

BNP Paribas 2025 STRATEGIC PLAN



**GROWTH
TECHNOLOGY
SUSTAINABILITY**

Continuous development at the service of clients and society

Built on the success of its 2017-2020 plan, and on the essential support it provided to the economy during the health crisis, the Group is continuing its development at the service of its clients, the economy and society.

2017-2020

HEAVY INVESTMENTS TO DEVELOP A SOLID, USEFUL AND PROFITABLE BUSINESS MODEL

- Strong market share gain, particularly for European corporate clients.
- Accelerated digitalisation to enhance the client experience.
- A pioneer in sustainable finance.

2020-2021

UNEQUALLED MOBILISATION TO SUPPORT OUR CLIENTS AND TO RE-BOOST THE ECONOMY

- Leading bank in support of companies and institutions in Europe with over €500bn steered towards syndicated loans, bonds and shares (EMEA).
- Significant tax contribution in line with the place BNP Paribas holds in the economy, with €12.2bn of taxes paid over the last two years, of which €5.3bn in France.

2022-2025

BUILT ON SOLID FOUNDATIONS AND THE ENGAGEMENT OF ITS EMPLOYEES, THE GROUP IS LAUNCHING AN AMBITIOUS STRATEGIC PLAN

- To accompany all of its clients in their new uses of banking and financial services, and in their development projects.
- To direct financial flows towards necessary investments in the transition to a more sustainable economy.

2025 STRATEGIC PLAN Growth • Technology • Sustainability

STRONG AMBITIONS

GROWTH

Continue to develop profitable growth by leveraging the Group's leading positions in Europe.

TECHNOLOGY

Technology for optimised client / employee experiences and operating efficiency.

SUSTAINABILITY

Accelerated mobilisation of the Group's businesses on sustainable finance issues.

FUELED BY A POWERFUL MODEL

- Leading platforms in Europe built across businesses...
- ...strategically aligned to best serve clients and partners...
- ...with the full benefit of our integrated and transformed operating model.

BUILT ON THREE PILLARS

- TECHNOLOGY & INDUSTRIALISATION AT THE HEART OF OUR MODEL
- DEPLOYMENT OF SUSTAINABLE FINANCE AND ESG AT SCALE
- DEVELOPMENT OF EMPLOYEES' POTENTIAL & ENGAGEMENT

IN ORDER TO

- Foster organic growth
- Gain market shares
- Develop new opportunities
- Generate economies of scale

Synthesis

Through its solid positioning, the Group intends to accelerate its dynamic transformation and strengthen its position, in order to pursue growth and start a new, ambitious chapter in its development.

Consolidate our European leadership to accelerate our clients' transition to a sustainable economy

CLIENT EXPERIENCE	EUROPEAN LEADERSHIP	HUMAN CAPITAL	ENVIRONMENT	SOCIETY
Improving interactions and meeting the needs of individual, corporate and institutional clients through innovative solutions.	Uplifting and expanding the European economy through support to the global corporate and institutional clients who drive it.	Developing talent and optimising employee experience as the foundation for our collective performance.	Offering our clients financial solutions to accelerate actions that fight against climate change and protect biodiversity.	Improving the accessibility of financial services, diversity and equality in order to foster a more inclusive society.

Thanks to the talent of our teams, technological innovation and the financial strength of our Group, we are accelerating our transformation and reinforcing our leadership in Europe to serve our clients. With this 2025 ambition, which responds even better to new expectations and amplifies our positive impact on society, we can achieve a collective transition towards a new, sustainable economic model.



Jean-Laurent Bonnafé
Director and Chief Executive Officer

Key figures

Pursue an ambitious and disciplined growth

REVENUES	NET INCOME ²	CET1 (COMMON EQUITY TIER 1)	JAWS EFFECT	ROTE (RETURN ON TANGIBLE EQUITY)	PAY-OUT RATIO
CAGR ¹ 2021-2025 ¹ >+3.5%	CAGR ² 2021-2025 ¹ >7%	2024: 12.9% BASEL 3 (CR2) FULLY LOADED 2025: 12.0% BASEL 3 FINANCED (CR3) FULLY LOADED	AVERAGE 2021-2025 ³ >+2.0 pts	2025: >11% BASEL 3 FINANCED (CR3) FULLY LOADED	60% WITH A MINIMUM OF 50% IN CASH ⁴

1. AT CONSTANT PERIMETER (INCLUDING OR EXCLUDING BANK OF THE WEST)
2. GROUP SHARE
3. CAGR 21-25 OF REVENUES LESS CAGR 21-25 OF OPERATING EXPENSES

4. SUBJECT TO APPROVAL OF GENERAL MEETING

* COMPOUND ANNUAL GROWTH RATE

➕ OBJECTIVE OF ADDITIONAL +5% EPS GROWTH THROUGH THE GRADUAL REDEPLOYMENT OF CAPITAL RELEASE FOLLOWING THE SALE OF BANK OF THE WEST (CLOSING EXPECTED LATE 2022)



BNP PARIBAS

The bank
for a changing
world