BNP PARIBAS
2017-2020 BUSINESS DEVELOPMENT PLAN

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Chief Executive Officer

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The bank for a changing world
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Introduction

Success of the 2014-2016 Business Development Plan

Leverage the strength of the integrated and diversified business model

An ambitious programme of new customer experience, digital transformation & operating efficiency

A leading bank in Europe with a global reach

In a changing world with new technologies, new customer needs & expectations

Build the bank of the future
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)
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:

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<th>10Y T Notes</th>
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<tr>
<td>2016</td>
<td>1.7</td>
<td>0.5</td>
<td>0.5</td>
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<td>2017</td>
<td>1.8</td>
<td>0.3</td>
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<tr>
<td>2018</td>
<td>2.0</td>
<td>0.8</td>
<td>0.9</td>
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<tr>
<td>2019</td>
<td>2.0</td>
<td>0.9</td>
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<tr>
<td>2020</td>
<td>2.8</td>
<td>1.3</td>
<td>1.0</td>
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Hypothesis of GDP evolution used for the plan compared to current IMF forecasts:

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<thead>
<tr>
<th></th>
<th>United States</th>
<th>EuroZone</th>
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<tbody>
<tr>
<td>2016</td>
<td>1.6</td>
<td>1.7</td>
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<tr>
<td>2017</td>
<td>1.6</td>
<td>1.0</td>
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<tr>
<td>2018</td>
<td>2.3</td>
<td>1.6</td>
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<tr>
<td>2019</td>
<td>2.5</td>
<td>1.4</td>
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<tr>
<td>2020</td>
<td>1.6</td>
<td>1.5</td>
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A business development plan based on a scenario of moderate, gradual and differentiated economic recovery
2020 Business Development Plan: Leverage the Strength of the Integrated and Diversified Business Model

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

- 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

- 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

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

Allocated equity in 2020


<table>
<thead>
<tr>
<th>Region</th>
<th>% of Total</th>
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<tbody>
<tr>
<td>France</td>
<td>27%</td>
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<tr>
<td>North America</td>
<td>15%</td>
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<tr>
<td>Other European countries</td>
<td>15%</td>
</tr>
<tr>
<td>Belgium &amp; Luxembourg</td>
<td>14%</td>
</tr>
<tr>
<td>Italy</td>
<td>10%</td>
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<tr>
<td>Asia Pacific</td>
<td>8%</td>
</tr>
<tr>
<td>Rest of the world</td>
<td>7%</td>
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<tr>
<td>United Kingdom</td>
<td>4%</td>
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</tbody>
</table>

Allocated equity in 2020

- CIB ~1/3
- Domestic Markets ~1/3
- International Financial Services ~1/3
- Retail Banking & Services ~1/3

(1) Gross commitments on and off-balance sheet
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
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

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

Diversification => lower risk profile
Limited Volatility of Earnings and Steady Value Creation for Shareholders

Net book value per share

- CAGR: +6.2%

### Net tangible book value per share

- 2016 Net income: €7.7bn
  - Return on Equity: 9.3%
  - Return on Tangible Equity: 11.1%

Dividend per share

- Dividend paid on 2016 results: €2.70 per share
- Fully in cash
- 4.6%\(^{(1)}\) dividend yield
- 45% pay-out ratio

\(^{(1)}\) Based on the closing price of 31 January 2017 (€59.18)

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BNP PARIBAS The bank for a changing world
### 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,…
- **Wa - Fivery**: 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,…)
- **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 BNPB 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**
- **Incubators, accelerators & partnerships**
- **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

... financed by ~€3.4bn in savings during the same period
## 5 Levers for a New Customer Experience & a More Effective and Digital Bank

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

BNP PARIBAS The bank for a changing world
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 €\(^{(2)}\), #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

\(^{(1)}\) 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
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

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

(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\(^\text{(1)}\), ~7% of Group revenues in 2016
  - Successful partnerships with large domestic players\(^\text{(2)}\)
  - >€3bn revenues achieved in 2016 (vs €2bn in 2012)
  - Increased funded commercial assets\(^\text{(3)}\) and deposits\(^\text{(4)}\) 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\(^\text{(5)}\)
  - 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\(^\text{(6)}\)
  - 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

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\(\text{\textsuperscript{(1)}}\) Excluding partnerships; \(\text{\textsuperscript{(2)}}\) Bank of Nanjing, Haitong Securities, State Bank of India, Shinhan Financial Group…; \\
\(\text{\textsuperscript{(3)}}\) €43bn at 31.12.16; \(\text{\textsuperscript{(4)}}\) €66bn; \(\text{\textsuperscript{(5)}}\) $305bn of assets under custody in 2016 (+102% vs. 2012); \(\text{\textsuperscript{(6)}}\) $72bn AuM at 31.12.16 (+70% vs. 2012)
An Ambitious Corporate Social Responsibility Policy (CSR)

**OUR ECONOMIC RESPONSIBILITY**
Financing the economy in an ethical manner

**OUR SOCIAL RESPONSIBILITY**
Developing and engaging our people responsibly

**OUR CIVIC RESPONSIBILITY**
Being a positive agent for change

**OUR ENVIRONMENTAL RESPONSIBILITY**
Combating climate change

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**A corporate culture marked by ethical responsibility**
- Ensure that all the employees of the Group have mastered the Code of Conduct rules
- Contribute to combating fraud, money laundering, bribery and the financing of terrorism
- Ensure that our activities and operations with our customers strictly comply with all applicable fiscal rules

**A positive impact for society through our financing and our philanthropic actions**
- Contribute to achieving the U.N. Sustainable Development Targets through our loans to corporates and our range of investment products
- Rigorously anticipate and manage the potential impacts on the environment and human rights of the activities we finance
- Continue our corporate sponsorship policy in the arts, solidarity and the environment and support the engagements of our employees in favour of solidarity

**A major role in the transition towards a low carbon economy**
- Reduce our carbon footprint based on a best standards internal policy, in compliance with the International Energy Agency’s 2°C scenario
- Increase the amount of financing devoted to renewable energies to €15bn in 2020 (x2 vs. 2015)
- Invest €100m by 2020 in innovative start-ups that contribute to accelerate energy transition
2016-2020 Revenues Evolution

2016-2020 revenues CAGR in %

- Retail Banking & Services\(^{(1)}\): >+2.5%
- Domestic Markets\(^{(1)}\): >+0.5%
  Reminder 2013-2016\(^{(2)}\): +0.5%
- IFS\(^{(1)}\): >+5%
  Reminder 2013-2016\(^{(2)}\): >+6%
- CIB: >+4.5%
  Reminder 2013-2016\(^{(2)}\): >+4.5%

Share of the businesses’ revenues as a % of the total 2016 operating revenues

- DM: 36%
- IFS: 37%
- CIB: 27%

Impact of low interest rates in Domestic Markets
Good revenues growth in IFS and CIB

\(^{(1)}\) Including 2/3 Private Banking; for IFS, excluding FHB; \(^{(2)}\) Excluding effect of the 29 March 2016 restatement
2016-2020 Operating Expenses Evolution

2016-2020 operating expenses CAGR in % ⇒ Positive jaws effect in all divisions

- Retail Banking & Services\(^{(1)}\): ~+1%
- Domestic Markets\(^{(1)}\): ~-0.5%
- IFS\(^{(1)}\): ~+2.5%
- CIB: <+1.5%
- IFS\(^{(1)}\): ~+2.5%

Cost / Income ratio evolution by division

- DM: -3 pts
- IFS: -5 pts
- CIB: -8 pts

(\(^{(1)}\) Including 2/3 Private Banking; for IFS, excluding FHB)

Strong improvement of cost/income ratio in all divisions
Cost of Risk Evolution

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

**Group**

- 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)

**BNL bc**

- €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**

- €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

2016-2020 Evolution of Allocated Equity (AE) and RONE\(^{(1)}\)

- CIB
  - AE growth: \(\sim+2\%\)^{(2)}
  - RONE: +6 pts

- IFS
  - AE growth: \(\sim+5\%\)^{(2)}
  - RONE: +2 pts

- Domestic Markets:
  - AE growth: +3\%\(^{(2)}\)
  - RONE: +2 pts

- RONE 2016
  - 13.3\%
  - 15.6\%
  - 18.3\%
  - 19\%
  - >17.5\%
  - >20\%

- RONE 2020
  - >17.5\%
  - >20\%

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.
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%
### Group’s 2020 Business Development Plan

#### Financial Targets

<table>
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<th>Growth</th>
<th>Revenue growth</th>
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<tr>
<td>Plan’s savings target</td>
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<tr>
<td>2016-2020 CAGR(^{(1)})</td>
<td>≥ +2.5%</td>
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<tr>
<td>~€2.7bn in recurring cost savings starting from 2020</td>
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<th>Efficiency</th>
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<tr>
<td>Plan’s savings target</td>
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<tr>
<td>Cost income ratio</td>
</tr>
<tr>
<td>~63%</td>
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<th>Profitability</th>
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<tbody>
<tr>
<td>ROE</td>
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<td>10%</td>
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<th>Capital</th>
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<tr>
<td>Fully loaded Basel 3 CET1 ratio</td>
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<tr>
<td>Pay-out ratio</td>
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<td>50%(4)</td>
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- Average growth of dividend per share\(^{(4)}\) > 9% per year (CAGR) until 2020

**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
Conclusion

Success of the 2014-2016 business development plan
Progress on all the major strategic priorities
Net income attributable to equity holders in 2016: €7.7bn

Launch of the new 2017-2020 business development plan
Leverage the strength of the integrated and diversified business model
Build the bank of the future by accelerating digital transformation
Conduct an ambitious Corporate Social Responsibility policy

10% ROE and 11.5% ROTE by 2020 with 12% CET1 ratio

Generate an average increase in net income >6.5% a year until 2020
Appendix
Success of the 2014-2016 Plan
Financial Targets Achieved

<table>
<thead>
<tr>
<th>Growth</th>
<th>Organic growth of revenues</th>
<th>2016 Target</th>
<th>2016 Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<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>
<td>66.8%</td>
</tr>
<tr>
<td>Profitability</td>
<td>ROE(3)</td>
<td>7.8% in 2013</td>
<td>≥ 10%</td>
</tr>
<tr>
<td>Capital</td>
<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)
- Increase in earnings per share: €6.0 in 2016 vs. €3.68 in 2013
  - Excluding exceptional elements: €6.1 vs. €4.7 equivalent to +9.3% per year on average

Strong income growth

(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 Financial Structure

- Fully loaded Basel 3 CET1 ratio\(^{(1)}\): 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\(^{(2)}\): 4.4% as at 31.12.16 (+40 bp vs. 31.12.15)
  - Calculated on total Tier 1 Capital

- Liquidity Coverage Ratio: 123% as at 31.12.16

- Immediately available liquidity reserve: €305bn\(^{(3)}\) (€266bn as at 31.12.15)
  - Equivalent to over 1 year of room to manoeuvre in terms of wholesale funding

---

**Solid capital generation**

**Continued increase of the fully loaded Basel 3 CET1 ratio**

\(^{(1)}\) CRD4 "2019 fully loaded"; \(^{(2)}\) 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;

\(^{(3)}\) Liquid market assets or eligible to central banks (counterbalancing capacity) taking into account prudential standards, notably US standards, minus intra-day payment system needs.
2020 Business Development Plan: a Trajectory Based on Expected 2020 Regulatory Constraints

<table>
<thead>
<tr>
<th>Component</th>
<th>2016</th>
<th>2020 Target(2)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CET 1 ratio</strong></td>
<td>11.5% Fully loaded Basel 3 CET1 ratio</td>
<td>12%</td>
</tr>
<tr>
<td><strong>Total capital</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>TLAC</strong></td>
<td><strong>14.2%</strong> Total Capital (fully loaded)</td>
<td></td>
</tr>
<tr>
<td><strong>MREL</strong></td>
<td>• CET1 ratio: 11.5%</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Tier 1 and Tier 2: 2.7%</td>
<td></td>
</tr>
<tr>
<td><strong>Liquidity</strong></td>
<td><strong>LCR: 123%</strong></td>
<td><strong>LCR &gt; 100% NSFR &gt; 100%</strong></td>
</tr>
<tr>
<td><strong>Leverage</strong></td>
<td><strong>4.4%</strong> Fully loaded Basel 3 leverage</td>
<td></td>
</tr>
</tbody>
</table>

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

(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.
2016-2020 Operating Expenses Evolution

Overall stability of costs despite business growth
Savings offsetting natural costs evolution

2016-2020 operating expenses evolution

€bn

<table>
<thead>
<tr>
<th>2016 cost base</th>
<th>Natural drift, inflation</th>
<th>Business lines Development Plans(1)</th>
<th>Costs savings</th>
<th>2020 Estimated</th>
</tr>
</thead>
<tbody>
<tr>
<td>29.4</td>
<td>+1.9</td>
<td>+1.3</td>
<td>-2.7</td>
<td>~29.9</td>
</tr>
</tbody>
</table>

CAGR: +0.4%

(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
  BNP PARIBAS GROUP
  #1 in France, Belgium & Italy
- BNP PARIBAS PERSONAL INVESTORS
  #4 digital bank in Germany

~71,000 Employees

Hello bank!
5 countries
2.5M clients

Retail Banking networks & specialised businesses
Specialised businesses: PI, Leasing and Arval

(1) In terms of number of clients

BNP PARIBAS The bank for a changing world

Morgan Stanley Conference – March 2017
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

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

2016 DM revenues\(^{(1)}\) by client type

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

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

Average household income

- French RB
- BNL bc
- Belgian RB

Average household income

- \(< €25,000\)
- \(€25,000 - €32,000\)
- \(> €32,000\)

Average household income

- \(< €12,000\)
- \(€12,000 - €15,000\)
- \(€15,000 - €17,000\)
- \(€17,000 - €20,000\)
- \(> €20,000\)

- Branches

Private Banking\(^{(2)}\) #1

- Branches

Personal Investors: 3%

Private Banking\(^{(2)}\) #1

- Branches

Personal Investors: 3%

Private Banking\(^{(2)}\) #1

- Branches

Personal Investors: 3%

Private Banking\(^{(2)}\) #1

- Branches

Personal Investors: 3%

Private Banking\(^{(2)}\) #1

- Branches

Personal Investors: 3%

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- Branches

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- Branches

Personal Investors: 3%

Private Banking\(^{(2)}\) #1

- Branches

Personal Investors: 3%

Private Banking\(^{(2)}\) #1

- Branches

Personal Investors: 3%

Private Banking\(^{(2)}\) #1

- Branches

Personal Investors: 3%
Domestic Markets: Capitalise on Differentiating Capabilities & Success of Strategic Actions

- **Multi-channel distribution platform** fully deployed in the Domestic Markets networks
- **Networks optimisation**
  - 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
- **Hello bank! Full digital bank**
  - 2.5M clients
  - 5 countries
- **Products & services innovation**
  - Fast roll-out of technological innovations, notably in payments
  - Strong innovating ecosystem with numerous Incubators, Accelerators and Innovation Hubs
- **Integrated business model**
  - Increased cross-selling revenues within DM and with the rest of the Group (€2.3bn(2) in 2016 on retail clients)
- **Bolt-on acquisitions**
  - 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€)
- **Strong risk management**
  - BNL’s balance sheet de-risking in Italy completed in 2016, leading to significant cost of risk reduction
  - Continued strong risk management culture

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)

- 6 million Call / E-mail
- 20 million Branch visit
- 160 million Internet
- 200 million Mobile

~4 million clients daily connections within our 3 domestic markets

More digital

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 mobile

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)

More products & services

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

## New client expectations influenced by digital usage

<table>
<thead>
<tr>
<th>Choice and transparency</th>
<th>Easiness</th>
<th>Personalisation</th>
<th>Autonomy</th>
<th>New usage</th>
</tr>
</thead>
</table>

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

...and development of new services

<table>
<thead>
<tr>
<th>Digitalised service models</th>
<th>Reinvent customer journeys</th>
<th>Enhance customer knowledge</th>
<th>Boost digital acquisition &amp; sales</th>
<th>Integrated service platforms</th>
</tr>
</thead>
</table>

## 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

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(1)

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)

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

---

Financial targets(2)

<table>
<thead>
<tr>
<th></th>
<th>2016</th>
<th>2020 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>€15,715m</td>
<td>⩾+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>

---

(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\(^{(2)}\)

- 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

\(^{\text{(1)}}\) Including 100% of Private Banking, excluding PEL/CEL effects; \(^{\text{(2)}}\) 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

BNP PARIBAS The bank for a changing world
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

**Breakdown of IFS revenues\(^{(1)}\)**

- **Personal Finance** 30%
  - BancWest 19%
  - Europe Med. 16%
  - Asset-gathering businesses 35%
- **International Retail Banking**
  - Wealth & Asset Management 19%
  - Insurance 16%
- **Insurance**
  - Asset-gathering businesses 35%

\(^{(1)}\) As of 31.12.2016

---

**Well diversified revenue sources**

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

Morgan Stanley Conference – March 2017 | 41
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></th>
<th>2016</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>€bn</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Finance</td>
<td>14.8</td>
<td>18.3</td>
</tr>
<tr>
<td>International Retail Banking</td>
<td>4.7</td>
<td>5.4</td>
</tr>
<tr>
<td>Insurance &amp; WAM</td>
<td>4.8</td>
<td></td>
</tr>
</tbody>
</table>

Financial targets(1)

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

- **EMEA**
  - 57% of CIB revenues
  - 175 business centres

- **APAC**
  - 21% of CIB revenues
  - 24 business centres

**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

BNP PARIBAS  The bank for a changing world
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>
</tr>
</thead>
<tbody>
<tr>
<td>Securities Services</td>
<td>4.0%</td>
<td>4.6%</td>
</tr>
<tr>
<td>CIB</td>
<td>3.8%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Global Markets</td>
<td>2.5%</td>
<td>3.4%</td>
</tr>
<tr>
<td>Corporate Banking Europe</td>
<td>56%</td>
<td>61%</td>
</tr>
</tbody>
</table>

Leading player in EMEA with global reach

2016 rankings

Top European Debt House (6), 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

A strengthened competitive positioning

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
CIB: Delivering on the Transformation Plan
Implemented from 2016

Good start of the transformation plan in 2016

-€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.)

~€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

~+€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

BNP PARIBAS The bank for a changing world
Corporate & Institutional Banking
Building 2020 Ambition

### Capitalise 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></th>
<th>2016</th>
<th>2020 targets</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenues</strong></td>
<td>€11.5bn</td>
<td>&gt; +4.5% (CAGR)</td>
</tr>
<tr>
<td><strong>Cost/income</strong></td>
<td>72.4%</td>
<td>-8 pts</td>
</tr>
<tr>
<td><strong>Allocated Equity</strong></td>
<td>€22.2bn</td>
<td>~ +2% (CAGR)</td>
</tr>
<tr>
<td><strong>Pre-tax RONE</strong></td>
<td>13.3%</td>
<td>&gt; 19%</td>
</tr>
</tbody>
</table>
Corporate & Institutional Banking
Extend Ambition to 2020 Across all Activities

Business lines

Securities Services
- Securities Services
- Transaction Banking

Corporate Banking
- Financing Solutions
- Advisory
- Primary
- Prime Solutions & Financing

Global Markets
- 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
- Maintain disciplined risk management and selective allocation of resources
- Invest to gear up our Advisory platform and strengthen ECM offer
- 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)
- Invest in cutting edge technology to maintain connectivity and improve positioning on electronically traded markets (liquid asset classes)
- Pursue optimisation of financial resources
- Invest in products with a competitive edge and positive market outlook

Selective growth

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

- Corporate Banking: 11.5, +4%
- Global Markets: 5.7, +5%
- Securities Services: 1.8, +5%

RWA evolution (Average in €bn)

- Securities Services: ~190, -12, +3% CAGR, ~215 (2020)
- Transaction Banking: ~190, -12, +3% CAGR, ~215 (2020)
- Financing Solutions: ~190, -12, +3% CAGR, ~215 (2020)
- Advisory: ~190, -12, +3% CAGR, ~215 (2020)
- Primary: ~190, -12, +3% CAGR, ~215 (2020)
- Prime Solutions & Financing: ~190, -12, +3% CAGR, ~215 (2020)
- Equities: ~190, -12, +3% CAGR, ~215 (2020)
- Credit: ~190, -12, +3% CAGR, ~215 (2020)
- Forex: ~190, -12, +3% CAGR, ~215 (2020)
- Rates: ~190, -12, +3% CAGR, ~215 (2020)
- Commodity Derivatives: ~190, -12, +3% CAGR, ~215 (2020)

Grow revenues faster than RWAs
Corporate & Institutional Banking
Extend Ambition to 2020 across all Regions

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\(^{(5)}\)

An even stronger European leader
Specific push on targeted countries

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

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

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)\(^{(4)}\)

Capture regional growth potential

Leverage regional strengths

\(^{(1)}\) 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

BNP PARIBAS The bank for a changing world
Corporate & Institutional Banking
Develop Client Franchise in Europe

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

EMEA 2020 Ambition

Be the leading European bank in EMEA for CIB businesses

- #1 in Transaction Banking in EMEA
- #1 Debt House in EMEA both in loans and bonds
- Top 3 in Investment banking on core clients\(^{(1)}\)
- Global Markets: Top 2 Eurozone player and Top 5 in Europe\(^{(2)}\)

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

- 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

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