



# READY FOR YOUR WORLD

OUR FULL YEAR RESULTS 2023

# NOMINATIONS IN OUR EXECUTIVE COMMITTEE



Khatleen Pauwels  
Chief Compliance Officer



Franciane Rays  
Chief Financial Officer



Lieve De Mol  
Head of Client Service Center

# AGENDA



1. Our Insights



2. Our Performance in 2023



3. Our Accessibility

# OUR INSIGHTS

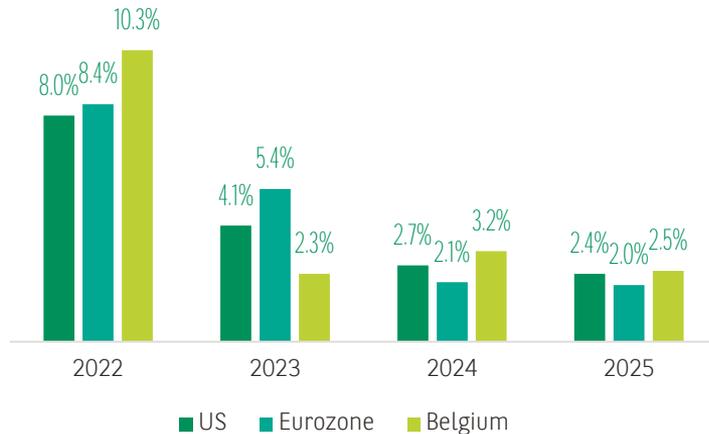


# INFLATION AND INTEREST RATES ON THEIR WAY DOWN

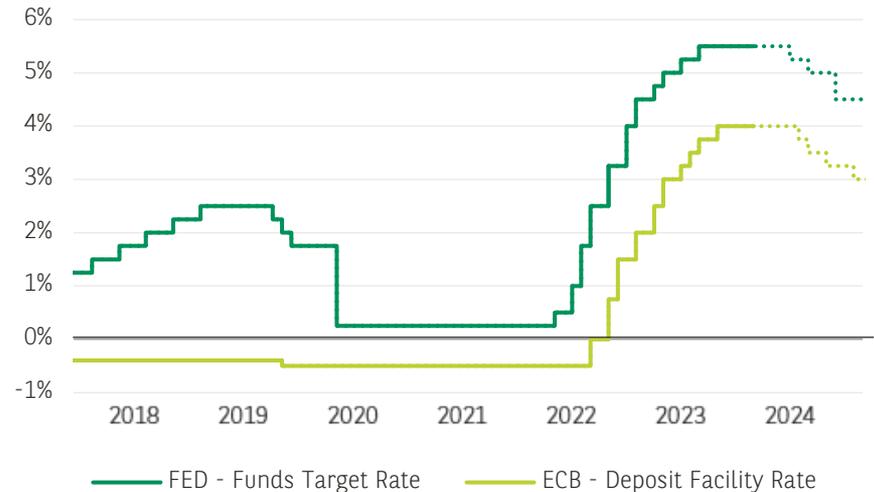


## WHEN? HOW QUICK?

Economic Outlook: Inflation



Projected Policy Rates FED & ECB



# INFLATION AND INTEREST RATES ON THEIR WAY DOWN

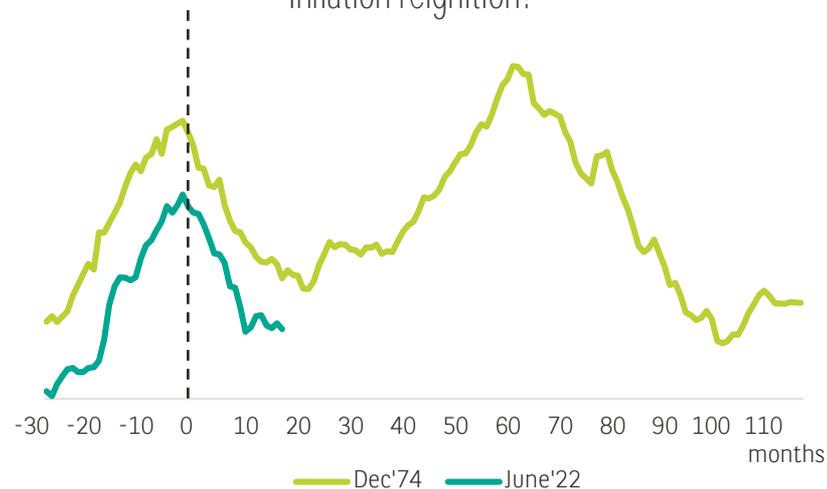
## HISTORY PROVIDES INSIGHTS & WARNINGS



### First policy rate decrease by summer?



### Inflation reignition?

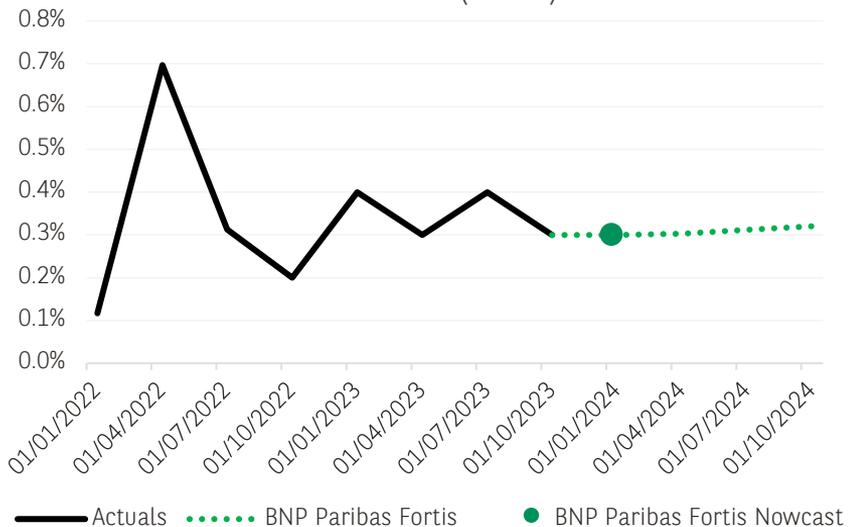




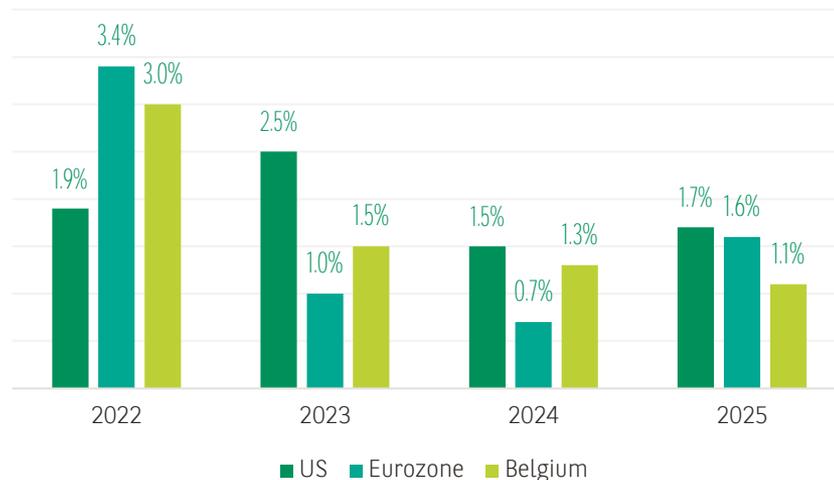
# NOWCASTING SHOWS QUARTERLY GDP GROWTH IN '24

## YET GROWTH IS SLOWING DOWN

### GDP Growth Outlook (QoQ %)



### Predicted GDP Growth YoY %

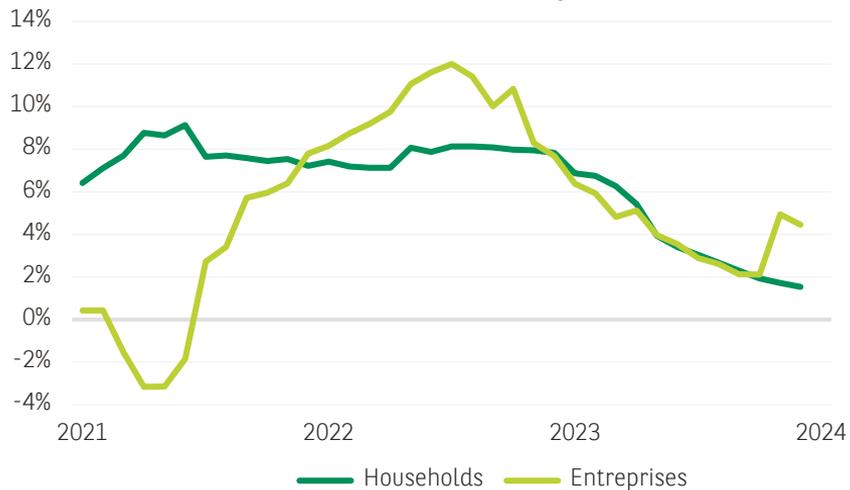


# BANKRUPTCIES ALMOST BACK TO PRE-COVID LEVEL

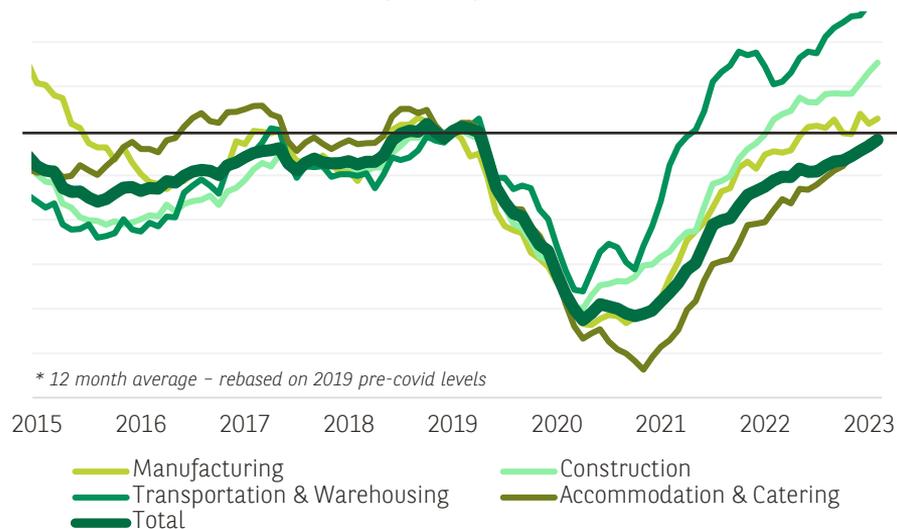
## EVOLUTION IN 2024 TO BE CLOSELY MONITORED



### YoY% Credit Growth in Belgium



### Bankruptcies per sector\*





# OUTLOOK: WHAT DO WE EXPECT IN 2024?

## INFLATION AND INTEREST RATES ON THEIR WAY DOWN

When? How quick? First policy rate cut by summer?  
History provides insight & warnings.

## NOWCASTING SHOWS CONTINUED QUARTERLY GDP GROWTH IN '24

Yet, growth is slowing down.

## BANKRUPTCIES CLOSE TO PRE-COVID LEVEL

Evolution in '24 to be closely monitored.



# OUR PERFORMANCE IN 2023





# OUR PERIMETER

## Fully Owned Subsidiaries



## Controlled Subsidiaries with Minority Interests



## Significant Participations

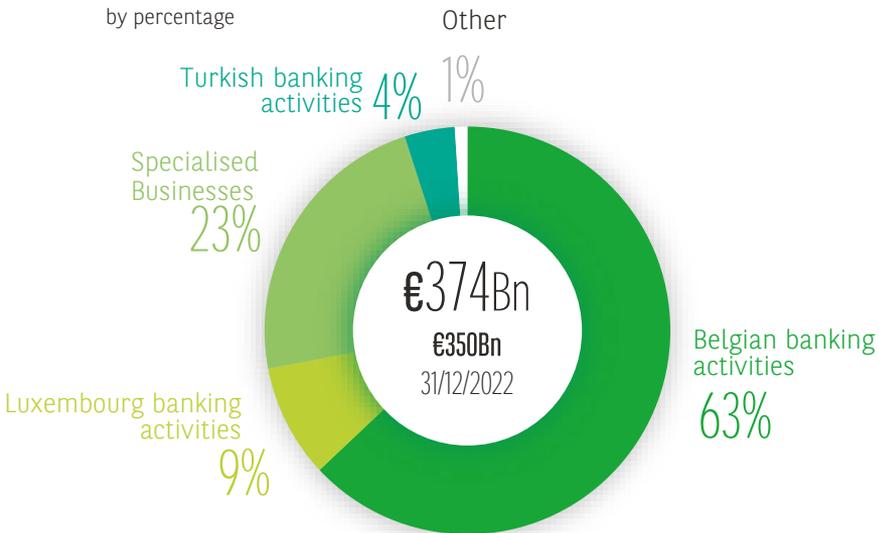




# I. CONSOLIDATED KEY FIGURES

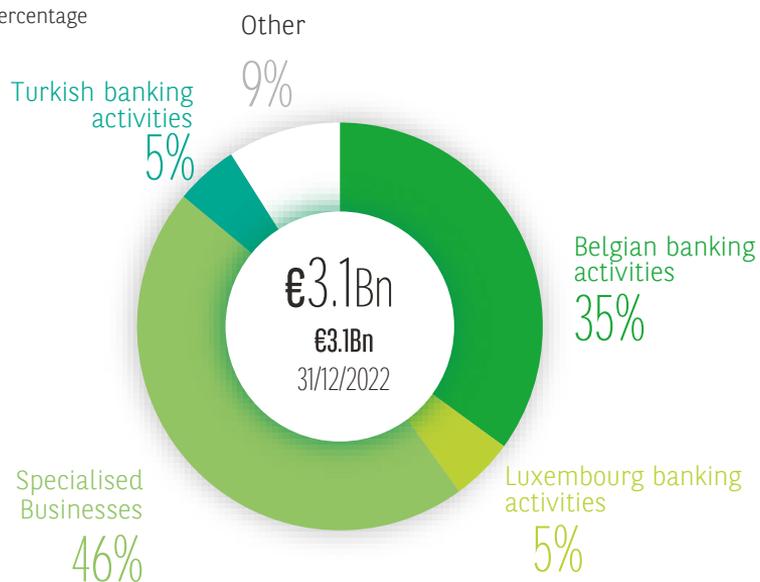
## BALANCE SHEET

by percentage



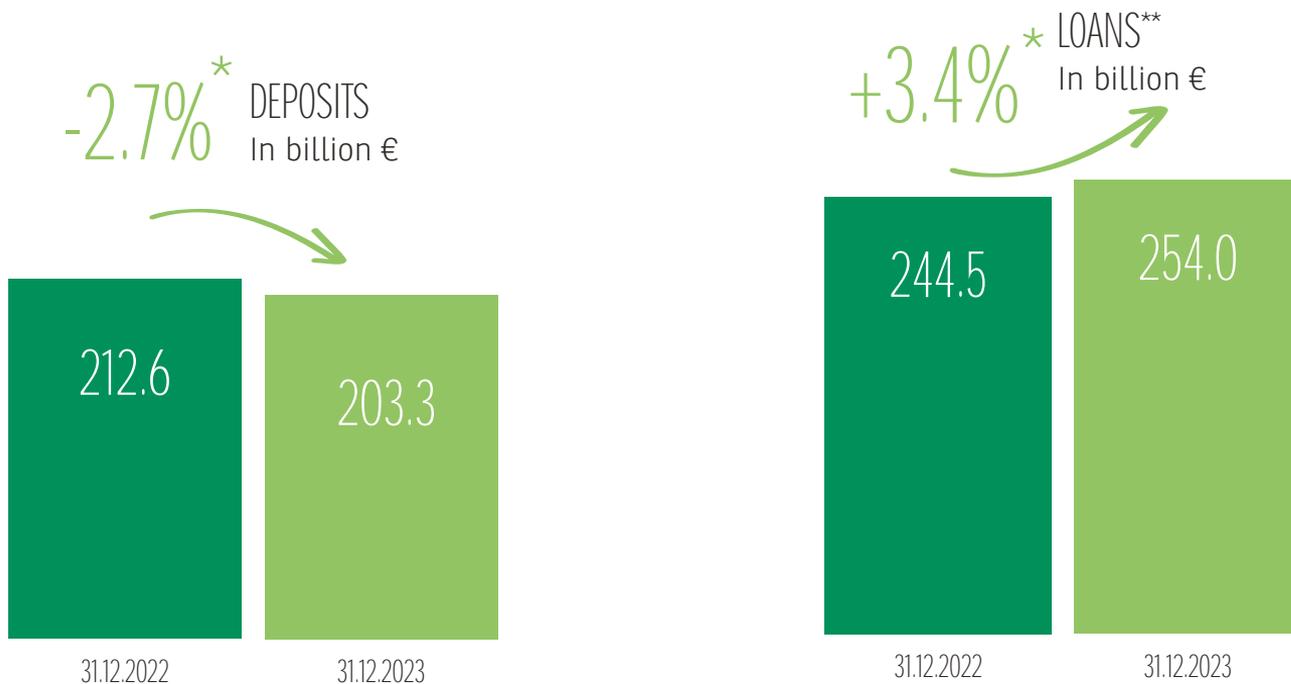
## NET PROFIT

by percentage





# I. CONSOLIDATED DEPOSITS AND LOANS



\* Excluding retreated items, i.e. at constant scope, constant exchange rates and excluding other one-off results

\*\* Including Arval's rental fleet



# I. CONSOLIDATED RESULTS

In million €	31.12.2022**	31.12.2023	Total Variance	Underlying Variance
Revenues	9,640	10,551	+9.4%	+9.1%*
Operating Expenses	(5,067)	(5,495)	+8.4%	+7.8%*
Gross Operating Income	<b>4,573</b>	<b>5,056</b>	<b>+10.6%</b>	<b>+10.6%*</b>
Cost of Risk	(328)	(280)	-14.5%	-28.3%*
Operating Income	<b>4,245</b>	<b>4,775</b>	<b>+12.5%</b>	<b>+13.3%*</b>
Associates Income	263	311	+18.3%	+22.0%*
Other Non-Operating Items	301	(63)	n.a.	n.a.
Pre-Tax Income	4,809	5,024	+4.5%	+13.8%*
Income Tax	(1,211)	(1,482)	+22.4%	+30.4%*
Net Income Attributable to Equity Holders	<b>3,136</b>	<b>3,095</b>	<b>-1.3%</b>	<b>+8.7%*</b>

\* Excluding retreated items, i.e. at constant scope, constant exchange rates and excluding other one-off results

\*\* Restatement of the figures of 2022 related to the application of IFRS 17 (insurance contracts) and IFRS 9 (financial instruments) for insurance entities effective 1 January 2023

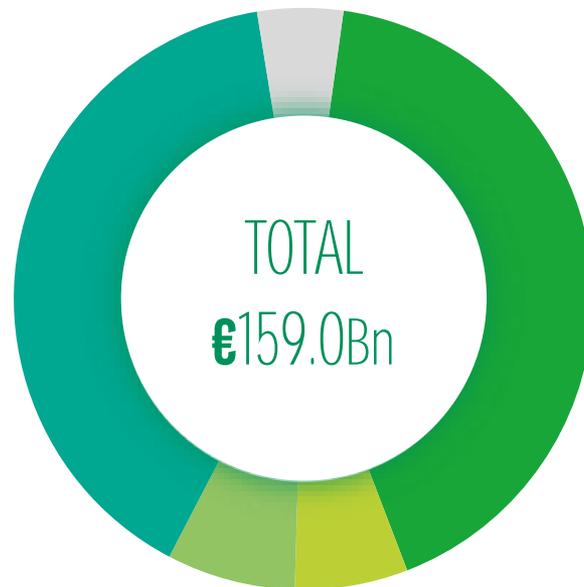
# II. COMMITTED TO THE BELGIAN ECONOMY

+4.5%

(€6.8Bn)  
VS. FY 2022



€63.2Bn  
Corporates &  
Local Governments  
(including CIB)  
+3.7% vs. 31.12.2022



€7.6Bn

Arval & Leasing

+14.3% vs. 31.12.2022

€66.7Bn

Mortgages

+2.8% vs. 31.12.2022

TOTAL  
€159.0Bn

€11.4Bn

Small Businesses

+4.9% vs. 31.12.2022

€10.1Bn

Consumer Lending

(including Alpha Credit)

+12.2% vs. 31.12.2022

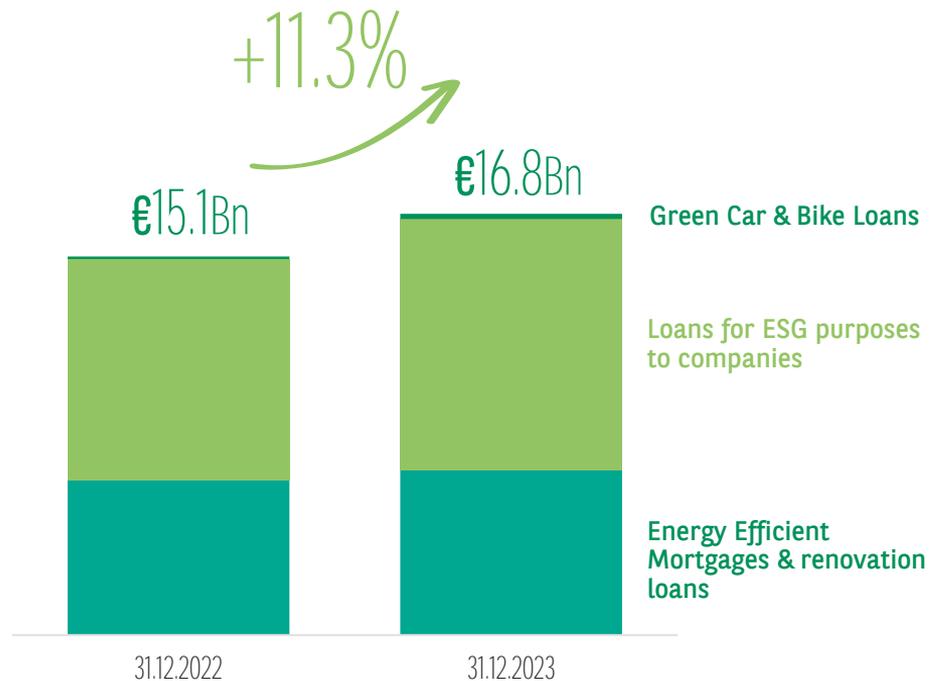


# II. COMMITTED TO THE BELGIAN ECONOMY

Our ESG Related Loans grow faster than our global portfolio

## ESG RELATED LOANS

In billion €

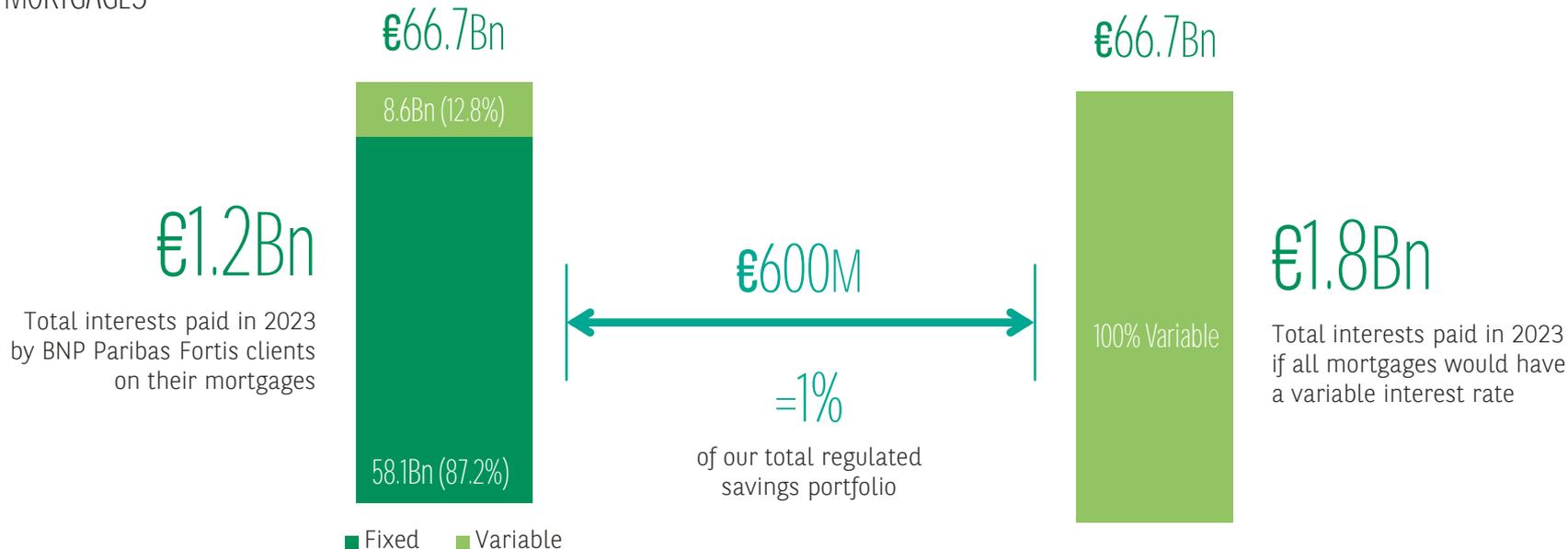




# II. COMMITTED TO THE BELGIAN ECONOMY

## Fixed Rate Mortgages protect customers against rising rates

### MORTGAGES





# II. COMMITTED TO THE BELGIAN ECONOMY

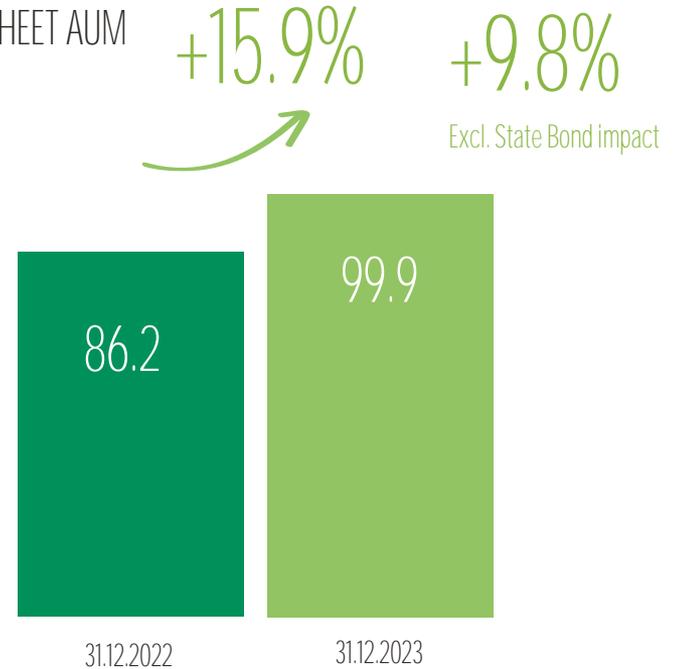
## NEW FINANCING PRODUCTION

In billion €



## OFF-BALANCE SHEET AUM

In billion €





# II. COMMITTED TO THE BELGIAN ECONOMY

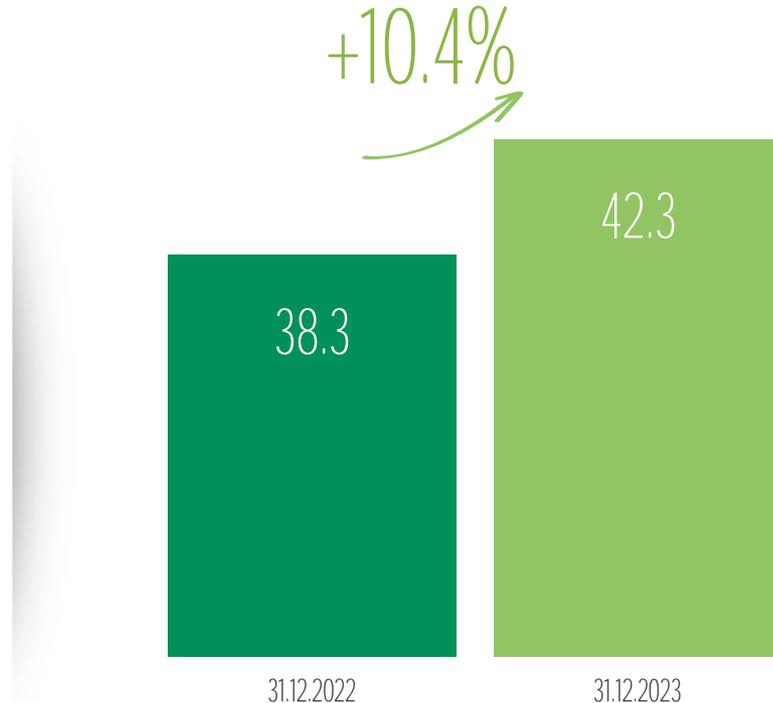
Our sustainable off-balance portfolio grows faster than our global portfolio

## SUSTAINABLE INVESTMENTS

In billion €

42% of all AuM off-balance has Towards Sustainability Label

65% of the new investments have Towards Sustainability Label





# A STRONG FINANCIAL POSITION

**Profitability**

12.2%

Return on Equity

**Efficiency**

52.1%

Cost / income ratio

**Liquidity**

118%

LCR  
(non-consolidated basis)

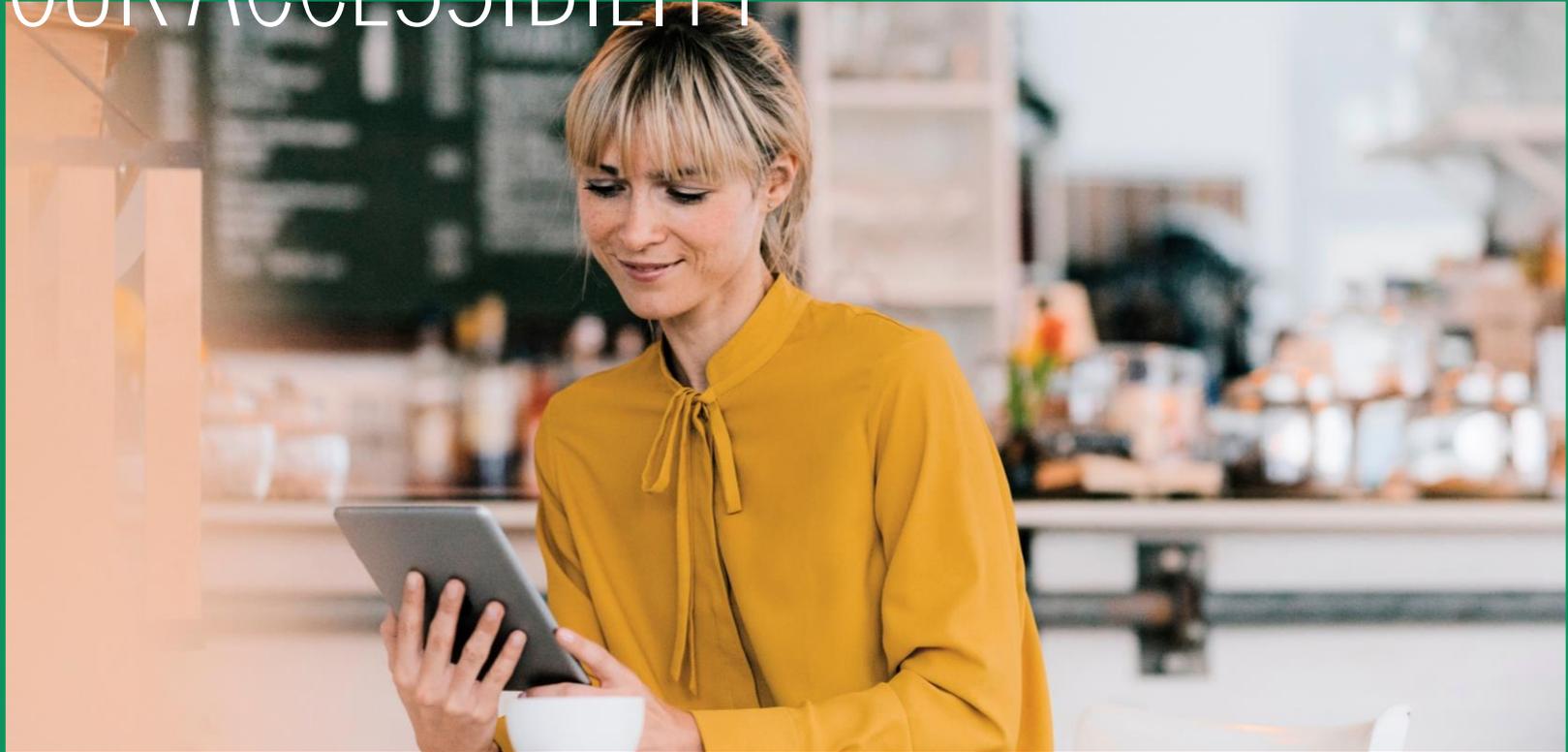
**Solvency**

16.2%

CET1 ratio



# OUR ACCESSIBILITY



# SENTIMENT OF SOCIETY



**La Libre**

Rien, ni personne,  
pour empêcher la fermeture  
des agences bancaires...

 **HET BELANG VAN LIMBURG**

**Bijna een op de tien Belgen wil  
niet weten van online bankieren**

**LE SOIR**

**L'accessibilité  
au cash va encore  
se dégrader**

**L'Echo**

**Le déploiement des distributeurs  
de billets progresse moins vite que prévu**

**dS**

**Lokale bankkantoren verdwijnen  
in sneltempo uit het straatbeeld**

**Trends**

HOE DE BANKSECTOR HET VERTROUWEN ZAG WEGEBBEN

**DE PERSOONLIJKE  
RELATIE MET DE BANK  
IS WAT VERDWENEN**



# OUR ANSWER: ACCESSIBILITY STRATEGY

Increase our investments in  
remote & digital  
accessibility

Provide the  
largest  
physical network  
and ensure proximity with a human touch

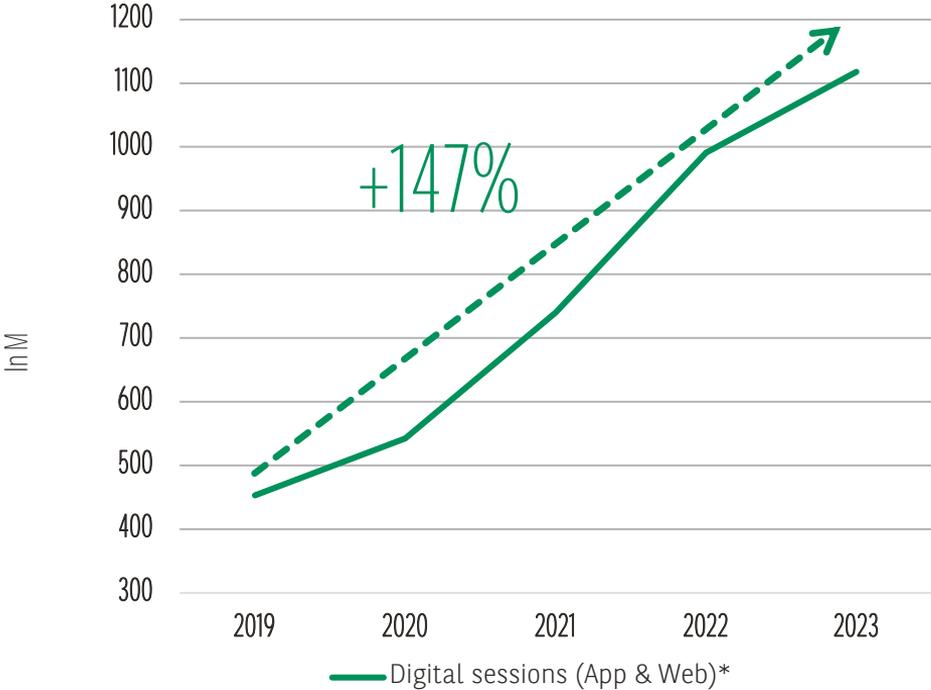


# OUR ANSWER: ACCESSIBILITY STRATEGY

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accessibility

Provide the  
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and ensure proximity with a human touch

# FAST AND EASY SELF-SERVICE, AT ANY TIME ONLINE



Note: Included ex-bpost bank customers



# FAST AND EASY SELF-SERVICE AT ANY TIME ONLINE, WITH EFFICIENT APPS



## Easy Banking App

4.6 App rating

2.5M Active app users (+6%)\*

>1Bn Contacts (+14%)\*

49% Direct Sales  
(digital + remote / Easy Banking Centre)\*\*  
& 15% direct sales on Mobile.

## Easy Banking Business Mobile

4.6 App rating

+40% New users in 2023 (57K)

+35% Connections in 2023 (150K)

\* Note: Included ex-bpost bank customers

\*\* Note: scope BNPPF only, no digital Sales at bpost bank





# “Best Belgian Bank for Digital Solutions”

By the financial magazine Euromoney

# “Best Private Bank for Digital Wealth Planning in Europe”

In the PWM Wealth Tech Awards 2023



# OUR ANSWER: ACCESSIBILITY STRATEGY

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Provide the  
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and ensure proximity with a human touch

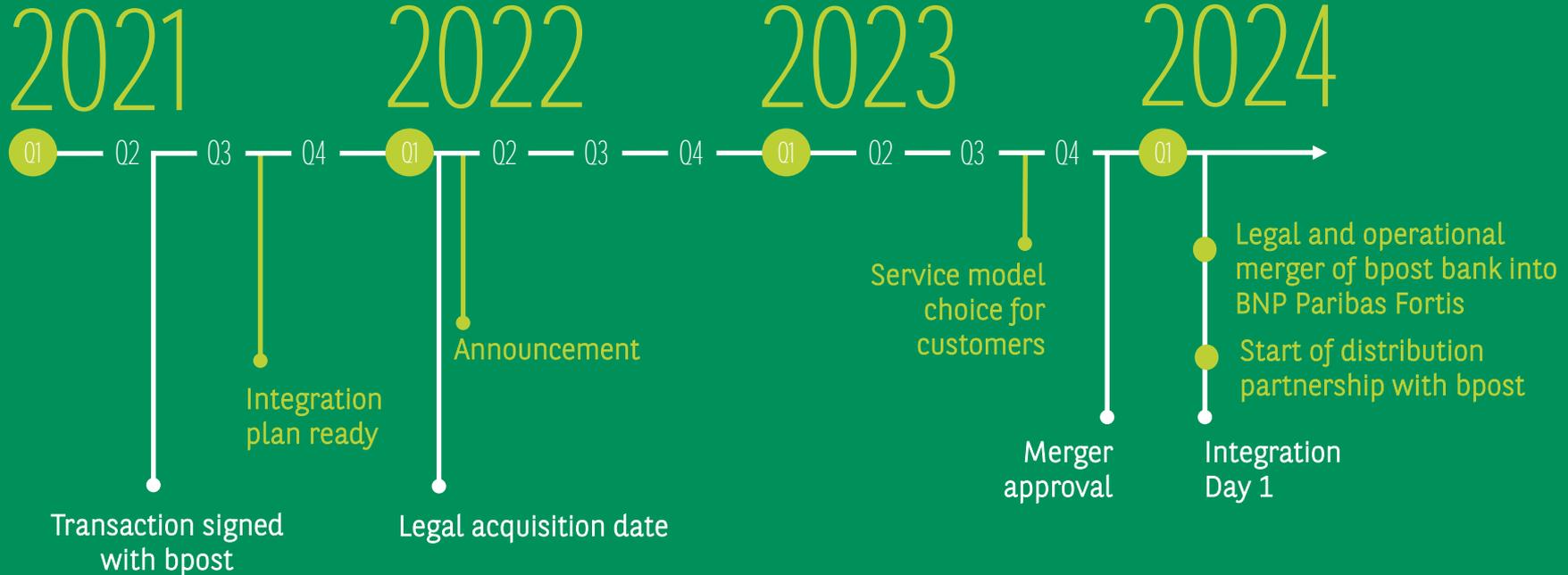


# SETTING THE PHYSICAL SCENE

The integration of bpost bank  
& our collaboration with bpost



# THREE YEARS IN THE MAKING





**80K** WORKING DAYS  
EQUALS 400 **FTE'S**

As of 2<sup>nd</sup> half of 2022 until end of 2023



# AN ENORMOUS JOINT EFFORT



- 122 new advisors hired on the bpost side.  
Approximately 2,270 people trained at bpost.  
19,000 days of training.
- Over 50 third parties involved in the merger.  
697 people worked during the merger weekend.
- 300 bpost bank staff members (on a FTE basis) joined BNP Paribas Fortis on 19 January.



# ...AND A MASSIVE OPERATIONAL ACHIEVEMENT

560K

New packs opened

3M

Accounts migrated

17M

Beneficiaries transferred

€ 12Bn

On and off balance reconciled

**VIDEO**



# **HOW OUR COLLEAGUES EXPERIENCED THE FIRST DAYS AFTER THE INTEGRATION OF BPOST BANK**



# COMMUNICATIONS TO INFORM OUR CUSTOMERS

MID SEPTEMBER – MID OCTOBER

## NEW PACKS CAMPAIGN

+3.8M LETTERS & EMAILS SENT

BNP Paribas Fortis & bpost bank customers

DECEMBER 30 & 31

## MIGRATION NEW PACKS

JANUARY 20 & 21

## MIGRATION BPOST BANK CUSTOMERS

JANUARY 22 – FEBRUARY 26

## WELCOME CAMPAIGN

+850K LETTERS & EMAILS SENT

+ WINDOWSTICKERS, POSTERS...  
Ex- bpost bank customers

FEBRUARY - MARCH

## ACCESSIBILITY CAMPAIGN

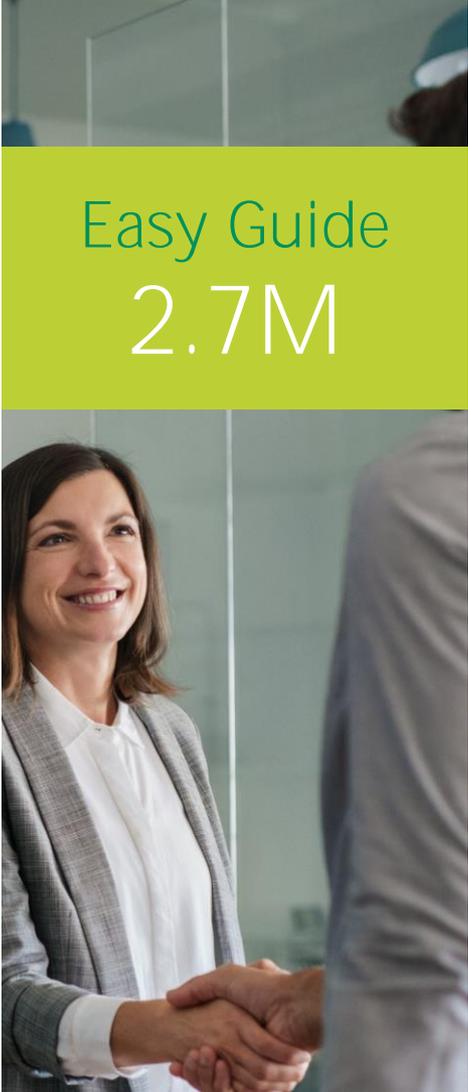
+2M LETTERS & EMAILS SENT

Ex- bpost bank & BNP Paribas Fortis customers



# THE RIGHT PACKAGE FOR OUR CUSTOMERS' **NEEDS**

4 Million retail customers



Easy Guide  
2.7M



Easy Go  
1.3M



# WE HELPED OUR CUSTOMERS FIND THEIR WAY

Average number calls per day & main questions in our Easy Banking Centre



## SAMY APP



80k Conversations (on track for the 100k in March)

74% In 3/4 of the cases, we were able to help the customer directly

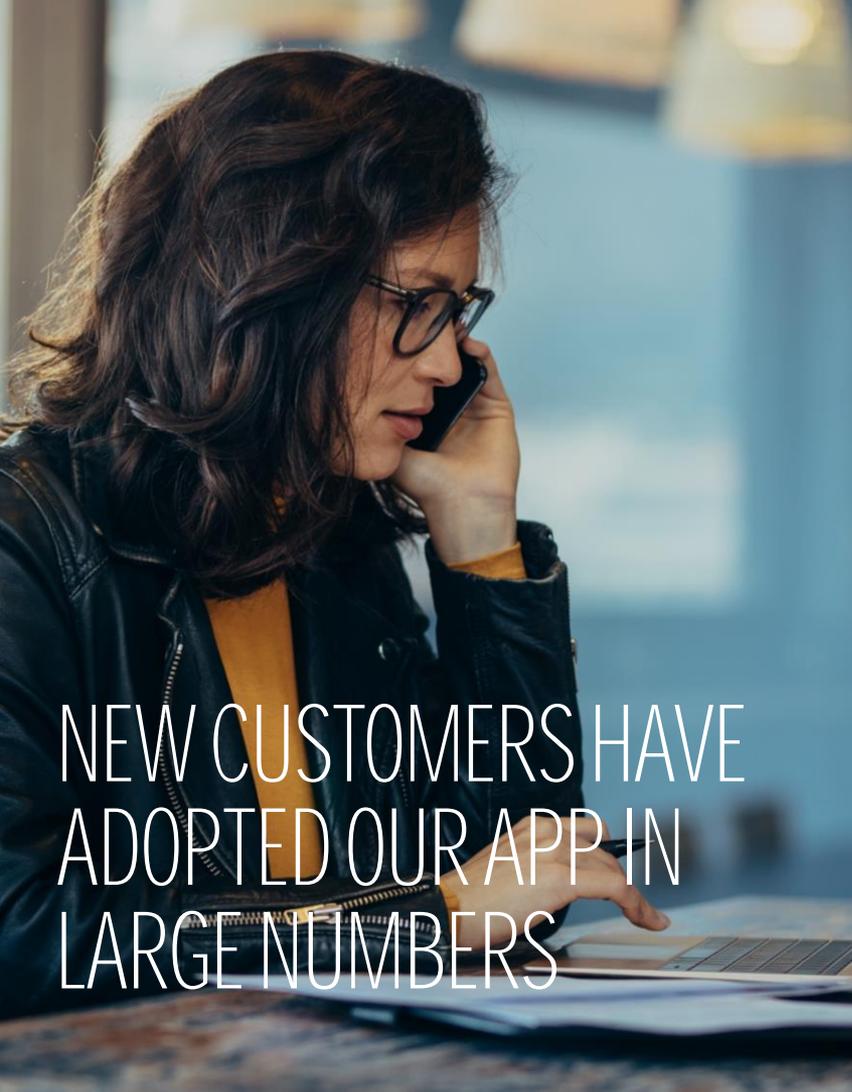
1/4 At least 1 in 4 users from bpost bank



# ALSO IN THE BPOST BRANCHES

Average number of bank-related visits per day in bpost branches





NEW CUSTOMERS HAVE  
ADOPTED OUR APP IN  
LARGE NUMBERS



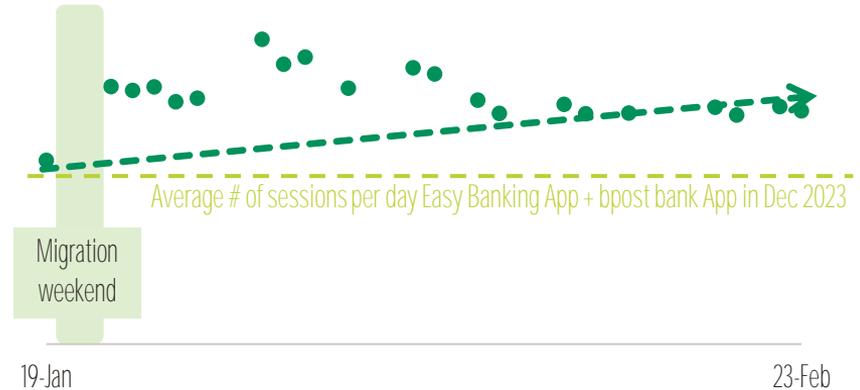
+300K

Active users since the  
integration weekend

+25%

Sessions in Easy Banking App  
since January 19<sup>th</sup>

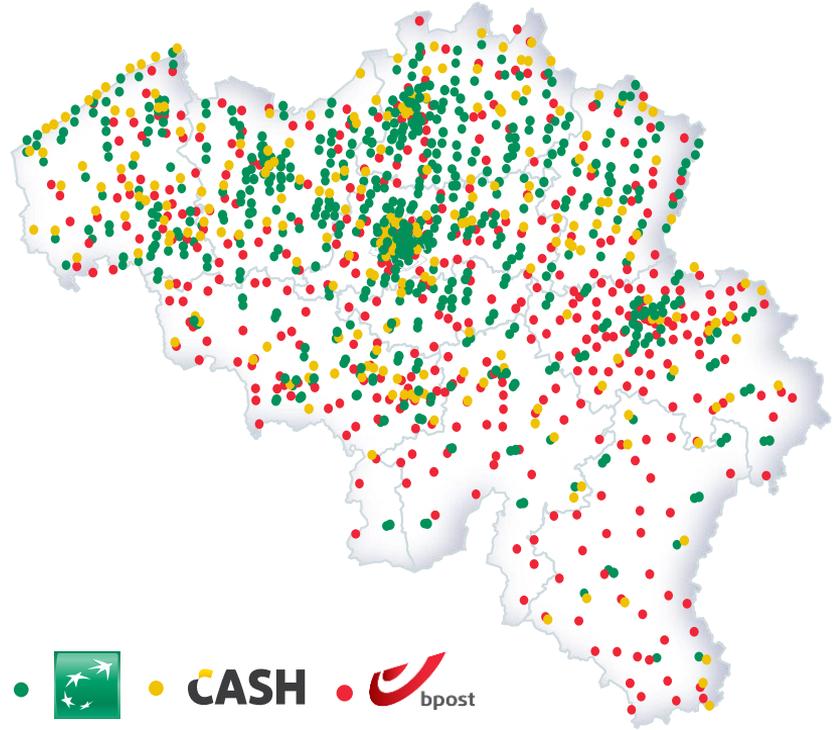
# Daily sessions in Easy Banking App





PROXIMITY WITH A  
HUMAN TOUCH,  
THROUGH THE LARGEST  
NETWORK

WE NOW WELCOME OUR CUSTOMERS IN OVER 960 BRANCHES  
AND GIVE ACCESS TO MORE THAN 2,100 ATMS



# CONCLUSION





# KEY TAKEAWAYS

## ACCESSIBILITY NEEDS & EXPECTATIONS

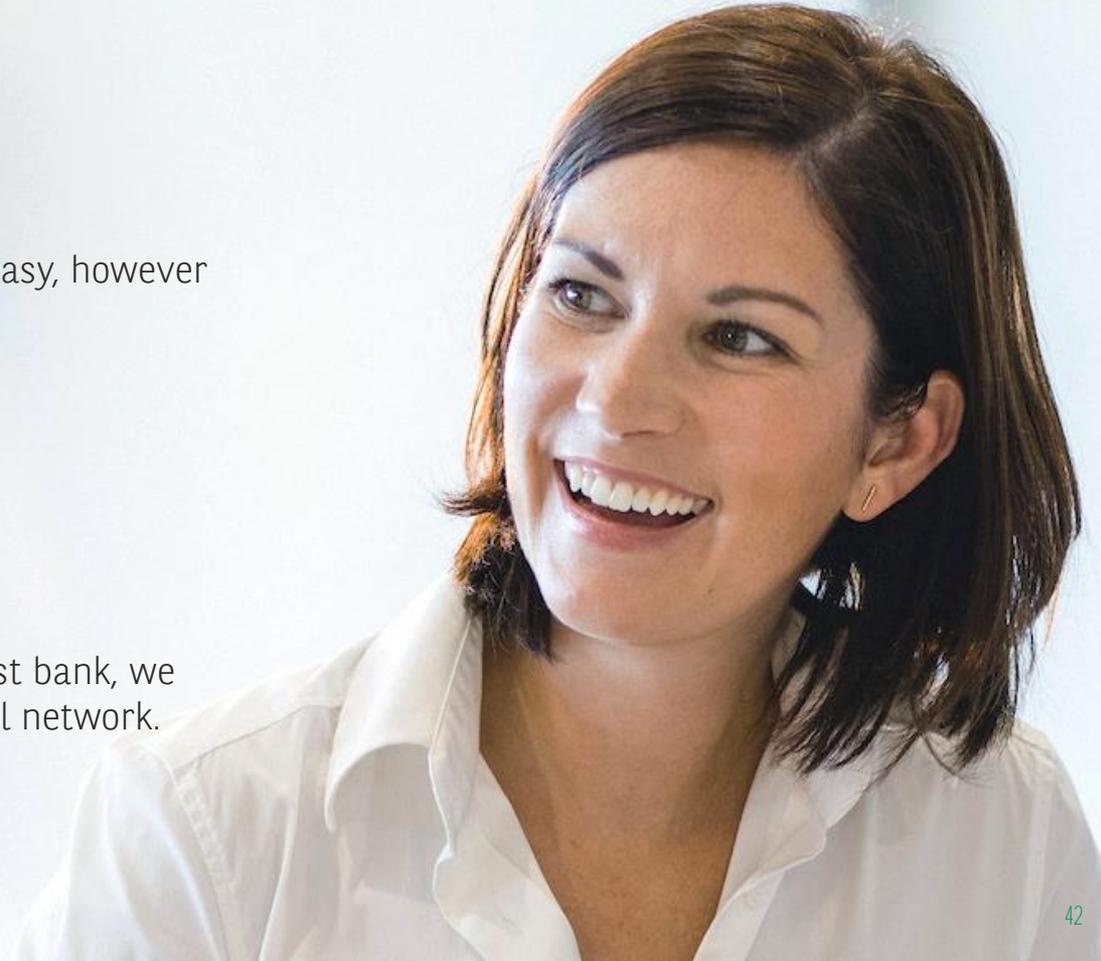
Digital accessibility should be fluent and easy, however physical interaction remains important.

## EFFICIENT DIGITAL CHANNELS

Our customers are increasingly using our digital channels and like their efficiency.

## THE LARGEST PHYSICAL NETWORK

As of this year, with the integration of bpost bank, we welcome our clients in the largest physical network.





# QUESTIONS?

# ANSWERS



THANK YOU



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# **BNP PARIBAS**

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# **FORTIS**

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