



BNP PARIBAS
FORTIS

FULL-YEAR RESULTS 2022

&

OUR STRATEGY GOING FORWARD

BRUSSELS
MARCH 10, 2023



FULL-YEAR RESULTS 2022 &
OUR STRATEGY GOING FORWARD

TODAY'S AGENDA

Our Observations and Insights

Our Performance in 2022

Our Strategy for 2025

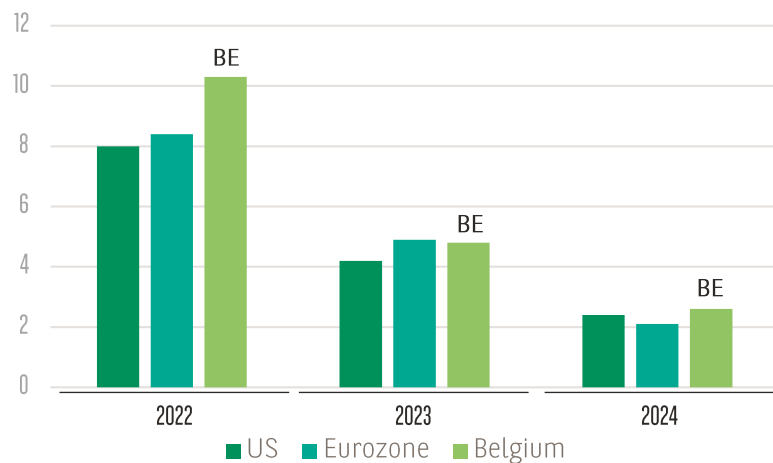


OUR OBSERVATIONS AND INSIGHTS

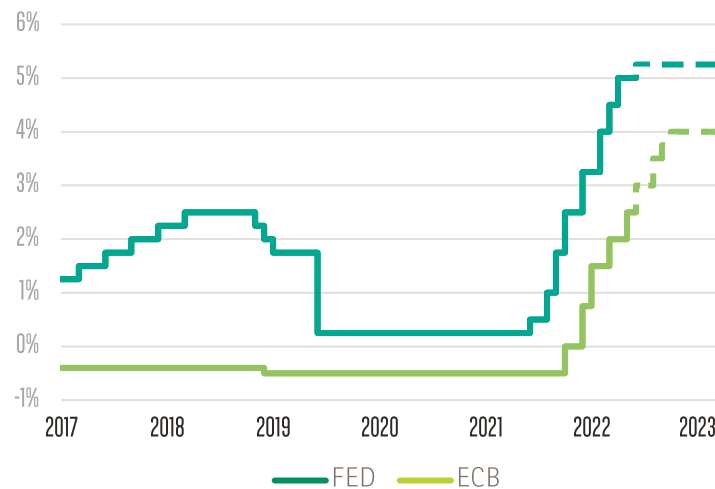
IN A CHANGING
ENVIRONMENT



ECONOMIC OUTLOOK : INFLATION



PROJECTED POLICY RATES FED & ECB

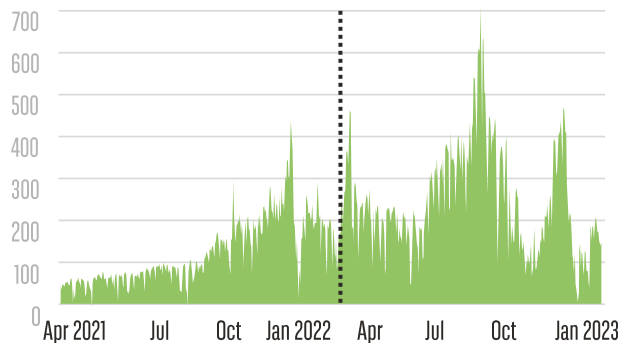


Electricity



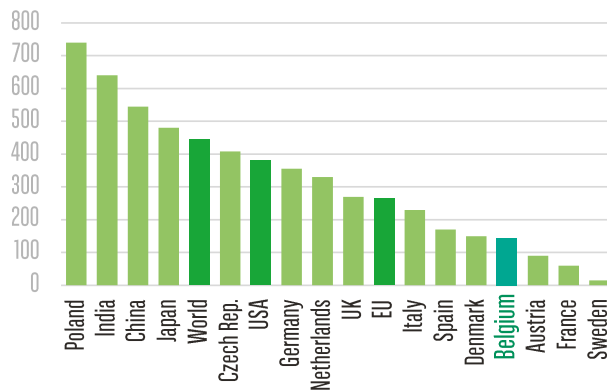
WHOLESALE ELECTRICITY PRICES IN BELGIUM

Evolution daily price last 2 years,
in euro per megawatt hour



CARBON INTENSITY OF ELECTRICITY

gCO₂e / kWh (in 2021)

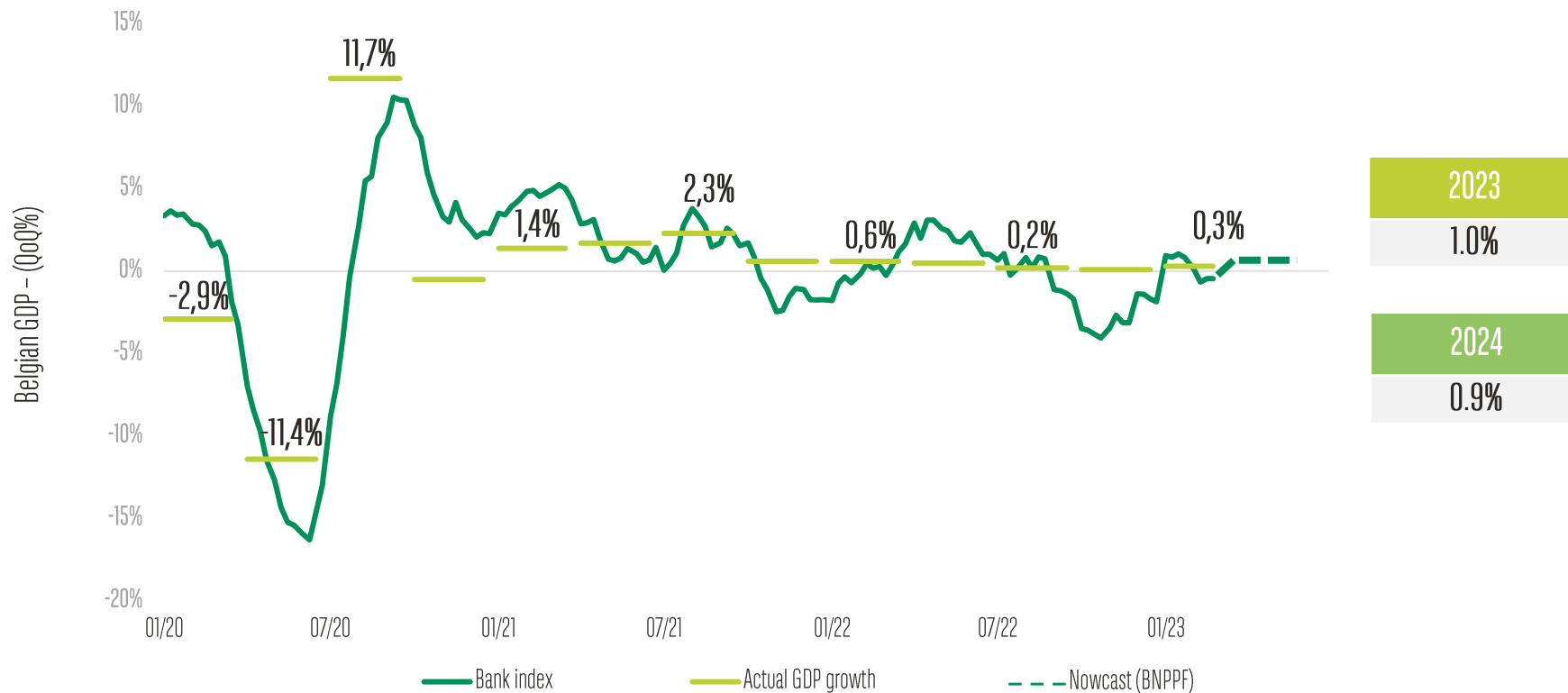


CARBON PRICE IN THE EUROPEAN UNION

EUR/Ton



Nowcasting of the Belgian GDP



Evolution of parameters



Historically

LOW RISK

environment



Increased use of

LIQUIDITY

for corporates

&

FACTORING

for corporates and SMEs



Small increase of

**PAYMENT
DELAYS**

on mortgages
and loans for small
enterprises



Stable

WATCHLISTS



Limited use of

MORATORIA





Moving forward



Support the
RESILIENCE and **AGILITY**
of the Belgian economy



Finance the
FUTURE

Accelerate roll-out of our Strategic Plan 2025 through

- **TECHNOLOGY** to the benefit of our clients
- The expertise of our **COLLEAGUES**



Presented by
Pierre Bouchara
Chief Financial Officer



OUR PERFORMANCE IN 2022

Our consolidated perimeter



BNP PARIBAS
FORTIS

Fully Owned
Subsidiaries



Controlled
Subsidiaries
with Minority
Interests



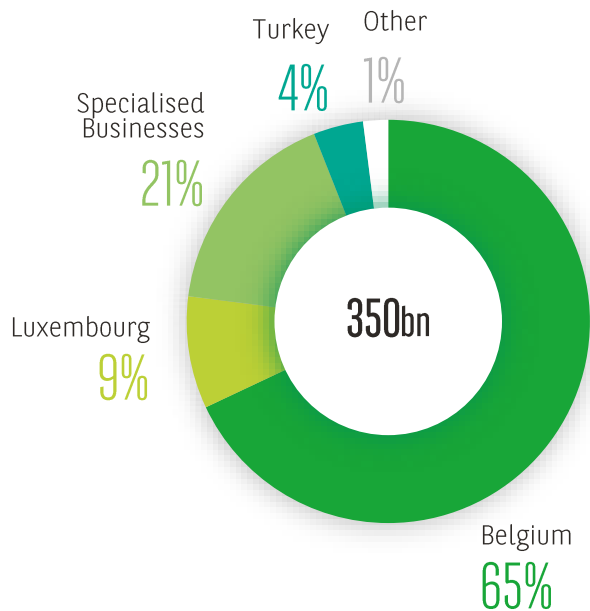
Significant
Participations



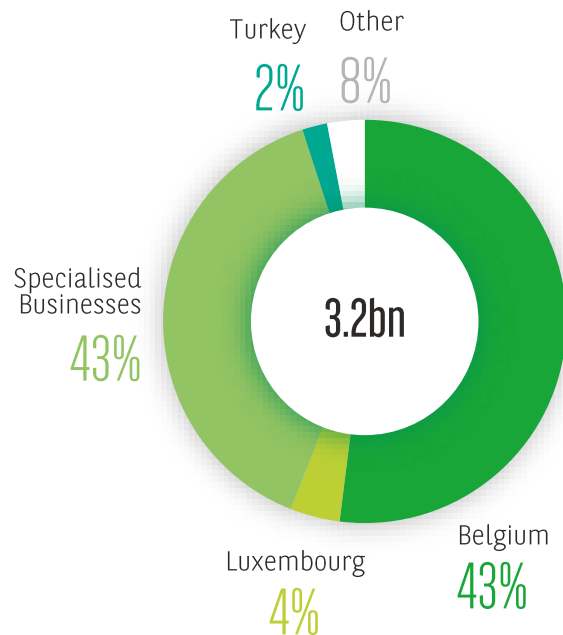
Our repartition



BALANCE SHEET
by percentage



NET PROFIT
by percentage

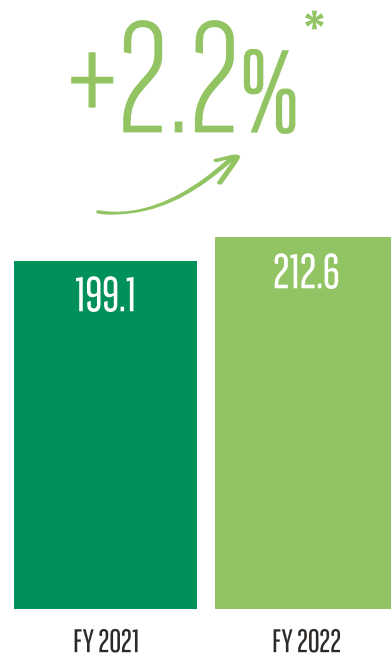




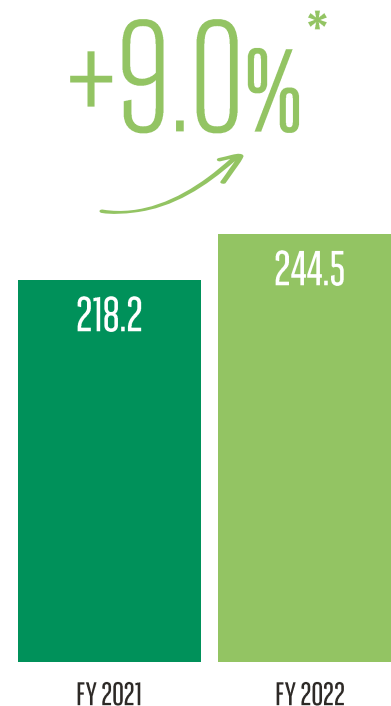
Financials

Robust
business
development at
consolidated
level

DEPOSITS In billion €



LOANS** In billion €



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

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



Financials

Strong results at consolidated level

In million €	FY 2021	FY 2022	
Revenues	8,412	9,642	+17%*
Operating Expenses	(4,577)	(5,072)	+11%*
Gross Operating Income	3,835	4,570	+24%*
Cost of Risk	(359)	(328)	-11%*
Operating Income	3,476	4,242	+28%*
Associates Income	322	292	-5%*
Other Non-Operating Items	15	301	n.a.
Pre-Tax Income	3,813	4,835	+25%*
Net Income Attributable to Equity Holders	2,593	3,161	+19%*

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



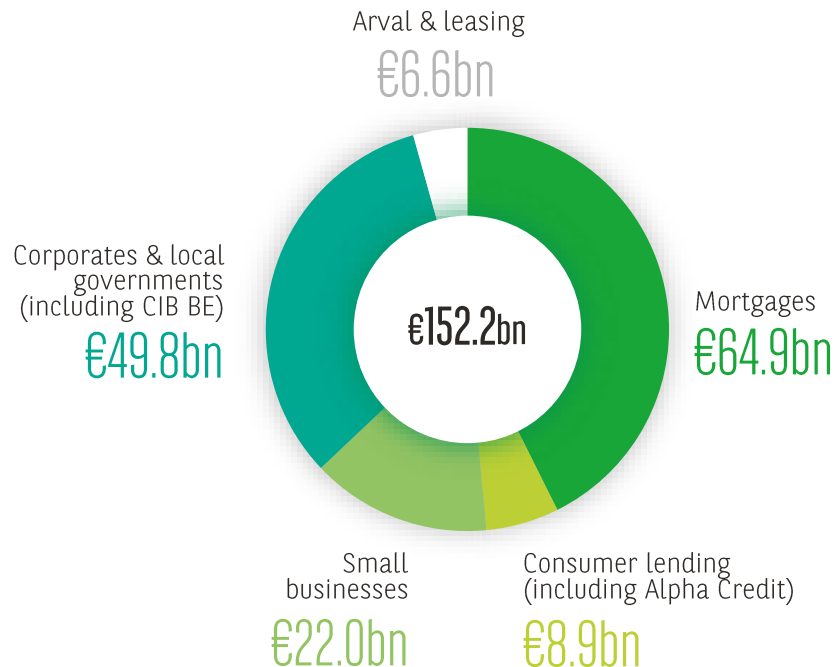
Financials

Strong continued commitment to the Belgian economy

Total
€152.2BN

+€17.9bn vs 2021 or +13.3%
Of which bpost bank +€8.4bn
avg YTD 2022

TOTAL LOANS*
In billion €



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

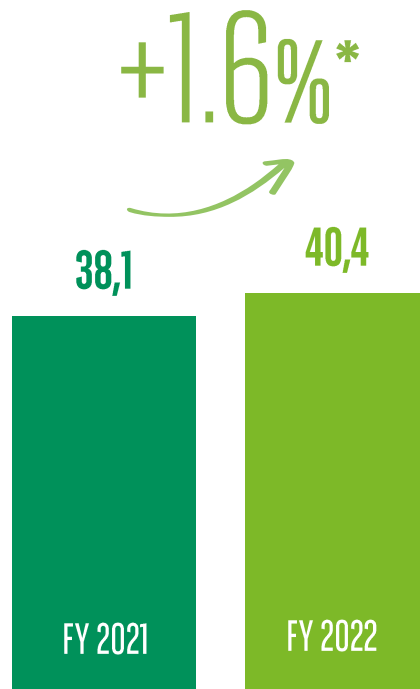
FINANCIALS

Strong continued
commitment to the
Belgian economy



NEW FINANCING PRODUCTION

In billion €



* Excluding retreated items (RI), i.e. at constant scope, constant exchange rates and excluding other one-off results
6% increase taking into account bpost bank

Strong financial structure

Cost/Income
ratio

52.6%

vs. 54.4% in 2021

Liquidity

126%

LCR
(non-consolidated basis)

Solvency

17.2%

CET1



OUR STRATEGY FOR 2025

Our purpose

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

GROWTH

ACCESSIBILITY

SUSTAINABILITY





GROWTH

OUR PLATFORM:

The strongest franchise in Belgium

OUR TECH & PEOPLE:

Selective growth drivers offer new opportunities

The strongest franchise on the Belgian market

20-30%

Market share in Belgium across
almost all product categories

MARKET LEADER IN

- ✓ Retail Banking
- ✓ Private Banking
- ✓ Wealth Management
- ✓ SME Banking
- ✓ Corporate Banking
- ✓ Transaction Banking
- ✓ Investment Banking
- ✓ Leasing
- ✓ Consumer Finance
- ✓ Mortgages
- ✓ Professional Lending
- ✓ Current Accounts
- ✓ Savings
- ✓ Debit Cards
- ✓ Credit Cards
- ✓ Sustainable invest
- ✓ Branch 21





Selective growth drivers offer new opportunities

- > Transaction Banking
- > Insurance
- > Starters

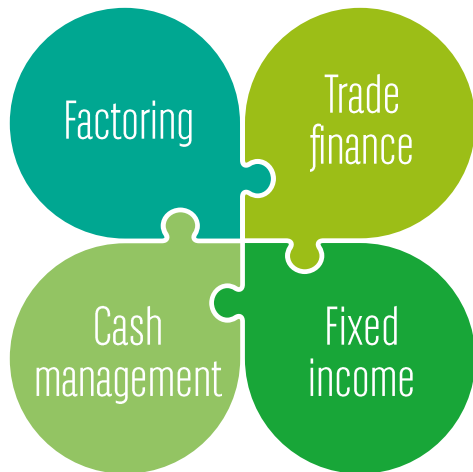
Presented by
Sandra Wilikens
Chief Human Resources Officer

Presented by
Didier Beauvois
Head of Corporate Banking

Selective Growth: Transaction Banking

Leader in Working Capital and Transaction Banking & strong international network

4 integrated areas of
expertise at the service of
our corporate clients



Managing **liquidity** and related risks, securing and financing our client's **international trade** and optimising **working capital** needs.



High degree of digitalisation



2022



Deployment of Easy2Cash

40%
Factoring

Market Share

Results



+130%
Easy2Cash

Contracts (Digital Factoring Solution for SMEs).

+29%
Factoring Belgium

Funds in use (vs 2021).

Going forward



**'Buy now
Pay Later'**

Solution through Factoring & Cash Management for B2B segment.

HOKODO

Roll-out of
Kantox,

global leader in Currency Management Automation.

kantox
Currency Management Automation

Insurance: one-stop shop



2022



Non-life professionals

Launch & roll-out Professional offering + 20 new products + 10 packs.

Non-life individuals

Online declaration in EBW & EBA, launch new mobility products, launch digital flow top family...

Results



+1M | Non-life contracts (+4% vs 2021).

1/3 | of the contracts digitally signed.

8k | Number of non-life insurance policies for Professional customers

Going forward



In 2023, we will double our capacity of certified colleagues in **Insurance Non-Life Professionals**.

Strengthening the Bancassurance business model with



Supporting tomorrow's economy



2022



Hello bank! Pro

Launch of an all-in-one digital solution to launch, manage and develop a business, with 13 pro solutions selected by Hello bank! in a unique Marketplace.

Results



+18K

18k new starters, including 2.3k new with 100% digital Hello bank! Pro (+14% vs 2021).

>330

> 330 starting self-employed who used our all-in-one solution, including Xerius, to set up their business.



Going forward



Proactive co-pilot

Roll-out of new approach.

300 experts for starters



ACCESSIBILITY

OUR PLATFORM:

The broadest and most diverse customer base

OUR TECH & PEOPLE:

Enhance our network & service models

Continue our digital development



We serve

+4,500,000

customers

3,9M

Individual Retail
Clients

110k

Private Banking &
Wealth Management
Clients

400k

Professional Retail
Clients

~ 45k

SME Clients

~ 1,7k

Corporate Clients

Listening to our customers

POSITIVE NET PROMOTER SCORE ACROSS SEGMENTS

Excellent

Wealth Management
Corporate Banking
Fintro



Very strong

Private Banking
bpost bank



Strong

SMEs
Retail Banking



POSITIVE DRIVERS

Strong relationship management,
high expertise, proximity

Strong relationship management
Proximity, accessibility

Expertise of advisors
Digital banking (app performance)
Products & services

ATTENTION POINTS

Value for money
Accessibility



Enhance our network & service models
Continue our digital development

Presented by

Laurent Loncke

Head of Retail Banking



Presented by

Daniel de Clerck

Chief Operating Officer

Combining the best of both worlds to drive customer satisfaction



6.7M

of contacts were in **branches**,
incl. bpost bank customers
(4.7M BNPPF).



3.5M

of calls to
Easy Banking Centre and
Client Service Centre.



1.2Bn

of digital contacts in
App & Web,
incl. bpost bank
customers (840M BNPPF).



50%

of **direct sales**
(digital + remote/
Easy Banking Centre).



Enhance our network & service models

Customer-driven offering



Nickel

By BNP Paribas

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

Complex ➡

customer needs guide our segmented service offering

* These are concept names

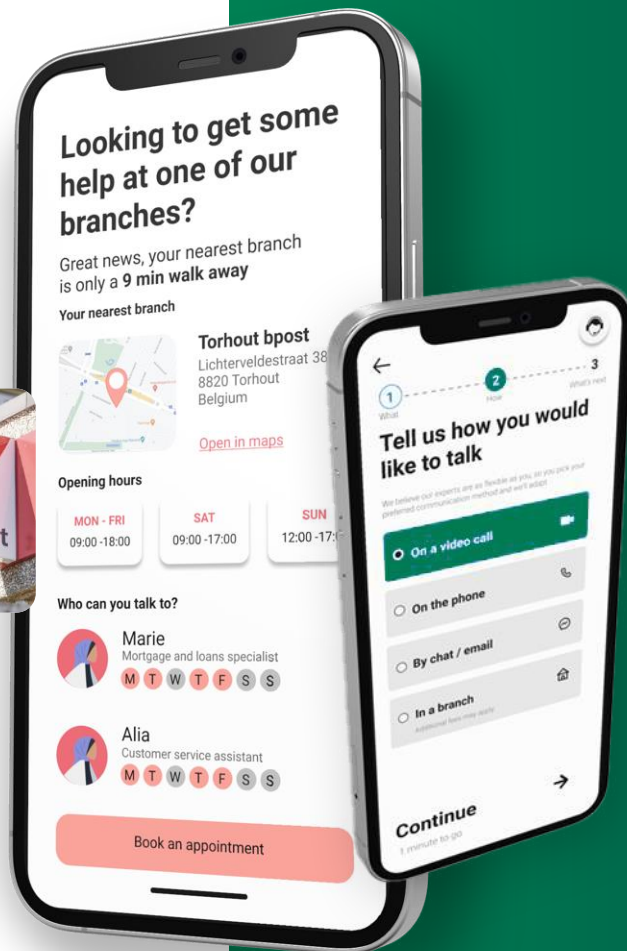


Easy Access

is simple, accessible
and trustworthy

Daily banking products
and other solutions:

- ✓ accessible everywhere in Belgium
- ✓ as a modular offering
- ✓ simple and transparent in every interaction.



40%

It is designed for the 40% of customers who want **no-frills banking and value for money.**

65%

of customers say the new proposed offering is distinctive and **would choose it** if offered in the market.



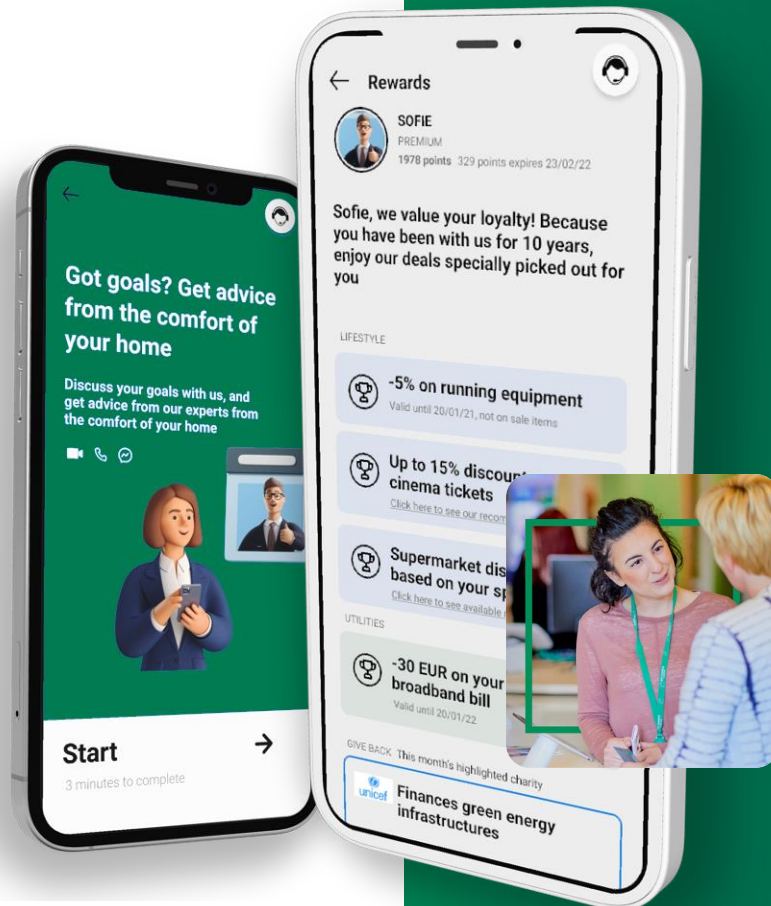


Advice

is expertise-based and
hassle-free

Advisory banking:

- ✓ gives clients **proactive** and **personalised** advice
- ✓ as a **modular** offering
- ✓ is distinctive for its **loyalty offerings**, **money mentoring** and **add-on** possibilities.



42%

It is designed for the 42% of customers who want a **holistic banking experience** and who want advice and holistic banking experience and who want personalised advice.

75%

of surveyed customers would switch, with **tailored digital advice**, **family and loyalty features** in particular seen as innovative and distinctive.





Mobile as the go-to digital channel for our customers

2022



Full mobile onboarding



Online insurance declaration

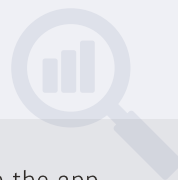


Access for +12-year-olds



Budget Management

Results



940M

Interactions with the app,
incl. bpost bank
+18% vs 2021.

2.4M

Active app users, incl. bpost bank
+7% vs 2021.

70%

Of our digital users are app-only
vs 59% in 2021.

4.6

App rating.

525k

Users of digital contactless
payments solutions.
+35% vs 2021.

Going forward



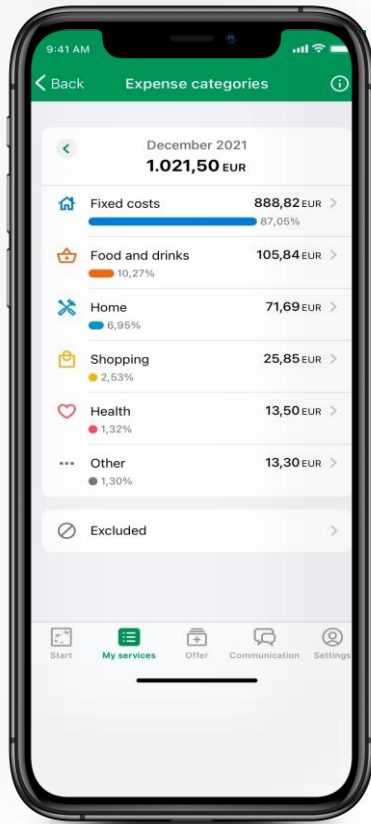
Continue to invest to become
Digital Champions



Features launched in
2022: budget
management

>500k

Since June 2022, more than
500,000 active users per month
consult the Budget Management
tool, i.e. **25% of the app's users.**



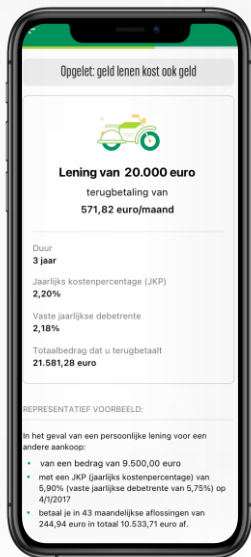
"The best in class
on the market"*

(*Sia Partners benchmark 2022)

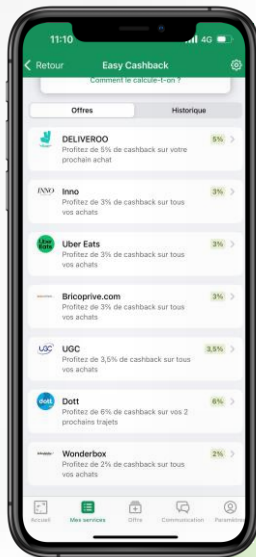



Continue our digital development: Easy Banking App Going forward in 2023

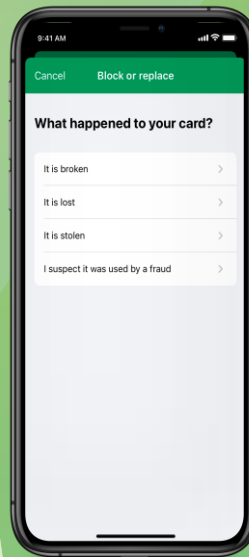
Upcoming Easy Banking App developments



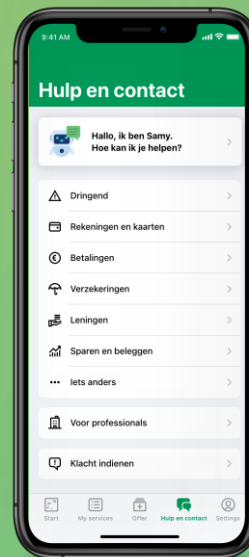
Subscribe to personal loans



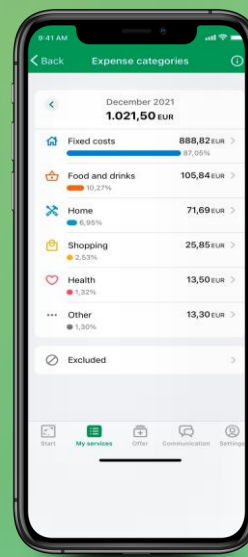
Launch Easy cashback programme with
 PAYLEAD



Offer full-service for cards



Extend self-service and support



Expand Budget Management Tool



SUSTAINABILITY

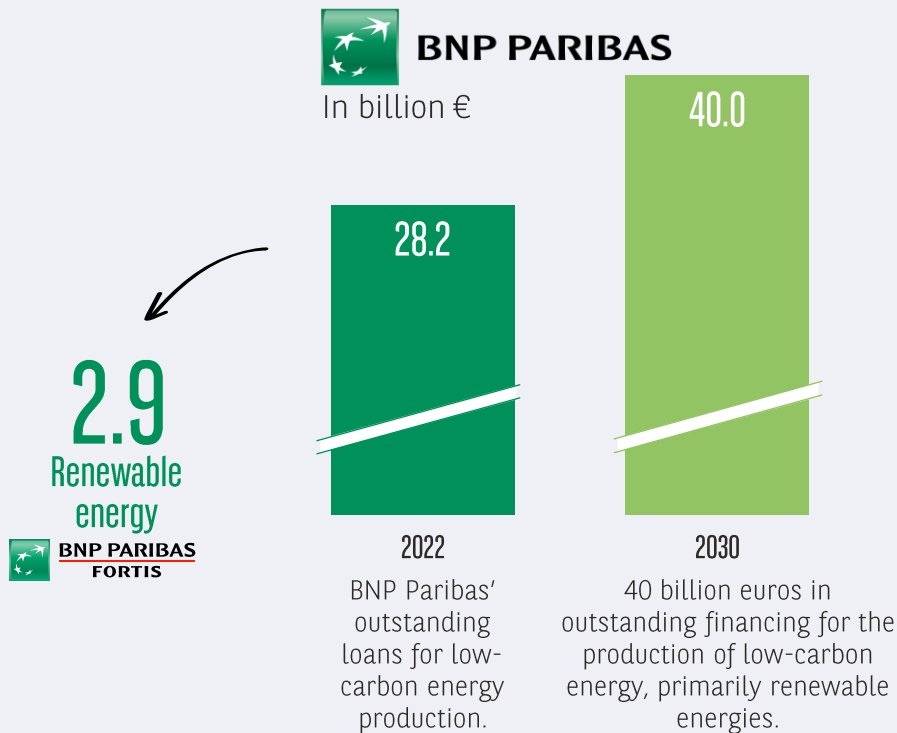
OUR PLATFORM:

The number one European bank in renewable finance

OUR TECH & PEOPLE:

Financing the future today

Accelerate on renewable energy



The Group's position in extra-financial rankings and sustainable indices



BNP PARIBAS

MAIN EXTRA-FINANCIAL RATINGS

MOODY'S
ESG Solutions

**No. 1 out of 31
companies**

in "diversified
banks in Europe"
industry

S&P Global

**No.1 French
bank and no.2
European bank**

out of 235 banks
in the 2022 CSA

MSCI



A score of AA
in MSCI ESG Ratings
(July 2022)

ecovadis

BNP Paribas secured **an
overall score of 68/100** at its
rating by **EcoVadis** in February
2023 and positions itself in the
top 9% of assessed companies

KEY SUSTAINABLE INDICES

Member of

**Dow Jones
Sustainability Indices**

Powered by the S&P Global CSA

BNP Paribas is listed in the **Dow
Jones Sustainability Indices
World & Europe** (Dec. 2022)



EURONEXT

BNP Paribas is listed in
Euronext-Vigeo Indices World
120, Europe 120, France 20 (May
2022)



BNP PARIBAS
FORTIS



1st Belgian bank to
collaborate with the
independent foundation Energy
Efficient Mortgage Label.



No1 provider of funds with
the Febelfin 'Towards
Sustainability' label.



Financing the future today

- > Accelerate the transition of companies
- > Sustainable and responsible investments
- > Sustainable mobility

Presented by

Khatleen Pauwels

Head of Client Service Center



Presented by

Stéphane Vermeire

Head of Affluent & Private Banking



Accelerate the transition of companies through financing



2022



330

In 2022, **Sustainable Business Competence Centre** supported 224 clients and implemented 106 sustainability projects.

41

Top corporates received an **ESG Assessment** by Corporate Coverage.

Results



€470M

The Sustainable Business Competence Centre was involved in over a hundred projects for a total amount of 470 million euros.

€336M



Waste-to-energy plant with a net carbon benefit of 87,000 tCO2e/year, generating 50 MW/y of electricity (power needs 60k households).

Going forward



Mid-Caps

Develop sustainable finance product offer for mid-caps.

Private Equity €1Bn

Ambition to increase private equity portfolio from EUR 670M to EUR 1bn by 2025 within an ESG-framework.

Sustainable & responsible investments



2022



73

Funds with Febelfin Towards Sustainability label*.

Impact Together

Experts and financial support



Koning Boudewijnstichting
Fondation Roi Baudouin

Results



38.3Bn

Off-balance AuM in investments with the Febelfin Towards Sustainability label.

Impact Together

>15M

Support between 2015 to 2022.

>150

Non-profit organisations supported.

>360k

Customers contributed to the charity fee.

Going forward



47Bn

By 2025 ambition to increase AuM in investments with the Febelfin Towards Sustainability label.

MIFID ESG

Dashboard for invest in App

With **24/7 reporting** to follow portfolio while promoting self-service.

Sustainable mobility: accelerate electrification



2022



Capital investment in
Touring (25% stake) 
& **Optimile (75% stake)** 

Arval Mobility App

With Optimile, combination of
Optimile's Mobility as a service and
Arval's leasing services.

Results



19%

Share of fleet electrification at **Arval**
at the end of 2022 (vs 11% in 2021).

>6,000

E-bikes are on the rise at **Arval & AlphaCredit**.

>11,500

New registrations for 'energy-efficient cars' at **Arval & AlphaCredit**.

>16,000

Connected **Optimile** charging points
in Belgium (+168% vs 2021) and
+300k charging points accessible in
Europe with Optimile pass.

Going forward



Charging as a service

All-in-one EV leasing with Arval
Different use cases are explored.

Mobility as a service for employees

- > Optimile is developing the software, which can be white-labelled by multiple parties.
- > Arval's pilot of '22 will be followed by a roll-out to corporate customers in '23.



CONCLUSION



Key Takeaways

Strong commercial and financial
performance in 2022

€3.2 Bn
Net Profit

€152.2 Bn
Total loans

Solid solvency and liquidity

126%
Liquidity

17.2%
Solvency

Cautious confidence for 2023
and beyond

Ambitious strategic plan for 2025
building further on leading platforms

Strategic Plan 2025



GROWTH

Our platform

The strongest franchise in Belgium

Our Tech & People

Selective growth drivers offer new opportunities

ACCESSIBILITY

Our platform

The broadest and most diverse customer base

Our Tech & People

- Enhance our network & service models
- Continue our digital development

SUSTAINABILITY

Our platform

The number one European bank in renewable finance

Our Tech & People

Financing the future today

Conclusion

Together,
we support
our
customers
through
people and
tech.

HARDER

By pushing harder
on technology and
innovation

BETTER

By making society
better

FASTER

By delivering
faster

STRONGER

By making
our economy
stronger

QUESTIONS?

ANSWERS

#PositiveBanking



BNP PARIBAS
FORTIS

The bank for a changing world

THANK YOU

#PositiveBanking



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FORTIS

The bank for a changing world

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