efficiency**
- 2,418 projects identified (o/w 94% already launched)
- Plan revised upward and extended to 2016
  - €2.8bn in savings a year starting in 2016
  - €2.0bn in transformation costs over 3 years
- Recurring cost savings of €1,011m as at 31.03.14

### Recurring cost savings in line with the plan

<table>
<thead>
<tr>
<th>Year</th>
<th>Initial plan</th>
<th>Revised plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>0.5</td>
<td>0.8</td>
</tr>
<tr>
<td>2014</td>
<td>1.3</td>
<td>1.6</td>
</tr>
<tr>
<td>2015</td>
<td>2.0</td>
<td>2.4</td>
</tr>
<tr>
<td>2016</td>
<td>2.0</td>
<td>2.8</td>
</tr>
</tbody>
</table>

### One-off transformation costs

<table>
<thead>
<tr>
<th>Year</th>
<th>Initial plan</th>
<th>Revised plan</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>0.45</td>
<td>0.66</td>
</tr>
<tr>
<td>2014</td>
<td>0.75</td>
<td>0.77</td>
</tr>
<tr>
<td>2015</td>
<td>0.30</td>
<td>0.57</td>
</tr>
</tbody>
</table>
1Q14: Cost of Risk by Business Unit (1/3)

Net provisions/Customer loans (in annualised bp)

- **Group**
  - Cost of risk €1,084m
    - +€68m vs. 4Q13
    - +€173m vs. 1Q13
  - Rise in the cost of risk this quarter
    - Impact of a €100m portfolio provision (7 bp) this quarter due to the exceptional situation in Eastern Europe

- **CIB - Corporate Banking**
  - Cost of risk: €122m
    - -€49m vs. 4Q13
    - +€56m vs. 1Q13
  - Cost of risk down this quarter
    - Reminder: impact of two specific loans in 4Q13

* Restated
1Q14: Cost of Risk by Business Unit (2/3)

Net provisions/Customer loans (in annualised bp)

**FRB**
- Cost of risk: €108m
  - +€22m vs. 4Q13
  - +€29m vs. 1Q13
- Cost of risk still low
- Impact of one specific loan this quarter

**BNL bc**
- Cost of risk: €364m
  - +€37m vs. 4Q13
  - +€68m vs. 1Q13
- Rise in the cost of risk due to a challenging environment

**BRB**
- Cost of risk: €52m
  - +€4m vs. 4Q13
  - +€31m vs. 1Q13
- Cost of risk still low
- Reminder: 1Q13 particularly low
1Q14: Cost of Risk by Business Unit (3/3)

Net provisions/Customer loans (in annualised bp)

Europe-Mediterranean
- Cost of risk: €105m
  - +€41m vs. 4Q13
  - +€18m vs. 1Q13
- Impact of a €43m (63 bp) portfolio provision due to the situation in Eastern Europe

BancWest
- Cost of risk: €11m
  - -€5m vs. 4Q13
  - -€15m vs. 1Q13
- Cost of risk still at a very low level this quarter

Personal Finance
- Cost of risk: €277m
  - +€9m vs. 4Q13
  - -€6m vs. 1Q13
- Stable cost of risk
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

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

A rich 138m inhabitants market

FRB
2,139 branches
7.6m clients

BRB
908 branches
3.6m clients

BGL
40 branches
0.25m clients

BNL
890 branches
2.5m clients

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

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