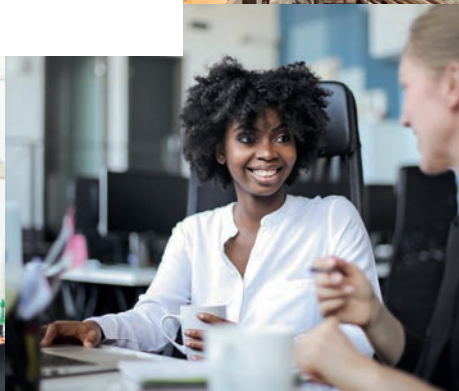




# At a glance

2018-2019



**BNP PARIBAS**

The bank for  
a changing  
world

In an ever-changing world, BNP Paribas, a key international banking player and a leading bank in the eurozone, has a decisive role to play in creating the conditions for more balanced economic growth and contributing to the emergence of a new model of value creation that is more sustainable and equitable.

We finance companies and are able to promote building a more ecological and inclusive economy. We work with clients every day and support them in implementing small- and large-scale projects that shape their lives and the lives of those around them. We continually improve the experience offered to our clients and develop services and solutions tailored to the needs of each of them.

## We are committed to building **a more balanced and sustainable world**

We firmly believe that a company should have a positive impact on the wider world, support its clients in this approach and unify energies around this goal.

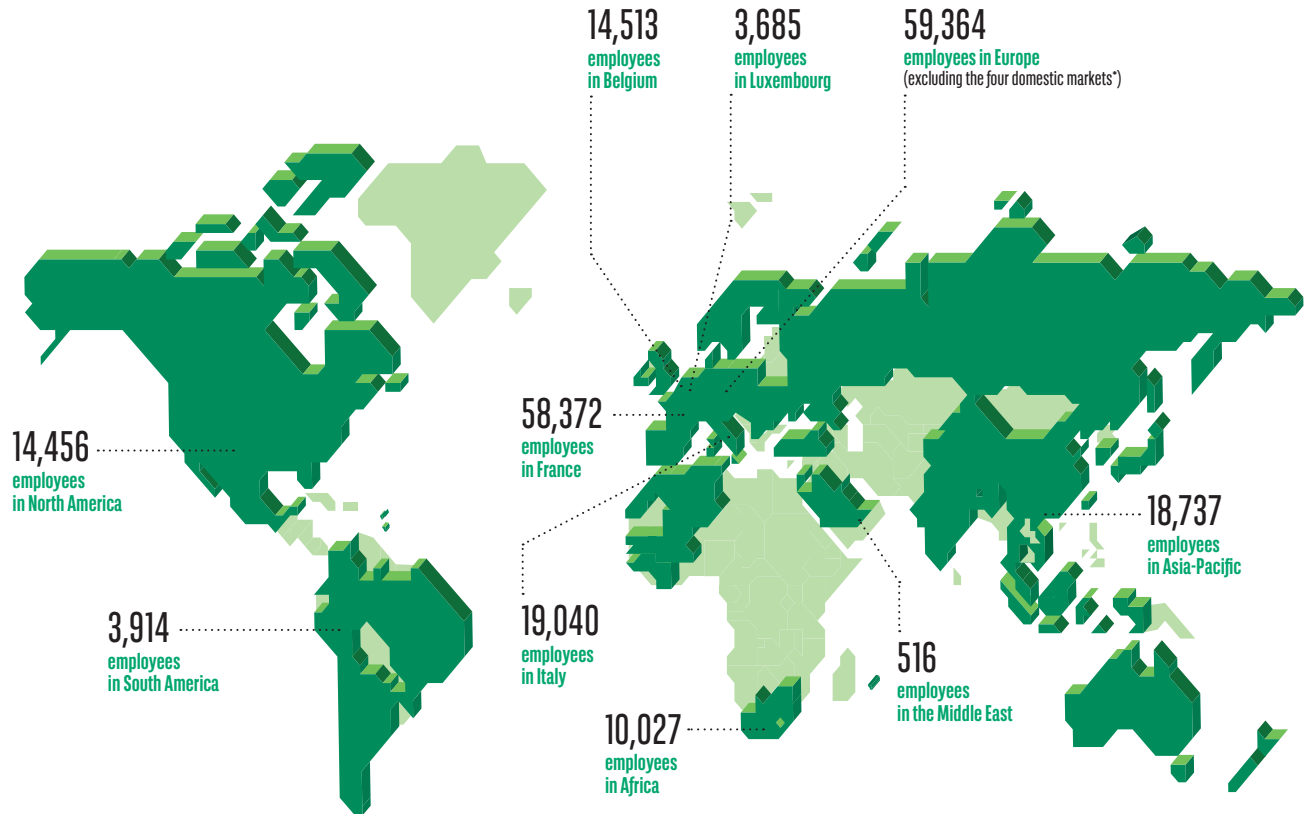
For these reasons, our strategy is built around three strong ambitions: promoting an innovation approach that responds to the new needs and behaviour of our clients, encouraging sustainable growth that benefits all economic actors, and developing our positive contribution to society. In a changing world that is more open, more complex and in perpetual motion, we are fully committed along with our employees, clients and society to laying the foundations for a better future.

# BNP Paribas is a leading bank in the eurozone and a key international banking group.

The Group helps all its clients—individuals, entrepreneurs, SMEs, large corporates and institutional investors—to realise their projects thanks to its financing, investment, savings and insurance solutions. BNP Paribas holds key market positions in its three operating divisions: Domestic Markets and International Financial Services for retail-banking networks and specialised financial services, and Corporate & Institutional Banking for large corporates and institutional investors.

**202,624**  
employees

in  
**72**  
countries



\* France, Belgium, Italy and Luxembourg.  
All figures as at 31 december 2018.

€42.5 bn

Revenues

€7.5 bn

Net income Group share

11.8 %

CET1 Ratio<sup>[1]</sup>

€308 bn

Liquidity reserve

€3.02

Dividend per share<sup>[2]</sup>

€168 bn

financing and investment in companies operating in sectors considered to be directly contributing to the 17 United Nations Sustainable Development Goals (SDGs)

33 million

clients worldwide in the Group's retail-banking networks among whom 8 million digital clients<sup>[3]</sup>

## STRATEGY AND PERFORMANCE/

We are promoting useful innovation and developing solutions with a positive impact to serve sustainable growth

[1] Common Equity Tier 1 (CET1), fully loaded Basel 3. Solvency ratio. Capital Requirements Directive (CRD4).

[2] Stable with respect to 2017. [3] Digital bank clients or clients using digital services at least once per month in our four domestic markets.

# OUR STRATEGIC PLAN

In a changing world, the Group is actively implementing its 2017-2020 plan (Ambition 2020) with the rollout of new customer experiences, automation and improvements in operational efficiency. It has an ambitious policy for engagement with society and is strongly supportive of ethical responsibility, social and environmental innovation, and a low-carbon economy.

**“Digital technologies are a means to boost performance and value creation and are at the heart of the business model of many of our business lines.”**

JEAN-LAURENT BONNAFÉ  
Chief Executive Officer and Director of BNP Paribas

## AMBITION 2020



An ambitious transformation plan based on **three pillars...**

... implemented through multiple **drivers of transformation...**

... translated into **three concrete ambitions.**

**DIGITAL TRANSFORMATION**

**FINANCIAL PERFORMANCE**

**COMPANY ENGAGEMENT**

Implementing new customer journeys

Adapting and sharing IT systems

Optimising and securing the use of data

Developing more digital-working methods

Changing and transforming the operating model

Deploying a positive-impact culture

### AMBITION 1 PROMOTING USEFUL INNOVATION FOR OUR CLIENTS

- Implement new customer journeys to meet the expanded range of needs and user habits
- Develop simple, useful and secure services for our clients
- Strengthen operational efficiency to provide a responsive, secure answer to client needs
- Lead the transformation of our business lines and strengthen our teams' agility and ability to innovate

### AMBITION 2 ENCOURAGING SUSTAINABLE GROWTH IN THE ECONOMY

- Consolidate our financial performance and expand our activities
- Support our clients' growth and strengthen our international presence
- Generate a positive impact through our products and solutions
- Consolidate our position as a major player in sustainable finance
- Build the solutions of tomorrow with our partners, startups, entrepreneurs and intrapreneurs

### AMBITION 3 DEVELOPING OUR CONTRIBUTION TO SOCIETY

- Ensure best practice in ethics and compliance
- Implement a fair and responsible HR policy for the Group's employees
- Adopt commitments supporting the energy transition
- Promote a culture of diversity, equality and inclusion in our business lines and society
- Develop our support to territories and local communities through cultural and solidarity-based initiatives

Help our clients move toward sustainable solutions  
and increase our positive impact on society  
#PositiveBanking

## BUSINESS MODEL/

We create value for our clients through an integrated and diversified model based on cooperation among business lines

## DOMESTIC MARKETS

Domestic Markets (DM) comprises the Group's four retail-banking networks in the eurozone: in France (French Retail Banking), in Belgium (BNP Paribas Fortis), in Italy (BNL) and in Luxembourg (BGL BNP Paribas). DM also includes four business lines specialised in: full-service, long-term corporate vehicle leasing (Arval); leasing and financing solutions (BNP Paribas Leasing Solutions); online savings and investment services (BNP Paribas Personal Investors); and alternative banking services (Nickel). In line with the bank's 2020 ambition, DM continues to strengthen its sales and marketing drive by rethinking the client experience and developing new services.



## INTERNATIONAL FINANCIAL SERVICES

International Financial Services (IFS), a growth engine for BNP Paribas, brings together diversified activities. IFS offers individuals credit solutions through BNP Paribas Personal Finance and savings and protection solutions through BNP Paribas Cardif. IFS also brings together three leading institutional and private asset-management business lines: BNP Paribas Wealth Management (a leading global private bank), BNP Paribas Asset Management and BNP Paribas Real Estate Services. In addition, International Retail Banking brings together the Group's retail banks outside the eurozone.



### THE IFS BUSINESS LINES

- BNP Paribas Personal Finance
- BNP Paribas Cardif
- BNP Paribas Wealth Management
- BNP Paribas Asset Management
- BNP Paribas Real Estate Services
- International Retail Banking

**79,925**  
employees

in

**60 COUNTRIES**

**€16,434m**  
revenues

**BNP PARIBAS PERSONAL FINANCE**  
THE LEADING SPECIALIST IN EUROPE<sup>(1)</sup>

**BNP PARIBAS CARDIF**  
NO.1 WORLDWIDE IN CREDIT PROTECTION INSURANCE<sup>(2)</sup>

**BNP PARIBAS WEALTH MANAGEMENT**  
BEST PRIVATE BANK IN EUROPE  
FOR THE SEVENTH CONSECUTIVE YEAR<sup>(3)</sup>

(1) Consumer credit companies' annual reports. In terms of revenues from consumer credit business. (2) Finaccord. (3) Private Banker International, 2018.

## CORPORATE & INSTITUTIONAL BANKING

Corporate & Institutional Banking (CIB) offers tailored solutions in financing, cash management and advisory services to companies via Corporate Banking, in capital markets via Global Markets and in securities custody and administration via Securities Services. CIB is structured to respond effectively to the expectations of BNP Paribas' corporate and institutional clients. CIB aims to connect the financing needs of companies with investment opportunities for institutional clients.

**35,417**  
employees in **56 COUNTRIES**

**€10,829m**  
revenues

**More than 18,000**  
corporate and institutional clients

### THE CIB BUSINESS LINES

- Corporate Banking
- Global Markets
- Securities Services

**CORPORATE & INSTITUTIONAL BANKING**  
WORLD'S BEST BANK FOR SUSTAINABLE FINANCE<sup>(1)</sup>

**CORPORATE BANKING**  
EMEA LOAN HOUSE OF THE YEAR<sup>(2)</sup>

**GLOBAL MARKETS**  
DERIVATIVES HOUSE<sup>(3)</sup> AND EURO BOND HOUSE<sup>(4)</sup>  
OF THE YEAR

**SECURITIES SERVICES**  
CUSTODIAN OF THE YEAR<sup>(5)</sup>

(1) Euromoney, July 2018. (2) IFR, 2018. (3) Risk Awards, 2019. (4) IFR, 2018. (5) Custody risk Global Awards 2018.

# OUR VALUE CREATION MODEL

In a changing world...

an integrated and diversified model...

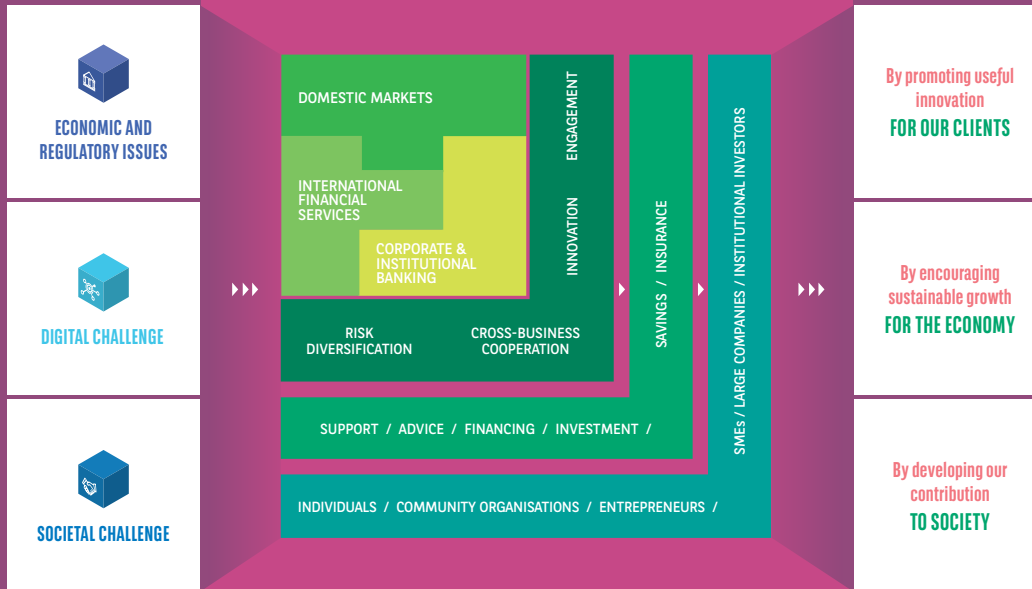
that creates value...

"In a fast-changing environment, we combine business performance with sustainable value creation."

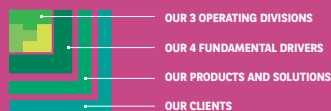
JEAN LEMIERRE  
Chairman of the Board of Directors  
of BNP Paribas

"The banking system plays a central role in economic development, by financing the projects of our clients—both corporate and individuals—which breathe life into the real economy every day."

JEAN-LAURENT BONNAFÉ  
Chief Executive Officer and Director  
of BNP Paribas



BNP Paribas is a European Group with a global reach, present in 72 countries



#POSITIVEBANKING



## CULTURE AND GOVERNANCE/

We share  
a culture of  
ethics and  
responsibility  
in our daily  
work

## ETHICS AND RESPONSIBILITY ARE AT THE HEART OF OUR EMPLOYEES' MISSIONS

BNP Paribas aims to instil trust and it is active and ethically engaged. A Code of conduct, approved by the Board of Directors, has guided actions in the Group since 2016. It sets forth in particular the values of BNP Paribas and which are supported by governance bodies and essential for pursuing a strategy that preserves stakeholder confidence, firstly

that of clients, but also of society as a whole. Two years ago, the Group adopted a 2020 Engagement Manifesto, managed by the Head of Company Engagement who sits on the Group's Executive Committee and takes part in the assessment of environmental and social issues at all stages of operational decisions.

The "BNP Paribas Way" is organised around four strengths and four driving forces.



**"Banks are judged on ethical criteria which form the bedrock of a long-term relationship based on trust and partnership with clients."**

JEAN LEMIERRE  
Chairman of the Board of Directors  
of BNP Paribas

# OUR BOARD OF DIRECTORS

The Board of Directors of BNP Paribas is the guarantor of the Group's vision. It determines strategic orientations and oversees their implementation by General Management. It strives to promote the creation of long-term value by BNP Paribas, while taking into account social and environmental issues.

**1 JEAN LEMIERRE**  
Chairman of the Board of Directors of BNP Paribas

**2 JEAN-LAURENT BONNAFÉ**  
Chief Executive Officer and Director of BNP Paribas

**3 JACQUES ASCHENBROICH**  
Chairman and Chief Executive Officer of the Valeo Group

**4 PIERRE-ANDRÉ DE CHALENDAR**  
Chairman and Chief Executive Officer of Compagnie de Saint-Gobain

**5 MONIQUE COHEN**  
Partner at Apax Partners

**6 WOUTER DE PLOEY**  
Chief Executive Officer of ZNA (hospital group in Antwerp, Belgium)

**7 HUGUES EPAILLARD**  
Real Estate Business Manager; Director elected by BNP Paribas employees

**8 RAINA GIBSON BRANDON**  
Professor of Finance at the University of Geneva

**9 MARION GUILLOU**  
Chairman of the Board of Directors of IAVFF-Agreonium, Extraordinary State Councillor

**10 DENIS KESSLER**  
Chairman and Chief Executive Officer of SCOR SE

**11 DANIELA SCHWARZER**  
Director of think tank DGAP (Deutsche Gesellschaft für Auswärtige Politik - German Council on Foreign Relations)

**12 MICHEL TILMANT**  
Director of companies

**13 SANDRINE VERRIER**  
Production and Sales Support assistant, Director elected by BNP Paribas employees

**14 FIELDS WICKER-MIURIN**  
Director of companies



# OUR EXECUTIVE COMMITTEE

The operational management of BNP Paribas applies its collective intelligence to accelerate the developments and transformations contained in the medium-term plan. Composed of the 6 members of General Management and 14 heads of business lines or central functions, the Executive Committee directs the strategy of the Group and the implementation of the 2017-2020 transformation and development plan.

**1 JEAN-LAURENT BONNAFÉ**  
Chief Executive Officer and Director

**2 PHILIPPE BORDENAVE**  
Chief Operating Officer

**3 JACQUES D'ESTAIS**  
Deputy Chief Operating Officer;  
International Financial Services

**4 YANN GÉRARDIN**  
Deputy Chief Operating Officer;  
Corporate & Institutional Banking

**5 MICHEL KONCZATY**  
Deputy Chief Operating Officer

**6 THIERRY LABORDE**  
Deputy Chief Operating Officer;  
Domestic Markets

**7 MARGUERITE BÉRARD**  
French Retail Banking

**8 MARIE-CLAIRE CAPOBIANCO**  
Growth Development and  
Corporate Coverage

**9 LAURENT DAVID**  
BNP Paribas Personal Finance

**10 STEFAAN DEGRAENE**  
International Retail Banking

**11 RENAUD DUMORA**  
BNP Paribas Cardif

**12 NATHALIE HARTMANN**  
Compliance

**13 MAX JADOT**  
BNP Paribas Fortis

**14 YVES MARTRENCHAR**  
Group Human Resources

**15 ANDREA MUNARI**  
BNL

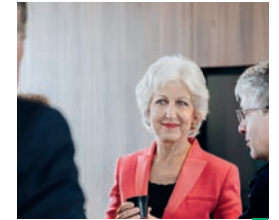
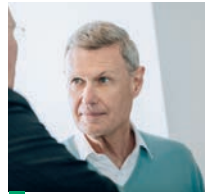
**16 ALAIN PAPIASSE**  
Corporate & Institutional  
Banking

**17 ÉRIC RAYNAUD**  
Asia-Pacific

**18 FRANK RONCEY**  
RISK

**19 ANTOINE SIRE**  
Company Engagement

**20 THIERRY VARÈNE**  
Large Clients



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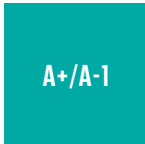
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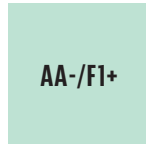
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# Long-term and short-term ratings



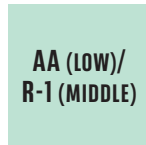
Standard & Poor's  
Stable outlook  
5 April 2019



Fitch  
Stable outlook  
6 June 2019



Moody's  
Stable outlook  
27 September 2017



DBRS  
Stable outlook  
13 July 2018



TO FIND OUT MORE, SEE THE 2018  
INTEGRATED REPORT, AVAILABLE AT  
[group.bnpparibas](http://group.bnpparibas)

June 2019

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# Awards and extra-financial ratings

■ Top bank out of 31 in the Diversified Banks (Europe) category in the **Vigeo Eiris 2018** rankings.

■ BNP Paribas was named **Best bank in the world for sustainable finance** by *Euromoney*.

■ BNP Paribas BNP Paribas appears in the 2018 ranking of the **Global 100 Most Sustainable Corporations** of the *Corporate Knights* magazine (Leading European Bank).

■ **Top Employers Europe 2018** for the 5th consecutive year.

[instagram.com/bnpparibas](https://www.instagram.com/bnpparibas) [linkedin.com/company/bnpparibas](https://www.linkedin.com/company/bnpparibas)  
 [youtube.com/user/bnpparibas](https://www.youtube.com/user/bnpparibas) @BNPParibas

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with a capital of €2,499,597,122  
RCS Paris 662 042 449



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