

BRINGING YOU
NEW SOLUTIONS
FOR A
SUSTAINABLE WORLD

#POSITIVEBANKING



2022 AT A GLANCE



BNP PARIBAS

The bank for
a changing
world

OUR COMPANY PURPOSE*

We are at the service of our clients and the world we live in.

BNP Paribas was formed by banks that have been deeply embedded in the European and global economies over the last 200 years. They have adapted to the challenges of their times and helped clients and other stakeholders during moments of great change.

BNP Paribas' mission is to contribute to a responsible and sustainable economy by financing and advising its clients according to the highest ethical standards.

We offer secure, sound and innovative financial solutions to individuals, professional clients, corporates and institutional investors while striving to address the fundamental challenges of today with regard to the environment, local development and social inclusion.

We are engaged with our clients to create a better future.

We are mobilising resources that have a positive impact.

At BNP Paribas, we want to be a long-term partner for our clients. We want to support their projects, manage their investments and savings, and through insurance protect people, their goods and property.

Our employees aim to deliver services that have purpose and relevance for clients and the world around them. They do this most clearly through their daily mission in the company but also through corporate volunteering.

We are working with stakeholders and have adopted social and environmental goals aligned with global standards such as the UN Sustainable Development Goals and those of the financial community such as the Principles for Responsible Banking and the Principles for Responsible Investment.

We ensure that ethics and our commitment to economic, social, civic and environmental responsibility are integrated into our business operations. This commitment is reflected in our organisation and the procedures and policies governing our activities.

We innovate in order to be a leader in sustainable finance.

We take action to support causes by bringing together financial solutions, stakeholder partnerships, employer and procurement initiatives, support for solidarity-based projects, philanthropy, volunteering and intrapreneurship programmes. We are developing the tools to measure our environmental and social impact and we are focusing on actions that involve all employees.

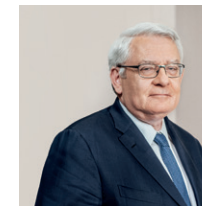
* Summarising the following documents created with the input of hundreds of employees: Our Vision and Mission (2015), Code of Conduct (2016) and Engagement Manifesto (2018).

BNP PARIBAS, THE BANK FOR A CHANGING WORLD



GROWTH
TECHNOLOGY
SUSTAINABILITY

OUR 2025 STRATEGIC PLAN



JEAN LEMIERRE

Chairman of the Board of
Directors of BNP Paribas

“Our GTS 2025 plan embodies the vision of a Group that aspires to pursue responsible development for the benefit of its customers, the economy and society. The Board of Directors and I have every confidence in the relevance of the strategic orientations of this plan and in the ability of the Group’s Executive Committee, along with all the teams, to implement it in the coming years.



“Thanks to our financial solidity, the strength of our integrated model and the contribution of all our talents, we are very well positioned to continue our development. Through our GTS 2025 strategic plan, we intend to accelerate our transformation and consolidate our European leadership to collectively succeed, alongside our customers and partners, in the transition to a sustainable economy.



JEAN-LAURENT BONNAFÉ

Director and Chief Executive
Officer of BNP Paribas



CONSOLIDATING OUR EUROPEAN LEADERSHIP TO SUPPORT OUR CLIENTS' TRANSITION TO A SUSTAINABLE ECONOMY



Building on its solid foundations and on the achievements of the 2017-2020 plan, BNP Paribas continues to pursue its long-term development. The newly launched GTS 2025 strategic plan supports the Group's ambitions to serve its customers, the economy and society.

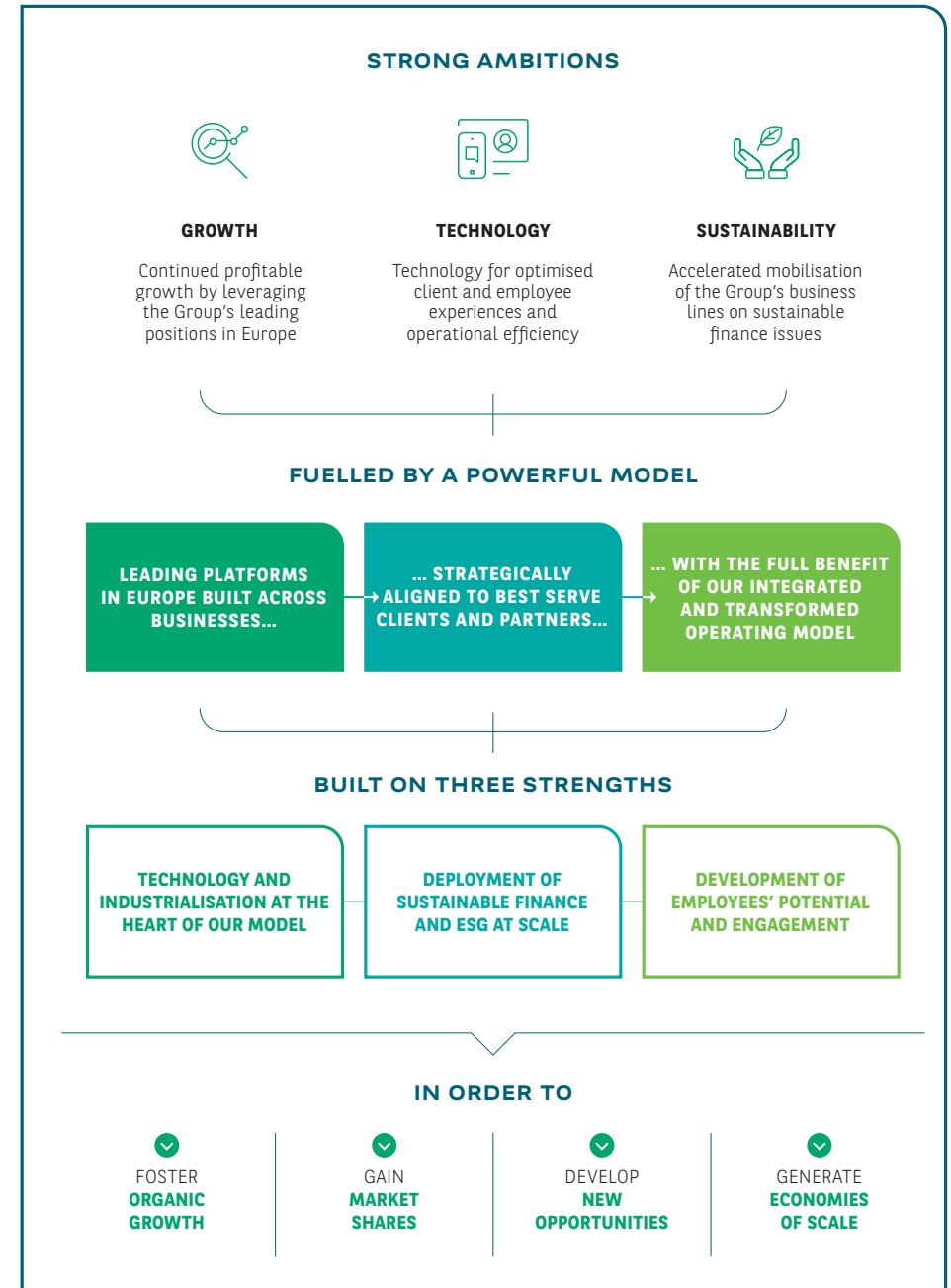
Thanks to the significant investments made and the transformation carried out during the 2017-2020 strategic

plan, BNP Paribas has consolidated its model. Under this plan, the Group made remarkable progress in three areas: achieving significant market share gains, particularly among European corporate clients; accelerating the digitalisation of the customer experience; and consolidating the Group's role as a pioneer in sustainable finance.

BNP Paribas' diversified and integrated model is the cornerstone of its coordinated

approach to serving its clients' needs. The business model fosters cohesion between businesses and enhances the Group's performance in all environments, thus giving it a truly competitive edge. The Group also holds a unique position as a European leader with strong value-added business platforms.

With these strengths and the expertise of its teams who are committed to serving customers, the Group is well positioned to launch an ambitious strategic plan for 2025. Based on three strong ambitions, expressed through three letters: **G for Growth, T for Technology and S for Sustainability**, our GTS 2025 strategic plan aims to support customers not only in their new daily usage of banking and financial services, but also in their longer-term development projects. It also aims to direct financial flows toward the necessary investments that favour the transition to a sustainable economy.



Our financial objectives for 2025



> +**3.5%**

Average annual growth in revenues between 2021 and 2025

> **7%**

Average annual growth in net income Group share between 2021 and 2025

> **11%**

Rate of return on tangible equity in 2025

12%

CET1 ratio Basel 3 finalised (CRR3) fully loaded

PURSUE AND ACCELERATE OUR TRANSFORMATION

To achieve our GTS 2025 strategic plan, we are bolstering our resources by activating three complementary levers:

- **Technology and industrialisation;**
- **Sustainable finance and CSR;**
- **Employee potential and engagement.**

We place **technology and industrialisation at the heart of our model**, which is in a process of continuous improvement. In this context, we are continuing to roll out a transformation programme for all our business lines, aiming to:

- **Offer a new experience to our customers;**
- **Accelerate digitalisation;**
- **Improve operational performance.**

Regarding **sustainable finance and CSR**, we are aiming for a **real change of scale**.

In order to accelerate the implementation of our commitments in line with both the challenges facing our customers and the United Nations Sustainable Development Goals, we have **three main priorities**:



- **Align our portfolios with our commitment to carbon neutrality;**
- **Engage in the transition to a sustainable economy alongside our customers;**
- **Strengthen our management tools, processes and governance.**

We also attach great importance to **employee engagement**, relying on an active policy of **skills development and increased diversity**. We place people at

the heart of our priorities to develop all the expertise that forms the basis of our collective performance, ensuring that we:

- **Increase focus on employees to offer them an experience that matches their expectations;**
- **Continuously anticipate and adapt the skills of our teams;**
- **Unify teams through a shared culture of ethics and inclusion.**

PEOPLE AT THE HEART OF OUR STRATEGY

In 2021, we gave our employees the opportunity to help build our People Strategy. By valuing the human element within our GTS 2025 strategic plan, this strategy supports the Group's overall ambitions and unites all the teams.

Our People Strategy aims to develop the potential and involvement of each employee to ensure our collective performance and strengthen our position in sustainable finance. To achieve this vision, the strategy focuses on three themes: **employee experience, human capital, ethics and inclusion.**

Employee experience: a greater focus on teams

There is a symmetry between the attention paid to the employee experience and that of the customer experience. Our goal is to have employees that want to recommend BNP Paribas as a great place

to work. To foster the well-being of our teams, we intend to offer each team member a career path that is adapted to his or her expectations using three levers:

- **Self-care;**
- **New ways of working;**
- **Reinforcement of recognition and attentiveness.**



TOP EMPLOYER EUROPE 2022

Label awarded to the Group by the Top Employers Institute for the 9th consecutive year.



90%

of the Group's employees will have completed at least four training courses within the last twelve-month period by 2025.

40%

women among our senior managers by 2025.



Attracting and retaining talent from diverse backgrounds, in the context of new expectations related to work and employers, will be at the heart of our priorities to respond to the needs and ambitions of the Group. This means offering an employee experience that meets individual aspirations and building a collective approach to skills development."



SOFIA MERLO

Head of Human Resources

Human capital: continuously adapting skills

An essential asset, human capital requires us to continually adapt to stay competitive in our markets. Our goal is to allocate the right skills, at the right time, in the right place, to the right investment and with the right mindset. To do this, we are boosting our skills development, recruitment and mobility policies in three key ways:

- **Anticipating the competencies we need;**
- **Offering better quality recruitment;**
- **Developing skills and training, particularly in sustainable finance issues.**

Ethics and inclusion: a shared culture

Our leitmotif is to ensure our individual and managerial tasks are anchored in a culture of ethics and inclusion that includes the values of respect, non-discrimination and exemplarity to build a recognised employer culture and brand. Our goal is to encourage current and future employees to adapt their behaviours in line with the Group's values, by focusing our actions on three key areas:

- **Preventing situations that involve the disrespect of employees;**
- **Guaranteeing non-discrimination;**
- **Being recognised as a responsible employer.**

OUR MODEL AND OUR BUSINESSES

The Group relies on its diversified and integrated model to create value and to respond to its stakeholders' needs through a coordinated approach.

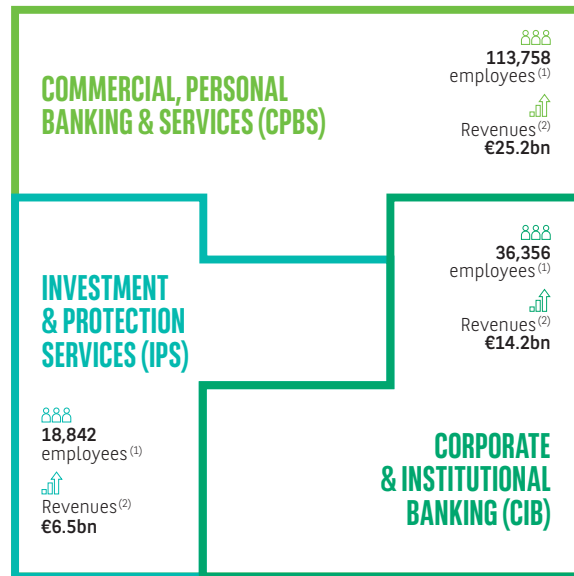
The Group organises its businesses into three main operating divisions: Corporate & Institutional Banking (CIB), Commercial, Personal Banking & Services (CPBS) and Investment & Protection Services (IPS). These three operating divisions are organised to adopt a global and joint approach that enriches the expertise offered to our customers and provides them with continuous, long-term support in all their projects.



A DIVERSIFIED AND INTEGRATED MODEL, THAT CREATES VALUE

To serve our customers and the world in which we operate, we support transitions in society by providing expertise and by contributing to financing the economy. **We create value through our diversified and integrated model, which is based on the diversification of risks, cooperation between our business lines and digitally scaled platforms.** Our distinctive and high-performing model allows us to provide our customers with efficient and long-term support in the development of their projects.

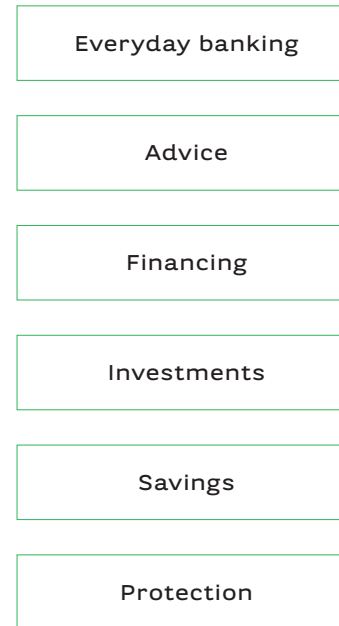
OUR DIVERSIFIED AND INTEGRATED MODEL



OUR GTS 2025 STRATEGIC PLAN



OUR SOLUTIONS



OUR VALUE CREATION

for all our stakeholders: customers, shareholders and investors, employees, partners and suppliers, local authorities, regions and civil society by:

- **Promoting useful innovation for our customers**
(individuals, small businesses, SMEs, large companies, institutional clients, community organisations)
- **Encouraging sustainable growth for the economy**
- **Developing our contribution to society**

(1) The number of employees is reported in Full-Time Equivalent (headcount in proportion to their working time) of paid employees with Permanent Term Contract or Fixed Term Contract, excluding employees on unpaid leave. (2) Recomposed 2021 historical data.

3 DIVISIONS THAT SUPPORT ALL OUR CUSTOMERS

CORPORATE & INSTITUTIONAL BANKING

COMMERCIAL, PERSONAL BANKING & SERVICES

INVESTMENT & PROTECTION SERVICES

CORPORATE & INSTITUTIONAL BANKING

Our Corporate & Institutional Banking division serves two types of customers: corporate clients and institutional investors (banks, insurance companies, asset managers, etc.) by offering tailor-made solutions in terms of capital markets, securities services, investment banking, financing, risk management, cash management and financial advisory services.

Acting as a bridge between corporate and institutional clients, its strategy aims to connect the financing needs of corporate clients with institutional clients seeking investment opportunities. Present in three major regions – Europe, Middle East, Africa (EMEA), the Americas and Asia-Pacific (APAC) – Corporate & Institutional Banking’s three business lines work as closely as possible with each other to support our customers’ needs.



Global Banking

Combining a global platform and a local presence, Global Banking provides corporate clients with a full range of products and services in terms of debt financing solutions, mergers and acquisitions, primary equity markets and transaction banking expertise.

Global Markets

As a specialist in capital markets investment and financing, Global Markets offers a wide range of investment,

hedging, financing, research and market analysis products and services across all asset classes. It is aimed at a wide range of institutional and corporate clients operating internationally.

Securities Services

Ranked among the world’s leading players in securities custody, BNP Paribas Securities Services securely stores and manages the assets of banks, fund managers, insurance companies, pension funds and

sovereign wealth funds, while ensuring the smooth running of their financial transactions. It helps to increase their global investment opportunities, manage their risks and improve their operational efficiency.



YANN GÉRARDIN

Chief Operating Officer,
Corporate & Institutional Banking

“Benefiting from the trust of a large global customer base, we match the funding needs of corporate clients with the investment opportunities sought by institutional investors. The solutions we offer aim to contribute to the financing of an increasingly sustainable economy.



COMMERCIAL, PERSONAL BANKING & SERVICES

Our Retail Banking division has evolved into Commercial, Personal Banking & Services (CPBS) to better reflect the reality of its offer and the customers it serves. It brings together all our Commercial & Personal Banking and specialised businesses to provide daily support to our customers and to help them develop their projects.

Our Commercial & Personal Banking

With its four domestic markets in the eurozone (France, Belgium, Italy and Luxembourg) and the International Retail Banking (which pools the retail banks of nine countries outside the eurozone), BNP Paribas has a large network of experts and offers its customers a wide range of services and products such as financing or savings

solutions. An ecosystem of partners strengthens these offers beyond banking services. Placing innovation and security at the centre of their business model, our networks adapt their products and services to customers' new needs and deliver the best of the digital and human resources to be their trusted companion.



- **Commercial & Personal Banking in France**
7.7 million customers
- **BNP Paribas Fortis in Belgium**
3.4 million customers
- **BNL in Italy**
2.6 million customers
- **BGL BNP Paribas in Luxembourg**
188,000 customers
- **International Retail Banking**
16.8 million customers (Europe-Mediterranean: 15 million customers; Bank of the West: nearly 1.8 million customers)

Our specialised businesses

Arval

Arval provides companies, their employees and individuals with an ecosystem of digital solutions, services and tools to optimise their mobility in line with current issues, including energy transition and growth of the user economy. With the aim of leasing 700,000 electrified vehicles by 2025 and offering responsible mobility solutions to all of its entities worldwide, Arval is positioning itself as a leader in sustainable mobility.

BNP Paribas Leasing Solutions

BNP Paribas Leasing Solutions offers businesses and industry professionals leasing and finance solutions for their equipment. Through a variety of commercial channels (industrial partners like manufacturers and distributors, directly with companies and retail-banking networks), BNP Paribas Leasing Solutions supports players in the real economy by financing all major professional equipment markets. It also contributes to the environmental transition of its customers by financing equipment with a positive impact and by supporting the circular economy.

BNP Paribas Personal Finance

BNP Paribas Personal Finance is a major player in consumer credit in Europe. Its commercial brands offer a full range of consumer loans through a variety of distribution channels. BNP Paribas Personal Finance is developing an active partnership strategy with large retailers, car manufacturers and distributors, e-merchants and other financial institutions. The company is also involved in financial education and e-inclusion.

BNP Paribas Personal Investors

In addition to its traditional online brokerage business, BNP Paribas Personal Investors offers its individual customers a wide range of banking, credit and savings services. This business also provides independent financial advisors, asset managers and fintechs with innovative digital services. BNP Paribas Personal Investors is present in India, Germany and Austria (until 1 December 2021, date of the sale of Hello bank! Austria), through three brands including Consorsbank for private individuals.



“The purpose of Commercial, Personal Banking & Services is to support our customers, with complete trust, by offering them the best of digital and human services, as well as solutions for their financial needs and beyond.



THIERRY LABORDE

Chief Operating Officer, Commercial, Personal Banking & Services

Nickel

The first bankless account launched in France in 2014, Nickel offers a current account available in five minutes at one of its 6,500 tobacconist partners or Nickel Points, allowing its customers to pay and be paid thanks to a simple and practical offer. After Spain in 2020, Nickel will develop in other European countries, starting with Belgium and Portugal from the first quarter of 2022, then Germany in 2023.

INVESTMENT & PROTECTION SERVICES

Our Investment & Protection Services (IPS) division brings together our activities dedicated to protection, savings, investment and real estate services. It designs innovative and sustainable products to support individuals, professionals, corporate clients and institutions in their projects and in their desire to have a positive impact. By integrating environmental, social and governance criteria into all its operational processes, our IPS division contributes to making BNP Paribas a global leader in sustainable finance.



Leading wealth and asset management business lines

BNP Paribas Cardif

A leader in insurance partnerships, BNP Paribas Cardif designs, develops and markets savings and protection offers to insure people, their projects and their assets. With more than 500 distribution partners, it helps policyholders carry out their projects while protecting them against unforeseen events. As an actor with strong commitments, BNP Paribas Cardif is a member of both the *Net-Zero Asset Owner Alliance* and the *Climate Action 100+* collaborative initiative that is mobilizing to strengthen its positive impact on society and take action to make insurance more accessible.

BNP Paribas Wealth Management

BNP Paribas Wealth Management meets all the wealth and financial needs of wealthy individual customers, shareholder families and entrepreneurs. BNP Paribas Wealth Management continues to reinforce its sustainable products and services offers, notably through the roll out of the Clover rating methodology. This internal ESG (Environmental, Social and Governance) scoring tool made available to our clients, progressively covers all asset classes and constitutes a unique instrument on the market to guide customers' decisions.

BNP Paribas Asset Management

BNP Paribas Asset Management provides investment solutions to individual savers, corporate clients and institutional

investors by offering them specific expertise: dynamic strategies with strong conviction, emerging markets, multi-asset investments, private debt and liquidity solutions. Committed to sustainable investment since 2002, its priority is to deliver long-term and sustainable investment returns to its clients.

BNP Paribas Real Estate

With a wide range of services, BNP Paribas Real Estate supports its clients — institutional investors, owners, corporate clients, local authorities, individuals, etc. — during all stages of the real estate asset life cycle: development, transaction, consulting, expertise, investment management and property management. It operates in all asset classes, from offices to housing,

including hotels and retail spaces.

BNP Paribas Principal Investments

BNP Paribas Principal Investments manages BNP Paribas' portfolio of unlisted and listed industrial and commercial investments, to support growth among European midcaps. The private equity investment strategy was opened to our clients in 2021. BNP Paribas Principal Investments also manages a portfolio of minority stakes in innovative companies related to the ecological transition.



RENAUD DUMORA

Deputy Chief Operating Officer, Investment & Protection Services



The ambition of our division is to make BNP Paribas a European reference in sustainable savings, investments and protection. In a changing environment, we will combine the strength of our integrated model, the depth of our in-house expertise and the power of technology to accompany our customers in the evolution of their needs."

BNP PARIBAS

THE EUROPEAN UNION'S LEADING BANK⁽¹⁾

AND A KEY PLAYER IN INTERNATIONAL BANKING

13,467
employees
in North America

4,406
employees
in South America

54,659
employees
in France

17,038
employees
in Italy

12,577
employees
in Belgium

3,507
employees
in Luxembourg

57,481
employees in Europe
(excluding domestic markets:
France, Belgium, Italy and Luxembourg)

19,049
employees
in Asia-Pacific

7,066
employees
in Africa

515
employees
in the Middle East

€46.2bn
Revenues

€9.5bn
Net income
Group share

12.9%
CET1⁽²⁾ Ratio

€452bn
Immediately available
liquidity reserve

(1) In revenues. (2) Common Equity Tier 1 - CRD 4; including IFRS 9 transitional arrangements.
Figures and locations as of 31/12/2021. The number of employees is reported in Full-Time Equivalent (headcount in proportion to their working time) of paid employees with Permanent Term Contracts or Fixed Term Contracts, excluding employees on unpaid leave.

Operating in 65 countries with nearly 190,000 employees, including 145,000 in Europe, the Group holds key positions in its three operating divisions:

- **Corporate & Institutional Banking**, which is focused on corporate and institutional clients;
- **Commercial, Personal Banking & Services** which includes the Group's Commercial & Personal Banking and several specialised businesses;
- **Investment & Protection Services** for savings, investment and protection solutions.

Based on its strong diversified and integrated model, the Group helps all its clients (individuals, associations, small businesses, SMEs, corporates and institutions) develop their projects through a range of solutions that includes financing, investments, savings and protection insurance. BNP Paribas has implemented a corporate social responsibility approach within all its activities to enable the Group to contribute towards building a sustainable future, while also ensuring its performance and stability.

BNP Paribas

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Public Limited Company (*société anonyme*)
with a capital of 2,468,663,292 euros
RCS Paris 662042449

**For more information,
see the 2021 Integrated Report,
available at <https://integrated-report.bnpparibas/2021/>**

**Discover the BNP Paribas Group
on group.bnpparibas**

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