BNP Paribas
Best in Class Returns in Europe and Strong Solvency and Funding

Fixed Income Presentation
March 2017
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.

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The sum of values contained in the tables and analyses may differ slightly from the total reported due to rounding.
Strong Solvency and Capital Generation Capacity

Launch of the 2020 Business Development Plan

Focus on Capital Instruments and MLT Funding

Appendix
The Strength of a Diversified and Integrated Business Model...

- A business model diversified by country and business which has demonstrated its strength
  - No country, business or industry concentration
  - Presence primarily in developed countries (>85%)
  - No business unit > 20% of allocated equity
  - Business units and regions evolving according to different cycles

- Activities focused on customers’ needs
  - A strong cooperation between businesses & regions

- A clear strength in the new environment
  - Sizeable retail banking operations allowing significant investments in digital banking and new technologies
  - Critical mass in market activities that helps to support credit disintermediation
  - A growing presence in stronger potential areas

A well-balanced business model based on 3 pillars: Domestic Markets, IFS and CIB

*Total gross commitments, on and off balance sheet, unweighted*
Strong Diversification Resulting in low risk Profile and very Good Resilience in Stress Tests …

- Low risk appetite and strong diversification lead to low cost of risk
- One of the lowest CoR/GOI through the cycle

Cost of Risk/Gross Operating Income 2008-2016

- Adverse scenario impact for BNPP was ~100bp lower than the average of the 51 European banks tested

Diversification => lower risk profile

2016 EU Stress Tests Impact of Adverse scenario on CET1 ratio - peer group

(1) Based on the fully loaded ratio as at 31.12.2015
Strong Integration and Broad Product Offering Allowing Market Share Gains

- Strong cooperation between businesses leading to improved market positions
  - Strong development and market share gains following BNL’s acquisition in 2006 and Fortis’ in 2009

- Roll out of the model in International Retail Banking
  - BancWest’s Wealth Management AuM: already $12.1bn as at 31.12.16 (+70%\(^{(1)}\) vs. 2013)
  - TEB’s Wealth Management AuM: +86%\(^{(1)}\) vs. 2013

- One Bank for Corporates: success confirmed with improved market penetration in 2016
  - #1 for Syndicated Loans\(^{(2)}\) and #1 European Corporate Banking\(^{(3)}\)
  - #1 European Large Corporate Trade Finance\(^{(3)}\), #1 for Cash Management in Europe\(^{(2)}\) and #4 Cash Management Bank Worldwide\(^{(4)}\)
  - Improvements also as a leader in several quality ratings (e.g. Euro Bond House of the Year\(^{(5)}\))

Successful cooperation between businesses leading to stronger market positions

\(^{(1)}\) Constant exchange rate; \(^{(2)}\) Dealogic; \(^{(3)}\) Greenwich Share Leaders; \(^{(4)}\) Euromoney Cash Management Survey; \(^{(5)}\) IFR 2016
Confirmed by 2016 Performance...

<table>
<thead>
<tr>
<th>Confirmed by 2016 Performance...</th>
<th>Revenue growth despite a low interest rate environment and a lacklustre market context this year</th>
<th>Revenues: +1.1% vs. 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost containment</td>
<td></td>
<td>+0.4% vs. 2015</td>
</tr>
<tr>
<td>Rise in gross operating income</td>
<td></td>
<td>+2.6% vs. 2015</td>
</tr>
<tr>
<td>Significant decrease in the cost of risk</td>
<td></td>
<td>-14.1% vs. 2015 (46 bp)*</td>
</tr>
<tr>
<td>Rise in net income Group share</td>
<td>€7,702m (+15.1% vs. 2015)</td>
<td>€2.70**</td>
</tr>
<tr>
<td>Dividend per share</td>
<td>CET1***: 11.5% (+60 bp vs. 31.12.15)</td>
<td></td>
</tr>
<tr>
<td>Solid organic capital generation</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Good results and solid capital generation

* Cost of risk/Customer loans at the beginning of the period; ** Subject to the approval of Annual General Meeting on 23 May 2017; *** As at 31 December 2016, CRD4 ("fully loaded" ratio)
## Consolidated Group - 2016

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2015</th>
<th>2016 vs. 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>€43,411m</td>
<td>€42,938m</td>
<td>+1.1%</td>
</tr>
<tr>
<td>Operating expenses</td>
<td>-€29,378m</td>
<td>-€29,254m</td>
<td>+0.4%</td>
</tr>
<tr>
<td><strong>Gross operating income</strong></td>
<td>€14,033m</td>
<td>€13,684m</td>
<td>+2.6%</td>
</tr>
<tr>
<td>Cost of risk</td>
<td>-€3,262m</td>
<td>-€3,797m</td>
<td>-14.1%</td>
</tr>
<tr>
<td>Costs related to the comprehensive settlement with U.S. authorities</td>
<td>€0m</td>
<td>-€100m</td>
<td>n.s.</td>
</tr>
<tr>
<td>Non operating items</td>
<td>€439m</td>
<td>€592m</td>
<td>-25.8%</td>
</tr>
<tr>
<td><strong>Pre-tax income</strong></td>
<td>€11,210m</td>
<td>€10,379m</td>
<td>+8.0%</td>
</tr>
<tr>
<td>Net income attributable to equity holders</td>
<td>€7,702m</td>
<td>€6,694m</td>
<td>+15.1%</td>
</tr>
<tr>
<td>Net income attributable to equity holders excluding one-off items*</td>
<td>€7,802m</td>
<td>€7,338m</td>
<td>+6.3%</td>
</tr>
</tbody>
</table>

Good overall performance

* See slide 31
Growth of the operating divisions despite a challenging environment

- Unfavourable foreign exchange effect this year
- Slight decrease in the revenues of Domestic Markets as a result of the low interest rate environment
- Rise in the revenues of IFS
- Growth in the revenues of CIB at constant scope and exchange rates despite a particularly unfavourable market environment in 1Q16

* Including 100% of Private Banking in France (excluding PEL/CEL effects), Italy, Belgium and Luxembourg
Operating Expenses of the Operating Divisions - 2016

- Rise in banking taxes and contributions (impact of +0.6%***)
- Impact of the new regulations and the strengthening of compliance
- Simple & Efficient savings plan offsetting the natural costs’ drift (inflation, etc.)
- First effects of CIB’s savings plan

Cost containment but rise in taxes as well as regulatory and compliance costs

* Including 100% of Private Banking in France (excluding PEL/CEL effects), Italy, Belgium and Luxembourg; ** Excluding exceptional operating expenses (see slide 5); *** Rise in taxes and banking contributions: +€172m vs. 2015
Cost of Risk - 2016 (1/2)

Cost of risk/Customer loans at the beginning of the period (in bp)

**Group**

- Cost of risk: €3,262m (-€535m vs. 2015)
- Significant decline in the cost of risk

**CIB - Corporate Banking**

- €292m (+€154m vs. 2015)
- Cost of risk at a low level
- Reminder: positive effect of provisions write-backs in 2014 and 2015

*Restated
## Cost of Risk - 2016 (2/2)

### FRB
- €342m (stable vs. 2015)
- Cost of risk still low

### Europe-Mediterranean
- €437m (-€29m vs. 2015)
- Cost of risk ~stable

### BNL bc
- €959m (-€289m vs. 2015)
- Continued decrease in the cost of risk

### BancWest
- €85m (+€35m vs. 2015)
- Cost of risk still low

### BRB
- €98m (+€13m vs. 2015)
- Very low cost of risk

### Personal Finance
- €979m (-€196m vs. 2015)
  - Effect of the low interest rates and the growing positioning on products with a better risk profile
  - Provisions write-backs following sales of doubtful loans (~-€50m)
Strong Financial Structure

- Fully loaded Basel 3 CET1 ratio*: 11.5% as at 31.12.16 (+60 bp vs. 31.12.15):
  - Essentially due to the 2016 results after taking into account the dividend payment

- Fully loaded Basel 3 leverage**: 4.4% as at 31.12.16
  - Calculated on total Tier 1 Capital

- Liquidity Coverage Ratio: 123% as at 31.12.16

- Immediately available liquidity reserve: €305bn*** (€266bn as at 31.12.15)
  - Equivalent to over one year of room to manoeuvre in terms of wholesale funding

Solid capital generation
Continued increase of the fully loaded Basel 3 CET1 ratio

* CRD4 “2019 fully loaded”, ** CRD4 “2019 fully loaded”, calculated according to the delegated act of the EC dated 10.10.2014 on total Tier 1 Capital and using value date for securities transactions;
*** Liquid market assets or eligible to central banks (counterbalancing capacity) taking into account prudential standards, notably US standards, minus intra-day payment system needs
Success of the 2014-2016 Plan
Progress on all the Major Strategic Priorities

- Preparing the retail banking of the future
  - Launch of Hello bank! and development of digital banks at IRB
  - Continued adaptation of the branch network
  - Good development of Private Banking in all the networks

- Positions strengthened on corporate and institutional clients
  - Market share gains
  - Development of transaction banking
  - Tie-up between CIB and Securities Services

- Adaptation of the businesses to the new environments
  - BNL: refocus of the corporate commercial approach on the better clients completed and initial positive effects on the cost of risk
  - CIB: creation of Global Markets and market share gains

- Success of development initiatives
  - Success of regional business development plans (Asia-Pacific, Germany, CIB-North America)
  - Good growth of the specialised businesses (Personal Finance, Arval, leasing, insurance, etc)

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Number of Hello bank! customers
As at 31 December 2016 in million

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Germany</td>
<td>1.5</td>
<td>0.5</td>
<td>0.3</td>
<td>0.1</td>
<td>1.1</td>
</tr>
<tr>
<td>Europe</td>
<td>0.3</td>
<td>0.1</td>
<td>0.1</td>
<td>0.1</td>
<td>2.5</td>
</tr>
</tbody>
</table>

Ongoing footprint optimisation
Number of branches end-2016 (change vs.2012)

<table>
<thead>
<tr>
<th>Country</th>
<th>2016</th>
<th>Change vs.2012</th>
</tr>
</thead>
<tbody>
<tr>
<td>France</td>
<td>787</td>
<td>(-103)</td>
</tr>
<tr>
<td>Germany</td>
<td>1,964</td>
<td>(-236)</td>
</tr>
<tr>
<td>Italy</td>
<td>41</td>
<td>(+3)</td>
</tr>
</tbody>
</table>

Corporate Banking
European Market penetration (%)
#1 Top-Tier Large Corporate Banking
Source: Greenwich

<table>
<thead>
<tr>
<th>Year</th>
<th>Market Penetration (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>54%</td>
</tr>
<tr>
<td>2013</td>
<td>58%</td>
</tr>
<tr>
<td>2014</td>
<td>60%</td>
</tr>
<tr>
<td>2015</td>
<td>61%</td>
</tr>
<tr>
<td>2016</td>
<td>60% +7 pts</td>
</tr>
</tbody>
</table>

Global Markets
Global market share in %
Source: Coalition, based on BNPP business scope, constant €/$ rate

<table>
<thead>
<tr>
<th>Year</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia-Pacific</td>
<td>2.5</td>
<td>2.8</td>
<td>3.2</td>
<td>3.4</td>
</tr>
<tr>
<td>Germany</td>
<td>2.5</td>
<td>2.8</td>
<td>3.2</td>
<td>3.4</td>
</tr>
<tr>
<td>CIB-North America</td>
<td>2.5</td>
<td>2.8</td>
<td>3.2</td>
<td>3.4</td>
</tr>
</tbody>
</table>

Success of regional business development plans

<table>
<thead>
<tr>
<th>Region</th>
<th>2012</th>
<th>2013</th>
<th>2016</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia-Pacific</td>
<td>2.0</td>
<td>2.5</td>
<td>3.1</td>
</tr>
<tr>
<td>Germany</td>
<td>1.1</td>
<td>1.6</td>
<td>1.5</td>
</tr>
<tr>
<td>CIB-North America</td>
<td>1.5</td>
<td>2.2</td>
<td></td>
</tr>
</tbody>
</table>
Success of the 2014-2016 Plan
Financial Targets Achieved

<table>
<thead>
<tr>
<th></th>
<th>2016 Target</th>
<th>2016 Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Growth</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organic growth of revenues</td>
<td>≥ +10% vs. 2013</td>
<td>+12.1% (including acquisitions)(1)</td>
</tr>
<tr>
<td><strong>Efficiency</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Simple &amp; Efficient costs savings target</td>
<td>€2.0bn in 2015 Initial Plan</td>
<td>€2.8bn</td>
</tr>
<tr>
<td>Cost income ratio</td>
<td>66% in 2013 excluding S&amp;E costs</td>
<td>-3 pts vs. 2013</td>
</tr>
<tr>
<td><strong>Profitability</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>ROE(3)</td>
<td>7.8% in 2013</td>
<td>≥ 10%</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Fully loaded Basel 3 CET1 Ratio</td>
<td>10.3%(4) end 2013</td>
<td>10.0%</td>
</tr>
</tbody>
</table>

- Strong net income growth: €7.7bn in 2016 vs. €4.8bn in 2013
  - Excluding exceptional elements: €7.8bn vs. €6.0bn (+29.1%)(6)

Strong income growth and capital generation

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(1) +6.7% excluding acquisitions; (2) Excluding exceptional elements; (3) Excluding exceptional elements, on the basis of CET1 ratio of 10%; (4) CRD4 (fully loaded); (5) Subject to approval at the Shareholders' Meeting; (6) Net impact of exceptional elements: -€0.1bn in 2016, -€1.2bn in 2013
Strong Solvency and Capital Generation Capacity

Launch of the 2020 Business Development Plan

Focus on Capital Instruments and MLT Funding

Appendix
2020 Business Development Plan
A Scenario Based on Conservative Assumptions

- Conservative assumptions used for the plan: potential upside if current forecast confirmed

Hypothesis of interest rate evolution used for the plan compared to market implied rates:

Hypothesis of GDP evolution used for the plan compared to current IMF forecasts:

A business development plan based on a scenario of moderate, gradual and differentiated economic recovery
Capitalising on a Broad Range of Digital Initiatives Already Launched in all Business lines

**Domestic Markets**

- **Domestic networks**: launch of dedicated mobile apps to assist with home purchases, payment solutions, prepaid cards, etc.
- **Wa - Fivory**: launch in 2017 jointly with Crédit Mutuel(1) a single universal mobile payment solution combining payment, loyalty programmes and discount offers in partnership in particular with Carrefour, Auchan and Total
- **Arval Active Link**: integrated telematics offer for corporate fleet management

**International Financial Services**

- **Personal Finance**: rapid expansion of electronic signatures for files’ digital processing, cards development (online payment solutions, etc.)
- **International Retail Banking**: strong online banking and mobile app offer (Turkey, Poland), enhanced user experience at BancWest
- **Insurance**: 70 digital projects in 2016 to transform services & performances
- **WAM**: new digital services (myAdvisory: investments management & financial advice via smartphone; myBioPass: a unique key to access digital banking services)

**CIB**

- **CENTRIC**: single digital platform providing corporates with direct and personalised access to BNPP services (> 20 apps)
- **CORTEX**: digital platform across all FICC products (corporates & institutionals)
- **SMART Derivatives**: « one-stop-shop » web platform for structured products and equity derivatives

**Tech Labs**

- **Echangeur**
- **L’Atelier BNP Paribas Group**
- **Cardif lab**

**Incubators, accelerators & partnerships**

- **Future 10 lab**
- **EnLabs LUISS**
- **CO.STATION**

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(1) CM11-CIC
An Ambitious Programme of New Customer Experience, Digital Transformation & Savings

Invest in a new customer experience, digital transformation and operating efficiency…

- ~€3bn in transformation costs between 2017 and 2019…

...and generate ~€2.7bn in recurrent annual savings starting from 2020

- No transformation costs in 2020
- ~150 programmes
- A new IT function organisation in the Group

Balanced contribution of all the Group businesses to the programme

Transformation costs by Operating divisions

Savings by Operating divisions
## 5 Levers for a New Customer Experience & a More Effective and Digital Bank

<table>
<thead>
<tr>
<th></th>
<th>Levers</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Implement new customer journeys&lt;br&gt;New digitalised, expanded, seamless and personalised customer journeys (more services, more attractiveness, choice of channel, etc.)&lt;br&gt;Upgraded service models (better customer segmentation based on user habits, “the right product at the right time and through the right channel,” etc.)&lt;br&gt;Digitalisation of distribution by developing digital customer interfaces&lt;br&gt;New services made available</td>
</tr>
<tr>
<td>2</td>
<td>Upgrade the operational model&lt;br&gt;Streamlining and automatisation of end-to-end processes&lt;br&gt;Simplification of the organisations&lt;br&gt;Shared platforms and smart sourcing</td>
</tr>
<tr>
<td>3</td>
<td>Adapt information systems&lt;br&gt;Evolution of information systems and incorporation of new technologies in order to accelerate digital&lt;br&gt;Improvement of IT efficiency and agile practices&lt;br&gt;Promotion of innovation</td>
</tr>
<tr>
<td>4</td>
<td>Make better use of data to serve clients&lt;br&gt;Better reliability of data and enhancement of data use for the benefit of customers&lt;br&gt;Reinforcement of data storage, protection and analysis capacities&lt;br&gt;Use of cutting-edge technologies (artificial intelligence, machine learning, etc.)</td>
</tr>
<tr>
<td>5</td>
<td>Work differently&lt;br&gt;More digital, collaborative and agile work practices&lt;br&gt;Day-to-day digital environment &amp; digital and innovation driven culture&lt;br&gt;Staff training</td>
</tr>
</tbody>
</table>
A Strategy Differentiated by Division (1/2)

Domestic Markets

► Strengthen the sales & marketing drive in an environment that improves only gradually
  ▪ Headwinds (low interest rates, MIFID 2) still in 2017 and 2018
  ▪ Strengthen the sales & marketing drive: enhance the attractiveness of the offering and offer new services
  ▪ Disciplined growth of risk-weighted assets

► A risk environment that continues to be favourable
  ▪ Continued improvement in Italy

► Improve operating efficiency
  ▪ Actively continue to adapt the branch networks by 2020
  ▪ Transform the operational model and adapt the information systems

International Financial Services

► Strengthen our positions in a context of transformation
  ▪ Step up the pace of growth (new offerings, new partnerships, new regions) & adapt to evolving customers’ habits
  ▪ Consolidate our leading positions in the business units by leveraging best in class offers
  ▪ Continue to expand retail banking outside the Eurozone and cooperations with the Group
  ▪ Prepare for forthcoming constraints (MIFID 2, regulatory impacts)

► Improve operating efficiency
  ▪ Streamline and pool processes that support the business units
A Strategy Differentiated by Division (2/2)

Corporate and Institutional Banking

► Extend the transformation plan to 2020
  ▪ Continue resources optimization, cost reduction and revenue growth
  ▪ Grow the corporate and institutional client franchises
  ▪ Continue growing fee businesses
  ▪ Continue to leverage well adapted regional positioning and to develop cross-border business

► Step up the expansion of the customer base in Europe
  ▪ Grow the corporate customer base (2020 target: +350 new customer groups vs. 2015)
  ▪ Specific focus on Northern Europe (Germany, The Netherlands, United Kingdom, Scandinavia)
  ▪ Develop cooperations with other business units in the Group

► Improve operating efficiency

In all the business lines, an ambitious programme of new customer experience, digital transformation and savings
Continue to Strengthen our Unique Position in Europe (1/2)

- Retail networks in our 4 domestic markets with large customer bases: France, Belgium, Italy and Luxembourg
- Very broad product offering in all European countries fostering cross-selling
- Top positions in all businesses:
  - #1 consumer finance specialist
  - Best Private Bank in Europe for the fifth year\(^1\)
  - #1 all bonds in \(\text{€}^{(2)}\), #1 EMEA syndicated loan\(^3\)
  - #1 in cash management in Europe\(^4\),
  - #1 European provider in Securities Services\(^5\)…
- Offering seamless financial services across the continent thanks to the “One Bank for Corporates” set-up
- Gain of market shares thanks to good organic growth…
  - Corporate Banking: +7 pts gain in European market penetration among the #1 Top-Tier Large Corporate Banking between 2012 and 2016\(^4\)
  - Wealth Management: now #1 in the Eurozone in terms of client assets
- … and bolt-on acquisitions in targeted businesses and countries

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\(1\) Private Banker International; \(^2\) Dealogic 2016; \(^3\) Dealogic 2016 by volume and number of deals; \(^4\) Greenwich 2016; \(^5\) In terms of assets under custody
Continue to Strengthen our Unique Position in Europe (2/2)

- Objective to continue strengthening businesses’ leading market positions thanks to organic growth
  - Generating economies of scale and cross-selling

- Specific focus on some targeted countries: Germany, Netherlands, Nordic countries…
  - Client acquisition with a focus on value-adding service offer through cross-business cooperation and cross-border service & product competence

- Continue bolt-on acquisitions in targeted businesses and countries: e.g. recent acquisition of Opel’s financing activities(1)
  - Acquisition of 50%, together with PSA, of Opel’s financing activities
  - Perfect fit with our strategy to strengthen in car loans and in Germany

- Launch of new offers leveraging strong existing client base
  - New digital banks: Hello bank! by Cetelem at Personal Finance

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**Germany: a broad customer franchise and a target for development**

**Acquisition of 50% of Opel’s financing activities(1)**

- €9.6bn loan outstandings (YE 2016)
- Presence in 11 countries in Europe
- Acquisition price: €0.45bn (50%)
- 0.8x pro-forma book-value
- Will be fully consolidated

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(1) Announced 6 March 2017; transaction expected to close in the fourth quarter of 2017
North America: Continue to Consolidate our Presence in a Major Market

- A sizeable regional platform
  - 16,000 employees, 15% of Group’s commitments
  - Strong franchise in retail with BancWest: 611 branches, 81 bc\(^{(1)}\); good business drive (loan growth: +7.2% 2013-16 CAGR)
  - Sizeable & diversified CIB franchise dedicated to corporates and institutional clients (4,000 professionals)
  - Creation of the Intermediate Holding Company (IHC): a large commitment and transformation in the U.S.
  - Well-positioned to benefit from generally better macro economic perspectives than in Europe & the increase in U.S. interest rates

- CIB: grab targeted growth opportunities in world #1 market
  - Deliver the Bank’s platform to our global Strategic Clients, growing our share of cross-border flows
  - Continue to grow Americas Strategic Client franchise, leveraging the North and Latin American footprint, and targeting clients with cross-border activities

- BancWest: accelerate growth & improve operating efficiency
  - Focus on customer acquisition; rethink customer journeys, utilizing also digital platform for customer acquisition
  - Leverage expertise of other BNP Paribas entities: corporates, retail, consumer finance & wealth management

- Strengthen cooperations between BancWest and CIB
  - Taking advantage of the IHC

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(\(^{(1)}\) Business Centres; \(^{(2)}\) Including 100% of Private Banking)
Asia-Pacific: Continue Development of the Franchise and Take Advantage of Regional Growth

- One of the best positioned international bank
  - Presence in 14 countries (12 full banking licences);
  - >15,000 employees\(^{(1)}\), ~7% of Group revenues in 2016
  - Successful partnerships with large domestic players\(^{(2)}\)
  - >€3bn revenues achieved in 2016 (vs €2bn in 2012)
  - Increased funded commercial assets\(^{(3)}\) and deposits\(^{(4)}\) with good development of cash management & cross-border transaction banking

- Confirmation of CIB roadmap
  - Accelerate cross-regions connectivity supporting Global and Asian clients’ international development
  - Increase CIB offering to fast growing Asian Private Banks
  - Continue to extend Securities Services regional footprint\(^{(5)}\)
  - Focus on China, build up of Indonesian franchise

- Continue to grow specialized businesses
  - Wealth Management: accelerate the development of onshore platforms and grow assets under management\(^{(6)}\)
  - Insurance: reinforce protection, develop alternative distribution channels
  - Personal Investors: develop distribution of retail financial services in India following the acquisition of Sharekhan

- Continue to support Bank of Nanjing’s development
  - Foster partnerships with Group’s businesses

---

\(^{(1)}\) Excluding partnerships;
\(^{(2)}\) Bank of Nanjing, Haitong Securities, State Bank of India, Shinhan Financial Group…;
\(^{(3)}\) €43bn at 31.12.16;
\(^{(4)}\) €66bn;
\(^{(5)}\) $305bn of assets under custody in 2016 (+102% vs. 2012);
\(^{(6)}\) $72bn AuM at 31.12.16 (+70% vs. 2012)
### 2020 Business Development Plan: a Trajectory Based on Expected 2020 Regulatory Constraints

#### CET 1 ratio
- CRD IV (Basel 3)
- 2016 SREP: anticipated level of fully loaded Basel 3 CET1 ratio of 10.25% in 2019

#### Total capital
- 2016 SREP: anticipated level of Total Capital requirement of 13.75% in 2019
- TLAC requirement: 20.5% in 2019
- MREL: thresholds to be determined on a case by case basis by the resolution authorities (SRB) according to the CRD V/CRR (under discussion)

#### Liquidity
- LCR: CRD IV/CRR
- NSFR: CRD V/CRR 2 (under discussion)

#### Leverage
- CRD IV (minimum level of 3%)
- Additional requirements for G-SIB still under discussion

### Regulatory constraints that continue to increase during the period

- **CET1 ratio**: 11.5% Fully loaded Basel 3 CET1 ratio
- **Total Capital (fully loaded) ratio**: 14.2%
  - CET1 ratio: 11.5%
  - Tier 1 and Tier 2: 2.7%
- **TLAC ratio**: 21%
- **MREL**: thresholds to be determined on a case by case basis by the resolution authorities (SRB) according to the CRD V/CRR (under discussion)
- **LCR**: 123%
- **NSFR**: CRD V/CRR 2 (under discussion)
- **Fully loaded Basel 3 leverage**: 4.4%

---

(1) Excluding Pillar 2 Guidance; (2) Assuming constant regulatory framework; (3) Anticipated level of Tier 1 requirement in 2019: 11.75%; (4) Minimum requirement raised to 22.5% as at 01/01/2022; (5) In the current Basel 3 regulatory framework
### Group’s 2020 Business Development Plan

#### Financial Targets

<table>
<thead>
<tr>
<th>Growth</th>
<th>Revenues growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>Plan’s savings target</td>
</tr>
<tr>
<td>2016-2020 CAGR(^{(1)})</td>
<td>≥ +2.5%</td>
</tr>
<tr>
<td>2020 Target</td>
<td>~€2.7bn in recurring cost savings starting from 2020</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Profitability</th>
<th>ROE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost income ratio</td>
<td>2016: 66.8(^{(2)})</td>
</tr>
<tr>
<td>2020 Target</td>
<td>63%</td>
</tr>
<tr>
<td>2016: 9.4(^{(2)})</td>
<td></td>
</tr>
<tr>
<td>10%</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital</th>
<th>Fully loaded Basel 3 CET1 ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pay-out ratio</td>
<td>2016: 45(^{(4)})</td>
</tr>
<tr>
<td>2016: 11.5% in 2016</td>
<td></td>
</tr>
<tr>
<td>12%(^{(3)})</td>
<td></td>
</tr>
<tr>
<td>50%(^{(4)})</td>
<td></td>
</tr>
</tbody>
</table>

---

An ambitious plan that aims to generate an average increase in net income > 6.5% a year until 2020

---

\(^{(1)}\) Compounded annual growth rate; \(^{(2)}\) Excluding exceptional items; \(^{(3)}\) Assuming constant regulatory framework; \(^{(4)}\) Subject to shareholder approval
Strong Solvency and Capital Generation Capacity

Launch of the 2020 Business Development Plan

Focus on Capital Instruments and MLT Funding

Appendix
Capital Management

- Strong organic capital generation
- Regulatory constraints based on current Basel 3 regulatory framework
  - Reminder: Fundamental Review of Trading Book (FRTB) to be phased-in between 2021 and 2024
- Increase pay-out ratio to 50%
- ~35% of earnings to finance organic growth
  - RWA: ~+3% (CAGR 2017-2020)
- ~15% of earnings qualifying to:
  - Capture external growth (bolt-on acquisitions), depending on opportunities and conditions
  - Deal with remaining uncertainties
- Potential for higher free cash flow in case of better interest rate scenario

Pay-out ratio increased to 50%
New CET1 ratio requirement following the SREP performed by the ECB: 8.0% in 2017 (phased-in)
- Of which a G-SIB buffer of 1.0% and a Conservation buffer of 1.25%
- Of which a Pillar 2 requirement (P2R) of 1.25%
- Excluding a Pillar 2 guidance (P2G), non public
- Fully loaded CET1 ratio of 11.5% as at 31.12.16, well above the regulatory requirement

Anticipated level of a fully loaded Basel 3 CET1 ratio requirement of 10.25% in 2019 (excluding P2G)*
- Given the gradual phasing-in of the Conservation buffer to 2.5% and the assumption of a 2.0% G-SIB buffer
- Will constitute the CET1 requirement taken into account** for the restrictions applicable to distributions (Maximum Distributable Amount – MDA)

Target of a fully loaded CET1 ratio of 12.0%

CET1 ratio already well above 2019 requirement

* Assuming P2R remains constant between 2017 and 2019 (reminder: SREP is carried out each year by the ECB which can modify each year its capital adequacy ratio requirements); ** As of 2019 (8% in 2017)
New Total Capital ratio requirement following the SREP performed by the ECB: 11.5% in 2017 (phased-in)
- Of which a Pillar 1 Total Capital requirement of 8%
- Of which a G-SIB buffer of 1.0% and a Conservation buffer of 1.25%
- Of which a Pillar 2 requirement (P2R) of 1.25%
- Fully loaded Total Capital ratio of 14.2% as at 31.12.16, well above the regulatory requirement

Anticipated level of a fully loaded Total Capital ratio requirement of 13.75% in 2019*
- Given the gradual phasing-in of the Conservation buffer to 2.5% and the assumption of a 2.0% G-SIB buffer
- Will constitute the Total Capital requirement taken into account** for the restrictions applicable to distributions (MDA)

Target of a Total capital ratio at 15%
- Reminder: Tier 1 and Total Capital ratios requirements are on a cumulative basis
- Reminder: Tier 1 and Total Capital ratios requirements now include the P2R but do not include the P2G

Target of 3% of capital instruments by 2020***

Total Capital ratio already above 2019 requirement

* Assuming P2R remains constant between 2017 and 2019 (reminder: SREP is carried out each year by the ECB which can modify each year its capital adequacy ratio requirements); ** As of 2019 (11.50% in 2017); *** Subject to market conditions
Focus on Capital Instruments

- Overall capital instruments target of 3% by 2020*
  - AT1 and Tier 2 levels as at 31.12.16: 2.7%

- Additional Tier 1: €2.0bn issued in 2016
  - Given the current stock, €7bn of AT1 instruments will still be outstanding as at 01.01.2019, of which €3bn grandfathered

- Tier 2: €4.5bn*** issued under the 2016 programme and €1.2bn issued under the 2017 programme
  - $1.25bn 10 year bullet Tier 2 priced on 6 March 2017 at Treasuries + 215bps
  - Given the current stock, €13bn of Tier 2 instruments will still be outstanding as at 01.01.2019

---

* Depending on market conditions; ** Assuming callable institutional instruments are called at the first call date, taking into account prudential amortisation of instruments, and excluding, in particular, prudential deductions not related to instruments; *** Including the Tier 2 prefunding of €750m issued in November 2015
Reminder: since 2016 SREP, Pillar 2 is composed of:
- “Pillar 2 Requirement” (public), applicable to CET1, Tier 1 and Total Capital ratios
- “Pillar 2 Guidance” (non public), non applicable for distributable amount restrictions (MDA - Maximum Distributable Amount*)

2017 Capital requirements:
- CET1: 8.0%
- Tier 1: 9.5%
- Total Capital: 11.5%

Distance as at 01.01.17 to Maximum Distributable Amount* restrictions equal to the lowest of the 3 calculated amounts: €19.1bn

---

### Capital requirements as at 01.01.17

<table>
<thead>
<tr>
<th></th>
<th>CET1</th>
<th>TIER 1</th>
<th>TOTAL CAPITAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>P2R</td>
<td>8.0%</td>
<td>6.0%</td>
<td>8.0%</td>
</tr>
<tr>
<td>G-SIB buffer</td>
<td>1.0%</td>
<td>1.25%</td>
<td>1.25%</td>
</tr>
<tr>
<td>Pillar 1</td>
<td>1.25%</td>
<td>1.25%</td>
<td>1.25%</td>
</tr>
<tr>
<td>Conservation</td>
<td>4.5%</td>
<td>1.25%</td>
<td>1.25%</td>
</tr>
</tbody>
</table>

---

### Phased in ratios of BNP Paribas as at 31.12.2016

<table>
<thead>
<tr>
<th></th>
<th>CET1</th>
<th>TIER 1</th>
<th>TOTAL CAPITAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Distance**</td>
<td>11.6%</td>
<td>12.9%</td>
<td>14.5%</td>
</tr>
<tr>
<td>as at 01.01.17</td>
<td>3.6%</td>
<td>3.4%</td>
<td>3.0%</td>
</tr>
<tr>
<td>to MDA*</td>
<td>€23.0bn</td>
<td>€21.5bn</td>
<td>€19.1bn</td>
</tr>
</tbody>
</table>
Wholesale Medium/Long-Term Funding 2016 Programme

2016: €25bn MLT funding programme completed

- Additional Tier 1: €2.0bn issued*
  - $750m issued on 7 December 2016, perpetual Non Call 5.25, 6.75% coupon, over $5bn order book, 364 investors
  - Reminder: $1.5bn AT1 issued on 23 March 2016, perpetual Non Call 5, 7.625% coupon, 325 investors

- Tier 2: €4.5bn issued*
  - Mid-swap +198 bp on average, average maturity of 10.3 years**

- Senior debt: €18.5bn issued*
  - Average maturity of 5.8 years, mid-swap +51 bp on average
  - Of which €6.8bn of senior unsecured debt eligible to the 2.5% MREL allowance as at 01.01.2019
  - Of which €500m issued in covered bond at 7 years, mid-swap -10 bp by BNP Paribas Fortis in October 2016
  - Of which €500m inaugural issuance of green bond at 5.5 years, mid-swap +40 pb, in November 2016

2016 issuance programme completed at favourable conditions

* As at 31 December 2016; ** Including the Tier 2 prefunding of €750m issued in November 2015; *** Figures restated according to the new broader definition of wholesale funding, as described in the 2016 Registration Document and Annual Financial Report (Pillar 3); **** Debt qualified prudentially as Tier 1 booked as subordinated debt or as equity
Wholesale Medium/Long-Term Funding
2017 Programme

2017: €25bn MLT funding programme

- Of which issues of capital instruments to be carried out with a total target of 3% by 2020*
  - $1.25bn 10 year bullet Tier 2 priced on 6 March 2017 at Treasuries +215bps

- Of which non preferred senior debt: €10bn (€4.6bn already issued as at 16 March 2017)
  - Inaugural issue of $1.75bn in non preferred senior debt, maturity of 7 years, T + 160 bp, order book of over $5.5bn
  - Inaugural issue of €1.0bn in non preferred senior debt, maturity of 6.75 years, mid-swap + 92 bp, order book of over €2.6bn
  - €1bn 5.5 year Floating Rate Note issued at 3m Euribor + 85bp
  - Several other issuances in various currencies (JPY, SGD, AUD...)

- Remaining part of the programme to be completed with structured products and, to a lesser extent, with covered bonds
  - €1.5bn of secured funding issued as of 16 March 2017

- Overall, €9.2bn senior debt already issued as at 16 March 2017
  - Average maturity of 5 years, mid-swap +72 bp on average**

2017 issuance programme progressing well in all debt categories

* Subject to market conditions; ** Including the €4.6bn of non-preferred senior debt
Medium/Long Term Funding Outstanding

Wholesale MLT funding outstanding* (€bn)

<table>
<thead>
<tr>
<th>Year</th>
<th>Unsecured Senior Debt</th>
<th>Secured Senior Debt</th>
<th>Subordinated Debt</th>
<th>Tier One Hybrid</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dec-11</td>
<td>70</td>
<td>15</td>
<td>50</td>
<td>15</td>
</tr>
<tr>
<td>Dec-12</td>
<td>72</td>
<td>11</td>
<td>43</td>
<td>14</td>
</tr>
<tr>
<td>Dec-13</td>
<td>85</td>
<td>8</td>
<td>40</td>
<td>11</td>
</tr>
<tr>
<td>Dec-14</td>
<td>94</td>
<td>8</td>
<td>31</td>
<td>13</td>
</tr>
<tr>
<td>Dec-15**</td>
<td>101</td>
<td>9</td>
<td>25</td>
<td>13</td>
</tr>
<tr>
<td>Dec-16**</td>
<td>94</td>
<td>9</td>
<td>25</td>
<td>15</td>
</tr>
</tbody>
</table>

* Source: ALM funding; ** Figures restated according to the new broader definition of wholesale funding, as described in the 2016 Registration Document and Annual Financial Report (Pillar 3)

Overall MLT funding stable over the period
Focus on TLAC: Adaptation for French G-SIBs

- Change under French Law in the hierarchy in liquidation and resolution context
  - To facilitate resolution and the respect of MREL/TLAC requirements
  - Preference to all creditors including the current holders of senior debt
  - Creation of a new category of senior non preferred debt which will rank junior to the current senior unsecured debt but in priority to subordinated debt
  - Law effective since 10 December 2016

- A clear and straightforward creditors hierarchy

- This solution is currently considered as a potential new reference framework for European Union*

---

* Proposal from the European Commission to modify the hierarchy of debt within the European Union (new Directive amending art 108 of BRRD)
Evolution of the Total Loss Absorbing Capacity (TLAC) Ratio

- TLAC requirement of 20.5% in 2019
  - Including Conservation buffer and G-SIB buffer

- Targeted issuance of ~€10bn of senior non preferred debt each year until 01.01.2019***
  - To be realised within the usual medium/long term funding programme of about €25bn per year

- Target of a TLAC ratio of 21.0%
  - Including ~5.5% of TLAC eligible debt to be filled with:
    1) the 2.5% MREL allowance* and
    2) ~3% of senior non preferred debt

---

* See the proposal from the European Commission implementing TLAC in the European Union; ** Conservation buffer and G-SIB buffer; *** Depending on market conditions
Key Features of Senior Non Preferred Debt

- Main characteristics of this new senior debt
  - To be issued by BNP Paribas under the EMTN or US MTN programme
  - Senior Non Preferred Notes (falling within the category of obligations described in Article L.613-30-3-I-4 of the French Monetary and Financial Code)
  - Not structured debt*
  - Initial maturity > 1 year
  - Subject to conversion or write-down in a resolution before the current senior unsecured but after subordinated debt
  - Issue documentation obligatorily stipulates that such new senior debt belongs to the new statutory ranking

- Senior non preferred debt target
  - ~€10bn each year until 01.01.2019**, as part of the usual medium/long term funding programme of about €25bn per year
  - This new senior non preferred debt will become the new senior debt for upcoming non structured issuance

** Senior non preferred issuance
=> the new senior unsecured going forward

* As defined in a decree yet to be published; ** Depending on market conditions
Strong Solvency and Capital Generation Capacity

Launch of the 2020 Business Development Plan

Focus on Capital Instruments and MLT Funding

Appendix
Cost of Risk Evolution

Cost of risk/Customer loans at the beginning of the period (in bp)

- Significant decrease in the cost of risk in 2016: €3,262m (-€535m vs. 2015)
- Decrease in BNL bc and Personal Finance representing each currently ~1/3 of the Group cost of risk
- Good control of risk at loan origination and effects of the low interest rate environment
- Cost or risk ~stable in 2020 vs. 2016 (in bps)

Group

<table>
<thead>
<tr>
<th>Year</th>
<th>Group Cost of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>58</td>
</tr>
<tr>
<td>2013</td>
<td>59</td>
</tr>
<tr>
<td>2014</td>
<td>57</td>
</tr>
<tr>
<td>2015</td>
<td>54</td>
</tr>
<tr>
<td>2016</td>
<td>46</td>
</tr>
<tr>
<td>2020</td>
<td>~stable</td>
</tr>
</tbody>
</table>

BNL bc

<table>
<thead>
<tr>
<th>Year</th>
<th>BNL bc Cost of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>116</td>
</tr>
<tr>
<td>2013</td>
<td>150</td>
</tr>
<tr>
<td>2014</td>
<td>179</td>
</tr>
<tr>
<td>2015</td>
<td>161</td>
</tr>
<tr>
<td>2016</td>
<td>124</td>
</tr>
</tbody>
</table>

- €959m in 2016 (-€289m vs. 2015)
- Continued decrease in the cost of risk
- Significant decrease of net doubtful loans outstanding
- Target of 50 bps cost of risk in 2020

Personal Finance

<table>
<thead>
<tr>
<th>Year</th>
<th>Personal Finance Cost of Risk</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>250</td>
</tr>
<tr>
<td>2013</td>
<td>243</td>
</tr>
<tr>
<td>2014</td>
<td>214</td>
</tr>
<tr>
<td>2015</td>
<td>206</td>
</tr>
<tr>
<td>2016</td>
<td>159</td>
</tr>
</tbody>
</table>

- €979m in 2016 (-€196m vs. 2015)
- Effect of the low interest rates and the growing positioning on products with a better risk profile
- Exceptional provisions write-backs following sales of doubtful loans (~€50m, equivalent to 8 bps)
- Target of ~170 bps cost of risk in 2020
Evolution of Allocated Equity and RONE by Operating Division

- Disciplined overall increase of RWA: +3% CAGR (2017-2020)
  - Capturing growth and preparing for interest rates increases

Significant increase in each division of Return on Notional Equity

(1) RONE: Return On Notional Equity pre-tax; based on 11% allocated equity; for Domestic Markets, including 100% of Private Banking, excluding PEL/CEL; for IFS, excluding FHB; (2) CAGR 2016-2020
Continue to increase Return on Equity

Continue increase ROE and ROTE over 2017-2020 together with higher CET1 ratio

(1) Excluding exceptionals.
2016-2020 Operating Expenses Evolution

Overall stability of costs despite business growth

Savings offsetting natural costs evolution

CAGR: +0.4%

2016 cost base: €29.4bn
Natural drift, inflation: +1.9
Business lines Development Plans (1): +1.3
Costs savings: -2.7
2020 Estimated: ~€29.9bn

(1) Domestic Markets (specialised businesses): €250m; IFS: €500m; CIB: €550m
Domestic Markets
A Leading Multi-Domestic European Bank

4 domestic networks
- FRB 7.4M clients
- BRB 3.6M clients
- BGL 0.2M clients
- BNL 2.8M clients

15M customers

Specialised businesses
- BNP PARIBAS LEASING SOLUTIONS
  #1 in Europe
- ARVAL
  #1 in France, Belgium & Italy
- BNP PARIBAS PERSONAL INVESTORS
  #4 digital bank in Germany (1)

Hello bank!
5 countries
2.5M clients

(1) In terms of number of clients

Retail Banking networks & specialised businesses
Specialised businesses: PI, Leasing and Arval
Domestic Markets
Well Positioned in its Main Markets

- 36% of Group 2016 revenues
- Retail networks mostly positioned in wealthier areas
- Strong and diversified customer franchises (Retail, Private Banking, Corporates, specialised businesses)
- Major player in specialised businesses (Arval, Leasing Solutions, Personal Investors) in diversified markets with different economic cycles

2016 DM revenues(1) by client type

- Arval: 8%
- Leasing: 5%
- Corporates: 23%
- Small businesses: 15%
- Personal Investors: 3%
- Private Banking: 12%
- Retail / Individuals: 34%

(1) Including 100% of Private Banking, excluding PEL/CEL effects; (2) In terms of Assets under Management
Domestic Markets: Capitalise on Differentiating Capabilities & Success of Strategic Actions

- Multi-channel distribution platform fully deployed in the Domestic Markets networks
- Ongoing optimisation of geographical footprint and format modernisation largely completed
- Pan-European model successfully rolled out with adaptation to the specific features of each country
- ~10% of DM individual clients\(^{(1)}\) revenues in 2016
- Fast roll-out of technological innovations, notably in payments
- Strong innovating ecosystem with numerous Incubators, Accelerators and Innovation Hubs
- Increased cross-selling revenues within DM and with the rest of the Group (€2.3bn\(^{(2)}\) in 2016 on retail clients)
- Value-accretive bolt-on acquisitions: DAB Bank in Germany (Personal Investors) and GE Fleet Management Europe (Arval), still additional synergies to come during the 2020 plan (~+70M€)
- BNL’s balance sheet de-risking in Italy completed in 2016, leading to significant cost of risk reduction

**Areas of strength & recent achievements paving the way for ambitious digital transformation plan**

\(^{(1)}\) FRB, BNL, BRB and Personal Investors, excluding Private Banking; \(^{(2)}\) Booked in DM revenues (including 2/3 of Private Banking revenues)
# Domestic Markets

Client Behaviours are Changing

## Clients yearly interactions (example of French Retail Banking in 2016)

<table>
<thead>
<tr>
<th>Interaction</th>
<th>Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Call / E-mail</td>
<td>6 million</td>
</tr>
<tr>
<td>Branch visit</td>
<td>20 million</td>
</tr>
<tr>
<td>Internet</td>
<td>160 million</td>
</tr>
<tr>
<td>Mobile</td>
<td>200 million</td>
</tr>
</tbody>
</table>

## BNP Paribas' clients usage

### More digital

- ~4 million clients daily connections within our 3 domestic markets

### More mobile

- **France**: ~60% users via mobile devices out of 3.2 million users of online banking
- **Belgium**: >40% users of *Easy Banking* smartphone app out of 2.4 million users of online banking

### More products & services

- **Belgium**: 2.5 million electronic signatures per week
- **Italy**: ~40% of BNL’s operations available in a remote mode
- **Germany (Consorsbank!)**: 20% of new clients’ account opening fully dematerialised via VideoLegitimation (launched in July 2016)

---

\(^{(1)}\) Web & Mobile - Average Jan 2017; \(^{(2)}\) Application developed in cooperation with Deutsche Post Identi to legitimate by video chat from home, entirely paperless
Domestic Markets: Reinvent Customer Experience & Accelerate Digital Transformation

- New client expectations influenced by digital usage
  - Choice and transparency
  - Easiness
  - Personalisation
  - Autonomy
  - New usage

  New customer experience relying on the journeys’ digitalisation & a better use of data...
  ...and development of new services

- Digitalised service models
- Reinvent customer journeys
- Enhance customer knowledge
- Boost digital acquisition & sales

ACCELERATE TRANSFORMATION

<table>
<thead>
<tr>
<th>Upgrade the operational model</th>
<th>Adapt IT systems</th>
</tr>
</thead>
<tbody>
<tr>
<td>Better use data to serve clients</td>
<td>Work differently</td>
</tr>
</tbody>
</table>

The bank recommended by its clients
Domestic Markets’ 2020 Business Development Plan (1/3): Key Financial Targets

Strengthen the sales & marketing drive in a context that is improving only gradually

- Headwinds (low interest rates, MIFID 2) still in 2017 and 2018
- Strengthen the sales and marketing drive: enhance the attractiveness of the offering, offer new services, gain new customers…
- Disciplined growth of risk-weighted assets
- Maintain leading position in Belgium, continue the commercial development in France and selective growth in Italy
- Sustained specialised businesses growth

A risk environment that continues to be favourable

- Continued improvement, in particular in Italy (BNL’s CoR: 50 bp in 2020 vs. 124 bp in 2016)

Generate €1bn in recurring cost savings by 2020

- Actively continue to adapt the branch networks through 2020
- Transform the operational model and adapt the information systems
- 2017-2019 transformation costs: €0.8bn

Financial targets

<table>
<thead>
<tr>
<th>Financial target</th>
<th>2016</th>
<th>2020 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>€15,715m</td>
<td>&gt;+0.5%(3)</td>
</tr>
<tr>
<td>Cost/income</td>
<td>67.6%</td>
<td>-3 pts</td>
</tr>
<tr>
<td>Allocated Equity</td>
<td>€23.2bn</td>
<td>+3%(3)</td>
</tr>
<tr>
<td>Pre-tax RONE(4)</td>
<td>15.6%</td>
<td>&gt;17.5%</td>
</tr>
</tbody>
</table>

Improve efficiency in all the networks, reduce cost of risk in Italy in an environment that is improving only gradually

(1) Presented in the Corporate Centre; (2) Including 100% of Private Banking, excluding PEL/CEL; (3) CAGR; (4) Return on Notional Equity
Domestic Markets’ 2020 Business Development Plan (2/3): Increase Revenues in a Gradually Improving Environment

- Lingering revenue headwinds…
  - Impact of low interest rate environment still in 2017 and 2018
  - Effect of MiFID 2 implementation on some revenue items

- …but upside potential due to more favourable interest rate context
  - ~ +1.0% revenues 2016-20 CAGR vs. >+0.5% if current 10Y swap implied rates materialise

- Accelerate business growth, bolstered by the digital capabilities
  - Full benefit of the upgraded omni-channel set-up (new branch formats and roll-out of modernisation programme completed)
  - Digital transformation to enhance the attractiveness of the offering, acquire new customers, facilitate cross-selling with Group businesses and seize new revenue opportunities
  - Continued development of off balance sheet savings in all the networks

- Sustained growth of the specialised businesses
  - Continued development of Arval, Leasing Solutions and Personal Investors
  - Boost commission income through new digital solutions

A still challenging interest rate environment
Potential for outperformance if current interest rates materialise

(1) Including 100% of Private Banking, excluding PEL/CEL effects; (2) Implied rates as at the end of February 2017: ~+40bp in 2017 and ~+20bp in 2018-2020 vs. plan’s scenario
Domestic Markets’ 2020 Business Development Plan (3/3): Improve Cost Efficiency

- **Transformation costs:** €0.8bn(1) in 2017-2019
  - Transform the operating model and adapt IT systems
  - ~60% of transformation costs related to French Retail Banking

- **Recurring cost savings:** €1bn vs. 2016
  - ~70% coming from efficiency measures, ~30% from digital transformation
  - Main contributions from domestic networks in the savings target (~60% from French Retail Banking)
  - Optimised organisation of business lines (simplification, standardisation,...), expense discipline
  - Industrialisation of IT and operational process
  - Streamlining of the branch networks
  - ~60 transformation projects identified

- **Cost/income target:** -3pts by 2020
  - ~ -2% decrease in cost base
  - Continued cost effort to offset impact of inflation and growth initiatives

---

(1) Presented in the Corporate Centre; (2) Reminder: -€130m of restructuring costs in 2016
International Financial Services in a Snapshot

- **IFS key figures**
  - €15.5bn revenues\(^{(1)}\) (36% of Group revenues)
  - €4.9bn pre-tax income\(^{(1)}\) (~ +6.6% 2013-16 CAGR)

- ~80,000 employees in more than 60 countries

- Major player in diversified geographies with different economic cycles

- Large customer base: HNWI, Retail, SMEs, Corporates and Institutionals

- Leveraging on numerous partnerships

- Wide and diversified distribution channels (internal and external banking networks, direct distribution, partnerships)

- Strong cross-selling between IFS businesses, and with CIB and Domestic Markets

**Well diversified revenue sources**

\(^{(1)}\) As of 31.12.2016
International Financial Services
Main Ambitions Across Business Units

» Develop new partnerships
- **Personal Finance**: forge new partnership alliances & agreements with car manufacturers, distributors, banks and in new sectors
- **Insurance**: continue strengthening partnerships by leveraging Cardif’s expertise
- Develop partnerships with new actors (FinTech, InsurTech,...)

» Optimise client experience and enhance cross-selling
- **Private Banking client base**: grow further in the domestic markets, in the U.S. and in Asia
- **Corporate and institutional clients**: broaden product range in cooperation with CIB
- **SME clients**: structure and roll-out the offering in the international networks
- Continue implementing **PF’s enhanced cooperation model** in the international retail networks (Poland, U.S.)
- Boost asset inflows in **Asset Management** and grow insurance products’ sales in banking networks

» Digitalisation, new technologies and business models
- **Data & analytics**: initiatives in all business units, unify 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,...)
- **Banks & digital offerings**: develop digital solutions offering in all the businesses and continue expanding mobile and digital banking services

» Continued industrialisation, transformation and adaptation
- Industrialise the platforms and enhance **operating efficiency**
- Finalise integrations with LaSer (Personal Finance) and Bank BGZ (Poland) to extract full cost synergies
International Financial Services 2020 Business Development Plan

Strengthen positions in a context of ongoing transformation

- Step up the pace of growth (new offerings, new partnerships, new regions) and adapt to evolving customer needs
- Consolidate leading positions in the businesses by leveraging best-in-class offers
- Continue to develop retail banking outside the Eurozone (Poland, United States, Turkey, etc.) and cross-selling with the Group
- Prepare for upcoming regulatory evolutions (MIFID 2, regulatory impacts,...)

Improve operating efficiency: €0.6bn in recurring cost savings by 2020

- Digital initiatives specific to each business (customer distribution and acquisition, product lifecycle management, new full digital products, etc.)
- Initiatives to streamline and pool processes to support the businesses
- 2017-2019 transformation costs: €0.9bn

IFS revenue growth(1) 2016-2020

<table>
<thead>
<tr>
<th>€bn</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>2016</td>
<td>14.8</td>
</tr>
<tr>
<td>2020</td>
<td></td>
</tr>
<tr>
<td>Personal Finance</td>
<td>&gt; +5%</td>
</tr>
<tr>
<td>International Retail Banking</td>
<td>~ +7%</td>
</tr>
<tr>
<td>Insurance &amp; WAM</td>
<td>~ +4.5%</td>
</tr>
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</table>

Financial targets(1)

<table>
<thead>
<tr>
<th>2016</th>
<th>2020 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>€14.8bn &gt; +5%(2)</td>
</tr>
<tr>
<td>Cost/income</td>
<td>62.3% -5 pts</td>
</tr>
<tr>
<td>Allocated Equity</td>
<td>€25.0bn ~ +5%(2)</td>
</tr>
<tr>
<td>Pre-tax RONE</td>
<td>18.3% &gt; 20%</td>
</tr>
</tbody>
</table>

A growth engine for the Group

(1) Excluding FHB; (2) CAGR; (3) Presented in the Corporate Centre
Corporate & Institutional Banking
Strong European Home Base and International Reach

- **Americas**: 22% of CIB revenues (1)
  - 36 business centres (2)

- **EMEA**: 57% of CIB revenues (1)
  - 175 business centres (2)

- **APAC**: 21% of CIB revenues (1)
  - 24 business centres

- **Bank of the West**
- **Domestic Markets Europe Med.**
- **Investment Partners**
- **Wealth Management**

- **CIB footprint**
- **Client-focused**: built up mostly organically to serve the Group historic client franchises
- **Global reach**: tailored set-up to support the development of clients worldwide and handle their flows in all regions
- **Integrated**: strong cross-border cooperation between regions and with other businesses of the Group

**A leading Europe-based integrated CIB serving clients for their global flows**

(1) Revenues 2016; (2) Including “One Bank for Corporates” set-up

- **~30,000 Employees**
- **57 Countries**
- **235 Business Centres (2)**

---

BNP PARIBAS | The bank for a changing world

Fixed Income Presentation - March 2017  |  57
CIB: Growing Revenues Globally in all Activities and Consolidating Leadership in EMEA

CIB gained market share in all activities

<table>
<thead>
<tr>
<th>Activity</th>
<th>2013</th>
<th>2016</th>
<th>CIB Global revenues share(^{(1)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>Securities Services</td>
<td>4.0%</td>
<td>4.6%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Global Markets</td>
<td>2.5%</td>
<td>3.4%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Corporate Banking Europe</td>
<td>56%</td>
<td>61%</td>
<td>3.4%</td>
</tr>
</tbody>
</table>

Leading player in EMEA with global reach

- **Top European Debt House\(^{(5)}\), both Loan and Bond**
  - #1 EMEA Syndicated loan bookrunner
  - #1 All bonds in euros:
    - #1 Investment Grade corporate clients
    - #1 All FIG clients
  - #9 All International bonds

- **Leader in Transaction Banking EMEA**
  - #1 Trade Finance in Europe (#2 globally)\(^{(3)}\)
  - #1 Cash Management in Europe\(^{(3)}\) (#4 globally)\(^{(6)}\)

- **Top Global Markets player in EMEA\(^{(4)}\)**
  - #3 Equity Derivatives and #3 Structured Credit
  - #3 Repo business

- **Leading European Custodian**
  - #1 European Custodian, #5 globally, growing in Asia

Sources:
- \(^{(1)}\) Internal calculation based on Top 16 peers publications, at constant exchange rates;
- \(^{(2)}\) Internal calculation based on Top 10 peers publications;
- \(^{(3)}\) Greenwich Share leaders market penetration on Large Corporates;
- \(^{(4)}\) Coalition market share vs. all industry, based on BNP Paribas scope of activities incl. DCM and excl. cash equities;
- \(^{(5)}\) Dealogic 2016 in volume;
- \(^{(6)}\) Euromoney Cash Management Survey

A strengthened competitive positioning
CIB: Delivering on the Transformation Plan Implemented from 2016

Good start of the transformation plan in 2016

Resources optimisation

FOCUS

-€8.3bn of RWA in 2016
(~42% of the target of -€20bn in 2019)

Of which:
- Right-sizing sub-profitable businesses or portfolios: -€4.4bn in risk-weighted assets in Global Markets (sale of legacy, etc.)
- Actively managing financial resources: -€3.1bn in risk-weighted assets in Corporate Banking (securitisation, sale of outstandings, etc.)

Cost reduction

IMPROVE

~€0.3bn of cost savings in 2016
(~35% of the 2019 target of -€0.95bn)

Of which:
- Simplifying and streamlining processes: €91m of savings in 2016 in Global Markets and €85m in support functions (IT, etc.)
- Headcount reduction under way:
  - Voluntary departure plan in France
  - Simplifying the organisation and smart sourcing initiatives

Revenue growth

GROW

~+€200m of revenues(1) in 2016
+€2.9bn of RWA(1) in 2016

Of which:
- Global Markets: revenues +1.6% vs. 2015(2) despite a challenging environment
- Securities Services: robust business activity and targeted business development focused on institutional clients
- Corporate Banking: new clients’ acquisition and good development of the businesses

Transformation plan on track with a good momentum

(1) Excluding Focus initiatives and non-recurring items; (2) At constant scope and exchange rates
Corporate & Institutional Banking
Building 2020 Ambition

Capitale on a good momentum
- Maintain our commitment as announced last year to enhance operating efficiency and free up resources to support selective growth
- Extend horizon of the plan from 2019 to 2020 across all dimensions

Accelerate on two key levers
- Expand client franchise in Europe, increase penetration and generate revenues for the Group
- Embrace the industrial and digital transformation to further improve client experience and enhance efficiency

A confirmed long-term vision for CIB
- Europe-based preferred partner of clients, offering solutions to help them achieve their goals in a fast-changing world

Financial targets

<table>
<thead>
<tr>
<th>2016</th>
<th>2020 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>€11.5bn</td>
</tr>
<tr>
<td>Cost/income</td>
<td>72.4%</td>
</tr>
<tr>
<td>Allocated Equity</td>
<td>€22.2bn</td>
</tr>
<tr>
<td>Pre-tax RONE</td>
<td>13.3%</td>
</tr>
</tbody>
</table>
Corporate & Institutional Banking
Extend Ambition to 2020 Across all Activities

Business lines

- Securities Services
- Transaction Banking
- Financing Solutions
- Advisory
- Prime Solutions & Financing
- Equities
- Credit
- Forex
- Rates
- Commodity Derivatives

Transformation path

- Leverage our global reach and integrated model to remain at the heart of client flows:
  - Top 4 global multi-asset servicer
  - Leading multi-regional flow provider
- Continue to industrialise our model towards better quality at lower cost
- Pursue integrated approach to support our clients in their financing needs (loan / bond, cross-border)
- Maintain disciplined risk management and selective allocation of resources
- Invest to gear up our Advisory platform and strengthen ECM offer
- Pursue optimisation of financial resources
- Invest in products with a competitive edge and positive market outlook
- Invest in cutting edge technology to maintain connectivity and improve positioning on electronically traded markets (liquid asset classes)

Selective growth

Revenue evolution (2016 in €bn, 2016-2020 CAGR in %)

- Corporate Banking: 4.0 (4%)
- Global Markets: 5.7 (5%)
- Securities Services: 1.8 (5%)

Targeted RWA deployment

RWA evolution (Average in €bn)

- 2016: ~190
- Focus: ~178
- Grow: ~215

Grow revenues faster than RWAs
Leverage regional strengths

---

EMEA
57% of 2016 revenues
(+3% CAGR 2013-2016\(^{(1)}\)(\(^{(2)}\))

Positioning:
#1 Financing business and Transaction Banking\(^{(3)}\)
#1 Securities Services
#1 All bonds in euro\(^{(4)}\)
Top 3 Equity Derivatives\(^{(5)}\)

- Intensify focus on strategic clients to maximize share of wallet
- Grow in fee-driven businesses and Securities Services
- Invest selectively in specific Global Markets’ segments
- Strong cost savings and resource optimisation

\(\rightarrow \text{Specific push on targeted countries}\)

An even stronger European leader

---

Americas
22% of 2016 revenues
(+13% CAGR 2013-2016\(^{(1)}\))

Positioning:
Top 10 Transaction Banking\(^{(3)}\)
> Top 10 in other businesses

- Deliver the Bank’s platform to core multinational clients, growing share of cross-border flows
- Leverage Bank of the West to mutualize costs and to provide expertise across clients and products
- Optimise costs and leverage on investments made to reach regulatory excellence (IHC, CCAR,...)
- Further grow American client franchise, leveraging the North and Latin American footprint

Capitalise on a strong integrated model

---

APAC
21% of 2016 revenues
(+4% CAGR 2013-2016\(^{(1)}\)(\(^{(2)}\))

Positioning:
Top 5 Equity Derivatives\(^{(5)}\)
Top 8 Transaction Banking\(^{(6)}\)
#8 All International DCM (ex-Japan)\(^{(4)}\)

- Continue to reinforce footprint to capture growth in Asian markets through a targeted approach
- Accelerate development in China as the market opens
- Maximise cross-selling opportunities with Wealth Management
- Take advantage of growing in-bound and out-bound flows
- Capture growth in corporate flow banking

Capture regional growth potential

---

\(^{(1)}\) 2013 restated on current allocated equity; \(^{(2)}\) Excluding Energy & Commodities; \(^{(3)}\) Source: Greenwich associates; \(^{(4)}\) Source: Dealogic league table in volume; \(^{(5)}\) Source: Coalition; \(^{(6)}\) Source: Greenwich associates, foreign/regional franchises
## Corporate & Institutional Banking
### Develop Client Franchise in Europe

### EMEA 2020 Ambition
- Be the leading European bank in EMEA for CIB businesses

### Expand client franchise
- Specific growth plans in Northern European countries (Germany, United Kingdom, The Netherlands and Scandinavia) to complement our domestic markets stronghold
- Targeting sizeable and international corporate client franchises
  ➔ Onboarding of 350 new customer groups by 2020

### Increase revenues
- Introduce clients to the full range of CIB solutions
- Develop revenues in transaction banking
- Secure top positions on significant advisory and financing mandates, notably thanks to the strengthening of sectorial expertise
- Develop industrial partnerships with our clients, leveraging notably with Arval, Personal Finance and Cardif solutions

### Continuously strengthening position in home market

---

(1) 750 key strategic European clients; (2) Based on BNP Paribas scope of activities incl. DCM and excl. cash equities
CIB: Invest to Accelerate Industrialisation and lay the Foundations of our Long-term Model

- Invest €1.1bn transformation costs over 2017-2019\(^{(1)}\)\(^{(2)}\)

- Continue to extract cost savings from industrialisation and set-up optimisation
  - Optimised organisation of business lines
  - Smart sourcing and mutualised platforms
  - IT industrialisation
  - Digital solutions & expense discipline
  - €0.7bn cost savings remaining out of the initial 2019 target of €1bn

- Additional cost savings generated by the redesign of end-to-end processes: >-€0.2bn

- Cost savings: ~-€0.9bn in 2020 vs. 2016
  - On top of the ~-€0.3bn achieved in 2016 vs. 2015

- Improved efficiency
  - 2020 cost/income: >-8pts vs. 2016

- Lay out the foundations of the future operating model

---

\(\text{\textsuperscript{1}}}\) Presented in Corporate Centre; \(\text{\textsuperscript{2}}}\) Of which €0.5bn already included in plan communicated last year; \(\text{\textsuperscript{3}}}\) Based on ~2% average weighted inflation per year in connection with geographical footprint
Main Exceptional Items - 2016

- **Revenues**
  - Own credit adjustment and DVA *(Corporate Centre)*
  - Capital gain on the sale of Visa Europe shares *(Corporate Centre)*
  
  *Total exceptional revenue items*:
  
  - €59m
  - +€597m
  - +€538m

- **Operating expenses**
  - Simple & Efficient transformation costs *(Corporate Centre)*
  - CIB transformation costs and restructuring costs of acquisitions* *(Corporate Centre)*
  - Restructuring costs of Businesses**
  - Compulsory contribution to the resolution process of 4 Italian banks***
  
  *Total exceptional operating expenses items*:
  
  - €622m
  - -€553m
  - -€144m
  - -€52m
  - -€749m

- **Costs related to the comprehensive settlement with U.S. authorities** *(Corporate Centre)*
  - Costs related to the remediation plan
  
  *Costs related to the comprehensive settlement with U.S. authorities (Corporate Centre)*:
  
  - €100m
  - €0m

- **Other non operating items**
  - Goodwill impairments**** *(Corporate Centre)*
  - Capital gain on the sale of a non-strategic stake*****
  - Sale of the stake in Klépierre-Corio *(Corporate Centre)*
  - Dilution capital gain due to the merger between Klépierre and Corio *(Corporate Centre)*
  
  *Total exceptional non operating items*:
  
  - €993m
  - +€94m
  - +€716m
  - +€123m
  - -€127m

*LaSer, Bank BGZ, DAB Bank, GE LLD; ** BNL bc (-€50m), BRB (-€80m), WAM (-€7m), Corporate Centre (-€7m); *** BNL bc (-€47m in 2016, -€65m in 2015), Personal Finance (-€5m in 2016, -€4m in 2015); **** Of which full goodwill impairment of BNL bc (-€917m in 2015) and of BGZ (-€127m in 4Q16); ***** CIB-Corporate Banking (+€74m), Corporate Centre (+€20m)
Prudential phased-in Total Capital as at 31.12.16

- CET1: 14.5% as at 31.12.16
- Tier 2: ~€92.5bn as at 31.12.16
- Additional Tier 1: €10.3bn
- Tier 1: €8.1bn

~€92bn of prudential phased-in Total Capital as at 31.12.16
Steady organic growth of CET1 ratio across the cycle

**Annual evolution of the CET1 ratio***

- 12.07
- 12.08
- 12.09
- 12.10
- 12.11
- 12.12
- 12.13
- 12.14
- 12.15
- 12.16

-30bp
+260bp
+120bp
+90bp
+210bp
+40bp
+60bp
+0bp
+60bp
+100bp excluding costs related to the comprehensive settlement with the U.S. authorities

* Basel 2 from December 2007 to December 2011, Basel 2.5 as at December 2012, then fully loaded Basel 3 for the years after

After buy-back of the Fortis shares held by the minority shareholders (~50bp)
## S&P – Rating Benchmark

<table>
<thead>
<tr>
<th>Rating</th>
<th>Bank Name</th>
<th>Status</th>
<th>Bank Name</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA-</td>
<td>HSBC Bank plc</td>
<td>(negative)</td>
<td>Royal Bank of Canada</td>
<td>(negative)</td>
</tr>
<tr>
<td>A+</td>
<td>Rabobank</td>
<td>(stable)</td>
<td>UBS</td>
<td>(stable)</td>
</tr>
<tr>
<td>A</td>
<td>BNP Paribas</td>
<td>(stable)</td>
<td>Crédit Suisse</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Crédit Agricole</td>
<td>(stable)</td>
<td>Société Générale</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Wells Fargo &amp; Co*</td>
<td>(negative)</td>
<td>Lloyds Bank plc</td>
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<tr>
<td>A-</td>
<td>Santander</td>
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<td>JP Morgan Chase &amp; Co*</td>
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<td></td>
<td>Barclays Bank plc</td>
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<td>BBB+</td>
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<td>Citigroup*</td>
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<tr>
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<td>(stable)</td>
<td>Morgan Stanley Holding*</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Goldman Sachs Group*</td>
<td>(stable)</td>
<td>Deutsche Bank</td>
<td>(CreditWatch positive)</td>
</tr>
<tr>
<td>BBB-</td>
<td>Unicredit</td>
<td>(stable)</td>
<td>Intesa San Paolo</td>
<td>(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- (negative), JP Morgan Chase Bank NA: A+ (stable), Citibank NA: A+ (stable), Bank of America NA: A+ (stable), Morgan Stanley Bank: A+ (stable); Data Source: Bloomberg
Moody’s – Rating Benchmark

As of 23 March 2017

<table>
<thead>
<tr>
<th>Moody's Rating</th>
<th>Bank</th>
<th>Rating Type</th>
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</thead>
<tbody>
<tr>
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### Fitch – Rating Benchmark

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<tr>
<td></td>
<td>Morgan Stanley Holding*</td>
<td>(stable)</td>
</tr>
<tr>
<td></td>
<td>Société Générale</td>
<td>(stable)</td>
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<tr>
<td>A-</td>
<td>Santander</td>
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<tr>
<td></td>
<td>Deutsche Bank</td>
<td>(negative)</td>
</tr>
<tr>
<td>BBB+</td>
<td>Intesa San Paolo</td>
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<tr>
<td></td>
<td>Commerzbank</td>
<td>(stable)</td>
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<td></td>
<td>RBS plc</td>
<td>(stable)</td>
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<tr>
<td></td>
<td>Unicredit</td>
<td>(negative)</td>
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</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 (negative), 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*
### Rating for BNP Paribas Senior Preferred Debt

<table>
<thead>
<tr>
<th>Standard &amp; Poor’s</th>
<th>Fitch Ratings</th>
<th>DBRS</th>
<th>Moody’s</th>
</tr>
</thead>
<tbody>
<tr>
<td>AA+</td>
<td>AA+</td>
<td>AA (High)</td>
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<tr>
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<td>AA</td>
<td>AA (Middle)</td>
<td>Aa2</td>
</tr>
<tr>
<td>AA-</td>
<td>AA-</td>
<td>AA (Low)</td>
<td>Aa3</td>
</tr>
<tr>
<td>A+</td>
<td>A+</td>
<td>A (High)</td>
<td>A1</td>
</tr>
<tr>
<td>A</td>
<td>A</td>
<td>A (Middle)</td>
<td>A2</td>
</tr>
<tr>
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<td>BBB</td>
<td>BBB</td>
<td>BBB (Middle)</td>
<td>baa2</td>
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### Rating for BNP Paribas Senior Non-Preferred Debt

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<th>Standard &amp; Poor’s</th>
<th>Fitch Ratings</th>
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