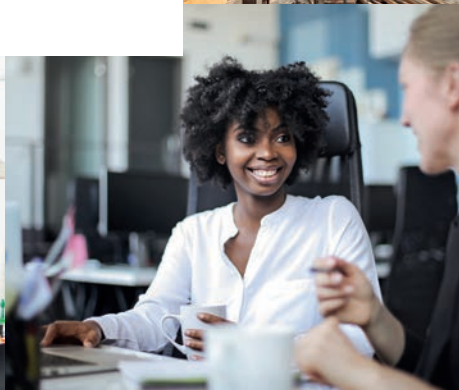




At a glance

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.

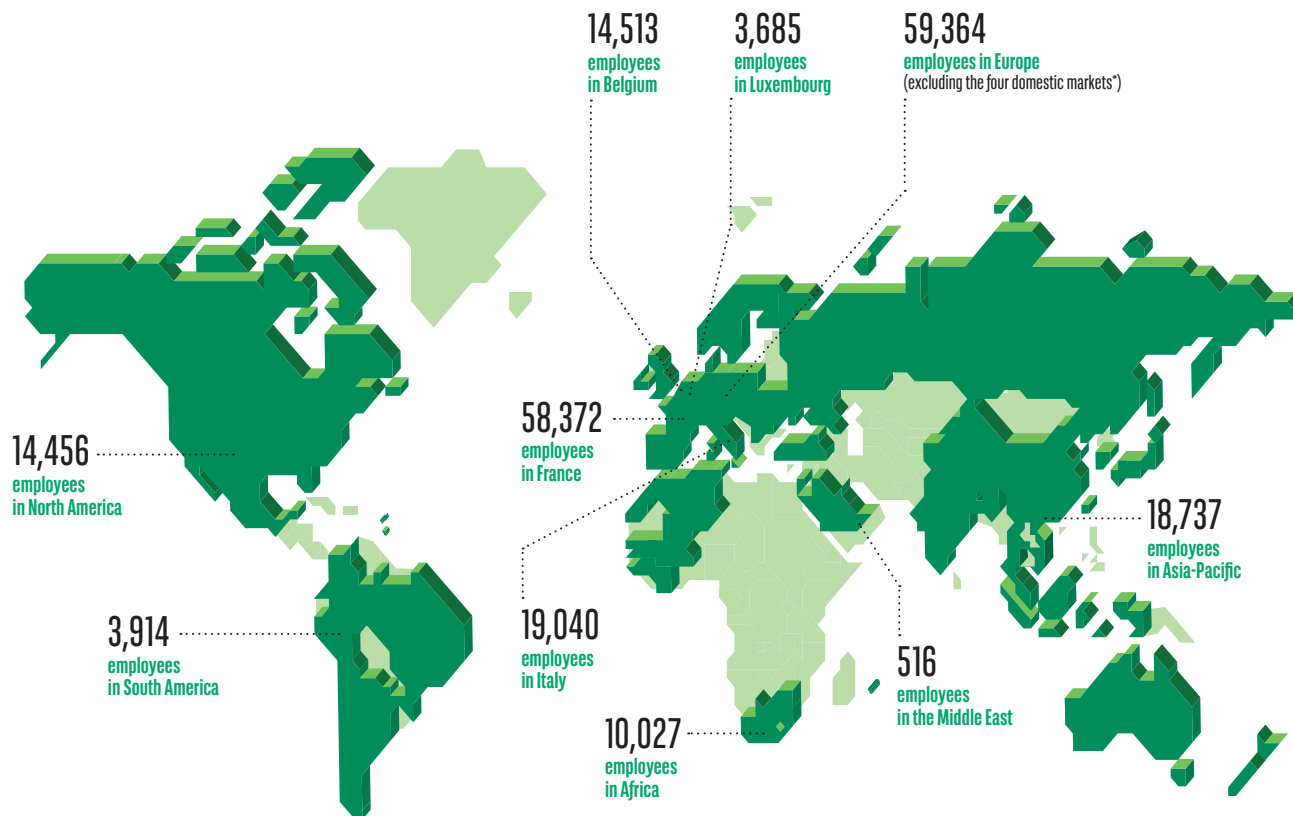
The Group helps all its clients—individuals, entrepreneurs, SMEs, large corporates and institutional investors—to realise their projects thanks to its financing, investment, savings and insurance solutions. BNP Paribas holds key market positions in its three operating divisions: Domestic Markets and 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^[1]

€308_{bn}

Liquidity reserve

€3.02

Dividend per share^[2]

€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^[3]

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

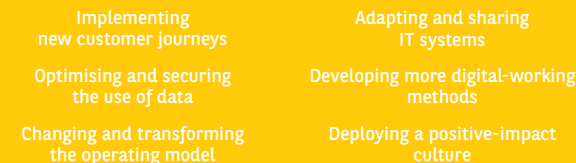
Chief Executive Officer and Director of BNP Paribas

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

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

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

AMBITION 2020



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.

THE DM BUSINESS LINES

French Retail Banking (FRB)

BNP Paribas Fortis

BNL

BGL BNP Paribas

Arval

BNP Paribas Leasing Solutions

BNP Paribas Personal Investors

Nickel



68,120
employees

in
31 COUNTRIES

€15,683m
revenues

Close to 18 million clients,
including 850,000 professionals,
entrepreneurs and businesses
in the four domestic markets



BEST PRIVATE BANK IN FRANCE ⁽¹⁾ AND IN BELGIUM ⁽²⁾

NO. 1 IN CASH MANAGEMENT IN EUROPE ⁽³⁾

BNP PARIBAS LEASING SOLUTIONS + ARVAL
NO. 2 FOR PROFESSIONAL EQUIPMENT FINANCING
IN EUROPE ⁽⁴⁾

(1) Euromoney 2018; PWM-The Banker, 2018;
World Finance, 2018. (2) World Finance, 2018.

(3) Greenwich Associates, January 2019.

(4) Leaseurope 2017, published in May 2018.



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⁽¹⁾

BNP PARIBAS CARDIF
NO.1 WORLDWIDE IN CREDIT PROTECTION INSURANCE⁽²⁾

BNP PARIBAS WEALTH MANAGEMENT
BEST PRIVATE BANK IN EUROPE
FOR THE SEVENTH CONSECUTIVE YEAR⁽³⁾

(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⁽¹⁾

CORPORATE BANKING
EMEA LOAN HOUSE OF THE YEAR⁽²⁾

GLOBAL MARKETS
DERIVATIVES HOUSE⁽³⁾ AND EURO BOND HOUSE⁽⁴⁾
OF THE YEAR

SECURITIES SERVICES
CUSTODIAN OF THE YEAR⁽⁵⁾

(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...

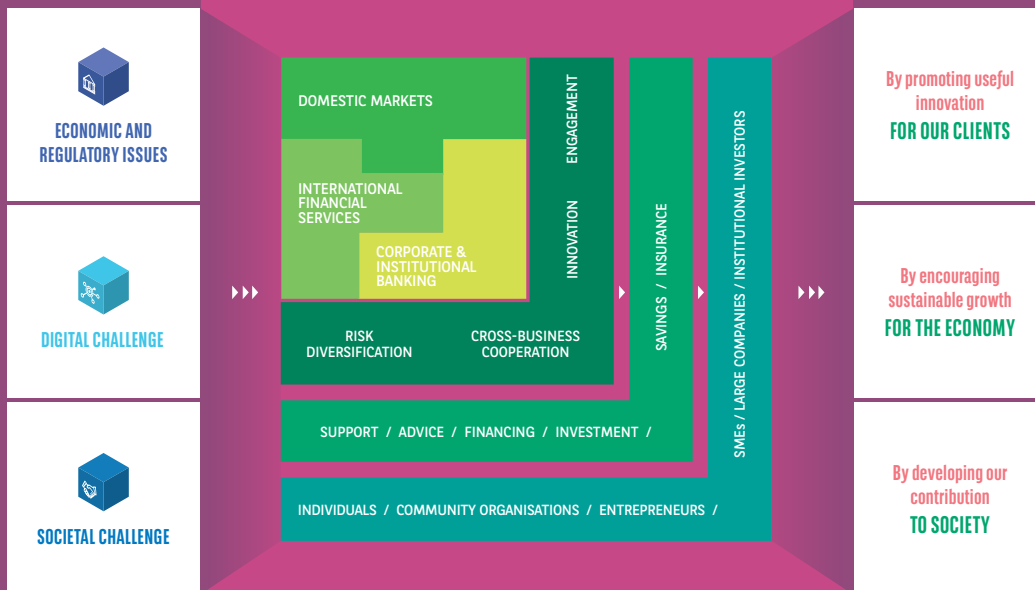
that creates value...

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

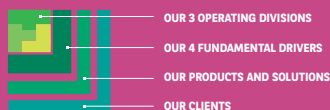
JEAN LEMIERRE
Chairman of the Board of Directors
of BNP Paribas

"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-Agreenum, 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

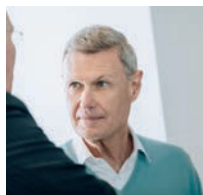


OUR EXECUTIVE COMMITTEE

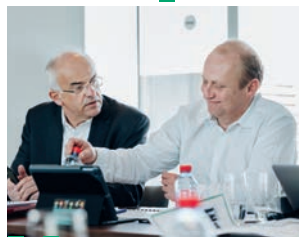
The operational management of BNP Paribas applies its collective intelligence to accelerate the developments and transformations contained in the medium-term plan. Composed of the 6 members of General Management and 14 heads of business lines or central functions, the Executive Committee directs the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



1

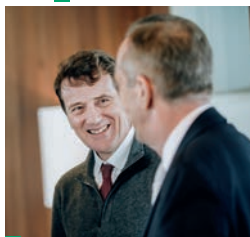


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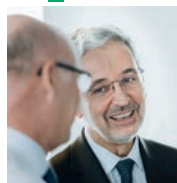
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8



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17



20

1 JEAN-LAURENT BONNAFÉ
Chief Executive Officer and Director

2 PHILIPPE BORDENAVE
Chief Operating Officer

3 JACQUES D'ESTAÏ
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 DECRAENE
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

Long-term and short-term ratings

A+/A-1

Standard & Poor's
Stable outlook
5 April 2019

AA-/F1+

Fitch
Stable outlook
6 June 2019

**Aa3/
Prime-1**

Moody's
Stable outlook
27 September 2017

**AA (LOW)/
R-1 (MIDDLE)**

DBRS
Stable outlook
13 July 2018



**TO FIND OUT MORE, SEE THE 2018
INTEGRATED REPORT, AVAILABLE AT**
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 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.

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RCS Paris 662 042 449



BNP PARIBAS

The bank for
a changing
world