

BBVA

Creating Opportunities

Annual General Meeting **2020**

Carlos Torres Vila

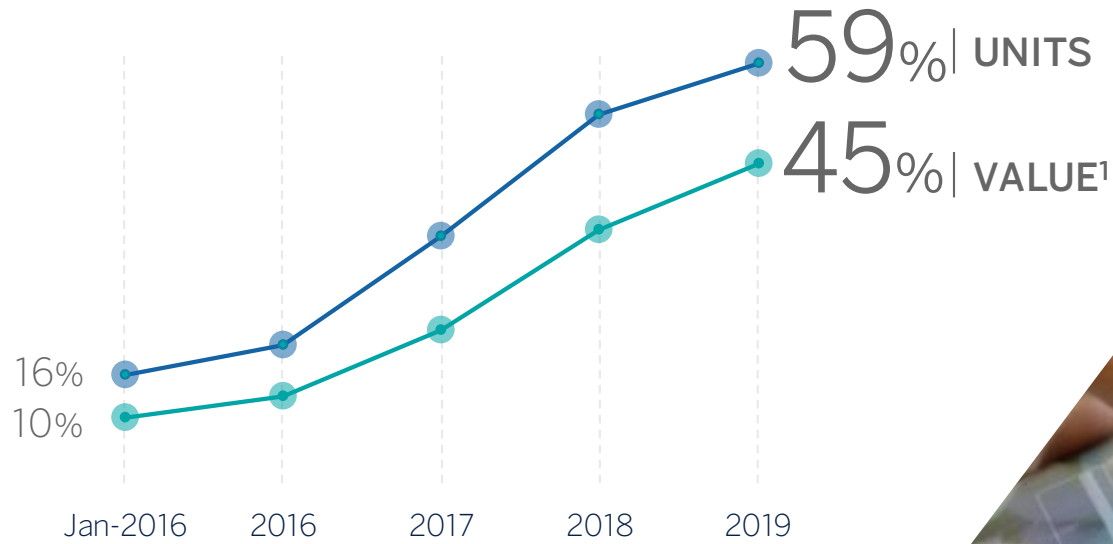
Chairman

“ To bring the age
of **opportunity**
to everyone



/ DIGITAL SALES

(% of total sales)



Group figures exclude Venezuela and Chile.

(1) Value measured in PRV (Product Relative Value) as a proxy of a better economic representation of units sold



/ Digital CUSTOMERS

2015-2019



/ Mobile CUSTOMERS

2015-2019



 More
customers

+8,8m

 More
satisfied

#1
NPS

 More
loyal

-17%
attrition
rate

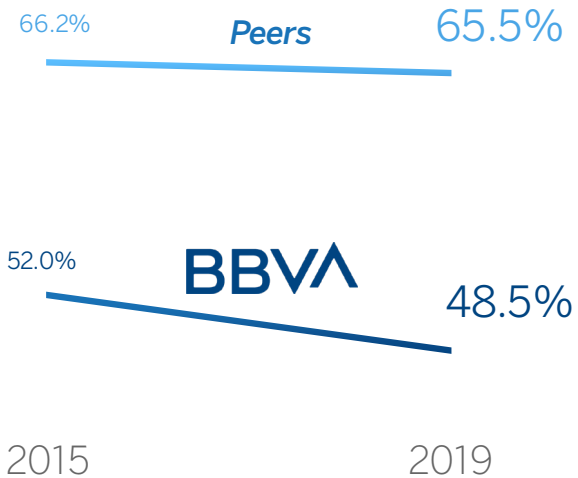




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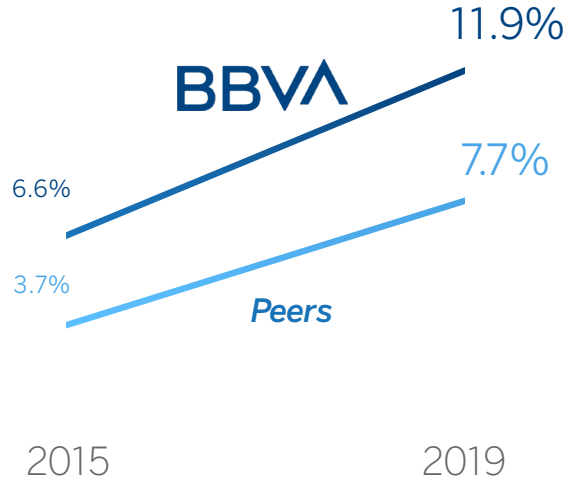
/ EFFICIENCY RATIO
(costs/income,%)



European Peer Group: BARC, BNPP, CASA, CS, CMZ, DB, HSBC, ISP, LBG, RBS, SAN, SG, UBS, UCG.
2019 European Peer Group figures as of Sep-19.



/ RETURN ON TANGIBLE EQUITY
(ROTE, %)



European Peer Group: BARC, BNPP, CASA, CS, CMZ, DB, HSBC, ISP, LBG, RBS, SAN, SG, UBS, UCG.
 2019 European Peer Group figures as of Sep-19.
 BBVA ROTE figures exclude BBVA USA goodwill impairment as of Dec-19



New Strategic Priorities



Improving our clients'
financial health



Helping our clients transition
toward a **sustainable future**



Day-to-day
control



Life goals achievement





Carbon
neutral

Portfolio alignment
to **+1.5°C**



Help our customers
with **funding and
advice**



Fundación
BBVA

Fundación
BBVA México



Social programs

>€100 Mn



11.5 Mn

BBVA

Creating Opportunities

New **Strategic Priorities**



Improving our clients'
financial health



Helping our clients transition
toward a **sustainable future**



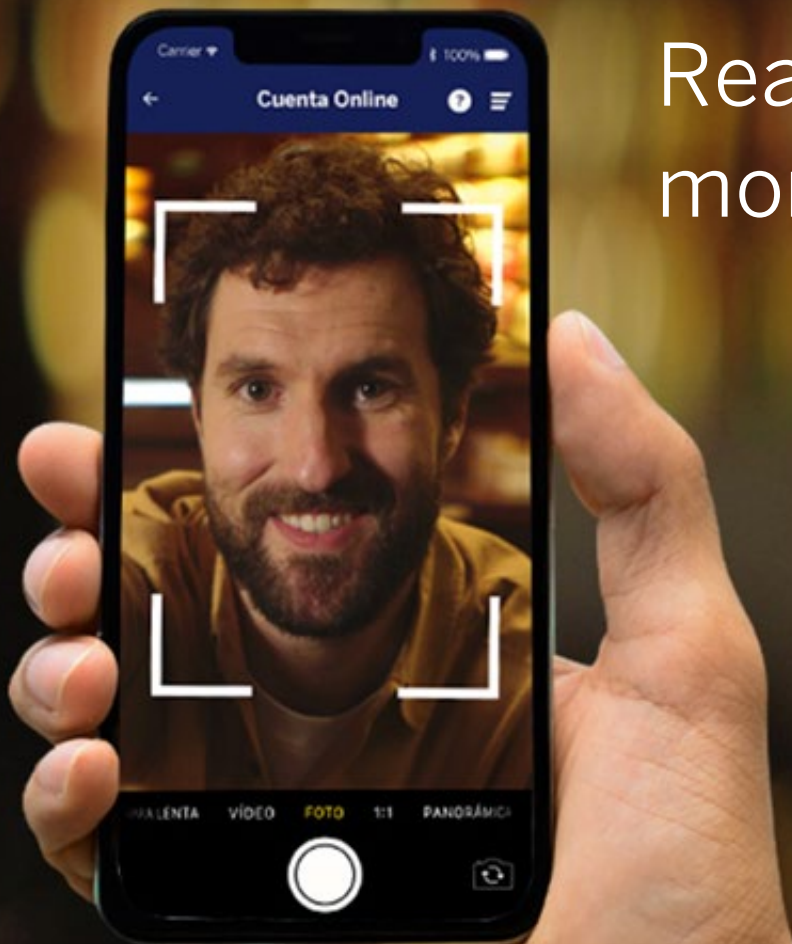
Reaching more **clients**



Driving **operational excellence**



- /// Own channels
- /// Partnerships
- /// New business models



Reaching
more **clients**



- / Best **customer experience**
- / Strong **risk management**
- / Optimal **capital allocation**

Driving **operational**
excellence

New **Strategic Priorities**



Improving our clients'
financial health



Helping our clients transition
toward a **sustainable future**



Reaching more **clients**



Driving **operational excellence**



The **best** and
most **engaged team**



Data and **Technology**



The **best** and
most **engaged team**

Agile
+33,000 people



Customer
comes first



We thing
big



We are
one team



Data and Technology

New **Strategic Priorities**



Improving our clients'
financial health



Helping our clients transition
toward a **sustainable future**



Reaching more **clients**



Driving **operational excellence**



The **best** and
most **engaged team**



Data and **Technology**

/ NET ATTRIBUTABLE PROFIT

4,830 € m



The **highest Net Attributable Profit** in the past 10 years

+3.1%

Global economic growth in 2019

(*) Net Attributable Profit excludes BBVA USA goodwill impairment in 2019 and BBVA Chile impact (recurrent operation and capital gains) in 2018

Note: As a consequence of an amendment to IAS 12 "Income Taxes" introduced during 2019 with effect for accounting purposes January 1st, 2018 income statement has been reexpressed without significant impact.

LEADING PROFITABILITY

(Dec-19)

 ROTE

11.9%

 ROE

9.9%

SOUND CAPITAL POSITION

(Dec-19)

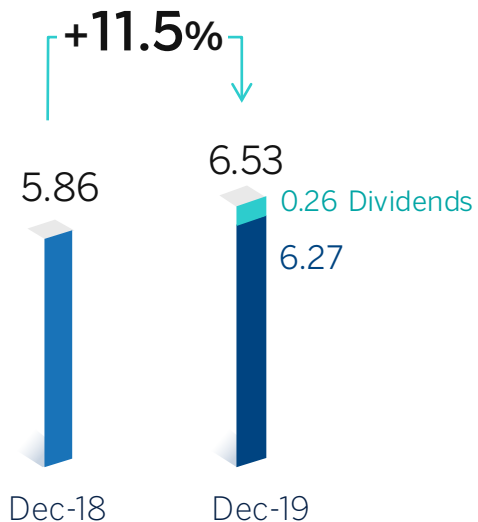
 CET1 FL

11.74%

BBVA ROTE figure excludes BBVAUSA goodwill impairment in Dec-19.



/ TANGIBLE BOOK VALUE
(€/share)



/ SHAREHOLDERS RETURN
(€/share)



BBVA

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General Shareholder's Meeting **2020**

Carlos Torres Vila

Chairman