

OUR SHARED CONVICTIONS



September 2015



BNP PARIBAS

The bank
for a changing
world



In a context of transformation of our industry, it is more important than ever to re-affirm our purpose, what we stand for and what we aspire to be. BNP Paribas states in this document its shared convictions, aiming at inspiring our decisions and actions to lead the bank for a changing world.

How did we proceed?

The Leadership for Change initiative has been launched to support our Group to embrace transformation and make the most of change. One of the objectives of the initiative was to make the top 500 Group Executives work on and rally around our shared convictions.

The Group Executive Committee has built on all the contributions from this Leadership for Change Community to formalize our Vision and Mission for the BNP Paribas Group:

At the same time, we went into a bottom-up approach to revisit our values. All employees were invited to participate. We got 22 000 answers. This rich material came to the BNP Paribas Way, our values to drive BNP Paribas forward.

Together with the BNP Paribas Way, our Vision and Mission form our shared convictions.

Jean-Laurent Bonnafé
Chief Executive Officer

Yves Martrenchar
Head of Group Human Resources

OUR SHARED CONVICTIONS



OUR VISION AND OUR MISSION

WHAT WE ASPIRE OUR GROUP
TO LOOK LIKE IN THE FUTURE

OUR PURPOSE,
WHAT WE STAND FOR

THE BNP PARIBAS WAY

OUR VALUES TO DRIVE
BNP PARIBAS FORWARD

OUR VISION AND MISSION FOR BNP PARIBAS, THE BANK FOR A CHANGING WORLD

OUR VISION

We aspire to be the leading European bank with a global reach, the preferred long-term partner to our clients, and a contributor to responsible and sustainable growth

OUR MISSION

We want to have a positive impact on our stakeholders and on society.

Our highly committed teams will deliver first-class service and solutions to our clients through our integrated model.

We will offer to our colleagues an inspiring and stimulating place to work. We want to be among the most trustworthy players of our industry, by anchoring further our values and ethics in our everyday behaviors.

WHAT IT TAKES TO GET THERE

**TO ACHIEVE OUR VISION AND MISSION,
WE ARE PREPARED TO MAKE COURAGEOUS
CHOICES AND DECISIONS, AND WE WILL
CONTINUOUSLY IMPROVE**

HOW WE DO BUSINESS

- Address our clients' needs in an open and responsible manner, with the highest standards of compliance and ethics
- Collectively build on our expertise to excel in the businesses we choose to operate

HOW WE WORK

- Foster digital and useful innovation to become among the best in the industry
- Simplify further our way of working to gain agility
- Give the means to experiment in a test-and-learn approach
- Trust and empower our people to embrace business opportunities and client development within a clear framework
- Make decisions at all levels of the organization and be accountable for our actions

HOW WE CARE FOR OUR PEOPLE

- Actively promote diversity and mobility to offer diversified experiences
- Develop talents and continue to invest in our key asset : our people



AGILITY

We want to behave more simply, to embrace useful innovation and digital transformation



CLIENT SATISFACTION

We believe that our success lies in being the customers' and clients' preferred choice. We seek to listen carefully to them and work closely with them

OUR DRIVING FORCES



COMPLIANCE CULTURE

We believe in promoting clear rules to foster a strong culture of compliance and ethics



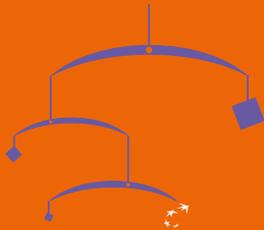
OPENNESS

We promote open-minded attitudes towards our stakeholders. We aim for everyone in the group to feel included, to have their say and to be empowered.



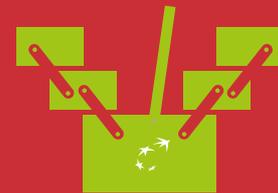
THE BNP PARIBAS WAY

Our values to drive BNP Paribas forward



STABILITY

We build upon our solid long term oriented management, our diversified and integrated business model and our international footprint



EXPERTISE

We build upon the recognised and expanding knowledge of our teams

OUR STRENGTHS



RESPONSIBILITY

We build upon our culture of responsibility and integrity to ever better serve the interest of our customers



GOOD PLACE TO WORK

We foster a stimulating workplace where people are treated fairly and with respect



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