To bring the age of opportunity to everyone
DIGITAL SALES
(% of total sales)

Jan-2016  2016  2017  2018  2019

16%  16%  20%  30%  59%  UNITS
10%  20%  30%  45%  59%  VALUE¹

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

X2

// Mobile CUSTOMERS
2015-2019

X3
More customers

More satisfied

More loyal

+8.8m

#1 NPS

-17% attrition rate
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.

EFFICIENCY RATIO
(costs/income, %)

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peers</td>
<td>66.2%</td>
<td>65.5%</td>
</tr>
<tr>
<td>BBVA</td>
<td>52.0%</td>
<td>48.5%</td>
</tr>
</tbody>
</table>
RETURN ON TANGIBLE EQUITY (ROTE, %)

BBVA

6.6%
3.7%
11.9%
7.7%

2015 2019

European Peer Group: BARC, BNPP, CASA, CS, CMZ, DB, HSBC, ISP, LBG, RBS, SAN, SG, UBS, UC G.
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 +1.5ºC
Help our customers with funding and advice
Social programs

>€100 Mn  

11.5 Mn

Fundación BBVA

Fundación BBVA México
New **Strategic Priorities**

- Improving our clients’ financial health
- Helping our clients transition toward a **sustainable future**
- Reaching more **clients**
- Driving **operational excellence**
Reaching more clients

- Own channels
- Partnerships
- New business models
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**
Customer comes first
We think big
We are one team

The best and most engaged team

Agile
+33,000 people
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  +2.7% vs. Dec18

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

(*) 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.

+3.1%

Global economic growth in 2019
LEADING PROFITABILITY
(Dec-19)

- ROTE: 11.9%
- ROE: 9.9%

SOUND CAPITAL POSITION
(Dec-19)

- CET1 FL: 11.74%

BBVA ROTE figure excludes BBVA USA goodwill impairment in Dec-19.
**TANGIBLE BOOK VALUE**
(€/share)

- Dec-18: 5.86
- Dec-19: 6.53

**SHAREHOLDERS RETURN**
(€/share)

+11.5%

- Dividends: 0.26
- Total: 6.27

**CASH**

26 cts.
General Shareholder’s Meeting
2020
Carlos Torres Vila
Chairman