

DEEP DIVE

COMMERCIAL & PERSONAL BANKING – BELGIUM CPBB

1st June 2026



BNP PARIBAS

The bank for a changing world

DISCLAIMER

The figures included in this presentation are unaudited.

As a reminder, on 16 March 2026, BNP Paribas published quarterly series for 2025, restated to reflect, among other things, the reorganization of Global Capital Markets within CIB, the evolution of the sharing agreement between Wealth Management and CPBS, the transfer of 50% of Kantox from New Digital Businesses to Global Markets and the evolution of the main components of IPS and central costs allocation following the integration of AXA IM and into Asset Management.

This presentation includes forward-looking statements based on current beliefs and expectations about future events. Forward-looking statements include financial projections and estimates and their underlying assumptions, statements regarding plans, objectives and expectations with respect to future events, operations, products and services, and statements regarding future performance and synergies. Forward-looking statements are not guarantees of future performance and are subject to inherent risks, uncertainties and assumptions about BNP Paribas and its subsidiaries and investments, developments of BNP Paribas and its subsidiaries, banking industry trends, future capital expenditures and acquisitions, changes in economic conditions globally, or in BNP Paribas' principal local markets, the competitive market and regulatory factors. Those events are uncertain; their outcome may differ from current expectations which may in turn significantly affect expected results. Actual results may differ materially from those projected or implied in these forward-looking statements. Any forward-looking statement contained in this presentation speaks as of the date of this presentation.

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The sum of values contained in the tables and analyses may differ slightly from the total reported due to rounding. The alternative performance measures are defined in the press release published jointly with this presentation.



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— SECTION 1 —

Introduction

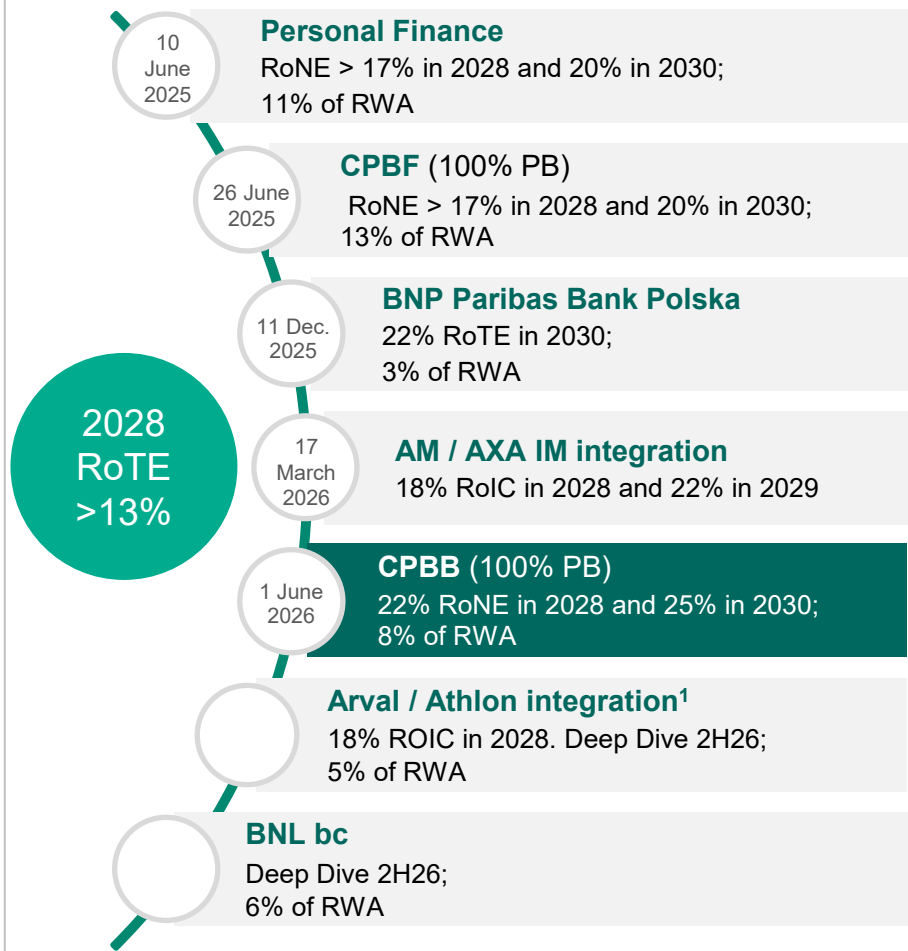


BNP PARIBAS

The bank for a changing world

INTRODUCTION | CPBB is a key contributor to the Group's ambition to exceed 13% ROTE by 2028

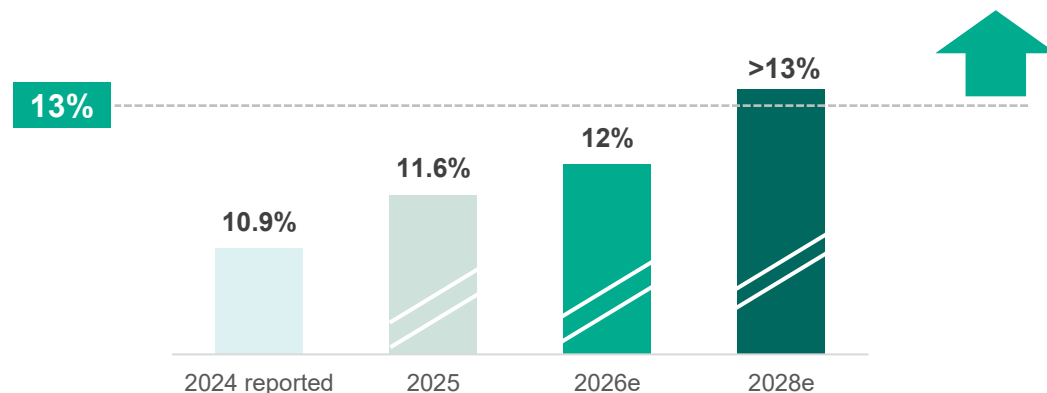
Our current strategic plans



Contribution of CPBB's plan to Group ROTE improvement revised from ~+0.3% to ~+0.5%

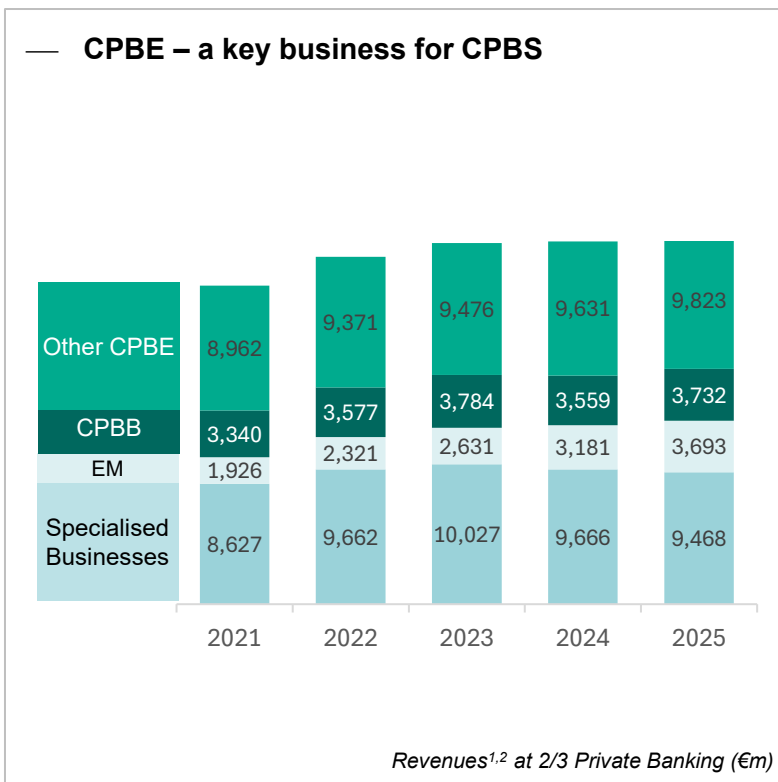


An even clearer path to delivering >13% ROTE by 2028



INTRODUCTION |

CPBB at the heart of CPBS roadmap & a key contributor to Commercial & Personal Banking in the Eurozone (“CPBE”)



- CPBS Strategic Plan**
- Shape the Commercial & Personal Banking of tomorrow in the Eurozone
 - Strengthen our positions in the **Corporate and Private** segments
 - Strategic repositioning of our **Retail** activities
 - Accelerate profitable growth in **Specialised Businesses**
- CPBB strategic Plan**
- Leverage on our **#1 market positions** across core client franchises
 - Streamline our **operating model**
 - Accelerate our **digital & AI transformation**

CPBE contribution³ to 2025 CPBS results	CPBS revenues	CPBS pre-tax income	CPBS RWA	RONE (pre-tax)
	51%	50%	51%	13.3%
CPBB contribution³ to 2025 CPBE results	CPBE revenues	CPBE pre-tax income	CPBE RWA	RONE (pre-tax)
	28%	29%	30%	12.9%

— A large savings pool

- Household financial wealth¹: **€109k** per capita, EU €66K
- Household savings rate² : **12%** p.a., EU 15%
- Home ownership³: **71%** of households own real estate, EU 68%
- Wealth transfer⁴: **> €50bn** of wealth transferred by 2030

— A diversified economy comprising corporates and SME's

- GDP per capita⁵: **€45k** vs. EU €35k
- R&D investments⁶: **3.3%** of GDP vs. EU 2.3%
- Credit to the non-financial sector⁷: **118%** of GDP vs. EU 103%
- Family-owned⁸: **84%** of all companies
- Export⁹: accounts for **80%** of GDP vs. EU 50.4%

— CPBB: #1 market positions across core client franchises

#1 in Affluent & Mass Market banking¹⁰

#1 in Private Banking & Wealth Management¹¹

#1 in Corporate Banking¹²

INTRODUCTION | CPBB stands out with #1 market positions across its core segments

#1 in Affluent & Mass Market banking¹

- 4m** active clients²

Market Share Current Accounts (2025)³

Segment	Market Share
CPBB	27%
Market	73%

Market Share Mortgages (stock) (2025)⁴

Segment	Market Share
CPBB	23%
Market	77%

#1 in Private Banking & Wealth Management⁵

- 105k** active clients⁶

AUM⁷ of the biggest Private Banks in Belgium 06/2025

Bank	AUM (€bn)
CPBB	125
Peer 1	~40
Peer 2	~35
Peer 3	~25
Peer 4	~25
Peer 5	~15

Market Share Structured Products (2025)⁸

Segment	Market Share
CPBB	33%
Market	67%

#1 in Corporate Banking⁹

- 87k** active clients¹⁰

Penetration in Belgian Large Corporates market as Lead Bank in 2025¹¹

Bank	Penetration (%)
CPBB	88%
Peer 1	~15%
Peer 2	~15%
Peer 3	~10%
Peer 4	~8%
Peer 5	~5%

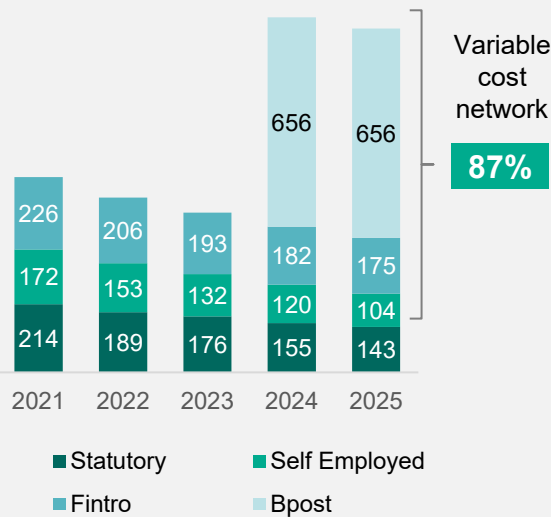
Market Share Corporate Loans - stock (2025)¹²

Segment	Market Share
CPBB	25%
Market	75%

INTRODUCTION | CPBB delivers unmatched physical and digital distribution reach in Belgium

Extensive distribution network with a lean variable-cost model

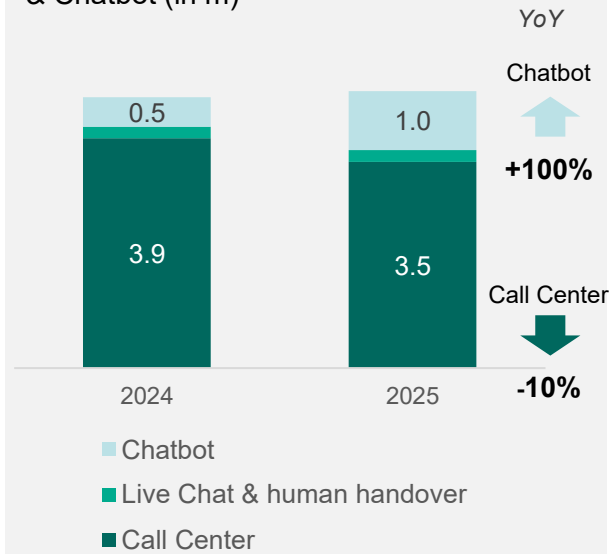
Majority of CPBB network at variable cost (number of branches)



- **Unmatched physical footprint** with over **1,000** locations
- **A highly flexible, variable-cost network**, 87% of network cost variabilised (Bpost & self-employed branches)
- **Dedicated advisory depth** through 30 Private Banking centers, 14 Business centers and 16 shared client houses

Call Center & Chatbot as stepping stone between physical & digital

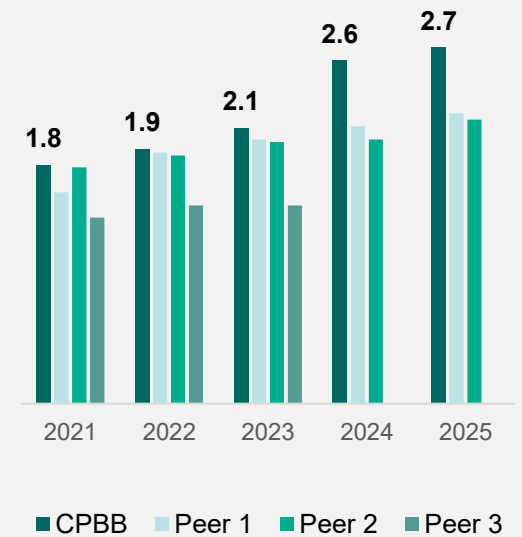
Customer interactions through Call Center & Chatbot (in m)



- **Call Center** handles >3.5m interactions a year
- **1 million Chatbot** interactions for conversational self-servicing & simple requests

Leading digital banking franchise

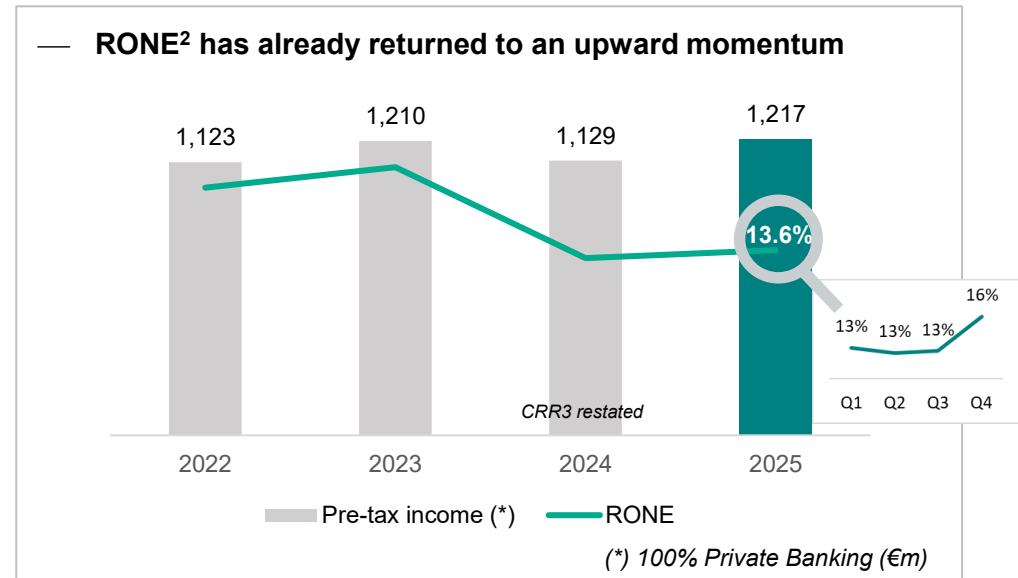
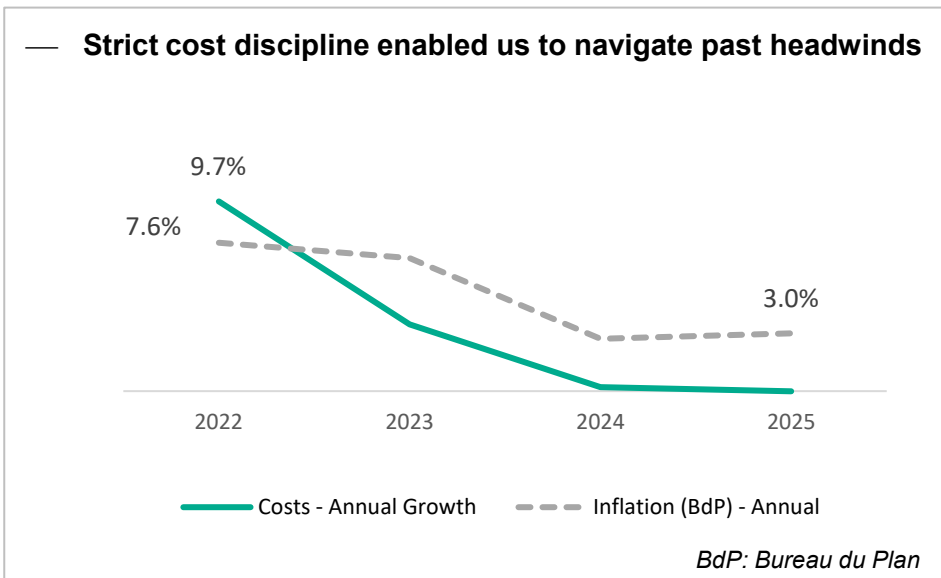
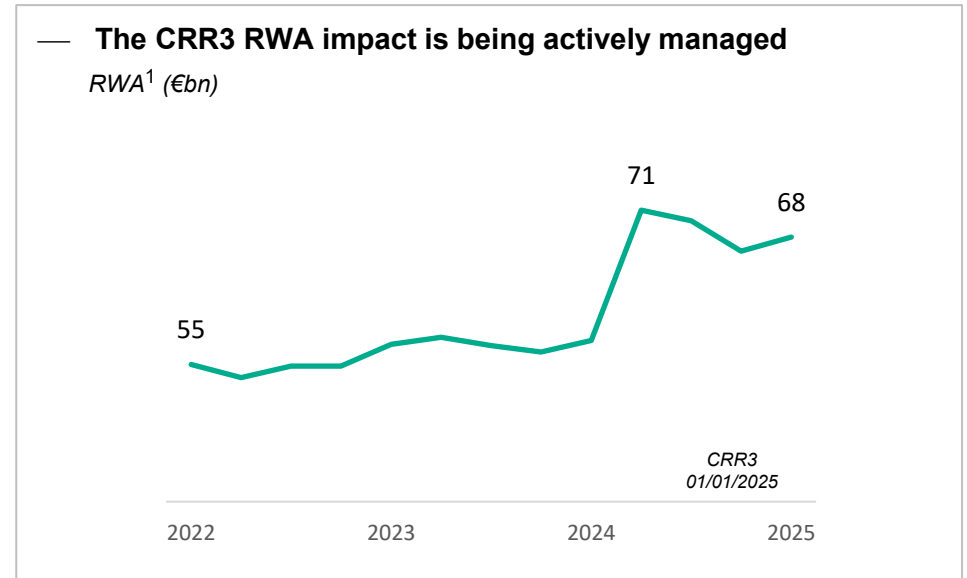
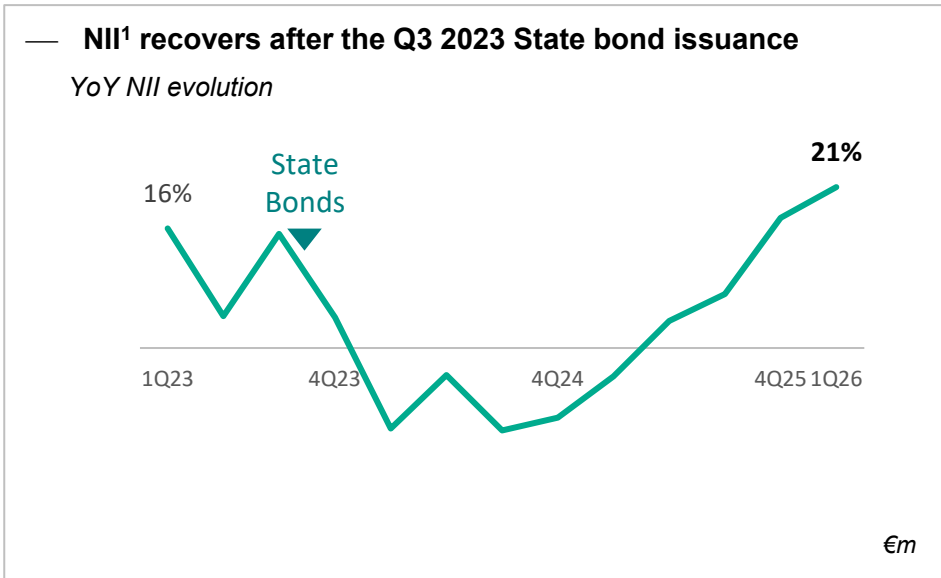
of mobile users¹ (in m)



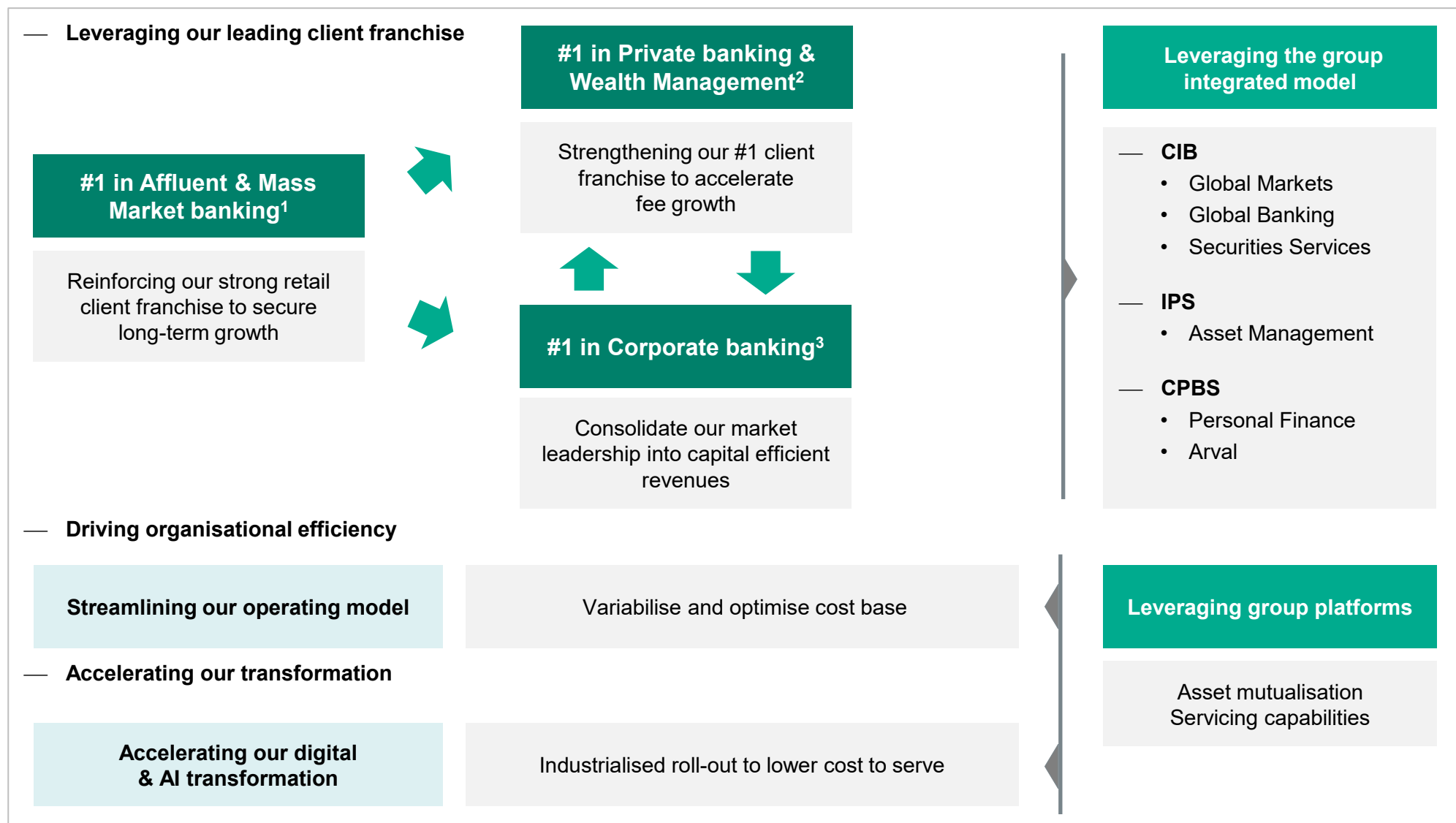
- **Largest digital banking user base in Belgium for individuals**
 - **3m** active digital banking users (1.2bn sessions in 2025)
 - **>40% of banking and insurance sales** through digital channels in 2025
- **Strong SME and corporate digital adoption** (>670k sessions per month)

INTRODUCTION |

CPBB profitability is already gaining momentum, driven by revenue tailwinds, disciplined cost and RWA management



INTRODUCTION | Building on this momentum, CPBB is accelerating with a clear roadmap to capture profitable growth in Belgium




— SECTION 2 —

Financial trajectory



BNP PARIBAS

The bank for a changing world

	2025	2028
Including 100% of PB		
1 Revenues	€3.9bn	+9% 25-28 CAGR
2 C/I <i>Excl. Banking Taxes</i>	69% 60%	59% 51%
3 Cost of risk	3bps	10 bps <i>on average per year</i>
4 RWA	€68bn	<1% CAGR (1/2 loan growth)
5 RoNE	13.6%	22% (vs. 20%) <i>initial target</i> 

— Growth drivers

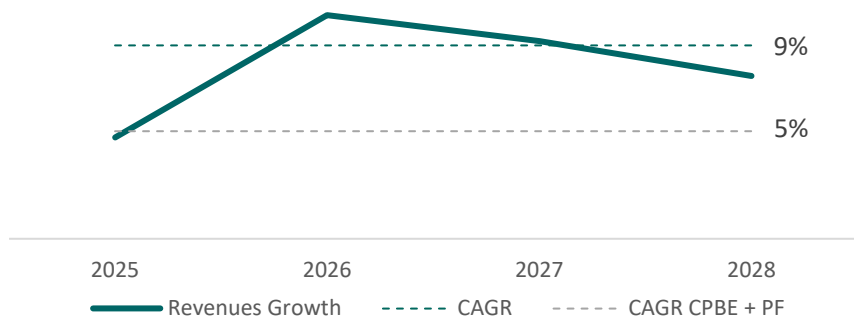
- Revenue growth expected **+9%** CAGR; substantial growth every year.
- Loans and deposits growth expected to be at **~+2%** CAGR
- Net Interest Income growth as the main source of revenues increase
- Similar trends at 100% and 2/3 of Private banking

— Profitability drivers

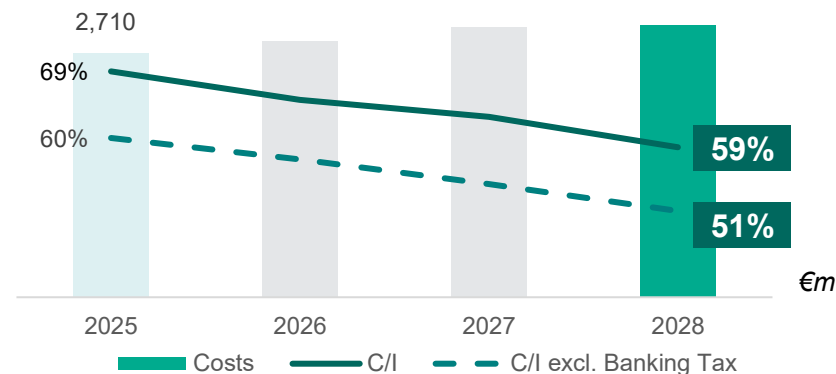
- Cost discipline contributing to **jaws** effect above **+5%***
- C/I (Cost Income Ratio) at **59%** in 2028
- Cost of risk expected to normalise at a still low level
- Subdued RWA growth vs. credit increase
- RoNE at **22%** in 2028 and **25%** in 2030

(*) on average per year

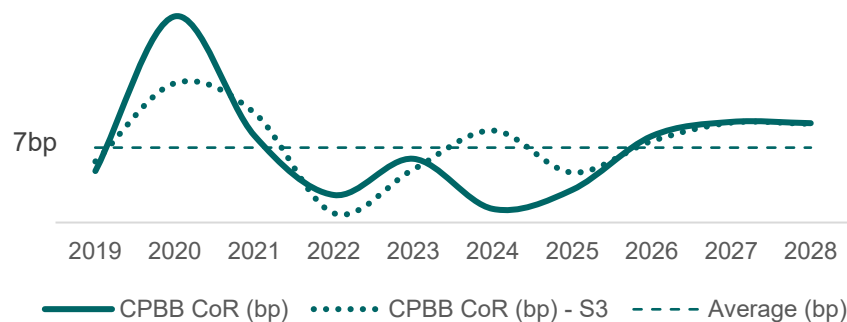
Revenue growth expected at **+9% CAGR (2025–28)** with a strong acceleration in 2026



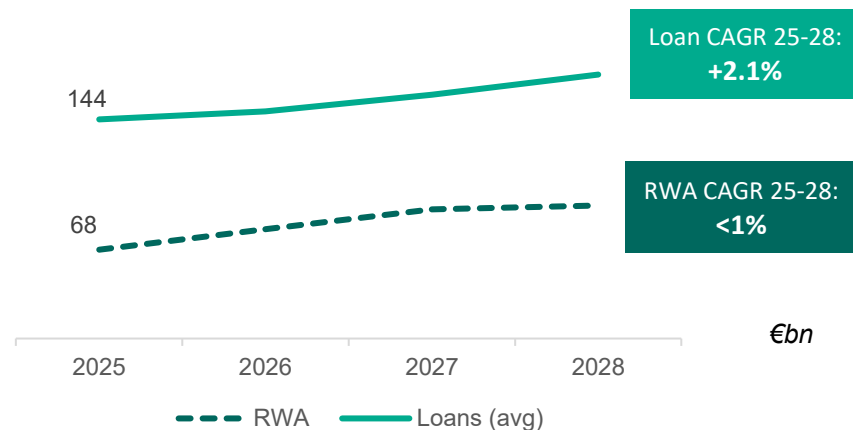
The cost-to-income ratio (C/I) will improve by 10pp between 2025 and 2028, i.e. an average of ~3pp per year.



A strong risk profile keeps cost of risk structurally low throughout the cycle

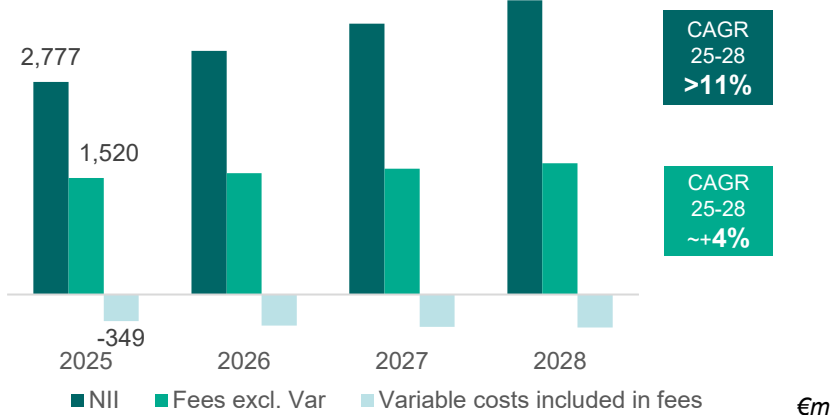


RWA¹ growth strictly contained, at 1/2 of loan growth

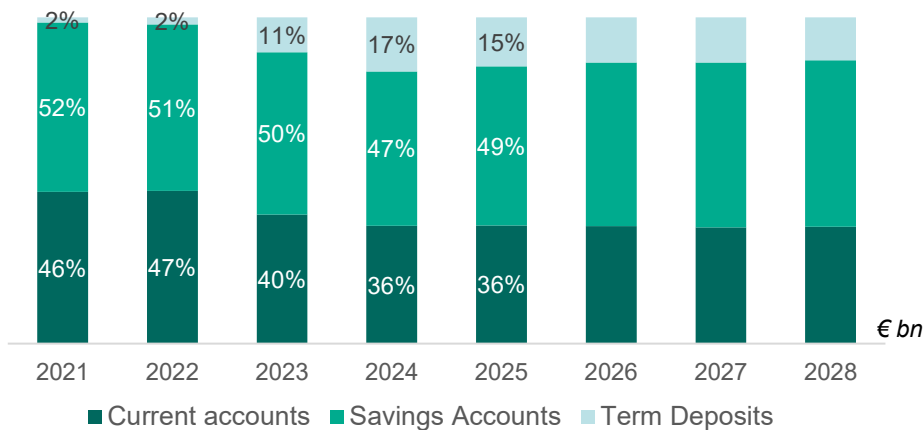


REVENUES | CPBB accelerates revenue growth on prudent assumptions, leveraging the leading client franchise

— **NII fully benefits from our leading franchise, while fee income growth is driven by our integrated model**



— **Deposit mix stabilises on the long run**



— **NII on fast track for growth**

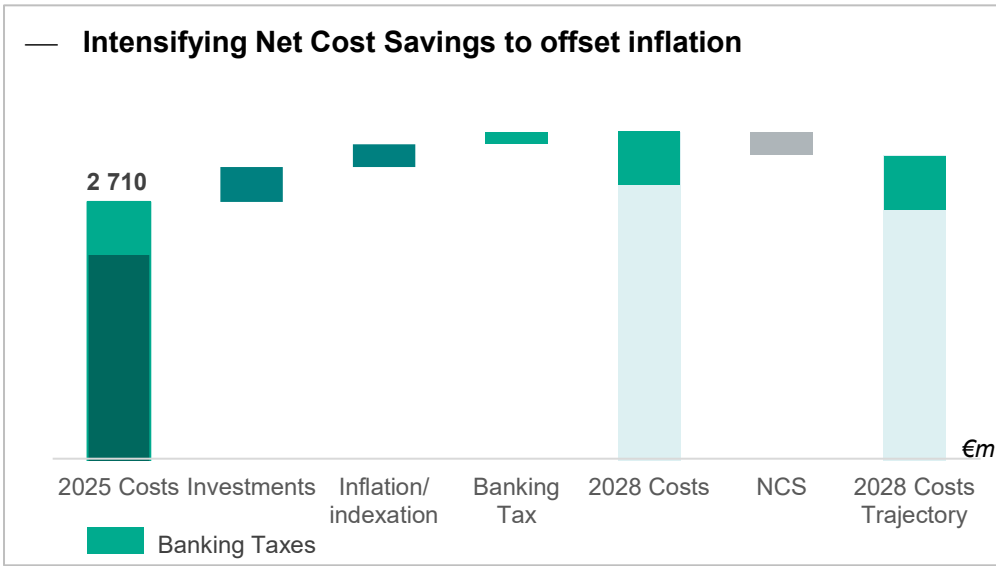
- Trajectory based on a rate scenario with a temporary increase of the interest rate curve (2.5% ECB rate then back to 2% as from end 2027, 2.8% long-end rate then back to 2.6%)
- Net Interest Income improves overtime benefiting from rate increase over recent years, while mix of deposits has been stabilised
- Deposit growth +2% CAGR 25-28 with a stable product mix, Current and savings accounts invested in the range of 4 to 8 years
- **Net Interest Income sensitivity :**
 - A shift of €1bn between non-maturing deposits and term deposits would generate Net Interest Income sensitivity in a range of €20m to €25m
 - Under 50bps immediate parallel rate shock, the Net Interest Income sensitivity is ~€100m p.a. by 2028, assuming a stable mix of deposits

— **Fee income growth** is supported by wide range of services offered within our BNPP **integrated model**, maximising the potential of our leading client franchise

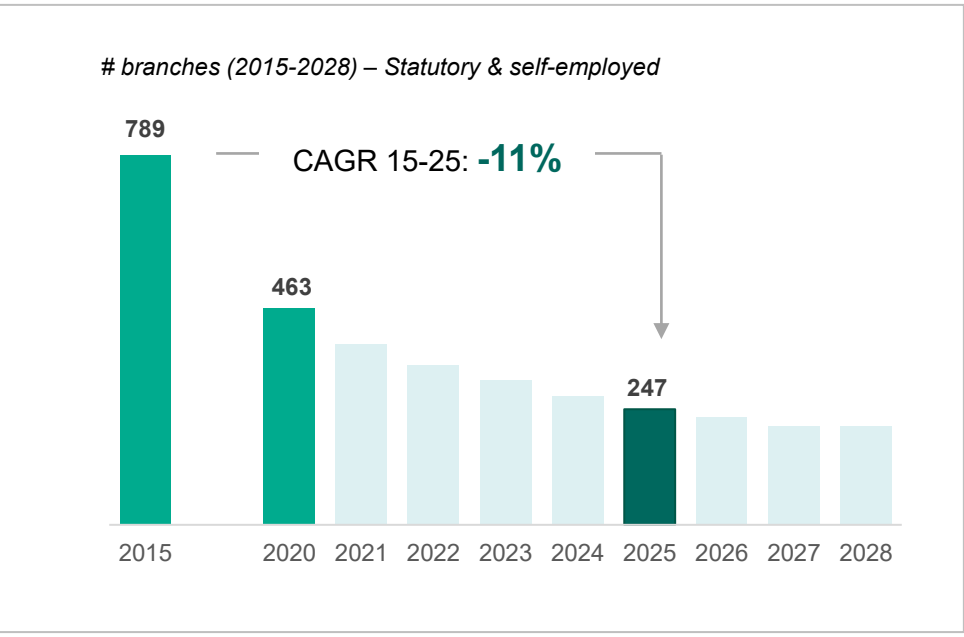
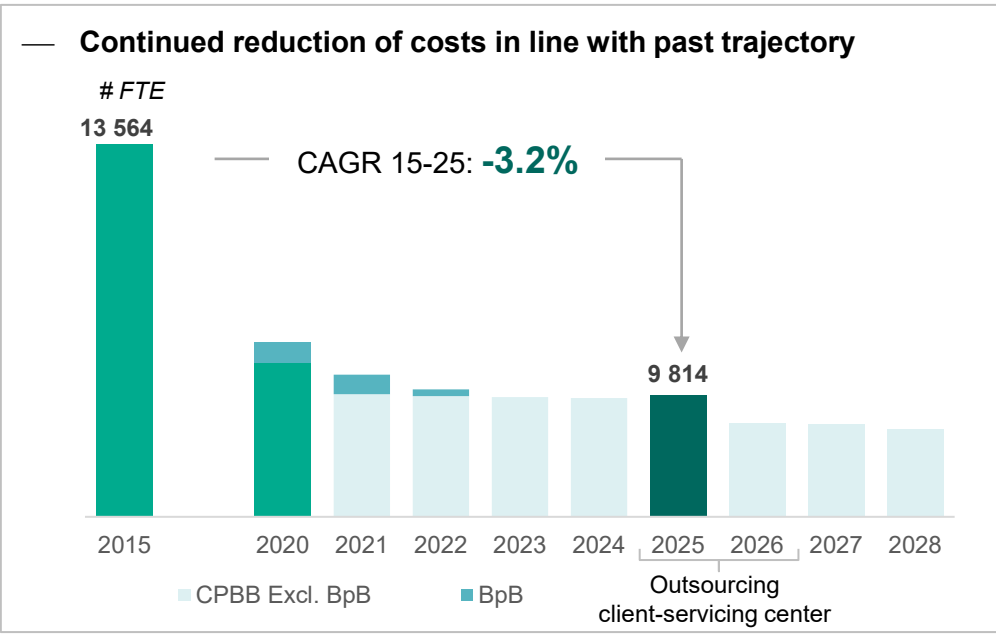
— **Fee expenses reflect our variable cost**

- Independent branches
- Bpost servicing contract
- Batopin (mutualised ATM with the 4 main Belgian banks)

COSTS | Cost discipline at the core of CPBB strategy, driven by flexibility, scale and digitalisation

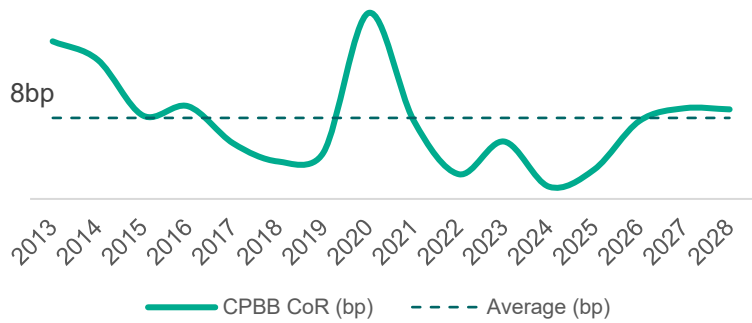


- ### Sustaining strict cost discipline to fund strategy execution
- **Carry on** cost base “variabilisation”, building on past achievements
 - **Leverage** Group assets and offshore servicing platforms to capture scale benefits and lower operating costs
 - **Accelerate** Digital and AI deployment to structurally reduce cost-to-serve
 - **Mutualise** IT & Technology investment across CPBE
 - **Contribute** to the Group initiative to streamline functional costs



COST OF RISK | Strong risk profile supports cost of risk normalisation at an intrinsically low level

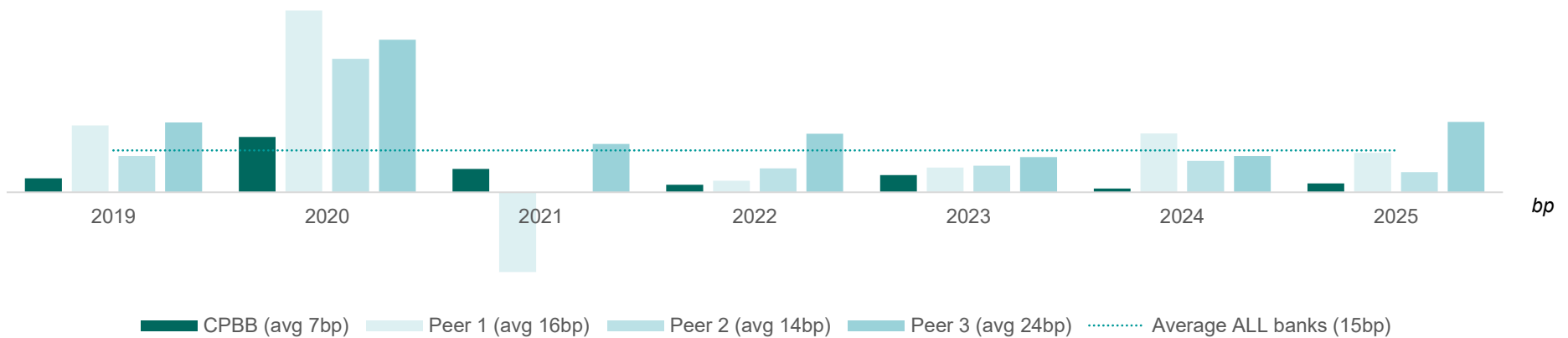
Structurally low cost of risk with limited volatility (2020 Covid-related outlier)



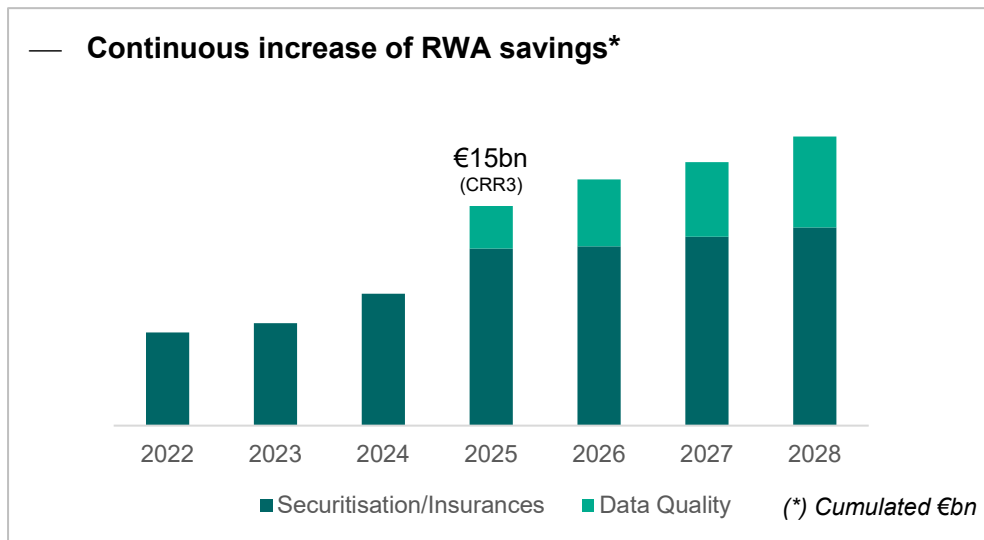
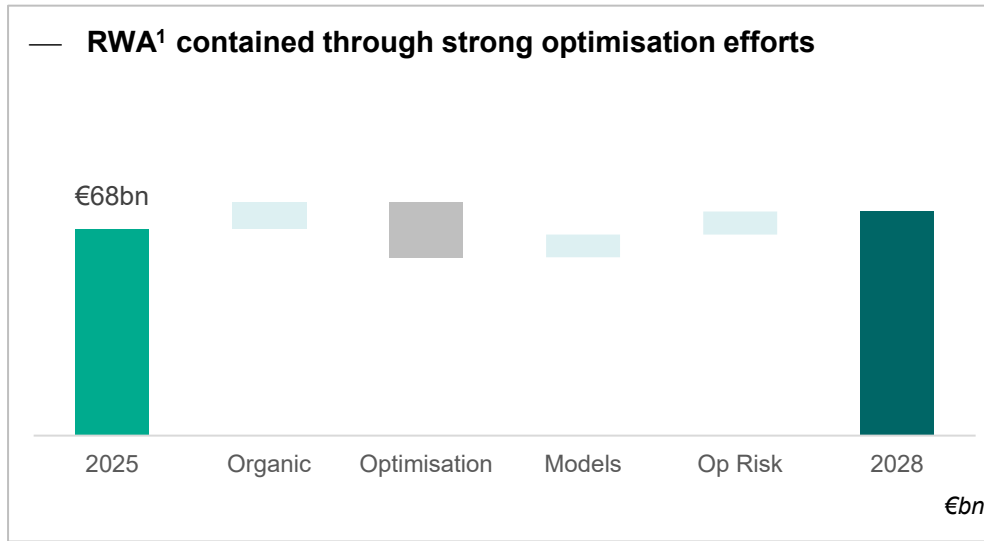
Cost of risk stands at a low level reflecting our prudent risk management

- **~45%** of the credit portfolio in mortgage loans, characterised by near-zero cost of risk and low volatility
- **Market-leading position in Belgium**, enabling strong selectivity and active steering of the portfolio risk profile
- **Prudent risk management**, evidenced by a best-in-class cost of risk track record, the lowest in the market

Lowest Cost of Risk (bp) compared Belgian Peers



RWA | Disciplined RWA management enables loan growth while containing RWAs



- **RWA growth is limited at one half of loan growth**
 - **Selective lending:**
 - Loan: **~+2%** CAGR 25-28
 - RWA: **<1%** CAGR 25-28
 - **Accelerated RWA optimisation** under CRR3: **~€20bn** RWA savings by 2028
 - **RWA growth fully attributable to operational risk**
- **Next priorities**
 - **Expand** corporate loan securitisation via CIB distribution capacity (€2.8bn at end of 2025)
 - **Scale up** insurance solutions on specialised lending (~€9.2bn at end of 2025)

— SECTION 3 —

Strategic roadmap



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The bank for a changing world

— STRATEGIC ROADMAP | CPBB is moving forward with a clear roadmap to capture profitable growth

Leveraging our three leading client franchises	Streamlining our operating model	Accelerating our digital & AI transformation
<p>Boost income growth and fee generation through active client lifecycle management</p>	<p>Variabilise our cost base through domestic, near-and offshoring</p>	<p>Continue digital transformation on self servicing & sales</p>
<p>Deepen & widen our share of wallet by leveraging on X-sell through the group integrated model</p>	<p>Mutualise assets & capabilities within CPBE and with the Group</p>	<p>Leverage AI and data-driven insights to hyper-personalise client interactions</p>
<p>Strengthen customer relationship through multi-product expertise and tailored advice</p>	<p>Capitalise on expertise development and attrition to optimize workforce</p>	<p>Industrialise AI for cost savings in operations & servicing</p>
	<p>Deploy our industrialised approach to active RWA management</p>	<p>Reinforce investments in security & safety to ensure continued client trust</p>

— In 2025 CPBB activities generated **>€700m** additional revenues in the Group

IPS	CIB	CPBS
>€200m	~€250m	~€250m

STRENGTHEN OUR CORE

PURSUE THE NEXT

Reinforce client franchise

Drive strong client acquisition via Bpost, representing **35%** of new clients

Increase client value through upstreaming, with €5bn of AuM from Affluent & Mass Market banking to Private banking & Wealth Management in 2026-2028

Rejuvenate the client base by focusing on youth and business starters

Strengthen product equipment

Capitalize on Group solutions to accelerate fee-based revenue growth

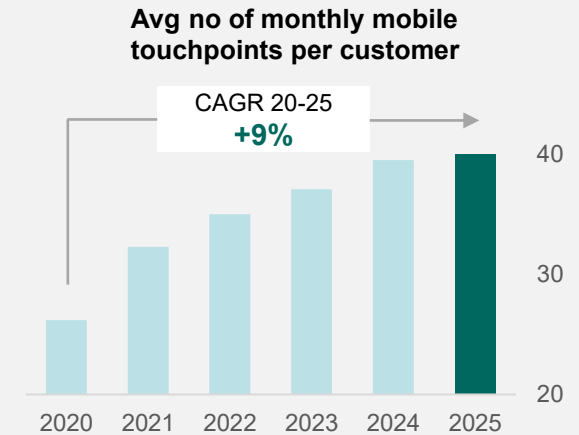
- Expand consumer finance through Personal Finance, enabling our 35% market share
- Leverage €45bn off-balance AuM, of which **39%** invested in BNP AM funds

On average, Mass Market clients are active in 5 products and Affluent clients in 13 products

Boost insurance penetration through the new AGI distribution agreement (+40% Insurance GWAP – 2025-2028)

Expand digital adoption

Drive mobile engagement through AI-driven proactivity (+30% vs 2025)



Deliver end-to-end digital sales and boost selfcare with integrated cross-sell across domains

Our ambition: +100k new clients per year (gross growth); ~+300k between 2025-2028

STRENGTHEN OUR CORE

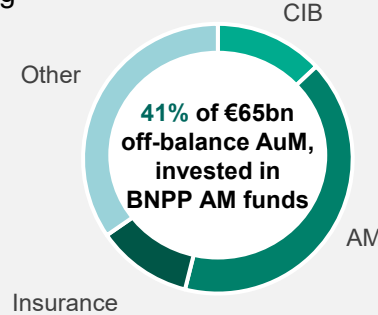
Monetise our leadership

Scale up the 'One Bank' approach with **Corporate banking** (+200% increase in NBI and AuM after 1 year in dual relationship)

Leverage the Group's extensive capabilities

Investment offering as a core engine of client loyalty

Leverage CIB's structured products offering



Engage with expertise and innovation

Differentiate through deep advisory expertise, supported by **542** certified Relationship Managers



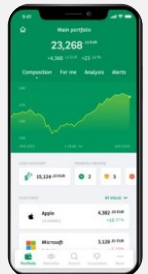
PURSUE THE NEXT

Capitalise on Wealth Management and CIB platforms to scale in (U)HNW Entrepreneurs & Families

Accelerate targeted acquisition of Next Gen

Grow Private Assets by leveraging the AXA IM integration

Strengthen engagement through a digital execution-only platform (stock exchange order)



Live in H1 2027

Our ambition: #1 Private Bank in AuM (>3.5% CAGR 25-28)

Consolidate leadership

Boost share of wallet

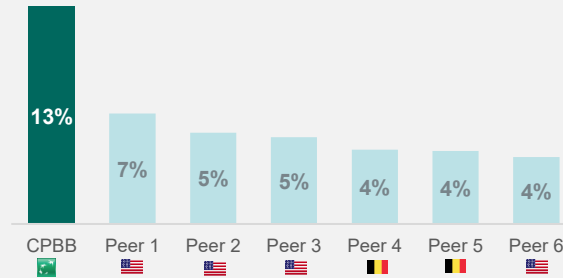
Reinforce profitability

Leverage a distinctive model combining strong local presence (~600 RMs) and access to the Group's international network

Capitalise on the One-Bank approach with Private Banking and Wealth Management

Accelerate synergies across the Group's integrated model

Leverage #1 leading CIB position¹



For each €100 revenues generated by a Corporate client at CPBB, an additional €32 is generated across BNP Paribas outside Belgium

Boost capital efficiency through active RWA management (e.g., SRT distribution via CIB - €2.8bn in 2025)



Euromoney 2025 Best Investment Bank in Belgium

Reinforce focus on Business Banking – MidCaps through new organisational approach

Extend leading CIB position into MidCaps

Ensure profitability hurdles on new production through selective origination and capital-sensitive pricing, enabled by CRM and data analytics

Our ambition: #1 in Loans and deposits with ~25% market share by 2028

STRENGTHEN OUR CORE

PURSUE THE NEXT

Smart sourcing

Enabling variabilisation of cost base

Outsourcing part of client-servicing center to **Accenture**

Near and offshoring in functions with group servicing capabilities

Asset mutualisation

Supporting reduction of operating costs

Leverage **group mutualised tech platforms** (full cloud-based by 2026)

Strengthen group synergies with the CPBB **Payments** Competence Centre (>23 countries)

Workforce management

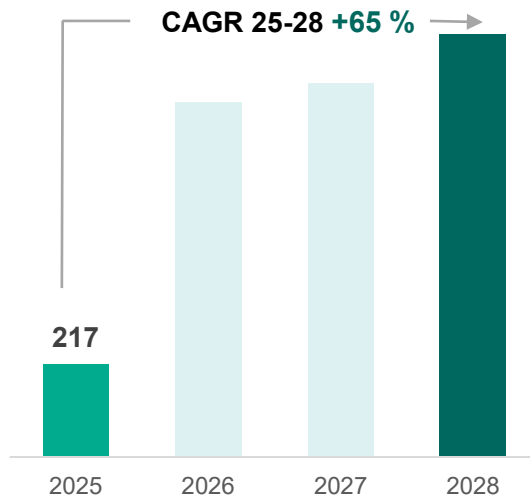
Disciplined hiring & attrition management

Investing in **expertise** (1,241 certified sales)

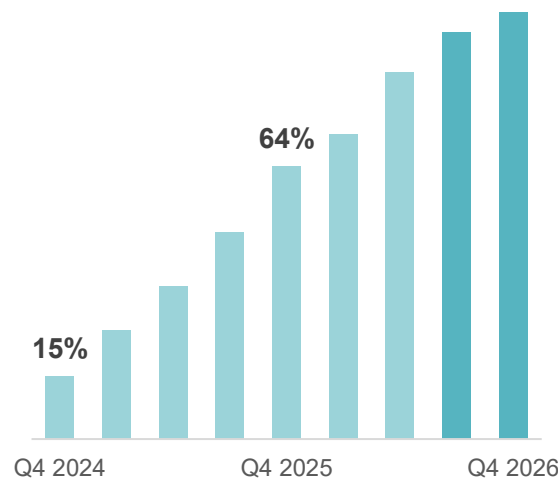
Prepare employees for an **AI driven future** (**85%** use internal AI assistant)

Review of management span of control of central functions

Evolution of smart sourced FTE's

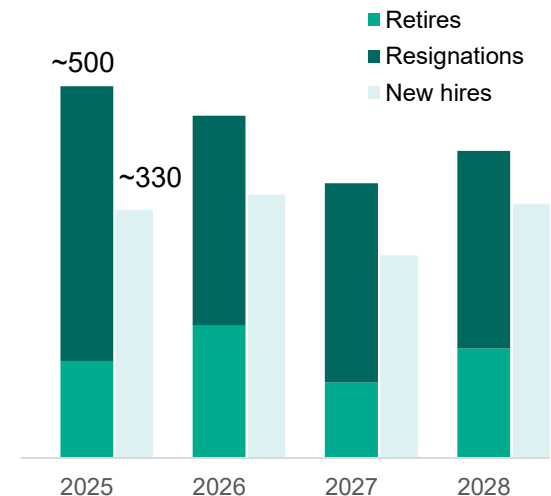


Ramp up of cloud migration



Natural attrition vs. new hires

FTEs



AI | Scaling AI to improve client experience and lower cost-to-serve

Commercial interaction

Chat & Voice Bot for Clients

- Conversational Live
- Personalised Dev
- Pro-active insights Live

X - sell/Churn

- Local Business Live
- SME - MidCap Live

Intelligent Pricing

- Mortgages Live

Employee efficiency

Employee AI Assistant Live

Role Specific Assistants

- IT: Coding Assistant Live
- Private Banking: Client Insights Dev
- Marketing: Communication Assistant Live

Fraud & financial security

Automated KYC

- KYC Onboarding Dev
- KYC Transactional Profile Live
- KYC Related Person Dev

Process optimisation

Call Center Automation

- AI call forecasting for planning Live
- AI CRM updates Dev
- AI Sales Coach Live

Contextual Assistants:

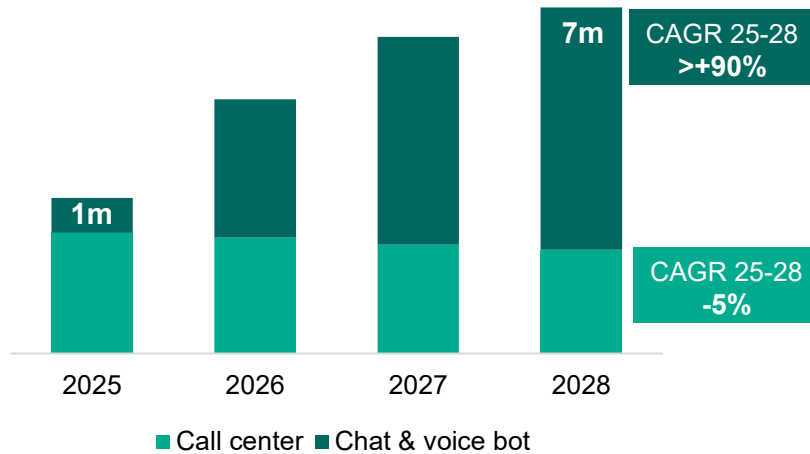
- Process notes Live

Supported by a robust AI governance

AI | Delivering on AI ambitions: two tangible use-cases

AI supported service touchpoints, generating structural cost savings

No. chatbot and call center interactions



Cards Servicing as front-runner illustration

- **6.1m** cards generate **8.6m** service requests p.a.
- Cards servicing via self-service digitally or with human in the loop (branch or call center)
- Summer 2025: launch of chatbot assistant for cards servicing to off-load call center interactions
- Similar industrialisation across products and services from all business lines

AI driven KYC Onboarding & Recertification, enabling significant cost avoidance and increased risk management

4.3m Clients (individuals & enterprises)






+855k Recertifications p.a. post AMLR



0 FTE upstaffing

- Launch of specific initiative in 2026-2027, focusing on AI-augmented transactional profiles and recertification
- As of 2028 and beyond, scale to other KYC activities to further reduce cost base

ENABLERS | Driving growth and C/I improvement through targeted investments in mutualised platforms

	Completed	Ongoing	Roll out to be launched
Across BNP Paribas Group	<p>PAYMENT COMPETENCE CENTER</p> <p>— Mutualised payment capabilities</p> <ul style="list-style-type: none"> +23 countries serviced incl CPBF, BNL & CIB -67% in processing cost 	<p>weRO </p> <p>— European Payment Services</p> <ul style="list-style-type: none"> 15.3m transactions on Wero #1 in Belgium¹ (35% market share) 	<p>estream</p> <p>— Payment processing</p> <ul style="list-style-type: none"> 6.1m cards ('25) 1.2bn transactions ('25) -36% in processing cost (exp)
	In Belgium (4 banks)	<p></p> <p>— ATM mutualisation</p> <ul style="list-style-type: none"> 1,040 ATMs at disposal for our clients 0 ATMs owned by CPBB 	<p></p> <p>— KYC & ESG for Corporates</p> <ul style="list-style-type: none"> 250k legal entities' data shared

ENABLERS | Our success will be driven by the expertise and engagement of our people

Our People Strategy is key to our success



Training (2025)

6.76 avg. training days per FTE

185 dedicated trainings & workshops for People Managers

548 talents in dedicated development tracks

Gender Policy (2025)

>1/2 of women in CPBB

>1/3 of women in Senior Management

Ensuring the right talent in the right role, fostering employee engagement as a key driver, while managing our workforce responsibly

CONCLUSION | Harder, better & faster, stronger



HARDER

Acceleration on digital and AI

- Continue digital transformation on self servicing & sales
- Industrialise AI for cost savings
- Reinforce investments in security & safety

BETTER & FASTER

Leveraging our #1 client franchises

- Boost income & fee growth
- Deepen & widen our share of wallet
- Strengthen customer intimacy

STRONGER

Streamlining our operating model

- Variabilise cost base through shoring
- Mutualise assets & capabilities
- Deploy industrialised approach RWA management

Enablers of our success

People

Integrated Group model

CPBE of Tomorrow

Corporate culture



NOTES

Slide 5

1. Closing expected some time in 2026, subject to informational and consultation processes with personnel representative bodies of the entities and authorizations by competent authorities

Slide 6

1. CPBS revenues including 2/3 of Private Banking, with PEL/CEL effects, excluding contribution from Bank of the West in 2022; 2023 – 2025 restated
2. 2024 restated to reflect the finalization of Basel 3 (Basel 4), the change in the allocation of normalized equity from 11% to 12% of risk-weighted assets, and the reclassification of income and business data from the non-strategic perimeter of Personal Finance to Corporate Centre
3. Including 2/3 of Private Banking (with PEL/CEL effects for CPBE)

Slide 7

1. Eurostat Financial Balance sheets – annual data 2024
2. Eurostat key indicators – annual data 2024 ; gross saving divided by gross disposable income
3. Trading Economics Home Ownership Rate Europe 2025, % of the population living in an owner-occupied home
4. BNP Paribas Fortis calculations based on CapGemini, World Report Series 2025 - Wealth Management, 2025
5. Trading Economics – GDP per capita, 2024
6. World Bank Group – 2023 – Gross domestic expenditures on R&D
7. BIS – credit to general government (GG), non-financial corporations (NFCs), households and non-profit institutions serving households (HHs & NPISHs)
8. BNP Paribas Fortis Study, "Family Businesses", March 2025 – defined as company with >50% of shares owned by family shareholders and at least one family member being in the active advisory board/board of directors or daily direction
9. World Bank Group, Exports of goods and services (% of GDP) - Belgium, 2024
10. #1 in Affluent & Mass Market Banking based on internal analysis of market share of current accounts (based on NBB and Febelfin data) and mortgages (based on NBB Mortgage Loans Monthly report) as of December 2025
11. #1 in Private Banking & Wealth Management based on AuM of Affluent, Private Banking and Wealth management clients, as published by DeTijd/L'Echo on the main Private Banks in Belgium as of June 2025
12. # 1 in Corporate Banking based on internal analysis based on 1) all corporate loans registered in NBB's BECRIS RKO (Belgian Extended Credit Risk Information System) and 2) #1 for Market Penetration with Belgian Large Corporates - Source : Coalition Greenwich Voice of Client 2025 Large Corporate Banking Study - Belgium

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1. #1 in Affluent & Mass Market Banking based on internal analysis of market share of current accounts (based on NBB and Febelfin data) and mortgages (based on NBB Mortgage Loans Monthly report) as of December 2025
2. Active clients in Mass Market, Affluent segments and Fintro as of December 2025
3. Internal analysis of market share on current accounts (based on NBB and Febelfin data)
4. Internal analysis based on NBB Mortgage Loans Monthly report.
5. #1 in Private Banking & Wealth Management based on AuM of Affluent, Private Banking and Wealth management clients, as published by De Tijd/L'Echo on the main Private Banks in Belgium as of June 2025
6. Active clients in Private banking and Wealth Management segments

Slide 8

7. AuM of Affluent, Private Banking and Wealth management clients, as published by De Tijd/L'Echo on the main Private Banks in Belgium as of June 2025
8. Internal analysis based on SRP data
9. # 1 in Corporate Banking based on internal analysis based on 1) all corporate loans registered in NBB's BECRIS RKO (Belgian Extended Credit Risk Information System) and 2) #1 for Market Penetration with Belgian Large Corporates - Source : Coalition Greenwich Voice of Client 2025 Large Corporate Banking Study - Belgium
10. Active clients in the Local Business, Commercial Banking, Corporate Coverage segments as of December 2025
11. #1 for Market Penetration with Belgian Large Corporates - Source : Coalition Greenwich Voice of Client 2025 Large Corporate Banking Study - Belgium
12. Internal analysis of market share based on all corporate loans registered in NBB's BECRIS RKO (Belgian Extended Credit Risk Information System)

Slide 9

1. Internal analysis based on public reports of peers.

Slide 10

1. 100% Private banking
2. Quarterly RONE computed with linearised IFRIC

Slide 11

1. #1 in Affluent & Mass Market Banking based on internal analysis of market share of current accounts (based on NBB and Febelfin data) and mortgages (based on NBB Mortgage Loans Monthly report) as of December 2025
2. #1 in Private banking & Wealth Management based on AuM of Affluent, Private Banking and Wealth management clients, as published by De Tijd/L'Echo on the main Private Banks in Belgium as of June 2025
3. # 1 in Corporate Banking based on internal analysis based on 1) all corporate loans registered in NBB's BECRIS RKO (Belgian Extended Credit Risk Information System) and 2) #1 for Market Penetration with Belgian Large Corporates - Source : Coalition Greenwich Voice of Client 2025 Large Corporate Banking Study - Belgium

Slide 14

1. 100% Private banking

Slide 18

1. 100% Private banking

Slide 23

1. Dealogic ranking Belgian Fee payers 31/12/25 | Investment Banking métiers

Slide 27

1. Based on EPI Ranking

GLOSSARY

AuA	Assets under Management	LCR	End-of-period Liquidity Coverage Ratio calculated in accordance with Regulation (CRR) 575/2013, art. 451b
AuC	Assets under Custody	Leverage	Leverage calculated in accordance with Regulation (EU) 575/2013 - Art. 429
AIM	Alternative Investment Managers	MREL	Minimum Requirement for own funds and Eligible Liabilities
AWM	Asset & Wealth Managers	Net income (€m)	Net income, Group share
CAGR (%)	Compound Average Growth Rate	NBV (€)	Tangible net book value per share, revalued at the end of the period, in €
CET1 ratio (%)	Transition to phased-in ratios and RWA starting from 2Q25, in order to align with the calculation of the regulatory requirement (MDA calculation), to reflect the Group's 2030 horizon, and to reflect the standards used by the market. Phased-in CET1 calculated on the basis of the quarter's risk-weighted assets; including transitional arrangements as defined in Art.465, 495 and 500 of CRR	PF	Personal Finance
Cost/income ratio (%)*	Ratio between operating expenses and revenues	RoE*	Return on Equity
Cost of risk / customer loans outstanding (bps)*	Ratio between the cost of risk (€m) and customer loans outstanding at the start of the period Cost of risk does not include "Cost of legal risk on financial instruments"	RoIC (%)	Return on Invested Capital; projection of net income generated by redeployed capital divided by the corresponding CET1 capital allocation
EPS (€)	Earnings per share in €, calculated on the basis of net income, Group share adjusted for the remuneration of undated super-subordinated notes (TSSDI) and the average number of shares outstanding	RoNE (%)*	Return on Notional Equity; ratio between annualised pre-tax net income and average allocated equity during the same period
FICC	Fixed Income, Currencies and Commodities	RoTE (%)*	Return on Tangible Equity
FRTB	Fundamental Review of the Trading Book	RWA (M€)	Risk-Weighted-Assets
HSR	Change at historical scope and exchange rate	SIU	Savings & Investment Union
CSR	Change at constant scope and exchange rate	SREP	Supervisory Review and Evaluation Process
Jaws effect (pts)	Increase in revenues minus the increase in operating expenses over the same period	SRT	Significant Risk Transfer operations
		TLAC	Total Loss Absorbing Capacity
		TSSDI	Undated super-subordinated notes
		VaR	Value-at-risk

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Upcoming events

Earnings reporting dates

- 2Q 2026 earnings: 23 July 2026
- 3Q 2026 earnings: 28 October 2026
- 4Q 2026 earnings: 2 February 2027

Strategic presentations

- Deep Dive BNL
- Deep Dive Arval / Athlon

The consensus, compiled and aggregated by the Investor Relations team, is available at: [Equity BNP Paribas](#) | [Investors & Shareholders](#) | [BNP Paribas Group](#)

It reflects the arithmetic average forecasts for various Group P&L headings, sent by analysts invited by BNP Paribas to contribute to the consensus.