

# 2013 Results

Francisco González, BBVA Chairman & CEO Madrid, January 31st 2014

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# 1. Group

# 2. Business Areas

# 2013: a complex year with progress in the right direction ...

#### **Emerging**

- Driving the global economy
- Room for further growth

6.2%\*

#### **USA**

- Fiscal uncertainty declines
- Recovery gains strength

1.8%\*

#### **EMU**

- The euro has strengthened
- Important advances towardsBanking Union

-0.4%\*

#### **Spain**

- International confidence is rising
- Start of recovery

-1.2%\*

<sup>\*</sup> Real GDP growth in 2013. Emerging mkts: Mexico, Colombia, Chile, Venezuela, Peru, Argentina, Uruguay, Turkey and China

## ... and challenges remain

## **Economy**

- Developed markets: consolidate recovery
- Emerging markets: consolidate sustainable growth

# **Financial Sector**

- Profitability / Growth
- Transformation

# BBVA in 2013: good management of the business model

#### **Diversification**

- Growth of profit
- Absorption of notable impacts

#### **Customer focus**

- Preparing the bank to lead the 21st century
- Investing for growth in emerging markets

#### **Prudent management**

- Risk stabilized
- Generation of capital

# Principle-adjusted profitability

"We work for a better future for people"

Net attributable profit in 2013: €2,228m (+33% current / + 55% constant)

## Notable aspects of 2013

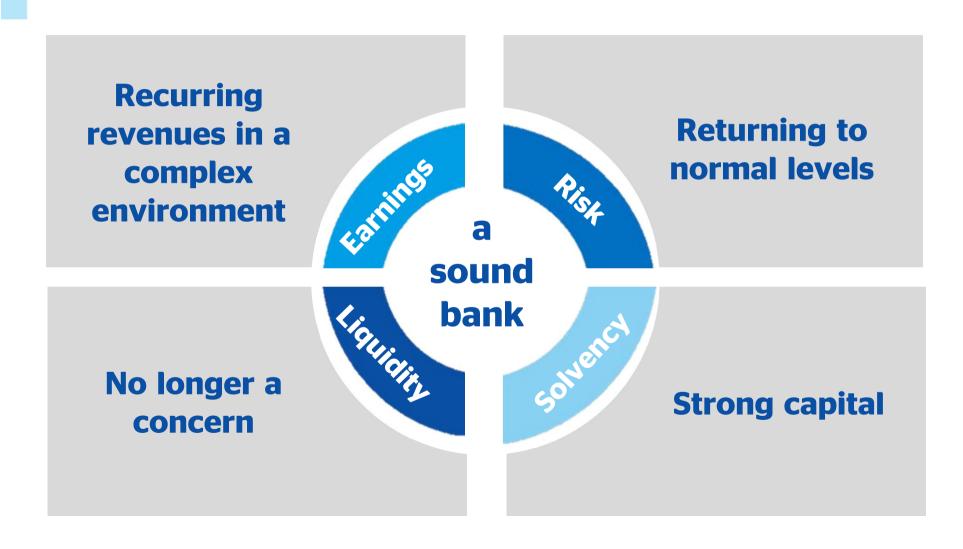
# External factors

- Low interest environment and deleveraging
- Hyperinflation and devaluation in Venezuela
- Mortgage floor ruling
- Reclassification of refinanced assets
- Deposit Guarantee Fund

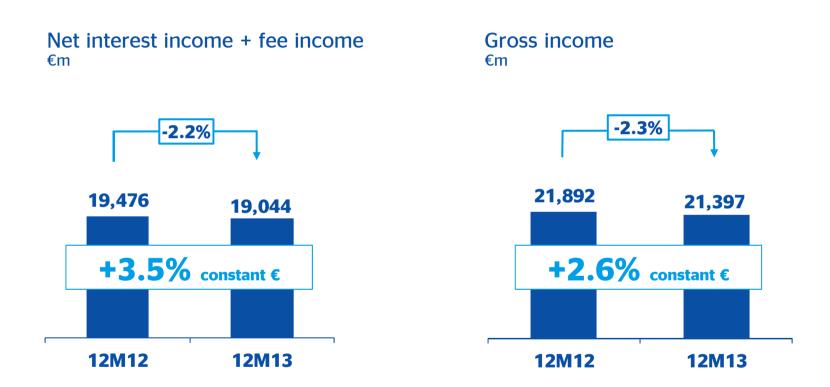
# Internal activity

- Portfolio management: corporate operations<sup>1</sup>
- CNCB operation

#### 2013: solid fundamentals



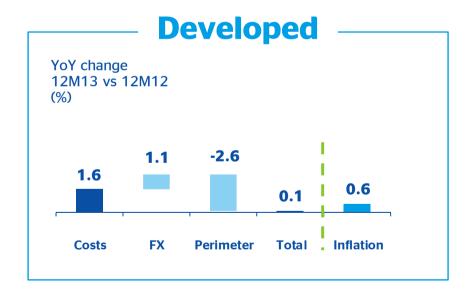
## Recurring revenues in a complex environment

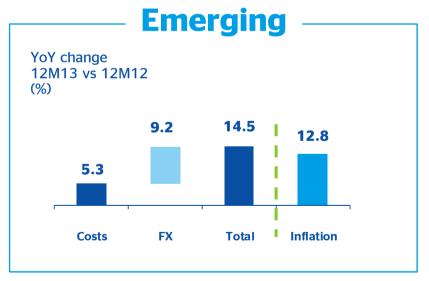


Emerging markets account for 60% of gross income and retain considerable growth potential

## Cost management adapted to each region

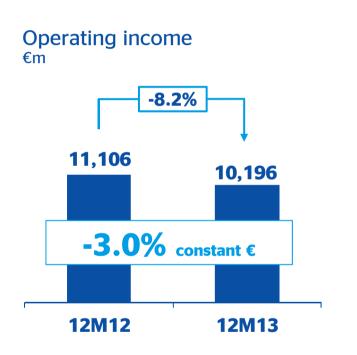




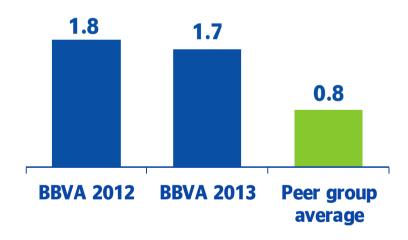


Note: excludes parent company.

# Highly resilient operating income, able to absorb provisioning ...

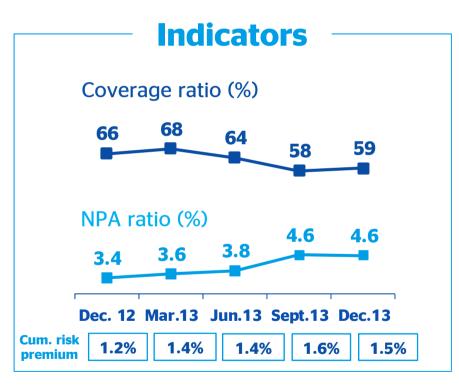


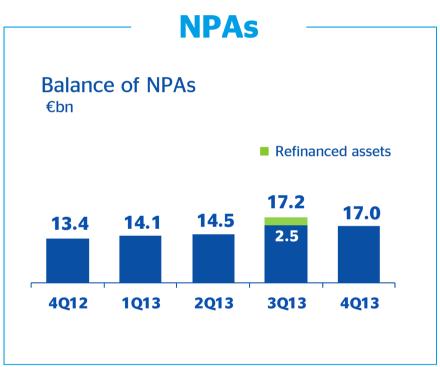
Net income / ATAs BBVA vs peer group; 9M13 (%)



# BBVA's profitability is two times that of the peer group average

#### Risk stabilized





# In summary: good results in a complex year ...

#### €m

BBVA Group	Accum.	Growth		
		12M13/12M12		% constant
	12M13	Abs.	%	
Net Interest Income	14 613	- 509	-3.4	2.7
Gross Income	21 397	-495	-2.3	2.6
Operating Income	10 196	- 910	-8.2	-3.0
Income Before Tax	2 750	+ 2 002	n.s.	n.s.
Corporate Operations Income	823	- 480	-36.8	-36.2
Net Attributable Profit	2 228	+ 552	32.9	55.1

## With a better balance sheet structure ...

## **Reduction of liquidity gap**

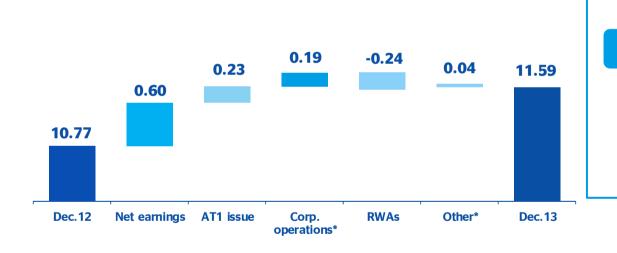
**Higher proportion of customer funds** 

**Reduction of LTRO** 

**Timely market access** 

## ... and a strong capital base





#### in addition ...

BIS III fully loaded (Dec.13)

Core ratio: 9.8%

Leverage ratio: 5.6%

#### **Comfortable capital position**

# The banking system will change radically in the next few years



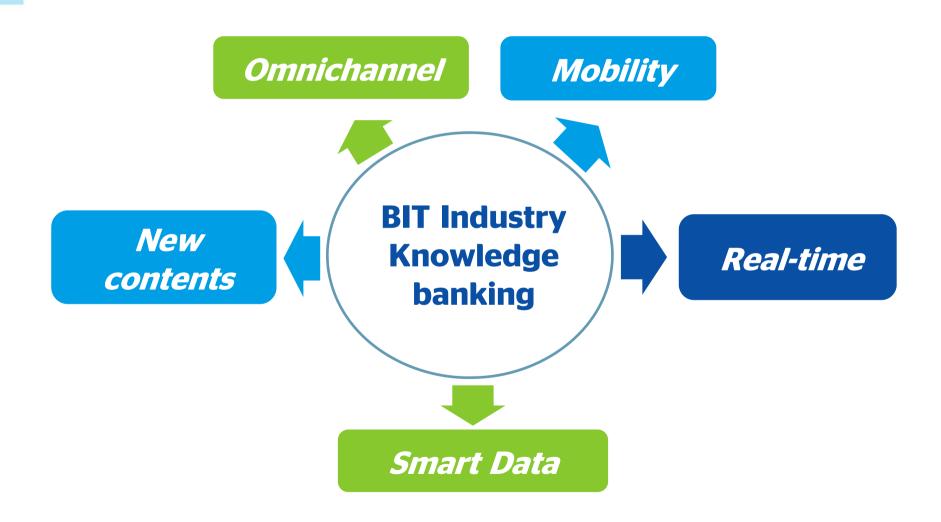
**New contents** 

New customer experience

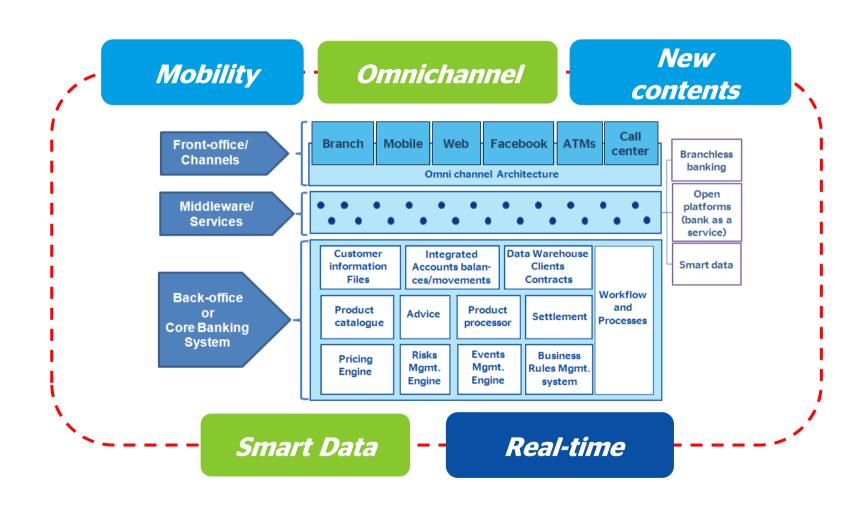
**New platforms** 

**Change or die** 

#### What do our customers want?



## What's required to meet their needs?



## Roadmap ...

**PILLARS** 



**BUSINESS MODEL** 



**TRANSFORMATION** 

**Principles** 

**People** 

Innovation

**Diversification** 

**Growth** potential

**Superior** management

Big Data







**BBVA Commerce 360** 



«One click Loan»

... to build the new BBVA of the 21st century

The starting point is a great bank

and we are transforming it

into a 21st century leader



# 2013 Results

Angel Cano, BBVA President & Chief Operating Officer

Madrid, January 31st 2014



# 1. Group

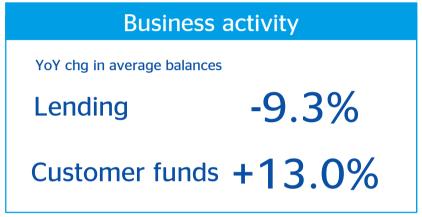
# 2. Business Areas

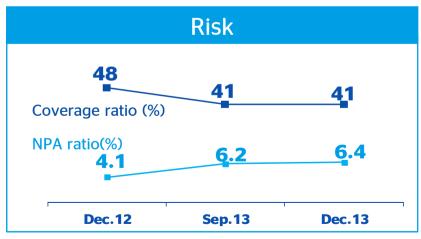


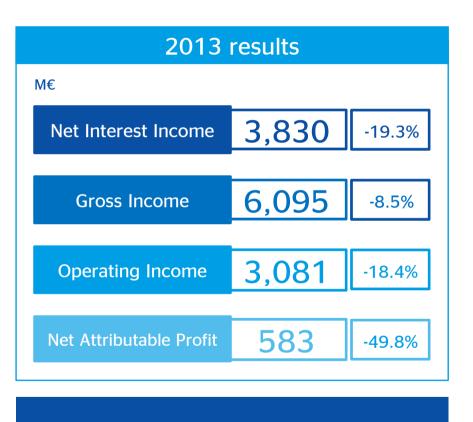
# Developed Emerging



## Banking activity in Spain



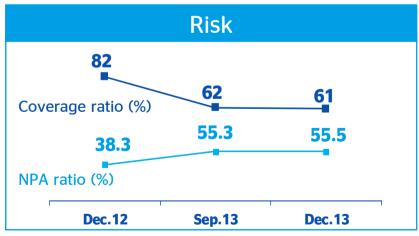




Improved outlook

## Real estate business in Spain

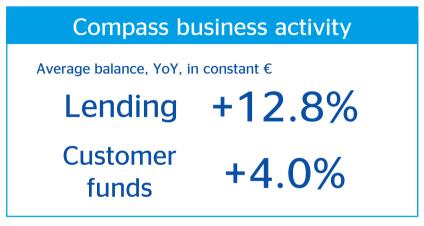


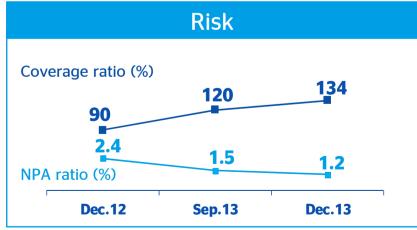




Focus on sales: +43% units vs 2012

#### **USA**









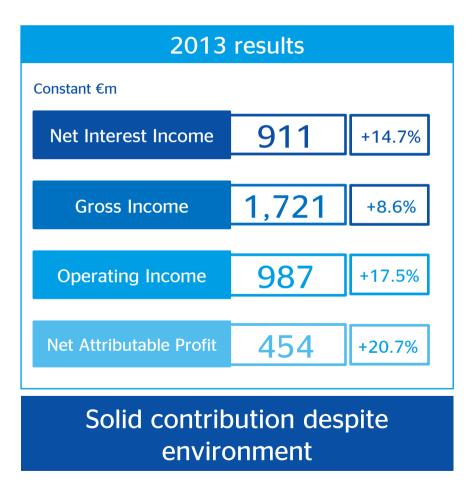
# Developed Emerging



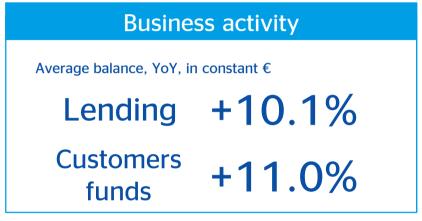
#### **EurAsia**







### México







#### South America

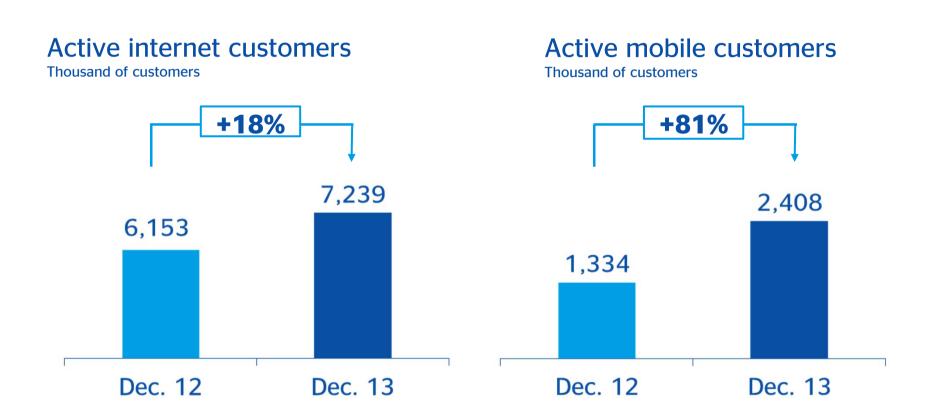






income contribution

## Moving towards digital bank



## No1 in customers satisfaction by 2016

## In summary:

• Market share gains in a context of low interest rate and deleveraging Spain Developed • Risk premium returning to normal level Growing business in a low-interest rate environment USA Exceptional asset quality and cost control China: sale of 5.1 % stake EurAsia • Turkey: a bank well-managed in a complex environment Emerging Strength and leadership Mexico Transformation of the distribution model South • Sustained profitability and diversification within the region America Investment plan to harness future potential



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