

CORPORATE PRESENTATION

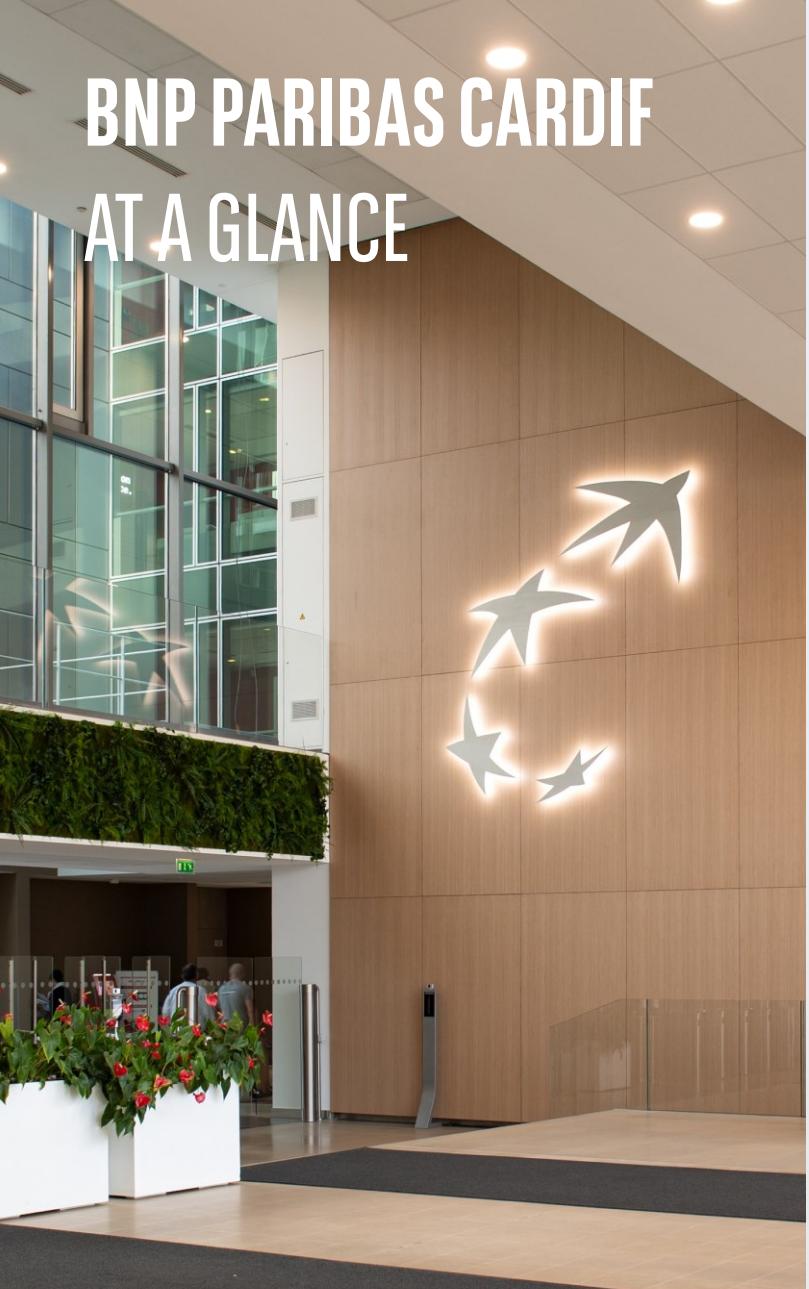
January 2026



**BNP PARIBAS
CARDIF**

The insurer for a changing world

BNP PARIBAS CARDIF AT A GLANCE



GROSS WRITTEN PREMIUMS

€36.4 bn

+21% vs 2023¹

NET PROFIT BEFORE TAX

€1.6 bn

+13% vs 2023²

ASSETS UNDER MANAGEMENT

€287 bn

+13% vs 2023²

BREAKDOWN OF GWP IN 2024

SAVINGS

€28.3 bn

+24% vs 2023¹

78%

22%

PROTECTION

€8 bn

+11% vs 2023¹

ONE MISSION :

Making insurance
more accessible

9000

Employees committed
towards our
distribution partners

Specialised in
insurance
PARTNERSHIPS

158%

2024 solvency 2 ratio⁴

50+ YEARS

Of reknown expertise
and experience

#1 WORLDWIDE

In creditor protection
insurance (CPI)³

500+

Distribution partners
worldwide

A- / stable

Standard & Poor's
rating⁵

¹Change at constant exchange rate ; ²Change at historical scope and exchange rates ; ³Finaccord, 2024 ; ⁴As per BNP Paribas Cardif capital management policy, which is reviewed annually, BNP Paribas Cardif consolidated Solvency 2 Ratio (S2 eligible own funds /SCR) is considered as acceptable within a 145%-160% range and adequate above 160% ; ⁵2024.



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A GLOBAL LEADER IN INSURANCE PARTNERSHIPS



PRESENT ON 3 CONTINENTS & IN 30 COUNTRIES
EMEA, LATIN AMERICA, ASIA

DISTRIBUTION NETWORKS*

48% of Gross
Written Premiums
With BNP Paribas networks

52% of Gross
Written Premiums
With external partners

BREAKDOWN BY GEOGRAPHY*

52% of Gross
Written Premiums
In France

48% of Gross
Written Premiums
International

* As of 31/12/2024..



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A BNP PARIBAS SUBSIDIARY

FULLY INTEGRATED WITHIN THE ONE BANK MODEL

BNP Paribas Cardif relies on the strength of the diversified and integrated model of BNP Paribas, a leading international banking group and the 1st bank in the Eurozone*.

€48.8 bn

Net Banking Income

€11.7 bn

Net income (Group share)

12.9 %

CET1 Ratio

170 000+

Employees worldwide

200 years

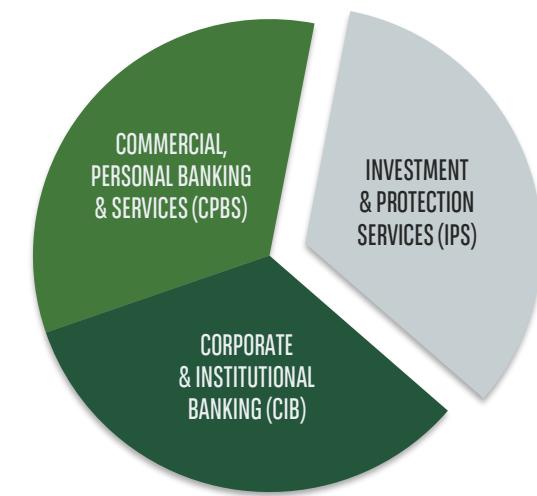
Of history

Figures as of 31/12/2024

The Group supports its customers through its dedicated financing, investment, savings and protection solutions



THE 3 OPERATING DIVISIONS OF BNP PARIBAS



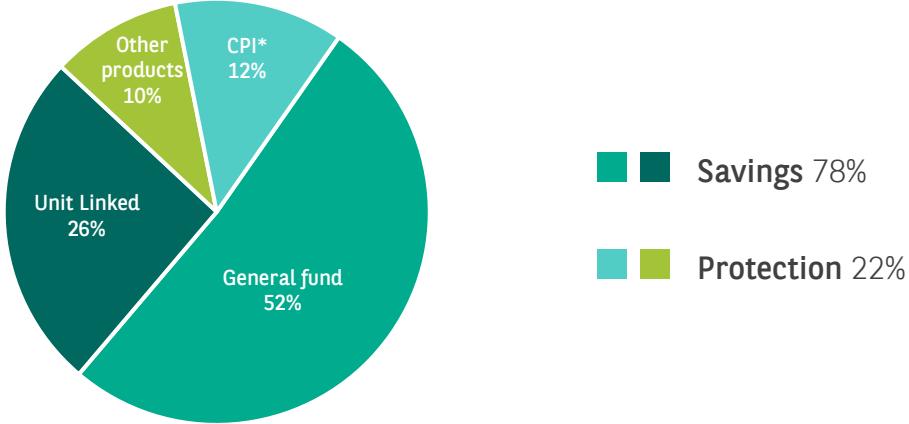
BNP Paribas Cardif belongs to the Investment and Protection Services (IPS) division, one of BNP Paribas' three operating divisions.



* According to balance sheet total.

INSURANCE SOLUTIONS THAT COVER A WHOLE RANGE OF CUSTOMER NEEDS

BREAKDOWN OF OFFERING ACCORDING TO 2024 GWP



As a major player in the financing of the economy, BNP Paribas Cardif designs, develops and markets savings and protection offers to insure people and their property and enable them to project themselves with peace of mind.

HOUSING

- Home insurance
- Creditor protection for mortgage loans

WELLBEING

- Health insurance
- Critical illness cover
- Hospitalisation
- Personal accident
- Pet insurance

MOBILITY

- Creditor protection for car loans
- Motor insurance
- GAP
- Motor extended warranty
- Accident protection
- Travel insurance

SAVINGS

- Life insurance: endowment, life annuities, unit-linked
- Education
- Employee savings and retirement

DAILY LIFE

- Creditor protection for personal & consumer loans
- Cyber protection
- Payment instrument protection
- Theft & damage for digital devices
- Extended warranty (brown & white)
- Maintenance
- Budget & income protection

ECOSYSTEMS

- Employability
- Health & wellness
- Mobility
- Cyber
- Financial protection
- Entrepreneurship
- Home
- Seniors

Note: non-exhaustive list of products; The products are categorized according to the needs of customers at different times in their lives. There may be other complementary products in addition to those presented here.

A PARTNERSHIP APPROACH ROOTED WITHIN OUR INSURANCE DNA

- A unique **B2B2C business model** based on trust and based on an insurance partnerships rationale.
- Protection and savings solutions marketed by our distribution partners and **designed to support their growth while meeting the evolving needs of their customers.**
- We work with all types of industries, including the automotive sector, telecommunications, mass distribution, but also with financial institutions and wealth management advisors (IFAs) and brokers.

SOME OF OUR DISTRIBUTION PARTNERS IN THE WORLD



BNP PARIBAS



CAJA
LOS
ANDES



magalu



H
華南銀行
HUA NAN BANK



Scotiabank



台中銀保經
TAICHUNG BANK INSURANCE BROKERS CO., LTD

台新銀行
Taishin Bank



VOLKSWAGEN FINANCIAL SERVICES
AKTIENGESELLSCHAFT

A UNIQUE VALUE PROPOSITION TO ACCOMPANY OUR PARTNERS & PROTECT THEIR CLIENTS

We support the growth trajectory, transformation and customer retention strategy of our partners while helping their clients achieve their life projects thanks to a wide a range of solutions and by placing sustainability and positive impact at the heart of our business strategy.

LEVERAGING OUR FORWARD-THINKING APPROACH

PARTNERSHIP GOVERNANCE

We have an **in-depth and intimate understanding** of the on-going and expected needs of our partners and **policyholders**. We optimise growth, transformation, and customer loyalty through our build-to-fit partnerships and effective governance.

DATA SCIENCE EXPERTISE

We leverage on a **powerful IT environment**, an internal data science platform and an open R&D **ecosystem**, using data at its full potential and in strict compliance with ethics and confidentiality to better serve our partners and insured clients.

POSITIVE IMPACT

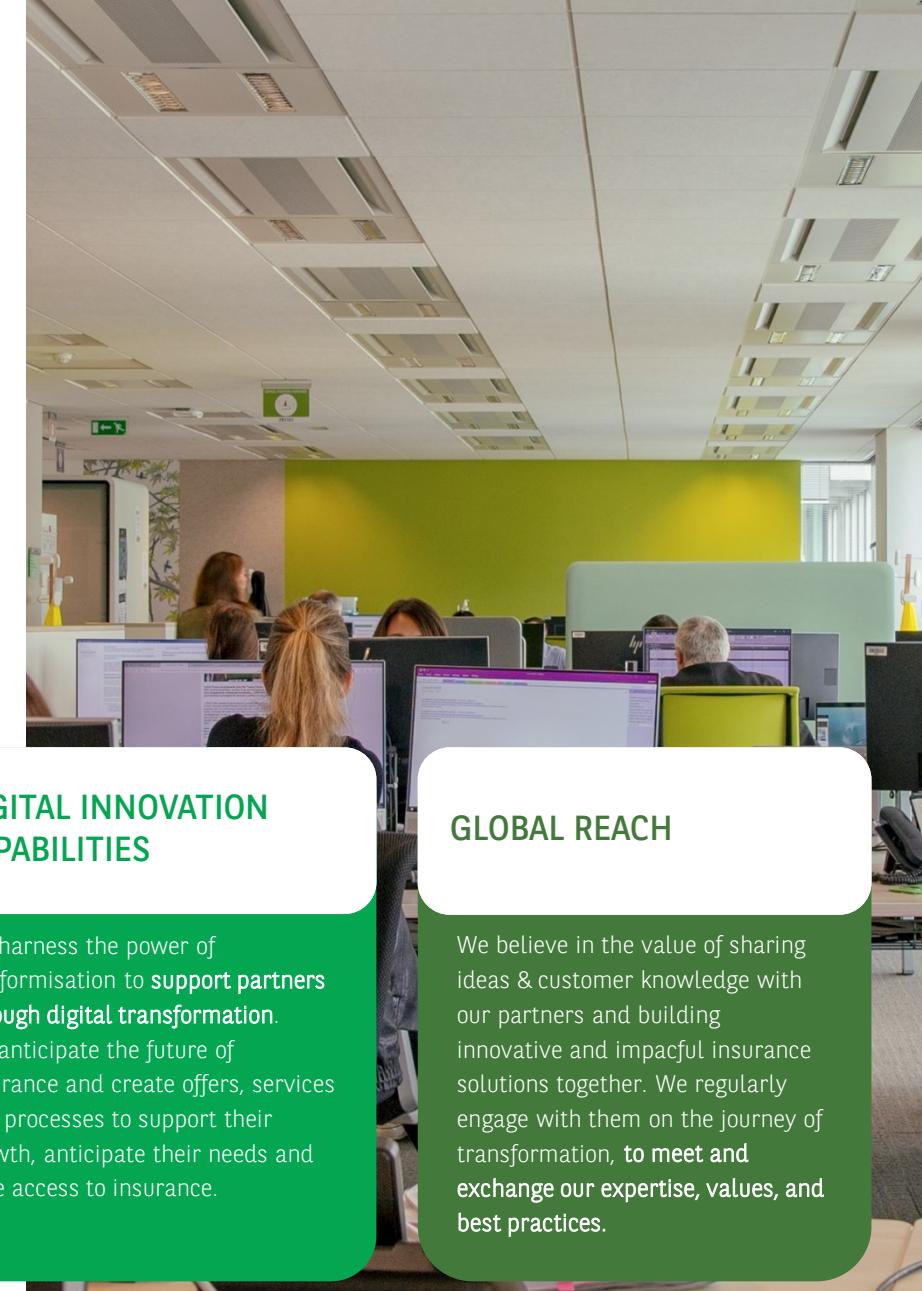
We are committed to **making a higher contribution to a more inclusive and sustainable society**. In that regard, we strengthen the accessibility of our offers and our services and favour financial and non-financial performance for a better impact on the world.

DIGITAL INNOVATION CAPABILITIES

We harness the power of platformisation to **support partners through digital transformation**. We anticipate the future of insurance and create offers, services and processes to support their growth, anticipate their needs and ease access to insurance.

GLOBAL REACH

We believe in the value of sharing ideas & customer knowledge with our partners and building innovative and impactful insurance solutions together. We regularly engage with them on the journey of transformation, **to meet and exchange our expertise, values, and best practices**.



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OUR CHARACTER TRAITS

EXPERT

400+ different jobs within the same company,
at the service of our partners and their customers

ENTREPRENEUR

A learning corporate culture focused
on innovation and the transformation
of the market and insurance

ETHICAL

Positive impact and professionalism are at the
heart of our concerns to meet the human and social
expectations of a rapidly changing world

EMPATHETIC

A company that takes care of women and men,
thanks to relationships based on trust with all
employees



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OUR POSITIVE IMPACT APPROACH

SOURCE OF TRUST FOR ALL OUR STAKEHOLDERS

AS AN **INVESTOR**

A responsible investment strategy to combine financial and extra-financial performance

- Commitment to allocate **€1bn in average per year** to positive impact investments by 2025.
- €3bn positive impact investments¹ achieved in 2024², which corresponds to **an average of €2bn per year** since 2019.
- At the end of 2024, in France, **respectively 59% and 9% of the units-linked** promoted environmental or social characteristics (EU SFDR art. 8) or had a sustainable investment objective (art. 9).
- **Coal exit timeline** by 2030 (OECD) and 2040 (world).

AS AN **INSURER**

A unique value proposition to generate a sustainable growth

- **INCLUSIVE**, by expanding the risks we cover and making our contracts more understandable.
- **SUSTAINABLE**, by supporting our partners to make their offers more responsible and by enhancing their own sustainability strategy
- **PROTECTIVE**, thanks to our code of conduct with the highest standards, our ecosystems of services and prevention programs.

AS A **COMPANY**

An organisation engaged with all its stakeholders

- **Promotion of diversity, equity and inclusion** within the company and favour daily employee engagement.
- Global support of **research on obesity/overweight** and support prevention activities led by NGOs.
- **Support of research on rare diseases** to better understand those and cover them more efficiently.

¹Figures according to the balance sheet ; ²Including euro funds from Cardiff Assurance Vie, Cardiff Retraite, Cardiff Assurances Risques Divers.



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AN EXECUTIVE COMMITTEE COMMITTED TO THE TRANSFORMATION OF THE COMPANY



PAULINE LECLERC-GLORIEUX
Chief Executive Officer



VIVIEN BERBIGIER
Chief Value Proposition Officer



MAXIME BOYER CHAMMARD
Chief Operating Officer, Efficiency,
Technology and Operations



STANISLAS CHEVALET
Deputy Chief Executive Officer,
Transformation & Development



CHARLOTTE CHEVALIER
Deputy Chief Executive Officer,
France & Luxembourg



ALESSANDRO DEODATO
Chief Executive Officer of Italy



NATHALIE DORÉ
Chief Impact & Innovation
Officer



CHRISTIAN GIBOT
Chief Financial Actuary,
Capital & Modelling Officer



ANNE DU MANOIR
Chief Human Resources Officer



ERIC MARCHANDISE
Deputy Chief Executive Officer,
Finance & Strategy



CHRISTOPHE MOREAU
Chief Compliance Officer



MICHAEL NGUYEN
Chief Executive Officer of Asia



CHRISTELLE PAILLES
Chief Communications Officer



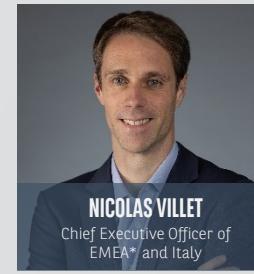
CHRYSTELLE RENAUD
Deputy Chief Executive Officer &
General Secretary



MURIEL THIBAUD
Chief Risk Officer



FRANCISCO VALENZUELA
Chief Executive Officer of
Latin America



NICOLAS VILLET
Chief Executive Officer of
EMEA* and Italy

*Europe, Middle-East, Africa



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