

#### Merrill Lynch European Banking & Insurance Conference

"Risk, return and growth: getting the balance right"

José Ignacio Goirigolzarri

London, October 5th 2006



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## ... delivering ...

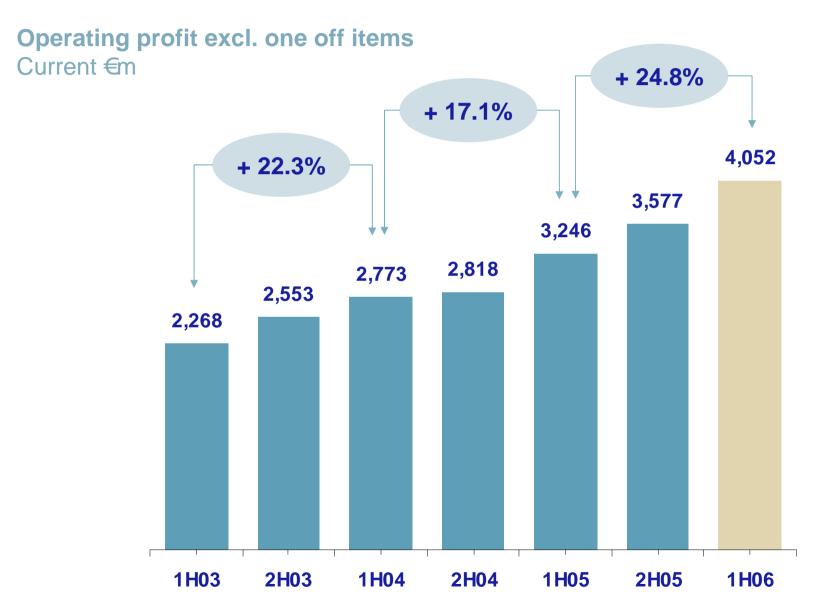
Very solid and growing results

Strong fundamentals

... and creating value

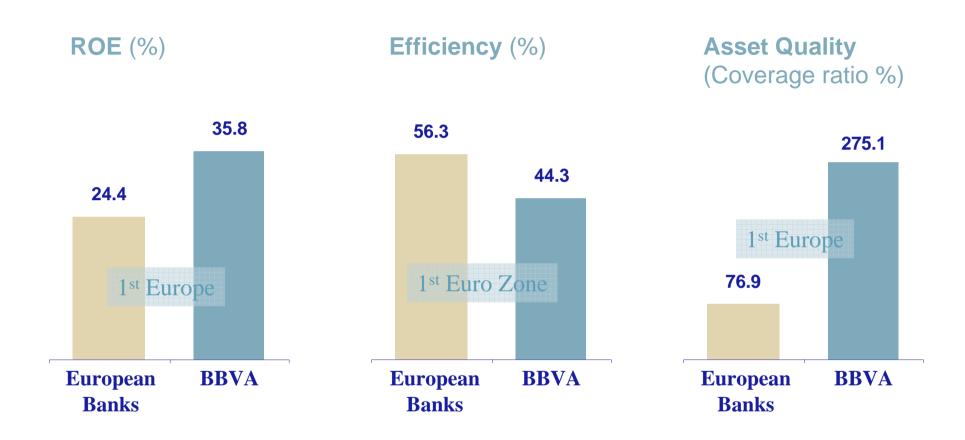


# As shown in 1H06 results, we are growing at a high consistent rate





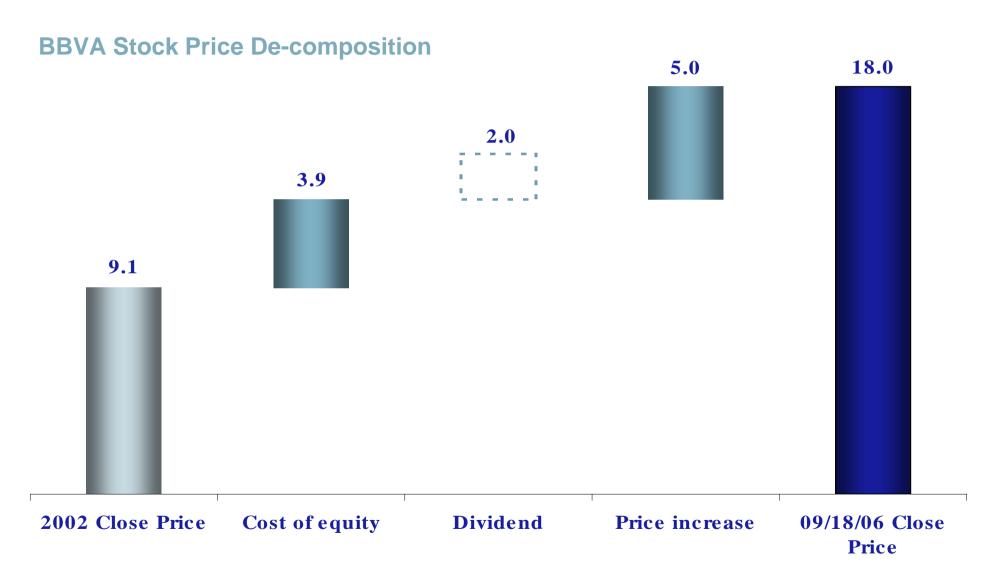
### In addition, we have strong fundamentals ...



BBVA, an excellent combination of profitability-risk



## ... and deliver a 121% Total Shareholder Return since 2002







Corporate Positioning

Business Model

Grapital Discipline

ROE

K

### Value creation

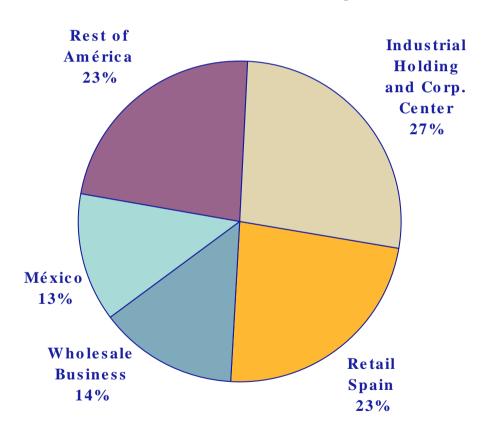
A virtuous circle of top line growth and bottom line profitability



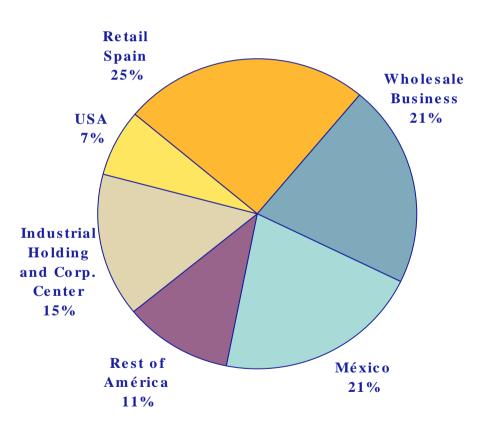
# **Pro-active management** of the business portfolio



**2002 Economic Capital** 



#### **2006 Economic Capital**



Allocating more capital to high-growth businesses



#### BBVA has a solid business model ...

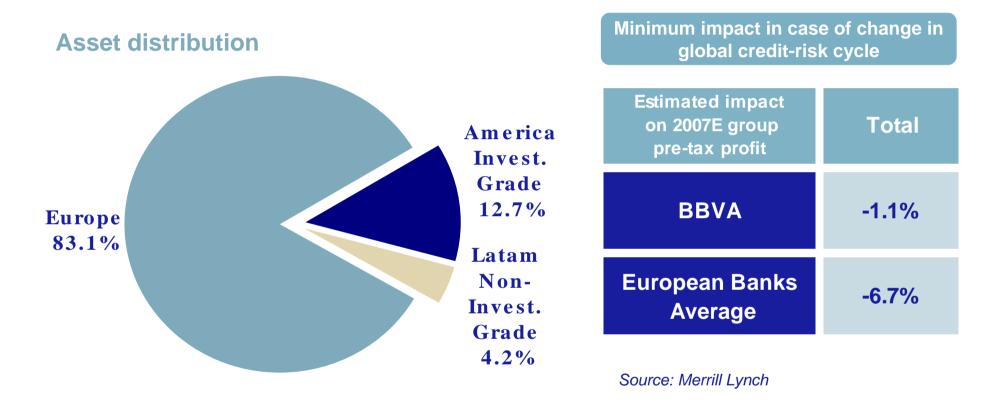
## **Core management skills**



... driving high profitability



# Excellent risk management and high asset-quality portfolio



96% Investment Grade

46% of lending collateralised

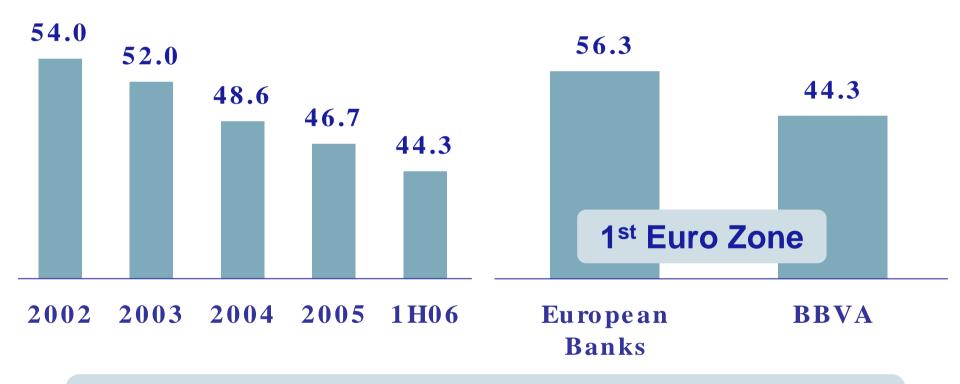
**NPLs 0.82%** 

**Coverage 275%** 



# BBVA's efficiency is also a benchmark in Europe ...

Efficiency (%)



Focus on continuous transformation to keep on improving ...





#### **TRANSFORMATION**

Increases in network productivity

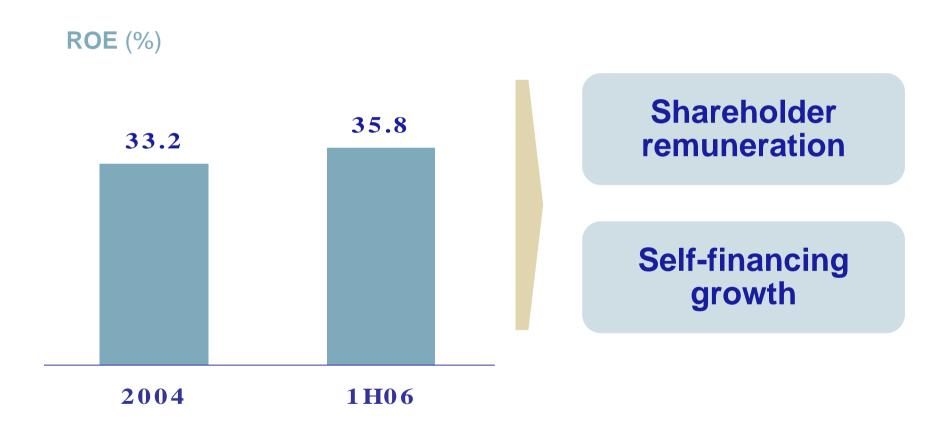
Improvements in processes and organisation

Retail Spain + 34% (2005) Mexico + 42% (2005) New distribution network strategy



### BBVA's high profitability allows for ...







## Positioned in growth markets ...

... with a predictable growth model

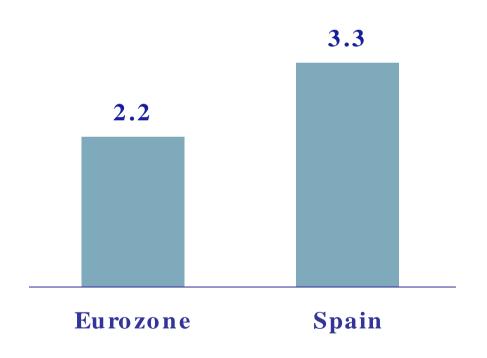
**Organic** 

Nonorganic a

# In Spain, economic and banking prospects continue being good







4<sup>th</sup> highest expected GDP growth rate in EU

#### **Drivers**

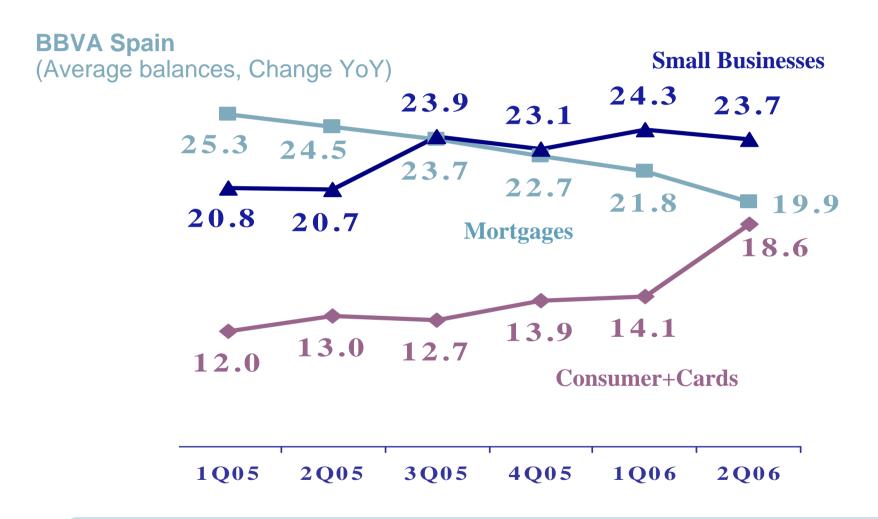
Consumer / credit and debit cards

**SMEs** 

**New customer base** 

#### **BBVA**

# Other segments are overtaking past growth in mortgages

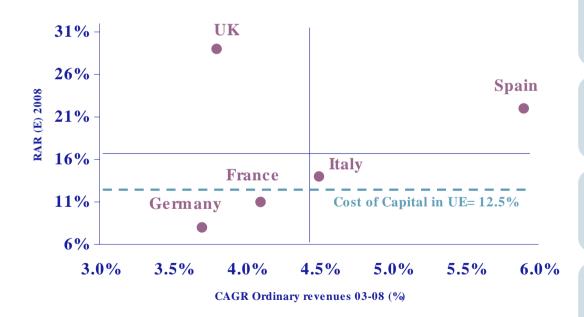


Building a more profitable business mix

### There are great opportunities in SMEs ...



## SME's Estimated Growth and Profitability



**BBVA Initiatives** 

**Credipyme** 

**Riskpyme** 

Renting

Insurance

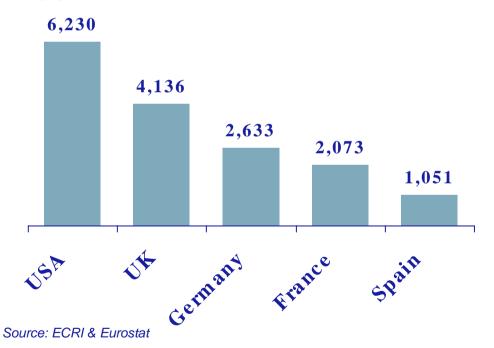
Source: Mercer Oliver Wyman

#### ...Consumer Finance...



## Consumer loans per capita still low in Spain ...

Consumer loans per capita (\$)



... however, with a high propensity to consume

**BBVA Initiatives** 

**Préstamo Nacimiento** 

Préstamo Nómina 0%

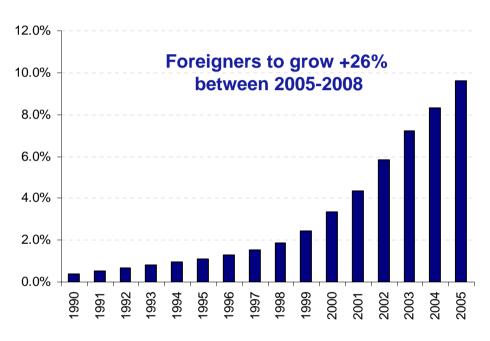
**Crédito Fácil** 

**Préstamo PIDE** 

### ...and new customers: immigrants



#### Foreigners/Spain's population



Source: INE

Two complementary approaches

dineroexpress

**Basic Banking** 

**BBVA** 

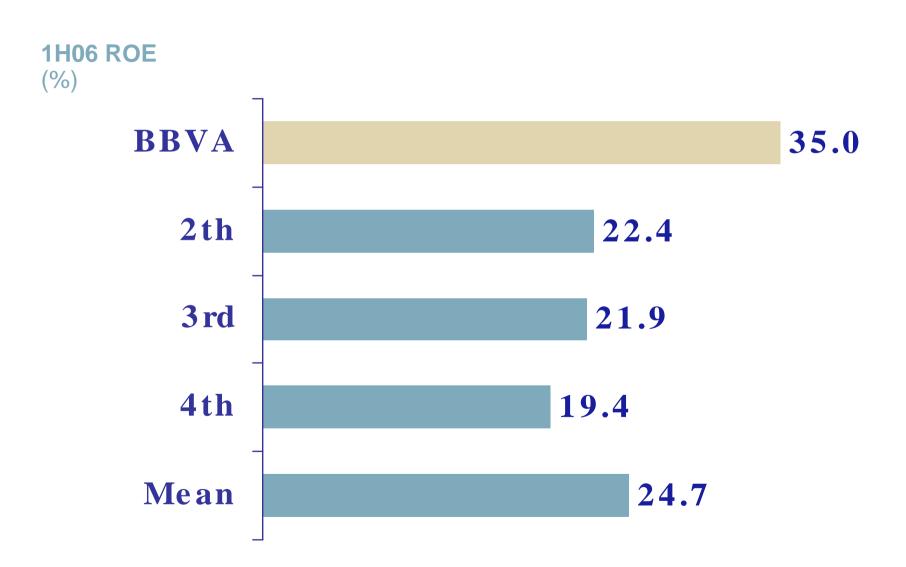
More developed products

More than 400,000 clients

BBVA ranked 1st among banks with 16.5% market share



### Our model and strategic aim is profitable growth

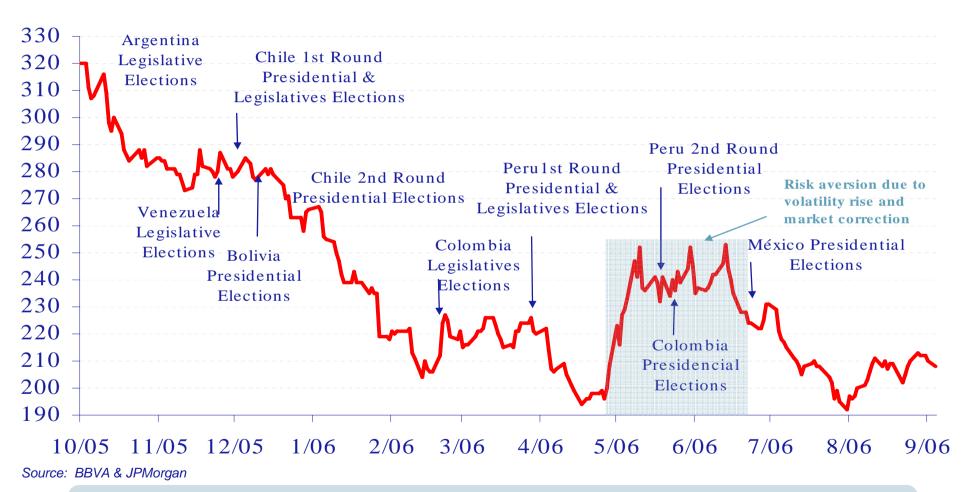




### Latam, an increasingly stable region



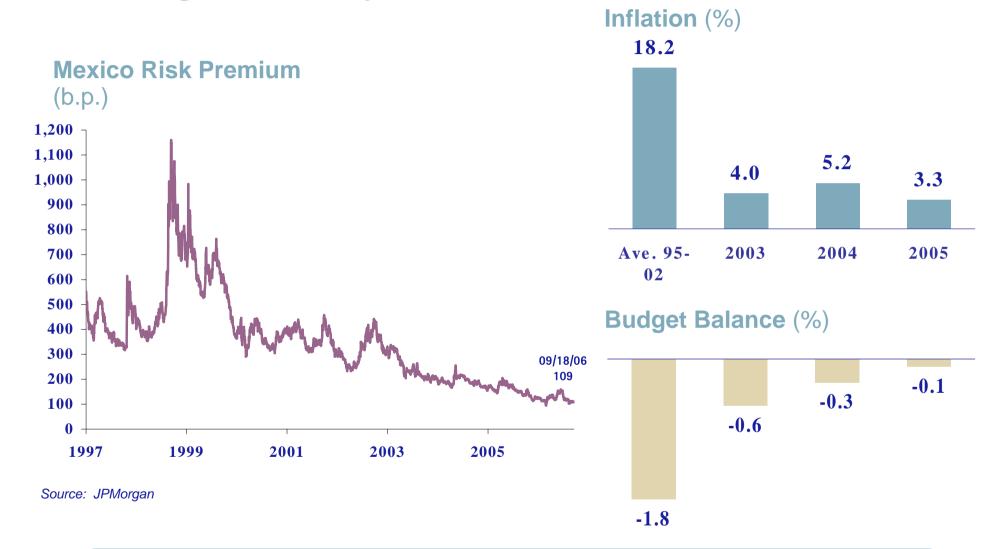
EMBI+ and Elections in Latam



Shift towards economic pragmatism and continuity taking place around the region



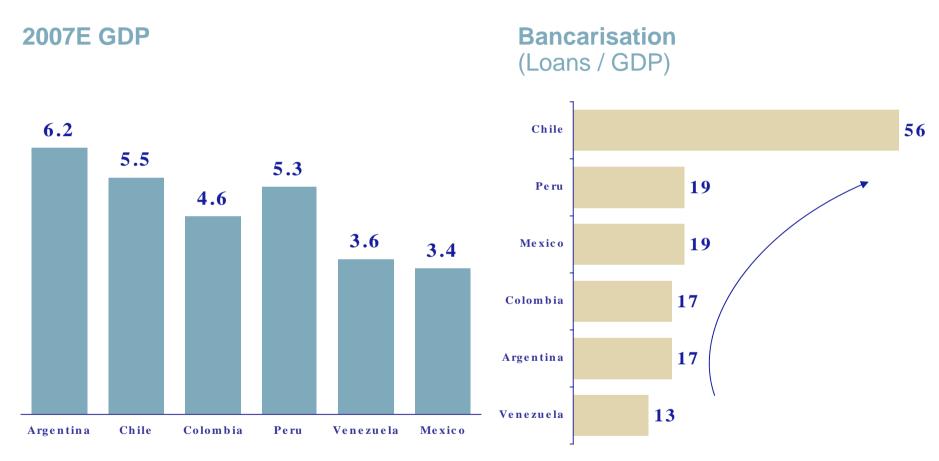




And good economic prospects: 2007E GDP +3.4%



# Very good economic prospects for the region



Source: BBVA

And potential for higher bancarisation: Consumer finance and credit cards, mortgages and SMEs

### We see opportunities in Consumer Finance ...



#### **Bancarised**

Mid-High income segments

28% of population

Bancomer's market share Auto: 33.5%

Credit cards: 35.5%

Total consumer finance: 33.4%

#### Non-bancarised

Low income segments

72% of population

Alliances with retailers: 5 million credit cards

+ 2.2 m new customers in 2005







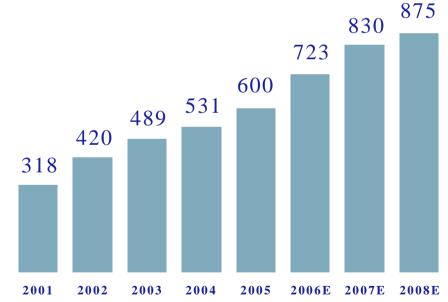
(\$m)



#### 21% Market Share

#### **Mortgages in Mexico**

(Thousand units)



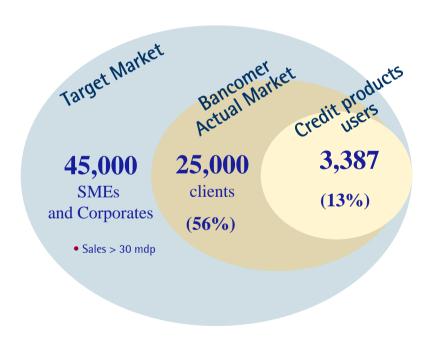
35% Market Share

Source: ICAV Source: Infonavit & BVA 25

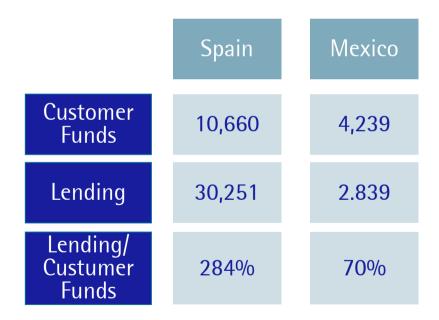
### ...and great prospects in SMEs



**Bancomer SMEs and Corporates** 



## **Loan Penetration** (€m)





## We have leading franchises in Latam and Mexico ...

	Customer funds		Loans	
	Market share (%)	Ranking	Market share (%)	Ranking
Mexico	26.2	<b>1</b> st	29.5	<b>1</b> st
Argentina	10.6	<b>1</b> st	7.1	3 <sup>rd</sup>
Chile	8.0	4 <sup>th</sup>	7.8	4 <sup>th</sup>
Colombia	11.5	3 <sup>rd</sup>	11.3	3 <sup>rd</sup>
Peru	26.8	2 <sup>nd</sup>	24.5	2 <sup>nd</sup>
Venezuela	11.7	4 <sup>th</sup>	12.1	4 <sup>th</sup>
South America	10.7	2 <sup>nd</sup>	10.0	2 <sup>nd</sup>

Total number of customers: 23 million

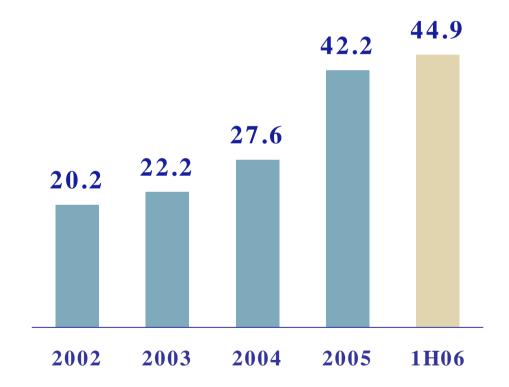
### ... also very profitable



Latam & Mexico NPL ratio (%)

6.9
3.6
2.8
2.6
2002 2003 2004 2005 1H06

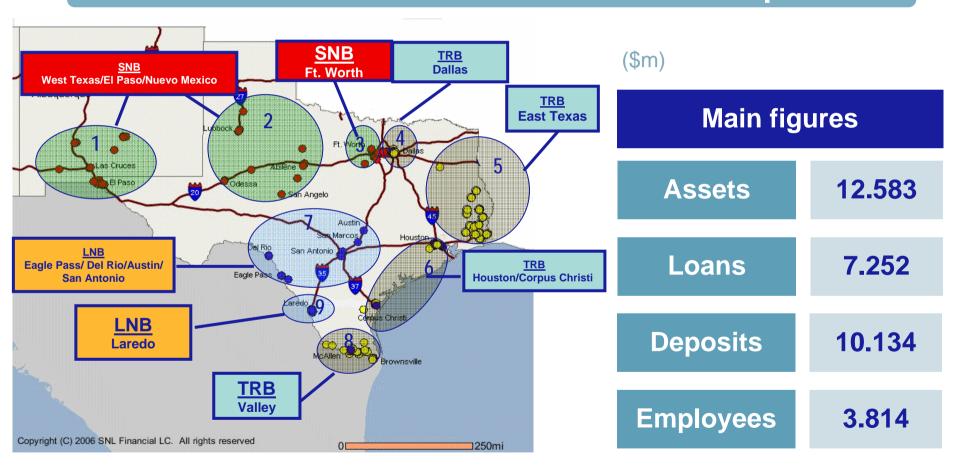
Latam & Mexico ROE (%)





## Mexico, a stepping stone to enter the US market

#### In 2005 Mexico received 38% of Texas'exports



Texas' economy is 8th largest in the world

### A solid Wholesale Banking business model



Corporate and Business
Banking

Comprehensive relationship model

Ranked 1st in Spain

Ranked 1st in America

**Global Markets** 

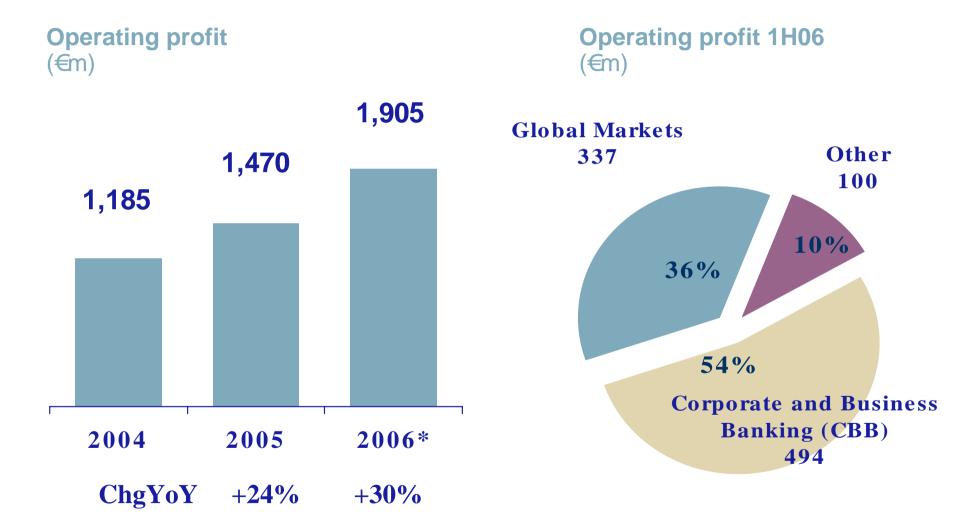
Franchise model

70% of volume comes from customer transactions

Leadership in customer relations and products

#### ... with an excellent track record



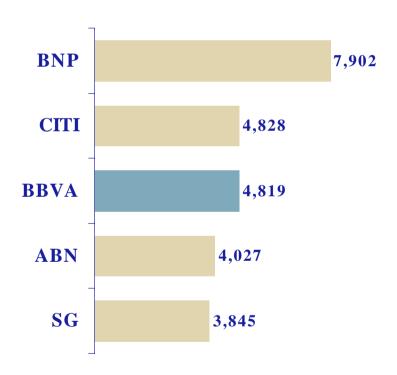


<sup>\*</sup> Annualized at 1H06 growth rate

#### Our strong position in Latam ...



Trade Finance
Volume (\$m) at global level

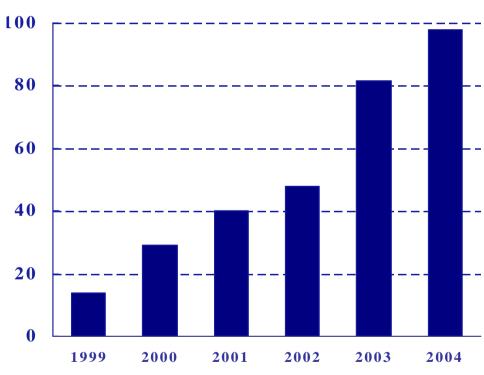


Source: Dealogic, 2005

"World's Best Trade Finance Bank for Latin America"

**Latam Exports to China** 

Constant US\$



Source: BBVA



## ... becomes a competitive advantage to approach the Asian market

#### BBVA's presence in Asia



Important expansion 05/06: Tokio, Shangai, Singapore, Taipei, Seoul

Coming openings: Mumbai and Sydney



## Positioned in growth markets ...

... with a predictable growth model

Organic

Nonorganic

### Predictable growth, also non-organic



#### Latest acquisitions

2006 State N

Texas Regional Bank / State National Bank / Forum

2005

Laredo / Granahorrar

2004

Hipotecaria Nacional / Valley Bank / Bancomer

Total invested: €7,000 m

"BBVA is one of only seven banks in our sample that has created value over the past six years through acquisitions"

**Deutsche Bank** 



## BBVA's expected growth is superior to the sector's ...

... with a predictable and profitable business model ...

... moderate risk profile ...

... and a management committed to value creation



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