BBVA

Creating Opportunities

Digital Transformation Spain

September 11th , 2017

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01

BBVA's Transformation

6 strategic priorities

New standard in customer experience

Helping customers and clients with their financial lives

Drive digital sales

Digital and mobile customer base and digital sales growth

New business models

New revenue streams

Optimal capital allocation

Growth with adequate profitability above cost of capital

Unrivaled efficiency

Productivity model transformation leveraging technology

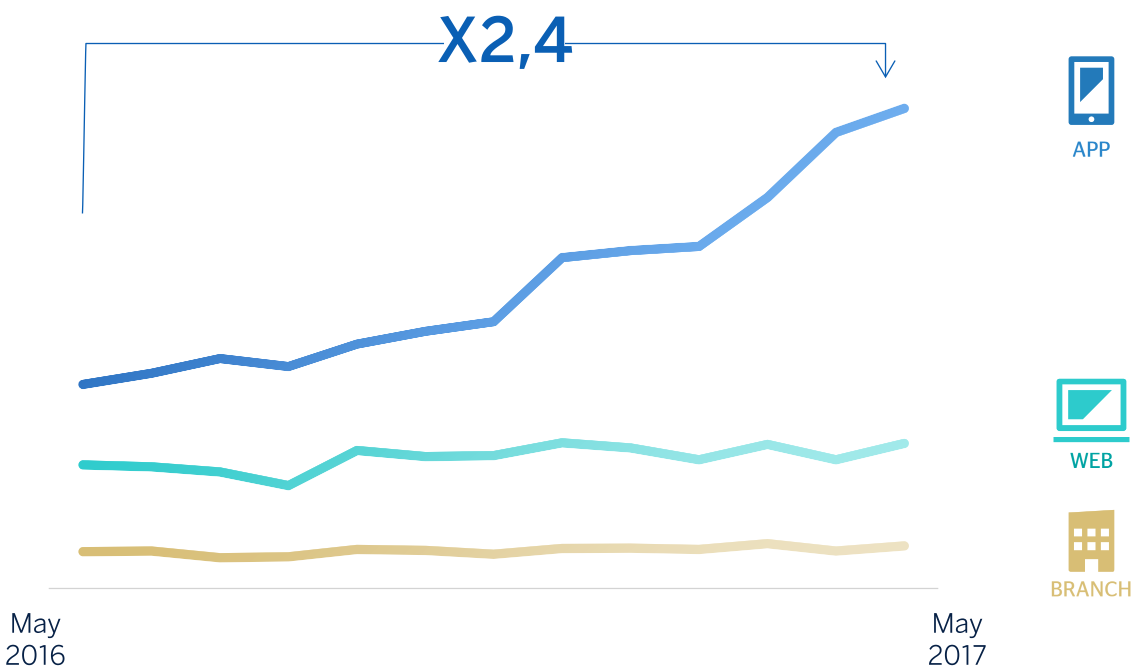
A first class workforce

Develop, motivate and retain

Adoption of mobile surpassing all expectations

Total monthly interactions with customers - BBVA Spain

(Millions)



Average customer interaction

1 x
every 1-2 days

~1 x
per week

<1 x
per month

Digital Customers: customers with a minimum level of activity and/or transactions on each channel

New standard in customer experience

Convenience

"I do everything from my smartphone and with the assistance of my manager when I need to"

Transparent and simple offer

"BBVA offers me very transparent products that are easy to contract"

Advice

"BBVA anticipates my everyday financial needs and advises me at the most important times"

Convenience

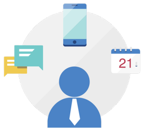
“I do everything from my smartphone and with the assistance of my manager when I need to”

Becoming a customer is very simple

- 100% on-line
- Fast and easy
- With any product
- I bring my bills
- Customized on-boarding

All the servicing in my app

- Easy
- Comprehensive
- Multi-channel
- Multi-language



My remote manager on my smartphone

- I have a remote manager
- I communicate by phone and exchange documents easily
- I sign all documents without having to move from home

No waiting if I have to go to a branch

- I arrange an appointment and I don't have to wait
  - Manager
  - Teller

Convenience

Becoming a new customer is very easy

Fully digital onboarding process

- Simple: 5 questions
- Fast : <5 minutes
- Paperless: Digital signature
- 100% on-line
- Immediate: Fully operative customer at the end of the process

18%

of total new customers through digital channels 2017 YTD

Bring my bills

- Simple
- Traceable
- Effective

20%

of total bills 2017 YTD brought by mobile and web

Convenience

All the servicing in my app

My mobile is my wallet

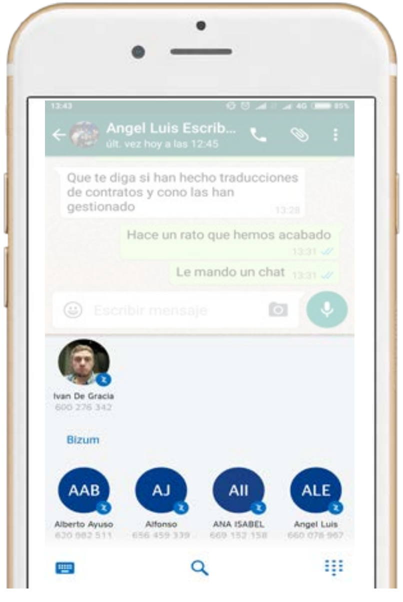
- Mobile payment
- Cash withdrawal
- Cards on-off
- Card PIN query
- New virtual cards at one-click
- Credit limit management
- Push-notifications
- Click to finance

bizum

- P2P payments
- Simple
- Fast
- Immediate
- *BBVA Cashup*

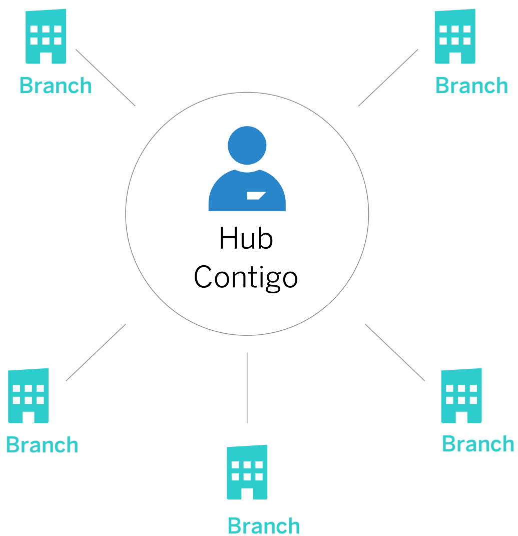
90%

of total payments financed through digital channels 2017 YTD



Convenience

My remote manager on my smartphone



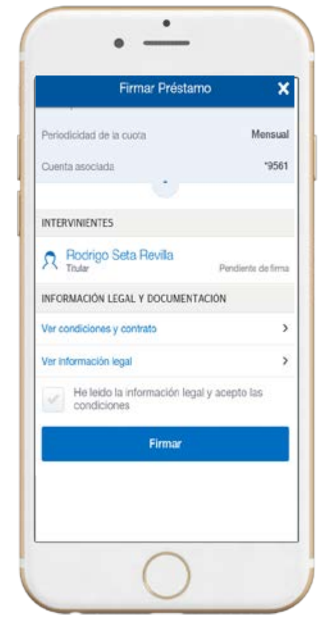
+1,000 Over 1,000 remote advisors integrated in branch network managing over 800K customers

My conversations

40%

of total signatures 2017 YTD remotely signed , mobile and web

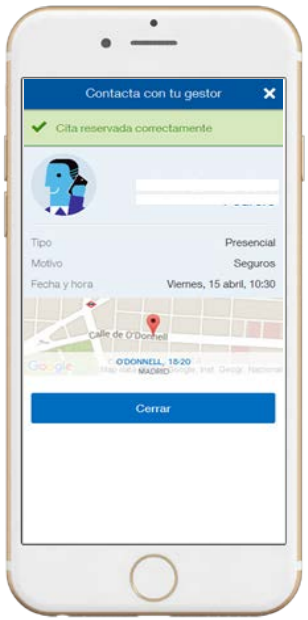
Remote signature



Convenience

No waiting if I have to go to a branch

Manager appointment
(remote or in person)



Turn at teller

Functionality linked to servicing processes
e.g. foreign currency

Transparent and simple offer

"BBVA offers me very transparent and easy-to-contract DIY products"

Transparent

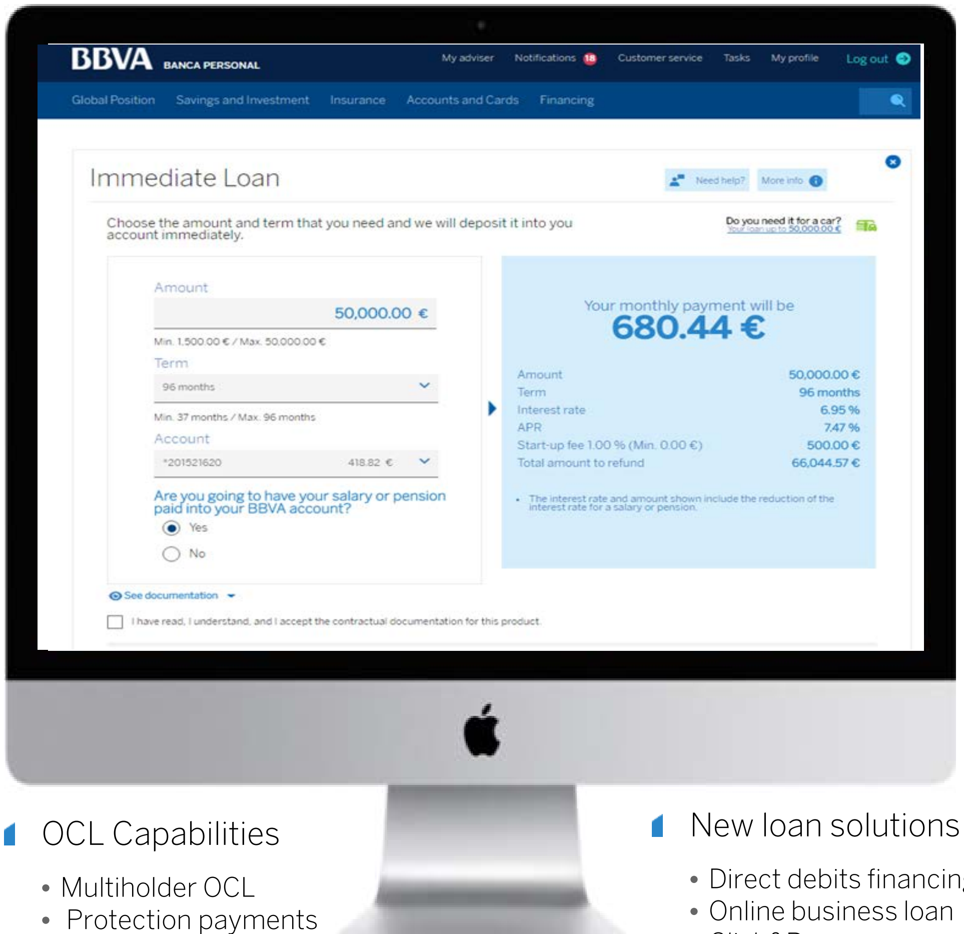
- Simplicity of the:
  - Catalog
  - Products
  - Contracts
  - No final print/very simple conditions
  - Clear expectations (no "surprises" later)

Simple DIY sale processes

- I can easily buy products with no help (DIY)
  - Simplicity
  - Speed
  - 100% automated
- Non-automated processes are agile, error free and traceable

Transparent and simple offer

One Click Loan (OCL)



OCL Capabilities

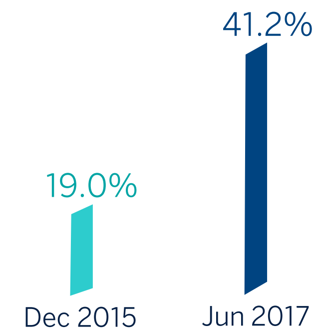
- Multiholder OCL
- Protection payments

New loan solutions

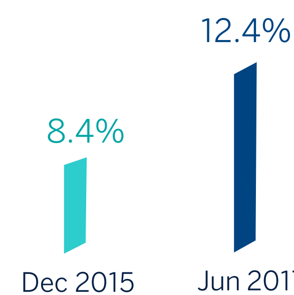
- Direct debits financing
- Online business loan
- Click&Pay

Transparent and Simple offer

Consumer loans % of Digital sales



New loan production BBVA market share



BBVA Spain Retail banking.

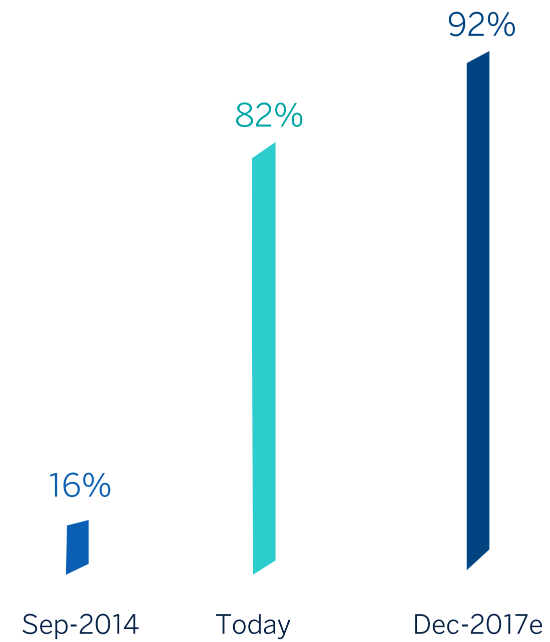
Transparent and simple offer

Transparent and Simple offer

Do It Yourself Area (DIY)

- DIY sale processes area
- Tailor made offering
- Proactively offered
- 100% automated
- Extremely simple/ One-click

% of mobile available products over total products



Advise

"BBVA anticipates my everyday financial needs and advises me at the most important times"

Control of my day-to-day life

- It helps me control my home economics:
- It categorizes income and expenses
- I do budgets
- It tells me what others do in my place (e.g. sociodemographic comparison)
- Predicts income and expenses
- I receive alerts and contextual recommendations

It helps me save

- It helps save and choose the investment that best suits my profile and needs to:
  - Cover possible contingencies
  - Achieve a specific goal
  - Plan my retirement

It helps me with important decisions

- Buy a home:
  - Find out about/explore the neighborhood
  - Value property
  - It offers me pre-purchase advice (can I afford it?)
  - Home center
- Other decisions: buy a car, baby planner

Advise

Control of my day-to-day life

Personal Financial Management PFM

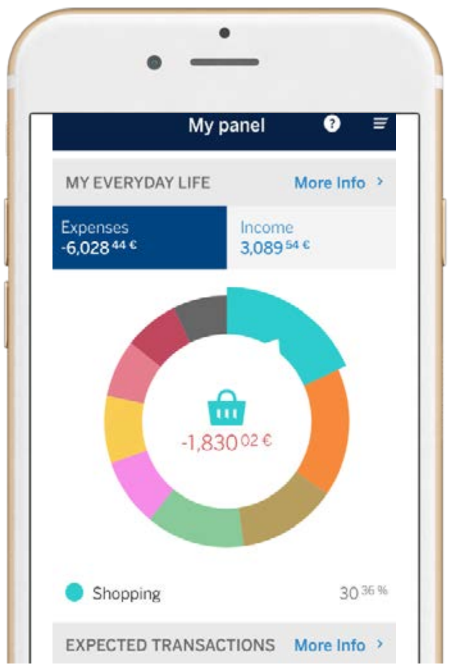
- User friendly categorization of income and expenses
- Monthly evolution
- Comparisons
- Saving capacity

Simple budgets

- Budget creation by expense category
- Alerts

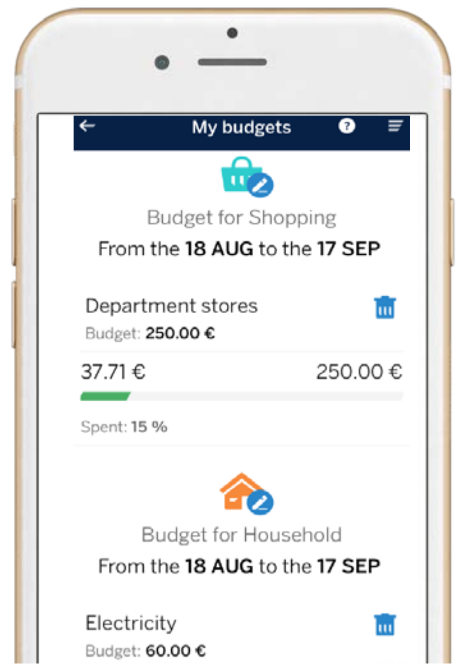
My Goals

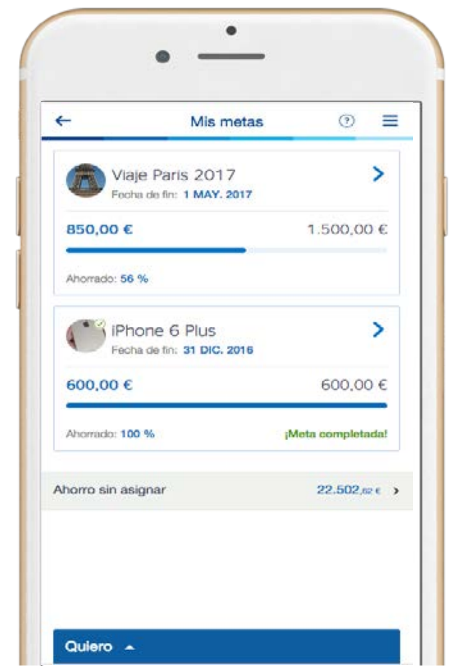
- Set a goal (e.g., trip to London)
- Set saving pattern (e.g., weekly, monthly contribution)
- Option to finance goals



1 MN

monthly active customers 2017

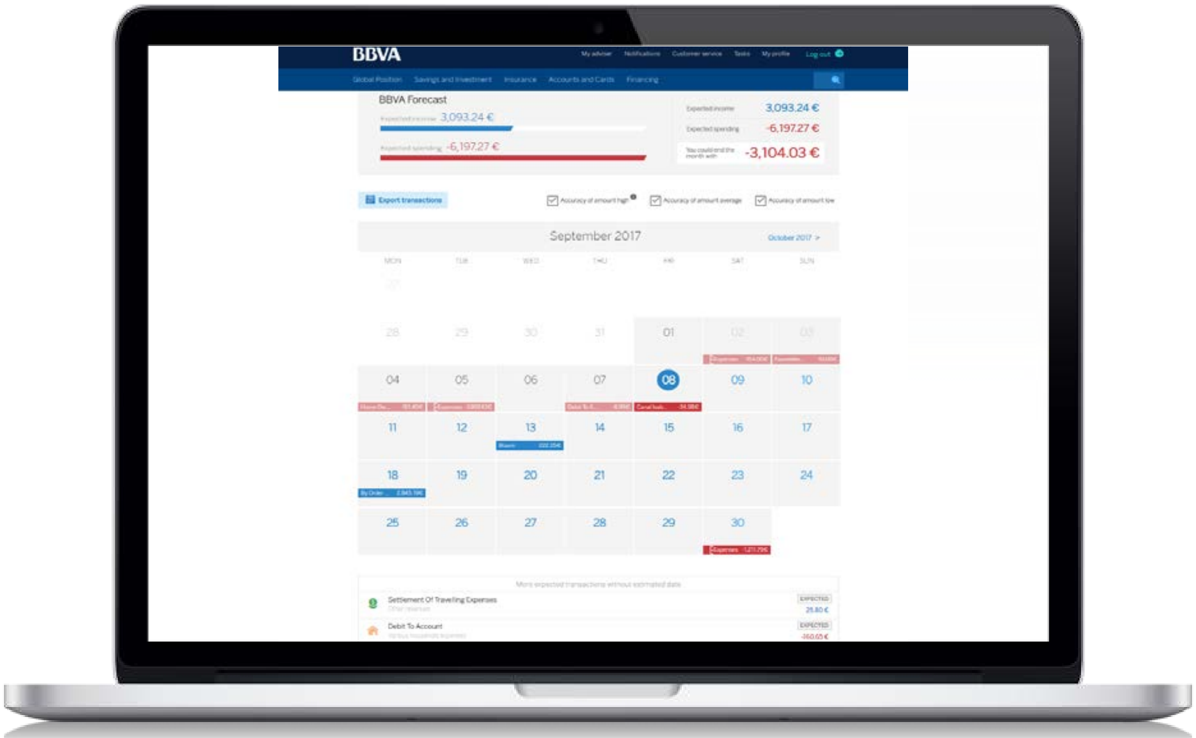


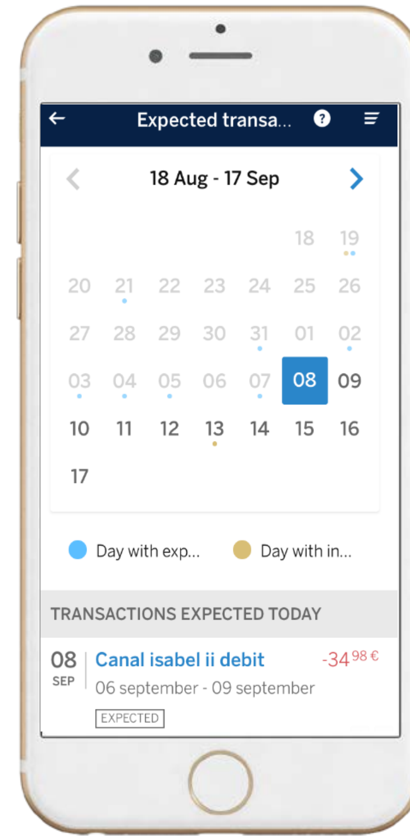


Advise

Control of my day-to-day life

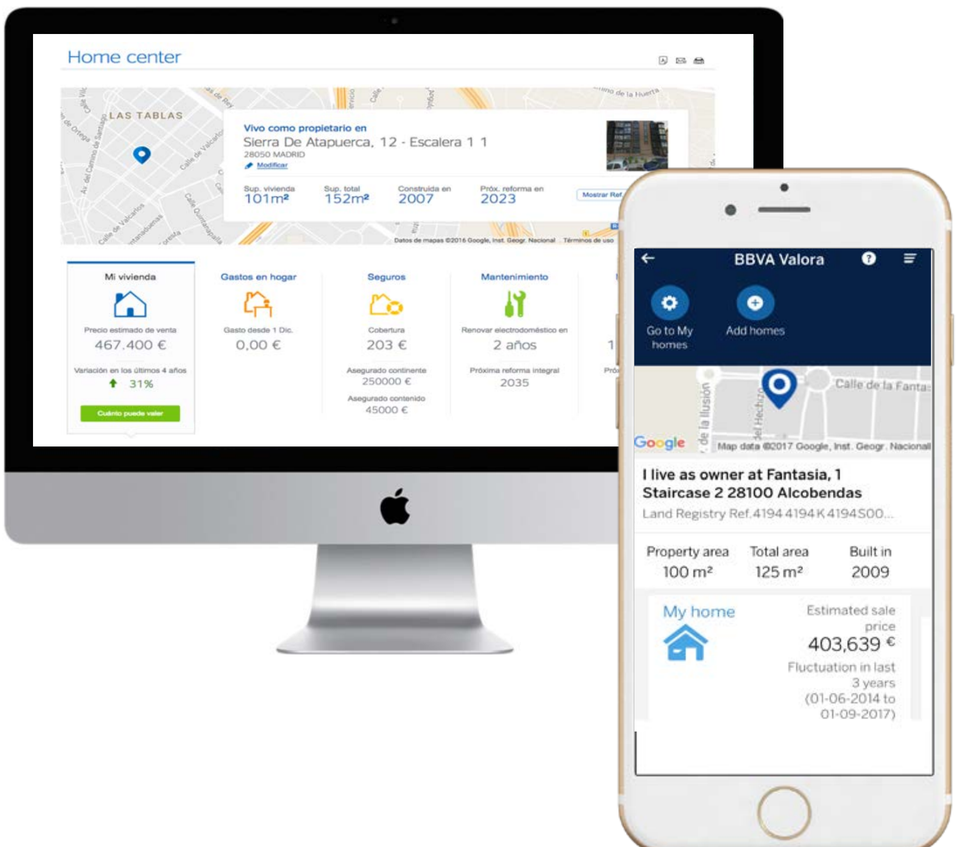
Predictive Financial calendar and smart alerts





Advise

It helps me with important decisions



BBVA Valora

- Find out about/explore the neighborhood
- Value property
- Pre-purchase advice (can I afford it?)

1.7 MN
customers used BBVA Valora Sep16-Jul17

>148k
BBVA Valora monthly average customer users Sep16-Jul17

>202k
customers used mortgage loan simulations Sep16-Jul17

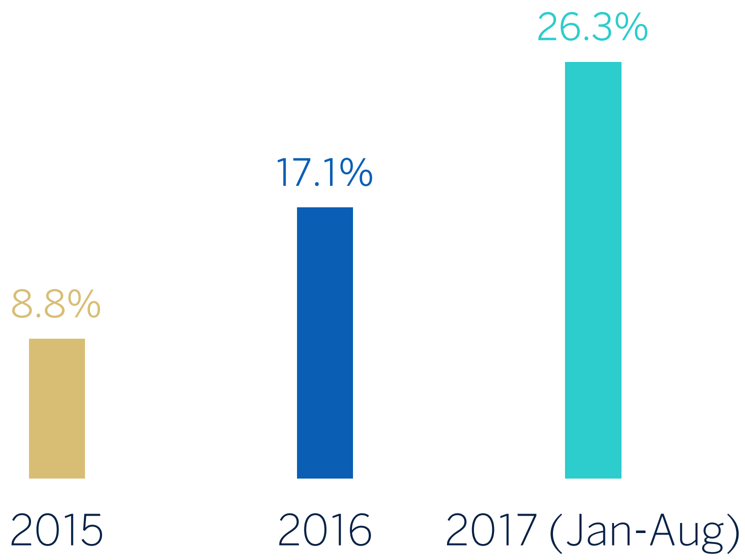
6%
Conversion rate.
100% higher than Request for mortgage out of BBVA Valora

02

KPIs

Good progress on key transformation metrics

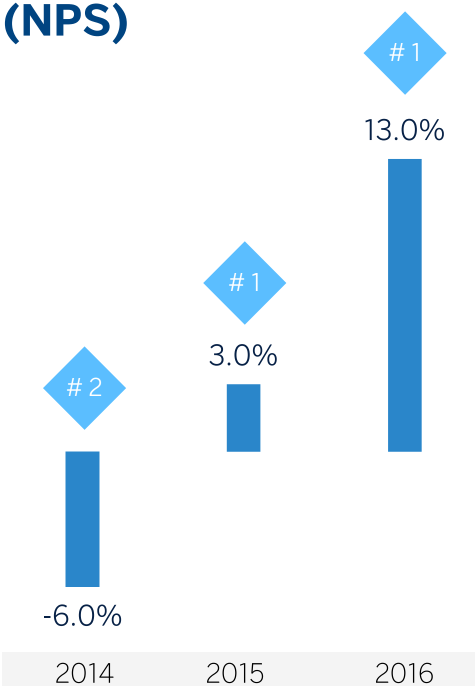
Digital Sales / Total Sales
(% Units)



- Digital sales campaigns
- A / B testing (web)
- Continuous funnel optimization
- Retargeting
- New mobile catalogue (mobile bbva.es)

Good progress on key transformation metrics

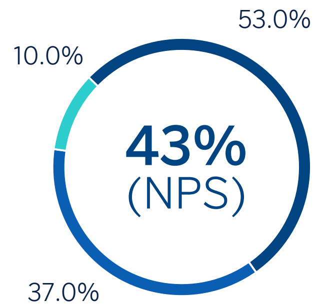
Total Net Promoter Score (NPS)



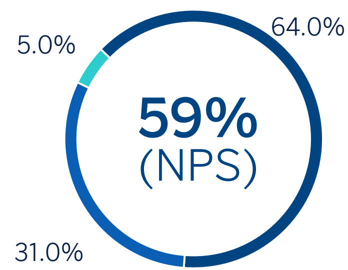
◆ Ranking among peers: Santander, Sabadell, Caixa, Bankia and Popular

Source: Accenture

Website



Mobile

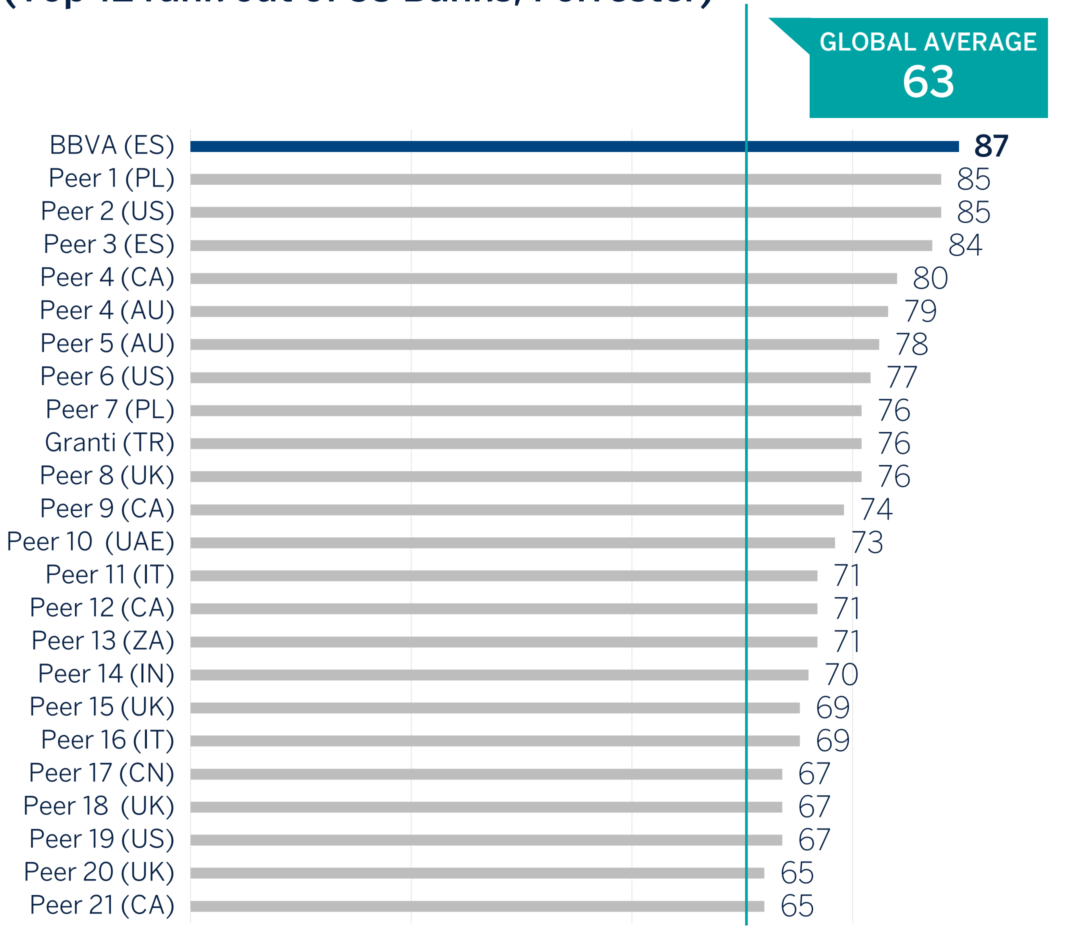


- Promoters: awarding a BBVA a score of 9 or 10
- Neutral: providing BBVA a score of 8 or 7
- Detractors giving BBVA a score below 6

Best banking mobile app in the world

2017 Global Mobile Banking Benchmark.

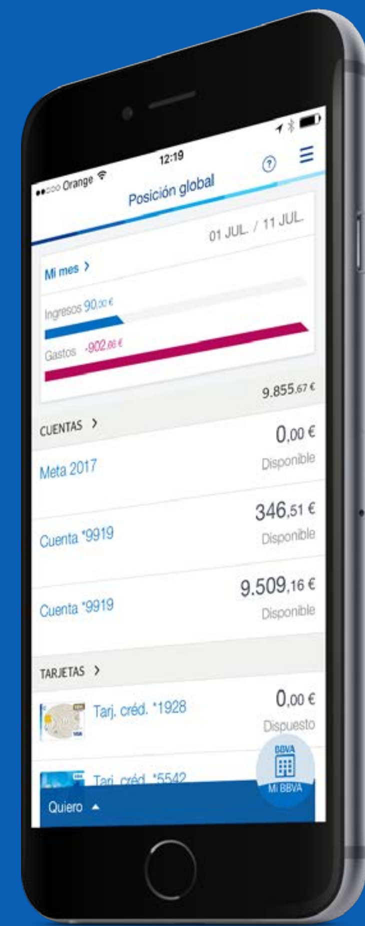
(Top 12 rank out of 53 Banks, Forrester)



Source: Forrester`s 2017 Mobile Banking Benchmark.

MEJOR APP MUNDIAL DE BANCA 2017

FORRESTER



03

What's next?

Top Priorities

DIY APP: Complete sale processes and servicing

Complete Contact center capabilities

Open market-mortgage and consumer loans

Develop new Data based advice solutions

PSD2 Compete