

General Shareholders' Meeting

Bilbao, March 17, 2017

Francisco González
Group Executive Chairman

Index

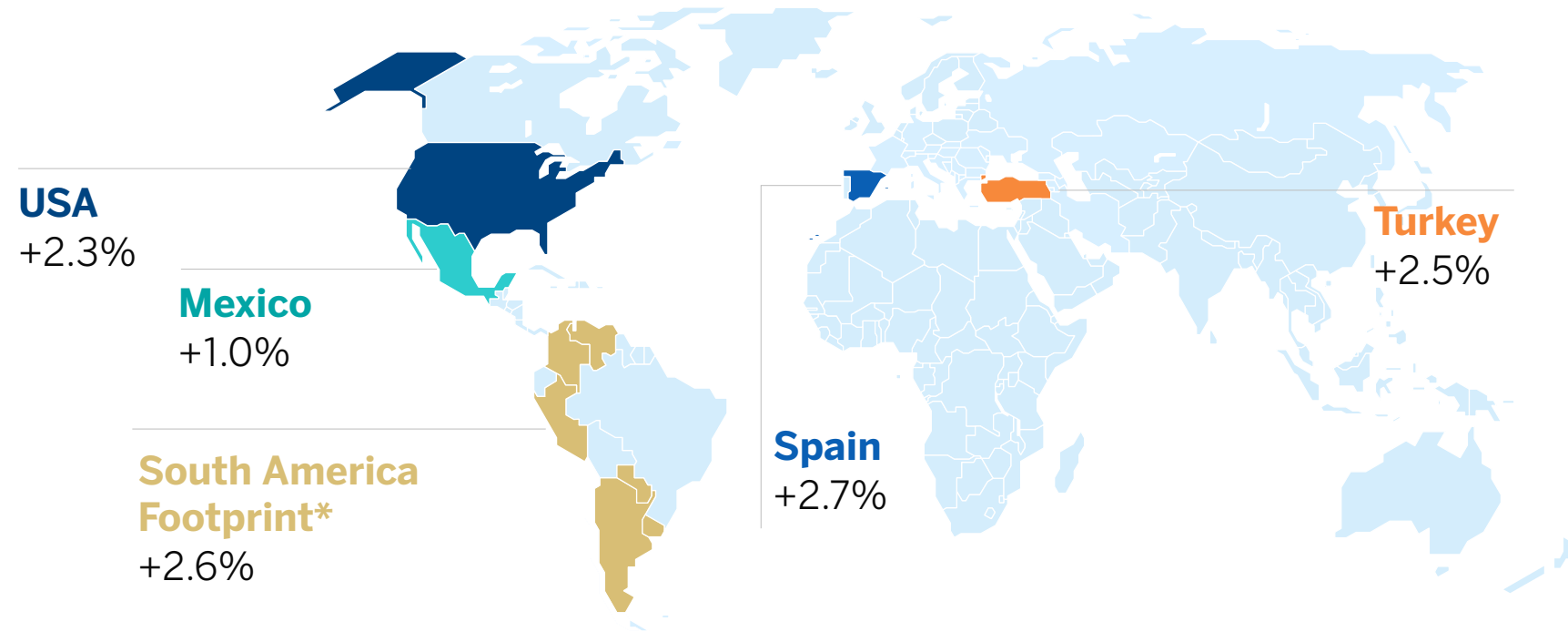
- 01** An uncertain global environment
- 02** 2016 Results
- 03** Setting milestones in our transformation

2016: a complex environment

% GDP Growth	2001-2007	2016	2017
World	4.4	3.0	3.2
Eurozone	2.0	1.7	1.6
Spain	3.6	3.2	2.7

... with major political uncertainties

2017 macro outlook: BBVA's footprint



2017 growth
(2.1%),
similar
to that of
2016

(*) Ex-Venezuela

(**) Weighting based on the countries contribution to our business

... High geopolitic risk

Global structural problems

- “Technological” unemployment (transition)
 - Inequalities
 - Migrations
 - Demography
- +
- “Fake and unilateral short- term solutions”

Negative impacts on growth in the short and long term

Increasing conflicts

Structural reforms and global agreements are needed

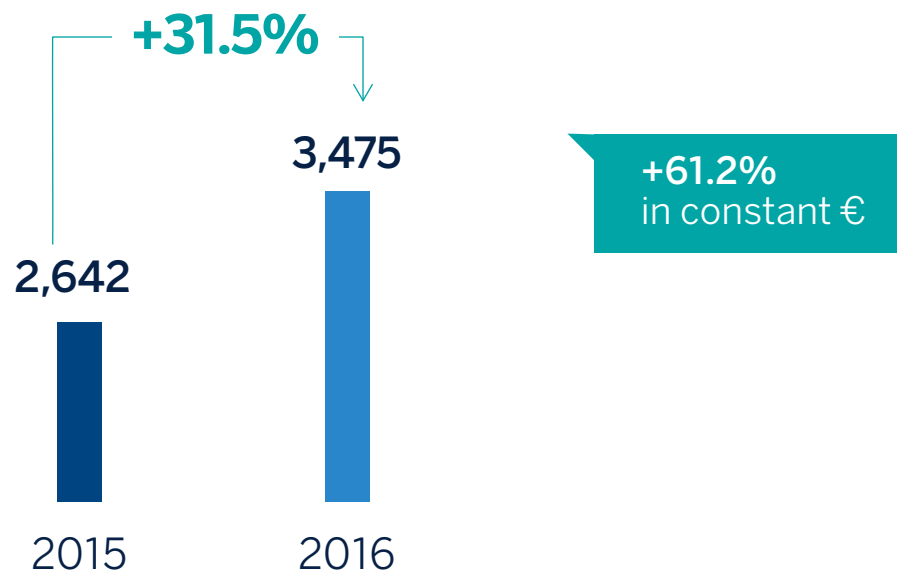


02

2016 Results

2016: A very strong set of results

Attributable Profit (€m)



Key points

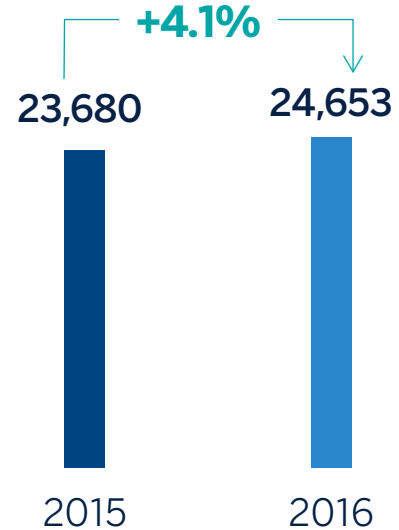
Revenue growth

Cost control

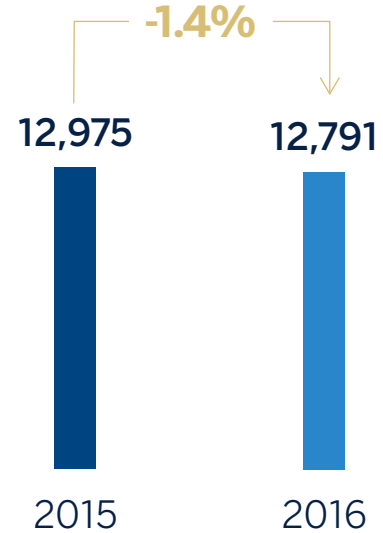
Drop in loan-loss provisions

Revenue growth and cost management ...

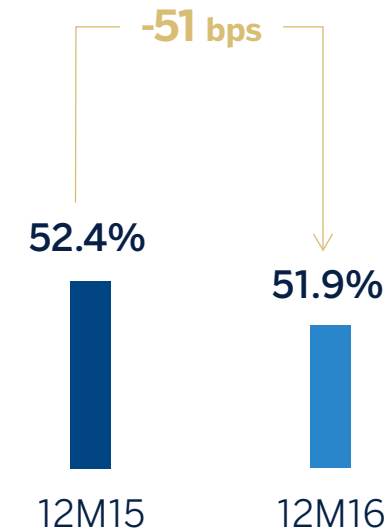
Gross Income (€ m)



Total Op. Exp. (€ m)



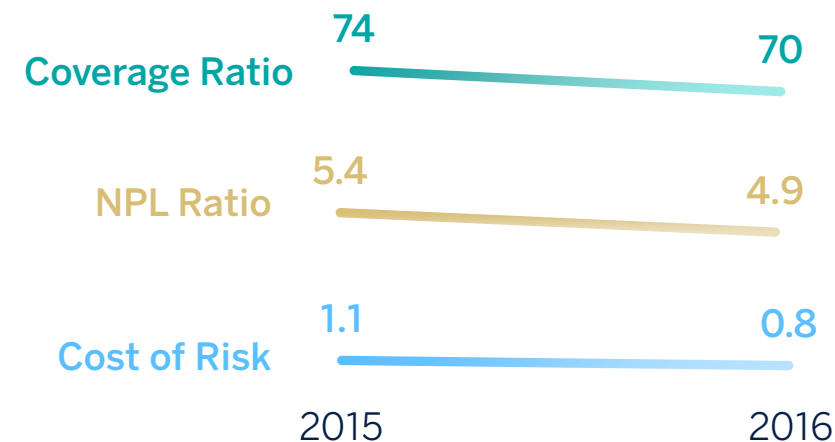
Efficiency ratio (%)



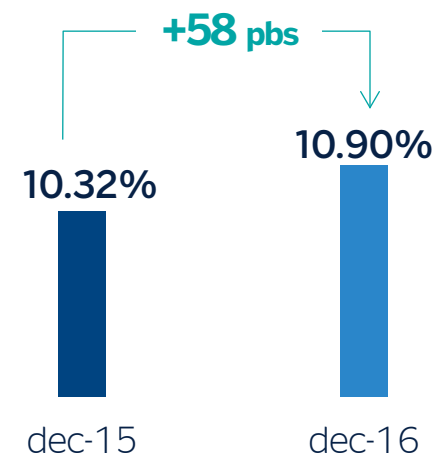
... lead to an improvement in efficiency

Improved risk indicators, and

Main risk indicators (%)



CET1 Fully-Loaded (YoY trend, %)



Note: 2015 includes the additional participation of Garanti consolidated by the global integration method since 01/01/2015 vs. acquisition closing date 07/01/15 (Garanti homogeneous).

.... Strong capital base

Shareholder remuneration policy

- The last scrip dividend in April 2017
- Going forward, **100% of the dividend** in cash
- **Pay-out in cash: between 35% and 40%** of the results
- Two dividend payments per year

03

Setting milestones in our transformation

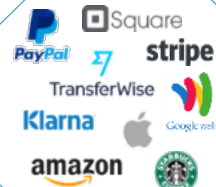
Reshaping the financial industry

Exponential Technologies

- Cloud Computing
- Mobile
- Open Innovation
- Big Data
- Biometry
- Distributed ledgers
- Artificial Intelligence

New entrants

Payments



Loans



Wealth management



Banking of the future



**Technological
excellence**

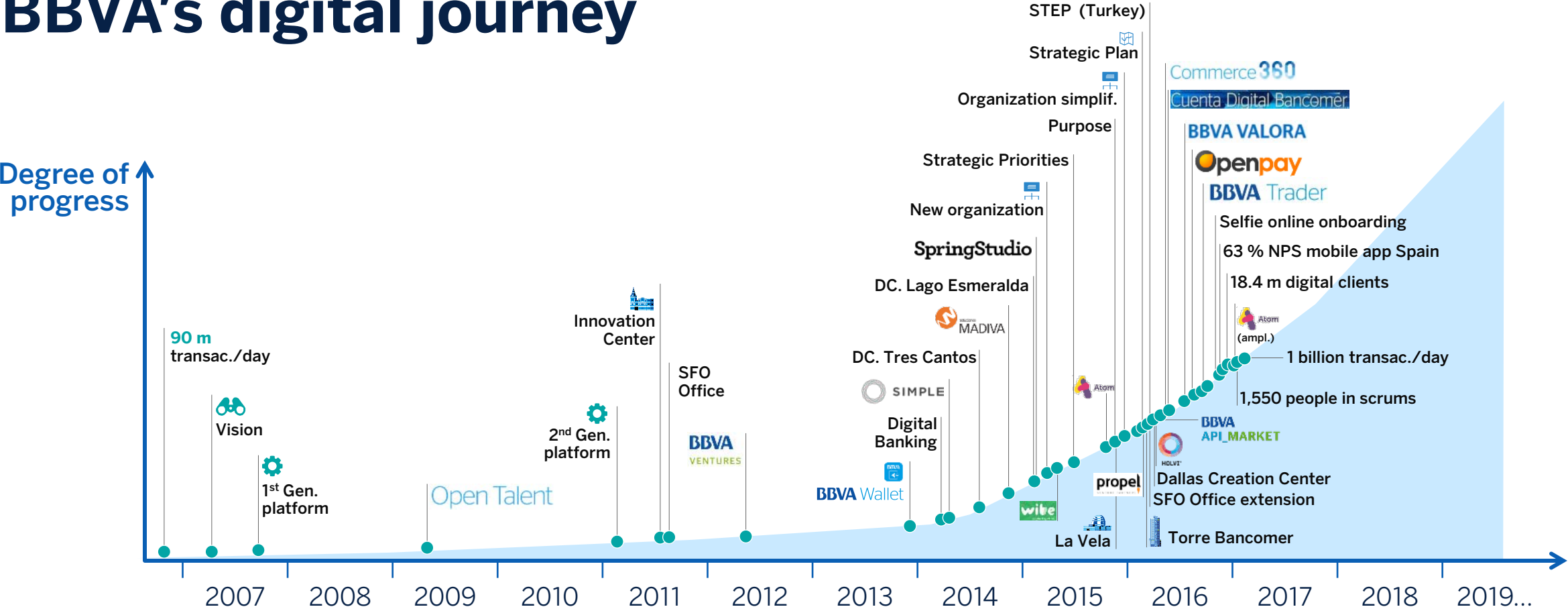
Transparency

**Zero conflicts of
interest**

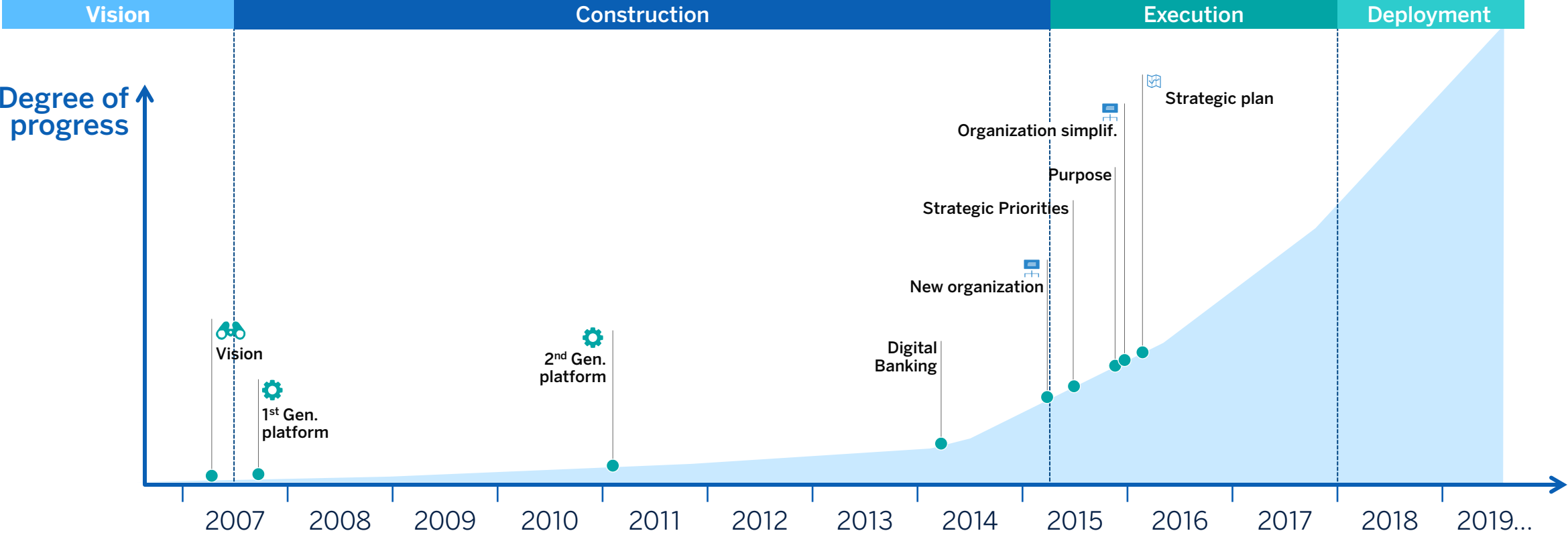
**Customer
experience**

Trust

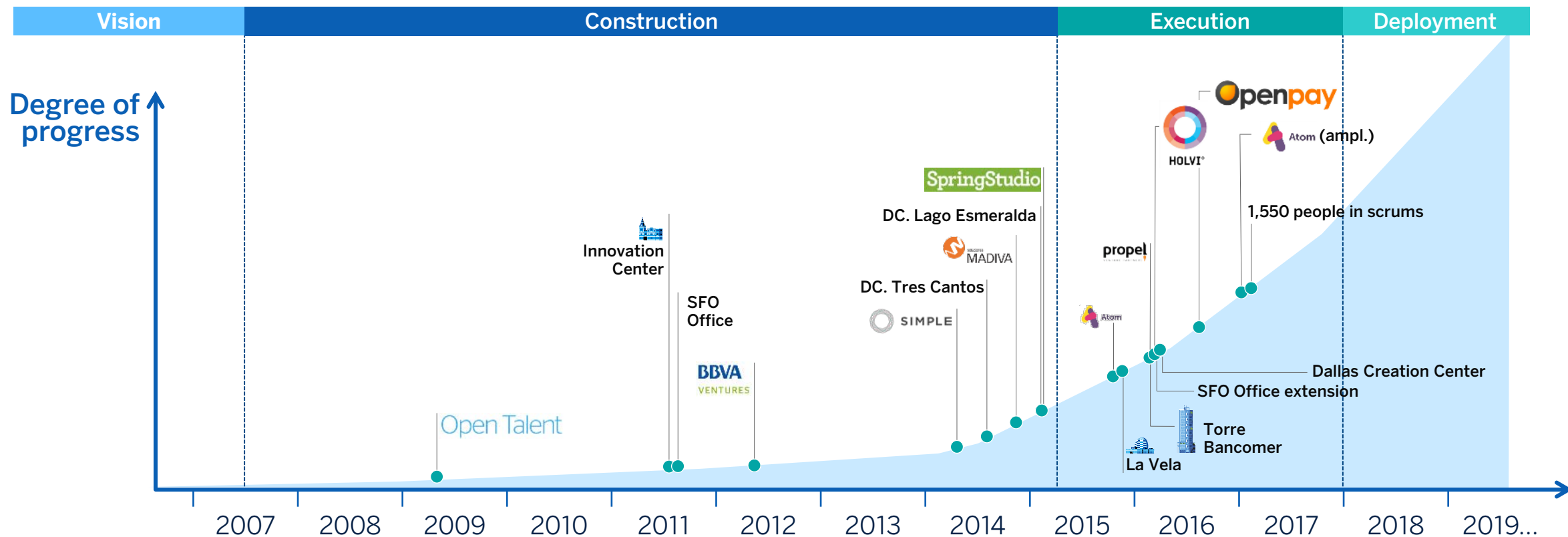
BBVA's digital journey



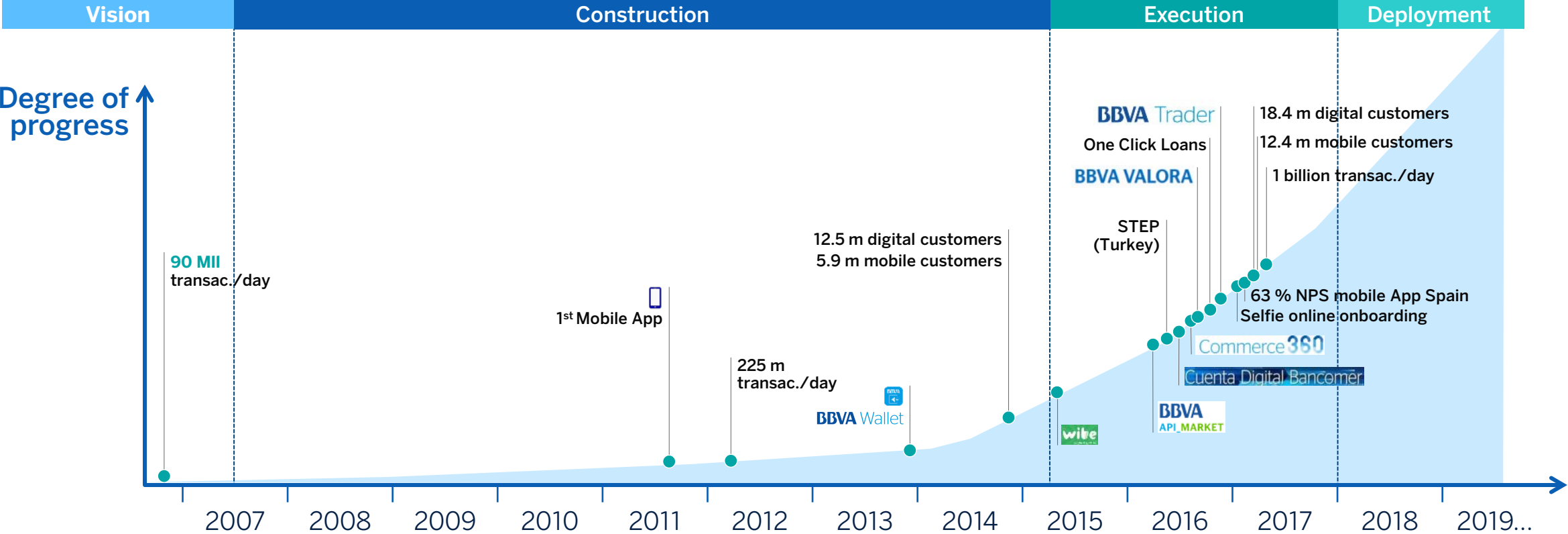
BBVA's transformation milestones



A new culture



New products, businesses and results



... BBVA: the best customer experience¹

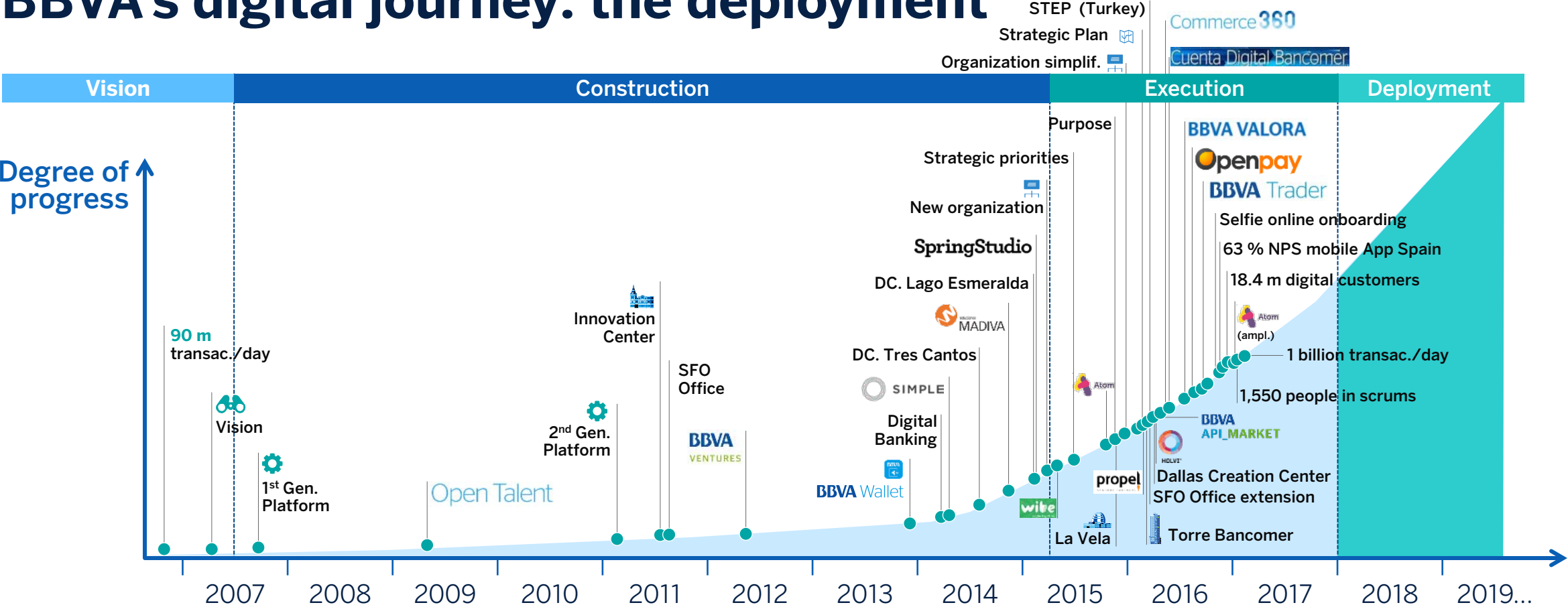
Entity / Channel	BBVA's position ²	NPS ³	Change vs. 2015
Entity	1º	13%	+10 pp
Online Banking	1º	43%	+2 pp
Mobile App	1º	63%	+20 pp
ATM	1º	39%	+10 pp
Branch	1º	32%	+14 pp

(1) Ranking between peer group entities in Spain: BKIA, CABK, POP, SAB and SAN.

(2) According to a survey conducted by Accenture on individual commercial banking customers in Spain, excluding CX.

(3) Net Promoter Score (NPS) of individual customers (for Entity and Online Banking), individual digital customers (for Mobile app) and hybrid individual customers (for the rest).

BBVA's digital journey: the deployment



BBVA, building the best reputation

- Improving our customers' experience
- Principles based strategy
- Corporate Responsibility
Supporting knowledge

2016: a very good year for BBVA

- **Strong results growth**
- **Transformation advances:**
execution phase
- **Qualitative leap** in our strategy
- **The most relevant project**
in the industry



BBVA

Creating Opportunities

