Disclaimer

The figures included in this presentation are unaudited. On 29 March 2016, BNP Paribas issued a restatement of its quarterly results for 2015 reflecting, in particular (i) an increase in the capital allocated to each business line to 11% of risk-weighted assets, compared to 9% previously, (ii) the charge of subordination costs of Additional Tier 1 and Tier 2 debt issued by the Group to the divisions and business lines, a review of the way it charges and remunerates liquidity between the Corporate Centre and the business lines and the adaptation of the allocation practices for revenues and operating expenses of Treasury activities within CIB, (iii) the allocation to the divisions and business lines of the contribution to the Single Resolution Fund, the reduction of the French systemic tax and new contributions to the deposit guarantee funds of BNL and Luxembourg Retail Banking which had been temporarily booked in the operating expenses of the Corporate Centre and (iv) some limited internal transfers of business activities and results. The 2015 quarterly result series have been restated reflecting these effects as if they had occurred on 1st January 2015. This presentation is based on the restated 2015 quarterly series.

This presentation includes forward-looking statements based on current beliefs and expectations about future events. Forward-looking statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future events, operations, products and services, and statements regarding future performance and synergies. Forward-looking statements are not guarantees of future performance and are subject to inherent risks, uncertainties and assumptions about BNP Paribas and its subsidiaries and investments, developments of BNP Paribas and its subsidiaries, banking industry trends, future capital expenditures and acquisitions, changes in economic conditions globally or in BNP Paribas’ principal local markets, the competitive market and regulatory factors. Those events are uncertain; their outcome may differ from current expectations which may in turn significantly affect expected results. Actual results may differ materially from those projected or implied in these forward looking statements. Any forward-looking statement contained in this presentation speaks as of the date of this presentation. BNP Paribas undertakes no obligation to publicly revise or update any forward-looking statements in light of new information or future events. It should be recalled in this regard that the Supervisory Review and Evaluation Process is carried out each year by the European Central Bank, which can modify each year its capital adequacy ratio requirements for BNP Paribas.

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The sum of values contained in the tables and analyses may differ slightly from the total reported due to rounding.
1Q16 Results Highlights

Strong Solvency and Capital Generation Capacity

Focus on Medium and Long Term Funding
1Q16 - Pre-tax Income of the Operating Divisions

- **Domestic Markets**
  - 1Q16 vs. 1Q15: +3.7% (€666 vs. €690)

- **International Financial Services**
  - 1Q16 vs. 1Q15: +6.8% (€985 vs. €1,052)

- **CIB**
  - 1Q16 vs. 1Q15: -23.4% (€885 vs. €403)

- **Reminder 2015 vs. 2014**
  - Domestic Markets: +6.4%
  - International Financial Services: +14.2%
  - CIB: +17.9%

- Good growth at Domestic Markets and IFS due in particular to the decline in the cost of risk
- CIB: sharp decrease in Global Markets due to the very challenging market environment in the first quarter

**1Q16: growth at Domestic Markets and IFS, decrease at CIB in a very challenging market environment**

*Including 2/3 of Private Banking in France (excluding PEL/CEL effects), Italy, Belgium, Luxembourg, at BancWest and TEB; **Excluding one-off items, FVA and impact of IFRIC 21
1Q16 - Group Cost of Risk

- Significant decrease in the cost of risk this quarter
  - Good control of risk at loan origination & effect of the low interest rate environment
  - Positive impact notably in Personal Finance
  - Continued decrease of the cost of risk in Italy

- Strong risk management and low rate environment contributing to lower cost of risk
1Q16 - Strong Profitability

1Q16 Net Income*

€m**

- ROE excluding exceptional items***: 9.4%
- ROTE excluding exceptional items***: 11.2%

Strong profit generation capacity & best in class ROE and ROTE

*Attributable to equity holders, as disclosed by banks; **Average quarterly exchange rates; *** Excluding one-off items (positive in 1Q16: +319M€) with contribution to the Single Resolution Fund and systemic taxes not annualised.
2015 - Strong Underlying Profitability

- **Return on Equity:** 8.3%
- **Return on Tangible Equity:** 10.1%
- **Net Income excluding exceptional items:** €7.3bn

**Good profit-generation capacity and best-in-class returns**

*As disclosed by banks; **Average quarterly exchange rates*
Delivering on 2016 RoE Target

- Several levers contributing to Return on Equity improvement...
  - Simple & Efficient: ramping up of recurrent cost savings
  - Progressive loan volumes pick up in the context of a better European economy
  - Success of the regional plans
  - BNL balance sheet de-risking

- ... despite headwinds
  - Low interest rates environment
  - New taxes and regulations
  - Higher capital requirements

- 2016 RoE target of the plan confirmed (reminder: 10% ROE calculated on 10% CET1 ratio)

Steady increase of the RoE and RoTE over 2014-2016 together with higher CET1 ratio

*Excluding exceptionals. For 1Q16, with contribution to the Single Resolution Fund and systemic taxes not annualised
1Q16 Results Highlights

Strong Solvency and Capital Generation Capacity

Focus on Medium and Long Term Funding
A Rock-solid Financial Structure

- Fully loaded Basel 3 CET1 ratio*: 11.0% as at 31.03.16 (+70 bp vs. 31.03.15)
  - Essentially due to the results after taking into account a 45% dividend pay-out ratio

- Fully loaded Basel 3 leverage***: 4.0% as at 31.03.16

* CRD4 “2019 fully loaded”; ** Eurozone banks with similar business profile; *** CRD4 “2019 fully loaded”, calculated according to the delegated act of the European Commission dated 10.10.2014
Evolution of CET1 Ratio by 2019

- Capital requirement (CET1) following the ECB’s SREP: 10.0% in 2016
  - Including G-SIB buffer of 0.5% in 2016
  - Phased-in CET1 ratio of 11.1% as at 31.03.16, well above the minimum requirement

- Anticipated level of fully loaded Basel 3 CET1 ratio requirement of 11.5% in 2019
  - Given the gradual phasing-in of the G-SIB buffer to 2% in 2019

- Target to achieve this level by mid 2017 thanks to:
  - Organic generation and active capital management policy (~35 bp per year)
  - Sale or initial public offering of First Hawaiian Bank (~40 bp*)

- Target of a fully loaded Basel 3 CET1 ratio of 12.0% as of 2018
  - Taking into account a 50 bp management buffer, coherent with the Group’s strong and recurring organic capital generation throughout the cycle

Target of a fully loaded CET1 ratio of 12%
Steady organic growth of CET1 ratio across the cycle

* Subject to market conditions and regulatory authorisations; ** Basel 2 from December 2007 to December 2011, Basel 2.5 as at December 2012, then fully loaded Basel 3 for the years after; *** Including the buy-back of the Fortis shares held by the minority shareholders (~50bp); **** +100bp excluding costs related to the comprehensive settlement with the U.S. authorities; ***** Q-Q CET1 ratio evolution restated of capital increases and acquisitions; average number of quarters of negative CET1 ratio evolution for 10 European peers.
An Integrated Business Model with Strong Diversification Resulting in Recurrent Earnings Generation

2015 Revenues by geography:
>85% in wealthy markets

- Rest of the World: 7%
- APAC: 8%
- North America: 12%
- Other Europe: 15%
- Germany: 3%
- Belgium: 11%
- France: 32%
- Italy: 12%

2015 Allocated equity* by business
No single business line > 15%

- Corporate Banking: 15%
- Advisory and Capital Markets: 15%
- Retail France: 12%
- Retail Italy: 9%
- Retail Belgium: 6%
- Other Domestic Market Activities: 5%
- WAM: 3%
- Europe-Mediterranean: 7%
- Insurance: 12%
- Other Domestic Market Activities: 5%
- Europe-Mediterranean: 7%
- Personal Finance: 6%
- BancWest: 9%
- Securities Services: 1%

Recurrent earnings generation through the cycle

€bn

<table>
<thead>
<tr>
<th>Year</th>
<th>2008</th>
<th>2009</th>
<th>2010</th>
<th>2011</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<td>3.0</td>
<td>5.8</td>
<td>7.8</td>
<td>6.1</td>
<td>6.6</td>
<td>5.6**</td>
<td>6.1**</td>
<td>6.7</td>
</tr>
</tbody>
</table>

* Operating divisions; ** Adjusted for costs and provisions related to the comprehensive settlement with US authorities
Strong diversification implying lower risk profile

- Low risk appetite and strong diversification lead to low cost of risk
- One of the lowest CoR/GOI through the cycle
Evolution of the Total Capital Ratio by 2019

- Target of a Total Capital ratio above 15% in 2019
  - Target of a fully loaded CET1 ratio of 12.0%
  - Issuance of €1.5 to €2bn of Additional Tier 1 per year during 3 years to remain at 1.5% of Tier 1
  - Issuance of €2 to €3bn of Tier 2 per year during 3 years to achieve ~2.0% of Tier 2

- Bringing the Total Capital to over €100bn

- Further strengthening the excellent credit quality of BNP Paribas’ debt securities

<table>
<thead>
<tr>
<th>Total Capital Ratio</th>
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</thead>
<tbody>
<tr>
<td>BNPP’s 2016-2019 trajectory</td>
</tr>
<tr>
<td>CET1</td>
</tr>
<tr>
<td>11.1%</td>
</tr>
<tr>
<td>13.9%</td>
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<tr>
<td>&gt;15.0%</td>
</tr>
</tbody>
</table>

BNPP 31.03.2016 (phased-in)  BNPP 01.01.2019
Total Loss Absorbing Capacity (TLAC) Ratio by 2019

- Target of a TLAC ratio of 21.0% in 2019
- Issue of ~€30bn of TLAC eligible senior debt by 01.01.2019*
  - Given a MREL allowance of 2.5% eligible for TLAC
  - Equivalent to ~€10bn per year, to be realised within the usual medium long term funding programme of about €25bn per year

* Conservation buffer and G-SIB buffer
TLAC Adaptation for French G-SIBs
French Proposal

- Change in the hierarchy in liquidation and resolution context
  - Preference to all creditors including the current holders of senior debt
  - Creation of a new category of senior unpreferred debt which will be loss absorbing before the current senior unsecured but after subordinated debt

- Main characteristics of this new senior debt:
  - Initial maturity > 1 year
  - Not structured debt
  - Contractual clause mentioning that the new senior debt belongs to the new category
1Q16 Results Highlights

Strong Solvency and Capital Generation Capacity

Focus on Medium and Long Term Funding
Wholesale Medium/Long-Term Funding

- 2016 MLT funding programme of €25bn, of which:
  - Additional Tier 1: €1.5 to 2bn
  - Tier 2: €2 to 3bn
  - TLAC eligible senior debt: ~€10bn

- Additional Tier 1: €1.3bn issued**
  - Success of the AT1 issuance in USD on 23 March, 325 investors across Europe, Americas and Asia, $1.5bn, perpetual Non Call 5, coupon of 7.625%

- Tier 2: €3.3bn issued**
  - Mid-swap +204 bp on average, average maturity of 10 years***
  - Of which €750m at 10.6 years, issued in March 2016 (mid-swap +227 bp)
  - Of which $1.25bn, 10 year bullet, issued in May 2016 (T+265bp)
  - Of which AUD475m, 12NC7Y, issued in May 2016 and June 2016 (BBSW 3m+288bps)

- Senior debt: €10.7bn issued**
  - Average maturity of 6.5 years, mid-swap +63 bp on average

Issuance programme proceeding well despite volatile markets

* Depending on opportunities and market conditions; **As at 16 June 2016; *** Including the Tier 2 prefunding of €750m issued in November 2015; **** Excluding TLTRO; ***** Debt qualified prudentially as Tier 1 booked as subordinated debt or as equity
Medium/Long Term Funding Outstanding

Overall MLT funding stable over the period

* Source: ALM funding
Conclusion

- Revenues held up well in a particularly unfavourable market environment in Q1
- Control of operating expenses
  - Significant decline in the cost of risk
- Solid organic capital generation
  - Fully loaded Basel 3 CET1 ratio at 11.0%
- Issuance programme proceeding well despite volatile markets
Appendix
Domestic Markets - 1Q16

- **Business activity**
  - Loans: +1.2% vs. 1Q15, moderate recovery in loan demand
  - Deposits: +3.9% vs. 1Q15, good growth across all the networks
  - Hello bank!: +103,000 new clients in 1Q16

- **Arval**: implementation of the integration of GE Fleet Services in Europe (+164,000 vehicles)

- **Revenues**: €4.0bn (-0.7% vs. 1Q15)
  - Persistently low interest rate environment
  - Drop in financial fees in all the networks due to a very unfavourable market environment this quarter
  - Good performance of the specialised businesses and BRB

- **Operating expenses**: €2.8bn (+2.3% vs. 1Q15)
  - +1.5% at constant scope and exchange rates
  - Driven by the growing business lines: Arval, Leasing Solutions…

- **Pre-tax income**: €0.7bn (+3.7% vs. 1Q15)
  - Decline in the cost of risk across all the networks

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**Higher income in a low interest rate environment**

*Including 100% of Private Banking, excluding PEL/CEL; **Including 2/3 of Private Banking, excluding PEL/CEL*
Domestic Markets
Continued Transformation of the Retail Networks

- Branch network optimisation with differentiated branch formats
  - Continued footprint optimisation
  - Full range of services available in “hub” branches
  - Lighter branch formats developed to maintain proximity at a lower cost

- Revamped commercial set up
  - Opening hours reviewed and adapted to client needs
  - Meeter/Greeter as a shared role in most branches
  - Personalized approach and reinforced expertise for some client segments

- Digitalised branches
  - Videoconference support
  - Wi-Fi for customers
  - New mobile workstation tablet-based

Footprint optimisation and modernisation of branch formats

* % of targeted branches
Domestic Markets
Continued Development of Hello bank!

- A fast growing customer base
  - Strong organic client acquisition (~+500,000 clients as at 31.03.16 vs. 31.12.14)
  - Acquisition of DAB Bank in Germany in 2014 and merger in 2015 with Consorsbank!
  - Direktanlage.at became Hello bank! in Austria in 2015

- A new brand successfully rolled-out in the Eurozone
  - Brand positioning “100% mobile”
  - Promising spontaneous awareness
  - New features and services
  - €24bn deposits and €80bn assets under management
  - Generating 8.7% of individual clients revenues* in 2015 (x2 vs. 2014)

- Shared assets with the network and across Hello bank!
  - Use of existing infrastructures and resources in each country: IT systems, back-offices, call centres,…

** Hello bank! successfully developing in 5 countries
2.5 million clients

* FRB, BRB, BNLbc and Personal Investors revenues, excluding Private Banking; ** Including DAB customers
Domestic Markets - Medium-term Ambitions
More Digitalisation, More Customisation

Create digitalised service models
- Differentiated models with choice offered to customers
- More digital and adapted interactions
- Common platforms for product offering, remote expertise

Reinvent customer journeys
- Effortless & value-added client experience, tailored to client needs end-to-end
- Efficiency improvement: process optimisation
- Further development of cross-selling within the Group

Enhance customer knowledge
- Optimize commercial proactivity and reactivity
- Improve pricing and risk scoring management

Boost digital acquisition & sales
- Digitalisation of the whole product offering subscriptions
- Boost digital communication and marketing
- Specific client acquisition offers with ambitious targets

Develop comprehensive service offers
- New aggregation service offers (e.g. Arval Active Link)
- Innovation and FinTechs partnerships

Already launched

Targeted digital sales
- Aggregation of optional services
  → Active Journey (route analysis)
  → Active Routing (real-time geo-localization)
  → Active Sharing (management of shared vehicles)

Already launched

2015 2020

12% 50%
Two main activities

- **International Retail Banking**
  - Europe-Mediterranean: retail networks in 14 countries, notably in Turkey (TEB), in Poland (BGZ BNP Paribas) and in the South Mediterranean Basin
  - BancWest (United States)

- **Specialised businesses**
  - Personal Finance: consumer finance business, #1 specialty player in Europe with notably Cetelem, and COMMERZ FINANZ
  - Wealth & Asset Management: Wealth Management, Asset Management, Real Estate Services (€728bn AuM as at 31.03.2016)
  - Insurance: savings and protection products, #3 Life bancassurance in France*, #5 bancassurance in Italy**

A growth engine for the Group

*Argus de l’Assurance 2014; **IAM Consulting 2014
International Financial Services - 1Q16

- **Business activity**
  - Personal Finance: continued strong business drive
  - International Retail Banking*: good business growth
  - Insurance and WAM: positive asset inflows (+€2.2bn in 1Q16) in an unfavourable market environment this quarter

- **Revenues**: €3.7bn (-0.7% vs. 1Q15), negative foreign exchange effect
  - +1.7% at constant scope and exchange rates
  - Good performance of IRB, growth at Personal Finance and WAM, impact of an unfavourable market environment on Insurance this quarter

- **Operating income**: €915m (+5.1% vs. 1Q15)
  - +7.1% at constant scope and exchange rates
  - Decline in the cost of risk

- **Pre-tax income**: €1.1bn (+6.8% vs. 1Q15)
  - +8.1% at constant scope and exchange rates

**Good sales and marketing drive and income growth**

* Europe Med and BancWest; ** At constant scope and exchange rates; *** Including 2/3 of Private Banking in Turkey and in the United States
CLIENTS

- Optimise the client experience for all segments
- Private banking client base: continue growing it in the domestic markets, in the U.S. and in Asia
- Corporate and institutional clients: launch of new offerings
- SMEs: structure and roll-out of the offering in the international networks

INTERNATIONAL

- International banking networks: continue branch network transformation
- Asia and Latin America: continue growing in specialised businesses
- China: continue developing partnerships

PARTNERSHIPS

- Personal Finance: forge new partnership alliances and agreements in the automotive sector, as well as with distributors, banks and energy providers
- Insurance: continue strengthening partnerships by leveraging our expertise
- Develop partnerships with new actors (FinTech, InsurTech, etc.)

CROSS-SELLING

- Continue rolling out the enhanced cooperation model of Personal Finance with the Group’s banking networks: Poland, U.S.
- Increase asset inflows in asset management and grow sales of insurance products in the banking networks
- Step up cross-selling with CIB
Industrialise the platforms and enhance **operating efficiency**
- **Finalise integrations** with LaSer (Personal Finance) and Bank BGZ (Poland)
- Continue adapting to **regulatory changes** (MiFID II, …)

### Digital & Innovation

**Data and Analytics**
- Initiatives in all the business units
- **Unite data labs** to pool best practices

**Innovation**
- Put **open innovation** in general practice in all the businesses
- Capitalise on innovative approaches (Cardif Lab, PF Echangeur, Hackathon…)
- Analyse and test the roll-out of new services

**Banks and Digital Offerings**
- Continue the **expansion of mobile and digital banking services**, including in new countries
- Develop the **digital solutions offering** in all the businesses
- Bring innovation to the **payment offering** (new offerings and technologies)
Corporate and Institutional Banking - 1Q16
Summary

- Launch of the 2016-2019 transformation plan

- Revenues: €2,686m (-18.9% vs. 1Q15)
  - -15.5% vs. 1Q15 excluding FVA*
  - Very challenging market environment for Global Markets (-24.4%**), moderate decline at Corporate Banking (-6.0%) and slight increase at Securities Services (+0.3%)
  - Reminder: very favourable environment in 1Q15

- Operating expenses: €2,258m (-8.8% vs. 1Q15), good control
  - Despite the impact of the rise in banking contributions and taxes
  - In relation with the decrease in business activity
  - Effect of savings from Simple & Efficient and from the implementation of the transformation plan

- Pre-tax income: €403m (-54.5% vs. 1Q15)
  - €768m excluding the impact of IFRIC 21*** and FVA (-23.4% vs. 1Q15****)
  - Reminder: high level of other non operating items in 1Q15 (one-off capital gain from a sale and high capital gains on day-to-day business)

* FVA: -€57m in 1Q16; +€68m in 1Q15; ** Excluding FVA; *** Annualisation of the taxes and contributions under IFRIC 21: +€308m in 1Q16 and +€259m in 1Q15; **** Excluding one-off capital gains in Other Non Operating Items in 1Q15 (€74m)
Corporate and Institutional Banking - 1Q16

Business Activity

- Global Markets: very challenging environment in Europe at the beginning of the year
  - Limited client volumes due to concerns about global growth, banking regulations on subordinated debt and uncertainties over monetary policies
  - VaR still at a low level (€43m)
  - Positions strengthened on bond issues: #1 for bonds in euros and #8 for all international bonds*

- Securities Services: unfavourable market environment
  - Assets under custody: -2.7% vs. 1Q15, due to the decreasing markets
  - Number of transactions: +16.1% vs. 1Q15
  - New significant mandates (e.g. Sampo Group, €25bn in assets)

- Corporate Banking: moderate business activity this quarter
  - Client loans: €126bn (+5.0% vs. 1Q15), #1 on syndicated loans in the EMEA region**
  - Client deposits: €110bn (+19.5% vs. 1Q15), strong growth as a result of market shares gains in cash management
  - Advisory businesses: small number of M&A deals in European markets

Weak business level this quarter

* Source: Thomson Reuters 1Q16; ** Source: Dealogic 1Q16, Europe, Middle East & Africa in number of operations; *** Source: Greenwich Associates Share Leaders 2016
CIB: a Solid and Profitable Platform

- Gaining market shares from peers' retrenching context
- Success of regional initiatives launched in APAC and in the US
- Generating best-in-class profitability among European peers

Integrated within BNP Paribas Group

- Client focused: a CIB built up organically on the Group’s historic client franchises
- 2 well-balanced client franchises: Corporates and Institutionals
- Cross-selling at the heart of the business model
- Right size within the Group business mix (31% of allocated equity)

- Early adaptation to Basel 3 (2011-2012 deleveraging) and ongoing reduction of leverage exposure
- E&C\(^1\) downsizing largely completed at end-2015
- New organisation implemented since the end of 2014 to speed up the evolution
- Compliance, control and conduct: reinforcement of rules and set up

Corporate and Institutional Banking
2016-2019 Transformation Plan

Three Levers Across All Regions & Business Lines

**Focus**

- Free-up capital and balance sheet to fuel targeted growth
  - Reduce unproductive RWAs through portfolios’ optimisation
  - Selective rightsizing of businesses, countries and client portfolios
  - Reinvest to capture market growth and increase market share

**Improve**

- Optimize CIB operating model
  - Industrialise the set up
  - Improve operating efficiency
  - Deliver enough savings to support growth, while structurally reducing C/I ratio

**Grow**

- Specific strategic growth initiatives
  - Further develop strategic clients
  - Invest in processing businesses: i.e. Securities Services and Transaction Banking
  - Specific investments in Americas and APAC

- RWA gross reduction: -€20bn
  - RWA reinvestment: +€10bn
  - Revenues: +€0.5bn
  - Costs\(^2\): -€0.05bn
  - +€~0.2bn in pre-tax income\(^4\)

- 12% total cost savings\(^{1,3}\)
  - Revenues: no impact
  - Costs\(^{2,3}\): -€0.95bn
  - +€0.95bn in pre-tax income\(^4\)

- +€21bn RWAs
  - Revenues: +€1.6bn
  - Costs\(^2\): +€0.5bn
  - +€~0.5bn in pre-tax income\(^4\)

One-off costs to achieve transformation: €800m over 2016-2019\(^5\)

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1. Gross savings based on 2015 total CIB costs base including €50m cost savings linked to Focus initiatives; 2. Excluding regulatory costs and inflation; 3. Including ~€90m of residual S&E savings; 4. After impact of regulatory projects, inflation and variable on costs, cost of risk and non operating revenues, before effects of the 29 March 2016 restatement; 5. Booked in Corporate Centre (€300m in 2016, 250m in 2017 and 2018)
CIB 2016-2019 Transformation Plan

Improve Cost Efficiency

- **Cost savings:** >€1bn vs. 2015
  - All regions, businesses & functions contributing to the savings target
  - 200 efficiency projects to improve operating efficiency

- Industrialisation and deep changes in terms of set up
  - Optimised organisation of business lines (simplification, standardisation, etc.): -€260m
  - Smart sourcing including the development of mutualised platforms in Portugal, Canada and India: -€230m
  - Industrialisation of IT and operational process: -€365m
  - Digital solutions, expense discipline and other initiatives: -€180m

- Cost/income target: >-8pts by 2019²
  - Continued cost effort to offset impact on the costs of regulatory costs, inflation and growth initiatives

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1. Including -€90m of residual effect from S&E; 2. Excluding constraints already partly incurred by the Group and not allocated to the business units, and potential future constraints, before effects of the 29 March 2016 restatement
CIB 2016-2019 Transformation Plan
Focus and Grow: Improve Capital Productivity

Focus initiatives
- Wind-down unproductive RWAs and residual legacy (-€12bn)
- Right-size low return activities and portfolios (-€8bn RWAs) and continue to develop the approach Originate to Distribute
- Adjust the set up in all regions (MEA and Russia already under implementation)
- Contain leverage exposure
- Reinvest in existing businesses (~€10bn RWA) to capture market growth and gain market shares from competitors’ retrenching

Growth initiatives
- Develop less capital-intensive and fee-driven businesses (processing or advisory content)
- Leverage competitive edge in derivatives
- Develop digital platforms in all businesses
- Selective geographic initiatives

CIB RWAs evolution

<table>
<thead>
<tr>
<th>in €bn</th>
<th>CAGR 2015-2019</th>
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<tbody>
<tr>
<td>Focus</td>
<td>Improve</td>
</tr>
<tr>
<td>2015</td>
<td>2019³</td>
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<table>
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<tr>
<th>2015</th>
<th>Focus</th>
<th>Improve</th>
<th>Grow</th>
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<tr>
<td>~190</td>
<td>Reduce -20</td>
<td>Reinvest +10</td>
<td>+21</td>
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<tr>
<td>~200</td>
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Estimated impact on revenues

<table>
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<tr>
<th>in €bn</th>
<th>2015</th>
</tr>
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<tbody>
<tr>
<td>2019³</td>
<td></td>
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<tr>
<td>Focus</td>
<td>Improve</td>
</tr>
<tr>
<td>+0.5</td>
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Note:
1. Global Markets; 2. Middle East-Africa; 3. At constant FX rate and before effects of the 29 March 2016 restatement
CIB Transformation Plan: Develop Less Capital-intensive Businesses & Advisory / Processing Activities

**Transformation path**

- **Become top 4 global multi-asset servicer**
  - Leveraging Group’s financial institutions franchise and Global Markets platforms

- **Become leading multi-regional flow provider**
  - Reinforce Cash management franchises
  - Selectively enhance trade finance capabilities

- **Increase shift towards fee-driven products**

- **Develop advisory, leveraging on Group’s close relationships with corporates**

- **Leverage Corporate Debt Platform to structure debt solutions and further grow corporate bonds origination**

- **Benefit from market repricing in prime services**

- **Invest in businesses with competitive edge or supporting the Group franchises (derivatives, credit, FX,…)**

- **More efficient use of capital and balance sheet resources**

- **Shift from voice to electronically traded markets**
CIB 2016-2019 Transformation Plan
Transformation Path Adapted to Regional Positioning

**EMEA**
(57% of 2015 revenues)

- **BNP Paribas’ home market:** among European leaders
  - Positioning:
    - #1 Financing business and Securities Services
    - Top 3 Transaction Banking and Equity Derivatives
    - Top 5 Fixed Income

- **Intensify focus on strategic clients to maximize wallet share**
- **Grow in fee-driven businesses and Securities Services**
- **Global Markets: focused investments in specific segments**
- **Strong cost effort and resource optimization**

**APAC**
(22% of 2015 revenues)

- **Good positioning in selected businesses**
  - Positioning:
    - Top 5 Equity Derivatives
    - Top 9 Transaction Banking and Financing business
    - >Top 10 Fixed Income

- **Capitalizing on the success of the APAC plan**
- **Grow Europe-APAC cross-border business for Corporates**
- **Grow franchise of large local clients with regional needs**
- **Continue to develop cross-selling with Wealth Management**

**Americas**
(21% of 2015 revenues)

- **Opportunistic positioning, behind firms with large US franchises**
  - Positioning:
    - Top 10 Transaction Banking
    - >Top 10 in other businesses

- **Benefit from the momentum created by the CIB US plan**
- **Focus on strategic clients with global needs to grow cross-selling**
- **Grow wallet share of cross-border flow banking businesses**
- **Optimise cost structure and benefit from investments on IHC**

---

1. Source: Oliver Wyman 2014, Dealogic and internal; 2. Intermediate Holding Company
Basel 3* Risk-Weighted Assets

- Basel 3* risk-weighted assets: €627bn as at 31.03.16 (€634bn as at 31.12.15)
  - Decrease in risk-weighted assets mainly due to foreign exchange effect

### Basel 3* risk-weighted assets by type of risk as at 31.03.2016

- Credit: 72%
- Market/Forex: 4%
- Equity: 9%
- Operational: 10%
- Counterparty: 5%

### Basel 3* risk-weighted assets by business as at 31.03.2016

- Retail Banking and Services: 63%
- FRB: 12%
- BNL bc: 8%
- BRB: 7%
- Other Domestic Market activities**: 5%
- Personal Finance: 7%
- Europe-Mediterranean: 8%
- BancWest: 9%
- Corporate Banking: 18%
- Insurance & WAM: 7%
- Other activities: 7%
- Global Markets & Securities Services: 12%

* CRD4 ; ** Including Luxembourg
Focus on Capital Instruments

- Strong capital generation capacity
  - ~100bp per year before dividend*
  - Allowing the absorption of potential shocks

- Additional Tier 1: €1.3bn issued as at 31.03.2016
  - Reminder: target of €1.5bn to €2bn per year until 01.01.2019**
  - USD1.5bn transaction in March, perpetual NC5, 7.625% coupon
  - €7bn instruments currently outstanding as at 01.01.2019 of which €3bn grandfathered

- Tier 2: €3.3bn issued under the 2016 programme
  - Reminder: target of €2bn to €3bn per year until 01.01.2019**
  - €10bn instruments outstanding as at 01.01.2019

### Capital instruments issuance in line with targets

* Source: Bloomberg, based on current analysts’ consensus; ** Depending on market conditions; *** Assuming callable institutional instruments are called at the first call date
Variation in the Cost of Risk by Business Unit (1/3)

Net provisions/Customer loans (in annualised bp)

Group

- Cost of risk: €757m
  - €211m vs. 4Q15
  - €287m vs. 1Q15
- Decline in the cost of risk

CIB - Corporate Banking

- Cost of risk: €55m
  - €14m vs. 4Q15
  - €18m vs. 1Q15
- Low cost of risk

* Restated
### Variation in the Cost of Risk by Business Unit (2/3)

#### Net provisions/Customer loans (in annualised bp)

<table>
<thead>
<tr>
<th>Year/Quarter</th>
<th>FRB</th>
<th>BNL bc</th>
<th>BRB</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>21</td>
<td>116</td>
<td>18</td>
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<tr>
<td>2013</td>
<td>23</td>
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<td>2015</td>
<td>24</td>
<td>161</td>
<td>9</td>
</tr>
<tr>
<td>1Q15</td>
<td>24</td>
<td>166</td>
<td>15</td>
</tr>
<tr>
<td>2Q15</td>
<td>24</td>
<td>166</td>
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<tr>
<td>3Q15</td>
<td>22</td>
<td>159</td>
<td>22</td>
</tr>
<tr>
<td>4Q15</td>
<td>25</td>
<td>155</td>
<td>-1</td>
</tr>
<tr>
<td>1Q16</td>
<td>21</td>
<td>142</td>
<td>9</td>
</tr>
</tbody>
</table>

- **FRB**
  - Cost of risk: €73m
    - €14m vs. 4Q15
    - €15m vs. 1Q15
  - Cost of risk still low

- **BNL bc**
  - Cost of risk: €274m
    - €27m vs. 4Q15
    - €47m vs. 1Q15
  - Decline of doubtful loan outstandings
  - Continued decrease in the cost of risk

- **BRB**
  - Cost of risk: €21m
    - €31m vs. 4Q15
    - €13m vs. 1Q15
  - Cost of risk very low
Variation in the Cost of Risk by Business Unit (3/3)

### Personal Finance

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>1Q15</th>
<th>2Q15</th>
<th>3Q15</th>
<th>4Q15</th>
<th>1Q16</th>
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</thead>
<tbody>
<tr>
<td>Cost of risk:</td>
<td>€221m</td>
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<td></td>
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<tr>
<td>vs. 4Q15</td>
<td>-€87m</td>
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<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
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<tr>
<td>vs. 1Q15</td>
<td>-€71m</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sharp decline this quarter</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Effect of the low interest rates and the growing positioning on products with a better risk profile</td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Significant provisions write-backs following sales of doubtful loans</td>
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</table>

### Europe-Mediterranean

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>1Q15</th>
<th>2Q15</th>
<th>3Q15</th>
<th>4Q15</th>
<th>1Q16</th>
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<tr>
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<tr>
<td>vs. 4Q15</td>
<td>stable</td>
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</tr>
<tr>
<td>vs. 1Q15</td>
<td>-€53m</td>
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<tr>
<td>Moderate cost of risk</td>
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<td></td>
<td></td>
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<td></td>
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<tr>
<td>Reminder: high base in 1Q15</td>
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</table>

### BancWest

<table>
<thead>
<tr>
<th>Year</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>1Q15</th>
<th>2Q15</th>
<th>3Q15</th>
<th>4Q15</th>
<th>1Q16</th>
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</thead>
<tbody>
<tr>
<td>Cost of risk:</td>
<td>€25m</td>
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<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
<tr>
<td>vs. 4Q15</td>
<td>+€29m</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>vs. 1Q15</td>
<td>+€5m</td>
<td></td>
<td></td>
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<tr>
<td>Cost of risk still very low</td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4Q15 reminder: provisions offset by write-backs</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
</tr>
</tbody>
</table>
Specific Review of Industries Affected by Oil and Commodities Prices (as at 31.12.2015)

- **Review of industries affected by the decrease of oil and commodities prices**
  - Exposure to Oil & Gas and Metals & Mining: respectively 2.45% and 0.98% of the Group’s gross commitments on and off-balance sheet
  - Strong reduction of the Energy & Commodities business since 2013
  - Positive impact of the decrease of prices on a large number of industries: transport, chemicals, food & beverage, automotive

- **Oil & Gas: €25.6bn net exposure**
  - Close to 60% of gross exposure on Majors and national oil companies
  - 75% of investment grade** exposure
  - Good coverage with collaterals for non investment grade** exposure
  - Short average maturity: less than 2 years
  - Only 1% of doubtful exposure
  - Reminder: sale of the Reserve Based Lending business in the US in 2012

- **Metals & Mining: €8.4bn net exposure**
  - 60% of investment grade** exposure
  - Short average maturity: less than 2 years
  - Diversified portfolio with different sectorial dynamics
  - Only 3% of doubtful exposure

Well-diversified quality portfolios

*Net of guarantees and provisions (as at 31.12.2015); **External rating or BNP Paribas’ equivalent rating
BNP Paribas: Limited Exposure to UK

- Business in the UK of modest size
  - Mainly with corporates through the branch
  - No retail footprint
  - 2.5% of Group Operating Income (€248m)

- Limited exposure to UK
  - Gross exposure: 6% of Group’s total commitments*; 4% of total assets
  - Limited exposure to UK Government bonds (5.6% of the overall Sovereign Banking Book exposure)

- Very moderate structural foreign exchange and interest rates exposure to GBP
  - Limited GBP credit portfolio and GBP funding

- Strong adaptation capacity to the new environment
  - EMEA market set-up well balanced between UK and France
  - Renegotiation of Treaties to be spread over a minimum of two years

Strong adaptation capacity thanks to the diversified business model

* Total gross commitments on and off balance sheet, unweighted of €1,399bn as at 31.12.2015
## Long-Term Ratings

### As of 27 June 2016

<table>
<thead>
<tr>
<th>Rating Agency</th>
<th>Rating</th>
<th>Outlook</th>
</tr>
</thead>
<tbody>
<tr>
<td>Standard &amp; Poor's</td>
<td>A</td>
<td>Stable outlook</td>
</tr>
<tr>
<td>Fitch</td>
<td>A+</td>
<td>Stable outlook</td>
</tr>
<tr>
<td>Moody’s</td>
<td>A1</td>
<td>Stable outlook</td>
</tr>
<tr>
<td>DBRS</td>
<td>AA (low)</td>
<td>Stable outlook</td>
</tr>
</tbody>
</table>

*Any rating action may occur at any time*
**S&P – Rating Benchmark**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Bank Name</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>AA-</strong></td>
<td>HSBC Bank plc (stable)</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Royal Bank of Canada (negative)</td>
<td></td>
</tr>
<tr>
<td><strong>A+</strong></td>
<td>Rabobank (stable)</td>
<td>UBS (stable)</td>
</tr>
<tr>
<td><strong>A</strong></td>
<td>BNP Paribas (stable)</td>
<td>Lloyds Bank plc (stable)</td>
</tr>
<tr>
<td></td>
<td>Crédit Suisse (stable)</td>
<td>Crédit Agricole (stable)</td>
</tr>
<tr>
<td></td>
<td>Société Générale (stable)</td>
<td>Wells Fargo &amp; Co* (stable)</td>
</tr>
<tr>
<td><strong>A-</strong></td>
<td>Barclays Bank plc (stable)</td>
<td>Santander (stable)</td>
</tr>
<tr>
<td></td>
<td>JP Morgan Chase &amp; Co* (stable)</td>
<td></td>
</tr>
<tr>
<td><strong>BBB+</strong></td>
<td>RBS plc (positive)</td>
<td>Deutsche Bank (stable)</td>
</tr>
<tr>
<td></td>
<td>BBVA (stable)</td>
<td>Citigroup* (stable)</td>
</tr>
<tr>
<td></td>
<td>Bank of America Corp.* (stable)</td>
<td>Morgan Stanley Holding* (stable)</td>
</tr>
<tr>
<td></td>
<td>Goldman Sachs Group* (stable)</td>
<td>Commerzbank (stable)</td>
</tr>
<tr>
<td><strong>BBB-</strong></td>
<td>Unicredit (stable)</td>
<td>Intesa San Paolo (stable)</td>
</tr>
</tbody>
</table>

*Any rating action may occur at any time*

---

*Holding company as main issuer of senior debt. Bank entities are rated as follows: Wells Fargo Bank NA: AA- (stable), JP Morgan Chase Bank NA: A+ (stable), Citibank NA: A (CreditWatch positive), Bank of America NA: A (CreditWatch positive), Morgan Stanley Bank: A (CreditWatch positive); Data Source: Bloomberg*
## Moody’s – Rating Benchmark

### As of 27 June 2016

<table>
<thead>
<tr>
<th>Rating</th>
<th>Bank Name</th>
<th>Rating Type</th>
</tr>
</thead>
<tbody>
<tr>
<td>Aa2</td>
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</tr>
<tr>
<td>Aa3</td>
<td>Royal Bank of Canada</td>
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</tr>
<tr>
<td>A1</td>
<td>Lloyds Bank plc</td>
<td>(positive)</td>
</tr>
<tr>
<td></td>
<td>UBS</td>
<td>(stable)</td>
</tr>
<tr>
<td>A2</td>
<td>Crédit Agricole</td>
<td>(positive)</td>
</tr>
<tr>
<td></td>
<td>Wells Fargo &amp; Co*</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Barclays Bank plc</td>
<td>(stable)</td>
</tr>
<tr>
<td>A3</td>
<td>RBS plc</td>
<td>(positive)</td>
</tr>
<tr>
<td></td>
<td>Morgan Stanley Holding*</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>JPMorgan Chase &amp; Co*</td>
<td>(stable)</td>
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<tr>
<td>Baa1</td>
<td>Commerzbank</td>
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<td>Bank of America Corp.*</td>
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<td>Intesa San Paolo</td>
<td>(stable)</td>
</tr>
<tr>
<td>Baa2</td>
<td>Deutsche Bank</td>
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</tr>
<tr>
<td></td>
<td>HSBC Bank plc</td>
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</tr>
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<td>Crédit Suisse</td>
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<td>Société Générale</td>
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<td>Santander</td>
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<td>Goldman Sachs Group*</td>
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<td></td>
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<td>BBVA</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Unicredit</td>
<td>(stable)</td>
</tr>
</tbody>
</table>

*Any rating action may occur at any time*

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* Holding company as main issuer of senior debt. Bank entities are rated as follows: Wells Fargo Bank NA: Aa2 (Stable), JP Morgan Chase Bank NA: Aa3 (stable), Citibank NA: A1 (stable), Bank of America NA: A1 (stable), Morgan Stanley Bank: A1 (stable); Data Source: Bloomberg*
### Fitch – Rating Benchmark

**As of 27 June 2016**

<table>
<thead>
<tr>
<th>Rating</th>
<th>Bank Name</th>
<th>Rating Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA</td>
<td>Royal Bank of Canada</td>
<td>(negative)</td>
</tr>
<tr>
<td>AA-</td>
<td>HSBC Bank plc</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Rabobank</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Wells Fargo &amp; Co*</td>
<td>(stable)</td>
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<tr>
<td>A+</td>
<td>BNP Paribas</td>
<td>(stable)</td>
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<td>Lloyds Bank plc</td>
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<td>JPMorgan Chase &amp; Co*</td>
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</tr>
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<td>UBS</td>
<td>(stable)</td>
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<tr>
<td>A</td>
<td>Crédit Agricole</td>
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<td>Barclays Bank plc</td>
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<td>Morgan Stanley Holding*</td>
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<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Unicredit</td>
<td>(negative)</td>
</tr>
</tbody>
</table>

*Any rating action may occur at any time*

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*Holding company as main issuer of senior debt. Bank entities are rated as follows: Wells Fargo Bank NA: AA (stable), JP Morgan Chase Bank NA: AA- (stable), Citibank NA: A (stable), Bank of America NA: A+ (stable), Morgan Stanley Bank: A (stable); Data Source: Bloomberg*