



BNP PARIBAS
FORTIS

Positive Banking.

MARCH 11, 2022



- 01 Welcome
- 02 Financials
- 03 Our strategy
- 04 Our people
- 05 Our customers
 - Retail Banking
 - Affluent & Private Banking
 - Enterprises
- 06 Conclusion



01 Welcome

02 Financials

03 Our strategy

04 Our people

05 Our customers

Retail Banking

Affluent & Private Banking

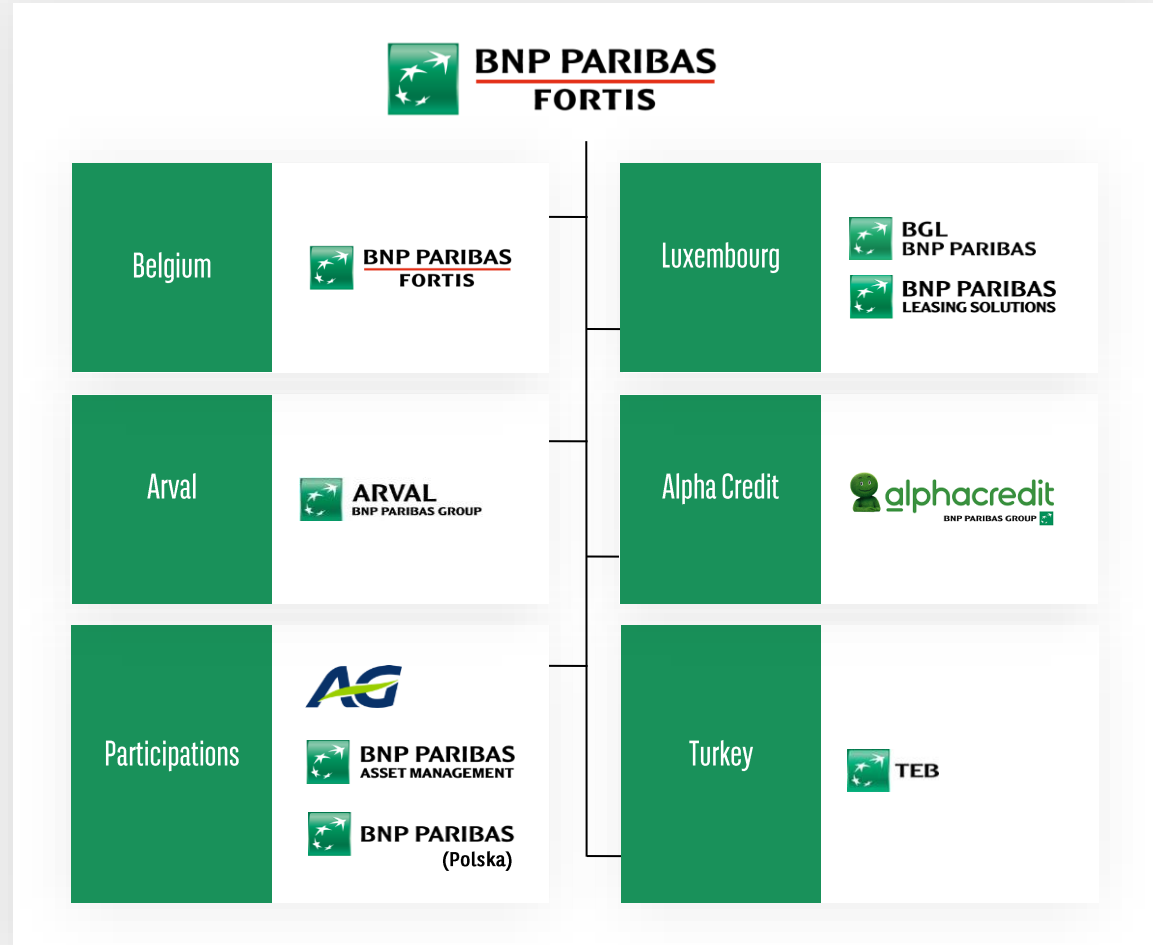
Enterprises

06 Conclusion



FINANCIALS

Our consolidated perimeter



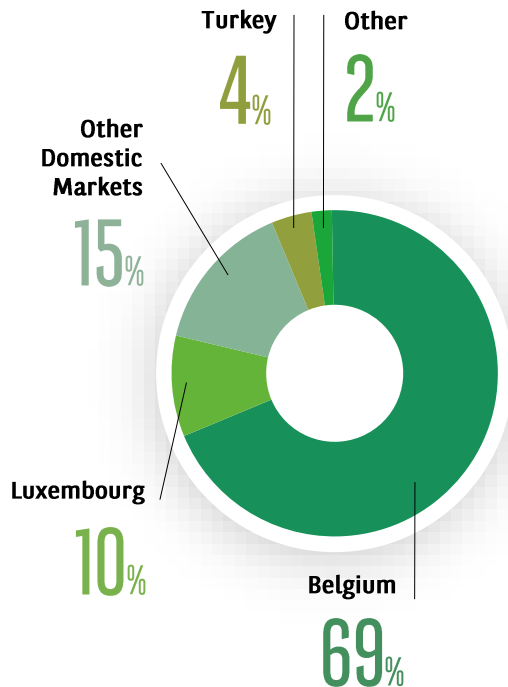
Our repartition

(Territorial view)



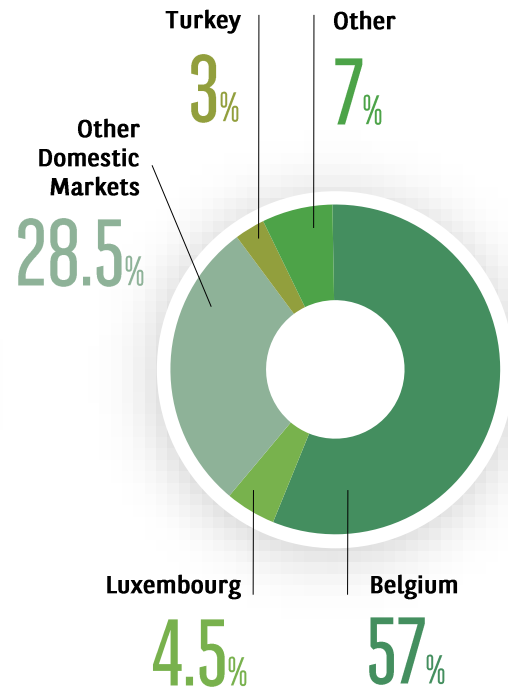
BALANCE SHEET

by percentage



NET PROFIT

by percentage



FINANCIALS

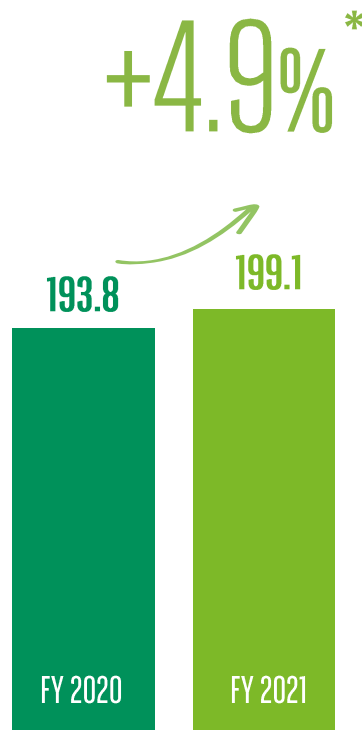
Robust business
development at
consolidated level

* Excluding retreated items
(RI), i.e. at constant scope,
constant exchange rates and
excluding exceptionals

** Including the property, plant
and equipment (PPE) of Arval

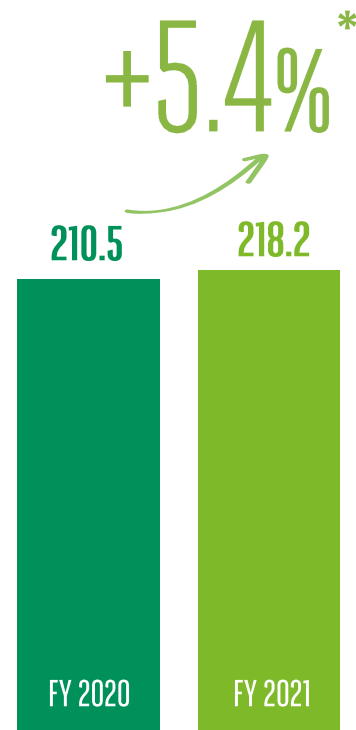
DEPOSITS

In billion €



LOANS**

In billion €



FINANCIALS

Strong results at consolidated level



In million €	FY 2020	FY 2021
Revenues	7,893	8,412
Operating Expenses	(4,542)	(4,577)
Gross Operating Income	3,351	3,835
Cost of Risk	(676)	(359)
Operating Income	2,675	3,476
Associates Income	322	322
Other Non-Operating Items	(114)	15
Pre-Tax Income	2,883	3,813
Net Income Attributable to Equity Holders	1,870	2,593

FINANCIALS

Strong results at Belgian retail banking level

(Excluding IT reinforcement costs)



In million €

FY 2020

FY 2021

Revenues

3,432

3,509

Operating Expenses

(2,408)

(2,375)

Gross Operating Income

1,024

1,135

Cost of Risk

(230)

(99)

Operating Income

794

1,035

Non-Operating Items

31

19

Pre-Tax Income

826

1,054

FINANCIALS

Strong continued
commitment to the
Belgian economy

(Territorial view)

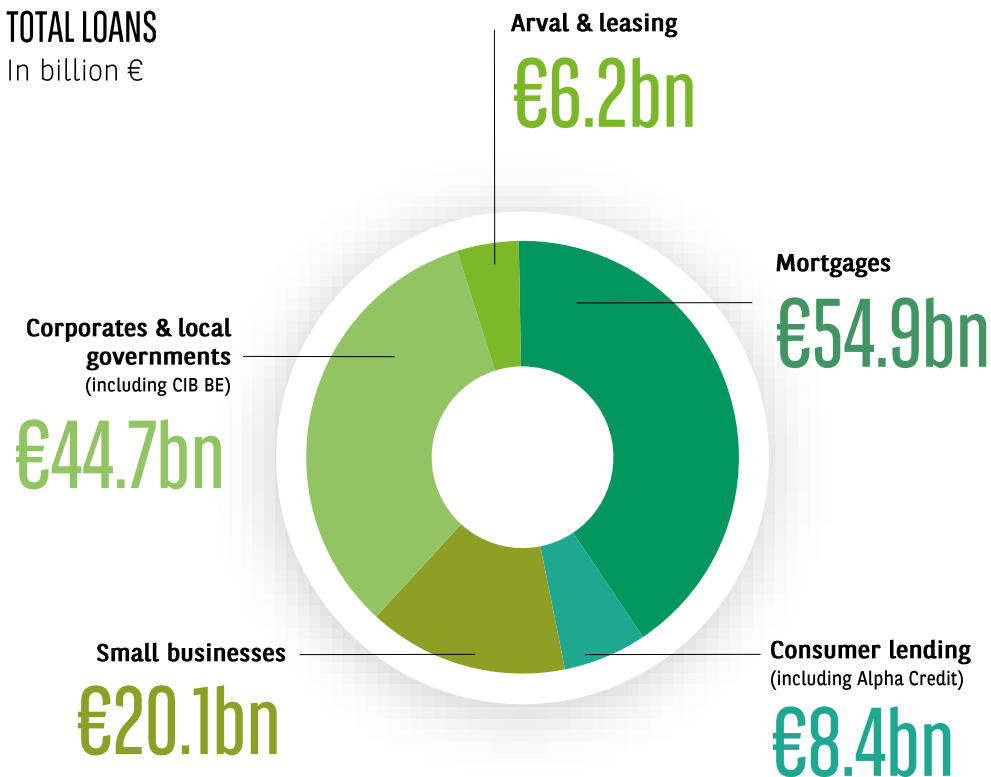
Total

€134.3bn

+€4.2bn vs end 2020

TOTAL LOANS

In billion €

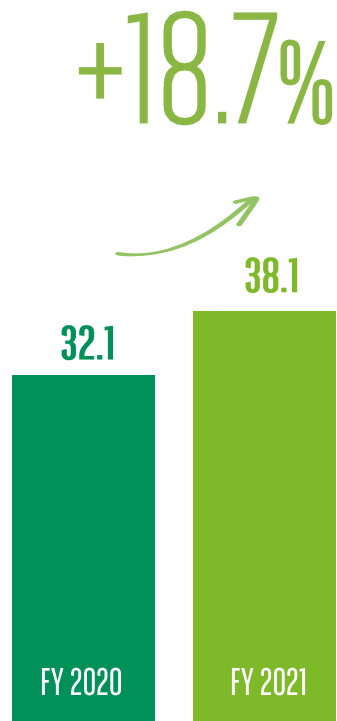


FINANCIALS

Strong continued
commitment to the
Belgian economy

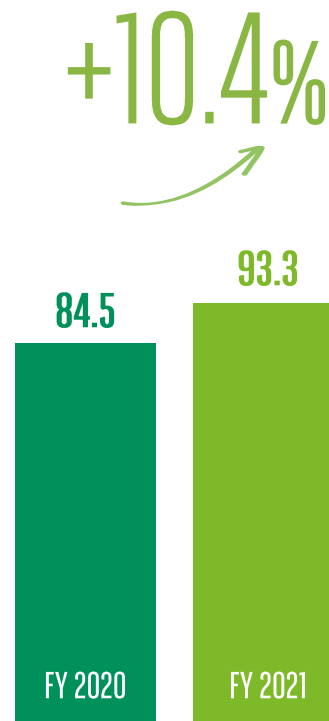
TOTAL FINANCING PRODUCTION

In billion €



AUM OFF-BALANCE (excl. AuA)

In billion €



FINANCIALS

Improving operational efficiency



CONSOLIDATED by percentage



BELGIUM (Territorial view) by percentage



BELGIAN RETAIL BANKING by percentage



FINANCIALS

Strong financial
structure



Liquidity

192%

LCR (non-consolidated basis)

Solvency

18%

Fully loaded CET1

01 Welcome

02 Financials

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Retail Banking

Affluent & Private Banking

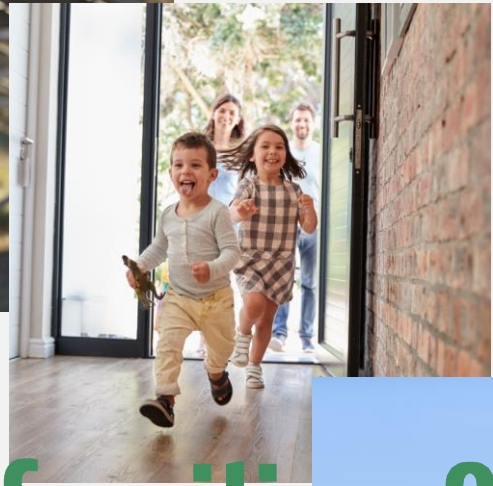
Enterprises

06 Conclusion



Since 200 years,
we have been supporting

Belgian families & enterprises



OUR PURPOSE

Together we commit to a better **society**
as the trusted financial **companion**
at all moments of our **client's** life

STRATEGIC FOCUS

Sustainability



STRATEGIC FOCUS

Accessibility



STRATEGIC FOCUS

Growth



Sustainability

Together we commit to a better **society**



Sustainable Housing

40%

Green Mortgage Loans granted in 2021
for construction and renovation.

1st Belgian bank that introduced the
Energy Efficient Mortgage Label (EEM)



1 in 3

renovation loans in 2021
is a Green Loan

€3.6bn

Green Mortgages
outstanding (EEM)

€169m

Energy Loans
outstanding

33,664

Green Mortgage
contracts

Sustainability

Together we commit to a better **society**



+600,000

clients have
at least 1 SRI product

Sustainable Investments

103

The logo for 'Towards Sustainability' features a blue globe with a green arrow curving around it. The text 'TOWARDS SUSTAINABILITY' is written in a circular path around the globe.

Funds labelled
'Towards Sustainability'



SRI Funds

Strong demand from all banking segments:
retail, personal and private banking

€40bn

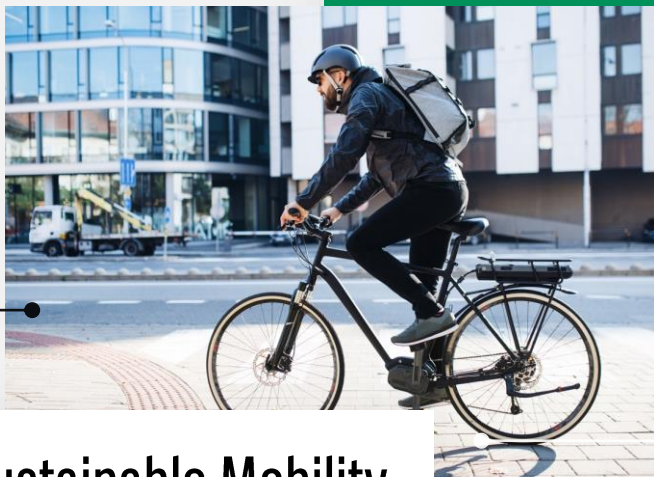
Sustainable
investments

44%

of total RPB
off-balance AuM

Sustainability

Together we commit to a better **society**



Sustainable Mobility

x2

Growth of sustainable mobility solutions

5,600

Charging points equipped with Optimile software

145,000

Charging points accessible in Europe with Optimile pass



4,471

New contracts for e-bikes in 2021

9,480

New contracts for 'energy efficient cars' in 2021

Sustainability

Together we commit to a better **society**

€4.5bn

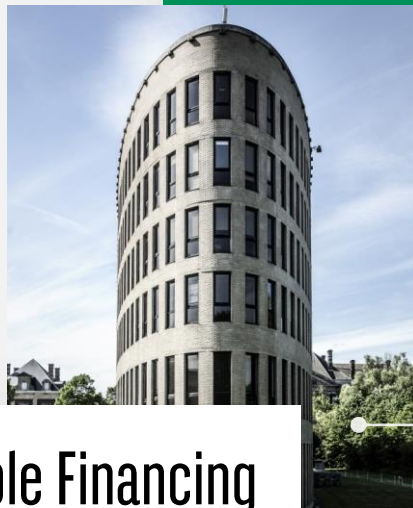
Loans outstanding to
environmental 'pure players'

of which

65%

Renewable energy projects

Sustainable Financing



€3.4bn

Loans outstanding to social 'pure players' such
as schools, hospitals, universities, ...

of which

€163m

Micro financing and social enterprises

Sustainability

Together we commit to a better **society**

top 6%

of 245 banks assessed globally
in the annual extra-financial rating
of SAM, the S&P Global Corporate
Sustainability Assessment (CSA)

82/100

BNP Paribas
performance

38/100

Industry
average

Sustainable Bank



BEST PRIVATE BANK
FOR ESG/SUSTAINABLE
INVESTING IN 2022
BY EUROMONEY

Growth

Products & services at all moments of our **client's** life

Beginning of 2022

Closing of the deal with bpost bank



Jan 1st, 2024

Integration of bpost bank in BNP Paribas Fortis*

* Subject to regulatory approval

Increase our reach



+600,000

Customers

+€12bn

Balance

Growth

Products & services at all moments of our **client's** life

2021

We processed 94m transactions in 2021 (including Ingenico)

27% growth

2022

We will grow our transaction volume to 120m

Step into payments market



AXEPTA
BNP PARIBAS

15%

Growing to 15% of electronic payments market share — only bank doing this activity

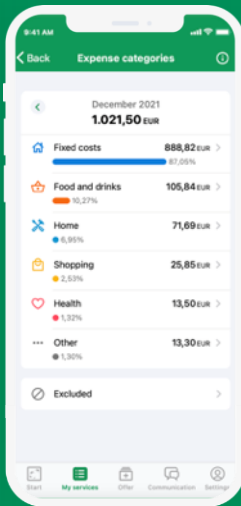
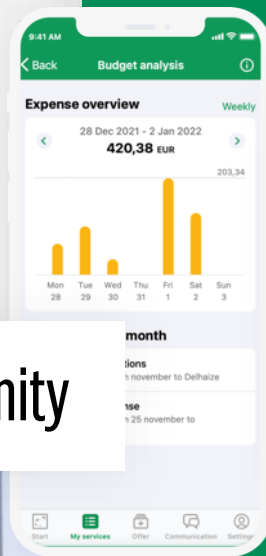


Accessibility

Reinventing our role as your
trusted companion

Digital Proximity

Digital Inclusion Charter
signed by both BNP Paribas
Fortis and bpost bank



4.6

App rating for Easy Banking App



Hello bank!



Hello For Pro

Hello bank! & Hello For Pro as
flagship digital service models

505,000+

Hello bank! clients

Accessibility

Reinventing our role as your
trusted companion

~880

branches end of 2025, as a result of the bpost bank integration*. This will provide BNP Paribas Fortis with the largest distribution network. (Excl. Fintro & Nickel)

* Subject to regulatory approval

Physical proximity



Accessibility

Reinventing our role as your
trusted companion

More than

50%

is customer-facing

Relationship- & Expert-driven



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Positive Banking enabled by

+12,500 Positive Bankers



Enabling smart working

50% telework, 50% office

Trust
Autonomy
Connection



Lifelong learning

Blended learning

Snack learning: 4,000 subscriptions

Digital learning platform with
10,000 learning objects

Enabling smart learning & development



One job, different careers

2,000

recruitments for
the next 3 years

Stimulate internal mobility
(1,500 in 2021)



Together we drive **positive impact**



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Retail Banking

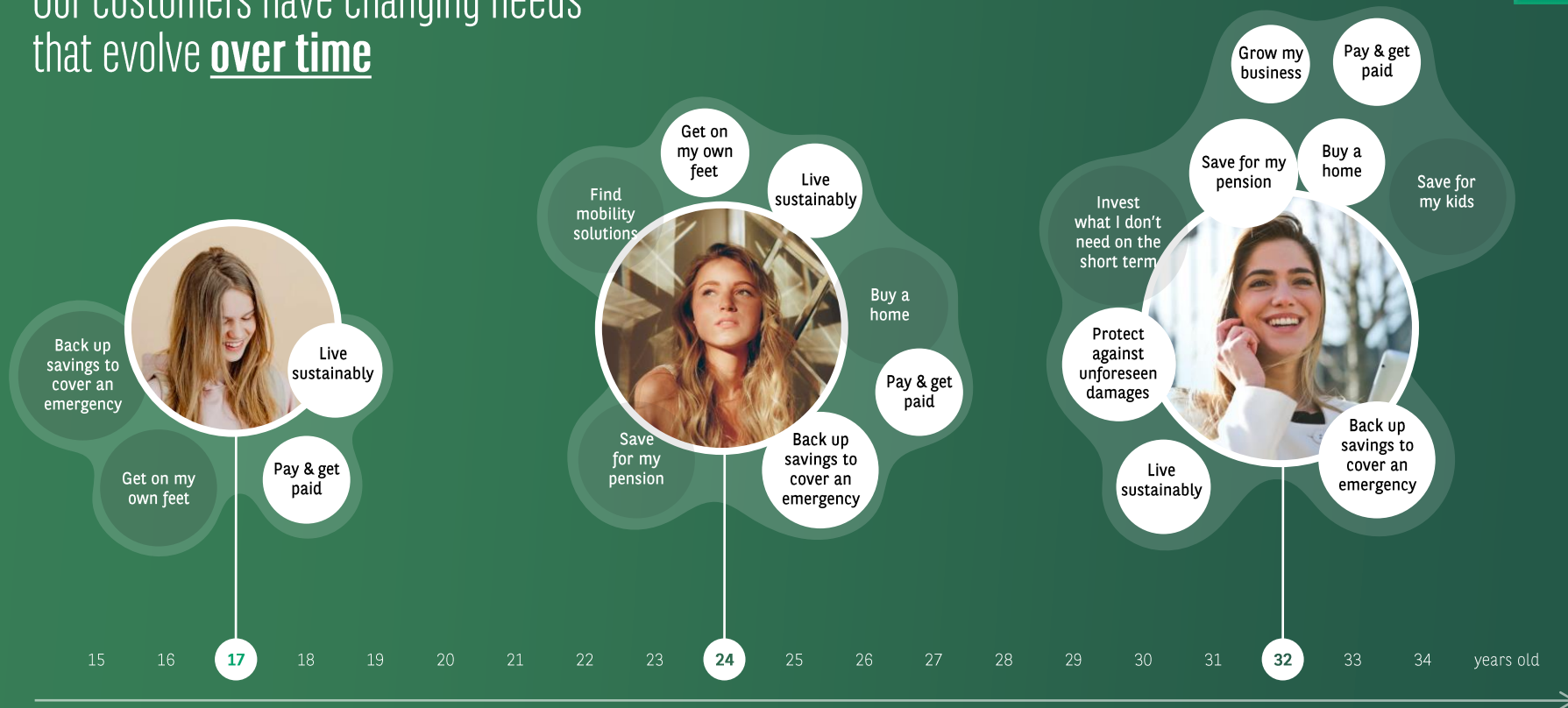
Affluent & Private Banking

Enterprises

- 06 Conclusion



Our customers have changing needs that evolve over time



STEFFI'S LIFE

Our customers have changing needs,
both individual and professional

More than

1,000,000

Belgians have a self-employed activity.



Private needs



Professional needs



STEFFI'S LIFE

And this was just Steffi.
We aim for a personalised approach for



STEFFI

+4,000,000

active customers.

OUR PURPOSE

Be **the trusted financial companion**
offering meaningful solutions for every client
with people and technology as enablers

5,500+

Client-facing bankers

>25%

Market share in key product
categories

2,800,000+


Digital active clients

4.6/5

Average rating of
mobile offering



With different service models for different customer needs

Service models for  **individuals**



Nickel

Pay and get paid without hassle via a network of press shops and digital channels.



Hello bank!

Effortless daily banking fully digitally and remotely.



Easy Access*

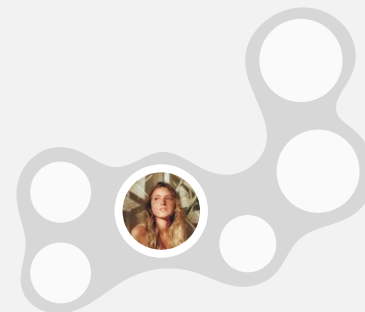
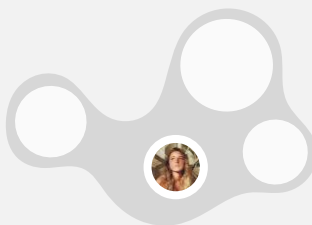
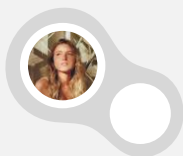
Convenient banking with a local human touch available in post offices.



Advice*

Banking with expert advice on appointment in BNPPF branches to reach your life goals.

**Affluent &
Private Banking**



Simple

* These are concept names

Complex

With different service models for different customer needs



Service models for **individuals**



Nickel

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Easy Access*

Convenient banking with a local human touch available in post offices.



Advice*

Banking with expert advice on appointment in BNPPF branches to reach your life goals.

**Affluent &
Private Banking**

Service models for **professionals**



microStart

Lowest potential barrier to access financing.



Hello For Pro

All-in-one solution to start your business fully digitally and remotely.



Advice Bizz*

Banking with expert advice on appointment in BNPPF branches to reach your company goals.

Enterprises

Simple

Complex

* These are concept names

MULTI-BRANDED ECOSYSTEM

Supported by a common backbone of solutions and channels



Hello bank!



Easy Access*



Advice*

Affluent & Private Banking



Hello For Pro



Advice Bizz*

Enterprises

Ecosystem of solutions

- Payments
- Mobility
- Living
- Work



Private Lease

Arval



MaaS app

Optimile



Green Mortgage

BNP Paribas Fortis



Home Insurance

AG Insurance



Loyalty card

Joyn



Investment Loans

BNP Paribas Fortis

24/7 digital channels



Easy Banking Phone



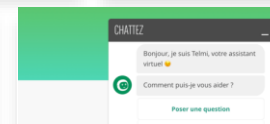
Easy Banking Web



Easy Banking App



Robo Adviser Lucy



Chatbot Samy

Simple

* These are concept names

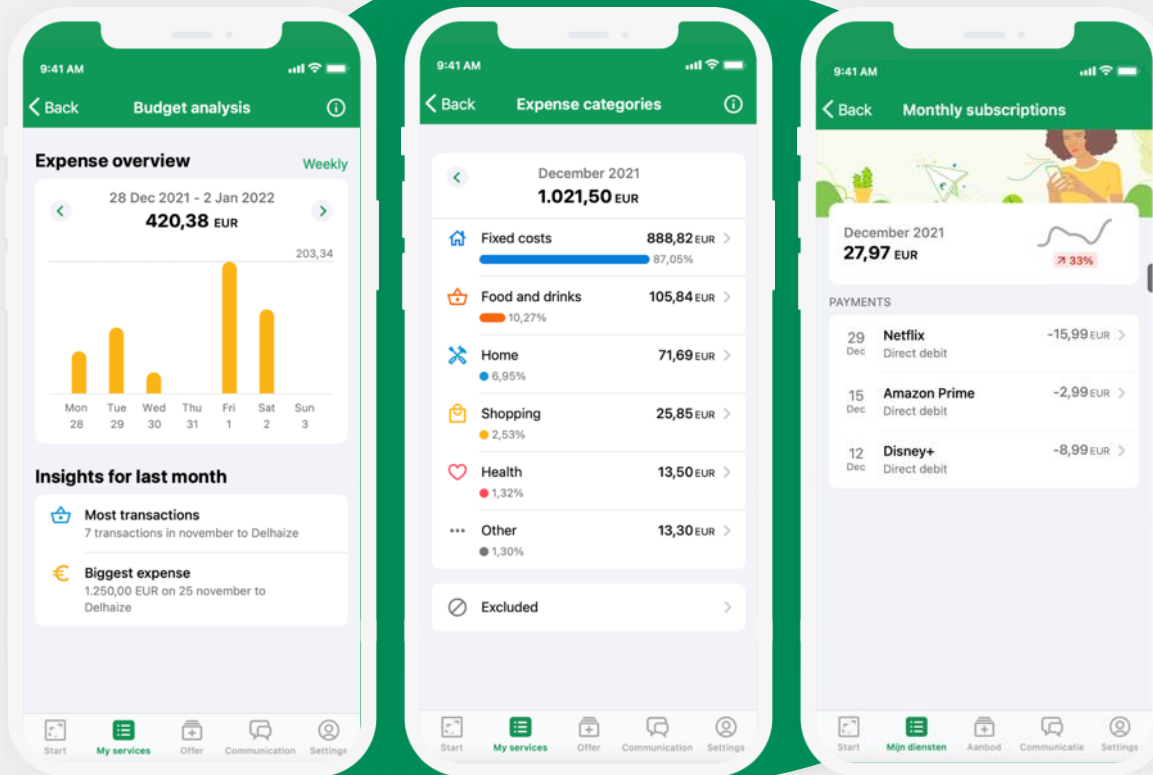
Complex

ACCESSIBILITY

Technology that enables financial well-being

in partnership with

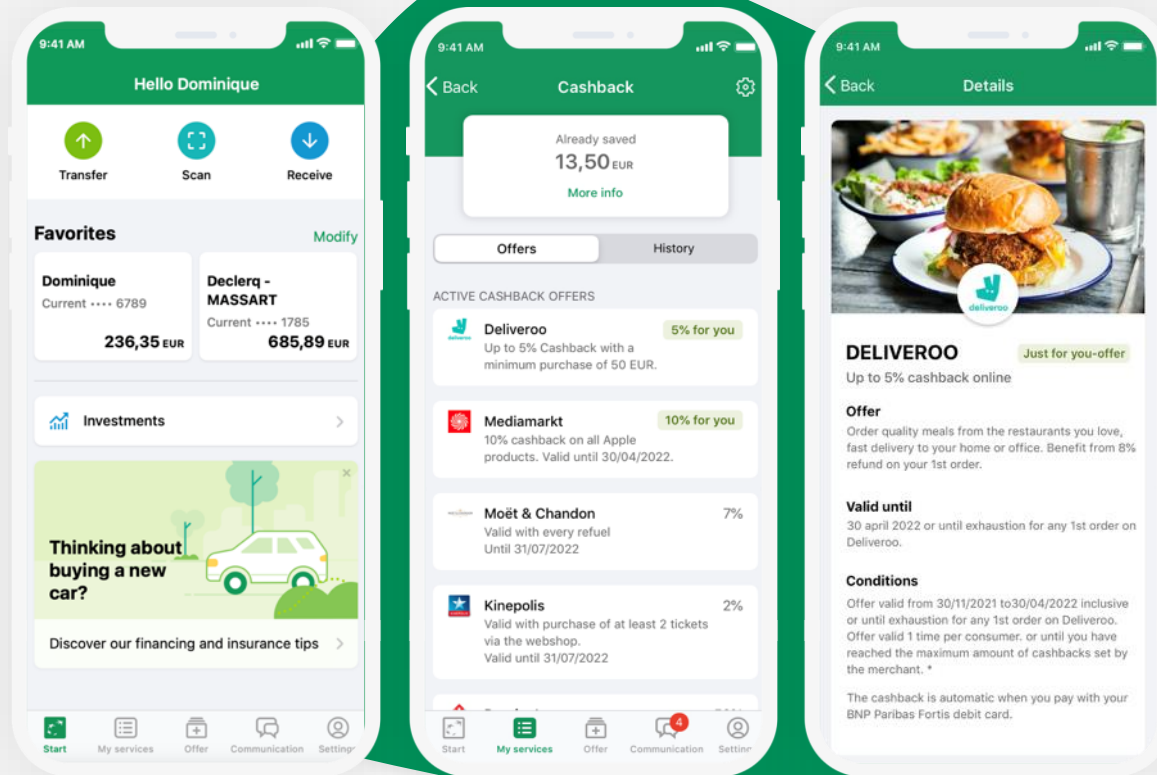
tink



ACCESSIBILITY

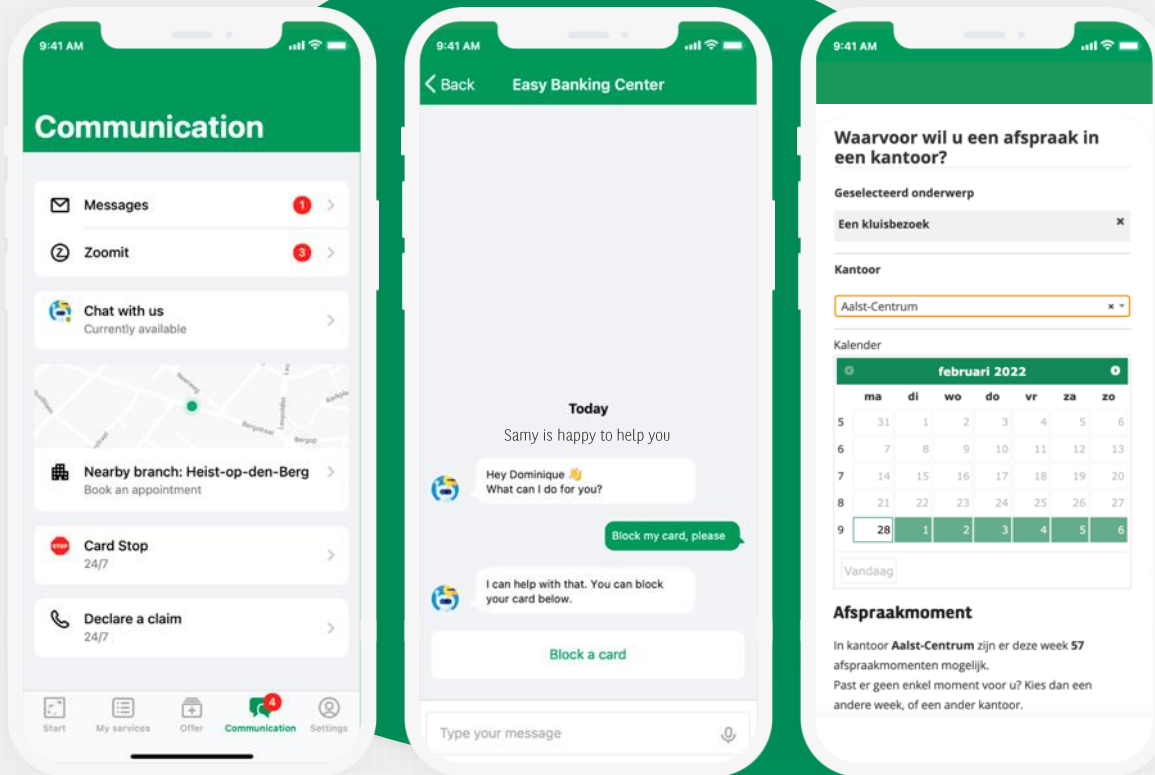
Technology that enables personalised interaction

in partnership with



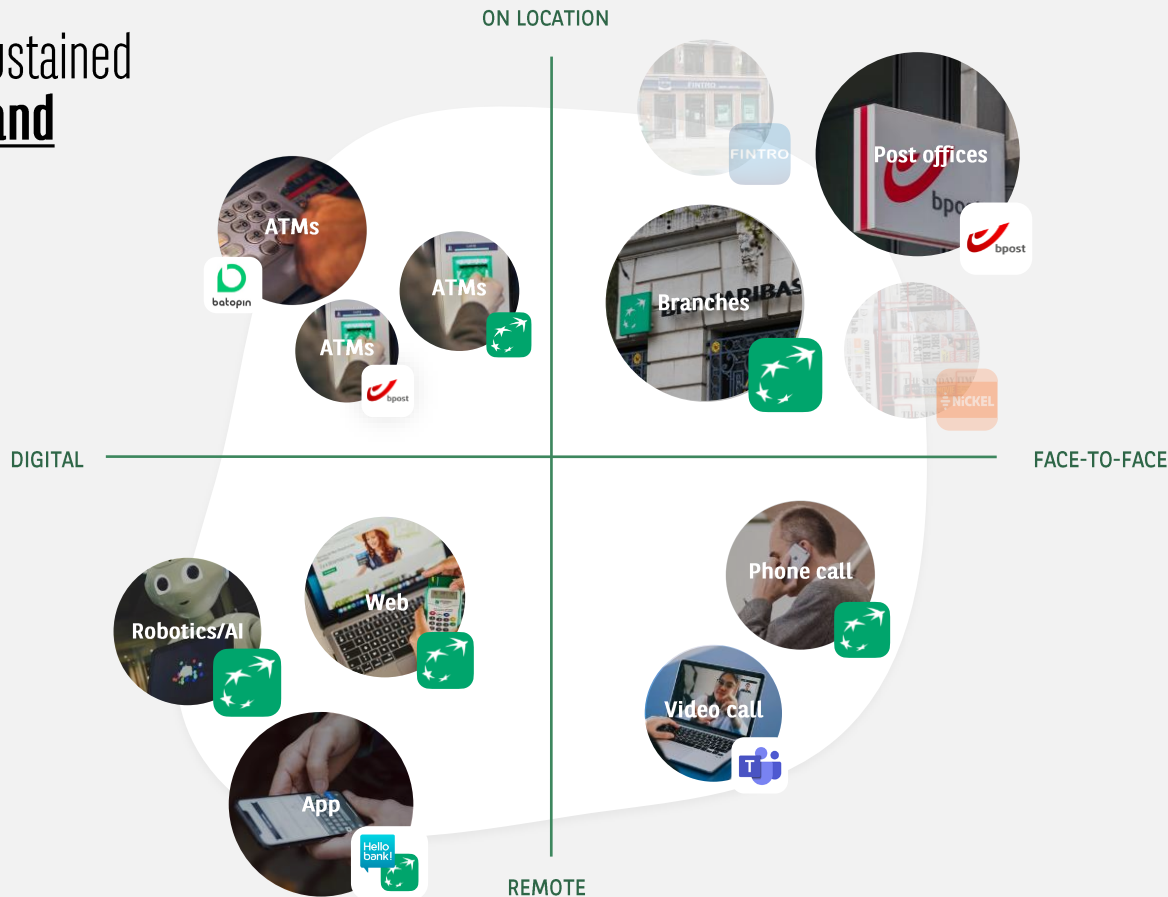
ACCESSIBILITY

Technology that enables increased accessibility



ACCESSIBILITY

A broad footprint with sustained investments in **digital and physical proximity**



ACCESSIBILITY

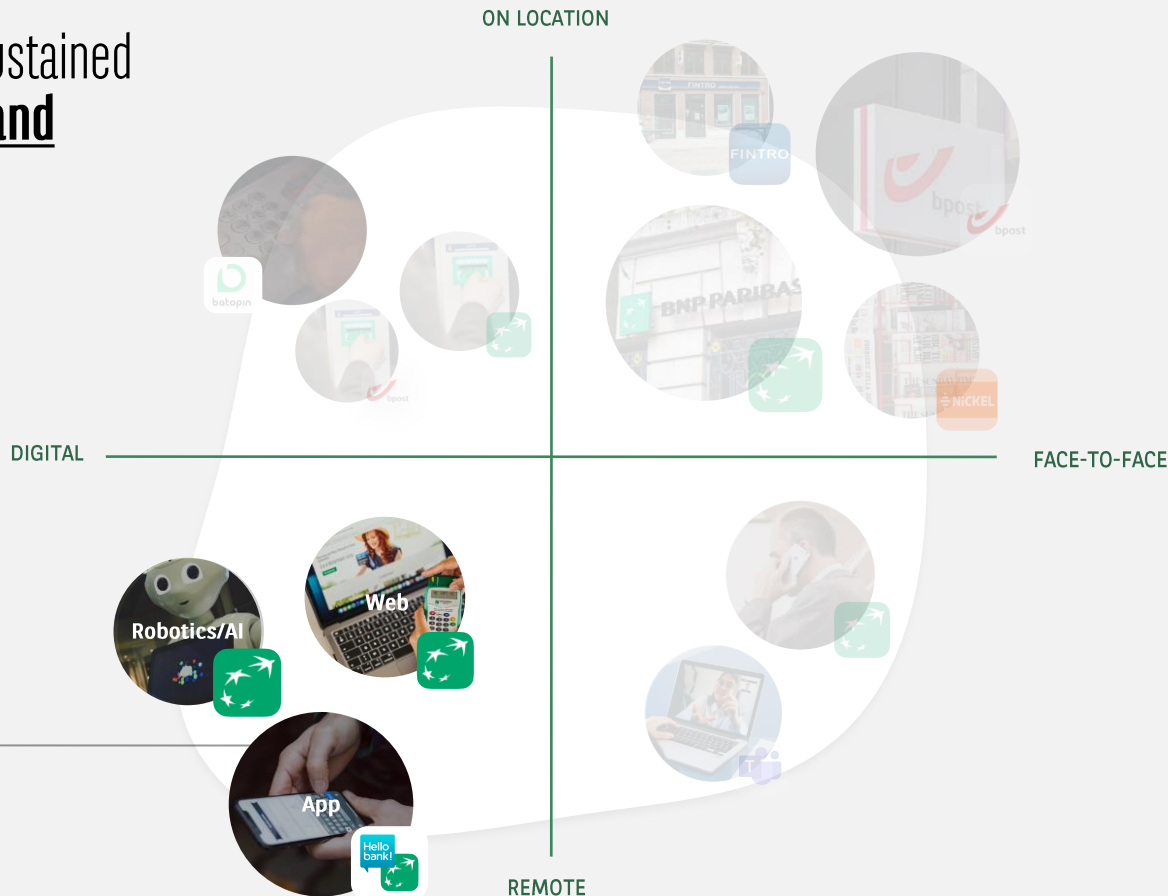
A broad footprint with sustained investments in **digital and physical proximity**

+62% **+860m**

Digital
interactions

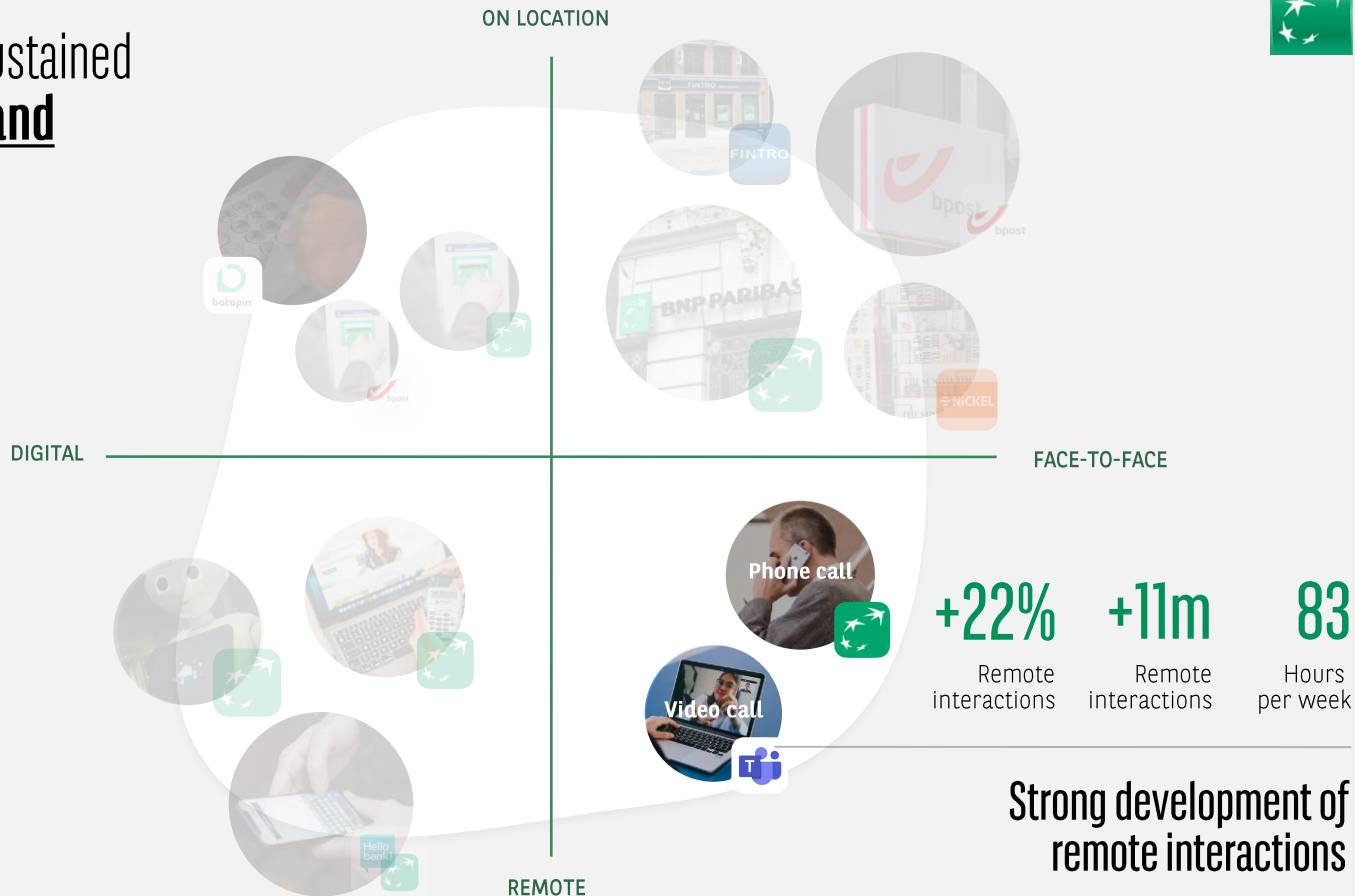
Digital
interactions

**More services & solutions
available 24/7**



ACCESSIBILITY

A broad footprint with sustained investments in **digital and physical proximity**



ACCESSIBILITY

A broad footprint with sustained investments in **digital and physical proximity**

More locations with
extended services (in 2025)

750 **+47%**

Locations

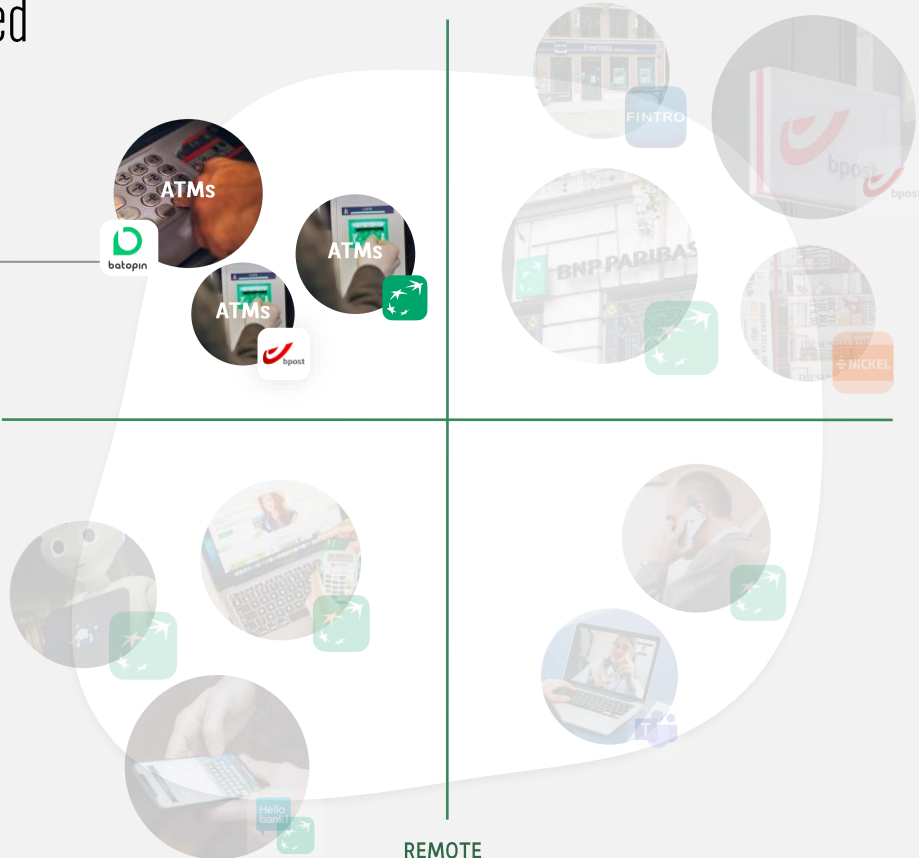
Locations

DIGITAL

ON LOCATION

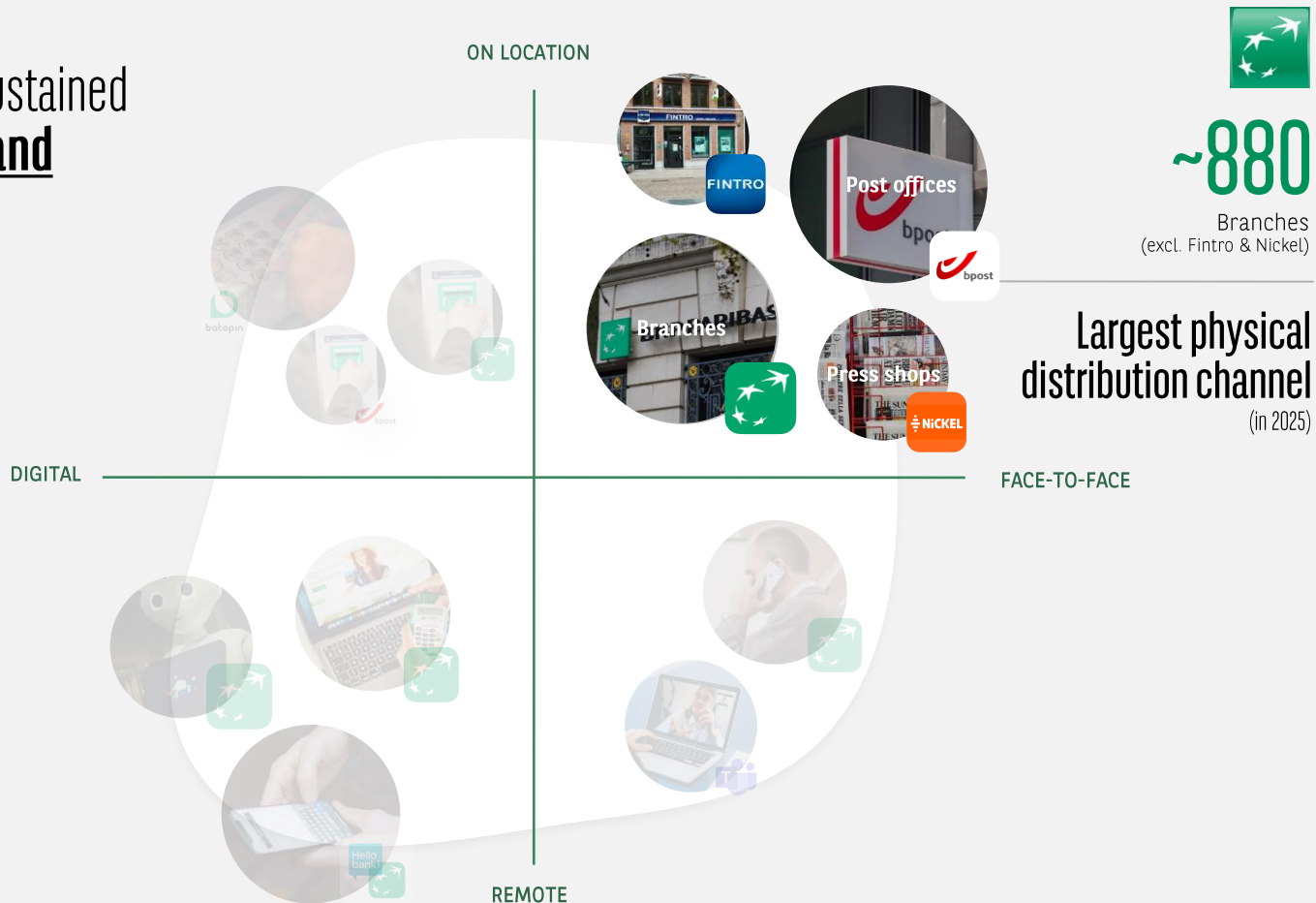
FACE-TO-FACE

REMOTE



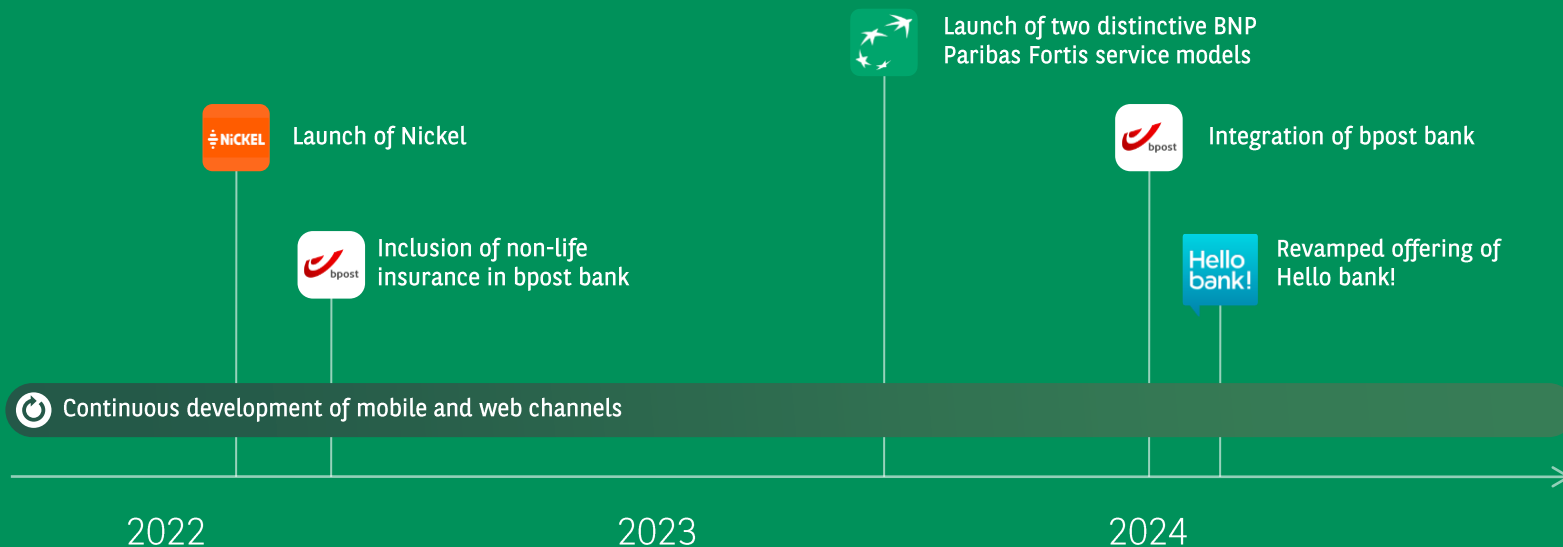
ACCESSIBILITY

A broad footprint with sustained investments in **digital and physical proximity**



TIMELINE

A phased implementation of the revamped operating model
creating customer value from the beginning



- 01 Welcome
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 - Retail Banking
 - Affluent & Private Banking
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CUSTOMER EXPECTATIONS

We created a division centred around the needs of affluent families in Belgium



- by adding the priority segment to Private Banking & Wealth Management
- by adding the liberal professions and private entrepreneurs



Private needs



Professional needs

Families



Liberal professions



Entrepreneurs



OUR PURPOSE

Be **the trusted financial companion**

building long-term relationships with affluent families in Belgium

+260,000

Client relationships

+1,000

Relationship managers

+220

Customer facing experts

> €110bn

Deposits & AuM

> €10bn

Credits



Every client will rely on one **trusted relationship manager** who manages the long-term relationship

Close & trusted relationship



Julia Doctor



Protect my assets

Handover practice

Support & protect children

Plan my estate

Invest cash into assets

Prepare for pension

Structure my patrimonium



Trusted relationship manager

Who **knows her** and her family situation

Who **understands her values**, what is important in her life

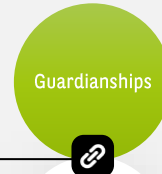
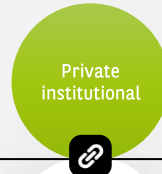
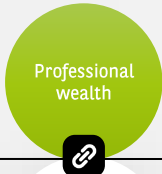
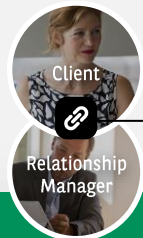
Who understands the family needs and matches with the right experts, solutions & digital tools

Who has a **complete overview** of her wealth and helps her achieve her patrimonial objectives

CUSTOMER SOLUTIONS

Our scale allows us to specialise Relationship Managers along two axes

Close & trusted relationship



Wealth



BNP PARIBAS FORTIS
WEALTH MANAGEMENT

Private



BNP PARIBAS FORTIS
PRIVATE BANKING

Priority



BNP PARIBAS FORTIS
Priority banking



Complexity of needs

Private

Professional

ECOSYSTEM

The Relationship Manager provides access to a variety of expertise, services and digital tools



01 Strong International Group

A unique combination of close proximity with international reach

- Very strong **local proximity**
- Truly international expertise of the group with strong presence in all key geographic areas in the world

02 Broad Network of Experts

We have specific expertise in

- Investment
- Estate planning
- Insurance
- Real estate
- Lending (Lombard/bullet/flexible loans)
- Cross-border financing

03 Sustainable Leadership

Specific expertise in sustainability

- Sustainable investments
- Impact investments
- Philanthropy

04 Digital Tools

Our strong digital tools supplemented by solutions provided by Fintechs



05 Specialised Metiers

Our strong specialised metiers combined with open architecture where appropriate



BNP PARIBAS
ASSET MANAGEMENT



06 Bespoke Services

Family office services:
operating with multi bank approach

Privilege connect:
human support beyond office hours

SUSTAINABLE LEADERSHIP

From sustainable
pioneer to sustainable
leader

+600,000

clients who have at
least one SRI product

75% of new AuM in funds in 2021 is
Febelfin "Towards Sustainability"
labelled

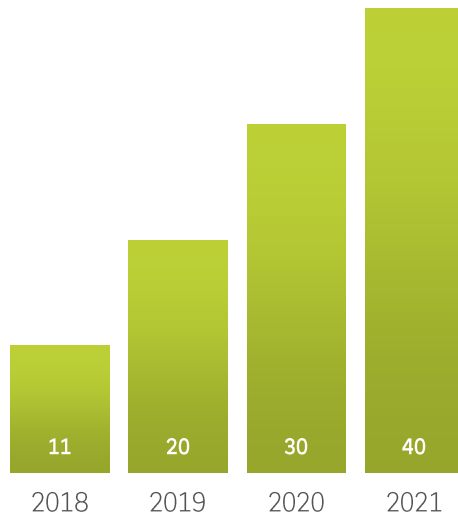


BEST PRIVATE BANK
FOR ESG/SUSTAINABLE
INVESTING IN 2022
BY EUROMONEY



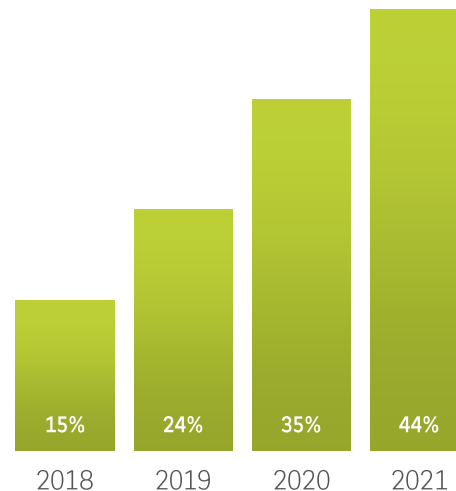
SRI FUNDS

Assets Under Management
in Bn Euro



PROPORTION SRI INVEST PRODUCTS

% in total off-balance RPB



SUSTAINABLE LEADERSHIP

Our clients donated
€12ml to support +150
initiatives

2015 - 2021



>€3,000,000

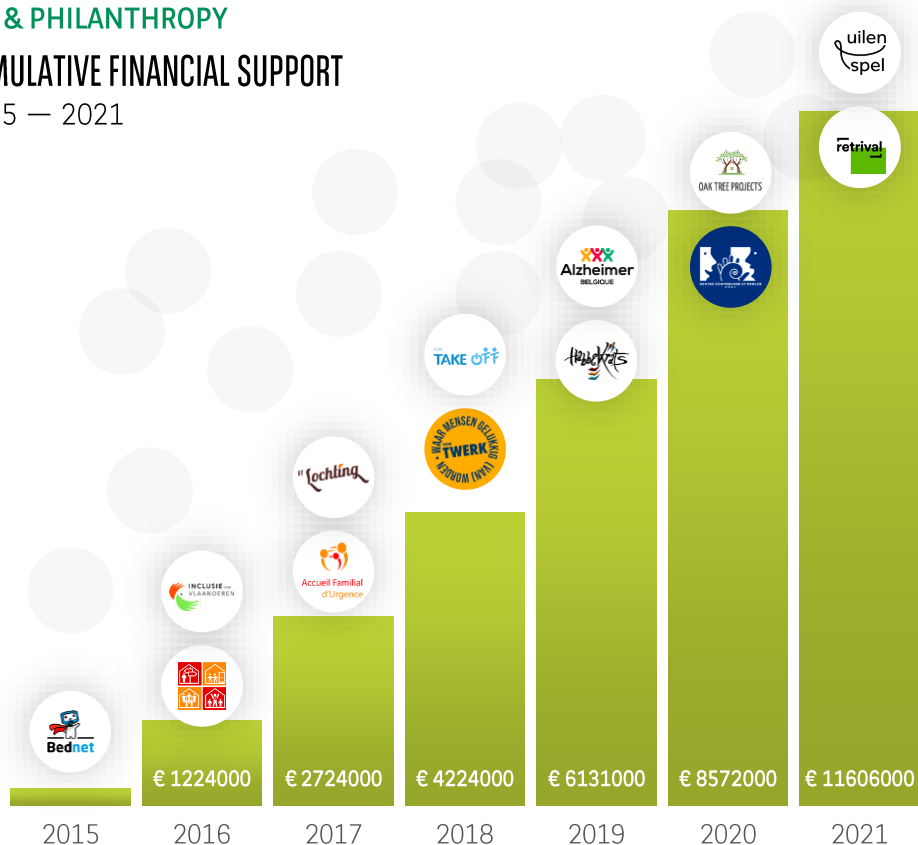
support in 2021

- €1.5m via the venture philanthropy fund
- €1m provided to Red Cross
- +500k donations to other organisations

SRI & PHILANTHROPY

CUMULATIVE FINANCIAL SUPPORT

2015 — 2021



ACCESSIBILITY

Our Private Bankers & Wealth Managers develop strong synergies with Enterprises in our new Client Houses

Widest Affluent & Private banking footprint in the Belgian market

- 219 branches
- 11 dedicated private banking hubs
- 16 client houses



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Retail Banking

Affluent & Private Banking

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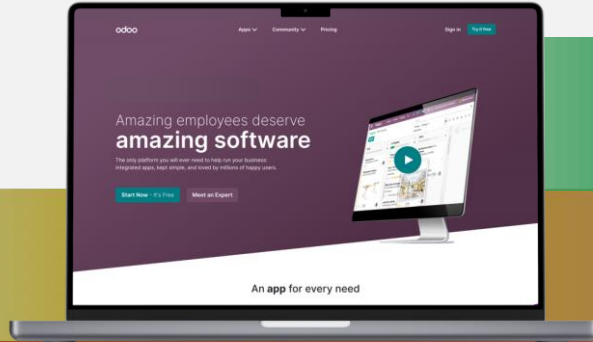


SINCE 200 YEARS

Supporting our economy through major transformations over the centuries



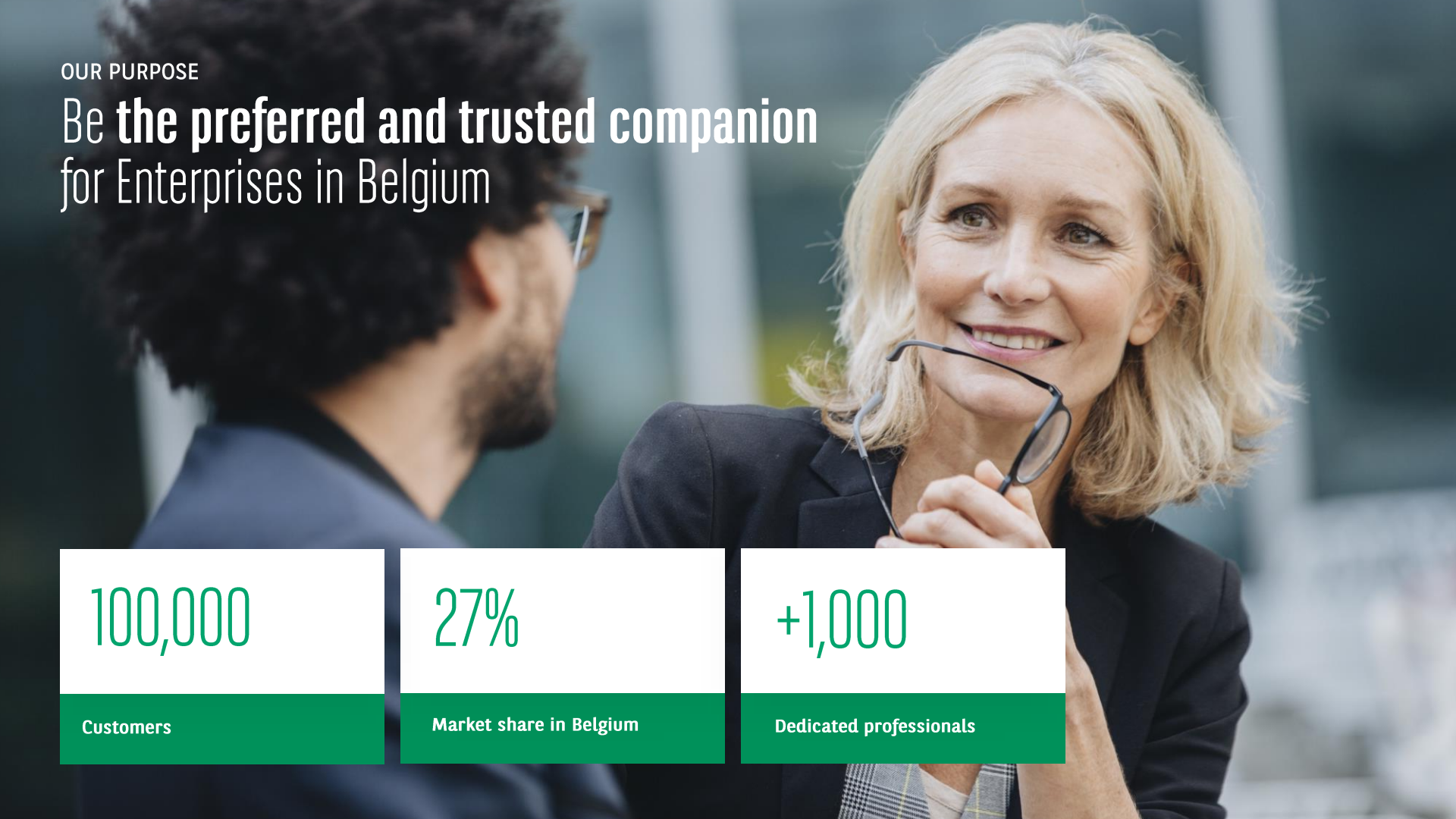
Industrial revolution



Digital revolution

ESG revolution





OUR PURPOSE

Be **the preferred and trusted companion**
for Enterprises in Belgium

100,000

Customers

27%

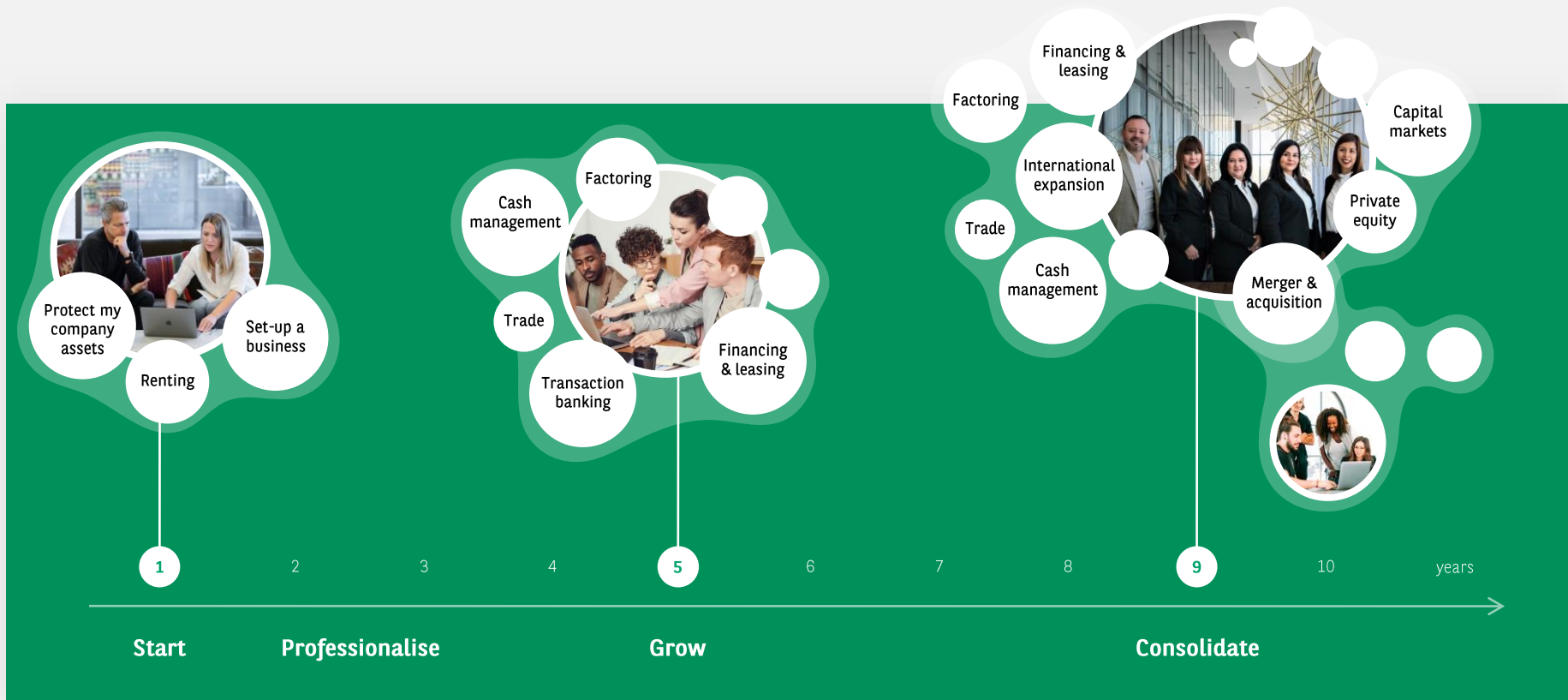
Market share in Belgium

+1,000

Dedicated professionals

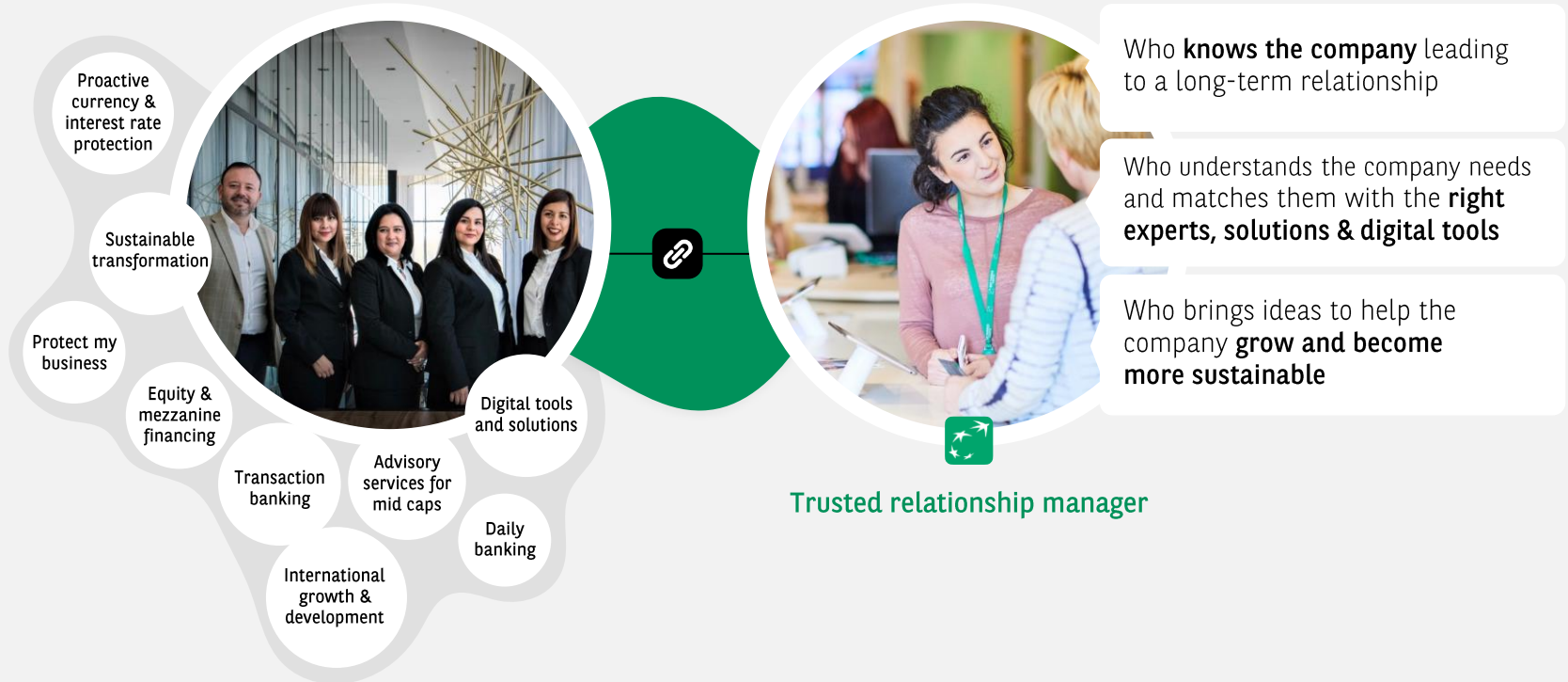
CUSTOMER EXPECTATIONS

We support our Belgian enterprises in their sustainable growth



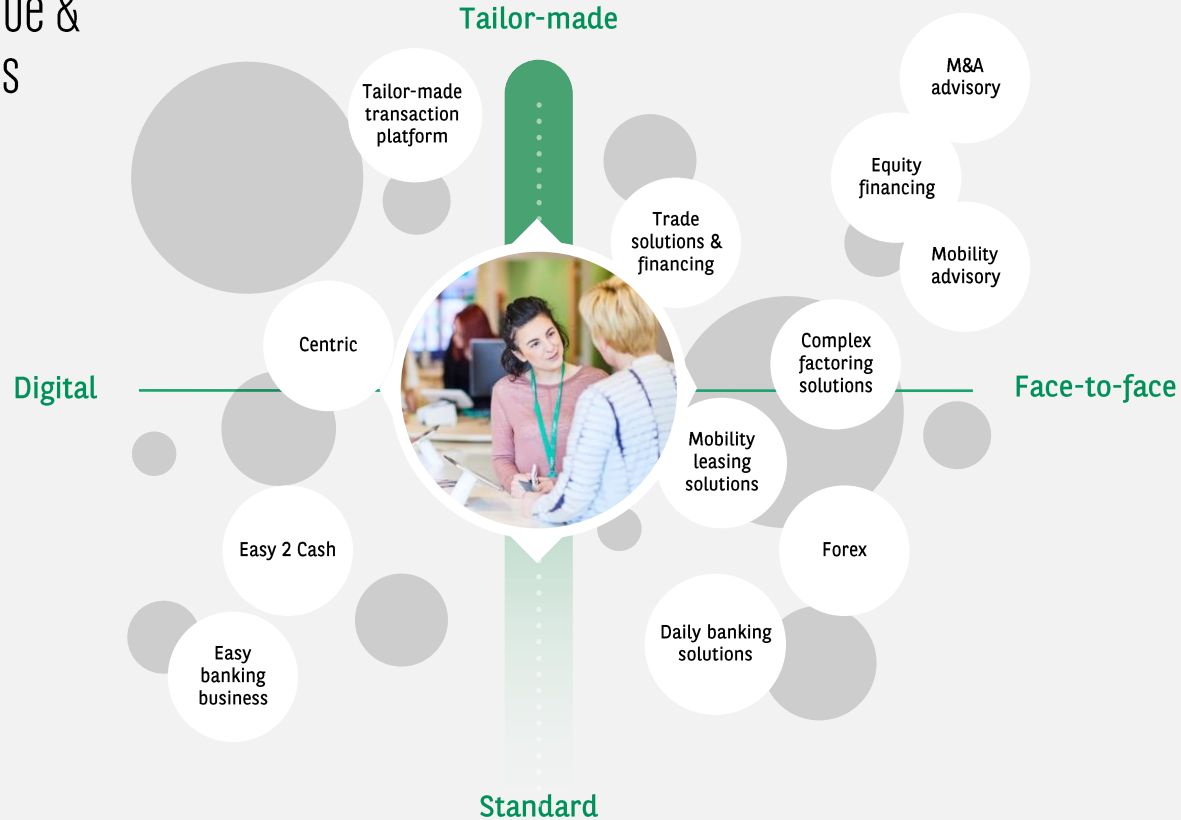


We enable this sustainable growth by building long-term partnerships



CUSTOMERS SOLUTIONS

...and by offering unique & fully-fledged solutions



Our relationship model is built on **local** presence with **global** reach & impact

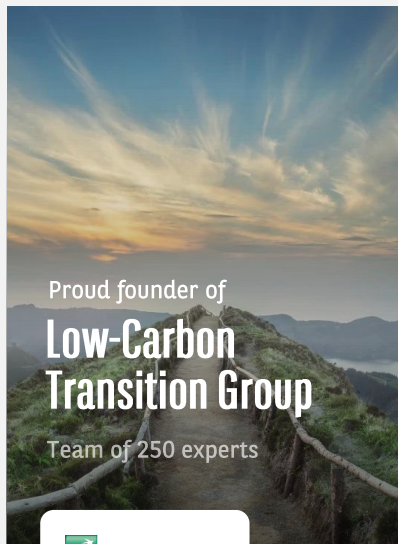


70+ countries

Unique network

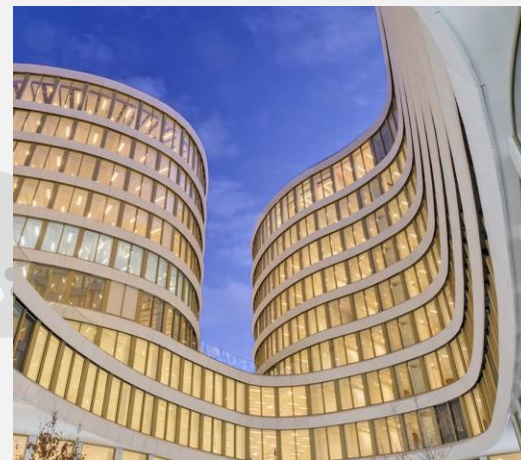


We proactively accelerate the sustainable transformation of the Belgian economy





At our core: **sustainability,
accessibility,
growth**





BNP PARIBAS
FORTIS

Thank you for watching

MARCH 11, 2022

