

## Cheuvreux

## Spring European Large Cap Conference 2007

Paris, 29th March 2007









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# BBVA has delivered strong and profitable growth



	2002	2006		2002-2006 CAGR
Assets	279,472	411,916	x 1.5	10.2%
Attributable Profit	1,719	4,580	x 2.7	27.8%
EPS	0.54	1,34	x 2.5	25.5%
DPS	0.348	0.637	x 1.8	16.3%

**ROE 37.6%** 

**ROA 1.22%** 

# Strong generation of recurrent revenues and operating profit ...

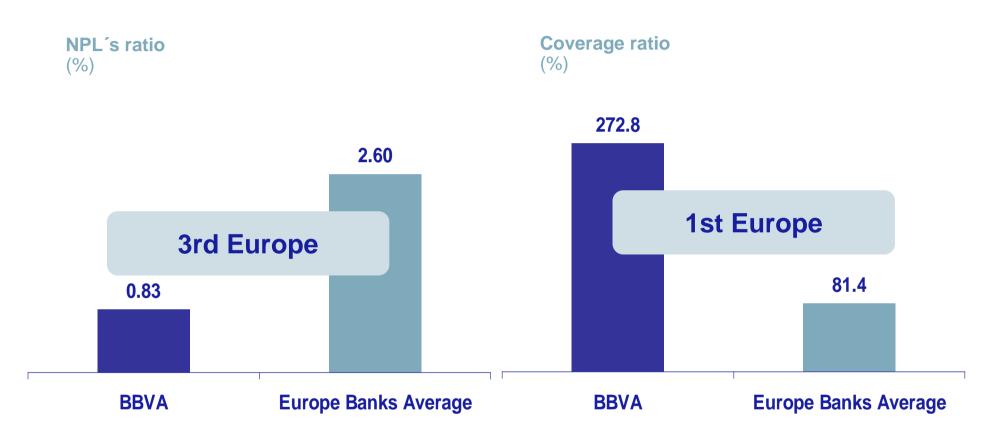




... based on high volume growth and good pricing ...

## ... with a moderate risk profile, ...





95% assets
Investment Grade

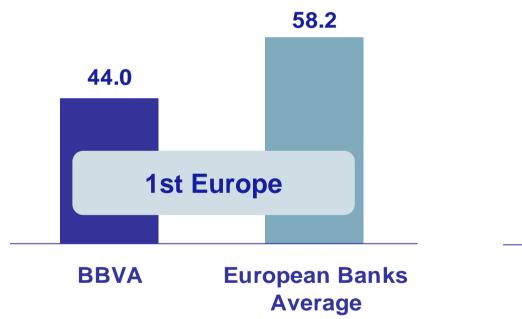
44% of lending collateralised

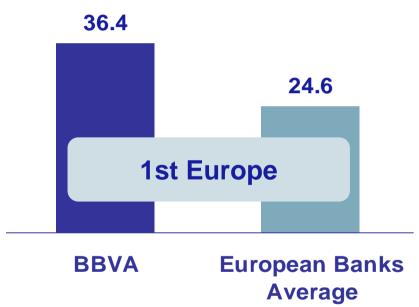
## ... and best in class efficiency and profitability





ROE excl. one-off items (%)





... to deliver superior EPS growth than the sector

### Superior growth based on ...



2 **Delivering in the Current operations** new markets Growth markets with New growth engines solid franchises **Spain and Portugal** Asia **Global Businesses USA Mexico South America** 

1

# In our current operations we are applying ...



### ... Innovation

Organization

**Products** 

**Distribution** 

**Segments** 

... to increase growth

### In Spain, immigrants



#### **The Opportunity**

New Segment

4 m people in Spain

10% Spanish population

#### BBVA's approach

New Value proposition

Full product offering

New products: financial and non-financial

Money transfers 780.000 in 2006 (x 2.3)

Loans 103.600 in 2006 (x2.9)

Phone Calls 2,5 MM in 2006 (x3.3)

## New distribution model Dual and complementary





#### The results

552,000 clients +40% in 2006

20% Mkt Share

**2007 Target 700,000 clients** 

### ... and young people



#### **The Opportunity**

New Segment

35% Spanish population

9 m under 20 to enter financial market

#### BBVA's approach

#### **New brand**

**Change of brand** 



**blue**BBVA

#### **New web**



## Interactive marketing

Young visitors to Bluebbva.com multiplied by 10 (400,000 monthly)

#### **Sponsorships**

"Star Academy"

#### The results

8 million web visits in last 4 months

91,000 new young customers to reach a segment total of 1.2 m

Goal > to increase 500,000 new customers in 2 years

#### Mexico and South America: bancarization ...



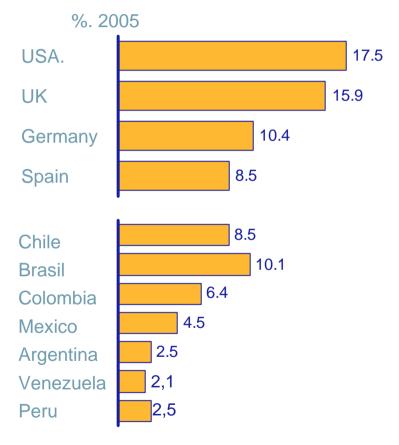
#### México

More than 30 m people entering the financial market in the next years

#### **South America**

80% of the population do not have a current account

#### **Consumer finance / GDP**



Source: EFIC Profit Pools, EIU, Estadísticas nacionales

A great opportunity to capture this growth but ...

#### ... with a different business model ...

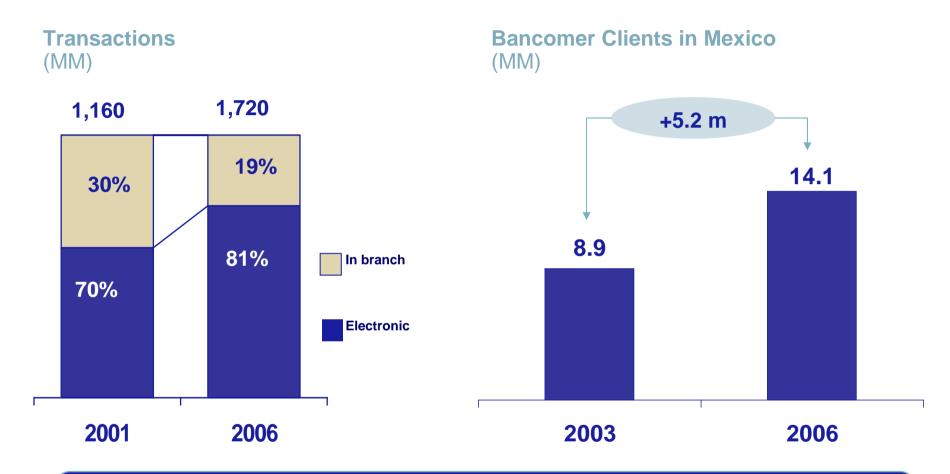


Self-Money **Payrolls** service transfers "Putting the bank Transac-Young **Electronic** tionality people payments in a card" **Finanzia** Credit Revolving (retailers)

4,850 ATM's (+10% 2006) and 80,594 PoS (+57% 2006)

#### ... and excellent results





Opportunity to increase 50% number of clients in the next 6 years

## Superior growth based on ...



2 **Delivering in the Current operations** new markets Growth markets with New growth engines solid franchises **Spain and Portugal** Asia **Global Businesses USA Mexico South America** 



# New growth engines with clear priorities ...

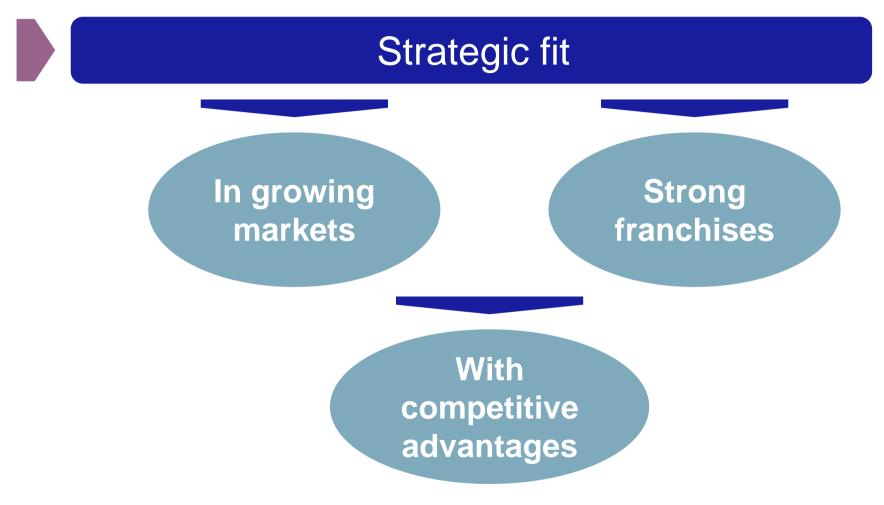




Morgan Stanley European Banks Conference, 2005

## ... and the following premises





Financial fit: value creation for shareholders

## Consistent strategy of investing in growing economies



	GDP (\$ Tr)	GDP Growth 06e (%)	Population (MM)	Risk (NPL %) <sup>(4)</sup>
Spain <sup>(1)</sup>	1.1	3.6	40	0.6
México (1)	1.1	4.5	107	1.7
Latam (2)	3.9	5.2	417	3.7
BBVA USA (3)	2.2	4.3	<b>60</b> (5)	0.7

## **And China**

<sup>(1)</sup> The World Fctbook 2007

<sup>(2)</sup> Global Insight

<sup>(3)</sup> Aggregation excluding California

# China, an important milestone in BBVA's expansion strategy





## BBVA's history in the USA





### Compass, an excellent franchise



Unique growth positioning

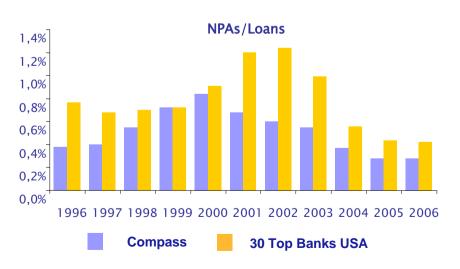
Universal Banking model

High network productivity

#### Better fundamentals than peers

	Compass	Peers (1)	
Net Interest Income / Average Assets (%)	3.40	3.62	
Total Revenues / Average Assets (%)	5.60	5.25	
ROA (%)	1.39	1.32	
ROE (%)	17.7	13.3	

#### A trackrecord for asset quality

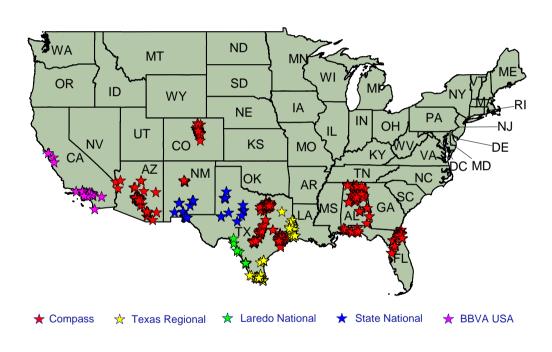


Source: SNL

<sup>(1)</sup> Comparable Banks: Cullen/Frost Bankers, First Financial Bankshares, First Horizon National Corporation, International Bancshares Corporation, Marshall & Ilsley Corporation, Prosperity Bancshares, Regions Financial Corporation, Sterling Bancshares, Synovus Financial Corp., Zions Bancorporation, First State Bancorporation, SunTrust Banks

## We are building a unique platform in the USA





#### **BBVA USA**

\$47,000 MM assets

**\$33,000 MM deposits** 

662 branches

Serving a more than 100 million potential market

19th US largest bank

**2006-2011** average population growth +11.7% (US average +6.7%)

## Compass, a universal banking model with 3 product lines

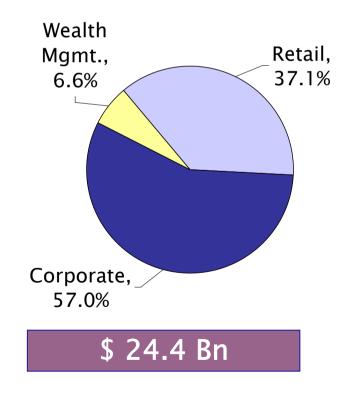


Retail Banking (Personal Services)

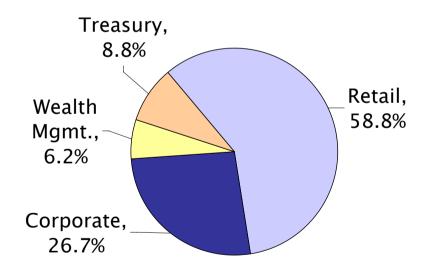
Corporate Banking (Business Services)

Wealth Management (Private Client Services)

Loans-Dec.06 (%)



Deposits-Dec.06 (%)



\$ 23.04 Bn

# A deal with an attractive operating synergies potential and value creation



Operating synergies						
Pre-tax (US\$ MM)	2008e	2009e	2010e			
TOTAL REVENUE INCREASE	21.4	57.9	97.0			
TOTAL COST REDUCTION + FUNDING SYNERGIES	11.3	62.7	141.9			
TOTAL SYNERGIES	32.8	120.6	237.9			
PHASING-IN TOTAL SYNERGIES	13.8%	50.7%	100%			

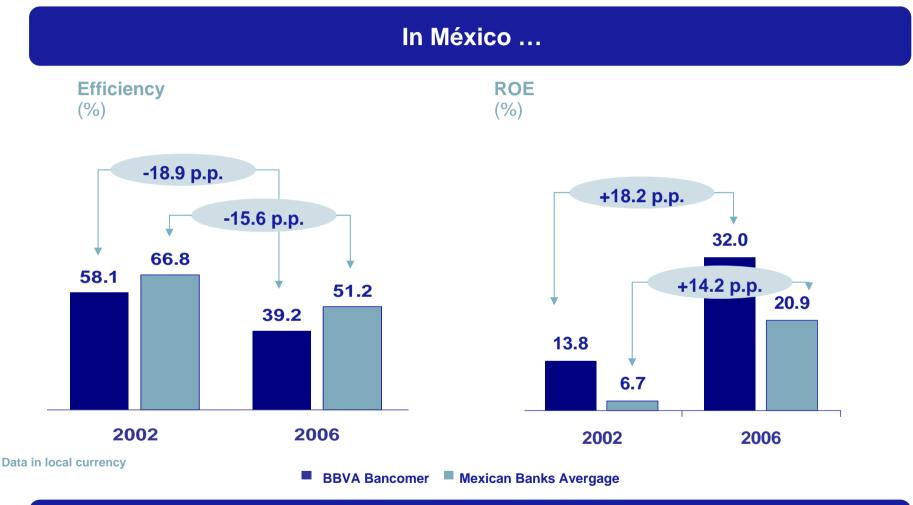
Revenue Synergies 5.8% of combined base

Cost Synergies 7.1% of combined base

#### Value creation

# We have an excellent track-record integrating acquisitions ...





... and in South America improving efficiency by 17% whilst ROE is also up by 24%

### BBVA, an attractive investment case



Corporate positioning

**Business Model** 

Growth superior to the sector

Best in class Profitability with low risk

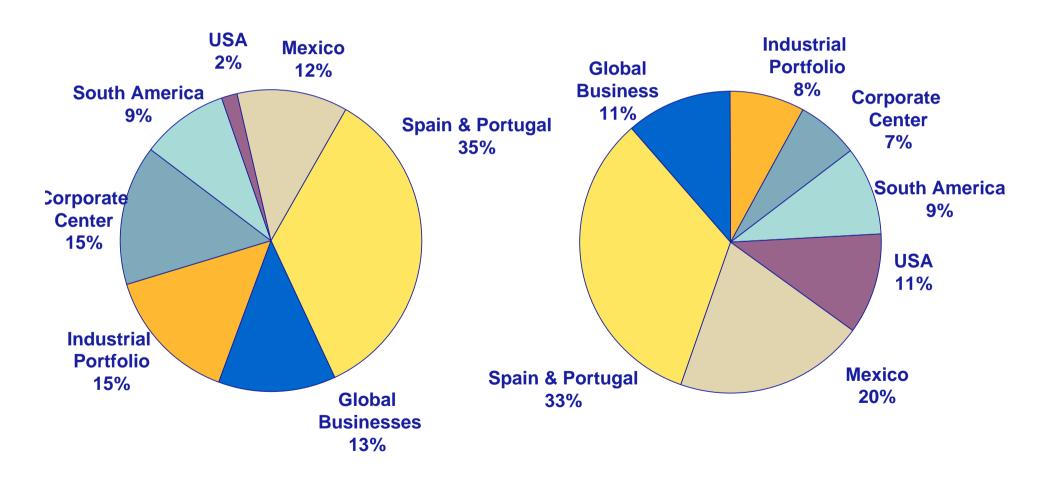
And a management committed to value creation

## In short, BBVA continues "turning around" its BBVA portfolio towards growing markets



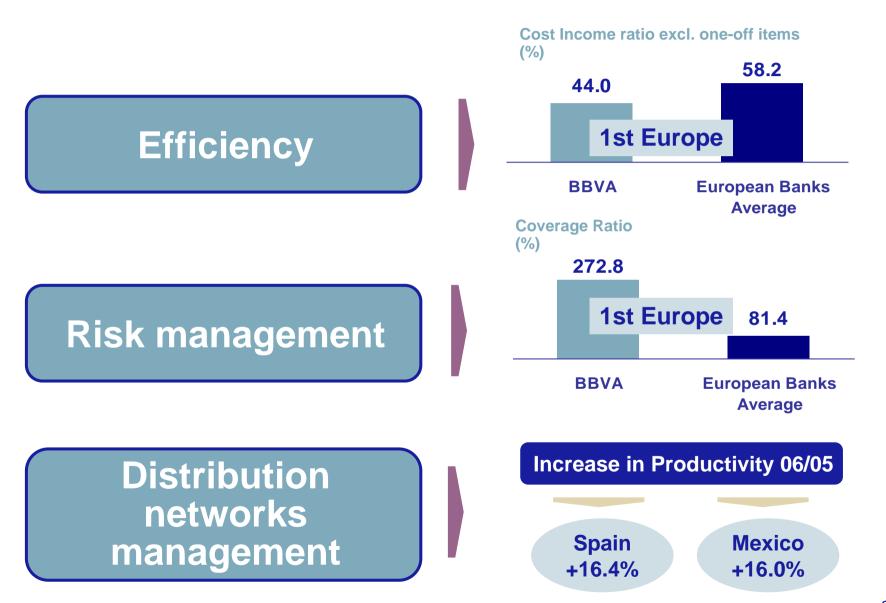
**Economic Capital 2002** 

**Economic Capital 2007** 



### With a very solid business model







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