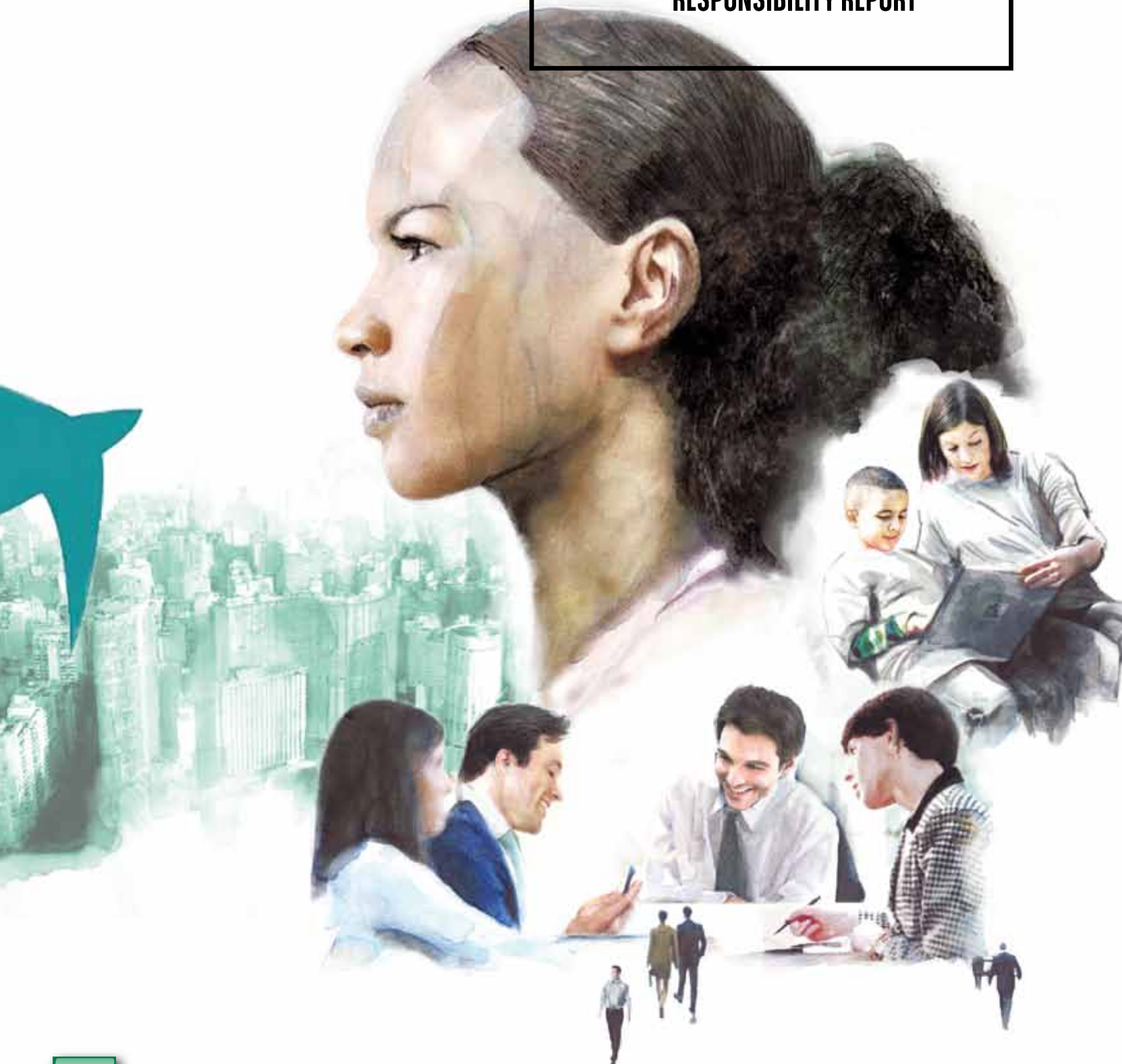




2010 CORPORATE SOCIAL RESPONSIBILITY REPORT



BNP PARIBAS | The bank for a changing world

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MESSAGE FROM THE CHAIRMAN AND THE CHIEF EXECUTIVE OFFICER

Michel Pébereau,
Chairman
Baudouin Prot,
Director and
Chief Executive Officer

The financial crisis we have just been through did at least have one redeeming feature. If nothing else, it highlighted the fact that a bank's prime responsibility is to serve its customers, that its role in financing the real economy is of the utmost importance.

We at BNP Paribas have always known this and to make sure that we are able to fulfil this fundamental role, we devote two thirds of our earnings each year to strengthening the Group's capital. In 2010, BNP Paribas lent EUR 135.7 billion to the economy, including EUR 74 billion to individuals and EUR 61.7 billion to businesses.

The crisis also provided the opportunity for all the Bank's stakeholders to express their expectations. They do not just want us to fulfil our role in serving our customers and financing the economy. They also want us to take environmental and social issues into consideration in our business activities. We have therefore decided to strengthen our commitment to corporate social responsibility yet further.

According to the survey we conducted in 2010 among our employees, environmental and social responsibility is now the most important factor, alongside leadership, driving their engagement.

Our new corporate social responsibility structure reflects this goal; we have stepped up the resources and means devoted to monitoring and implementing our commitments. For example, we have created a Climate Change Steering Committee, headed by a member of the Executive Committee.

In 2010, our efforts were directed at two main areas: combating climate change and combating all forms of exclusion. This has had a tangible effect on how we operate internally, how we run our business activities and on our relationship with our environment.

Some of our key achievements during the year were:

- Publication of CSR policy statements governing our financing and investment activities in two sensitive areas as diverse as defence and palm oil;
- Endorsing the Climate Principles and gaining entry to the Carbon Disclosure Leadership Index, which comprises the 20 companies that have shown the most transparency about their efforts to combat climate change;

- 3 new ISO 14001 certifications, bringing the total to 9 and the number of employees concerned to 11,800;
- Raising internal awareness of CSR through an e-learning programme for employees.

In 2010, therefore, we reaffirmed our long-standing commitment to corporate social responsibility. We are fully aware that this commitment contributes to the Group's attractiveness, reputation and confidence capital. The many examples presented in this report are a concrete illustration of our accomplishments in this area in 2010.

T. Pébereau

B. Prot



BNP PARIBAS GROUP PROFILE

BNP PARIBAS, EUROPE'S LEADING PROVIDER OF BANKING AND FINANCIAL SERVICES

BNP Paribas, Europe's leading provider of banking and financial services, has four domestic retail banking markets in Europe, namely Belgium, France, Italy and Luxembourg. It operates in over 80 countries and has more than 200,000 employees, including over 160,000 in Europe. BNP Paribas holds key positions in its three core business activities:

- Retail Banking;
- Investment Solutions;
- Corporate and Investment Banking.

Long-term credit ratings

Standard & Poor's: AA, negative outlook—rating confirmed on 9 February 2011

Moody's: Aa2, stable outlook—rating revised on 21 January 2010

Fitch: AA-, stable outlook—rating revised on 21 June 2010

Socially responsible investment indices

BNP Paribas is a member of the key SRI indices: DJSI World, Aspi Eurozone, FTSE4Good Global 100, FTSE 4 Good Europe 50 and Ethibel.

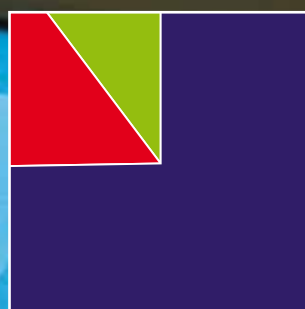
EMPLOYEES IN FRANCE AND OTHER PARTS OF THE WORLD IN 2010



■ France: 65,357
■ Rest of Europe: 96,836
■ North America: 15,137
■ Asia: 11,012
■ Africa: 9,811
■ Latin America: 4,323
■ Middle East: 2,233
■ Oceania: 638

TOTAL: 205,348

BREAKDOWN OF EMPLOYEES BY BUSINESS ACTIVITY IN 2010



■ Retail Banking: 148,000
■ Investment Solutions: 30,000
■ Corporate & Investment Banking: 19,800

Key figures (at 31/12/2010)

NET BANKING INCOME
EUR 43.9 BILLION
 (UP 9.2% ON 2009)

NET EARNINGS
EUR 7.8 BILLION
 (UP 34.5% ON 2009)

GROSS OPERATING INCOME
EUR 17.363 BILLION
 (UP 3.0%, DOWN 5.1% ON COMPARABLE SCOPE AND CONSTANT EXCHANGE RATES)

EARNINGS PER SHARE
EUR 6.33
 (UP 21.7% ON 2009)

RETURN ON EQUITY
12.3%
 (UP 1.5 PTS ON 2009)

MARKET CAPITALISATION
EUR 57.1 BILLION

BNP PARIBAS' BUSINESS LINES



RETAIL BANKING

Retail banking and specialist financial services are a powerful growth driver for the Group. The Retail Banking Division operates branch networks and provides specialist financial services through 7 autonomous operating entities:

- French Retail banking;
- BNL bc, Italian retail banking;
- BeLux Retail Banking, covering retail banking activities in Belgium and Luxembourg;
- Europe Mediterranean, covering retail banking activities in Central and Eastern Europe, the Mediterranean Basin and West Africa;
- BancWest, the retail banking network in the United States;
- Personal Finance, comprising the specialist mortgage financing and consumer credit businesses;
- Equipment Solutions, dedicated to financing equipment for corporate clients.



INVESTMENT SOLUTIONS

BNP Paribas Investment Solutions provides a unique range of solutions to meet all the present and future needs of institutional, corporate and retail investors:

- Asset management (BNP Paribas Investment Partners);
- Insurance (BNP Paribas Cardif);
- Wealth management (BNP Paribas Wealth Management);
- Savings and online brokerage (BNP Paribas Personal Investors);
- Securities services (BNP Paribas Securities Services);
- Real estate services (BNP Paribas Real Estate).

22 MILLION BRANCH CUSTOMERS

13 MILLION SPECIALIST
FINANCE CUSTOMERS

148,000 EMPLOYEES
IN **52** COUNTRIES

30,000 EMPLOYEES
IN **68** COUNTRIES



CORPORATE & INVESTMENT BANKING

BNP Paribas Corporate & Investment Banking (CIB) provides its clients with financing, advisory and capital markets services. It is renowned worldwide for its expertise in all types of derivatives and in structured finance.



BNP PARIBAS PRINCIPAL INVESTMENTS

BNP Paribas Principal Investments manages the Group's portfolio of listed and unlisted investments and emerging market sovereign loans.



KLÉPIERRE

Klépierre owns, manages and develops shopping centres, providing major international retailers with a unique platform for their expansion in Europe.

14,000 CORPORATE,
FINANCIAL INSTITUTION
AND INVESTMENT FUND CLIENTS

19,800 EMPLOYEES
IN OVER **50** COUNTRIES

273 SHOPPING CENTRES OWNED

356 SHOPPING CENTRES MANAGED

1,500 EMPLOYEES
IN **13** COUNTRIES



CORPORATE GOVERNANCE

BNP Paribas endeavours to comply with best governance practices and to take account of corporate social responsibility risks.

BOARD OF DIRECTORS

At 31 December 2010, the Board of Directors had 17 members (12 men and 5 women). After a review of their personal circumstances by the Corporate Governance and Nominations Committee, the Board considered that 12 of the 17 directors qualify as independent under the AFEP-MEDEF Corporate Governance Code. Five different nationalities are represented on the Board of Directors.

The Board believes that the key qualities of an independent director, other than the criteria defined in the AFEP-MEDEF Code, are:

- Competence, based on experience and the ability to understand the issues and risks;
- Courage, especially to express one's opinion and form a judgment;
- Availability, which provides the necessary objectivity and encourages the director's involvement in the company's affairs;
- Spirit of cooperation, which drives the director's commitment to the company within the Board and promotes a good understanding of the corporate culture and ethics.

EXECUTIVE COMMITTEE

The Group Executive Committee has 12 members and is chaired by Baudouin Prot, Director and Chief Executive Officer.

The committee devotes at least one meeting a year entirely to Corporate Social Responsibility. In this guise, it validates the Bank's CSR strategy choices and objectives, as well as its action plan. It also takes a position on the Group's key CSR policies. In 2010, for example, the committee validated the CSR policy statements on investing and financing in the defence and palm oil sectors. Jean Clamon, Managing Director and member of the Executive Committee, is specifically in charge of Corporate Social Responsibility at BNP Paribas.

COMPLIANCE WITH GOOD CORPORATE GOVERNANCE CRITERIA

Good corporate governance criteria	BNP Paribas corporate governance	
Board of Directors		
Membership of the Board	17 directors, including: – 15 directors elected by the shareholders and 2 by the employees – 12 independent directors – 5 women The roles of Chairman and Chief Executive Officer have been separated.	
Directors' term of office	3 years	
Board meetings and average attendance rate	9 full meetings and 2 strategy meetings Average attendance of 94%	
Annual assessment of Board and Board Committee practices	Annual assessment based on an anonymous questionnaire covering the Board's organisation, practices and procedures (34 questions grouped into 10 subjects, with a rating scale).	
Board Committees	Number of members (number of independent members)	Number of meetings (attendance rate)
Financial Statements Committee	4 members A majority of members are independent directors and have experience and skills in financial management, accounting and financial reporting.	6 meetings 100%
Internal Control, Risk and Compliance Committee	A majority of members are independent directors and have extensive expertise in finance and risk management through their professional training or experience.	6 meetings 91%
Corporate Governance and Nominations Committee	All members are independent directors and are well versed in corporate governance and senior management issues in international companies.	3 meetings 89%
Compensation Committee	All members are independent directors and have experience in compensation systems and market practices in this field.	6 meetings 94%
Annual General Meeting of shareholders		
One share gives the right to one vote		
Annual General Meeting of 12/05/2010	13,057 shareholders voted, representing 730,612,995 shares Attendance rate: 61.72%	

Further information on corporate governance at BNP Paribas

Further information on the membership and practices of the Board of Directors and the Executive Committee, executive compensation and other aspects of corporate governance can be found in section 2 of the Registration Document. In addition, details of executive compensation and benefits are provided in the notes to the financial statements included in the Registration Document.



BNP PARIBAS' VISION OF SUSTAINABLE DEVELOPMENT

BNP Paribas is a leading provider of financial services and as such carries a large responsibility. The Group's activities have an impact on those of its stakeholders—personal, business and institutional clients, investors and employees—and on society as a whole. Promoting sustainable development within BNP Paribas therefore helps to promote sustainable development in society as a whole. This vision is reflected in our by-line, "The bank for a changing world", and in the fact that sustainability is firmly embedded in our mission, purpose and values. On a business level, acting as a responsible bank means making sure that we have the means to fulfil our role in financing the real economy. So for several years now, we have reinvested two thirds of our earnings in strengthening our capital, which directly underpins our ability to lend to the economy. On a social and environmental level, we set two priority objectives in 2010: combating climate change and combating all forms of exclusion. These two priorities have been reached down throughout the Group, in our financing activities and in our relations with our environment.

We have translated our vision of sustainable development into an action plan with four objectives:

- **Strengthen the Bank's responsibility culture:** this culture, which is based on a strong commitment, not only means committed, constructive dialogue with the regulators and a concept of compliance that goes well beyond the minimum legal and regulatory requirements, but also training employees in CSR and encouraging their engagement in sustainable development initiatives;
- **Incorporate sustainable development in business processes:** partly through responsible and committed people management and partly by controlling our direct and indirect environmental impacts;
- **Factor environmental and social impacts into the way the Group's business activities operate;**
- **Implement philanthropy initiatives benefiting civil society.**

A DEDICATED SUSTAINABLE DEVELOPMENT STRUCTURE

BNP Paribas wishes to consolidate its commitment to corporate social responsibility. The CSR Delegation has therefore been reinforced to give the Group a structure that can provide and coordinate expertise in this area.

Specific responsibility within the Executive Committee

The Executive Committee member Jean Clamon, Managing Director and Head of Compliance and Internal Control, has a specific responsibility for CSR within the Group. He presents the Group's CSR policies and actions to Senior Management and informs them of any sensitive issues in this area.

A reinforced CSR team

Five people joined the Group CSR team in 2010 bringing the total to eight. The CSR network has been extended or strengthened in the activities, business lines and functions. BNP Paribas Fortis, for example, now has a four-strong team, whilst Corporate and Investment Banking has two people in charge of CSR.



Laurence Pessez, Head of the Group's CSR Delegation

Laurence Pessez became Head of the CSR Delegation in early 2010, after eight years with the Group and four as Head of Communications and Corporate Social Responsibility at BNP Paribas Cardif. She reports to Jean Clamon, Executive Committee member; and her role is to oversee implementation of the Group's CSR strategy and coordinate dialogue with all stakeholders.



Chiara Contartese



Marc Tentillier



Patrick Bader



Nathalie Madeline



Catherine Kinet

Driving a global strategy

Apart from its direct relationship with line management, the CSR Delegation also coordinates a network of CSR experts and officers throughout the Group.

“My team’s role is to encourage buyers to take CSR criteria into consideration in their choice of suppliers. This approach contributes to the Group’s business performance objective whilst enriching relationships with suppliers and unifying the teams around this issue.”

Chiara Contartese—Group Procurement—BNP Paribas

“Implementing a CSR approach at BNP Paribas Cardif means, for example, making insurance more widely available to the vulnerable or developing a increasingly respectful and responsible customer relationship. It can also mean promoting socially responsible investment (SRI) to retail investors, by offering them a euro fund and unit-linked funds managed on SRI criteria.”

Marc Tentillier—CSR Officer—BNP Paribas Cardif

“Including CSR considerations in our CIB activities means carrying out a more in-depth analysis to weed out the riskier transactions, but also convincing people that CSR can be a source of opportunity, particularly by offering new products in today’s booming green economy sectors.”

Patrick Bader—CSR Officer—CIB

“Promoting CSR in French Retail Banking means putting CSR considerations at the very heart of our approach: welcoming, listening to and providing advice to our customers, supporting them in their projects, and offering green and/or social impact products. It also means directing our energy at specific actions, such as the Telethon.”

Nathalie Madeline—CSR Communication—French Retail Banking

“The CSR team in Belgium has a complex but exciting role to play: being aware of and understanding the social and environmental issues in today’s world and contact with many stakeholders. With our business line colleagues, we think up ways of developing services and products that will help to build a more sustainable and responsible world.”

Catherine Kinet—CSR Officer—BNP Paribas Fortis

Creation of a Climate Change Steering Committee

The Climate Change Steering Committee, created in 2010, comprises representatives of all the Group’s business lines and functions that potentially have a role to play in combating climate change. It is responsible for running nine projects identified as key to ensure that BNP Paribas plays an active role in the transition to a low carbon economy: Research, Asset Management, Retail Banking, Insurance, CIB, Direct Issues, Communications, Risk Management and Supplier Relations.

COMBATING CLIMATE CHANGE

An excellent score from the Carbon Disclosure Project

The Carbon Disclosure Project (CDP) assesses a company's commitment to climate change initiatives and controlling its greenhouse gas emissions. This year, BNP Paribas obtained a carbon disclosure score of 81/100, up from 52/100 in 2009. This makes us the highest-rated company in the French financial sector and the only French bank to rank among the Top 10 global financial institutions.

Creation of a Climate Change Steering Committee

In 2010, we created a **Climate Change Steering Committee** to identify the risks and opportunities related to climate change and address ways in which to support the transition to a low carbon economy. The committee is chaired by Jean Clamon, Managing Director of BNP Paribas and member of the Executive Committee in charge of CSR. Its members are drawn from all business lines and functions that potentially have a role to play in combating climate change.



Jean Clamon

Climate Change Steering Committee to help BNP Paribas achieve its climate change goals

"Through our activity in financing the real economy, we intend to play a key role not only by working on reducing our own greenhouse gas emissions but also by taking account of the climate change impact of the products and services we offer our customers."

Jean Clamon—Managing Director of BNP Paribas, member of the Executive Committee in charge of CSR



Signature of the Climate Principles

In 2010, BNP Paribas endorsed the **Climate Principles**, joining a group of financial institutions that are committed to playing an active role in combating climate change in their capacity as advisors, lenders, investors and insurers.

Solar energy: TEB banks on solar panels

In 2010 TEB opened Turkey's first ever bank branch equipped with solar panels and first solar-powered mobile cash dispenser, in Istanbul. TEB has obtained the ISO 14001 certification for the quality of its environmental management, illustrating its commitment to protecting the environment.



Raising employee awareness of climate change issues

Employees had the opportunity to talk with Jean Jouzel, climate specialist and winner of the Nobel Peace Prize with the IPCC, during an "interactive chat" on 15 June 2010.

Palm oil policy

BNP Paribas has published a policy statement governing its financing and investing activities in the palm oil industry, a sector that raises strong environmental and social concerns. Intensive cultivation of palm oil can lead to deforestation, loss of biodiversity, climate deregulation and destabilisation of local communities. The policy applies to the Bank's financing and investing activities worldwide.

BNP Paribas finances wind farms in South Korea

BNP Paribas has taken part in financing the construction and operation of the Yeong Yang wind farm in South Korea, which has a capacity of 61.5 MW. It is the third wind farm in South Korea financed by the Bank, strengthening its leading position in this sector. BNP Paribas has now taken part in financing 64% of South Korea's total wind power capacity.

COMBATING EXCLUSION



BNP Paribas Cardif joins the Group's Diversity Label

BNP Paribas obtained the Diversity Label from AFNOR (Association Française de Normalisation) in 2009. In 2010, the Label was extended to cover BNP Paribas Cardif, rewarding the insurance business for its diversity practices and its efforts and actions to promote workforce diversity.

Creation of the BNP Paribas Fortis Foundation for social inclusion and outreach projects

The Foundation was set up in 2010 by BNP Paribas Fortis, wholly in keeping with the BNP Paribas Foundation which runs the Group's philanthropy policy. The new foundation will direct its action at two areas: social inclusion of the disadvantaged through education, and encouraging outreach projects supported by Group employees in Belgium.



Health initiatives for seniors at BNP Paribas Cardif

BNP Paribas Cardif is helping to address the ageing population issue in France by taking action to delay the onset of dependency whilst encouraging social interaction. It has extended the benefits provided by its healthcare protection policy for seniors, mainly by including a prevention service offered by the Siel Bleu association that aims to encourage physical activity in later life.



Launch of Cetelem Foundation for household budgeting education

In 2010, the Cetelem Foundation decided to focus its efforts on one key mission—household budgeting education for young people and those struggling financially. Supported by four associations, the Foundation has drawn up training programmes on how to plan and manage a budget, and how a current account operates.



2010 report on initiatives in disadvantaged neighbourhoods

For some fifteen years, with the involvement of its branch network and its foundation, BNP Paribas has been taking action in disadvantaged urban neighbourhoods, helping to regenerate the economic fabric, encourage inclusion through knowledge and develop positive initiatives.

In 2010, the Bank contributed to many concrete actions, such as:

- granting 1,000 micro-loans helping to set up 610 micro-businesses and create 840 jobs, in partnership with the ADIE;
- supporting 114 local associations;
- providing schooling support for 10,000 young people in difficulties, in partnership with the AFEV;
- organising 202 educational school trips for 8,400 secondary school pupils in the Seine-Saint-Denis *département*.

Lastly, the Group has taken many other practical initiatives to promote equal opportunity, social entrepreneurship, discovery and learning. In 2010, a total of EUR 15 million was devoted to actions taken under the Projet Banlieues umbrella, including EUR 4 million in the form of grants and partnerships and EUR 11 million in equity and debt financing.



BNP Paribas grants its first loan to a Brazilian microfinance institution

In line with its proactive microfinance strategy, in 2010 the Bank granted a USD 700,000 loan to Banco da Família, a Brazilian NGO and member of Women's World Banking, which lends mainly to small businesses in the "informal" economy. In June 2010, it had 7,800 borrowers, 60% of whom are women, mostly living in urban areas.

To combine social impact with financial performance, BNP Paribas Wealth Management focuses on the solidarity economy

PhiTrust Partenaires joined BNP Paribas Wealth Management's socially responsible investment range in 2010. It provides financing and support to economically viable businesses that have a measurable social and/or environmental impact. PhiTrust Partenaires invests in unlisted companies whose aim is to improve the living standards of disadvantaged populations.





STRENGTHENING THE RESPONSIBILITY CULTURE

Engagement and responsibility have historically formed the bedrock of the Bank's corporate culture. We strive to strengthen this culture, which underpins the Group's approach to Corporate Social Responsibility. Our aim is to:

- Leverage strong commitments;
- Encourage a committed, constructive dialogue with the regulators and supervisory authorities;
- Comply fully and more with all legal requirements;
- Raise employee awareness of and provide training in CSR issues;
- Encourage employees to engage in practical initiatives to promote sustainable development.

CORE COMMITMENTS

CLEARLY FOCUSED, PUBLICLY STATED COMMITMENTS

In line with its sustainable development approach, BNP Paribas commits to landmark initiatives in the banking sector:

- **Climate Principles:** BNP Paribas endorsed the Climate Principles in 2010, joining a group of financial institutions that are committed to playing an active role in combating climate change in their capacity as advisors, lenders, investors and insurers.
- **Equator Principles:** In 2009, BNP Paribas joined the Equator Principles Financial Institutions Steering Committee. The Equator Principles are a voluntary set of standards for determining, assessing and managing social and environmental risk in project financings of more than USD 10 million.
- **Principles for responsible investment:** BNP Paribas Asset Management has signed these principles, which provide a framework for better incorporating environmental, social and corporate governance (ESG) issues into their investment decisions.
- **Institutional Investors Group on Climate Change (IIGCC):** BNP Paribas Investment Partners is involved in ensuring that climate change issues are addressed and reflected in investment decisions.
- **Conseil français des Investisseurs en Afrique (CIAN):** BNP Paribas is a member of the CIAN and has endorsed its Charter on sustainable development.

BNP Paribas also takes part in wider-ranging initiatives to respect and promote sustainable development at various levels and in various areas:

- **United National Global Compact:** its ten principles have become a core element of the Group's action plan.
- **Carbon Disclosure Project:** BNP Paribas has taken part in this British initiative since the outset. Its purpose is to collect data enabling it to measure the carbon footprint of the largest global groups.
- **Entreprises pour les Droits de l'Homme (EDH):** BNP Paribas contributes to the work of this association, which promotes respect for human rights in the workplace.
- **Sida-Entreprises:** its mission is to "help businesses combat the ravages caused by chronic illness by providing support for employees, their families and communities in the African countries where they operate."
- **Entreprises pour l'Environnement:** a think tank comprising some forty French and international companies committed to working together to better address environmental issues in their strategies and day-to-day management.

"OUR COMMITMENT TO THE ENVIRONMENT" IN 2011

In 2011, BNP Paribas will publish a revision of its global environmental policy, which contains four key commitments:

- Reduce direct environmental impacts;
- Address environmental issues in its action alongside customers;
- A strong commitment to combating climate change;
- Concrete actions throughout the Group and landmark policy statements on various issues.

“ A COMMITTED, CONSTRUCTIVE DIALOGUE WITH THE REGULATORS AND SUPERVISORY AUTHORITIES ”



**Dominique Graber—
Head of Group Public Affairs,
BNP Paribas**

What does dialogue with the regulators and supervisory authorities mean?

Our objective is first and foremost to explain what the Group's business activities are. Banking is a complex subject and the issues addressed are by nature highly technical and require very specific expertise. So we have to unravel the complexity and make our business understandable to our external contacts without deforming it, so that they can come to an informed decision. What we want is intelligent regulation, regulation that promotes sustainable growth and enables banks to continue fulfilling their role in financing the economy. We are against over-regulation, the two inevitable consequences of which are higher costs for the customer and regulatory arbitrage. Transparency is a part of this dialogue. We were one of the very first European banks to sign up to the European Commission's Register of Interest representatives when it was created in 2008.

How is the Public Affairs Department organised within BNP Paribas?

In 2009, the Group Public Affairs and Prudential Affairs Departments were combined into a single unit. This decision was made when it became clear that the crisis was rocking the international financial system to its very core, resulting in a wide-reaching regulatory shake-up that would have profound and lasting effect on our industry and banking models. For all the projects in progress, we need to have expert knowledge at our disposal. Our five-strong team reports directly to Group Executive Management and is supported by a network of some thirty internal correspondents who provide us with expertise and whose action we coordinate. This work is essential to our ability to communicate clearly and sensibly with the decision-makers and we strive to build a transparent, long-term dialogue with them.

What were the main issues addressed in 2010?

In 2010, we were highly involved in the Basel II reform and we joined forces with other European banks that have chosen the same development model as us, namely universal banking with a broad range of activities to spread the risks. The extensive regulatory and supervisory reform we have been waiting for impatiently in Europe has finally arrived. 2010 was a busy year in terms of regulation, with a whole range of issues addressed simultaneously—capital markets banking, asset management, and accounting standards—and dealt with in record time. Such profusion could be dangerous if not circumscribed by a visionary framework.

What is the outlook for 2011?

Our practices could benefit from a more formal approach. In 2011, we intend to draw up formal internal procedures for all Group employees involved in these activities and adopt a good practices charter for our communication with external parties.

COMPLIANCE BEYOND LEGAL AND REGULATORY REQUIREMENTS



Alex Overfeldt

The Risk Academy at BNP Paribas Fortis: striving continuously to strengthen the risk culture and expertise

"We capitalised immediately on the launch of the Risk Academy to promote a series of initiatives: messages explaining the reason behind the Risk Academy and the 'Core Risk Practices' were distributed rapidly through various media and the Risk Academy's training catalogue has been extended. As a member of the Risk Academy Steering Group, I have helped to spread best practices throughout the Group's various entities."

Alex Overfeldt—Head of Credit Management, Corporate and Public Banking—BNP Paribas Fortis

A broad view of compliance

For BNP Paribas, compliance means observing not just laws and regulations but also all professional standards and codes of conduct, Board of Directors' guidance, Executive Management instructions and procedures. It also means protecting the BNP Paribas Group's reputation.

The Compliance function's general role is to ensure that the Group's internal control systems are both adequate and effective by monitoring and coordinating controls, with a particular focus on permanent controls, operational compliance and reputational integrity.

Reorganising the Compliance function to better protect the interests of our customers

The Compliance function's new charter was approved in October 2010. Under the Charter, the Financial Security team is responsible for know-your-customer requirements to ensure effective prevention of money laundering, corruption and terrorist financing as well as respect for financial embargos. It is also responsible for protecting the interests of the Bank's customers by making sure that the products and services we provide them are suitable and by identifying any potential conflicts of interest involving them. In addition, measures have been taken to more clearly distinguish between the permanent control work carried out by the operating teams and the supervisory work undertaken by the Compliance function.



Reinforcing the training effort: 461,166 compliance training actions were delivered in 2010, the equivalent of two per Group employee on average. This represents a 34% increase on 2009

Compliance training is one of the function's core responsibilities. Training covers a range of issues including protecting the Bank's reputation and the interests of its customers, preventing damage to market integrity and money laundering prevention. The Risk Academy, launched in May 2010 at Group level and supported by Compliance, Risk Management and Human Resources, aims to continuously strengthen the risk management culture through training and professional development, sharing best practices and coordinating risk communities. The Risk Academy recommends six fundamental risk management practices and makes a variety of products and services available to all employees through Echo'Net.

Tax compliance policy

In 2010, BNP Paribas set out a formal tax compliance policy covering transactions and operations both for own account and for customers. It provides a link between procedures and policies already in place within the Group.

Compliance in a much-discussed area: compensation

In 2010, Compliance was involved in applying the new rules governing the compensation of financial markets professionals whose activities are likely to have a significant impact on a bank's risk exposure.

Compliance objectives in 2011: stabilise and anticipate

The Compliance function is now entering a phase of organisational stability after the adjustments made in 2010, which will enable it to reap the full benefits of initiatives taken in previous years. Its main objective in 2011 is to continue its actions to promote and spread the risk culture throughout the Group. Being proactive, anticipating, stepping up the development of effective IT tools, providing training for Group employees and contributing to the effectiveness of internal control systems will remain the day-to-day focus of Compliance to ensure that the Bank observes the increasingly stringent requirements in professional conduct, protecting customers' interests, financial security and market integrity, all of which are key to protecting the Group's reputation.

A NETWORK OF **1,413**
COMPLIANCE EMPLOYEES,
A **25%** INCREASE
COMPARED WITH 2009

97,118 TRAINING ACTIONS
IN FINANCIAL SECURITY ISSUES

ALMOST **100** RISK ACADEMY
CORRESPONDENTS



Francis Szukala

Implementing a fraud prevention policy in the Europe-Mediterranean countries

"In 2010, the BNP Paribas distribution networks in the Europe-Mediterranean region identified fraud prevention as an issue requiring specific treatment in the risk management system. A set of standards forming a new framework has been drawn up, which has resulted in us reaffirming the principle of zero tolerance as regards internal fraud, recommending the creation of specific fraud prevention units and deploying a system for detecting suspicious behaviour in the capital markets activities in several countries. Further action will be taken in 2011 with a major project to prevent internal fraud in the most exposed entities."

Francis Szukala—Head of the Fraud Protection Office, Compliance and Control—Retail Banking Europe Mediterranean

EMPLOYEE ENGAGEMENT IN CSR

Strong employee engagement in CSR is doubly important to BNP Paribas. First of all, with over 200,000 employees in 80 countries, it is excellent way of promoting and spreading our CSR policy throughout the Group. Secondly, it meets strong demand by employees, who cited CSR as being the most motivating factor in the 2010 Global People Survey.

Raising employee awareness of CSR

In April 2010, BNP Paribas launched an e-learning programme to raise general employee awareness of CSR issues and the Bank's policy in this area. The programme sets employees six tasks illustrating the six key issues in the Group's CSR strategy: diversity, direct environmental impacts, environmental and social impact of financing activities, socially responsible investing (SRI), microfinance and philanthropy. The programme is available to all employees on the intranet and is also included in the induction course for new joiners. Environmental awareness initiatives have also been taken locally to supplement the programme.

BNP Paribas Fortis launches "Go Green"

BNP Paribas Fortis has launched its "Go Green" e-learning module on ecology in the workplace. Employees are invited to answer a quiz about their habits and based on their answers, they receive a personal analysis of their ecological footprint in the workplace plus a list of personal targets designed to reduce it.

Car sharing initiative at Arval France

In September 2010, Arval France began pilot testing a car sharing initiative involving almost a hundred employees. Participants can use cars provided by the company for two purposes:

- business travel: paid for by the company, this is an attractive alternative to paying mileage or reimbursing taxi or short-term car hire expenses;
- personal use: cars can be booked on an hourly basis or for an evening or weekend.

Providing information and encouraging dialogue

BNP Paribas employees are kept informed of all CSR news and are invited to exchange ideas about the Group's new initiatives and actions in this area.

CSR news

In 2010, two communication media were created specially to keep employees up-to-date with the Group's CSR policy:

- The CSR intranet, accessible from the home page of the Group intranet, which covers all the Bank's key actions in CSR;
- "The basics of CSR", a leaflet summarising the Group's CSR policy in 9 points. It is available online on the CSR intranet and more than 60,000 copies have also been sent out in France along with the Group's internal magazine *Ambition*.

Giving employees the opportunity to express themselves

We encourage exchange between employees on both social and environmental issues:

- Our blog forachangingworld.com has been enriched since 2009. It not only continues to provide daily news about CSR but now also brings together a community of web users committed to citizenship initiatives. With the launch of its Facebook page (<http://www.facebook.com/forachangingworld>) and its weekly blogTV, it has become a real forum for exchanging, sharing and talking about initiatives taken by employees, associations and partners.
- For the World Environment Day in June 2010, BNP Paribas organised an interactive chat between employees and Jean Jouzel, winner of the Nobel Peace Prize in 2007 with the IPCC. Employees were able to ask this eminent specialist anything they wanted to know about climate change.



Blog forachangingworld.com



June 2010—Climate change chat

STRENGTHENING THE RESPONSIBILITY CULTURE

217 INNOVATIVE PROJECTS
PRESENTED IN **21** COUNTRIES

24 AWARDS



**Marie-Christine
Parent-Bousquiel**

**“Responsible innovation is a means
of encouraging employee engagement”**

“BNP Paribas wants to make responsible innovation a means of encouraging employee engagement and improving the service we offer our customers. CSR issues are clearly a major source of creativity and innovation in thinking up new solutions. For the 2011 edition, we decided to make CSR an even more important consideration in selecting and assessing proposals by adding a new criterion entitled ‘contributes to the Group’s CSR approach.’”

Marie-Christine Parent-Bousquiel—Head of Quality and Innovation (Brand, Communication and Quality function), BNP Paribas

248 HELPING HAND PROJECTS
SUPPORTED THROUGHOUT THE WORLD
FOR A TOTAL
OF **EUR 706,000**



The latest editions
of the Help2Help programme
and Innovation Awards

Supporting employee initiatives

BNP Paribas encourages employees to take a proactive role in implementing its corporate social responsibility policy, both within the bank and in its environment.

Creativity at the service of sustainable development: the 2010 Innovation Awards

Each year, BNP Paribas rewards innovations that bring real progress to the bank and its ecosystem. At the 2010 Innovation Awards, responsible innovation was given a greater place with two new categories: “Citizen Engagement” and “Environment”. The winners were Cetelem for Citizen Engagement, with its first completely non-commercial information service on consumer finance, and Corporate and Investment Banking for the Environment with its financing of a wind farm in Ethiopia.

Supporting employees’ personal volunteer work: “Helping hand for employee projects”

The BNP Paribas Foundation’s Helping Hand programme for employee projects aims to encourage initiatives in which employees are personally involved, such as help for the disabled, humanitarian aid, supporting children, combating various forms of exclusion... The programme exists in France, Belgium, Spain, Morocco, Portugal, Italy and Switzerland.

Giving employees the opportunity to take action: skills-based volunteer work

Two associations enable employees and retirees of the Bank to become involved in skills-based volunteer work.

The association MicroFinance Sans Frontières (MFSF) sends volunteers to microfinance institutions in emerging countries so that they can benefit from the banking skills and experience of the Group's employees and retirees (see page 51 for further details).

The association Bénévolat de Compétences et Solidarité (BCS) provides skills-based voluntary support to associations working in two areas: solidarity finance and disadvantaged children. It is run by a dozen or so volunteers who have already put 150 volunteer employees and retirees into contact with partner associations (including about forty people in 2010).



**MicroFinance
Sans Frontières**
BNP Paribas



**BÉNÉVOLAT DE COMPÉTENCES
ET SOLIDARITÉ AVEC BNP PARIBAS**

In the United States, Business Networking Groups

In the United States, communities of employees get together in Business Networking Groups (BNG) to assert their identity or cultural difference and support their professional development.



Jean-Paul

"Skills-based volunteering, an enriching and interesting experience"

"My first experience with BCS was supporting a young entrepreneur in an underprivileged urban neighbourhood. During my mission, I discovered a great satisfaction in supporting a young businessman in his professional development and in being able to pass on the benefit of my own professional experience and knowledge."

**Jean-Paul—volunteer with BCS—
BNP Paribas retiree**



Joseph Delmonte

"In New York, Hispanics form a network to provide mutual cultural and professional support"

"We created the Hispanic Business Networking Group in New York in April 2010 to promote our American Latino identity. Today, we have 130 members and we organise meetings, charity work, cultural outings and professional coaching sessions.

In 2011, we hope to double in size and attract new members especially from the management echelons. We would like to develop our professional coaching programmes in partnership with outside organisations. We also plan to hold meetings to exchange ideas and information about the professional opportunities offered by our American Latino heritage and an event about the Spanish language."

**Joseph Delmonte—BNP Paribas IT for Financing
Metiers & Functions Development (New York)—
President of the Hispanic Business Networking
Group**





INCORPORATING SUSTAINABLE DEVELOPMENT IN BUSINESS PROCESSES

Keenly aware that internal affairs represent its primary sphere of responsibility, BNP Paribas incorporates social and environmental criteria in its day-to-day operations through a three-pronged approach:

1 - Responsible and committed management by the men and women who work for the Bank through five types of initiative:

- Develop a sense of shared identity;
- Promote diversity;
- Support employees, so that they become agents for development and for change;
- Secure the loyalty of and motivate employees over the long term;
- Develop consultation, listening skills and attentiveness.

2 - Control of the Group's direct environmental impacts

3 - Support for BNP Paribas' suppliers with their own social and environmental responsibility programme

COMMITTED AND RESPONSIBLE MANAGEMENT FOR THE BANK'S MEN AND WOMEN



DEVELOPING A SENSE OF SHARED IDENTITY

2010 was a watershed year. The integration of Fortis, the Group's greater international dimension and the financial crisis had a major impact on BNP Paribas.

With its four domestic markets (Belgium, France, Italy and Luxembourg) and significantly stronger positions in Poland and Turkey, its European focus has sharpened considerably. Close to 60% of global workforce work in these six countries.

Workforce in Europe and worldwide in 2010

	2008	2009	2010
Europe	124,877	159,836	162,193
Total	162,606	201,740	205,348

Given this backdrop, fostering cohesion, a sense of shared identity and backing for its strategic plan represents a major challenge. Hence the Group drew up an action plan to disseminate the Group's managerial culture, which was worked on throughout 2010 and will be deployed in 2011 based on four management principles and the creation of a Management Academy:

- Focus on customers;
- Be entrepreneurial in full awareness of the risks;
- Value people;
- Act in an exemplary manner.



PROMOTING DIVERSITY

With over 200,000 employees of more than 160 nationalities across 80-plus countries, BNP Paribas views employee diversity as a major strength for the bank for a changing world and a source of performance enhancement.

Shared policies

BNP Paribas actively promotes diversity, which means equal opportunities for all employees to all positions, irrespective of their nationality, gender or origin. During 2010, the Group's Chief Executive Officer undertook to meet a target of at least 20% of senior management positions being filled by women by 2012.

Women account for 27.8% of members of BNP Paribas' Board of Directors, representing one of the highest proportions of board representation for women in France. While the Group's age pyramid remains balanced overall, lower age groups are predominant in most of the Group's divisions, while the age pyramid of the Group's retail banking operations in Western Europe predominantly

comprises older employees. In France, this situation has led to implementation of a special policy for seniors.

Plethora of local initiatives

In France:

- During January 2009, BNP Paribas was awarded the Diversité accreditation label. In June 2010, the intermediate audit by AFNOR, the certifying organisation, which took place eighteen months after initial accreditation, encompassed new retail banking departments and BNP Paribas Cardif and resulted in a favourable opinion.
- A discrimination audit was conducted in 2010 to measure the difference in opportunities in the recruitment process based on the four criteria of gender, origin, disability and age.
- Pursuant to its agreement promoting the employment of people with disabilities that was signed for a four-year period in 2008, the Bank has implemented a bold and sustainable policy concerning the direct employment and employment via specialised institutions of people with disabilities and their inclusion in professional life. It had reached 65% of its recruitment target by year-end 2010. It implements initiatives to retain disabled employees, raise awareness among employees and make use of the sheltered work sector.



Viola Nourry

Launch of the MixCity women's network for equal opportunities with a view to tripling the number of women in charge of profit centres in the Gulf.

"MixCity's regional network in the Gulf and South Africa was launched on 8 March 2010 to coincide with International Women's Day. More than 50 women got together and drafted a three-year action plan that aims to increase the number of women in management positions from 6% to 15% and to triple the number of women in charge of profit centres."

Viola Nourry—regional coordinator of the MixCity initiative in South Africa and in the Gulf



In the United States, all of BNP Paribas New York's managers systematically attend the Inclusion & Leadership seminar. During the fourth quarter, the Diversity and Inclusion managers implemented an objective-based evaluation system. To enhance its reputation and image, the Diversity team has developed professional networks of women, Spanish Americans, Asian Americans, the LGBT Globe network and a professional network development workshop.

Each year, a Diversity Day event is held in New York. Lastly, BNP Paribas has forged a partnership with Prep for Prep, an association that pays for the studies of promising minority students.

In Belgium, BNP Paribas Fortis has rolled out an ambitious action plan to promote diversity in all its various forms. Work groups to promote diversity have been put in place at each business line. The Bank receives support from the government authorities by submitting a Diversity plan in three regions of Belgium. Specific initiatives have been implemented to prevent discrimination. A training course combating discrimination is given to HR managers and to recruitment officers. In addition, an e-learning scheme is made available to all managers, with efforts to combat discrimination being incorporated in the interviewing technique training session.

In Italy, several examples illustrate the variety of initiatives implemented to promote diversity:

- The Bank made efforts to increase gender equality. As a result, 40.8% of its employees were women in 2010 (up from 37.9% in 2009). Women accounted for 29.1% of executives versus 26.6% a year earlier and for 11.7% of senior management teams (compared with 10.7% in 2009).
- In conjunction with the Libera association, BNL facilitates the integration and autonomy of young people from immigrant backgrounds. As part of this project, the BNL Foundation has paid for professional training for seven families. It also provides social and linguistic support to them.
- During 2010, a study was conducted of disabled employees, and the HR departments communicated about ways of helping them by adapting infrastructure and technology. Concrete results have been achieved in the form of improved access to buildings and the development of office equipment and software geared to the needs of visually impaired employees.

SUPPORTING EMPLOYEES SO THAT THEY BECOME AGENTS FOR DEVELOPMENT AND FOR CHANGE

Welcome and induction scheme for new employees

During 2010, the Group rolled out an induction and training plan to guarantee both the quality of the welcome and effective appropriation of BNP Paribas' corporate culture, values and strategy.

Major emphasis on skills development

The policy of employee training and skills development aims to value and retain employees, pass on the Group's corporate culture and strategic messages, raise performance levels and, lastly, develop employability within the Group in order to bolster careers and mobility.

The BNP Paribas Campus

Located in a magnificent setting close to Paris, it represents a fully-fledged corporate campus. During 2010, close to 25,000 employees from the full spectrum of business lines, countries and cultures attended the centre to participate in induction seminars, business-specific courses, cross-functional training programmes and major Group events.

Knowledge testing in connection with the Autorité des Marchés Financiers regulations

Since 1 July 2010, the Group has been obliged to comply with a new AMF regulation in France that defines the minimum knowledge that employees selling and marketing financial products must possess. To satisfy this obligation, arrangements to train employees and verify that they possess the requisite knowledge are currently being rolled out.

Long-term employment management

The size of BNP Paribas' workforce has nearly doubled over the past five years. The Group has successfully anticipated changing employment trends by planning ahead for the effects of organic growth, efficiency gains and the age pyramid. The tools implemented for this purpose have been used to promote a responsible policy emphasising training and internal mobility.

Link-up between BNP Paribas and Fortis in Belgium and France

In Belgium, the industrial link-up led to significant realignments of employees and talent. In spite of significant synergies in various business lines, a total of 1,230 new recruitments were made on fixed-term contracts during 2010 thanks to a number of investments in other business lines (e.g. Private Banking). In addition, the Mobility Centre made a major contribution by providing the Group's internal job market with the flexibility it needs.

In France, the internal redeployment of employees previously working in various entities of the Fortis group in France, who represented a total of close to 1,600, has been practically completed. At Fortis Banque France, which alone employed more than 1,200 employees, 95% of employees had received individual job proposals by year-end 2010, and 90% of job proposals made to them were accepted.

A Group that is hiring

Through its development, BNP Paribas has recruited numerous new employees.

24,559

NEW EMPLOYEES RECRUITED
ON PERMANENT CONTRACTS,
INCLUDING:

4,000

 IN FRANCE

AND

1,358

ON WORK-STUDY PROGRAMMES

52%

 OF WORK-STUDY
PROGRAMMES TURNED INTO
FIXED-TERM OR PERMANENT
CONTRACTS

- BNP Paribas was voted France's favourite employer by a panel of 9,000 internet users both nationwide and in the Île-de-France region, notably on HR policy-based criteria:
- BNP Paribas made it into the Top 100 Graduate Employers according to the league table compiled by *the Times* of the best employers according to graduates in the UK
- In Italy, BNL received during October the 2010 prize for the Best University Scheme for its original programme of talent spotting carried out in conjunction with students at the La Sapienza University of Psychology.



3,489 JOB OPENINGS
PUBLISHED ON E-JOBS, THE INTERNAL
JOB POSTINGS SERVICE
PRESENT IN **14** COUNTRIES

IN FRANCE:
2,646 JOB OPENINGS
9,000
APPLICATIONS RECEIVED
(UP 42% COMPARED WITH 2009)
57,000
CLICKS PER MONTH

SECURE THE LOYALTY OF AND MOTIVATE EMPLOYEES OVER THE LONG TERM

Individual career planning

At BNP Paribas, individualised career planning is conducted in a decentralised manner through a dynamic mobility policy in order to remain close and attentive to employees' needs.

Even so, the circulation of information via tools dedicated to promoting mobility and the centralised tracking of certain staff categories facilitate the cross-functional management of careers in order to support the Group's development and meet employees' expectations.

This is the goal of the new IRKR (International Retail Key Resources) programme, which has been rolled out across the Retail Banking activity. It aims to identify and support employees with advanced business skills who have the aptitude and desire to work in a multi-cultural universe and to take on international assignments.

Valuing talent through targeted policies

During 2010, special emphasis was placed on improving processes for identifying high-potential executives, including an assessment of managerial performance, and preparations for the long-term succession of managers. The Leadership for Development programme, which caters to high-potential experienced executives, had more than 165 participants in 2010, and the other two training programmes for more junior high-potential managers, namely Go to Lead and Share to Lead, had more than 185 and 70 participants respectively in 2010.

A policy of competitive remuneration in line with international rules

The Group's compensation policy is founded upon the principles of fairness and transparency, which are supported by a unique global annual process and a rigorous system of delegation. Remuneration for work and performance is supplemented by employee share ownership, group incentive, personal protection and retirement saving plans, reflecting a responsible vision of employment relationships over the long term.

Adapting compensation to the latest regulations

The system of bonuses for market professionals was overhauled significantly from 2008 in order to combine competitiveness and rigour amid the crisis conditions. The latest regulations that were introduced from 2009 and amended in 2010 at European level (CRD3 directive) have backed up BNP Paribas' responsible approach. Accordingly, in full compliance with the applicable laws and regulations, the Group's compensation policy aligns the interests of employees with the long-term interests of the Group and its shareholders, in particular by deferring payments over several years, as part of a stronger emphasis on corporate governance.

CONSULTATION, LISTENING SKILLS AND ATTENTIVENESS

High-quality management-employee dialogue

Management-employee dialogue and respect for labour partners lie at the very heart of BNP Paribas' corporate culture.

The new European Committee

In 1996, the Group put in place a European Committee. Reflecting the Group's development in Europe, the European Committee was radically overhauled under the Group-wide agreement of 21 June 2010. The new body, chaired by the Group's Chief Executive Officer, represents some 140,000 employees and comprises 49 representatives from 20 countries. It will meet at least twice per year and is already working on a European social report that will be published in 2011 and on drafting European social charters in three areas: employment, stress management and diversity. Management-employee dialogue was very active in 2010, especially in France (60 company- or Group-wide agreements negotiated by BNP Paribas SA and 10 principal subsidiaries), Belgium (9 agreements), Italy (23 agreements) and Luxembourg (single status).



Employees' concerns actively taken on board via the Global People Survey

Since 2008, BNP Paribas has asked its employees to respond to the Global People Survey every year. It aims to analyse how employees view the business, its values, its environmental and social responsibility (CSR) and its initiatives in areas, such as the management of human resources, management, operational efficiency, customer focus and communication.

Protecting employees' health

The Group's occupational health policy goes beyond simply complying with changing legislative requirements. The major components of the policy are the prevention of psycho-social risks. Accordingly, the OMSAD medical observatory of stress and mental health issues in France was set up with the twin goals of preventive identification of organisational and managerial issues, which are thus shared transparently with labour partners, and individual detection of at-risk situations via occupational medicine.

Global People Survey

183,140
EMPLOYEES SURVEYED,

QUESTIONNAIRE AVAILABLE
IN **19** LANGUAGES,

GLOBAL PARTICIPATION RATE
OF **52%**

68%

OF RESPONDENTS AGREE WITH THE
STATEMENT THAT "I WOULD RECOMMEND
BNP PARIBAS TO MY FRIENDS AND FAMILY
AS AN EXCELLENT EMPLOYER".



Frédéric Lavenir

71% of respondents agree with the statement: "I fully adhere to the aims and objectives of BNP Paribas"—2010 Global People Survey

"The survey reveals a very high level of confidence among employees in the strategic decisions made by its senior management. The Group's social and environmental responsibility has become the primary means for employees to show their commitment, on an equal footing with leadership. The initial benefits of the action plans launched in 2010 are starting to show up, especially in terms of mobility, corporate social responsibility and equal opportunities."

**Frédéric Lavenir—Head of Group Human
Resources—Member of the Executive Committee**

CONTROLLING DIRECT ENVIRONMENTAL IMPACTS



2010, A REFERENCE YEAR

2010 was a transition year in controlling the direct environmental impacts, including the introduction of a dedicated team overseeing environmental reporting and defining and coordinating the Group's environmental policy in conjunction with the Group's support functions and CSR/Environment correspondents at its divisions and units.

Extensive environmental reporting

During 2010, environmental reporting covered **82.9%** of the Group's **total workforce** and by extrapolation helped to provide a Group-wide reference figure. Greenhouse gas emissions (the six gases covered by the Kyoto Protocol) were thus measured by converting into tonnes of CO₂ equivalent (tCO₂-e) the energy consumed in buildings (heating, air conditioning, lighting, power supply for IT equipment, etc.) and for business travel (aircraft, trains, cars). Using this calculation basis, the Group emitted 701,905 tCO₂-e (i.e. **3.42 tCO₂-e per FTE**) during 2010, of which 76.3% was attributable to its buildings and 23.7% to business travel.

Renewable energies, use of which is constantly increasing within the Group, accounted for 11.1% of buildings' total energy consumption during 2010. In addition, the Group used 35,669 tonnes of paper in 2010, or **174 kg of paper per FTE**. This figure takes into account the paper consumed internally and all the documents sent or distributed to customers. **Responsible paper** (i.e. more than 50% recycled or FSC or PEFC-accredited) accounted for **30.5%** of the total.

Overall, green purchases (i.e. products with environmental performance reflected by specific accreditation) represented 10.6% of the total volume of supplies.

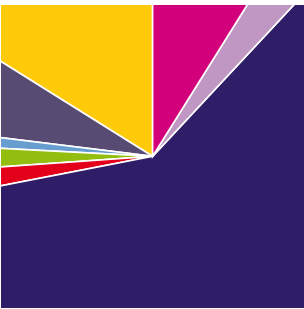


Séverin Fischer

Creation of a team dedicated to environmental issues. *"As an engineering graduate from the Mines de Saint-Etienne school, I had a spell at the French regional department for industry, research and the environment (DRIRE) and ran the energy/climate unit of the Entreprises pour l'Environnement think tank for six years. I joined BNP Paribas in June 2010 as Environment Manager for the Corporate Social Responsibility Delegation."*
Severin Fischer—Environment Manager for BNP Paribas' Corporate Social Responsibility Delegation

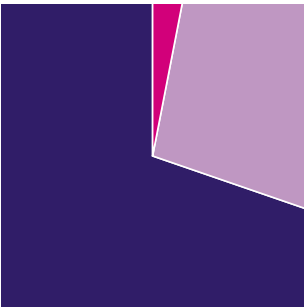


GREENHOUSE GAS EMISSIONS
3.42 tCO₂-e per FTE



- Gas: 9%
- Fuel oil: 3%
- Electricity: 60%
- District heating: 2%
- District cooling: 2%
- Train: 1%
- Road: 7%
- Air: 16%

TOTAL PAPER CONSUMPTION
174 kg/FTE



- Post-consumer recycled paper: 3.3%
- Paper with FSC/PEFC or equivalent accreditation: 27.2%
- Normal paper: 69.5%

INCORPORATING SUSTAINABLE DEVELOPMENT IN BUSINESS PROCESSES



A stronger and widely noted commitment

A **Climate Change Steering Committee** led by the member of the Executive Committee overseeing the Group's corporate social and environmental responsibility has provided overall coordination since 2010 of efforts to cut direct and indirect climate impacts. During 2010, BNP Paribas signed the **Manifesto for Energy Efficiency in Buildings (EBB)** drawn up by the World Business Council for Sustainable Development (WBCSD), which commits the Group to a global approach. Owing to the quality of its carbon reporting, the Group was able to join the **Carbon Disclosure Leadership Index France** developed as part of the Carbon Disclosure Project (CDP) and to obtain a CDP score of 81/100 (compared with 52/100 in 2009). Three new ISO 14001 certifications were secured in 2010:

- French Retail Banking's printing unit: printing of documents sent to customers;
- BNP Paribas Partners for Innovation: management of the three principal data centres and the majority of workstations in France;
- BNP Paribas Personal Finance: Automobile business line & Cofiparc.

All in all, nine Group units representing 11,880 employees are now ISO 14001 certified.

OBJECTIVES FOR 2011

During 2011, BNP Paribas will continue to pursue its policy of cutting its direct environmental impacts by using several levers for improvement:

- the energy efficiency of the property portfolio with further efforts to renovate branches in France as part of the Welcome and Services programme, which has already helped to cut their consumption by 10% in just two years;
- Green IT;
- optimisation of travel;
- a reduction in paper consumption and increase in the proportion of responsible paper used.

ISO 14001 certification for electronic publishing reflecting a tight control of paper consumption in France:

- reduction in paper consumption (818 tonnes saved over three years);
- optimisation of waste sorting;
- reduction in CO₂ emissions through a suitable transportation policy;
- 80% of accredited paper (PEFC) used on the platform and at service providers;
- reduction in energy consumption;
- training of all employees and involvement of suppliers in the programme.



COMMITTING AND SUPPORTING BNP PARIBAS SUPPLIERS AS PART OF A CSR PROGRAMME

The Group Procurement function has added CSR skills since 2009 in order to factor social and environmental criteria systematically into its relationships with suppliers.

During 2010, the programme culminated in several accomplishments:

- A questionnaire covering the social and environmental performance of suppliers is included systematically in the calls for tender conducted by the Procurement function's central team on its e-sourcing platform. This CSR questionnaire carries a minimum weighting (5%) in the overall assessment of the supplier. The average score achieved by suppliers who have responded to a call for tenders since the questionnaire was first introduced stood at 6.81 out of 10 in 2010. This questionnaire will gradually be harmonised and rolled out across all the Group's procurement teams from 2011 onwards.
- The model tender specifications are currently being revised to include requirements for the supplier to meet CSR criteria.

- "Best in class" energy efficiency is targeted systematically in calls for tender for IT equipment (PCs, servers, printing, etc.).
- A guide to eco-labels was circulated making it easy to recognise green products with a specific accreditation, which represented 10.6% of the total volume of supplies purchased by the Group in 2010 and 30.5% of paper purchases.
- Training in "Sustainable procurement" was introduced in 2010 to help some 80 Group buyers (over the 2010-2011 period) to factor CSR criteria into their sourcing practices more effectively.
- During 2010, the Group signed the Charter of 10 commitments for responsible procurement. BNP Paribas thus intends to demonstrate its commitment to complying with a number of procurement best practices defined by the Médiation du Cr dit and la Compagnie des Dirigeants et Acheteurs de France (CDAF), including compliance with payment periods, forward planning of orders, reasoning in terms of full costs, control of the risks of mutual dependence in customer/supplier relationships, etc.



Patrizia Consolo

Incorporating social and environmental criteria in procurement

"I went on a Procurement and Sustainable Development training course in October 2010, which presented the principal CSR challenges to an audience of buyers. Case studies helped to grasp how to incorporate sustainable development in the procurement process. The training highlighted the CSR approach as being part of our best practices at every stage of the procurement process, from the product life cycle approach in the analysis of demand and the market through to the integration of CSR requirements in contracts. What I learnt on this course can be applied in my daily work."

Patrizia Consolo—Planning, Projects and Organisation Department of BNL.

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS INTO THE WAY THE GROUP'S BUSINESSES OPERATE



The principal ways for a bank such as BNP Paribas to pursue sustainable development lie in the conduct of its retail banking, corporate and investment banking, and asset management businesses. The Group endeavours to define and implement social and environmental criteria in the conduct of its business lines in order to:

- meet the expectations of personal and SME customers;
- draw on its abilities and its expertise to promote microfinance;
- control the environmental impact of its financing and support the transition towards a less carbon-intensive economy;
- develop and promote socially responsible investment.



TWO NEW CSR FINANCING AND INVESTMENT POLICIES

During 2010, BNP Paribas defined its financing and investment policies in two sectors providing major environmental and social challenges, i.e. defence and palm oil production. The aim of these policies is to draw up a set of policies applicable to all the Group's entities around the world in terms of financing, investment and the supply of financial services to the relevant industries. The policy covering the defence sector notably aims not to finance or invest in companies producing controversial weapons and not to fuel existing conflicts by funding arms sales to the relevant regions. With its palm oil policy, the Group has ruled out investing in or financing companies actively involved in deforestation, with unacceptable labour practices and/or engaged in unsustainable economic development. The policy encourages customers producing palm oil to secure certification satisfying the Roundtable on Sustainable Palm Oil (RSPO) standards. The CSR policies covering palm oil production and the defence sector are publicly available. They can be viewed in the sustainable development area of BNP Paribas' website.

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS
INTO THE WAY THE GROUP'S BUSINESSES OPERATE

RESPONSIBLE PRODUCTS AND SERVICES FOR PERSONAL CUSTOMERS AND SMALL BUSINESSES



CATER AS EFFECTIVELY AS POSSIBLE TO ALL THE NEEDS OF PERSONAL CUSTOMERS



In retail banking, BNP Paribas' responsibility translates into the support it provides to customers and also into the products it offers them.



Responsible support for customers

A responsible range of products and services must be clear and cater to customer needs. To ensure that the advice provided is fully oriented towards satisfying customer needs, BNP Paribas is rolling out a new sales and marketing framework covering all stages of customer relationships, from preliminary information through to an assessment of customer satisfaction.

A sales and marketing approach better suited to customer needs in French retail banking

More transparent pricing: BNP Paribas makes available to its customers (in branches and on the internet) a price list facilitating easy comparisons between the rates it charges for its products and services since it uses a format shared by several financial institutions (Pauget-Constans format).

BNP Paribas uses **pre-agreed contact channels:** during initial meetings with customers or general reviews, advisors and customers agree together on all the areas and dates of subsequent contacts.

A fee structure better geared towards providing objective advice: increasingly, whenever the product's concept is suitable, the remuneration of customer advisors is deferred over time (when the customer signs and then uses the product) to ensure a good match between the customer's needs and the solutions provided by advisors. What's more, this fee structure is defined as part of a needs-based approach: 44 categories of needs have been defined (savings, daily banking, insurance, personal protection, etc.), and the advisor's commission stays the same, which ever product is recommended within the same category of needs.

Customer satisfaction metric based on usage: Three months after a product is sold, a tool automatically checks whether the customer has used it to provide the advisor with guidance on how to improve their sales quality.

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS INTO THE WAY THE GROUP'S BUSINESSES OPERATE

BNP PARIBAS PERSONAL FINANCE: SUPPORT OUR CUSTOMERS MORE EFFECTIVELY THROUGH RESPONSIBLE PRACTICES

What do you think of the *Lagarde* law passed in June 2010?

It is one of the most important laws in the history of the consumer credit in France. It is a step in the right direction and is in keeping with the responsible credit that Cetelem has always promoted.

How have you prepared for this legislation?

We had already adopted some of the practices introduced by the new legislation. For example, Cetelem has applied a 14-day cooling-off period since 1999. One of the priorities of the law is also ensuring that clear information and communication are provided. During 2008, we launched the www.moncreditresponsable.com website, a totally non-commercial venture on which French consumers, irrespective of whether they are Cetelem customers, can

find answers to consumer finance issues.

The final two major commitments that Cetelem has recently given in France are that it is setting up an independent mediation office, whose opinions are always followed, and the Fondation Cetelem is being reoriented towards educating consumers on budgeting to avoid running into problems in the first place.



Thierry Laborde—Chief Executive Officer of BNP Paribas Personal Finance.

BNP Paribas also assumes its responsibility through the products and services that support and encourage green behaviour or a positive impact on society.

Green products

BNP Paribas Personal Finance, under its Cetelem trade name:

Cetelem has taken several unprecedented measures to encourage purchases of the most CO₂-efficient vehicles.

- It makes a EUR 200 contribution towards the registration cost of any vehicle purchased through a dealership with emissions of less than 116 g CO₂/km.
- It also has a sustainable financing solution for 100% electric new vehicles.
- By teaming up with EDF to create Domofinance*, whose role is to finance refurbishment work, Cetelem has contributed towards improving the energy performance of consumers' homes.



BNP Paribas Cardif:

Launch of the Énergies Nouvelles option on 27 September 2010 covering damage to external "green" installations, the loss of income from the non-resale of electricity and civil liability of the electricity reseller.

* 55%-owned by BNP Paribas Personal Finance and 45%-owned by EDF

IN 2010, DOMOFINANCE* GRANTED
CLOSE TO **50,000** LOANS
(RENOVATION LOANS, HOUSING COMFORT
LOANS, ETC.),
INCLUDING AROUND **5,000**
FOR PHOTOVOLTAIC INSTALLATIONS

Products with a positive impact on society

Products and services dedicated to vulnerable people:

In France, in addition to its regulatory obligations, BNP Paribas takes measures to facilitate the access of people with limited mobility to its offices and ATMs. In Belgium, BNP Paribas Fortis has developed along with Vasco, an IT accessory company, a device for the blind and visually impaired that helps them to perform bank transactions on the internet.

Since 2010, **BNP Paribas Cardif** has been able to offer its customers who have suffered accidental paralysis preferential rates enabling them to get insurance so that they can borrow on better terms. For example, a 49-year old man, who suffered a road accident in 1995, now moves around in a wheelchair. He lives on his own, holds down a job and has regular medical check-ups. The new BNP Paribas Cardif pricing has cut the cost of its loan insurance by 60%. What's more, he can now insure himself against the risk of full invalidity.

A special range for customers in emerging markets:

In emerging markets where most people without bank accounts live, traditional banking products are not always well suited to customers, who are not very familiar with bank transactions.

- BNP Paribas has launched the **BaLi (Bank Light)** project to make its services accessible to people living on medium to low incomes.
 - The cost of opening an account is almost zero, with usage-based fees.
 - The range of products and services available is extensive and straightforward.
- **Home cash** was launched in France during early May 2010 and is currently being rolled out in Belgium. This new service enables customers to send money to a family member in Morocco via a prepaid card issued by BNP Paribas' Moroccan subsidiary BMCI. The benefits of this system are the security of the transfer, the guaranteed exchange rate and the accessibility of the service, since the beneficiary does not need to have a bank account.
- A secure bank transaction service (deposits, withdrawal and money transfer) via mobile phone is gradually being rolled out at BNP Paribas' networks. After Côte-d'Ivoire, **Orange Money** has been made available in Senegal, Mali and Madagascar since 2010.



95% OF ATMS ACCESSIBLE TO PEOPLE WITH REDUCED MOBILITY

850 BRANCHES EQUIPPED WITH VOICE-GUIDED ATMS

MORE THAN **400** COMPUTERS HAVE BEEN INSTALLED TO FACILITATE ACCESS TO BANK TRANSACTIONS FOR THE VISUALLY IMPAIRED

VOICE ASSISTANCE SYSTEMS HAVE BEEN INSTALLED ON **600** ATMS

100 BRANCHES ARE LIKELY TO BE IMPROVED BY 2012

20 BANK LIGHT SALES OUTLETS IN UKRAINE; LAUNCH IN PROGRESS IN EGYPT AND IN MOROCCO

2,600 ORANGE MONEY SALES OUTLETS

AND CLOSE TO **1.4** MILLION CUSTOMERS IN CÔTE-D'IVOIRE, MADAGASCAR, MALI AND SENEGAL

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS INTO THE WAY THE GROUP'S BUSINESSES OPERATE



Encourage customers in mature markets to adapt a solidarity-based approach

In Italy, **BNL** has developed a range of solidarity-based products in conjunction with its Telethon partnership.

- MyCash BNL for Telethon is a prepaid card without any usage-based charges that enables customers to pay the amount of its first use to the Telethon.
- The BNL Infinite Telethon card enables the cardholder to pay monthly 0.5% of the balance of his/her account to the Telethon. This payment method, which can be cancelled at any time, provides a new channel for gifts to research into genetic conditions.

BNP Paribas Wealth Management is the first private bank in the eurozone to have developed a range of corporate philanthropy services for its high net-worth clients. This range is backed up by a drive to value and spread knowledge of the role played by philanthropy in Europe. BNP Paribas Wealth Management has thus become the strategic partner of the first research chair in philanthropy at the ESSEC business school and during 2010 made available to the public the first qualitative study of large fortunes and philanthropy in continental Europe.



BNL Infinite Telethon and MyCash
BNL for Telethon cards

SUPPORTING SMEs

Support for the local economy lies at the heart of BNP Paribas business. Since the financial crisis, it has worked even harder to provide this support in all the countries in which it operates.



BNP Paribas' drive to support all project leaders in spite of the tough conditions prevailing in its domestic markets:

- In **France**, BNP Paribas launched an unprecedented EUR 5 billion campaign to finance 40,000 projects over fifteen months. The objectives were roundly exceeded, with 49,881 projects by SMEs, trade people and shop owners receiving EUR 6 billion in funding.
- In **Belgium**, 75,000 business loans were awarded to finance projects being pursued by small- and medium-sized enterprises, trade people and shop owners. Through a partnership with the European Investment Bank (EIB), over 500 businesses from a wide variety of sectors, including both services and industry, were awarded loans on highly favourable terms.
- In **Italy**, BNL and its Artigiancassa subsidiary specialising in subsidised-rate financing for trade people won the call to tender for the Made in Lombardy project, which aims to strengthen the competitiveness of businesses and foster innovation. Thanks to Made in Lombardy, loans totalling EUR 500 million were granted.

In addition, innovative solutions supporting young entrepreneurs have been developed, such as **Bryo (Brillant Young)**, a project incubator developed together with the Flanders and Brussels Chambers of Commerce and 4 other founding members. Thanks to a training, coaching and networking programme, Bryo helps high-potential young entrepreneurs (18-36) to launch their project.

BNP Paribas has also made very significant efforts in **Morocco** where BNP Paribas' retail bank BMCI signed during 2010 an agreement with the Confédération Générale des Entreprises du Maroc giving socially responsible businesses preferential account and loan terms (50% reduction in commission and arrangement fees). In **West Africa** and in **Madagascar**, thanks to the Ariz guarantee mechanism, 168 applications received EUR 24.5 million in guarantees in 6 countries through cooperation by BNP Paribas with the Agence Française de Développement.

BRYO: THE OBJECTIVE IS TO SUPPORT

240 NEW ENTREPRENEURS

CLOSE TO **50,000** PROJECTS AWARDED A TOTAL OF EUR 6 BILLION IN FINANCING IN FRANCE

75,000 BUSINESS LOANS GRANTED IN BELGIUM

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS
INTO THE WAY THE GROUP'S BUSINESSES OPERATE

COMMITMENT BY BNP PARIBAS TO PROMOTE MICROFINANCE



Access to basic financial services is now a core component of development and growth, both in mature markets, where it helps to create jobs, and in emerging markets, where it represents a tool helping to combat poverty. The support provided by BNP Paribas and its employees to MicroFinance Institutions (MFIs) was stepped up further in 2010.



A SOLUTION HELPING TO CREATE JOBS IN MATURE MARKETS

An historic partnership in France with ADIE (association promoting the right to economic initiatives)

As a longstanding partner of ADIE, the BNP Paribas Group has provided support to the association for over fifteen years both through philanthropy and through banking services. During 2010, the French Retail Banking Network decided to increase the credit line allotted to ADIE to EUR 9 million p.a. (vs. EUR 8 million in 2009).

The partnership with ADIE gave rise to the MicroStart initiative in Belgium during 2010

During 2010, cooperation between BNP Paribas Fortis, ADIE and the European Investment Fund gave rise to the MicroStart initiative. The first two MicroStart branches opened up in two districts of Brussels with a high unemployment rate. In these two agencies, (individual or collective) micro-loans worth EUR 1,000 to EUR 10,000 will be offered to people excluded from bank loans who are looking to create or develop an independent business venture.

The project was officially inaugurated during February 2011. At the end of the pilot period, MicroStart is set to be deployed in the Flanders and Walloon regions.

2,357 LOANS GRANTED IN 2010
THANKS TO BNP PARIBAS' CREDIT LINE

11,263 LOANS AWARDED
OVER THE PAST SIX YEARS

AVERAGE LOAN SIZE:
EUR 2,863

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS INTO THE WAY THE GROUP'S BUSINESSES OPERATE

EUR 45.5 MILLION
IN LOAN APPROVALS IN LOCAL CURRENCY
BY YEAR-END 2010

18 MFIs FINANCED IN **8** COUNTRIES:
INDIA, INDONESIA, BRAZIL, EGYPT,
MOROCCO, TUNISIA, MALI, GUINEA

AVERAGE SIZE OF A MICRO-LOAN:

EUR 243

127,000 CUSTOMERS
RECEIVED FUNDING,

88% OF THEM ARE WOMEN

636,000
INDIRECT BENEFICIARIES



Rita Cardoso

Microfinance, a tool helping to promote economic development in Brazil

"Banco da Familia is a NGO that aims to award loans to people who would not otherwise have access to credit through traditional financial channels.

Thanks notably to the support provided by BNP Paribas, the quality of our portfolio has improved over the past six months. Our loan portfolio grew by 4.5% during the final quarter of 2010. Over the next two years, we plan to increase the size of our loan portfolio by 20% p.a. and to open up two new relay units in the State of Santa Catarina."

**Rita Cardoso—Executive Director—
Banco da Familia NGO**

EMERGING MARKETS: THE SOCIAL PERFORMANCE OF PARTNER MICROFINANCE INSTITUTIONS IS A CENTRAL CONCERN

BNP Paribas continued to finance MFIs in emerging markets

During 2010, BNP Paribas endeavoured to measure more accurately the impact produced by its loans. The Microfinance team set up a tool measuring the social performance of its partner MFIs. This measurement is based on five criteria: social role, their target customer segment, the quality of their service, management of their human resources and their environmental and social policy. This tool can be used to select the best-performing institutions from a social perspective and to support them through a process of continuous improvement.

Certain microfinance institutions need more sophisticated products to hedge their risks. For example, they may possess funds in euros or in dollars and make loans locally in other currencies. Likewise, they may possess medium- to long-term funds, while providing loans over shorter maturities. It is therefore important for them to have access to hedging products.

An initial hedging contract covering exotic currencies was signed during 2010 with Blue Orchard. This contract led to the completion of 12 hedging transactions, some of which involved exotic currencies (Kazakhstan tenge and Peruvian nuevo sol), as well as dollar-denominated interest-rate swaps.





Employees committed to promoting microfinance

The MicroFinance sans Frontières association (MFSF) offers expertise to MFIs in emerging markets on a voluntary basis so that they can benefit from the banking expertise and qualifications of active and retired BNP Paribas employees. MFSF has more than 160 volunteers, who carried out over 20 assignments during 2010. The Paris-based association set up representative units in New York, Brussels, Buenos Aires, London and Lisbon during 2010 and is shortly due to open up in Luxembourg.



Enable customers to invest in microfinance

BNP Paribas customers can also choose to support microfinance institutions by investing in dedicated funds, namely Obli Etheis for personal customers and ResponsAbility for private banking clients.

- Obli Etheis: in this Finansol-accredited fixed-income fund, 10% of the assets may be devoted to microfinance, thereby helping to finance numerous projects and support close to 3,500 micro-entrepreneurs.

- ResponsAbility Global Microfinance Fund is the vehicle selected by BNP Paribas Wealth Management to enable its clients to invest in microfinance and the solidarity-based economy. This fund selects MFIs based on financial, but also social, ecological and governance criteria (types of beneficiary, costs of the products and services provided, economic sectors financed).



Harold Heuze

"Through MFSF, I can put my professional skills to work to promote social action"

"At present, through MFSF, I'm carrying out an assignment for Oxus, a microfinance institution depending on the Acted NGO, which is present in Afghanistan, Kyrgyzstan and Tajikistan. The aim of the assignment is to strengthen Oxus' internal control system to smooth its transition towards a deposit banking model, which means that it needs to meet tighter regulatory constraints. By volunteering I am able to use my professional expertise to promote social initiatives fostering development in emerging markets."

Harold Heuze—Global Coverage Solutions—Corporate & Investment Banking

RESPONSABILITY GLOBAL MICROFINANCE FUND:

EUR 500 MILLION FUND

12,790,000
MFI CUSTOMERS, INCLUDING:

45% IN RURAL AREAS

AND **57%** ARE WOMEN

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS
INTO THE WAY THE GROUP'S BUSINESSES OPERATE

CONTROL THE IMPACT OF ITS FINANCING AND SUPPORT THE TRANSITION TOWARDS A LESS CARBON-INTENSIVE ECONOMY





BNP Paribas Corporate & Investment Banking (CIB), which provides corporate financing and advisory services and capital market activities, aims to put CSR at the heart of its businesses.



BNP Paribas CIB received the prize for excellence in the Commodity Business Awards held by *Now* magazine in the Social and Environmental Responsibility category.

A year of action

Initiatives were implemented during 2010 to raise the awareness of management, including a round table for CIB's 200 top managers concerning the major CSR challenges. The division's latest achievements and CSR strategy are communicated to all its teams through frequent and regular publications in its internal media. The message is reinforced through team seminars, with CSR conferences and work groups, such as the Energy & Commodities seminar in Cannes where 300 managers worked on the theme of "Sustainability Issues: Threats & Opportunities".

By year-end 2012, the goal is to set up a network of CSR officers and to put in place key performance indicators.

BNP Paribas CIB's clients, irrespective of whether they are investors or businesses looking for finance, are all just as sensitive to these issues. During October 2010, BNP Paribas CIB brought more than 500 of them together for three days in Guilinn, China to consider business opportunities in the green economy, in line with the major emphasis of the new five-year plan in China fostering the emergence of an "alternative China".



Alice Pessina Dassonville

"We launched a work group of 15 professionals with a view to shoring up our range of products and services and adding new ones in 2011."

Alice Pessina Dassonville—Global Equities and Commodity Derivatives (GECD)—BNP Paribas CIB

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS INTO THE WAY THE GROUP'S BUSINESSES OPERATE

FINANCING FOR THE RIVERSIDE
INCINERATOR IN LONDON THAT WILL

PROCESS **670,000** TONNES
OF WASTE, PRODUCE

65 MW IN ELECTRICITY AND
REDUCE CONGESTION AND POLLUTION
IN CENTRAL LONDON BY SWITCHING
THE TRANSPORTATION OF WASTE ONTO
THE THAMES.



Romain Talagrand

"2011, we are working on several prestigious projects in solar and wind energy in Morocco, South Africa and Australia."

Romain Talagrand—Head of Energy Project Financing—BNP Paribas CIB



Sylvain Goupille

"The carbon market is still only in its infancy, and we expect growth of 50% p.a. over the next five years."

Sylvain Goupille—BNP Paribas' Carbon Team Finance

TWO-PRONGED STRATEGY

During 2010, BNP Paribas CIB decided to structure its initiatives around two major priorities:

- supporting its customers with the development of the green economy by drawing on their expertise and harnessing new opportunities;
- controlling environmental risks arising from its financing and capital markets activities.

DEVELOPING FINANCING FOR THE GREEN ECONOMY

Financing for green infrastructure

Reversing climate change or adapting to it requires new infrastructure. BNP Paribas CIB supports this fundamental trend and funds the development of projects in areas extending from mass transit systems through to water treatment and distribution around the world.

To help smooth the transition towards a low carbon economy, CIB is financing, for example, the construction of the Paris-Sorbonne University in Abu Dhabi and a 50,000-inhabitant eco-town in Masdar, which aims to have a zero carbon footprint. BNP Paribas CIB, a major player in the renewable energies sector, finances and advises on some ten new wind and solar energy projects around the globe every year. During 2010, for example, CIB provided finance in Asia for the Yeong Yang wind farm (South Korea), the Terra-Gen Power Company geothermal plant in the US (Dixie Valley) and the wind farms in Europe being built by RES, the largest independent developer in the United Kingdom.

Development of market instruments to promote the green economy

BNP Paribas CIB's equity derivatives teams regularly develop a set of indices enabling investors to channel their savings into the green economy. These indices reflecting a positive impact on the environment or society cover investment themes such as water, energy efficiency, renewable energies, waste treatment or the 100 companies with the lowest carbon emissions.

Greenhouse gas emission markets and the role of BNP Paribas

BNP Paribas is a major player in greenhouse gas emission markets and has its Carbon team, which aims to integrate effectively the objectives set by international treaties and declarations into all the Group's business lines.

For its own account and for its clients, BNP Paribas is an active participant in the European Union Emission Trading Scheme (EU-ETS) and holds a key position in CO₂ markets. BNP Paribas Commodity Futures clears around 20% of the orders placed on the European Climate Exchange (ECX), the largest trading platform for carbon emission rights in Europe. Commodity Derivatives is one of the principal participants in the EU-ETS.

During 2010, BNP Paribas financed an innovative operation to rehabilitate 200,000 hectares of forest in Kenya in conjunction with Wildlife Works. The Bank set up a vehicle earning income from forest carbon credits to secure the go-ahead for the project and notably the creation of sustainable jobs and training initiatives.



BNP Paribas Commodity Derivatives named as a prize-winner in the 2010 Energy Risk Awards

This nomination was just reward for a highly committed team that has devoted itself to understanding the specific forces at work in the carbon trading market.

ENSURE PROPER CONTROL OF ENVIRONMENTAL RISKS

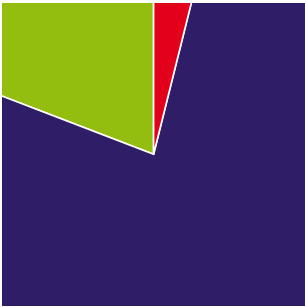
BNP Paribas incorporates environmental, social and governance criteria into the analysis of credit and operational risk factors. Financing and market transactions that are complex from a CSR perspective are submitted to Transaction Acceptance Committees (TAC) comprising decision-making managers, CSR, communication, compliance and legal experts who decide whether to give the go-ahead or not. During 2010, around one TAC was held per month. With export financing for major projects representing major environmental and social stakes, a prior audit of the environmental and social consequences is carried out by an external and independent expert as part of the due diligence phase.

Equator Principles (EP)

The EPs currently represent the principal point of reference for participants in the financial sector seeking to incorporate environmental and social risks in the analysis of their project financing transactions. They are based on performance criteria in terms of social and environmental sustainability and on the environment, health and safety directives specific to the various sectors of the economy developed by the International Finance Corporation, a World Bank subsidiary operating in the private sector. During 2010, all the financial institutions that have embraced the EPs founded the EP association that works towards the introduction of new governance rules. BNP Paribas played a major role in the finalisation and implementation of these rules, which entered force on 1 June 2010. At the same time, the association launched a strategic revision process for the EPs in which the Group is also involved.

In accordance with Equator Principle 10, a detailed report will be published in the sustainable development section of BNP Paribas' website. An assessment of the implementation of the EPs during 2009 and 2010 can also be downloaded from the following address: <http://sustainable-development.bnpparibas.com>

TRANSACTIONS REVIEWED IN 2010 (BY CATEGORY)



- Category A: 4%** (projects with potentially significant environmental and social impacts for which mitigating and remedial measures need to be implemented)
- Category B: 77%** (projects with limited or moderate environmental or social impacts)
- Category C: 19%** (projects with negligible or zero impacts)

FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS
INTO THE WAY THE GROUP'S BUSINESSES OPERATE

DEVELOP AND PROMOTE SOCIALLY RESPONSIBLE INVESTMENT



A socially responsible investment (SRI) decision reflects not only financial criteria, but also three extra-financial dimensions: the environment, social responsibility and governance (ESG). Relatively unknown by the public just a few years ago, SRI funds have recently achieved a spectacular breakthrough into the portfolios of European savers.

IMPROVE INFORMATION AND EDUCATE CUSTOMERS ABOUT SRI

Retail and institutional investors need to be supported with their approach to responsible investment. To this end, BNP Paribas has conducted a study to gain greater insight into their views and their expectations concerning responsible finance.

SRI needs be promoted to all investor categories:

Retail investors:

National SRI Week, which took place from 4 to 10 October 2010, aimed to promote SRI to the general public, professional and institutional investors. This event gave BNP Paribas an opportunity to strengthen its campaign to educate all investor categories. On its stand at the Forum de l'Investissement, the Group presented its full range of SRI products and services: experts from the production (BNP Paribas Investment Partners and BNP Paribas Cardif) and distribution (BNP Paribas Wealth Management, BNP Paribas Retail Banking France and Cortal Consors) business lines answered all visitors' questions.

To coincide with this forum, the Group published a practical guide satisfying the general public's main questions.

The networks also swung into action by showing special video animations at 1,500 branches, by educating sales staff through messages in internal newsletters and quizzes and by providing financial advisors with a training kit.

Institutional investors:

The information distributed about SRI and the major social and environmental issues is also intended to educate institutional investors.



Muriel Humbertjean

"An in-depth analysis of retail investors' expectations concerning responsible investment shows that they now take a mature view and are looking to adopt 'co-production' approaches with their bank—a trend that was by no means evident following the outbreak of the financial crisis in 2008. They retain an emphasis on effectiveness and require feedback on the concrete effects of their 'responsible investment.' A more pragmatic approach has now softened the idealism that prevailed in the early days of SRI, which will no doubt make responsible investment more efficient."

Muriel Humbertjean—Deputy Chief Executive Officer of TNS SOFRES



Anthony Finan

"Understanding their motivations as well as the hurdles, be they financial or extra-financial, and developing solutions geared to the needs of responsible investors represents a core component of our approach... During 2010, we launched the Sustainable Development Circle, which is run jointly by BNP Paribas Investment Partners and Erik Orsenna. This Circle is intended to be a forum for debate and analysis among institutional investors and asset management professionals focusing on the major themes of the future world and their concrete impacts on long-term investments."

Anthony Finan—Head of Marketing, Communication and Group Networks, in charge of CSR at BNP Paribas Investment Partners



Philippe Marchessaux

BNP Paribas Investment Partners—Systematic integration of extra-financial criteria in CSR management

"As a prominent international management company, our CSR commitments naturally involve accelerated development of our SRI management, but even more significantly we systematically aim to take measures to integrate environmental, social and governance criteria at all our asset management businesses."

Philippe Marchessaux—Head of BNP Paribas Investment Partners

INCORPORATE ESG CRITERIA IN ALL ASSET MANAGEMENT ACTIVITIES

In parallel to the promotion of SRI to its customers, BNP Paribas aims to commit itself to a voluntary campaign to integrate extra-financial criteria in traditional asset management activities. Accordingly, customers can rest assured that the environmental, social and governance dimensions are taken into account in all the products offered.

BNP Paribas Cardif continued its drive to incorporate ESG criteria in the management of its EUR 700 billion in funds under management:

Managers have systematically factored extra-financial criteria into the investment selection process. SRI investments grew by 20% between April 2008 and year-end 2010 to reach 8.5% of equity UCITS. During 2011, BNP Paribas Cardif aims to raise total SRI funds under management to EUR 1 billion.

Green ratings, a decision-making tool at Cortal Consors

During 2010, Cortal Consors France published the 2nd edition of its *Green ratings for European funds* to help customers looking to incorporate environmental issues in their investment decisions. Over 400 European equity funds were rated by sector by comparing their carbon emissions to a benchmark index. This evaluation is used to select businesses with the smallest carbon footprints.



ENRICHING THE SRI PRODUCT RANGE

BNP Paribas Investment Partners secured Novethic accreditation for 11 of its SRI funds with 6 of them achieving “ESG indicator” status. These accreditations are recognition for the efforts made by BNP Paribas to achieve transparency in its management processes and the composition of SRI funds, as well as the innovative nature of its extra-financial reporting.

	Novethic 2009	Indicators ESG 2009	Novethic 2010	Indicators ESG 2010
BNP Paribas Etheis	✓	✓	✓	✓
Parvest Sustainable Equity Europe	✓	✓	✓	✓
Parvest Sustainable Bond Euro Corporate	-	-	✓	-
BNP Paribas Obli Etheis	✓	-	✓	✓
BNP Paribas Aqua	-	-	✓	✓
Parvest Global Environment	-	-	✓	✓
Parvest Environmental Opportunities	-	-	✓	✓
BNP Paribas L1 Green Tigers	-	-	✓	-
BNP Paribas L1 Green Future	-	-	✓	-
BNP Paribas L1 Sustainable Equity World	-	-	✓	-
BNP Paribas Money Prime Euro SRI	-	-	✓	-

BNP Paribas Wealth Management is the only bank to distribute the PhiTrust Partenaires fund. This highly innovative product combines a social impact with investment performance. By investing in unlisted businesses that aim to improve the living conditions of underprivileged populations, customers are able to measure the social and/or environmental impact of their investment.

Sample investments by PhiTrust Partenaires:

- Sawawa, a Cameroonian company that produces and markets low-cost treated water sachets to give the local population easy access to potable water. During 2010, the company sold 12 million potable water sachets.
- Ecodair, a French company that aims to provide jobs to people with mental health disabilities. An IT equipment reconditioning business, Ecodair employs 52 disabled people and recorded an increase in its sales of 20% in 2010.

EUR 14.1 BILLION
IN SRI ASSETS MANAGED
BY BNP PARIBAS INVESTMENT
PARTNERS AT 31 DECEMBER 2010

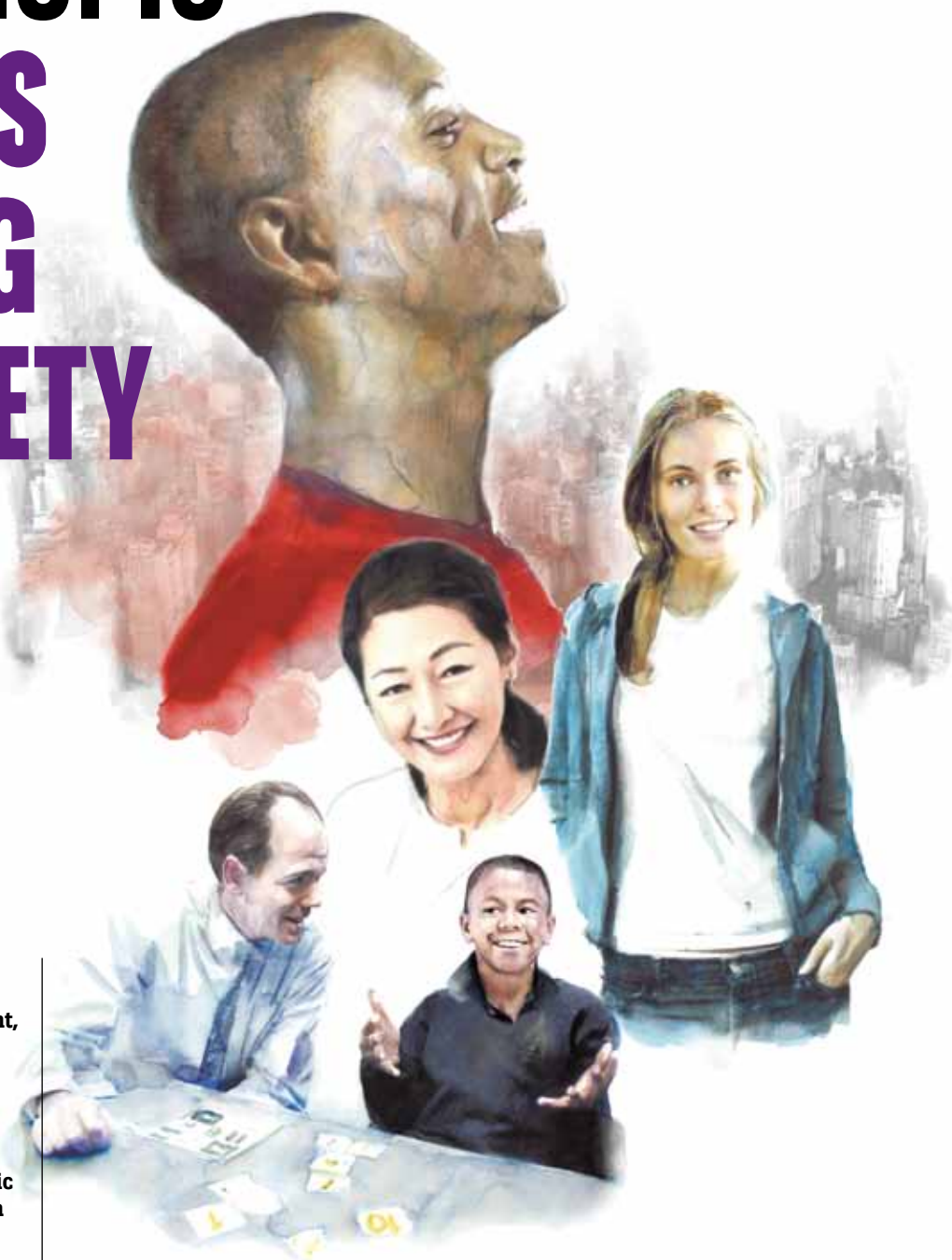


PHITRUST'S INFLOW TARGET:

EUR 20 MILLION
BY YEAR-END 2011

IMPLEMENT PHILANTHROPIC INITIATIVES BENEFITING CIVIL SOCIETY

BNP Paribas' responsibility, which is underpinned by a strong culture of commitment, is by no means exercised solely internally within its business lines. BNP Paribas also endeavours to foster harmonious development in the cultural, social and economic environment in which the Group operates. Accordingly, the Bank implements philanthropic initiatives benefiting civil society, principally in regions where the Group has a presence.



During 2010, to consolidate its philanthropic commitments, the Group has set up BNP Paribas Corporate Philanthropy, which ensures via the BNP Paribas Foundation the coherence of the philanthropy programmes conducted around the world in five areas, i.e. solidarity, culture, education, medical research and the environment.

The BNP Paribas Corporate Philanthropy network

- Ten foundations: France, Belgium, Brazil, Bulgaria, Italy, Luxembourg, Morocco, Poland, Switzerland, as well as Cetelem's Foundation.
- Programmes implemented in the major regions of the world via BNP Paribas' subsidiaries and business lines.

SOLIDARITY: COMBATING EXCLUSION

Inclusion through economic development and local relationships lie at the heart of BNP Paribas' philanthropic initiatives. This is illustrated by the historic support to key microfinance players (ADIE in France and Belgium) and the numerous measures focusing on underprivileged districts, as well as on specific challenges (disabilities, infant mortality, inclusion through sport, etc.). BNP Paribas also pays great attention to the solidarity initiatives undertaken by its employees (Coup de Pouce/Help2Help programme, Solidarity Days, Telethon, etc.).

A girls' shelter in Panvel, India

As part of its partnership with the Pratham India association, BNP Paribas India has helped to finance a shelter located in Panvel (suburbs of Mumbai), which currently houses 50 girls aged 8 to 18, most of whom have found themselves in very difficult situations. Some of them have been rescued from forced labour in small factories or from brothels. The shelter feeds them and enables them to get an education in the best possible conditions. Professional training and follow-up are also provided to ensure that they are integrated in society as well as possible when they leave the home.

An integrated approach to solidarity in Mali

BICIM, a BNP Paribas subsidiary in Mali, and the BNP Paribas Foundation renewed their partnership in 2010 with the Mali emergency outreach service. This renewed support should give the association greater resources with which to combat the social exclusion of children and young people and to carry out a study of street children in Bamako entitled "We all come from a home". The objective is to implement initiatives linked to the Mali emergency outreach service's recommendations to improve the understanding and treatment of these young people.



EUR 20.8 MILLION:
BUDGET FOR THE GROUP'S
PHILANTHROPY PROGRAMMES IN 2010



CULTURE: PRESERVE CULTURAL HERITAGE AND ENCOURAGE ARTISTIC EXPRESSION

At present, owing to the leading role played by the BNP Paribas Foundation since 1984, BNP Paribas is a well-known patron of the advancement of knowledge and the conservation of museums' heritage through three points of emphasis: restoration of museums' artworks, the publication of books about heritage and partnerships forged with major museums.

The Byzantine and Christian museum of Athens

As part of its programme to support the restoration of works conserved in museums, the BNP Paribas Foundation and BNP Paribas Greece have provided their support for the restoration of an exceptional set of ten post-Byzantine frescos. These frescos are now presented in their original configuration in the permanent collections of the Byzantine and Christian museum of Athens and constitute a remarkable example of the late 15th-century monumental painting.

Restoration of the San Carlo theatre in Italy

The San Carlo theatre is the oldest lyric theatre in Europe. After two years of restoration work, it reopened to the public in January 2010. Thanks to the support of BNL Gruppo BNP Paribas, the official sponsor of the work, the theatre has been endowed with a new rehearsal room and a sculpture by Italian artist Mimmo Paladino.

The BNP Paribas Foundation has also lent its support to artistic creation, including dance and contemporary circus, classical music and jazz. This emphasis on artistic expression in Europe and beyond is structured through partnerships forged with leading cultural institutions.

Three creations for the Lyon Dance Biennial

Founded in 1984, the Lyon Dance Biennial owes its success to its audacious goal of bringing together in a single venue the most creative projects meeting high-calibre artistic standards while attracting the broadest possible audiences. In September 2010, the Lyon Dance Biennial played host to the latest productions by three choreographers supported by the BNP Paribas Foundation, one of the few corporate patrons of contemporary dance: Abou Lagraa's *Nya*, the product of Franco-Algerian cooperation, *Boxe Boxe* by Mourad Merzouki, as well as the *Henriette et Matisse* ballet for young people by Michel Kelemenis.



International Queen Elizabeth of Belgium competition

For close to twenty years, BNP Paribas Fortis has been a partner of the prestigious competition for young instrumentalists, singers and composers. During 2010, BNP Paribas Fortis received the jury's special prize as part of the Caius Award for philanthropy for its longstanding support to this competition.

EDUCATION: PROVIDING SCHOOLING AND PASSING ON KNOWLEDGE

In the firm belief that education is a major priority for human development and economic growth, the BNP Paribas Foundation has endeavoured for many years to support initiatives linked to schooling, knowledge sharing and training.

For over fifteen years, the BNP Paribas Foundation has accompanied AFEV, an association combating educational and cultural inequalities affecting children from underprivileged backgrounds. More recently, the BNP Paribas Foundation launched Odyssée Jeunes, a programme intended to finance educational school trips, in conjunction with the Seine-Saint-Denis departmental authorities. During 2010, more than 8,400 school students from 108 schools benefited under the programme.

Going forward, a growing number of schooling, knowledge sharing and training initiatives are being carried out within the Group, both in France and around the world: in India (Girls' Shelter/Read India), Morocco (INSAF/SOS Children's Villages), Poland (Szansa/Pomagaj), Hong Kong (Artists in Residence) and the United States (Financial Literacy Courses), etc.

The Cetelem Foundation for budget education

As part of its new remit, the Cetelem Foundation for budget education has designed training tools for trainers at associations and institutions working alongside it in budget education, including Secours Catholique, Agir contre l'Exclusion, Cresus, Institut pour l'éducation financière du public, etc. It also provides them with educational support and financial assistance with the implementation of programmes. The relevant audiences are first and foremost young people before they enter the working world and, more generally, people experiencing a change in their personal or professional situation.



MEDICAL RESEARCH: FUND PROGRAMMES IN ADVANCED TECHNOLOGY SECTORS

Pasteur and Curie Institutes, French Foundation for Medical Research: BNP Paribas, notably through its Foundation, partners with bodies whose expertise is well-known in the scientific community in France and abroad.

The Pionniers research programme

As part of the Foundation's new programme for medical research dedicated in 2010 to the theme of brain-machine interfaces, the BNP Paribas Foundation backed the work being carried out by Jean-René Cazalets,

Jean-Marie Cabelguen and their teams in Bordeaux. These researchers are working on experimental approaches to the restoration of locomotive function. The project consists of developing a model capable of reproducing the activity of trunk muscles and coordinating them with limbs during locomotive movements such as walking or running.

Contribute to the advancement of medical research in the treatment of osteoporosis

During 2010, the BNP Paribas Foundation in Switzerland supported a study conducted by the University Hospitals of Geneva into the principal origins of bone conditions. Led by Professor Rizzoli and targeting seniors and their children, the study aims to identify risk factors (antecedents, diet, physical activity, etc.) and to assess the hereditary component of their bone structure.

ENVIRONMENT: OPEN THE WAY TO THINKING ABOUT FUTURE CHALLENGES

In late 2010, BNP Paribas launched a scientific philanthropy programme that will contribute to efforts to combat climate change. This initiative will complement the numerous educational initiatives already implemented by the Group in this area.

BNP PARIBAS AND ITS SHAREHOLDERS

COMMUNICATION WITH SHAREHOLDERS

BNP Paribas endeavours to provide all its shareholders with clear, consistent and high-quality information at regular intervals, in accordance with best market practice and the recommendations of the stock market authorities.

Information briefings for all market participants are organised several times a year, when the annual and half-year results are released, or on specific topics, providing senior management with an opportunity to present the BNP Paribas Group and its strategy.

The BNP Paribas website (<http://invest.bnpparibas.com/en/>) provides business and financial information about the Group. The Investors/Shareholders section now includes all reports and presentations concerning BNP Paribas' business and strategy.

The **Investor Relations** team informs institutional investors and financial analysts about the Group's strategy, major developments concerning its business and, of course, its quarterly results.

The **Individual Shareholder Relations** team provides information to and handles queries from the Bank's 585,000 or so individual shareholders (*source: 31 December 2010 TPI Survey*).

Shareholders receive a half-yearly financial newsletter informing them about important events concerning the Group, and a summary of the matters discussed during the Annual General Meeting is sent out at the start of July. During the year, individual shareholders are invited to attend presentations of the Group's strategy by senior management (e.g. in Rouen on 27 May, Massy on 22 June, Orléans on 29 June and Pau on 28 September during 2010). Lastly, BNP Paribas representatives also met and spoke directly with over 1,000 people at the Actionaria shareholder fair held in Paris on 19 and 20 November 2010.

The **Shareholder Liaison Committee** supports the Bank in its communication with individual shareholders. Headed by Michel Pébereau, the committee comprises 10 shareholders who are both geographically and socio-economically representative of the individual shareholder population, along with 2 employees or former employees. Any shareholder can become a candidate. The committee met twice during 2010 in addition to taking part in the Annual General Meeting and attending the Actionaria shareholder fair.

**BNP PARIBAS OWNERSHIP
STRUCTURE AT 31 DECEMBER 2010
(BASED ON VOTING RIGHTS)**



■ SFPI: 10.7%
■ AXA: 5.2%
■ Grand-Duchy of Luxembourg: 1.1%
■ Employees: 5.8%
- o/w corporate mutual funds: 4.2%
- o/w direct ownership: 1.6%
■ Retail shareholders: 5.5%
■ European institutional investors: 43.8%
■ Non-European institutional investors: 27.3%
■ Others and unidentified: 0.6%

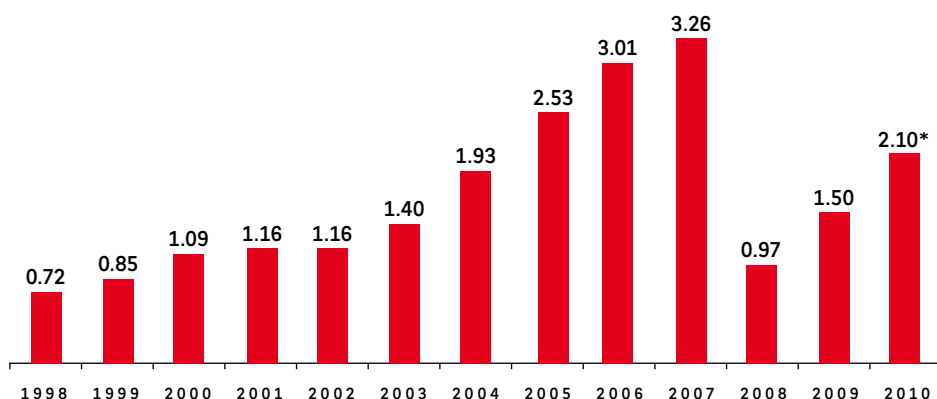
Shareholders' Guide

Intended to provide individual shareholders with full details of the Bank's achievements and the share's performance, this Guide is available upon request from the Individual Shareholder Relations team and can also be viewed online and downloaded.

DIVIDEND

At the Annual General Meeting on 11 May 2011, the Board of Directors will recommend a dividend of EUR 2.10 per share, representing an increase of 40% on 2010. The total payout proposed will amount to EUR 2,517 million compared with EUR 1,778 million in 2010 (representing an increase of 41.6%).

DIVIDEND EVOLUTION (EUR PER SHARE)



* Subject to approval by the 11 May 2011 AGM.

Dividends for 1998-2008 have been adjusted to reflect:

- the two-for-one share split carried out on 20 February 2002;
- capital increases with preferential subscription rights carried out in March 2006 and between 30 September and 13 October 2009.

ANNUAL GENERAL MEETING

BNP Paribas strives to create value that is both robust and recurrent, but also takes into account the environment and civil society as a whole. It therefore appeared natural for the Group's Annual General Meetings also to reflect these principles and values. Accordingly, a decision was made in consultation with the Shareholder Liaison Committee that a payment of EUR 10 would be made for every investor who is present or has sent instructions via the internet to the Coup de Pouce programme benefiting employee projects conducted via the BNP Paribas Foundation. The funds raised, which totalled EUR 25,210 helped to boost the financing provided to the programme's solidarity projects.

KEY PERFORMANCE INDICATORS

CONTROL OF DIRECT ENVIRONMENTAL IMPACTS

The Group manages its environmental performance using five indicators presented below, i.e. greenhouse gas emissions, energy consumption in buildings, business travel, paper consumption, and waste generation and treatment.

TOTAL GREENHOUSE GAS EMISSIONS
3.42 tCO₂-e per FTE



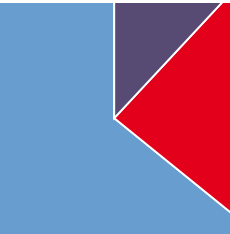
- Gas: 9%
- Fuel oil: 3%
- Electricity: 61%
- District heating: 2%
- District cooling: 1%
- Train: 1%
- Road: 7%
- Air: 16%

ENERGY CONSUMED IN BUILDINGS
264 kWh per sq. m.



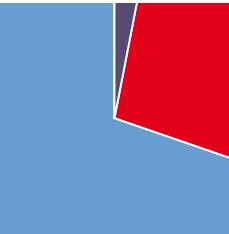
- Natural gas: 16%
- Heating oil: 3%
- Standard electricity purchased: 64%
- Renewable electricity purchased: 11%
- District heating: 4%
- District cooling: 2%

BUSINESS TRAVEL
4,789 km per FTE



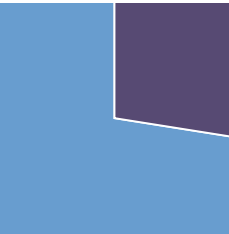
- Train: 12%
- Road: 24%
- Air: 64%

PAPER CONSUMPTION
174 kg per FTE



- Over 50%-recycled paper: 3.3%
- FSC- or PEFC-accredited paper: 27.2%
- Normal paper: 69.5%

OFFICE WASTE
183 kg per FTE



- Recycled waste: 27.7%
- Waste not recycled: 72.3%

A comparison with previous years is not relevant because 2010 represents a new point of reference: several countries contributed to environmental reporting for the first time and helped the Group to cover 83% of its workforce, with methods of extrapolation being fine-tuned and the method used to account for greenhouse gas emissions being laid down in a dedicated protocol including business travel and all the energy consumed at the Group's buildings—only electricity was previously taken into account.

HUMAN RESOURCES MANAGEMENT

TRAINING: AVERAGE NUMBER OF HOURS OF TRAINING PER CATEGORY (BNP PARIBAS SA)

	2009	2010
Technicians	37	35
Executives	32	33
Total	34	34

GENDER EQUALITY

	2009	2010
Proportion of executives accounted for by women (BNP Paribas SA)	44.0%	44.6%
Number of women within senior management (Group)	16.5%	18.6%

DISABILITIES

	2009	2010
Number of disabled employees (BNP Paribas SA)	850	893

SENIORS

	2009	2010
Average departure age of employees aged 55 or over (BNP Paribas' European Committee-excluding LaSer)	59.0	59.7

FIGHTING EXCLUSION

As a longstanding partner of ADIE, the BNP Paribas Group has provided support to the association in France for over fifteen years both through philanthropy and through banking services.

SUPPORT FOR MICRO-CREDIT IN FRANCE IN PARTNERSHIP WITH ADIE

	2009	2010
Micro-loans granted through philanthropy	754	1,000
Businesses created thanks to philanthropy:	520	610
Credit lines granted by French Retail Banking Network	EUR 8 million	EUR 9 million
Loans granted using the credit line	2,298	2,357

Outside France, BNP Paribas has for several years funded microfinance institutions (MFIs) in emerging markets.

SUPPORT FOR INTERNATIONAL MICROFINANCE

	2009	2010
Number of MFI partners	17	18
Number of borrowers	300,000	127,000
Loans authorised (EUR m)	50	45.5

ANCHORING OF ESG CRITERIA IN BUSINESS LINES AND FUNCTIONS

APPLICATION OF THE EQUATOR PRINCIPLES

	2009	2010
Number of transactions reviewed	58	70
% graded A	12%	4%
% graded B	71%	77%
% graded C	17%	19%

SRI ASSETS UNDER MANAGEMENT (EUR bn)

At 31 Dec. 2009	At 31 Dec. 2010
9.3	14.1

TABLE OF CONCORDANCE

SUSTAINABLE DEVELOPMENT REPORT	Page	French NRE Act*	Global Reporting Initiative**	Principles of the Global Compact	ISO 26000	UNEP***
INTRODUCTION	p. 3-9	-	-	-	-	-
Message from the Chairman and the Chief Executive Officer	p. 3	-	1.1, 1.2, 4.8	-	-	-
BNP Paribas Group profile	p. 4-5	-	-	-	-	-
BNP Paribas' business lines	p. 6-7	-	-	-	-	-
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Compliance with good corporate governance criteria	p. 8-9	-	3.1-3.7, 3.10-3.11, 3.13, 4.6, 4.9-4.10	6, 10	6.2	2.3
Executive Committee	p. 8-9	-	MA : LA 13	-	6.2	2.3
BNP PARIBAS' VISION FOR SUSTAINABLE DEVELOPMENT	p.10-11	-	MA : FS1, FS4, FS5	-	-	-
A dedicated sustainable development structure	p. 12-13	-	MA : FS4	-	-	-
HIGHLIGHTS	p. 14-17	-	-	-	-	-
Combating climate change	p. 14-15	Art. 2-1°, 2-2°	MA : EC2, EN6-7, EN16-20, EN26, FS1-2, FS8	7, 8, 9	6.5.4, 6.5.5, 6.7.3, 6.7.5	2.2, 2.3, 2.4, 2.7
Combating exclusion	p. 16-17	Art. 1-7°, 1-8°	MA : EC1, FS7, FS13, FS14-16	-	6.7.8, 6.7.9, 6.8.3, 6.8.4, 6.8.6, 6.8.9	-
STRENGTHENING THE RESPONSIBILITY CULTURE	p. 18-19	-	-	-	-	-
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A committed and constructive dialogue with regulators and regulatory authorities	p. 21	-	MA : SO5	-	6.6.4	3.1, 3.3
Compliance beyond legal and regulatory requirements	p. 22-23	-	1.2, MA : SO3-4, SO8	10	6.6.3	2.2, 2.3
Employee engagement in CSR	p. 24-27	-	-	-	-	-
Educate, inform and foster dialogue with employees about CSR	p. 24-25	Art. 2- 6°	MA : FS4	1, 8, 9	6.4.7	3.3
Supporting employee initiatives	p. 26-27	Art. 1-8°, Art 1-AL 2,3 &5	4.8, 4.12-4.17, MA : FS14	1, 6	6.8.3, 6.8.4, 6.8.9	-
INCORPORATING SUSTAINABLE DEVELOPMENT IN BUSINESS PROCESSES	p. 28-29	-	-	-	-	-
Committed and responsible management for the bank's men and women	p. 30-35	-	-	-	-	-
Developing a sense of shared identity	p. 31	Art.1-1°-a ; Art.1-1°b	MA : LA1	-	-	-
Promoting diversity	p. 31-32	Art. 1-1°a/7°, Art. 1-3°	MA : HR 3, LA 13	1, 6	-	-
Supporting employees so that they become agents for development and for change	p. 33	Art.1-1°-a /7 ; Art.1-1°b ; Art. 1-6°	MA : LA1, LA2, LA10, LA11-12	1	6.4.7	-

SUSTAINABLE DEVELOPMENT REPORT	Page	French NRE Act*	Global Reporting Initiative**	Principles of the Global Compact	ISO 26000	UNEP***
Secure the loyalty of and motivate employees over the long term	p. 34	Art.1-1°-a	MA : LA 1-2, LA 11-12	1	6.4.3, 6.4.7	-
Consultation, listening skills and attentiveness	p. 35	Art. 1-4° Art. 1-2°; Art. 1-5°	4.14 - 4.17, MA : LA 4 MA : LA 6, LA 8-9	1, 3	6.4.4, 6.4.5 6.4.6	3.3
Controlling direct environmental impacts	p. 36-38	Art. 2-1°; Art. 2-6° & 9°	4.8, MA : EN 1-4, EN6-7, EN16-18, EN22, EN29	7, 8, 9	6.5.4, 6.5.3, 6.5.6	2.1, 2.4
Committing and supporting BNP Paribas suppliers as part of a CSR programme	p. 39	Art. 1-9° & AL.4	MA : HR1, EN, EC6, PR1	1, 2, 8	6.6.6	2.4, 3.2, 3.3
FACTOR ENVIRONMENTAL AND SOCIAL IMPACTS INTO THE WAY THE GROUP'S BUSINESSES OPERATE	p. 40-41	-	MA : FS1, FS2	-	6.7.3, 6.7.5	1.3
Responsible products and services for personal customers and small businesses	p. 42-47	-	-	-	-	-
Cater as effectively as possible to all the needs of personal customers	p. 43-46	Art. 2-3° Art. 2-4°	4.13, MA : FS1-2, FS15-16, FS13-14, EN 6, SO1, PR1, PR3, PR5, EC 1-2	9	6.7.3, 6.7.5, 6.7.6, 6.7.8, 6.7.9	1.3, 2.7, 3.2
Supporting SMEs	p. 47	-	MA : EC 1, SO1	-	6.6.6	1.3, 2.7
Commitment by BNP Paribas to promote microfinance	p. 48-51	Art. 1-8°; Art 1-AL. 2,3 &5	4.8, 4.12-4.17, MA : FS13-14, EC 8-9	1	6.7.8	1.3, 2.5, 2.7
Control the impact of its financing and support the transition towards a less carbon-intensive economy	p. 52-55	-	-	-	-	-
Developing financing for the green economy	p. 54-55	Art. 2-6° & 9°	MA : EC2, FS11, EN6, EN26	7, 8, 9	6.5.3, 6.5.4, 6.5.5, 6.5.6	1.3, 2.1, 2.2, 2.3, 2.7
Ensure proper control of environmental risks	p. 55	Art. 2-4°; 2-6° & 9°	1.2, 4.8, MA : EC2, EN6, EN26	1, 2, 7, 8, 9	6.5.3, 6.5.4, 6.5.5, 6.5.6	1.3, 2.1, 2.3, 2.7
Develop and promote socially responsible investment (SRI)	p. 56-59	-	-	-	-	-
Improve information and educate customers about SRI	p. 57	Art. 2-6° & 9°	-	8	6.7.9	3.2
Incorporate ESG criteria in all asset management activities	p. 58	Art. 2-6° & 9°	MA : FS 8, FS11, EN26, HR1	7, 8, 9	6.7.5	1.3, 2.7
Enriching the SRI range	p. 59	Art. 2-6° & 9°	MA : FS 8, FS11, EN26, HR1	8, 9	6.7.5	1.3, 2.7
IMPLEMENT PHILANTHROPIC INITIATIVES BENEFITING CIVIL SOCIETY	p. 60-63	-	-	-	-	-
BNP Paribas Corporate Philanthropy: philanthropy for a changing world	p. 61-63	Art. 1-8°; Art 1-AL. 2,3 &5	4.8, 4.12-4.17, MA : EC1, EC6	1, 6	6.8.3, 6.8.4, 6.8.6, 6.8.9	-
EXPERTS' CORNER	p. 64-71	-	-	-	-	-
BNP Paribas and its shareholders	p. 64-65	-	MA : EC1	-	-	3.3
Key performance indicators	p. 66-67	-	EN3-7, EN16-17, EN22, LA1-2, FS6-FS8, FS11, FS13-14	1, 6, 8	-	2.4
Table of concordance	p. 68-69	-	-	-	-	-
Statutory Auditors' review report	p. 70-71	-	3.12, 3.13	-	-	2.3

*The NRE law appendices detailing the reporting aspects are available in the Registration Document.

**MA: managerial approach defined in the GRI G3 guidelines; EC: Economy; EN: Environment; PR: Product Responsibility; LA: Employment, Labour and industrial relations; HR: Human rights; SO: Society; FS: Impact of products and services

***Declaration by financial institutions on the environment and sustainable development, May 1997 text

STATUTORY AUDITORS' REVIEW REPORT

Review report by one of the Statutory Auditors on a selection of sustainable development indicators and issues published in the BNP Paribas Group's 2010 Corporate Social Responsibility Report

This is a free translation into English of the review report by one of the Statutory Auditors issued in French and is provided solely for the convenience of English speaking readers. This report should be read in conjunction with, and construed in accordance with, French law and professional auditing standards applicable in France.

Further to your request and in our capacity as Statutory Auditor of BNP Paribas, we have carried out work for the purpose of enabling us to express:

- reasonable assurance on a selection of social indicators and issues published in the BNP Paribas 2010 Corporate Social Responsibility Report;
- moderate assurance on a selection of environmental indicators and issues published in the BNP Paribas 2010 Corporate Social Responsibility Report.

The following sustainable development indicators and issues were selected for the purposes of the review:

- Social section:
 - "FTE staff" indicator (worldwide),
 - "Mobility" indicator (worldwide),
 - "Diversity" issue (worldwide),
- Environmental section:
 - "Electricity consumption" indicator (worldwide) as used in calculating greenhouse gas (GHG) emissions data,
 - "Natural gas consumption" indicator (worldwide) as used in calculating GHG emissions data,
 - "Air travel" indicator (worldwide) as used in calculating GHG emissions data,
 - "Air travel" indicator (worldwide) as used in calculating GHG emissions data,
 - "Paper consumption" indicator (worldwide),
 - "Green office supplies consumption" indicator (worldwide),
 - "Equator Principles" issue (worldwide),

- "Printing unit certification" issue (France),
- "Process for calculating greenhouse gas (GHG) emissions data" issue (worldwide).

These sustainable development indicators and issues were prepared under the responsibility of the Corporate Social Responsibility Department of the BNP Paribas Group in accordance with the Group's "2010 social reporting protocol" and "2010 environmental reporting protocol" as used by BNP Paribas, available from the BNP Paribas Group Corporate Social Responsibility Department. Our role is to form a conclusion on the selected indicators and issues, based on our work.

Nature and scope of our work

We performed our work in accordance with professional standards applicable in France.

We performed the procedures described below to obtain assurance about whether the selected sustainable development indicators and issues are free of material misstatement.

The work we performed on the environmental indicators enables us to express moderate assurance. A higher level of assurance would have required us to carry out more extensive work.

The work we performed on the social indicators was more extensive and enables us to express reasonable assurance.

- We reviewed the reporting procedures used by BNP Paribas in light of their appropriateness, reliability, objectivity and clarity.
- At the Group level:
 - we performed analytical procedures and verified, on a test basis, that the data used to produce the indicators had been correctly calculated and consolidated. This work involved, in particular, interviews with the persons from the BNP Paribas Corporate Social Responsibility Department responsible for compiling and applying the procedures and consolidating the data;
 - we held interviews with the people in charge of drafting the selected issues and we reviewed the qualitative and quantitative data underlying these issues.

We interviewed, more specifically:

- the Head of Diversity at the Group HR function for the “Diversity” issue,
 - the Head of CSR at Corporate & Investment Banking for the “Equator Principles” issue,
 - the Head of the Quality and Environment Management system at FRB Editique for the “Printing Unit ISO 14001 certification” issue,
 - the Group Environment Manager for the “Process for calculating greenhouse gas (GHG) emissions data” issue.
- We selected a sample of entities, as follows:
- France: BNP Paribas SA in Paris (social and environmental indicators),
 - Belgium: BNP Paribas Fortis in Brussels (social and environmental indicators),
 - Italy: BNL in Rome (social and environmental indicators),
 - Poland: BNP Paribas Fortis in Warsaw (social and environmental indicators),
 - Switzerland: BNP Paribas in Geneva (social and environmental indicators),
 - Spain: BNP Paribas CIB, IS and Cetelem in Madrid (social and environmental indicators),
 - Hong Kong: BNP Paribas in Hong Kong (social and environmental indicators),
 - Singapore: BNP Paribas in Singapore (social and environmental indicators),
 - Japan: BNP Paribas in Tokyo (social and environmental indicators),
 - United States: Bank of the West in San Francisco, CA (social and environmental indicators),
 - France: BNP Paribas Cardif France in Paris (social indicators),
 - France: BNP Paribas Personal Finance in Paris (social indicators).
- This selection was made on the basis of quantitative and qualitative criteria applied to the indicators.
- With regard to the selected entities:
- we checked that the procedures have been properly understood and correctly implemented on the basis of interviews with the persons responsible for preparing the data;
 - we performed in-depth checks on a test basis to verify the calculations and reconcile the data with the supporting documents.

The contribution of these entities to BNP Paribas’ consolidated indicators represents 51% of social indicators and between 56% and 62% for environmental indicators.

We were assisted in our work by our teams specialised in sustainable development.

Conclusion

Social indicators and issues

In our opinion, the social indicators and issues reviewed comply, in all material respects, with the “2010 social reporting protocol” as used by BNP Paribas and applicable for the year 2010.

Environmental indicators and issues

Based on our work, no material irregularities came to light causing us to believe that the environmental indicators and issues reviewed do not comply, in all material respects, with the “2010 environmental reporting protocol” as used by BNP Paribas and applicable for the year 2010.

Neuilly-sur-Seine, 15 April 2011

One of the Statutory Auditors
PricewaterhouseCoopers Audit

Patrice Morot

Partner in charge of the Sustainable
Development Department of
PricewaterhouseCoopers Advisory

Sylvain Lambert



FOR FURTHER INFORMATION

We invite you to comment on this document by sending an email to the following address:

Email: developpement_durable@bnpparibas.com

For further information about BNP Paribas' commitment to sustainable development:

<http://sustainable-development.bnpparibas.com>

Each and every day, the Group's men and women embark on new civic initiatives. To learn more, encourage and share on the blog:

<http://www.forachangingworld.com>

We wish to thank the Group employees who have contributed to the preparation of this CSR Report.

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Société Anonyme (Public Limited Company) with capital of EUR 2,397,320,312

www.bnpparibas.com



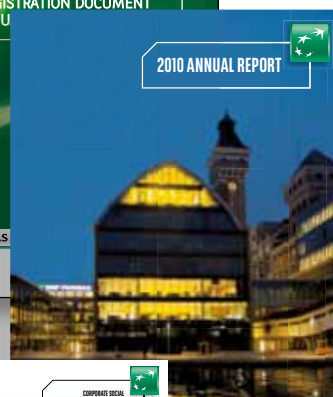
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The 2010 Registration Document and Annual Financial Report



2010 Annual Report



CSR in 2010

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