



Natixis

3Q20 & 9M20 results

November 5, 2020





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Strategic orientations



Strategic orientations

Resolute choices paving the way for recovery towards value creation



Strategic orientations

Active affiliate management and development of growth relays



Net revenues - Towards sustainable development



H2O
Asset Management

Resilient client behavior with limited net outflows on previously suspended funds following their reopening (<€1bn over October 13 - October 31)

Discussions on the possible and orderly unwinding of the Natixis IM/H2O AM partnership contemplating:

- The progressive sale of Natixis IM's stake in H2O AM
- The orderly assumption by H2O AM of its distribution over a transition period until the end of 2021

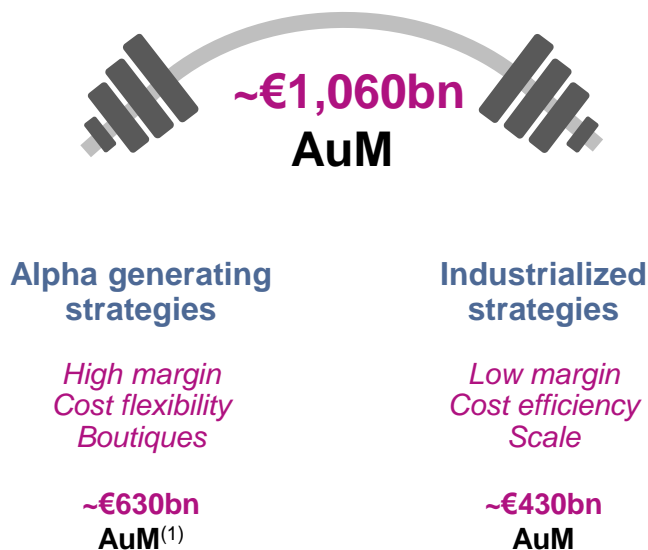
Such evolution would be subject to consideration and approval by relevant regulatory authorities

H2O AM will no longer be considered a strategic asset



Fostering the development of **DNCA** and **Thematics** with respectively ~€7bn (equity and convertible bonds) and ~€1bn (equity) additional AuM coming from Ostrum AM following the merger project with LBP AM

Proforma figures for the closing of the Ostrum AM / LBP AM transaction as at end-September 2020



Ostrumⁱ
ASSET MANAGEMENT

New European leader for large institutional clients across **fixed-income** and **insurance** products following the **closing of the transaction with LBP AM announced on 05/11/2020**

Dual offering 100% of AUM integrating **ESG** analysis and **competitive technological & operational services**

Ambition to be a key player of the European market consolidation

(1) Excluding H2O AM

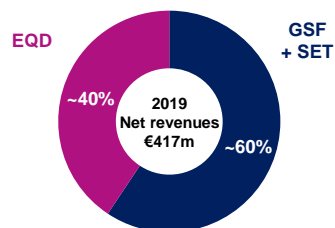
Strategic orientations

Stabilizing Equity revenues through Equity Derivatives repositioning



Net revenues - Towards sustainable development

Equity breakdown



Financing solutions

Global Securities Financing (GSF) - securities lending/borrowing, collateral management...

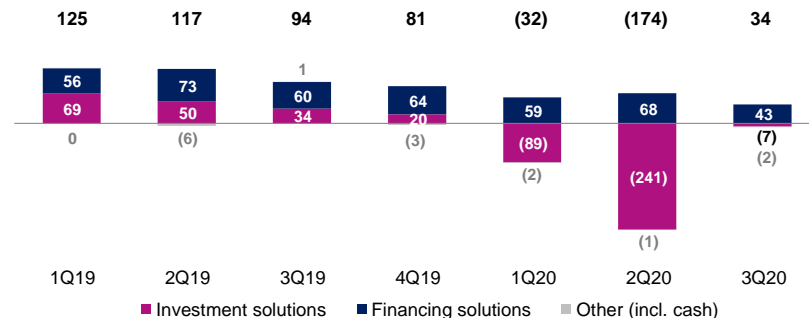
Strategic Equity Transactions (SET) - optimization of clients' equity-linked positions (stakes, treasury shares, investments)...

Investment solutions

Equity Derivatives (EQD) - mostly structured products/solutions and marginally flow products

Solid and steady contribution from financing solutions

Equity revenue breakdown - €m



EQD review - Reducing exposure and changing the risk profile of the franchise

Offering low and medium risk products to Groupe BPCE retail networks and selected strategic clients

- Exit from the most complex products and tightened exposure limits on low/medium risk products
- Number of clients being offered products other than low risk reduced from >400 to ~50
- No more dedicated setup in the US and the UK, focus on Europe and APAC

Equity net revenues to reach a new run-rate of **~€300m** per annum as of 2021 with a steady contribution from financing solutions (average **~€220-€240m** annual contribution) and a new run-rate for EQD of **~€70m**

Equity cost base to be reduced by **~€40m** over 2020-2022 (equivalent to ~€80m over 2019-2022 given adjustments to the cost base made in 2020 in the light of a lower YoY performance)

		Product complexity			Expected contribution to EQD commercial activity
		New production			
		Low	Medium	High	
Client type	Groupe BPCE	✓	✓	none	~50-55%
	Strategic clients	✓	✓	Exit	~45-50%
	Other clients	✓	Exit	Exit	upside

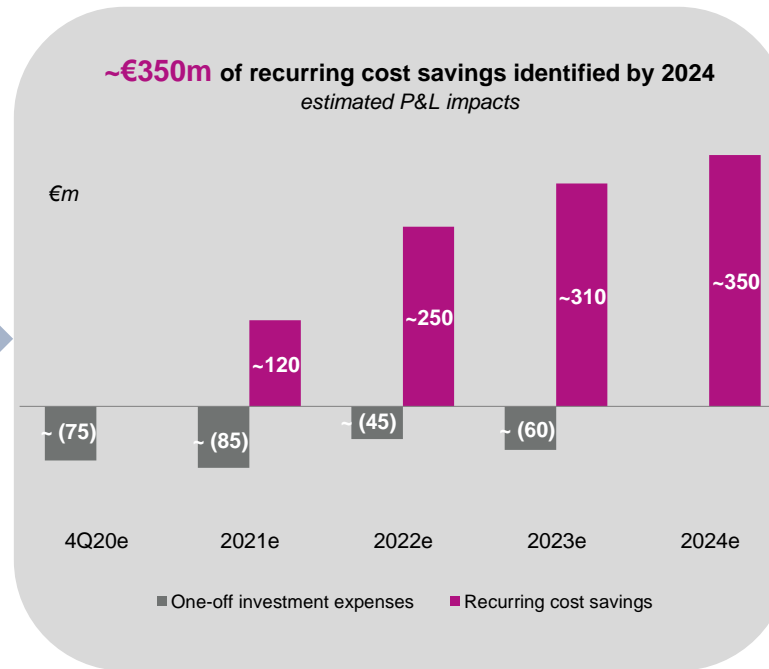
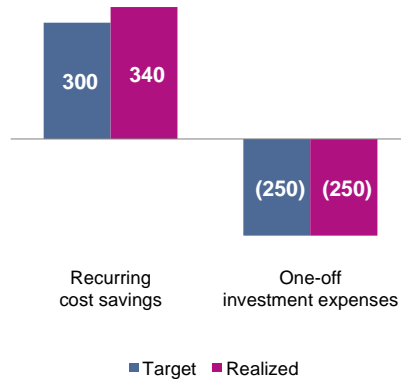
Product complexity assessed upon 3 main criteria: product type (mono, multi, worst-off underlying), underlying type (e.g. stock, index, hybrid) and maturity



Strategic orientations

Bolstering cost efficiency through strategic projects and a strong track record

**Strong delivery
on efficiency plan implementation
2017-2020e (€m)**



Indicative breakdown of savings

Support functions & transversal initiatives

~35-40% of expected savings
Procurement & Sourcing
IT pooling with BPCE
Automation and IT decommissioning
Process & Transformation hub

AWM

~20% of expected savings⁽¹⁾
Ostrum AM/LBP AM merger
Affiliate rationalization
Holding and international distribution efficiency

CIB

~30-35% of expected savings
Global markets restructuring (mainly EQD)

Insurance

~5-10% of expected savings
Automation and IT decommissioning

Payments

~5-10% of expected savings
Payment Processing & Services transformation

(1) ~€60m expected savings mostly relating to the structural component embedded in the ~€100m figure presented in the 2Q20 financial communication



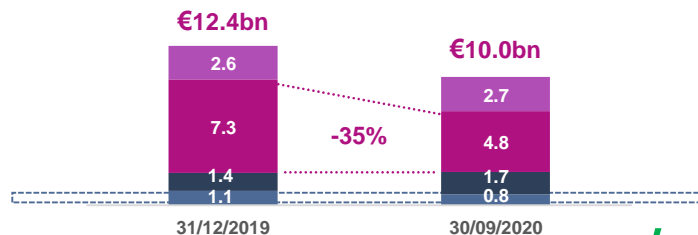
Strategic orientations

Leveraging on our expertise to embrace a sustainable energy transition

Reshaping the O&G portfolio⁽¹⁾

-20% YTD decrease in overall exposure driven by Trade finance

- Midstream, Refining/Petrochemicals, LNG, Majors & NOCs, Offshore
- Trade finance
- EMEA/Other independent producers & services companies

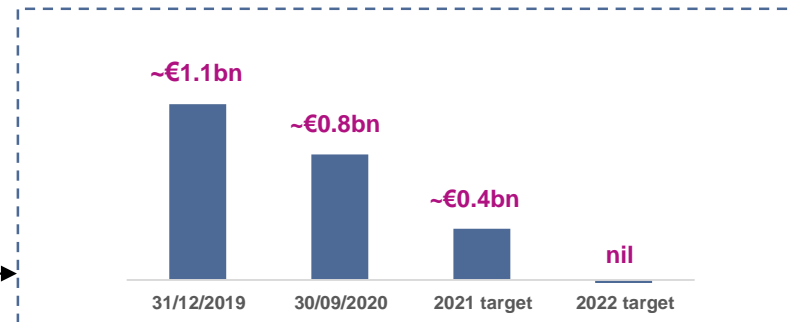


Active reduction in Trade finance exposure

- Portfolio review across 3 dimensions: risk, profitability and energy transition/sustainability
- Exit of ~30% of the client base and tightening of credit conditions for another ~30%, leading to a ~50% reduction in exposure to those two client categories combined together with tightened operational processes

Exit of shale O&G⁽¹⁾

-25% YTD decrease in exposure to US independent producers



US portfolio managed on a run-off mode

- Marginal **gross operating income** impact
- Positive impact on the **cost of risk** of ~€20m per annum through the cycle⁽²⁾

Accelerate the green transition through expertise and active portfolio management



Infrastructure - Renewables - EMEA
9M 2020
IJ Global

MLA in Value



Green, Social, Sustainability Bonds
YTD 2020
Bloomberg
€ denominated

Issuance volume

(1) Energy & Natural resources + Real Asset perimeters – Net EaD (2) Based on average Stage 3 provisioning on the portfolio over 2014-2019. 2021 target based on EUR/USD as at 30/09/2020



Strategic orientations

Reviving capital returns while navigating a changing environment

1

Front-loading regulatory impacts
No further impacts quantified from
Basel IV⁽¹⁾ transition over 2022-2024

11.7%



CET1 FL
30/09/2020



~60bps

cum. effect (post mitigation):
TRIM Corporates
TRIM Banks
SA-CCR
Software intangibles



~10bps

Ostrum AM /
LBP AM



~15bps

Coface
disposal

2

Reviving sustainable distribution capacity
Intention to resume dividend payment in 1H21⁽²⁾

11.2%



CET1 FL
30/09/2020 proforma

3

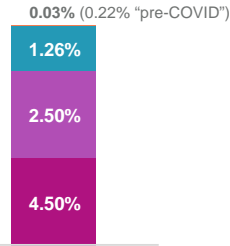
Strong financial discipline
Targeting a ~200bps buffer above requirements
10.2% by end-2021

10.2%



2021 CET1
target

8.29%



CET1
requirements

(1) Based on our understanding of the overall "Basel IV" framework as at 30/09/2020 (2) Dividend announcement to be made with 4Q20 results, subject to ECB recommendations

Natixis consolidated

3Q20 & 9M20 results



3Q20 results

Activity bouncing back with positive net income and strong capital generation

Figures excluding exceptional items⁽¹⁾

**NET
REVENUES**

€1.8bn

**OPERATING
EXPENSES**

€1.4bn

CET1 FL⁽²⁾

11.7%

+50bps QoQ

NET INCOME

+€152m

improving vs. 1Q20 & 2Q20

(1) See page 12 (2) See note on methodology

3Q20 & 9M20 results

Exceptional items

Disposal of retail banking activities (1Q19)

€697m capital gain

(-) €78m income tax

(-) €33m minority interests

€m		3Q20	3Q19	9M20	9M19
Exchange rate fluctuations on DSN in currencies (<i>Net revenues</i>)	<i>Corporate center</i>	(44)	46	(44)	50
Contribution to the Insurance solidarity fund (<i>Net revenues</i>)	<i>Insurance</i>	0	0	(14)	0
Real estate management strategy (<i>Expenses</i>)	<i>Business lines & Corporate center</i>	(2)	0	(7)	0
Transformation & Business Efficiency Investment costs (<i>Expenses</i>)	<i>Business lines & Corporate center</i>	(21)	(22)	(32)	(48)
Impact of Liban default on ADIR Insurance (<i>Associates</i>)	<i>Insurance</i>	0	0	(14)	0
AM affiliate management (<i>Gain or loss on other assets</i>)	<i>AWM</i>	(22)	0	(22)	0
Disposal of subsidiary in Brazil (<i>Gain or loss on other assets</i>)	<i>CIB</i>	0	0	0	(15)
Capital gain - Disposal retail banking (<i>Gain or loss on other assets</i>)	<i>Corporate center</i>	0	0	0	697
Coface Fit to win (<i>Coface net contribution</i>) ⁽¹⁾	<i>Coface</i>	0	(1)	0	(2)
Coface capital loss (<i>Coface net contribution</i>) ⁽¹⁾	<i>Coface</i>	(34)	0	(146)	0
Coface residual stake impairment (<i>Coface net contribution</i>) ⁽¹⁾	<i>Coface</i>	(11)	0	(47)	0
Total impact on income tax		19	(8)	29	(78)
Total impact on minority interests		0	0	0	(33)
Total impact on net income (gs)		(113)	15	(298)	571

(1) For financial communication purposes, all impacts related to Coface are shown in a separate P&L line 'Coface net contribution'. From an accounting standpoint the 9M20 Coface capital loss is classified in "Gain or loss on other assets" and the 9M20 Coface residual stake impairment in "Associates". See page 32 for the reconciliation with the accounting view. 3Q20 capital loss relating to the sale of a 29.5% stake in Coface to Arch Capital Group at a revised price of €9.95 per share vs. €10.70 announced in the press release dated 25/02/2020

3Q20 results

Positive reported and underlying net income

€m	3Q20 restated	3Q19 restated	3Q20 o/w underlying	3Q19 o/w underlying	3Q20 vs. 3Q19 restated	3Q20 vs. 3Q19 underlying
Net revenues	1,762	2,102	1,806	2,056	(16)%	(12)%
<i>o/w businesses excl. CVA/DVA</i>	<i>1,758</i>	<i>2,045</i>	<i>1,758</i>	<i>2,045</i>	<i>(14)%</i>	<i>(14)%</i>
Expenses	(1,383)	(1,465)	(1,360)	(1,443)	(6)%	(6)%
Gross operating income	379	637	446	613	(40)%	(27)%
Provision for credit losses	(210)	(70)	(210)	(70)		
Net operating income	169	567	236	543	(70)%	(57)%
Associates and other items	(18)	12	4	12		
Pre-tax profit	152	579	239	555	(74)%	(57)%
Income tax	(56)	(114)	(75)	(106)		
Minority interests	(16)	(66)	(16)	(66)		
Net income - group share excl. Coface net contribution	80	399	148	383	(80)%	(61)%
Coface net contribution	(41)	16	4	17		
Net income - group share incl. Coface net contribution	39	415	152	400	(91)%	(62)%

(1) See note on methodology

Figures restated as communicated on April 20, 2020 following the announced sale of a 29.5% stake in Coface. See page 32 for the reconciliation of the restated figures with the accounting view

9M20 results

Positive underlying net income despite the COVID-19 context

€m	9M20 restated	9M19 restated	9M20 o/w underlying	9M19 o/w underlying	9M20 vs. 9M19 restated	9M20 vs. 9M19 underlying
Net revenues	5,076	6,159	5,134	6,109	(18)%	(16)%
<i>o/w businesses excl. CVA/DVA</i>	<i>5,144</i>	<i>6,049</i>	<i>5,158</i>	<i>6,049</i>	<i>(15)%</i>	<i>(15)%</i>
Expenses	(4,257)	(4,509)	(4,217)	(4,461)	(6)%	(5)%
Gross operating income	819	1,650	917	1,648	(50)%	(44)%
Provision for credit losses	(692)	(210)	(692)	(210)		
Net operating income	126	1,440	224	1,438	(91)%	(84)%
Associates and other items	(22)	699	14	16		
Pre-tax profit	105	2,138	238	1,454	(95)%	(84)%
Income tax	(74)	(463)	(103)	(384)		
Minority interests	(67)	(199)	(67)	(166)		
Net income - group share excl. Coface net contribution	(37)	1,476	68	905	(102)%	(92)%
Coface net contribution	(186)	50	7	51		
Net income - group share incl. Coface net contribution	(222)	1,526	75	955	(115)%	(92)%

(1) See note on methodology

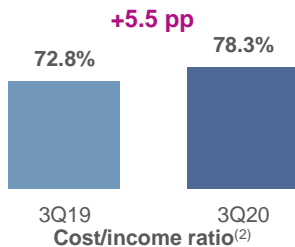
Figures restated as communicated on April 20, 2020 following the announced sale of a 29.5% stake in Coface. See page 32 for the reconciliation of the restated figures with the accounting view

3Q20 results

Natixis' business model demonstrating its resilience despite 3Q seasonality

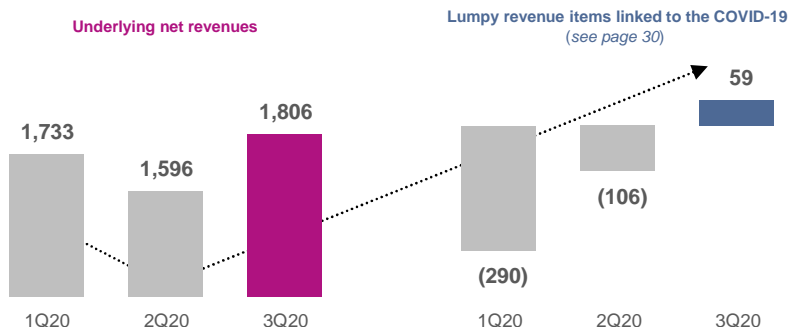
Figures excluding exceptional items⁽¹⁾

€m	3Q20	3Q19	3Q20 vs. 3Q19	3Q20 vs. 3Q19 constant FX
Net revenues	1,806	2,056	(12)%	(10)%
o/w businesses excl. CVA/DVA	1,758	2,045	(14)%	(12)%
Expenses	(1,360)	(1,443)	(6)%	(4)%
Gross operating income	446	613	(27)%	(26)%
Provision for credit losses	(210)	(70)		
Associates and other items	4	12		
Pre-tax profit	239	555	(57)%	
Income tax	(75)	(106)		
Minority interests	(16)	(66)		
Net income (gs) - underlying excl. Coface net contribution	148	383	(61)%	
Coface net contribution	4	17		
Net income (gs) - underlying incl. Coface net contribution	152	400	(62)%	



(1) See page 12 (2) See note on methodology and excluding IFRIC 21

Net revenue evolution highlighting Natixis' resilient business model, recovering from the impacts of the late 1Q market dislocation (mainly Asset management), 2Q lockdown measures (mainly Payments) as well as 1H dividend cancellations and uncertainty regarding the shape of the economic recovery (mainly CIB)



Expenses are down -6% YoY demonstrating the cost flexibility embedded in the Asset management multiboutique model (-14% YoY) as well as ongoing cost discipline across the board

Cost of risk improving QoQ although reflecting higher impairments as well as increasing non-performing loans vs. 3Q19 (see page 17 for cost of risk details and page 34 for exposures to "sensitive" sectors)

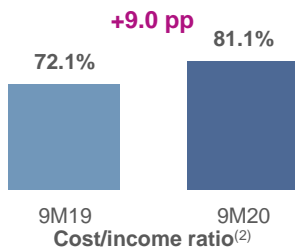
Coface net contribution based on a ~13% residual stake (vs. ~42% in 3Q19)

9M20 results

Ongoing recovery driving net income back in positive territory YTD

Figures excluding exceptional items⁽¹⁾

€m	9M20	9M19	9M20 vs. 9M19	9M20 vs. 9M19 constant FX
Net revenues	5,134	6,109	(16)%	(16)%
o/w businesses excl. CVA/DVA	5,158	6,049	(15)%	(15)%
Expenses	(4,217)	(4,461)	(5)%	(5)%
Gross operating income	917	1,648	(44)%	(44)%
Provision for credit losses	(692)	(210)		
Associates and other items	14	16		
Pre-tax profit	238	1,454	(84)%	
Income tax	(103)	(384)		
Minority interests	(67)	(166)		
Net income (gs) - underlying excl. Coface net contribution	68	905	(92)%	
Coface net contribution	7	51		
Net income (gs) - underlying incl. Coface net contribution	75	955	(92)%	
Restatement of IFRIC 21	47	47		
Net income (gs) excl. IFRIC 21 - underlying incl. Coface	122	1,002	(88)%	



Cost/income ratio⁽²⁾

(1) See page 12 (2) See note on methodology and excluding IFRIC 21 (3) See note on methodology

Net revenues impacted by the following lumpy items, all directly or indirectly linked to the COVID-19 context for a total amount of **~€(337)m** and with progressive normalization throughout the year:

- **AWM: €(33)m** mark-down impact on the seed money portfolio (post overlay) including both listed and private assets
- **CIB: €(28)m** CVA/DVA (Credit/Debit Value Adjustment) impact due to spreads widening on the back of perceived counterparty credit risk deterioration as at September 30, 2020 vs. December 31, 2019. **€(272)m** impact from dividend mark-downs across Equity following corporates' 2019 dividend cancellation and the related sharp moves of dividend future curves
- **Corporate Center: €(4)m** FVA (Funding Value Adjustment) impact due to the 1Q increase in funding costs on the market, almost entirely reversed in 2Q/3Q

Expenses are down -5% YoY demonstrating Natixis' ability to adjust to its environment and with further efficiency gains to be realized throughout 2021-2024 (see page 7)

Cost of risk reflecting the COVID-19 context (**~€515m** related impacts) mainly through some IFRS 9 provisioning, cases of fraud (essentially across energy exposures) as well as increasing non-performing loans (see page 17)

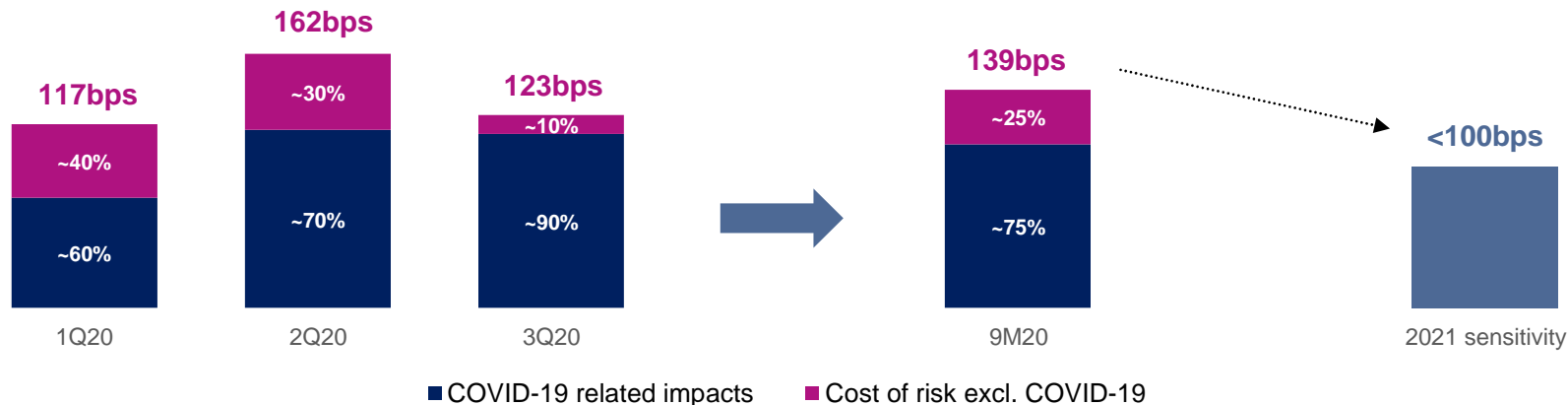
Coface net contribution based on a ~13% residual stake (vs. ~42% in 9M19)

Earnings capacity⁽³⁾ positive at €122m despite the context, adjusting for the front-loading of mandatory expenses recognized every 1Q due to IFRIC 21

Cost of risk

Cost of risk sensitivity highlighting significant room for improvement into 2021

Breakdown of 9M20 cost of risk⁽¹⁾ and 2021 sensitivity



2021 cost of risk sensitivity

Sensitivity analysis run based on end-September data

Cost of risk could continue to improve below 100bps in FY21

with the following assumptions:

~(10)%
2020 French GDP
~5%
2021 French GDP

~\$40
Oil price

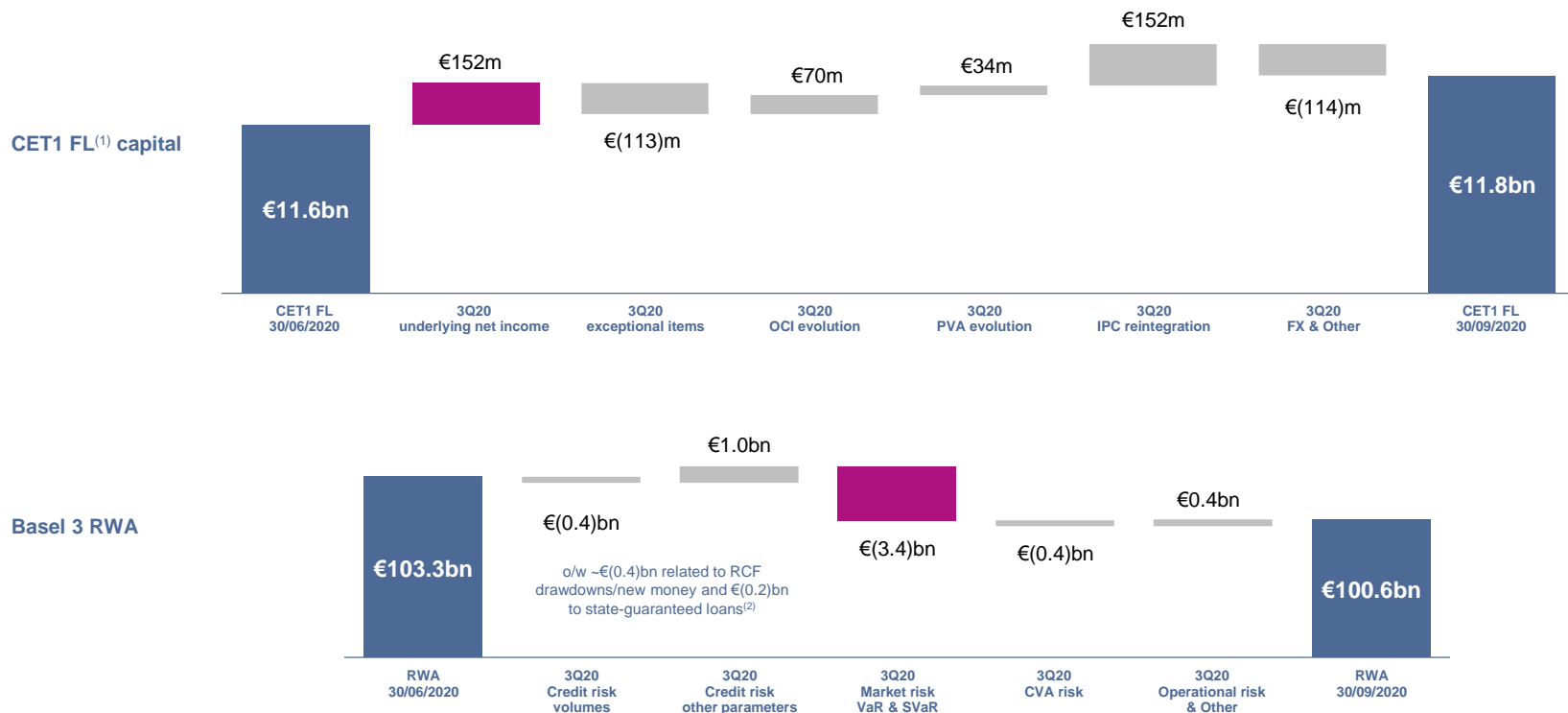
~30%
Haircut to
real estate prices

~45%
Haircut to
aircraft prices

(1) Cost of risk excluding credit institutions. Cost of risk in bps of total amount of loans outstanding, beginning of period. Main COVID-19 related impacts : IFRS 9, fraudulent credit counterparties, airlines

Financial structure

Strong ~50bps capital generation in 3Q20 driving a CET1 FL⁽¹⁾ ratio at 11.7%



(1) See note on methodology (2) Management data, gross. ~€0.2bn RWA impact from state-guaranteed loans as at end 3Q20 o/w close to nil related to the guarantee not being effective yet as at 30/09/20

Business lines

3Q20 & 9M20 results



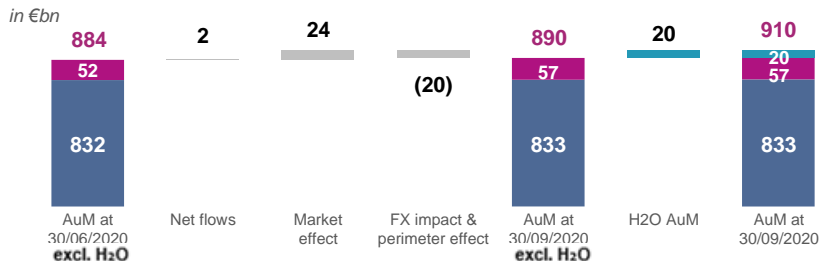
Asset & Wealth Management

Strong AuM resilience, supportive flow dynamics into US strategies and ESG

Figures excluding exceptional items⁽¹⁾

€m	3Q20	3Q19	3Q20 vs. 3Q19	9M20	9M19	9M20 vs. 9M19	9M20 vs. 9M19 constant FX
Net revenues	744	945	(21)%	2,222	2,651	(16)%	(16)%
o/w Asset Management ⁽²⁾	704	908	(22)%	2,105	2,550	(17)%	(17)%
o/w excl. perf. fees	671	717	(6)%	2,002	2,188	(9)%	(9)%
o/w Wealth management	40	37	7%	117	100	17%	17%
Expenses	(559)	(646)	(13)%	(1,669)	(1,804)	(8)%	(7)%
Gross operating income	185	299	(38)%	554	846	(35)%	(34)%
Provision for credit losses	(10)	(8)		(20)	(10)		
Associates and other items	(1)	8		(6)	4		
Pre-tax profit	174	298	(42)%	528	840	(37)%	

Assets under Management⁽³⁾



3Q20 highlights

AM net revenues & expenses

- **AM net revenues excl. perf. fees** down -6% YoY combined with a **strong cost flexibility** and a drop in expenses of -14% YoY
- Performance fees: €33m in 3Q20 vs. €192m in 3Q19 (o/w €125m from H2O)
- €18m mark-ups on the seed money portfolio, reversing part of the €(51)m mark-downs taken in 1H20 (vs. overall contribution of €12m in 3Q19)

AM fee rate: Overall fee rate remained stable 3Q20 vs. 2Q20 and remained at ~28bps YTD as follows:

European affiliates: ~15bps (~26bps excl. Life Insurance General Accounts)

North American affiliates: ~35bps

Assets under Management up +3% QoQ at constant exchange rate to reach **€910bn** as at end-September 2020, in line with their end-September 2019 level

AM net inflows⁽³⁾ reached ~€2bn with continued good momentum for North American affiliates (~€2bn net inflows) essentially across *fixed income* and *growth equity* strategies. Across European affiliates, Mirova continues to attract positive net inflows on its *equity* strategies, allowing for some offset to net outflows on *fixed income* products at other affiliates. Strong success for Private equity and notably Vauban (*infrastructure*)

Well positioned to capture growth coming from ESG (~€2bn net inflows across open-end funds with French SRI label in 3Q20) and from Asian clients (>€5bn net inflows YTD)

(1) See page 12 (2) Including Private equity and Employee savings plan (3) Europe including Dynamic Solutions and Vega IM AuM, excluding H2O (isolated since 3Q20). US including WCM IM

Corporate & Investment Banking

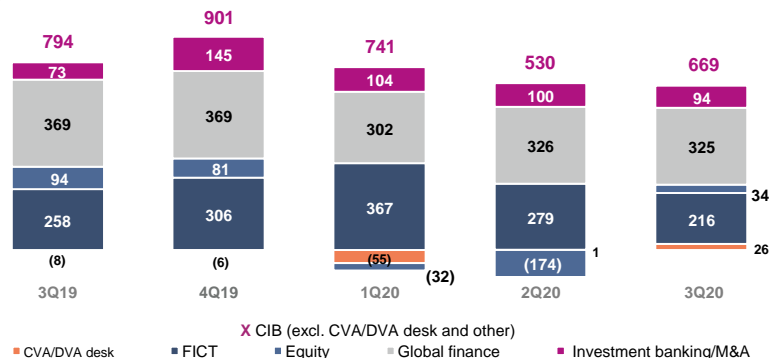
Normalization underway with net revenues improving QoQ

Figures excluding exceptional items⁽¹⁾

€m	3Q20	3Q19	3Q20 vs. 3Q19	9M20	9M19	9M20 vs. 9M19	9M20 vs. 9M19 constant FX
Net revenues	703	784	(10)%	1,910	2,438	(22)%	(22)%
Net revenues excl. CVA/DVA/Other	669	794	(16)%	1,940	2,437	(20)%	(20)%
Expenses	(508)	(518)	(2)%	(1,542)	(1,618)	(5)%	(5)%
Gross operating income	195	265	(27)%	368	820	(55)%	(55)%
Provision for credit losses	(199)	(59)		(667)	(193)		
Associates and other items	2	2		7	8		
Pre-tax profit	(1)	209	(101)%	(293)	635	(146)%	

Net revenues

in €m



(1) See page 12

3Q20 highlights

Net revenues on a path to recovery and above both their 1Q20 and 2Q20 levels (despite seasonality) on the back of CVA/DVA impacts being partly reversed in 3Q20 as well as the 1H20 effect of dividend cancellations no longer impacting the top-line

Global markets: FICT revenues at €216m, down vs. 3Q19 due to a lower contribution from FX and a high base effect for Credit while activity on Rates remained fairly stable. **Equity** revenues turned back positive at €34m with EQD positioning to be adjusted (see page 6)

Global finance: Net revenues stable QoQ (down YoY on a particularly strong 3Q19) with higher portfolio revenues allowing for some offset to lower syndication fees. Robust dynamics across Infrastructure vs. lower contributions from Aviation, Real Estate and Energy

Investment banking/M&A: Net revenues up +28% YoY (+19% YoY in 9M20) driven by DCM and a pick-up in M&A activity with strong contributions from PJ Solomon and Fenchurch. IB revenues increasing in all main geographies with a particularly strong performance from the APAC platform

Continued discipline on costs, down -2% YoY in 3Q20 despite a higher contribution from the M&A boutiques and down -5% YoY in 9M20

Cost of risk elevated although improving QoQ, back close to its 1Q20 levels (see page 17)

Market RWA normalizing following the 2Q20 technical spike (~€4bn down QoQ)

Insurance

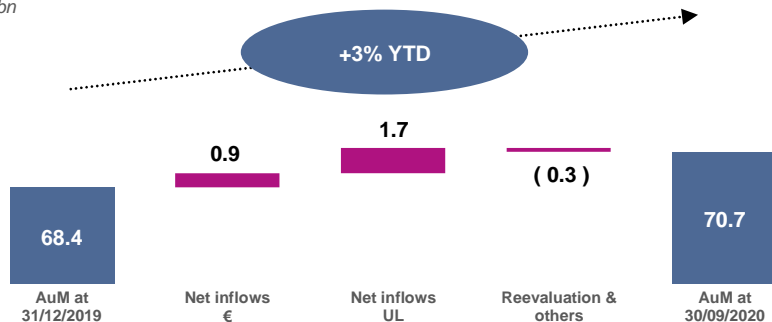
Continued strong growth trajectory

Figures excluding exceptional items⁽¹⁾

€m	3Q20	3Q19	3Q20 vs. 3Q19	9M20	9M19	9M20 vs. 9M19
Net revenues	220	205	7%	683	630	8%
Expenses	(117)	(110)	6%	(367)	(349)	5%
Gross operating income	103	95	9%	316	281	12%
Provision for credit losses	0	0		0	0	
Associates and other items	(1)	1		1	6	
Pre-tax profit	102	96	7%	317	287	10%

Life insurance AuM⁽³⁾

in €bn



3Q20 highlights

Net revenues up +7% YoY in 3Q20 and +8% YoY in 9M20

Cost/income ratio⁽²⁾ at 55.4% in 3Q20 and 53.0% in 9M20, improving by 0.5pp and 1.7pp respectively vs. prior year periods. **Positive jaw effect** of +1pp in 3Q20 and +3pp in 9M20

RoE⁽²⁾ at 30.5% in 3Q20 and 32.8% in 9M20, up from 26.9% in 3Q19 and 29.2% in 9M19

Commercial indicators (more details on page 43):

- **€5.9bn gross inflows⁽³⁾** and **€2.6bn net inflows⁽³⁾** for Life insurance in 9M20
- **Share of unit-linked products** in the gross inflows⁽³⁾ increasing sharply to ~35% across the two Groupe BPCE networks vs. ~29% in 9M19
- **P&C premium growth of +6% YoY** both in 3Q20 and 9M20

New Dimension 2020 financial targets all expected to be delivered or exceeded

(1) See page 12 (2) See note on methodology and excluding IFRIC 21 (3) Excluding reinsurance agreement with CNP

Payments

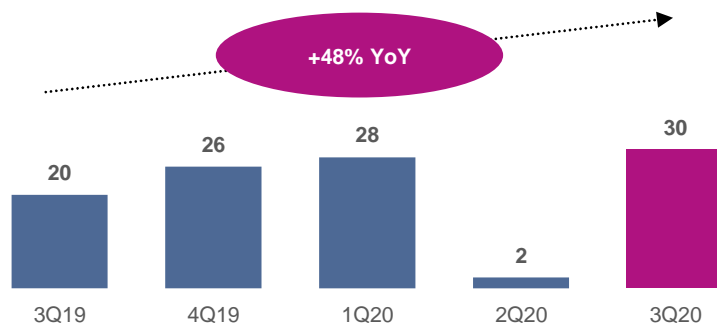
A growth engine back to full-speed

Figures excluding exceptional items⁽¹⁾

€m	3Q20	3Q19	3Q20 vs. 3Q19	9M20	9M19	9M20 vs. 9M19
Net revenues	117	103	14%	316	311	1%
Expenses	(97)	(91)	7%	(284)	(272)	4%
Gross operating income	20	13	60%	32	39	(19)%
Provision for credit losses	(0)	(1)		2	(2)	
Associates and other items	0	0		0	0	
Pre-tax profit	20	12	76%	34	38	(10)%

EBITDA⁽³⁾

in €m



3Q20 highlights

Net revenues up +14% YoY in 3Q20 and also up YoY in 9M20, positively impacted by a rise in consumption during the summer months as well as the benefits from accelerated payment digitalization:

Payment Processing & Services: Number of card transactions processed growing again at +4% YoY in 3Q20 following a sharp decline in 2Q20 due to lockdown. Growth notably coming from the launch of new offers on processing activities

Merchant Solutions: PayPlug strongly benefited from its positioning across small and medium-sized merchants seeking to diversify their distribution channels towards online (business volumes x2.1 YoY in 3Q20 and x2.3 YoY in 9M20). Strong penetration within Groupe BPCE retail networks. **Dalenys** continued to exhibit good business volume growth at +13% YoY in both 3Q20 and 9M20 despite some sectors still exhibiting subdued volumes (e.g. travel)

Prepaid & Issuing Solutions: Meal voucher activity benefiting from eased conditions of use as well as a catch-up effect on reimbursement volumes following the reopening of ventures closed during lockdown such as restaurants

Cost/income ratio⁽²⁾ at 82.9% in 3Q20, improving by 5.0pp vs. 3Q19 and with a positive jaw effect of +7pp

RoE⁽²⁾ at 13.7% in 3Q20, up from 8.0% in 3Q19

(1) See page 12 (2) See note on methodology and excluding IFRIC 21 (3) Standalone view. See page 46

Corporate Center

Full normalization of FVA impacts and cost saving efforts paying off

Figures excluding exceptional items⁽¹⁾

€m	3Q20	3Q19	3Q20 vs. 3Q19	9M20	9M19	9M20 vs. 9M19
Net revenues	21	19		3	80	
Expenses	(79)	(77)	2%	(356)	(418)	(15)%
SRF	(0)	0		(165)	(170)	(3)%
Other	(79)	(77)	1%	(190)	(248)	(23)%
Gross operating income	(57)	(59)	(2)%	(353)	(338)	4%
Provision for credit losses	(1)	(2)		(7)	(6)	
Associates and other items	3	1		12	(2)	
Pre-tax profit	(56)	(60)	(6)%	(347)	(346)	0%

Net revenues impacted by a positive €14m FVA impact in 3Q20 which is now close to nil YTD following the recovery already experienced in 2Q20 (€53m) from the €(71)m adjustment taken in 1Q20. As a reminder **Funding Value Adjustments** materialize through the P&L due to the change in the cost of funding above the risk-free rate for uncollateralized derivative transactions. Such adjustments can be quite volatile and tend **to normalize over time**

Expenses largely flat YoY in 3Q20 and down more than -20% YoY in 9M20 (excl. SRF), notably reflecting **cost saving efforts** being carried out across the organization

(1) See page 12

Conclusion



Conclusion

Laying out solid foundations for Natixis' upcoming strategic plan

Ongoing recovery with activity bouncing back in 3Q20

+

Resolute strategic choices to foster **sustainable development and value creation**

REVENUES

Active **affiliate** management
(H2O AM, Ostrum AM)

Equity Derivatives
repositioning

COSTS

~€350m
cost savings by 2024

COST OF RISK

Oil & Gas
repositioning

CAPITAL

Sustainable growth and
dividend capacity



New strategic plan to be unveiled **early June 2021**



Appendix I

Financial Statements & Business indicators

3Q20 & 9M20 results



Combining financial performance with environmental/social responsibility across the organization

Natixis Assurances and Mirova, two Natixis companies, were appointed to the PRI Leaders Group, a group of 36 companies considered by the Principles for Responsible Investment organization to be the most advance players of climate reporting issues amongst 2400 PRI signatories

7 new projects representing 1290MW installed capacity and €477m arranged amount financed in 3Q

Natixis is the first bank in the SBF 120 ranking of women in senior management



€360m (15%) of 3Q investments were green (bonds and equities)
€2.5bn (4%) of green investments in portfolio to date

Green Weighting Factor

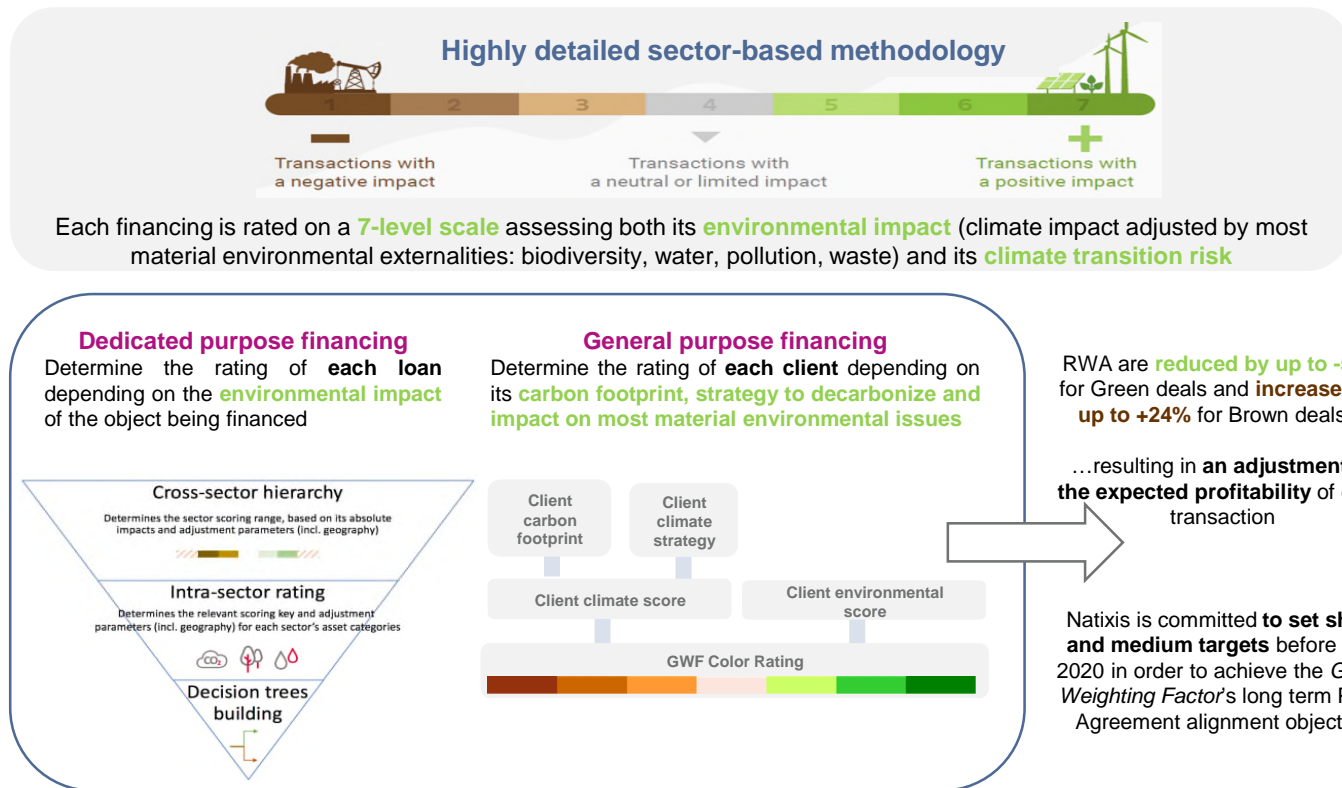
An innovative tool to actively manage the climate impact our balance sheet



In-house mechanism that links analytical capital allocation to the degree of sustainability of each financing

Used as a tool to **monitor Natixis' climate strategy** at both bank and business lines' levels

Support our **clients' transition** and align our loan book with the objectives of the **Paris Agreement** on climate (*below 2°C trajectory*)



COVID-19

Main observable impacts⁽¹⁾ from the COVID-19 context and developments

Excluding exceptional items⁽²⁾

€m		1Q20	2Q20	3Q20	9M20
Net revenues		(290)	(106)	59	(337)
Seed money portfolio mark-downs	<i>AWM</i>	(34)	(17)	18	(33)
- Listed		(33)	25	18	11
- Unlisted		(2)	(42)	0	(44)
Dividend mark-downs on equity products	<i>CIB</i>	(130)	(143)	1	(272)
CVA/DVA impact	<i>CIB</i>	(55)	1	26	(28)
FVA impact	<i>Corporate Center</i>	(71)	53	14	(4)
Cost of risk	<i>CIB</i>	(115)	(210)	(190)	(515)
Total pre-tax profit impact		(405)	(316)	(131)	(852)
CET1 capital		(507)	342	104	(61)
OCI		(389)	299	70	(20)
PVA		(118)	43	34	(41)
Risk-weighted assets (€bn)		3.2	6.7	(4.4)	5.4
Credit RWA		1.7	0.9	(0.6)	1.9
- RCF drawdowns & newmoney ⁽³⁾		1.7	0.4	(0.4)	1.7
- State-guaranteed loans ⁽³⁾		0.0	0.5	(0.2)	0.2
Market RWA		1.0	6.0	(3.4)	3.6
CVA RWA		0.5	(0.2)	(0.4)	(0.1)
Total CET1 ratio impact (bps)		(90)bps	(40)bps	60bps	(70)bps

~€65m
recoverable net revenues
 upon **market conditions**
 seed money, XvA

~50bps
recoverable CET1 ratio
 upon **market conditions** and over **time**
 OCI, PVA, Market RWA, state guaranteed loans

(1) Not exhaustive (2) See page 12 (3) Management data, gross. ~€0.2bn RWA impact from state-guaranteed loans as at end 3Q20 o/w close to nil related to the guarantee not being effective yet as at 30/09/20

Natixis - Consolidated P&L (restated)

€m	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	3Q20 vs. 3Q19	9M19	9M20	9M20 vs. 9M19
Net revenues	1,957	2,100	2,102	2,326	1,750	1,564	1,762	(16)%	6,159	5,076	(18)%
Expenses	(1,597)	(1,448)	(1,465)	(1,606)	(1,582)	(1,292)	(1,383)	(6)%	(4,509)	(4,257)	(6)%
Gross operating income	360	653	637	719	167	272	379	(40)%	1,650	819	(50)%
Provision for credit losses	(31)	(109)	(70)	(119)	(193)	(289)	(210)		(210)	(692)	
Associates	3	8	3	6	(8)	1	2		15	(5)	
Gain or loss on other assets	682	(7)	9	1	(0)	4	(20)		684	(16)	
Change in value of goodwill	0	0	0	0	0	0	0		0	0	
Pre-tax profit	1,015	545	579	607	(34)	(13)	152	(74)%	2,138	105	(95)%
Tax	(201)	(149)	(114)	(153)	(13)	(5)	(56)		(463)	(74)	
Minority interests	(65)	(68)	(66)	(96)	(39)	(12)	(16)		(199)	(67)	
Net income - group share excl. Coface net contribution	749	328	399	358	(87)	(30)	80	(80)%	1,476	(37)	(102)%
Coface net contribution	15	18	16	12	(118)	(27)	(41)		50	(186)	
Net income - group share incl. Coface net contribution	764	346	415	371	(204)	(57)	39	(91)%	1,526	(222)	(115)%

Figures restated as communicated on April 20, 2020 following the announced sale of a 29.5% stake in Coface. See page 32 for the reconciliation of the restated figures with the accounting view

Natixis - Reconciliation between management and accounting figures

9M19

€m	9M19 underlying	Exceptional items	9M19 restated	Coface restatement	Residual contribution from perimeter sold (ex SFS)	9M19 reported
Net revenues	6,109	50	6,159	534	22	6,716
Expenses	(4,461)	(48)	(4,509)	(378)	(22)	(4,909)
Gross operating income	1,648	2	1,650	156	(0)	1,806
Provision for credit losses	(210)	0	(210)	(2)	0	(213)
Associates	15	0	15	0	0	15
Gain or loss on other assets	2	682	684	5	0	689
Pre-tax profit	1,454	684	2,138	160	(0)	2,298
Tax	(384)	(79)	(463)	(42)	0	(505)
Minority interests	(166)	(33)	(199)	(67)	0	(267)
Net income - group share excl. Coface net contribution	905	571	1,476			
Coface net contribution	51	(1)	50			
Net income - group share incl. Coface net contribution	955	571	1,526			1,526

9M20

	9M20 underlying	Exceptional items	9M20 restated	Coface restatement	9M20 reported
	5,134	(58)	5,076	0	5,076
	(4,217)	(40)	(4,257)	0	(4,257)
	917	(98)	819	0	819
	(692)	0	(692)	0	(692)
	9	(14)	(5)	(40)	(46)
	5	(22)	(16)	(146)	(162)
	238	(134)	105	(186)	(81)
	(103)	29	(74)	0	(74)
	(67)	0	(67)	0	(67)
	68	(105)	(37)		
	7	(193)	(186)		
	75	(298)	(222)		(222)

See April 20, 2020 press release "Preparation of the 1Q20 Financial Communication" as well as April 11, 2019 press release "Preparation of the 1Q19 Financial Communication"

Natixis - IFRS 9 Balance sheet

Assets (€bn)	30/09/2020	30/06/2020
Cash and balances with central banks	27.2	20.9
Financial assets at fair value through profit and loss ⁽¹⁾	207.4	212.0
Financial assets at fair value through Equity	12.7	13.0
Loans and receivables ⁽¹⁾	120.0	126.8
Debt instruments at amortized cost	1.8	1.6
Insurance assets	108.7	107.0
Non-current assets held for sale	0.4	0.5
Accruals and other assets	14.3	15.5
Investments in associates	0.9	0.9
Tangible and intangible assets	1.9	2.0
Goodwill	3.5	3.6
Total	499.0	503.8

Liabilities and equity (€bn)	30/09/2020	30/06/2020
Due to central banks	0.0	0.0
Financial liabilities at fair value through profit and loss ⁽¹⁾	206.0	206.4
Customer deposits and deposits from financial institutions ⁽¹⁾	117.3	112.5
Debt securities	34.9	44.7
Liabilities associated with non-current assets held for sale	0.0	0.0
Accruals and other liabilities	15.7	16.8
Insurance liabilities	101.0	99.1
Contingency reserves	1.5	1.5
Subordinated debt	3.6	3.6
Equity attributable to equity holders of the parent	18.9	19.1
Minority interests	0.2	0.2
Total	499.0	503.8

(1) Including deposit and margin call

Natixis - Exposures at Default

Focus on selected sectors across Natixis' well diversified portfolio

Oil & Gas⁽¹⁾: ~75% of exposures with no/limited sensitivity to oil prices

€10.0bn Net EaD: ~60% Investment Grade

Trade finance	Trade financing is inherently very short term (< 90 days). Traders are <u>generally</u> hedged against price variation risk. Natixis is not exposed to the oil price variation risk	€4.8bn	Not exposed to oil price risk
Midstream	Transportation (pipeline), storage and wholesale marketing of crude oil, petroleum products and gas. Most resilient segment as revenues are generally based on carried volume and not linked to oil price	€0.1bn	
Refining / Petrochemicals	Mainly secured transactions (Asset Back Facilities) to US refiners which enjoy a favorable refining margin environment	€0.9bn	Not directly exposed to oil price risk or with a low sensitivity to oil price risk
Liquefied Natural Gas	Mainly long-term contracts with Majors in a <i>take or pay</i> or <i>tolling</i> basis	€0.3bn	
Majors & National Oil Companies	Majors / integrated oil companies with strong balance sheet and national oil companies of strategic importance for oil producing countries	€1.1bn	
Offshore Infrastructure	Mainly operational offshore platforms with Majors/NOCs & investment grade companies in <u>secured lending basis only</u>	€0.2bn	Absorption capacity of lower oil price
Independent producers & service companies	<p>Independent producers' risk mitigants include:</p> <ul style="list-style-type: none"> senior secured lending position among creditors (RBL security package); borrower's hedging policy is part of credit decision making; IP are prompt in adjusting Capex and Opex to market environment; semi-annual borrowing base redeterminations include revised price assumptions <p>Companies involved in drilling rigs, in assistance to production, pipe laying, heavy lifting, etc. → Exposure in and out of the US market has been almost exited over the past 10 years</p>	<p>€1.7bn EMEA/ Other</p> <p>€0.8bn US</p>	More limited absorption capacity of lower oil price

Aviation⁽¹⁾: ~75% of secured exposures

€4.4bn Net EaD: well-diversified portfolio across ~30 countries (no country accounting for >20% of Net EaD), ~75% of exposures secured and majority Investment Grade. Majority of aircrafts aged < 10 years and narrow-body type i.e. less sensitive to asset price variation in a stressed scenario. Various government's measures for the industry also likely to limit potential jumps to default

- **€2.2bn Net EaD to airlines**
- **€2.2bn Net EaD to lessors**

Leisure, Hotels & Restaurants

€1.9bn Net EaD: ~95% EMEA, geared towards industry leaders

No more exposure to Shipping

Limited exposure to SMEs

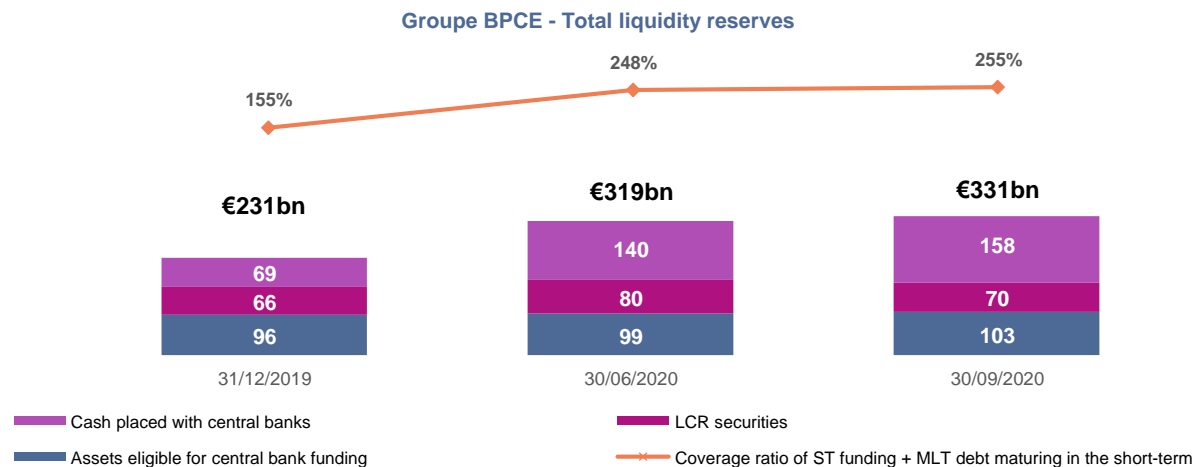
(1) Energy & Natural Resources + Real Asset perimeters

Natixis - Funding and liquidity

Liquidity Coverage Ratio >100% at end-September 2020 both at Groupe BPCE and Natixis level

Reminder on Natixis' funding principles and structure

Natixis' funding structure relies on a **Joint Refinancing Pool shared by Natixis and BPCE**. Placed under the authority of the Group ALM Committee, this platform was implemented in order to secure the Group's financing and optimize the management and allocation of liquidity within the Group in accordance with predefined rules, with the aim of limiting the use of market financing and reducing funding costs



Natixis - P&L by Business line

€m	AWM	CIB	Insurance	Payments	Corporate Center	3Q20 restated
Net revenues	744	703	220	117	(22)	1,762
Expenses	(575)	(510)	(117)	(98)	(82)	(1,383)
Gross operating income	169	193	103	19	(105)	379
Provision for credit losses	(10)	(199)	0	(0)	(1)	(210)
Net operating income	159	(6)	103	19	(106)	169
Associates and other items	(22)	2	(1)	0	3	(18)
Pre-tax profit	137	(4)	102	19	(103)	152
					Tax	(56)
					Minority interests	(16)
					Net income (gs) excl. Coface net contribution	80
					Coface net contribution	(41)
					Net income (gs) incl. Coface net contribution	39

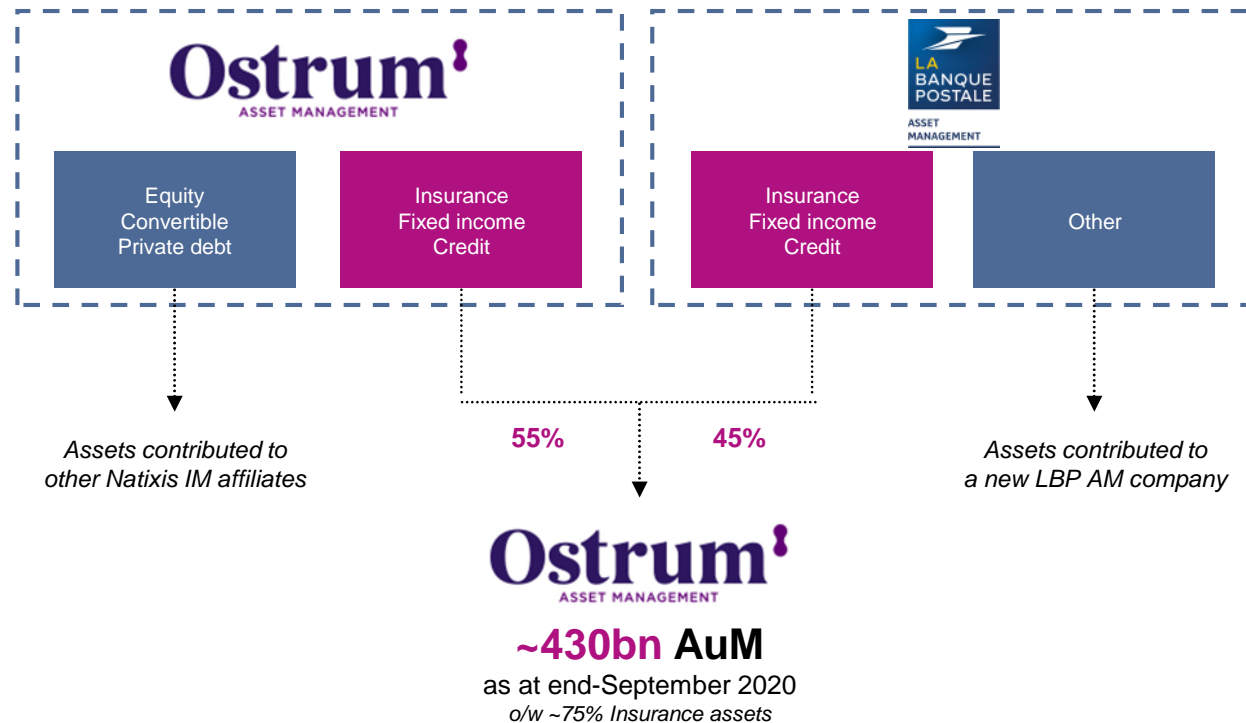
Natixis - Asset & Wealth Management

€m	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	3Q20 vs. 3Q19	9M19	9M20	9M20 vs. 9M19
Net revenues	773	932	945	1,109	774	704	744	(21)%	2,651	2,222	(16)%
<i>Asset Management⁽¹⁾</i>	742	900	908	1,061	733	668	704	(22)%	2,550	2,105	(17)%
<i>Wealth management</i>	31	32	37	48	41	36	40	7%	100	117	17%
Expenses	(558)	(605)	(648)	(681)	(579)	(537)	(575)	(11)%	(1,811)	(1,691)	(7)%
Gross operating income	216	327	297	428	195	167	169	(43)%	840	531	(37)%
Provision for credit losses	1	(2)	(8)	2	1	(11)	(10)		(10)	(20)	
Net operating income	216	325	289	430	195	156	159	(45)%	830	511	(38)%
Associates	0	0	0	0	0	0	0		0	1	
Other items	(2)	(2)	8	1	(2)	(3)	(23)		3	(28)	
Pre-tax profit	214	323	297	432	194	153	137	(54)%	834	484	(42)%
Cost/Income ratio	72.1%	64.9%	68.5%	61.4%	74.8%	76.3%	77.3%		68.3%	76.1%	
Cost/Income ratio excl. IFRIC 21	71.6%	65.1%	68.7%	61.5%	74.3%	76.4%	77.4%		68.3%	76.0%	
RWA (Basel 3 - in €bn)	12.5	13.7	13.4	14.0	14.0	14.1	14.4	8%	13.4	14.4	8%
Normative capital allocation (Basel 3)	4,364	4,407	4,555	4,581	4,604	4,623	4,602	1%	4,442	4,609	4%
RoE after tax (Basel 3) ⁽²⁾	11.5%	15.1%	13.3%	19.0%	9.0%	8.6%	6.9%		13.3%	8.1%	
RoE after tax (Basel 3) excl. IFRIC 21 ⁽²⁾	11.8%	15.0%	13.3%	19.0%	9.2%	8.5%	6.8%		13.3%	8.2%	

(1) Asset management including Private equity and Employee savings plan (2) Normative capital allocation methodology based on 10.5% of average RWA - including goodwill and intangibles

Natixis - Asset & Wealth Management

Asset Management - Ostrum AM / LBP AM transaction overview



Creating a European leader
for large **institutional** clients
across **fixed-income** and **insurance** products

- Dual offering**
 - 100% of AuM integrating **ESG** analysis
- Competitive technological & operational services**

Ambition to be a key player of the European market consolidation

Closing of the transaction announced on **05/11/20**

The transaction in a few figures:

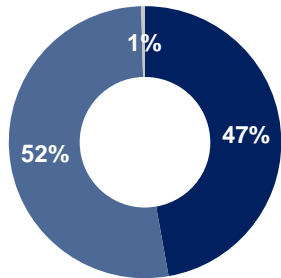
- ~€170bn additional AuM⁽¹⁾**
- ~€160m net revenues** for the combined entity⁽²⁾
- ~15pp C/I ratio improvement** in the short-term through operating model optimization
- Further C/I ratio and profitability improvement** expected in the medium-term through strong **volume growth** and **economies of scale**

(1) Estimates as at end-September 2020 (2) FY2020 estimated business data

Natixis - Asset & Wealth Management

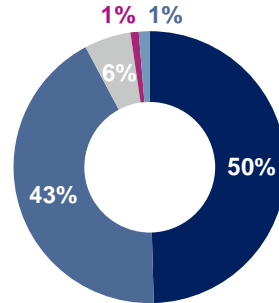
Asset Management - AuM breakdown as at 30/09/2020

BY GEOGRAPHY⁽¹⁾



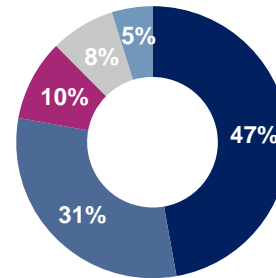
■ Europe
■ North America
■ APAC

BY CLIENT LOCATION



■ Europe
■ North America
■ APAC
■ Middle East
■ Other

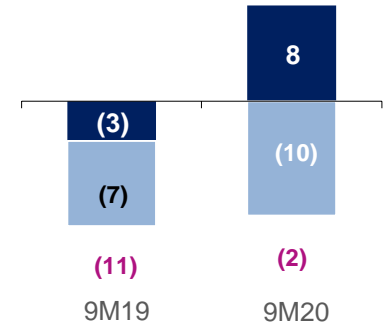
BY ASSET CLASS



■ Fixed Income
■ Equities
■ Alternative (incl. RE)
■ Multi-asset
■ Money Market

FLOWS BY CLIENT TYPE

in €bn



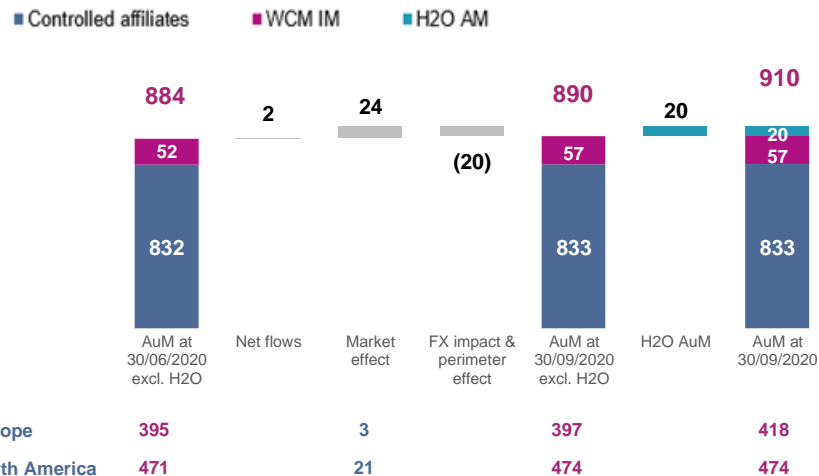
■ Institutional
■ Retail & others

Including Vega IM (1) Based on affiliate manager location

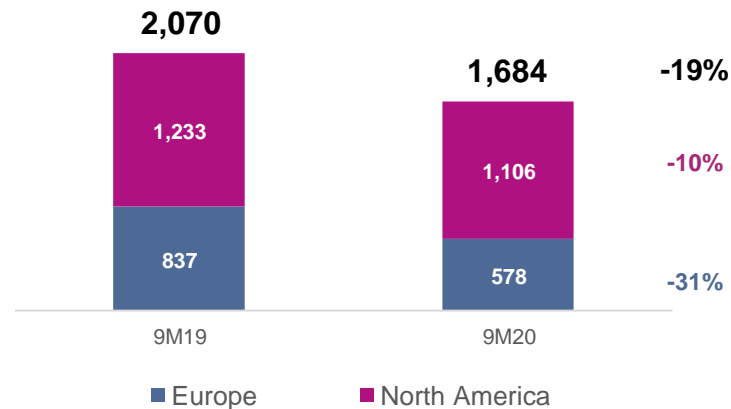
Natixis - Asset & Wealth Management

Asset Management - Additional figures

ASSETS UNDER MANAGEMENT⁽¹⁾ €bn



REVENUE BREAKDOWN⁽²⁾



(1) Europe including Dynamic Solutions and Vega IM AuM, excluding H2O (isolated since 3Q20). US including WCM IM

(2) Per asset manager (incl. WCM IM dividend income), excluding Distribution, Holding and Private Equity

Natixis - Corporate & Investment Banking

€m	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	3Q20 vs. 3Q19	9M19	9M20	9M20 vs. 9M19
Net revenues	807	847	784	899	688	519	703	(10)%	2,438	1,910	(22)%
Global markets	366	419	344	381	279	106	276	(20)%	1,129	661	(41)%
FIC-T	251	304	258	306	367	279	216	(16)%	812	861	6%
Equity	125	117	94	81	(32)	(174)	34	(64)%	336	(172)	(151)%
CVA/DVA desk	(9)	(3)	(8)	(6)	(55)	1	26		(19)	(28)	
Global finance⁽¹⁾	337	333	369	369	302	326	325	(12)%	1,039	953	(8)%
Investment banking⁽²⁾	87	90	73	145	104	100	94	28%	250	297	19%
Other	16	6	(2)	5	2	(12)	8		20	(2)	
Expenses	(582)	(523)	(527)	(602)	(557)	(477)	(510)	(3)%	(1,633)	(1,544)	(5)%
Gross operating income	225	324	256	297	130	42	193	(25)%	805	365	(55)%
Provision for credit losses	(30)	(104)	(59)	(118)	(194)	(275)	(199)		(193)	(667)	
Net operating income	195	219	197	179	(64)	(232)	(6)	(103)%	612	(302)	(149)%
Associates	2	3	2	2	2	2	2		8	7	
Other items	(15)	0	(0)	(0)	0	0	0		(15)	0	
Pre-tax profit	183	222	200	181	(61)	(230)	(4)	(102)%	605	(295)	(149)%
Cost/Income ratio	72.2%	61.8%	67.3%	67.0%	81.1%	91.8%	72.6%		67.0%	80.9%	
Cost/Income ratio excl. IFRIC 21	69.1%	62.7%	68.3%	67.9%	76.9%	93.6%	73.9%		66.7%	80.4%	
RWA (Basel 3 - in €bn)	62.0	61.1	62.3	62.2	65.4	69.2	65.4	5%	62.3	65.4	5%
Normative capital allocation (Basel 3)	6,634	6,740	6,734	6,768	6,757	7,120	7,171	6%	6,703	7,016	5%
RoE after tax (Basel 3) ⁽³⁾	7.6%	9.6%	8.5%	7.8%	(2.8)%	(9.5)%	(0.2)%		8.5%	(4.2)%	
RoE after tax (Basel 3) excl. IFRIC 21 ⁽³⁾	8.6%	9.2%	8.2%	7.5%	(1.6)%	(9.9)%	(0.6)%		8.7%	(4.1)%	

(1) Including Film industry financing (2) Including M&A (3) Normative capital allocation methodology based on 10.5% of average RWA - including goodwill and intangibles

Natixis - Insurance

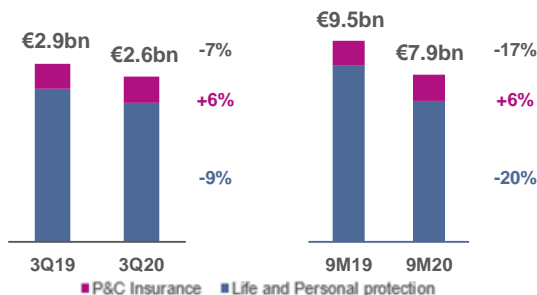
€m	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	3Q20 vs. 3Q19	9M19	9M20	9M20 vs. 9M19
Net revenues	218	207	205	216	221	228	220	7%	630	669	6%
Expenses	(125)	(116)	(112)	(125)	(134)	(117)	(117)	4%	(353)	(367)	4%
Gross operating income	93	92	93	90	87	112	103	11%	277	302	9%
Provision for credit losses	0	0	0	0	0	0	0		0	0	
Net operating income	93	92	93	90	87	112	103	11%	277	302	9%
Associates	0	5	1	4	(11)	(2)	(1)		6	(13)	
Other items	0	(0)	0	0	0	(0)	0		(0)	0	
Pre-tax profit	93	96	94	94	76	110	102	9%	284	289	2%
Cost/Income ratio	57.5%	55.8%	54.6%	58.1%	60.6%	51.1%	53.1%		56.0%	54.9%	
Cost/Income ratio excl. IFRIC 21	51.7%	57.8%	56.6%	60.1%	53.9%	53.2%	55.4%		55.3%	54.1%	
RWA (Basel 3 - in €bn)	8.0	7.9	8.4	8.3	7.6	7.6	8.1	(4)%	8.4	8.1	(4)%
Normative capital allocation (Basel 3)	858	942	926	978	965	896	893	(4)%	909	918	1%
RoE after tax (Basel 3) ⁽¹⁾	29.4%	28.4%	27.7%	26.4%	20.7%	34.2%	32.1%		28.4%	28.8%	
RoE after tax (Basel 3) excl. IFRIC 21 ⁽¹⁾	33.3%	27.2%	26.4%	25.2%	25.0%	32.7%	30.5%		28.9%	29.3%	

(1) Normative capital allocation methodology based on 10.5% of average RWA - including goodwill and intangibles

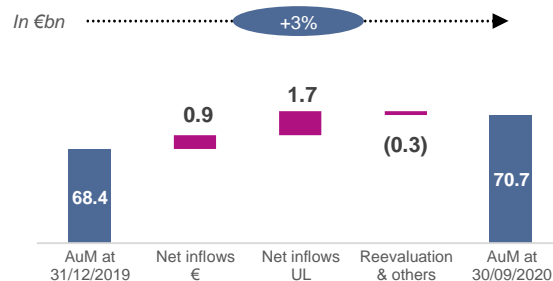
Insurance

Sustained commercial activity and growth drivers

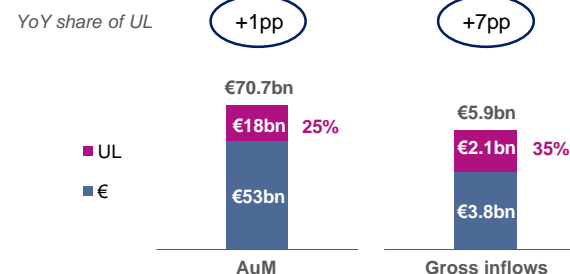
Premiums growth



Life insurance AuM



Share of UL products - 9M20



P&C combined ratio



Non-life equipment rate - 9M20

P&C and Personal Protection



Natixis Assurances becoming a fully-fledged insurer for Groupe BPCE networks

BPCE Assurances, subsidiary 100% owned by Natixis Assurances since 2017, taking over the Auto and Household new business for the Banques Populaires' private customers from BPCE IARD, entity co-owned by Natixis Assurances and Groupe Covéa (through MAAF)

Progressive roll-out starting in 2020 with revenue accretion as soon as year 1, paving the way for future growth beyond 2020

All figures excluding reinsurance agreement with CNP

Natixis Assurances

P&L reconciliation (1H20)

NATIXIS ASSURANCES P&L		Split	
	1H 2020	Net revenues	Expenses
Earned premiums	5,139	100%	0%
Investment income and other income	(382)	100%	0%
Net result from reinsurance cessions	148	100%	0%
Claims and change in insurance provisions	(3,887)	99%	1%
Policy acquisition costs	(358)	82%	18%
Administrative costs	(324)	81%	19%
Other operating income/expenses	(97)	38%	62%
Operating income	239		
Financing costs	(19)	100%	0%
Gross operating income - Natixis Assurances standalone	221		
Analytical & exceptional items	(8)	-81%	181%
Gross operating income - Natixis reported excl. exceptional items	213		

Insurance net revenues =
Life + Personal protection + P&C

Life insurance

Gross acquisition margin

(+) Gross asset margin

(-) Fees paid to the networks (premium and asset based)

(+) Financial margin = Financial result (-) Benefits to shareholders

Personal protection and P&C

Gross margin

(-) Fees paid to the networks

NATIXIS ASSURANCES P&L		1H 2020
Net revenues		463
Expenses		(250)
Gross operating income - Natixis reported excl. exceptional items		213

Expenses
by nature

Activity Based Costing
(ABC) method

Allocation key based on the nature of the costs
Example: Prorata allocation of personnel expenses
to processes (product engineering, distribution,
etc.) by FTE

5 Expense categories

- Acquisition costs
- Administration costs
- Claim management costs
- Investment portfolio management costs
- Other technical charges

Natixis - Payments

€m	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	3Q20 vs. 3Q19	9M19	9M20	9M20 vs. 9M19
Net revenues	103	105	103	111	113	86	117	14%	311	316	1%
Expenses	(88)	(94)	(93)	(96)	(94)	(96)	(98)	6%	(274)	(289)	5%
Gross operating income	16	11	10	15	18	(10)	19	84%	37	27	(26)%
Provision for credit losses	(0)	(1)	(1)	(0)	2	0	(0)		(2)	2	
Net operating income	16	10	9	15	20	(10)	19	108%	35	29	(17)%
Associates	0	0	0	0	0	0	0		0	0	
Other items	0	0	0	(0)	0	0	0		0	0	
Pre-tax profit	16	10	9	15	20	(10)	19	108%	35	29	(17)%
Cost/Income ratio	84.8%	89.6%	90.1%	86.1%	83.8%	111.7%	83.9%		88.1%	91.4%	
Cost/Income ratio excl. IFRIC21	84.1%	89.8%	90.3%	86.3%	83.2%	111.9%	84.1%		88.1%	91.3%	
RWA (Basel 3 - in €bn)	1.1	1.2	1.1	1.1	1.1	1.2	1.1	(3)%	1.1	1.1	(3)%
Normative capital allocation (Basel 3)	356	373	385	384	391	403	414	7%	372	403	8%
RoE after tax (Basel 3) ⁽¹⁾	12.0%	7.3%	6.5%	10.9%	14.3%	-6.6%	12.9%		8.5%	6.8%	
RoE after tax (Basel 3) excl. IFRIC 21 ⁽¹⁾	12.5%	7.1%	6.3%	10.7%	14.7%	-6.7%	12.7%		8.6%	6.9%	

(1) Normative capital allocation methodology based on 10.5% of average RWA - including goodwill and intangibles

Natixis - Payments

Standalone EBITDA calculation

Figures excluding exceptional items⁽¹⁾

	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20
Net revenues	103	105	103	111	113	86	117
Expenses	(88)	(94)	(91)	(93)	(94)	(93)	(97)
Gross operating income - Natixis reported excl. exceptional items	16	11	13	18	19	(7)	20
Analytical adjustments to net revenues	(1)	(1)	(1)	(1)	(1)	(1)	(1)
Structure charge adjustments to expenses	6	5	5	5	6	6	6
Gross operating income - standalone view	20	15	17	22	24	(2)	25
Depreciation, amortization and impairment on property, plant and equipment and intangible assets	4	4	3	4	4	4	5
EBITDA	24	19	20	26	28	2	30

EBITDA = Net revenues (-) Operating expenses. Standalone view excluding analytical items and structure charges (1) See page 12

Natixis - Corporate Center & Coface RWA

€m	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	3Q20 vs. 3Q19	9M19	9M20	9M20 vs. 9M19
Net revenues	55	10	64	(10)	(46)	27	(22)		129	(41)	
Expenses	(244)	(110)	(84)	(102)	(217)	(66)	(82)	(2)%	(438)	(366)	(16)%
<i>SRF</i>	(170)	0	0	(0)	(163)	(2)	(0)		(170)	(165)	(3)%
<i>Other</i>	(74)	(110)	(84)	(102)	(54)	(64)	(82)	(2)%	(268)	(201)	(25)%
Gross operating income	(188)	(100)	(20)	(112)	(263)	(39)	(105)	423%	(309)	(407)	
Provision for credit losses	(1)	(3)	(2)	(2)	(2)	(4)	(1)		(6)	(7)	
Net operating income	(190)	(103)	(22)	(114)	(265)	(43)	(106)	383%	(315)	(414)	
Associates	(0)	0	(0)	(0)	0	(0)	0		0	0	
Other items	699	(5)	1	(0)	2	7	3		695	12	
Pre-tax profit	509	(108)	(21)	(114)	(263)	(36)	(103)	396%	381	(402)	
RWA (Basel 3 - in €bn)	8.8	9.2	9.8	9.4	9.1	9.3	9.8	0%	9.8	9.8	0%

€bn	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20
Coface RWA (Basel 3)	3.9	3.8	3.8	4.0	1.9	1.9	1.8

€697m capital gain coming from the disposal of the retail banking activities in 1Q19

Appendix II

Additional information

3Q20 & 9M20 results



3Q20 results: from data excluding non-operating items to reported data

€m	3Q20 underlying	Exchange rate fluctuations on DSN in currencies	Real estate management strategy	Transformation & Business Efficiency Investment costs	AM affiliate management	Coface capital loss	Coface residual stake impairment	3Q20 restated
Net revenues	1,806	(44)						1,762
Expenses	(1,360)		(2)	(21)				(1,383)
Gross operating income	446	(44)	(2)	(21)	0	0	0	379
Provision for credit losses	(210)							(210)
Associates	2							2
Gain or loss on other assets	2				(22)			(20)
Pre-tax profit	239	(44)	(2)	(21)	(22)	0	0	152
Tax	(75)	13	1	6				(56)
Minority interests	(16)			0				(16)
Net income - group share excl. Coface net contribution	148	(31)	(2)	(15)	(22)	0	0	80
Coface net contribution	4					(34)	(11)	(41)
Net income - group share incl. Coface net contribution	152	(31)	(2)	(15)	(22)	(34)	(11)	39

9M20 results: from data excluding non-operating items to reported data

€m	9M20 underlying	Contribution to the Insurance solidarity fund	Exchange rate fluctuations on DSN in currencies	Real estate management strategy	Transformation & Business Efficiency Investment costs	Impact of Liban default on ADIR Insurance	AM affiliate management	Coface capital loss	Coface residual stake impairment	9M20 restated
Net revenues	5,134	(14)	(44)							5,076
Expenses	(4,217)			(7)	(32)					(4,257)
Gross operating income	917	(14)	(44)	(7)	(32)	0	0	0	0	819
Provision for credit losses	(692)									(692)
Associates	9					(14)				(5)
Gain or loss on other assets	5						(22)			(16)
Pre-tax profit	238	(14)	(44)	(7)	(32)	(14)	(22)	0	0	105
Tax	(103)	4	13	2	9					(74)
Minority interests	(67)				0					(67)
Net income - group share excl. Coface net contribution	68	(10)	(31)	(5)	(23)	(14)	(22)	0	0	(37)
Coface net contribution	7							(146)	(47)	(186)
Net income - group share incl. Coface net contribution	75	(10)	(31)	(5)	(23)	(14)	(22)	(146)	(47)	(222)

Natixis - 3Q20 capital & Basel 3 financial structure⁽¹⁾

Fully-loaded

€bn	30/09/2020
Shareholder's Equity	18.9
Hybrid securities ⁽²⁾	(2.1)
Goodwill & intangibles	(3.7)
Deferred tax assets	(0.8)
Dividend provision	0.0
Other deductions	(0.5)
CET1 capital	11.8
CET1 ratio	11.7%
Additional Tier 1 capital	1.7
Tier 1 capital	13.5
Tier 1 ratio	13.4%
Tier 2 capital	2.1
Total capital	15.6
Total capital ratio	15.6%
Risk-weighted assets	100.6

Phased-in incl. current financial year's earnings and dividends

€bn	30/09/2020
CET1 capital	11.8
CET1 ratio	11.7%
Additional Tier 1 capital	2.1
Tier 1 capital	13.9
Tier 1 ratio	13.8%
Tier 2 capital	2.2
Total capital	16.1
Total capital ratio	16.0%
Risk-weighted assets	100.6

(1) See note on methodology (2) Including capital gain following reclassification of hybrids as equity instruments

Natixis - IFRIC 21 effects by business line

Effect in Expenses

€m	1Q19	2Q19	3Q19	4Q19	1Q20	2Q20	3Q20	9M19	9M20
AWM	(4)	1	1	1	(4)	1	1	(1)	(1)
CIB	(24)	8	8	8	(28)	9	9	(8)	(9)
Insurance	(13)	4	4	4	(15)	5	5	(4)	(5)
Payments	(1)	0	0	0	(1)	0	0	(0)	(0)
Corporate center	(119)	40	40	40	(113)	38	38	(40)	(38)
Total Natixis	(161)	54	54	54	(161)	54	54	(54)	(54)

Historical figures restated for the disposal of the retail banking activities

Natixis - Normative capital allocation and RWA breakdown

30/09/2020

€bn	RWA EoP	% of total	Goodwill & intangibles 9M20	Capital allocation 9M20	RoE after tax 9M20
AWM	14.4	16%	3.1	4.6	8.1%
CIB	65.4	74%	0.2	7.0	(4.2)%
Insurance	8.1	9%	0.1	0.9	28.8%
Payments	1.1	1%	0.3	0.4	6.8%
Total (excl. Corp. Center & Coface)	89.0	100%	3.7	12.9	

RWA breakdown (€bn)

30/09/2020

Credit risk	63.9
<i>Internal approach</i>	53.3
<i>Standard approach</i>	10.6
Counterparty risk	6.9
<i>Internal approach</i>	6.1
<i>Standard approach</i>	0.8
Market risk	14.8
<i>Internal approach</i>	8.6
<i>Standard approach</i>	6.2
CVA	1.3
Operational risk - Standard approach	13.7
Total RWA	100.6

Natixis - Fully-loaded leverage ratio⁽¹⁾

According to the rules of the Delegated Act published by the European Commission on October 10, 2014, including the effect of intragroup cancelation - pending ECB authorization

€bn	30/09/2020
Tier 1 capital⁽¹⁾	13.9
Total prudential balance sheet	389.5
Adjustment on derivatives	(54.6)
Adjustment on repos ⁽²⁾	(13.4)
Other exposures to affiliates	(60.9)
Off balance sheet commitments	41.6
Regulatory adjustments	(5.0)
Total leverage exposure	297.2
Leverage ratio	4.7%

(1) See note on methodology. Without phase-in and supposing replacement of existing subordinated issuances when they become ineligible

(2) Repos with clearing houses cleared according to IAS32 standard, without maturity or currency criteria

Natixis - Book value and Earnings per share

Net book value as at September 30, 2020

€bn	30/09/2020
Shareholders' equity (group share)	18.9
Deduction of hybrid capital instruments	(2.0)
Deduction of gain on hybrid instruments	(0.1)
Distribution	0.0
Net book value	16.7
Restated intangible assets ⁽¹⁾	(0.6)
Restated goodwill ⁽¹⁾	(3.2)
Net tangible book value⁽²⁾	12.9
€	
Net book value per share	5.32
Net tangible book value per share	4.09

Earnings per share (9M20)

€m	30/09/2020
Net income (gs)	(222)
DSN interest expenses on preferred shares adjustment	(92)
Net income attributable to shareholders	(315)
Earnings per share (€)	(0.10)

Number of shares

	30/09/2020
Average number of shares over the period, excluding treasury shares	3,151,332,395
Number of shares, excluding treasury shares, EoP	3,149,952,017
Number of treasury shares, EoP	5,999,485

(1) See note on methodology (2) Net tangible book value = Book value - goodwill - intangible assets. Tangible book value positively impacted in 1Q20 by (a) the reintegration of the 2019 dividend (see press release dated 31/03/2020) for an amount of €977m and (b) the revaluation of own senior debt instruments for an amount of €862m (see note on methodology)

Natixis - RoE & RoTE Natixis⁽¹⁾

Net income attributable to shareholders

€m	3Q20	9M20
Net income (gs)	39	(222)
DSN interest expenses on preferred shares adjustment	(28)	(92)
RoE & RoTE numerator	10	(315)

See note on methodology

RoTE

€m	30/09/2020
Shareholders' equity (group share)	18,868
DSN deduction	(2,122)
Dividend provision	0
Intangible assets	(644)
Goodwill	(3,205)
RoTE Equity end of period	12,897
Average RoTE equity (3Q20)	12,992
3Q20 RoTE annualized with no IFRIC 21 adjustment	0.3%
IFRIC 21 impact	(47)
3Q20 RoTE annualized excl. IFRIC 21	(1.1)%
Average RoTE equity (9M20)	13,327
9M20 RoTE annualized excl. IFRIC 21	(2.3)%

RoE

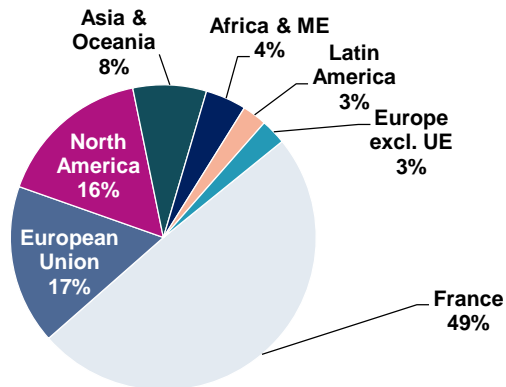
€m	30/09/2020
Shareholders' equity (group share)	18,868
DSN deduction	(2,122)
Dividend provision	0
Unrealized/deferred gains and losses in equity (OCI)	(427)
RoE Equity end of period	16,318
Average RoE equity (3Q20)	16,478
3Q20 RoE annualized with no IFRIC 21 adjustment	0.3%
IFRIC 21 impact	(47)
3Q20 RoE annualized excl. IFRIC 21	(0.9)%
Average RoE equity (9M20)	16,970
9M20 RoE annualized excl. IFRIC 21	(1.8)%

(1) See note on methodology. Returns based on quarter-end balance sheet in 1Q20 to reflect the announced disposal of a 29.5% stake in Coface. The €146m net capital loss is not annualized

Natixis - EAD (Exposure at Default) and doubtful loans

As at September 30, 2020

EAD - Regional breakdown⁽¹⁾

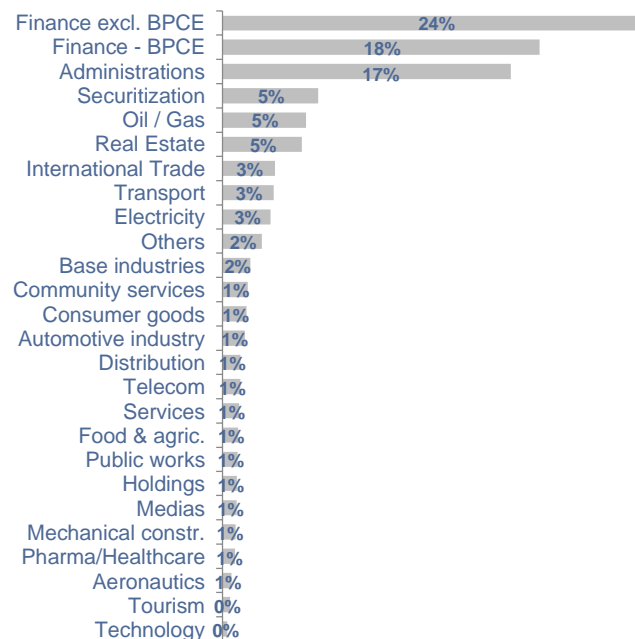


Doubtful loans

€bn	30/06/2020	30/09/2020
Gross customer loans outstanding	73.0	71.6
- Stage 1+2	69.2	67.2
- Stage 3	3.7	4.4
Stock of provisions	1.7	1.8
% of Stage 3 loans	5.1%	6.1%
Stock of provisions / Gross customer loans	2.3%	2.5%

(1) Outstandings: €269bn

EAD - Sector breakdown⁽¹⁾



Natixis - Value at Risk



► 3Q20 average VaR of €9.1m

Note on methodology (1/3)

The results at 30/09/2020 were examined by the board of directors at their meeting on 05/11/2020.

Figures at 30/09/2020 are presented in accordance with IAS/IFRS accounting standards and IFRS Interpretation Committee (IFRIC) rulings as adopted in the European Union and applicable at this date

Press release dated 20/04/2020 “Preparation of the 1Q20 Financial Communication” - amended below for subsequent developments

The 2019 quarterly series have been updated following the February 25, 2020 announcement regarding the sale by Natixis of a 29.5% stake in Coface to Arch Capital Group. This announcement notably translates into the following:

- Natixis losing exclusive control over Coface in the first quarter of 2020 and the recognition of a capital loss at the date of such a loss of control of €112m based on the 2020 original sale price of €10.70 per share. An additional €34m capital loss was recognized in 3Q20 to reflect the fact that the price of the transaction was revised down to €9.95 per share;
- Application of the IAS 28 standard “Investments in associates and joint ventures” to the residual stake held by Natixis in Coface. For financial communication purposes, the contribution of Coface to Natixis' income statement is isolated on a line “Coface net contribution” (based on a ~42% ownership over 2019 and of ~13% as of the first quarter of 2020) and the Financial investments division no longer exists;
- In addition, the value of the retained stake (accounted for under the equity method) was impacted by a €47m impairment due to the drop in the value of Coface related to the context prevailing at September 30, 2020. For financial communication purposes, these two items – capital loss and residual stake impairment – are being classified as exceptional items since the first quarter of 2020 and both presented within the line “Coface net contribution” (**see page 32 for the reconciliation of the restated figures with the accounting view**);
- The prudential treatment applied to Natixis' stake in Coface resulted in a ~€2bn risk-weighted asset release in the first quarter of 2020. Upon closing of the transaction, ~€1.4bn of additional risk-weighted assets should be released i.e. ~€3.5bn in total;
- The remaining Financial investments, namely Natixis Algeria as well as the private equity activities managed in run-off, are no longer isolated and are reallocated to the Corporate center, which, as a reminder, gathers the holding and the centralized balance sheet management functions of Natixis.

The equity method value of Coface will be re-assessed every quarter depending, among other, on the evolution of the economic context and any change in such a value will be reflected in the P&L line “Coface net contribution”

Note on methodology (2/3)

Business line performances using Basel 3 standards:

- The performances of Natixis business lines are presented using Basel 3 standards. Basel 3 risk-weighted assets are based on CRR-CRD4 rules as published on June 26th, 2013 (including the Danish compromise treatment for qualified entities)
- **Natixis' RoTE** is calculated by taking as the numerator net income (group share) excluding DSN interest expenses (the associated tax benefit being already accounted for in the net income following the adoption of IAS 12 amendment). Equity capital is average shareholders' equity group share as defined by IFRS, after payout of dividends⁽¹⁾, excluding average hybrid debt, average intangible assets and average goodwill
- **Natixis' RoE**: Results used for calculations are net income (group share), deducting DSN interest expenses (the associated tax benefit being already accounted for in the net income following the adoption of IAS 12 amendment). Equity capital is average shareholders' equity group share as defined by IFRS, after payout of dividends⁽¹⁾, excluding average hybrid debt, and excluding unrealized or deferred gains and losses recognized in equity (OCI)
- **RoE for business lines** is calculated based on normative capital to which are added goodwill and intangible assets for the business line. Normative capital allocation to Natixis' business lines is carried out on the basis of 10.5% of their average Basel 3 risk-weighted assets. Business lines benefit from remuneration of normative capital allocated to them. By convention, the remuneration rate on normative capital is maintained at 2%

Note on Natixis' RoE and RoTE calculation: Returns based on quarter-end balance sheet in 1Q20 to reflect the announced disposal of a 29.5% stake in Coface. The €146m net capital loss is not annualized.

Net book value: calculated by taking shareholders' equity group share (minus distribution of dividends proposed by the Board of Directors but not yet approved by the General Shareholders' Meeting⁽¹⁾), restated for hybrids and capital gains on reclassification of hybrids as equity instruments. Net tangible book value is adjusted for goodwill relating to equity affiliates, restated goodwill and intangible assets as follows:

€m	30/09/2020
Goodwill	3,537
Restatement for AWM deferred tax liability & others	(332)
Restated goodwill	3,205

€m	30/09/2020
Intangible assets	651
Restatement for AWM deferred tax liability & others	(8)
Restated intangible assets	644

(1) In line with ECB recommendations, the 2019 dividend has been reintegrated into Natixis' capital and no dividend accrual will be carried out throughout 2020 - see press release dated 31/03/2020

Note on methodology (3/3)

Own senior debt fair-value adjustment: calculated using a discounted cash-flow model, contract by contract, including parameters such as swap curves and revaluation spread (based on the BPCE reoffer curve). Adoption of IFRS 9 standards, on November 22, 2016, authorizing the early application of provisions relating to own credit risk as of FY16 closing

Phased-in capital and ratios incl. current financial year's earnings and dividends: based on CRR-CRD4 rules as reported on June 26, 2013, including the Danish compromise - phased in. **Presentation including current financial year's earnings and accrued dividend⁽¹⁾**

Fully-loaded capital and ratios: based on CRR-CRD4 rules as reported on June 26, 2013, including the Danish compromise - without phase-in. **Presentation including current financial year's earnings and accrued dividend⁽¹⁾**

Leverage ratio: based on delegated act rules, without phase-in (presentation including current financial year's earnings and accrued dividend⁽¹⁾) and with the hypothesis of a roll-out for non-eligible subordinated notes under Basel 3 by eligible notes. Repo transactions with central counterparties are offset in accordance with IAS 32 rules without maturity or currency criteria. Leverage ratio disclosed including the effect of intragroup cancellation - pending ECB authorization

Exceptional items: figures and comments in this presentation are based on Natixis and its businesses' income statements excluding non-operating and/or exceptional items detailed page 12. Figures and comments that are referred to as '**underlying**' exclude such exceptional items. Natixis and its businesses' income statements including these items are available in the appendix of this presentation

Restatement for IFRIC 21 impact: the cost/income ratio, the RoE and the RoTE excluding IFRIC 21 impact calculation in 9M20 takes into account ¾ of the annual duties and levies concerned by this accounting rule

Earnings capacity: net income (group share) restated for exceptional items and the IFRIC 21 impact

Expenses: sum of operating expenses and depreciation, amortization and impairment on property, plant and equipment and intangible assets

IAS 12: As of 3Q19, according to the adoption of IAS 12 (income taxes) amendment, the tax benefit on DSN interest expenses previously recorded in the consolidated reserves is now being accounted for in the income statement (income tax line). Previous periods have not been restated with a positive impact of €47.5m in 2019, of which €35.9m recognized in 3Q19 (€23.8m related to 9M19)

(1) In line with ECB recommendations, the 2019 dividend has been reintegrated into Natixis' capital and no dividend accrual will be carried out throughout 2020 - see press release dated 31/03/2020