



OUR STRATEGIC PLAN



**BNP PARIBAS**

The bank for a changing world

# OUR STRATEGIC PLAN

G R O W T H - T E C H N O L O G Y - S U S T A I N A B I L I T Y

## STRONG AMBITIONS

### GROWTH

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

### TECHNOLOGY

Technology for optimised client/employee experience 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

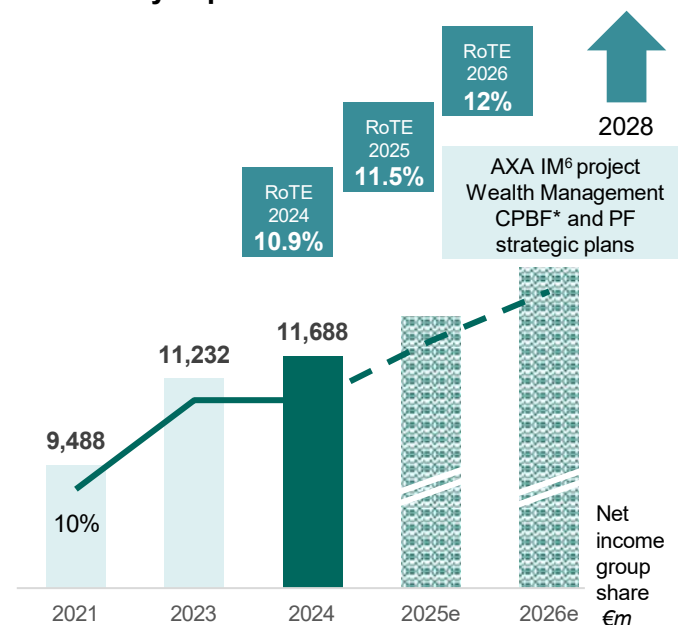


# OUR 2025-2026 TRAJECTORY

<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>	<b>CET1 ratio pre-FRTB</b> <b>~12.3%</b>
<b>Revenues</b>	<b>Jaws effect<sup>1</sup></b>	<b>Cost of risk</b>	<b>Net income<sup>2</sup></b>	<b>EPS<sup>3</sup></b>	
>+5% 24-26 CAGR <sup>4</sup>	~ +1.5 pts on average per year	< 40 bps	> +7% 24-26 CAGR <sup>4</sup>	> +8% 24-26 CAGR <sup>4</sup>	

— **The RoTE<sup>5</sup> trajectory out to 2026 is confirmed, and post-2026 growth drivers are already in place**

- CIB**
  - Cutting-edge platform and powerful growth engine
  - Continued market share gains on the strength of a diversified client franchise, a low risk profile and optimised capital
- CPBS**
  - New strategic plan for CPBF\* and extension of the Personal Finance plan to 2028. The ambition is to bring the profitability of these activities to the Group's level, resulting in an anticipated impact on Group ROTE of +1%, including +0.5% by 2026
  - Commercial & Personal Banking revenues driven by the new interest-rate environment
- IPS**
  - Continued strong organic growth dynamics in Insurance, Asset Management, and Wealth Management
  - Beyond that, strong acceleration, driven by the implementation of external growth: AXA IM<sup>6</sup> Project, Wealth Management, Life Insurance
- Efficiency** Ongoing operating efficiency measures in 2026 (€600m) on top of the 2025 savings (€600m)



- Increase in Group revenues between 2024 and 2026 minus the increase in Group operating expenses between 2024 and 2026
- Net income, Group share
- Earnings per share calculated on the basis of net income, Group share of 2024 adjusted for the remuneration of undated super-subordinated notes and the average end-of-period number of shares.
- Compound annual growth rate (CAGR)
- RoTE: return on tangible equity
- Subject to agreements with the relevant authorities

\*The project will be subjected to information and consultation with the works councils



# CONSOLIDATE OUR EUROPEAN LEADERSHIP TO ACCELERATE OUR CLIENTS' TRANSITION TO A SUSTAINABLE ECONOMY

## 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 and ambitious chapter in its development.

### CLIENT EXPERIENCE

Improving interactions and meeting the needs of individual, institutional and corporate clients through innovative solutions.

### EUROPEAN LEADERSHIP

Uplifting and expanding the European economy through support to the global corporate and institutional clients who drive it.

### HUMAN CAPITAL

Developing talent and optimising employee experience as the foundation for our collective performance.

### ENVIRONMENT

Offering our clients financial solutions to accelerate actions that fight against climate change and protect biodiversity.

### SOCIETY

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.”



**Jean-Laurent Bonnafé**  
Director and Chief Executive Officer

# TECHNOLOGY AND INDUSTRIALISATION AT THE HEART OF THE MODEL

The Group has implemented a **transformation programme**, within all its businesses, that aims to provide clients with an **enriched experience**, to accelerate **digitalisation** and to optimise **operational efficiency**. Technology and industrialisation will continue to be the cornerstone of its model and the levers for further optimisation.

## SIX LEVERS WILL BE ACTIVATED TO ATTAIN THIS OBJECTIVE

Extensive use of AI, data and robotics.

Strong development of secure usage of the cloud.

Broad APIisation of the Information system.

Smart Sourcing and broad roll-out of pooled service centres.

Amplification of Make/Buy/Share strategies to streamline processes.

Accelerated convergence of European technological platforms.

### OBJECTIVES

- 1,000 AI use cases under production en 2025
- 60% of apps using the cloud

“Increase operational efficiency, develop industrialisation and optimise data and technology to be competitive, yet also build flexible and agile collaboration between all the entities of our organisation. These are strong levers that will serve the Group's ambitions for 2025.”



These initiatives, carried out by all business lines and functions, will continue to strengthen the operational efficiency for the Group to produce margins that ensure the self-financing of industrialisation and investments.



**Philippe Maillard**  
Chief Operating Officer

# SUSTAINABLE FINANCE AND ESG: DEPLOYMENT AT SCALE

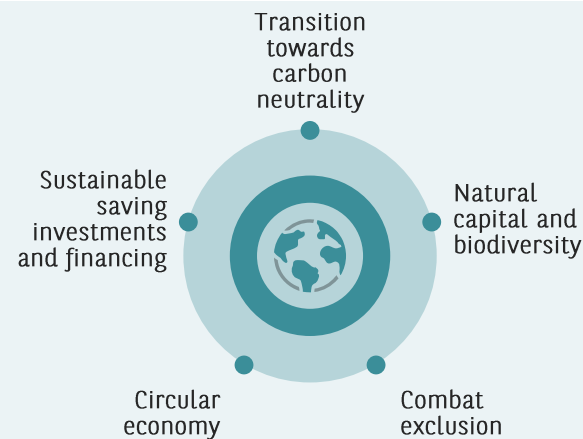
To accelerate the implementation of our commitments in sustainable finance and CSR within **five priority themes** that align with our clients' objectives and the United Nations Sustainable Development Goals, the Group will leverage **three strategic pillars** adapted to the objectives of each of our business lines:

1

2

3

## 5 Priority Themes



### 2030 OBJECTIVE

90% of low-carbon energies in our energy financing stock by 2030.

*“Taking the major concerns of the environment and society into account has led the Company to a profound transformation. At BNP Paribas, we are turning the page on fossil fuels. The shift has taken place. We now mainly finance low-carbon energies.”*



**Anne Pointet**

*Head of Company Engagement*



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# DEVELOPMENT OF EMPLOYEE POTENTIAL AND ENGAGEMENT

The Group can rely on its teams of **committed professionals** that reflect dynamic skills-development and diversity policies. **People are at the heart of the Group's priorities** in order to develop the necessary expertise for its collective performance. The employees of BNP Paribas are at the forefront when it comes to bringing the strategic plan's ambitions to life, and they will be an **essential lever in its success**. This strategy is rolled out along **three themes**:

## EMPLOYEE EXPERIENCE

Increased focus on employees to offer them an experience that matches their expectations, namely with new ways of working and an agile environment.

## HUMAN CAPITAL

Continuously anticipate and adapt our resources, continue to recruit talent and offer mobility, strengthen the development of competencies.

## ETHICS & INCLUSION

Unify teams through a shared culture of inclusion, encourage exemplary behaviours guided by respect and non-discrimination.

20K  
/year External recruitments

20K  
/year Internal recruitments

“ Attracting and retaining talent from diverse backgrounds will be at the core of our priorities in order to respond to the needs and ambitions of the Group. This means offering an “employee experience” that reflects individual aspirations and building a collective trajectory by which skills can improve. ”



**Sofia Merlo**  
Head of Human Resources

