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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)

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

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

Bring my bills

- Simple
- Traceable
- Effective

18% of total new customers through digital channels 2017 YTD

20% of total bills 2017 YTD brought by mobile and web
Convenience

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

90% of total payments financed through digital channels 2017 YTD

% bizum
- P2P payments
- Simple
- Fast

Immediate
- BBVA Cashup

All the servicing in my app
Convenience

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

+1,000

My remote manager on my smartphone

My conversations

Remote signature

40% of total signatures 2017 YTD remotely signed, mobile and web

BBVA Spain
Convenience

Manager appointment
(remote or in person)

Turn at teller

Functionality linked to servicing processes
e.g. foreign currency

No waiting if I have to go to a branch
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**
  - Multitholder OCL
  - Protection payments

- **New loan solutions**
  - Direct debits financing
  - Online business loan
  - Click&Pay

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**Consumer loans**

**% of Digital sales**

- December 2015: 19.0%
- June 2017: 41.2%

**New loan production**

**BBVA market share**

- December 2015: 8.4%
- June 2017: 12.4%
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

- 16% Sep-2014
- 82% Today
- 92% Dec-2017e
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

“BBVA anticipates my everyday financial needs and advises me at the most important times”
Advise

Personal Financial Management PFM
- User friendly categorization of income and expenses
- Monthly evolution

Simple budgets
- Comparisons
- Saving capacity
- 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

Predictive Financial calendar and smart alerts
Advise

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)

- 2015: 8.8%
- 2016: 17.1%
- 2017 (Jan-Aug): 26.3%

- 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)

- 2014: -6.0%
- 2015: 3.0%
- 2016: 13.0%

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

Website

- 2014: 53.0%
- 2015: 43.0%
- 2016: 59.0%

Mobile

- 2014: 31.0%
- 2015: 59.0%
- 2016: 64.0%

Source: Accenture
## Best banking mobile app in the world

### 2017 Global Mobile Banking Benchmark.
(Top 12 rank out of 53 Banks, Forrester)

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<th>Bank</th>
<th>Rank</th>
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### Global Average

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Source: Forrester’s 2017 Mobile Banking Benchmark.
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