Rock-Solid Balance Sheet & Leaner Operations: a Sound Basis for New Development Plan

Budapest
Monday 7th October 2013
Disclaimer

Figures included in this presentation are unaudited. On 18 April 2013, BNP Paribas issued a restatement of its quarterly results for 2012 reflecting, in particular, (i) the amendment to IAS 19 “Employee Benefits” which has the effect of increasing the Group’s 2012 pre-tax income by €7m; this adjustment has been re-allocated to the relevant division and business line operating expenses (ii) the allocation between the divisions and business lines of items which had temporarily been allocated to the Corporate Centre. In these restated results, data pertaining to 2012 has been represented as though the transactions had occurred on 1st January 2012. This presentation is based on the restated 2012 quarterly data.

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Introduction

Revenue and profitability resilience thanks to a diversified business and geographic mix

Rock-solid balance sheet and proven risk management

Preparing 2014-2016 business development plan
Strong Group Financials

Preparing New Business Development Plan

Appendix
Consistent Group Performance

**Good resilience through the crises**

*Including 100% of Private Banking of the domestic markets in France (excluding PEL/CEL effects), Italy, Belgium and Luxembourg; **Attributable to equity holders*
Well Balanced Business Mix

**Revenues**
by operating division in 1H13

- Investment Solutions 16%
- CIB 23%
- Retail Banking* 61%

**Basel 2.5**
Allocated equity
by operating division in 1H13

- Investment Solutions 15%
- CIB 27%
- Retail Banking 58%

Balanced and diversified portfolio of activities

* Including 2/3 of Private Banking of the domestic markets in France (including PEL/CEL effects), Italy, Belgium and Luxembourg;

** CRD3;
Strong Financial Structure (1/5): Common Equity Tier 1

CET 1 Capital

€bn

<table>
<thead>
<tr>
<th>Date</th>
<th>CET 1 Capital</th>
</tr>
</thead>
<tbody>
<tr>
<td>31.12.08</td>
<td>29.0</td>
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<tr>
<td>31.12.09</td>
<td>49.6</td>
</tr>
<tr>
<td>31.12.10</td>
<td>55.4</td>
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<tr>
<td>31.12.11</td>
<td>58.9</td>
</tr>
<tr>
<td>31.12.12</td>
<td>65.1</td>
</tr>
<tr>
<td>30.06.13</td>
<td>68.6</td>
</tr>
</tbody>
</table>

CET1 capital more than doubled in 4 years

* CRD 3
Strong Financial Structure (2/5): Basel 3 CET1 ratio

One of the best capitalised banks in the new context

* As disclosed by banks of the peer group, according to CRD4 or Fed NPR; no disclosure from Santander, BBVA and CASA as at 30.06.13;
** For Intesa SP, calculated from disclosed Basel 3 CET1 as at 30.06.13 (11.0%), excl. management actions (-59 bp) and expected absorption of DTA on Tax Loss Carry Forward before 2019 (-14 bp)
Strong Financial Structure (3/5): Basel 3 Leverage ratio

**Fully loaded Basel 3 leverage ratio (as at 30.06.13)**

<table>
<thead>
<tr>
<th>CET1 Leverage</th>
<th>Tier1*** Leverage</th>
</tr>
</thead>
<tbody>
<tr>
<td>HSBC</td>
<td>4.1%</td>
</tr>
<tr>
<td>BNPP</td>
<td>3.4%</td>
</tr>
<tr>
<td>BARC**</td>
<td>2.5%</td>
</tr>
<tr>
<td>UBS</td>
<td>2.4%</td>
</tr>
<tr>
<td>DB</td>
<td>2.3%</td>
</tr>
<tr>
<td>CS</td>
<td>2.1%</td>
</tr>
</tbody>
</table>

- Basel 3 leverage ratio**: 3.4% fully loaded as at 30.06.13
  - Calculated on the sole basis of CET1
  - 3.8% based on Tier 1 capital
  - Reminder: regulatory threshold of 3.0% applicable from 1st January 2018, calculated with Tier 1 capital

**Already compliant with the Basel 3 leverage ratio**

*Calculated on the basis of disclosed data; CRD4 or Swiss rule; ** Before £5.8bn rights issue announced on 30 July 2013; *** As published in 2Q13; for Credit Suisse, end-2013 projections (2.7% at 30.06.13); **** CRD4, as applied by BNP Paribas
Liquidity reserve: €236bn* as at 30.06.13 (vs. €160bn as at 31.12.11)
- Immediately available
- Amounting to 145% of short-term wholesale funding

Ample liquidity with over one year of room to manoeuvre

* Deposits with central banks (of which $42bn of deposit at the NY Fed) and unencumbered assets eligible to central banks, after haircuts;
** Including LTRO
Strong Financial Structure (5/5): Stable Funding

Build-up of a significant excess of stable funding

- Surplus of €88bn as at 30.06.13** (vs. €31bn as at 31.12.11)

Stable funding surplus almost tripled in 18 months

* Source: All Currencies Cash Balance Sheet, see Appendix; ** o/w surplus of USD61bn as at 30.06.13
Competitive and Diversified Medium/Long-Term Funding (1/2)

- 2013 MLT programme: €30bn
- Completed as of beginning of August*
  - Maturity of 5.5 years
  - Mid-swap +73 bp on average

- Last Issuances in August and September:
  - USD 1.25bn / 5 years / Treasuries +127bp equivalent to € Mid-swap +70bp
  - €1bn / 5.4 years / Mid-swap +67bp
  - ¥50.1bn / 3 years / JPYOS +17bp / ¥FRN +27bp
  - ¥25.5bn / 5 years / JPYOS +23bp / ¥FRN +33bp

- Reminder of previous Issuances:
  - January: €1bn / 5.2 years / Mid-swap +75bp; AUD 675M / 5Y / BBSW +155bp
  - February: €1.25bn / 10.5 years / Mid-swap +105bp; USD 1bn / 10 years / Treasuries +145bp
  - May: £300M / 3 years / 3m £Libor +60bp
  - July: €650M / 5.5 years / Mid-swap +60bp

2013 MLT funding programme completed, at competitive conditions

* Including issues at the end of 2012 on top of the €34bn completed under the 2012 programme
Competitive and Diversified Medium/Long-Term Funding (2/2)

**Medium and Long Term outstanding funding (€bn)**

- **MLT funding needs stabilized after adaptation plan**

**Diagrams showing the outstanding funding for different periods including Fortis.**

- Unsecured Senior Debt
- Secured Senior Debt
- Subordinated Debt
- Tier One Hybrid

**Dec 08**
- 161
  - 12 Unsecured Senior Debt
  - 28 Secured Senior Debt
  - 26 Subordinated Debt
  - 104 Tier One Hybrid

**Dec 09**
- 216
  - 13 Unsecured Senior Debt
  - 54 Secured Senior Debt
  - 54 Subordinated Debt
  - 104 Tier One Hybrid

**Jun 10**
- 216
  - 14 Unsecured Senior Debt
  - 53 Secured Senior Debt
  - 53 Subordinated Debt
  - 104 Tier One Hybrid

**Dec 10**
- 207
  - 13 Unsecured Senior Debt
  - 53 Secured Senior Debt
  - 54 Subordinated Debt
  - 107 Tier One Hybrid

**Jun 11**
- 210
  - 16 Unsecured Senior Debt
  - 60 Secured Senior Debt
  - 60 Subordinated Debt
  - 107 Tier One Hybrid

**Dec 11**
- 199
  - 15 Unsecured Senior Debt
  - 60 Secured Senior Debt
  - 60 Subordinated Debt
  - 107 Tier One Hybrid

**Jun 12**
- 188
  - 11 Unsecured Senior Debt
  - 57 Secured Senior Debt
  - 52 Subordinated Debt
  - 110 Tier One Hybrid

**Dec 12**
- 187
  - 11 Unsecured Senior Debt
  - 57 Secured Senior Debt
  - 52 Subordinated Debt
  - 110 Tier One Hybrid

**Jun 13**
- 186
  - 12 Unsecured Senior Debt
  - 52 Secured Senior Debt
  - 49 Subordinated Debt
  - 116 Tier One Hybrid
Proven Risk Management (1/3): Credit Risk

Corporate Portfolio*
(Back-testing 2001-2011)

- Target PD/Actual DR (11y average)
- LGD ex ante/LGD ex post (11y average)

- 1.8x
- 1.1x

Validating threshold

Mortgage Portfolio**
(Back-testing 2006-2012***)

- Target PD/Actual DR (7y average)
- LGD ex ante/LGD ex post (7y average)

- 1.1x
- 1.5x

Validating threshold

PD: Probability of Default
DR: Default Rate
LGD: Loss Given Default

Real life experience validates the internal model

* CIB and French Retail Banking 2001-2011; ** Residential mortgages of FRB
*** 2006: introduction of internal model for French mortgages
Proven Risk Management (2/3): Market Risk

- VaR at a low level
  - Only 1 day of losses > VaR since 2011 despite some high levels of volatility
  - Only 11 days of losses > VaR since 2007, validating the theoretical approach and the internal model
  - 2Q13 increase due to the rise in business activity and higher volatility in the markets

Cautious and successful management of market risks
Proven Risk Management (3/3): Track Record

Group cost of risk

Cost of risk/Gross operating income 2007-1H13*

Stringent risk policy with proven effectiveness

* Source: banks; UBS not included due to negative cumulated GOI over the period
Net Book Value per Share

Continuous growth throughout the cycle

* Not revaluated; ** Restated following application of the IAS 19 amendment
Strong Group Financials

Preparing New Business Development Plan

Appendix
Towards a New European Framework

- 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
- Recovery and Resolution Directive and Deposit Guarantee Scheme Directive in progress
- January 2014: implementation of the fiscal pact transferring fiscal balance monitoring to the EU (26 Member States)

- August 2012: Draghi : “Euro is irreversible”
- September 2012: ECB announces OMT (Outright Monetary Transactions) Program = conditional purchase of sovereign debt (MoU)
- October 2012: creation of the permanent €500bn rescue facility ESM (European Stability Mechanism), follower of the temporary EFSF*
- October 2012: in principle agreement on a Euro area wide & ECB led Banking Union
- Banking Union in progress - Issues currently under negotiation:
  - Single Supervisory Mechanism (SSM)
  - Single Resolution Mechanism (SRM)

* European Financial Stability Facility, established in May 2010 as a temporary response mechanism to the EZ credit crisis
2014-2016 Business Development Plan

- **1st phase:** Simple & Efficient

- **2nd phase:** implement specific business development plans by region and by business unit
  - 1st plan: Asia-Pacific
  - 2nd plan: Asset Management
  - 3rd plan: Hello bank!
  - 4th plan: Germany
  - .../...

- Global business development plan with Group targets to be announced with 2013 results

> Towards a comprehensive presentation early in 2014
Simple & Efficient (1/2)

- Cost savings: €330m in 1H13
  - Reminder: €2bn recurring savings planned in 2015
- Transformation costs: €229m in 1H13
  - Reminder: €1.5bn spread out over 3 years (€450m in 2013, €750m in 2014, €300m in 2015)
- 1,028 programmes identified for the whole Group, including 2,053 projects
  - 1,760 projects already launched (~86%)
  - Each with an identified manager, a budget and a timetable

Rapid startup of Simple and Efficient
Simplifying the Group’s way of functioning and improving its operating efficiency

<table>
<thead>
<tr>
<th>4 areas for transformation</th>
<th>12 levers</th>
<th>Representative projects</th>
</tr>
</thead>
</table>
| **Client relationship**   | - Distribution models  
- Digital solutions | - Branch set-up evolution  
- Dematerialisation of bank statements |
| Enhance operating model   | - Automation & industrialisation  
- Streamlining of processes  
- Mutualisation  
- Alternative sourcing policies  
- Delayering  
- Differentiation between Group function and services activities | - Automation of back-office processes  
- End-to-end process review  
- Creation of shared services  
- Outsourcing of operations  
- Less layers, increased span of control  
- Creation of shared services differentiated from Group function |
| **Asset rationalisation** | - Rationalisation of IT assets  
- Rationalisation of real-estate assets | - Decommissioning IT applications  
- Relocating to new premises |
| **Cost optimisation**     | - Smarter spending culture  
- Adaptation to demand | - Review of non-revenue generating expenses  
- Organisational review |
Asia Pacific (1/3): Development Plan Underway

- Leverage on an already sizeable footprint
  - Presence in 14 countries (12 full banking licences)
  - Nearly 8,000 employees at CIB and Investment Solutions*
  - ~12.5% of CIB and Investment Solutions 2012 revenues
  - Several successful partnerships with large domestic players

- Expand the set-up to strengthen the different franchises
  - Corporates: bolster the commercial organisation
  - Investors: grow footprint to expand resource gathering
  - Forge new partnerships especially in Insurance

- More than 30 development programmes defined
  - 24 programmes already launched by the end of August
  - Covering either selected businesses and/or targeted geographies

Expanding platforms to build future development

* Excluding partnerships
Asia Pacific (2/3): Main Targets

- Generate over €1bn additional revenues by 2016 in CIB and Investment Solution (+12% per year*)

- Strengthen the workforce
  - ~1,300 staff at Investment Solutions and CIB in 3 years

- Grow financed assets: >50% in four years
  - Support growth of the customer base

- Parallel increase in deposits gathering
  - Funding development at regional level

- Development of new partnerships
  - Notably in Insurance and in Retail

- A member of the Executive Committee, based in the region, to steer the plan

Grow revenues in Asia to over €3bn by 2016

* Compounded Annual Growth Rate; ** Excl. wholesale deposits
Asia Pacific (3/3): First Achievements

- Revenues CIB & IS in 1H13: +22.6% vs. 1H12
  - Growth in both businesses, strong performance of CIB

- CIB
  - Top ranking in “Dim sum” bonds* with 49 issues in 1H13
  - Awarded “Overall Best Regional 2012 Bank” for Commodities Derivatives and Research**

- Investment Solutions
  - Private Banking: strong growth of AuM, named “Best foreign Private Bank” in Hong Kong in 2013***
  - Insurance: strong growth of gross written premium (+20% vs. 1H12), new partnerships with Bank of Beijing in China**** and Saïgon Commercial Bank in Vietnam

- New partnership in Retail Banking
  - Personal Finance: agreement with Bank of Nanjing to develop consumer lending

Dynamic drive in all the businesses

*Source: IFR/Thomson Reuters; ** Source: AsiaMoney February 2013; *** Private Banker International 2013; **** Subject to regulatory approval
Asset Management (1/3): Current Positioning

- A strategic business for the Group
  - A key business for institutional clients
  - Management of our clients’ assets
  - Substantial return on equity
- A global presence
  - 3,200 people in 40 countries
  - €375bn in assets under management as at 30 June 2013
- A major player in the institutional segment
  - #7 in Europe**
  - Investment management recognised by leading consultants and industry reviews in various capabilities: European equities (“European Equities manager of the year”***), Fixed Income in Asia, …
- Strong positions with retail & private banking clients
  - Distribution across the networks of the 4 domestic markets: access to 15 million strong client base
  - Access to leading global distributors
- A significant set-up in emerging markets
  - 17 countries, €50bn in distributed assets
  - A presence bolstered through local partnerships (ex: Shinhan in South Korea, HFT in China)

A multi-local approach to customer service

*As at 31 May 2013; **IPE ranking 2012; ***Global Investor Magazine 2012
Asset Management (2/3): 3 Priority Areas for Development

**Institutional clientele**
- Strengthen recognition by leading international consultants and gain new mandates
- Develop new areas of expertise, in particular in loans and CLOs
- Accelerate the development of the European Equities offering and solutions adapted to the needs of insurers and pension funds
- Make selected investments to guarantee the best possible client service

**Asia Pacific and emerging markets**
- Increase the volume of AuM in growth markets and cross-selling worldwide
- Consolidate positions in key markets (China, Brazil, South Korea, Indonesia)
- Strengthen regional and local expertise
- Forge local partnerships to gain access to individual clientele

**Distributors (retail and private banking clientele)**
- Create one of the 3 biggest distribution platforms in continental Europe
- Forge partnerships with banking or distribution networks
- Bolster the solution and risk profile offerings for individuals (e.g.: retirement savings)
- Reinforce associated services for distributors (advisory, simulation tools, online services)
- Industrialisation of processes
Asset Management (3/3): Main Targets

- Selective investments, in particular in the institutional segment

- Increase assets under management
  - Jump-start asset inflows: €40bn net by 2016 in the value added segments
  - Primarily from institutional clients, in Asia Pacific and in emerging markets

- Revenues: +10% over the period
  - In line with the growth of average assets under management

- Limited capital consumption

Investing selectively in a strategic business for the Group
Hello bank! (1/2): “Mobile, just like you”

- The first 100% Digital Mobile Bank in Europe
  - A mobile-native bank adapted to smartphones and tablets
  - Launched in Belgium, Germany, France and in October in Italy
  - A broad offering with the full product range of a bank

- Meeting clients’ changing expectations and behaviours
  - Increasingly knowledgeable and self-sufficient customers
  - Over 2/3 of money transfers already done online in the 4 markets
  - ~700k French clients using our mobile apps in just 2 years
  - Erosion of branch visits: focus on advice and complex transactions
  - Increasing number of client contacts driven by online & mobile touch points

- Several competitive advantages
  - A specific brand endorsed by the BNP Paribas Group
  - A full digital offer with an attractive pricing
  - An agile mobile online service and possibility to access branches

A new generation online bank launched in Belgium, Germany, France and Italy

* Source: BCG March 2013
Hello bank! (2/2): Main Targets

- Objective is to attract 1.4 million clients by 2017
  - Mainly through acquisition of new clients
  - Retaining also existing clients looking to switch to digital media
  - Bulk of clients to be split between France and Germany, followed by Belgium and Italy

- Close to €80M€ invested in 2013 to foster client acquisition
  - A specific budget booked in Domestic Markets
  - ~1,000 employees (o/w 900 advisors) in 2017

- No legal entity created: a business unit within the local retail banking in France, Belgium and Italy, Cortal Consors in Germany

- Break-even in 4 years in all countries
  - Integrated as much as possible with digital platforms and IT systems of existing networks
  - Extensive use of existing infrastructures and resources (core banking and back-offices, specialized teams within call centres,...)

Objective of 1.4 million clients by 2017
Germany (1/3): Current Footprint

- A diversified organisation covering all client segments
  - 12 businesses, ~3,500 employees*

- Retail Banking: strong specialised retail franchises
  - Cortal Consors: leader in online investment advisory services
  - Personal Finance: #3 in point of sale consumer lending
  - Leasing Solutions: #1 in farm equipment, leading positions in vendor programmes

- Corporate & Investment Banking: leading positions with large corporate and institutional clients
  - 6 regional business centres
  - Integral part of the Group’s “One bank for Corporates” approach

- Investment Solutions: prominent positions
  - Securities Services: #1 depositary bank
  - Real Estate: #1 in commercial real estate transactions (BtoB)
  - Cardif: a key player in credit protection insurance

Strong positions to build future development

* FTE at the end of 2012, including Commerz Finanz; ** 50.1% joint-venture with Commerzbank fully integrated, about 800 FTE
Germany (2/3): A Target for our Development in Europe

- Significantly increase individuals’ deposits via Hello bank!
  - Transform Cortal Consors into a digital bank and reach ~1.1 million clients by 2017
  - Target of 1% market share of individuals’ deposits by 2017

- Grow outstandings and consolidate our positioning in the corporate segment
  - Reach top 5 position with large corporates and midcaps by 2018, leveraging the global reach of the Group and its diversified expertise
  - Deepen relationships with large corporates: become a reference bank, expand advisory services
  - Extend clientele to large exporting midcaps (turnover >€250m)
  - Expand the customer base in Leasing (€3bn in outstandings by 2016, +50% vs. 2012) and Factoring (6% market share by 2016, ~x2 vs. 2012)

- Step up the pace of developing strong positions in specialised businesses
  - Strengthen leading positions in Real Estate Services and Securities Services (e.g. the acquisition of Commerzbank’s depositary businesses*)
  - Develop diversified distribution channels in order to grow Cardif’s market position
  - Develop partnerships with Personal Finance, notably in retail and automotive sectors

* Announced on 25 July 2013, subject to regulatory approval
Germany (3/3): Main Targets

- **Bolster the organisation**
  - Grow the workforce by +500 staff in 3 years
  - Enhance Group efficiency and visibility (e.g.: create “BNP Paribas Houses” to regroup teams)

- **Sharp rise in commitments**
  - Grow the business and the customer base

- **Grow revenues to ~€1.5bn in Germany by 2016**
  - Keep well-balanced revenues across businesses
  - Also grow revenues with large German corporates outside Germany**

- **Build a long-term franchise**

### Grow revenues in Germany to ~€1.5bn by 2016

*C Compounded annual growth rate; ** Revenues not included in the €1.5bn target*
Conclusion

- Solid profitability thanks to a diversified business model
- Improving operating efficiency with the initial effects of Simple & Efficient
- Strong risk management with proven track record
- Rock-solid balance sheet
- New plan to be announced early in 2014
Strong Group Financials

Preparing New Business Development Plan

Appendix
Solid Profitability

**1H13 Net income** attributable to equity holders*

<table>
<thead>
<tr>
<th>Bank</th>
<th>Net Income (€m)**</th>
</tr>
</thead>
<tbody>
<tr>
<td>JPM</td>
<td>9,316</td>
</tr>
<tr>
<td>WF</td>
<td>7,772</td>
</tr>
<tr>
<td>HSBC</td>
<td>7,713</td>
</tr>
<tr>
<td>Citi</td>
<td>6,087</td>
</tr>
<tr>
<td>BoA</td>
<td>3,575</td>
</tr>
<tr>
<td>BNPP</td>
<td>3,347</td>
</tr>
<tr>
<td>GS</td>
<td>3,083</td>
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<tr>
<td>BBVA</td>
<td>2,882</td>
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<td>SAN</td>
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<td>DB</td>
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<td>UBS</td>
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<td>MS</td>
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<td>SG</td>
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<td>UCI</td>
<td>810</td>
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<tr>
<td>BARC</td>
<td>788</td>
</tr>
<tr>
<td>Natixis</td>
<td>487</td>
</tr>
<tr>
<td>ISP</td>
<td>422</td>
</tr>
</tbody>
</table>

* Source: banks; **Average quarterly exchange rates

Good profit-generation capacity

**Source:** banks; **Average quarterly exchange rates**
Strong Solvency

Solvency ratios

Basel 3 fully loaded ratio well above 9% target

* CRD3; ** CRD4, as expected by BNP Paribas
**BNP Paribas Balance Sheet (under IFRS 7*)**

*Total assets under the IFRS 7 rules &13C; in December 2011, IASB amended the IFRS 7 and FASB the Topic 210 to provide information on financial assets and liabilities’ offsetting enabling to compare the net exposure under each accounting standard.*

### Balance sheet of 1.3 trillion on a US GAAP* comparable basis

<table>
<thead>
<tr>
<th>Date</th>
<th>Total Assets</th>
<th>Impact of Netting Agreements</th>
<th>Collateral received</th>
<th>30.06.13 under IFRS 7*</th>
</tr>
</thead>
<tbody>
<tr>
<td>30.06.13</td>
<td>1,861</td>
<td>-355</td>
<td>-164</td>
<td>1,342</td>
</tr>
</tbody>
</table>

**BNP PARIBAS** | The bank for a changing world

Investor Meetings in Budapest – October 2013
All Currencies Cash Balance Sheet

<table>
<thead>
<tr>
<th>Global Cash Balance Sheet(^{(1)}) (€bn, banking prudential scope)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Assets</strong></td>
</tr>
<tr>
<td>31.03.13</td>
</tr>
<tr>
<td>€88bn(^{(2)})</td>
</tr>
<tr>
<td>Deposits with central banks(^{(3)})</td>
</tr>
<tr>
<td>Interbank assets</td>
</tr>
<tr>
<td>Fixed income securities(^{(4)})</td>
</tr>
<tr>
<td>Trading assets with clients(^{(5)})</td>
</tr>
<tr>
<td>Tangible and intangible assets</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Balance sheet with netted amounts for derivatives, repos, securities lending/borrowing and payables/receivables; \(^{(2)}\) o/w USD61bn; \(^{(3)}\) Including term deposits at central banks previously included in interbank assets in the cash balance sheet; \(^{(4)}\) Including HQLA; \(^{(5)}\) With netted amounts for derivatives, repos and payables/receivables; \(^{(6)}\) Including LTRO; \(^{(7)}\) o/w MLT funding placed in the networks: €45bn at 30.06.13 and €46bn at 31.03.13.
Variation in the Cost of Risk by Business Unit
Domestic Markets

* Pro forma
Variation in the Cost of Risk by Business Unit
Other Retail Banking and CIB

Europe-Mediterranean

BancWest

Personal Finance

CIB Corporate Banking
Retail Banking
1H13 Results

- Deposits: continued growth trend in all the networks

- Loans:
  - Slowdown in demand in Domestic Markets
  - Decline in mortgage outstandings in Personal Finance as part of the adaptation plan
  - Growing volumes in Europe-Mediterranean and BancWest

- Revenues: slight increase (+0.6%* vs. 1H12)

- Cost/Income ratio*: 59.1% in 1H13
  - Continuing improvement in Domestic Markets
  - Strong improvement in Turkey (-9 pts* to 60.6%), effects of the operating efficiency measures in Poland and Ukraine
  - Ongoing investments in BancWest

- Pre-tax income**: €3.4bn (+2.5% vs. 1H12)
  - Good resilience in Domestic Markets and Personal Finance
  - Strong growth in Europe-Mediterranean

* At constant scope and exchange rates, including 100% of Private Banking of the domestic markets in France (excluding PEL/CEL effects), Italy, Belgium and Luxembourg; ** Including 2/3 of Private Banking of the domestic markets in France (excluding PEL/CEL effects), Italy, Belgium and Luxembourg
Retail Banking
Strong Presence in Wealthy Domestic Markets

4,150 branches
~10% market share
(on a population of 135m inhabitants)

2,200 branches
7.6m clients

938 branches
3.6m clients

38 branches
0.25m clients

2,200 branches
7.6m clients

890 branches
2.4m clients

938 branches
3.6m clients

BNP Paribas Fortis

BGL BNP Paribas

French Retail Banking

BNL bc

3 specialised businesses

Arval
Leasing Solutions
Personal Investors

Public and households debt (2012)**

<table>
<thead>
<tr>
<th>% GDP</th>
<th>Germany</th>
<th>France</th>
<th>Belgium/Eurozone</th>
<th>Italy</th>
<th>UK</th>
<th>USA</th>
</tr>
</thead>
<tbody>
<tr>
<td>141</td>
<td>59</td>
<td>56</td>
<td>100</td>
<td>127</td>
<td>95</td>
<td>109</td>
</tr>
<tr>
<td>146</td>
<td>90</td>
<td>90</td>
<td>91</td>
<td>90</td>
<td>90</td>
<td>92</td>
</tr>
</tbody>
</table>

Households savings rate (2012)***

<table>
<thead>
<tr>
<th>% Gross Disposable Income</th>
<th>Germany</th>
<th>France</th>
<th>Belgium/Eurozone</th>
<th>Italy</th>
<th>USA</th>
<th>UK</th>
</tr>
</thead>
<tbody>
<tr>
<td>16.5%</td>
<td>15.5%</td>
<td>14.5%</td>
<td>12.8%</td>
<td>11.4%</td>
<td>8.0%</td>
<td>7.1%</td>
</tr>
</tbody>
</table>

Strong retail networks serving over 15 million clients

* As at 31.12.12; ** Source: BdF, excl Belgium (Eurostat); *** Source: Ameco (for countries) & Eurostat (for Eurozone)
Domestic Markets
1H13 Results

- Business activity
  - Deposits: +6.1% vs. 1H12, strong and consistent growth across all the networks and at Cortal Consors in Germany
  - Loans: -1.5% vs. 1H12, continued slowdown in demand

- Successful launch of Hello bank! in Germany, Belgium and France

- Revenues*: €8,0bn (-0.3% vs. 1H12)
  - Persistently low interest rates; deceleration in loan volumes
  - Pickup of financial fees after several quarters of decline; good contribution of Arval

- Operating expenses*: -€4.9bn (-1.3%** vs. 1H12)
  - Improvement of cost/income ratio in Italy and Belgium, stability in France

- GOI*: €3.1bn (+1.0% vs. 1H12)

- Pre-tax income**: €2.1bn (-5.2% vs. 1H12)

Good overall performance
Ongoing costs adaptation in the face of a challenging environment

* Including 100% of Private Banking, excluding PEL/CEL effects; ** Net of Hello bank! launching costs (€16m); *** Including 2/3 of Private Banking, excluding PEL/CEL effects
Domestic Markets
Branch Networks Distribution

Mostly positioned in wealthier areas

French RB

BNL bc

Belgium RB

Average household income
- < 25 000 €
- 25 000 € - 32 000 €
- > 32 000 €

Average household income
- < 12 000 €
- 12 000 € - 15 000 €
- 15 000 € - 17 000 €
- 17 000 € - 20 000 €
- > 20 000 €

Average household income
- < 27 000 €
- 27 000 € - 30 000 €
- > 30 000 €
French Retail Banking
Penetration Rate per Average Household Income

French Retail Banking well rooted in wealthier segments
Housing Prices Evolution and Job Base Change

Contrasted underlying trends in the domestic markets

* States; ** Source: Eurostat, BLS
Retail Banking
Focus on BancWest

- Dynamic sales and marketing drive
  - Deposits: +4.4%* vs. 1H12, good growth in current and savings accounts
  - Loans: +3.7%* vs. 1H12, strong growth in loans to corporates (+10.9%*)

- Expanded customer relation set-up
  - Business investments in the SME and Corporate segments
  - Private Banking expansion, with $6bn in AUM as at 30.06.13 (+32% vs. 30.06.12)
  - Growth of mobile banking services: 187,000 users

- Significant contribution to Group results
  - Despite higher costs due to the impact of the strengthening of the corporate and small business as well as Private Banking set up
  - Benefiting from continued decrease in the cost of risk since its 2009 peak
  - 1H13 pre-tax income: €390m (-5.2%* vs. 1H12)

Strong profit-generation capacity

* At constant exchange rates
Investment Solutions
Profitable and Diversified Franchises

Business Mix
1H13 Revenues

- Securities Services 22%
- Wealth Management 22%
- Insurance 33%
- Investment Partners 14%
- Others 9%

Wealth & Asset Management 45%

Resilient business model
- Integrated model with excellent fit between businesses
- Revenues: €3.2bn in 1H13
- Pre-tax income: €1.1bn in 1H13
- Annualised Pre-tax ROE: 26.6%

Integrated model generating strong profitability

Revenues by business unit

<table>
<thead>
<tr>
<th>Business Unit</th>
<th>€m 1H12</th>
<th>€m 1H13</th>
<th>Difference</th>
</tr>
</thead>
<tbody>
<tr>
<td>Wealth Management</td>
<td>950</td>
<td>1,048</td>
<td>+2.4%</td>
</tr>
<tr>
<td>Securities Services</td>
<td>1,416</td>
<td>1,404</td>
<td></td>
</tr>
<tr>
<td>Insurance</td>
<td>721</td>
<td>709</td>
<td></td>
</tr>
<tr>
<td>Others</td>
<td>0</td>
<td>0</td>
<td></td>
</tr>
</tbody>
</table>

Assets under management*
(€ 869bn as at 30.06.13)

- Insurance: 173 €bn
- Real Estate Services: 13
- Personal Investors: 37
- Asset Management: 375
- Wealth Management: 272

* Including assets under advisory on behalf of external clients, distributed assets and Personal Investors
Corporate & Investment Banking
1H13 Results

- Revenues: €4,565m (-13.4% vs. 1H12*)
  - Advisory and Capital Markets: decrease vs. high level in 1H12 (-13.4%*), growth in client business activity
  - Corporate Banking: decrease vs. 1H12 (-13.3%*) in line with the 2012 adaptation plan
  - Growth in Asia in all businesses

- Operating expenses: €2,995m (-8.0% vs. 1H12*)
  - Business development investments (Asia, North America, cash management) offset by the effects of Simple & Efficient
  - Cost/income ratio: 65.6%

- Pre-tax income: €1,303m (-32.8% vs. 1H12*)
  - Exceptionally low cost of risk base in 2Q12
  - Annualised Pre-tax ROE about 18%

Results held up well in the adaptation context
Growth in client business

* At constant scope and exchange rates
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 underwriter of US bonds**
  - Corporate banking: #13 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

* Corporate Banking by booking location, Capital Markets on a trading location basis; ** Source: Bloomberg 1H13; ***Thomson Reuters 1H13; ****Total Group gross commitments, on and off B/S unweighted, as of 30 June 13
CIB & Retail Banking
A Leading Position with Corporates in Europe

- An unrivalled set-up with corporates
  - 134 Business Centres in 24 countries
  - 1,700 dedicated relationship managers

- Cross-selling across Group businesses
  - Factor, Leasing, Arval, CIB platforms and Investment Solutions businesses

A unique access to an integrated network
Harmonized product offer