BBVA

Digital Banking

Ricardo Forcano
Head of Business Development
Turkey, Mexico and South America

BoAML Digital Banking Revolution Conference
London, May 13th, 2015

BBVA

Disclaimer

This document is only provided for information purposes and does not constitute, nor must it be interpreted as, an offer to sell or exchange or acquire, or an invitation for offers to buy securities issued by any of the aforementioned companies. Any decision to buy or invest in securities in relation to a specific issue must be made solely and exclusively on the basis of the information set out in the pertinent prospectus filed by the company in relation to such specific issue. Nobody who becomes aware of the information contained in this report must regard it as definitive, because it is subject to changes and modifications.

This document contains or may contain forward looking statements (in the usual meaning and within the meaning of the US Private Securities Litigation Act of 1995) regarding intentions, expectations or projections of BBVA or of its management on the date thereof, that refer to miscellaneous aspects, including projections about the future earnings of the business. The statements contained herein are based on our current projections, although the said earnings may be substantially modified in the future by certain risks, uncertainty and other factors relevant that may cause the results or final decisions to differ from such intentions, projections or estimates. These factors include, without limitation, (1) the market situation, macroeconomic factors, regulatory, political or government guidelines, (2) domestic and international stock market movements, exchange rates and interest rates, (3) competitive pressures, (4) technological changes, (5) alterations in the financial situation, creditworthiness or solvency of our customers, debtors or counterparts. These factors could condition and result in actual events differing from the information and intentions stated, projected or forecast in this document and other past or future documents. BBVA does not undertake to publicly revise the contents of this or any other document, either if the events are not exactly as described herein, or if such events lead to changes in the information of this document.

This document may contain summarised information or information that has not been audited, and its recipients are invited to consult the documentation and public information filed by BBVA with stock market supervisory bodies, in particular, the prospectuses and periodical information filed with the Spanish Securities Exchange Commission (CNMV) and the Annual Report on form 20-F and information on form 6-K that are disclosed to the US Securities and Exchange Commission.

Distribution of this document in other jurisdictions may be prohibited, and recipients into whose possession this document comes shall be solely responsible for informing themselves about, and observing any such restrictions. By accepting this document you agree to be bound by the foregoing restrictions.

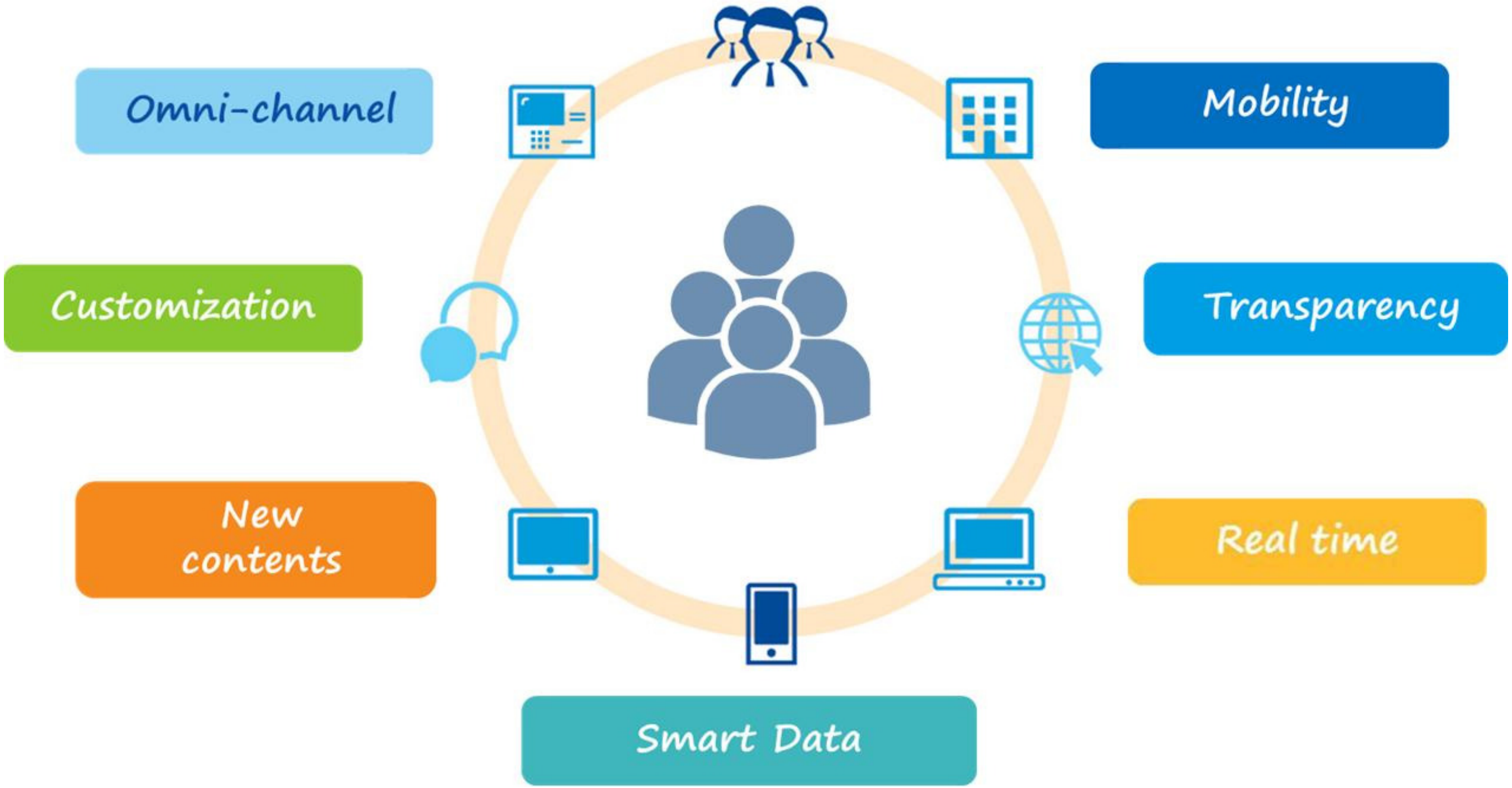
BBVA

Contents

BBVA

Mobile Internet is Transforming Society

Banking Industry Impacted by New Customer Expectations and Behaviors



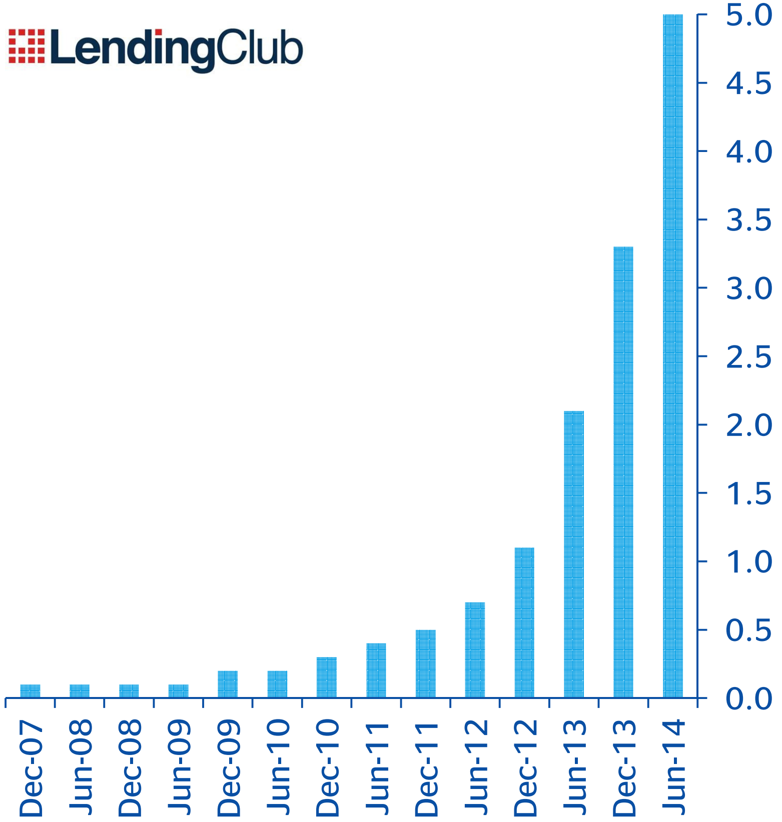
BBVA

Fintech Startups Disaggregating the Value Chain

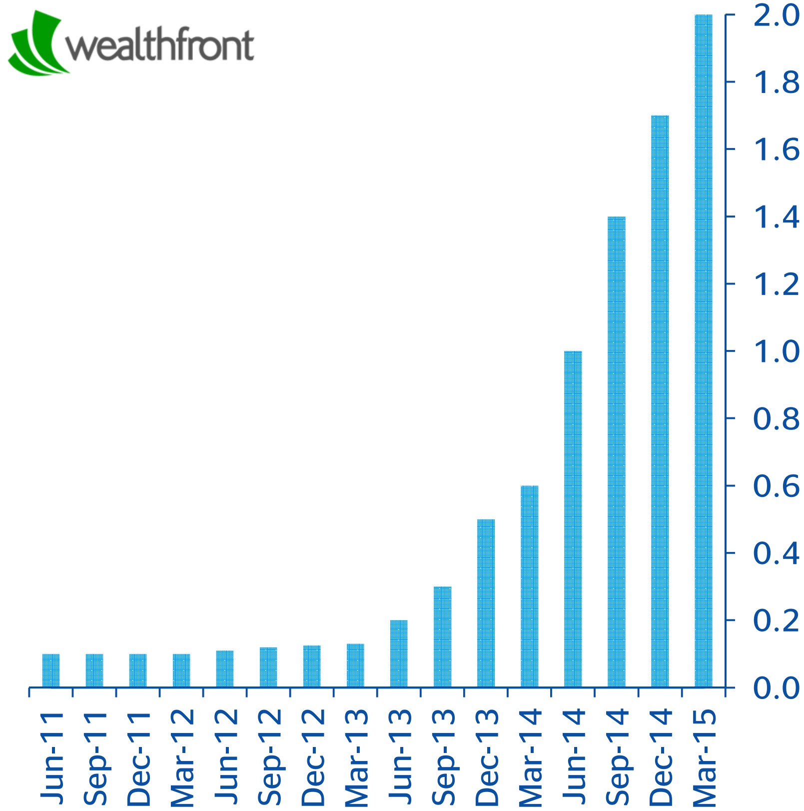
Personal Finances	fintonic (Tus cuentas en forma)	SIMPLE	mint.com
Investment and Wealth Management	wealthfront	PERSONAL CAPITAL	Betterment
Lending	OnDeck	LendingClub	LendUp
Equity and Debt Financing	crowdfunder	ROCK THE POST	AngelList
Payments & Wholesale Markets	DWOLLA	Square	kantox (Tomorrow's FX today)
Cryptocurrencies	BITSTAMP	coinbase	bitpay
Personal advisory	Credit Karma	Bankrate, Inc.	Money Super Market com
Bank Transactions Data and Services	plaid	bancbox	STANDARD TREASURY

And Achieving Exponential Growth

Total Issued Loans
($Bn)



Total Assets under Management
($Bn)



Source: Company Data

BBVA

Contents

BBVA

Strategic Objectives

1 Transforming our Current Business

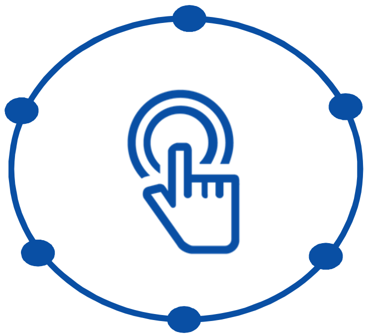
2 Launching New Digital Ventures

BBVA

Transforming Our Current Business

[Customer Experience]

[Digital Sales]



[Distribution Model]

[Digital Capabilities] [Infrastructure Development] [Organization & Culture]

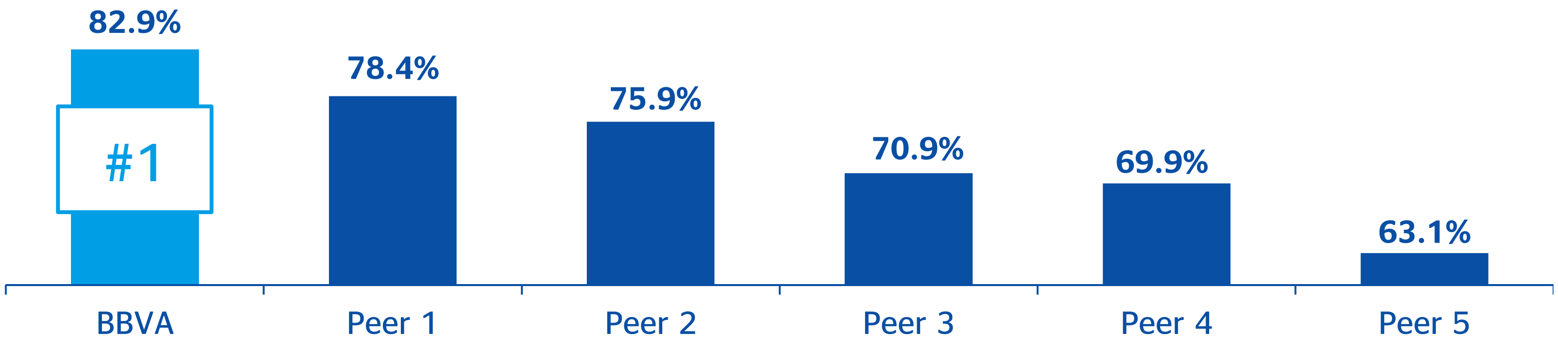
BBVA

Customer Experience

Becoming Leaders in Customer Satisfaction

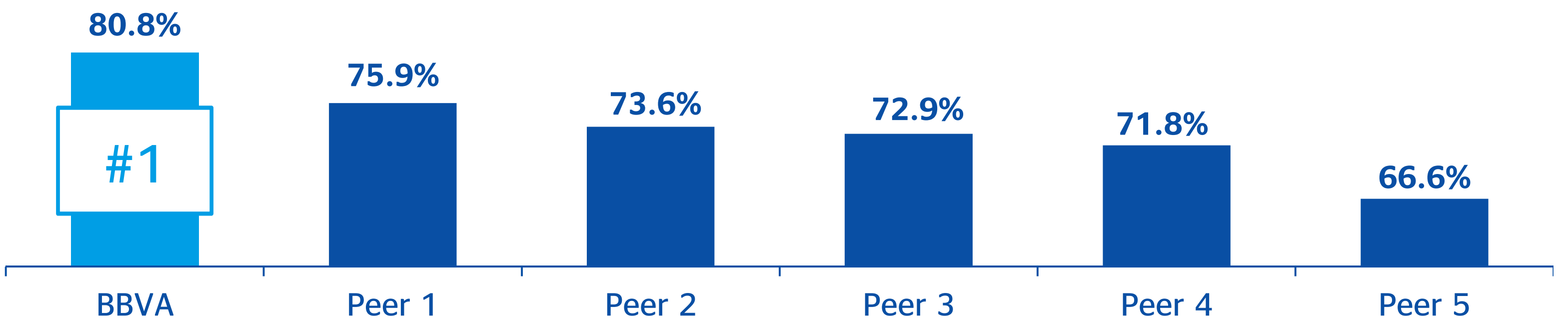
Mobile banking satisfaction

BBVA Spain vs Peers



Online banking satisfaction

BBVA Spain vs Peers

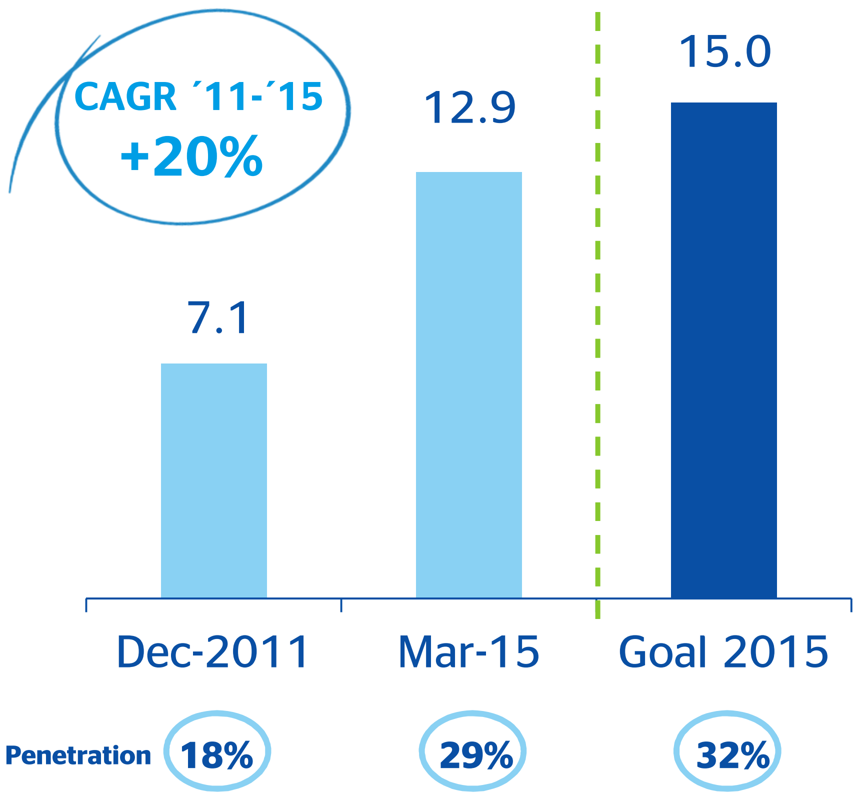


Source: FRS Inmark Report 2014. Peer Group: BKIA, CABK, POP, SAB, SAN.

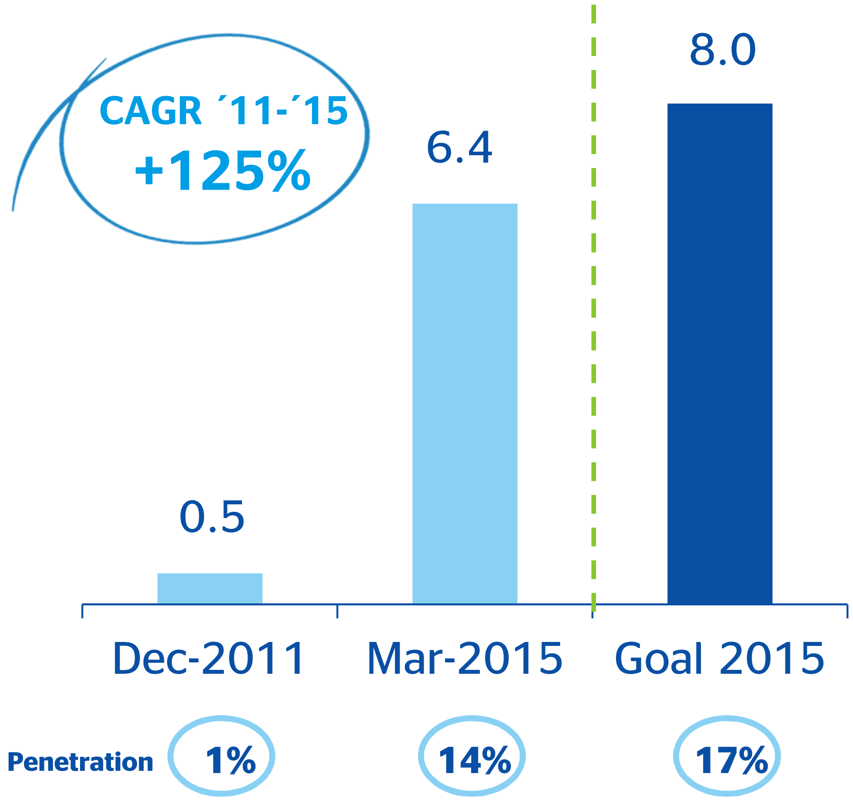
Digital Sales

Growing our Digital Customer Base

Digital Active Customers
BBVA Group - Million



Mobile Active Customers
BBVA Group - Million

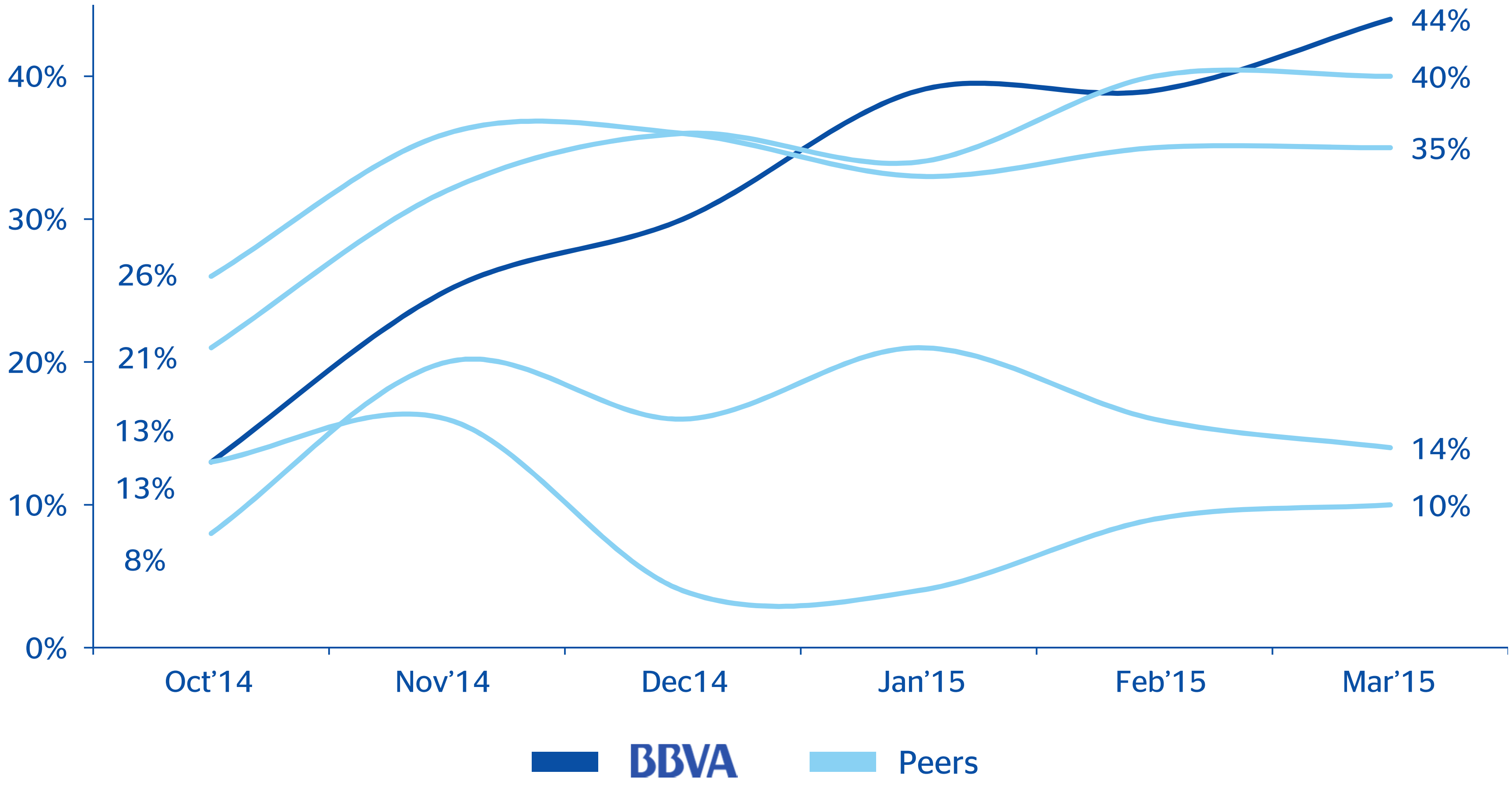


Note: Figures including Garanti Bank. Jan.15 for South America and Mar.15 for Spain, Mexico, Garanti and USA.

Generating Traffic through SEO, SEM

Example: SEO Optimization

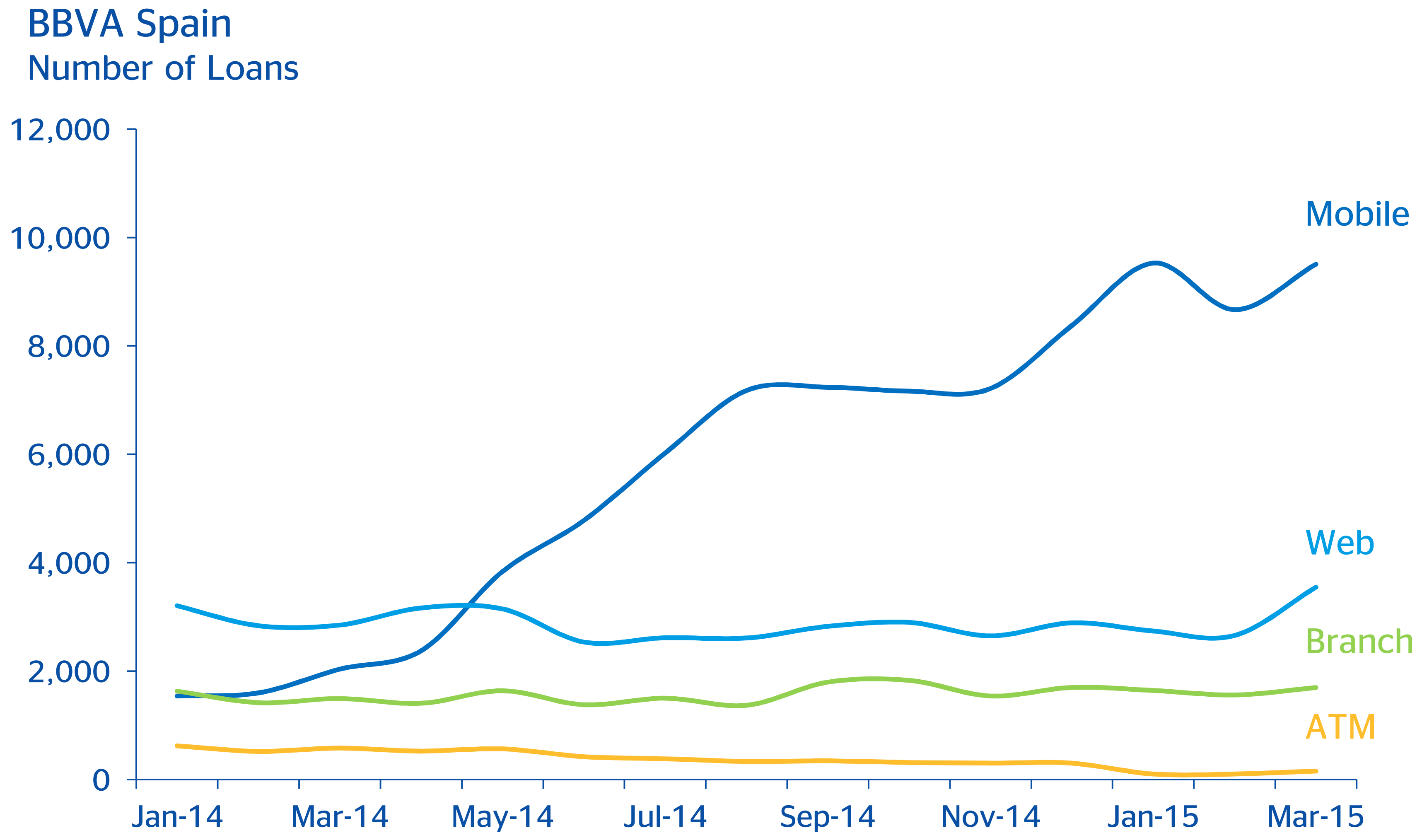
BBVA Spain vs Peers



Note: The Visibility score reflects the progress of your websites in the organic search and takes into account the positioning of all the keywords analyzed in a project.
Source: Advanced Web Ranking.

Digital Effective in Generating Additional Sales

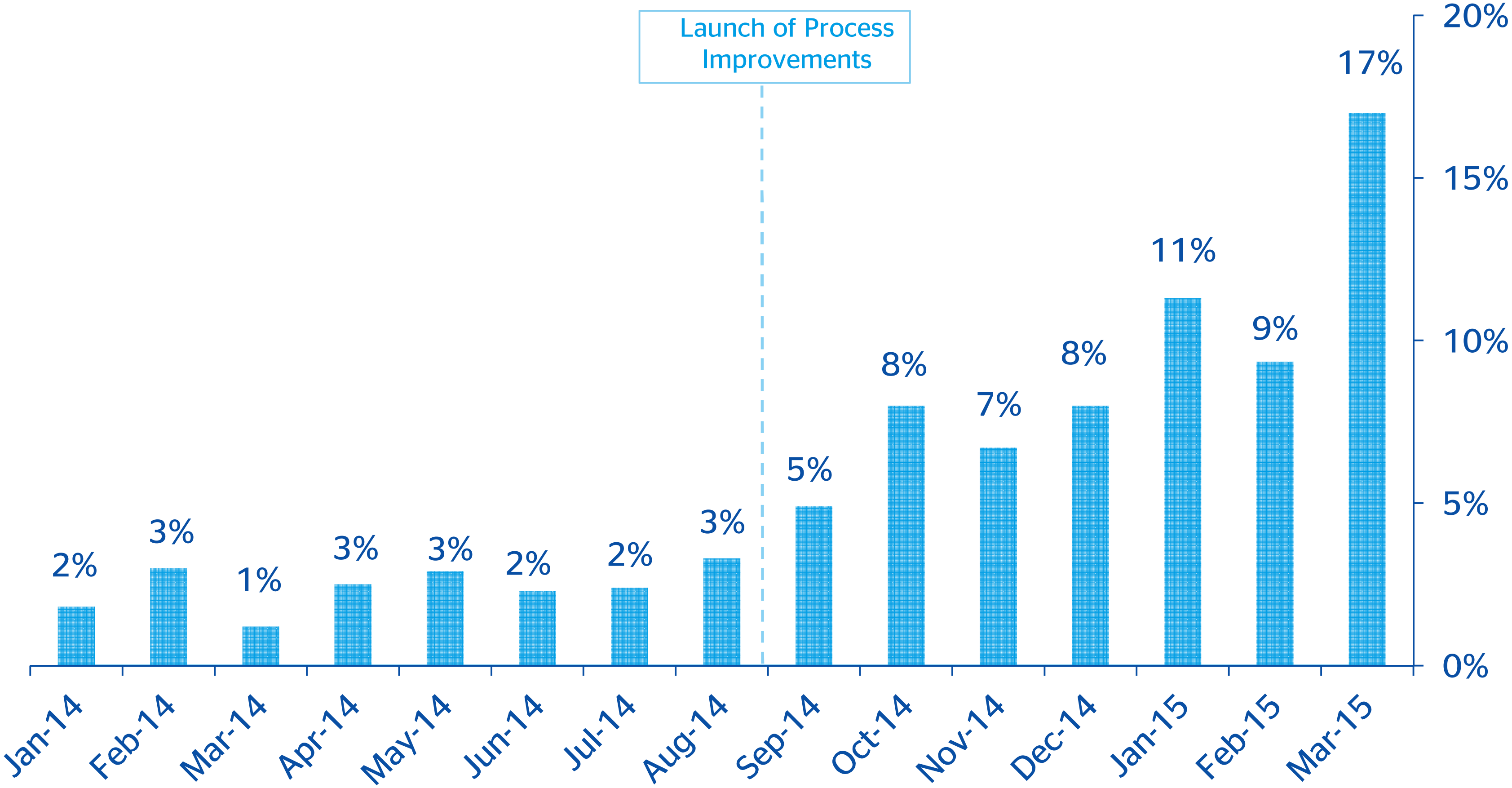
Example: Financing of Specific Card Payments



Digital Effective in Generating Additional Sales

Example: % Sales of Consumer Loans through Digital Channels

BBVA Chile



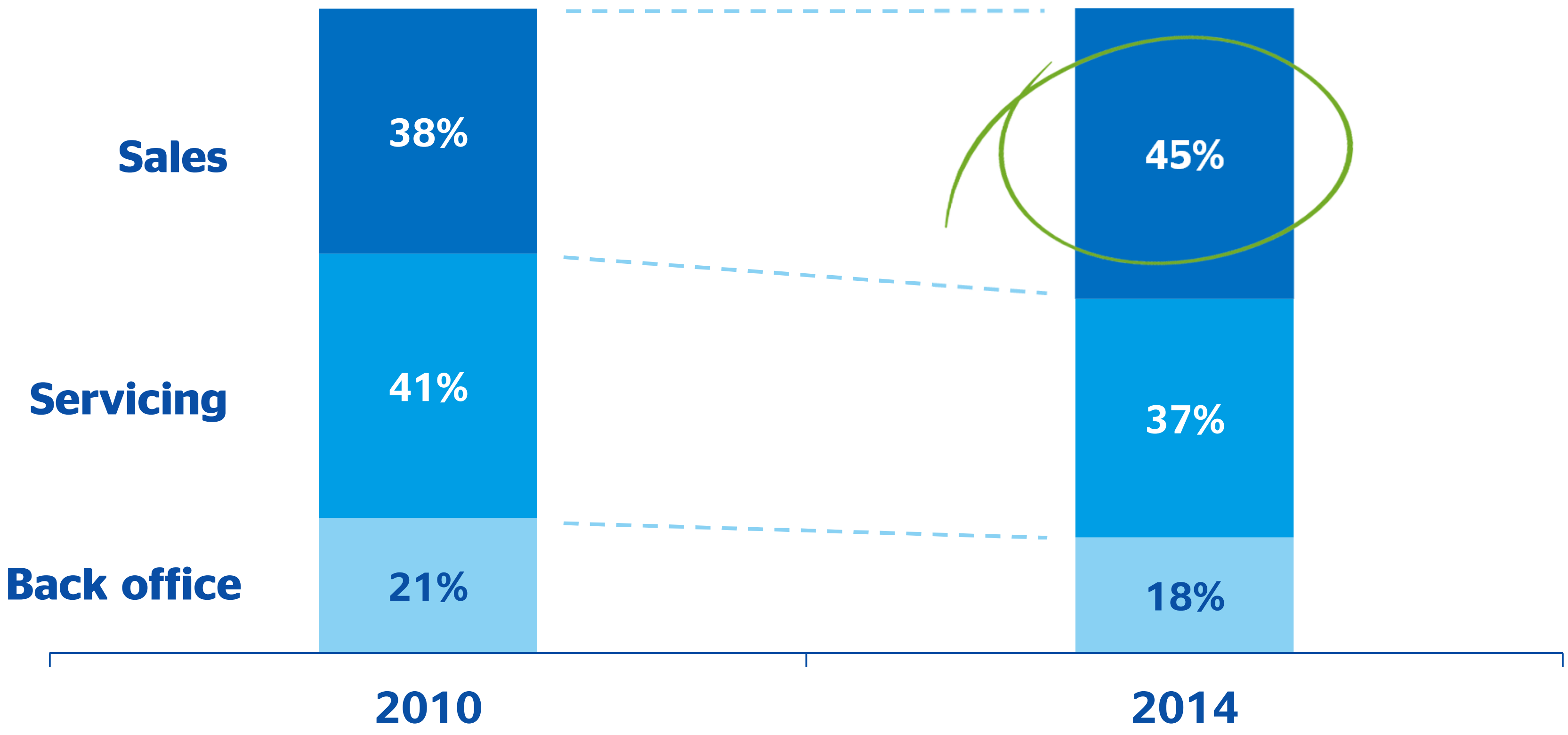
BBVA

Servicing Optimization

Branch Activity Breakdown

BBVA Spain

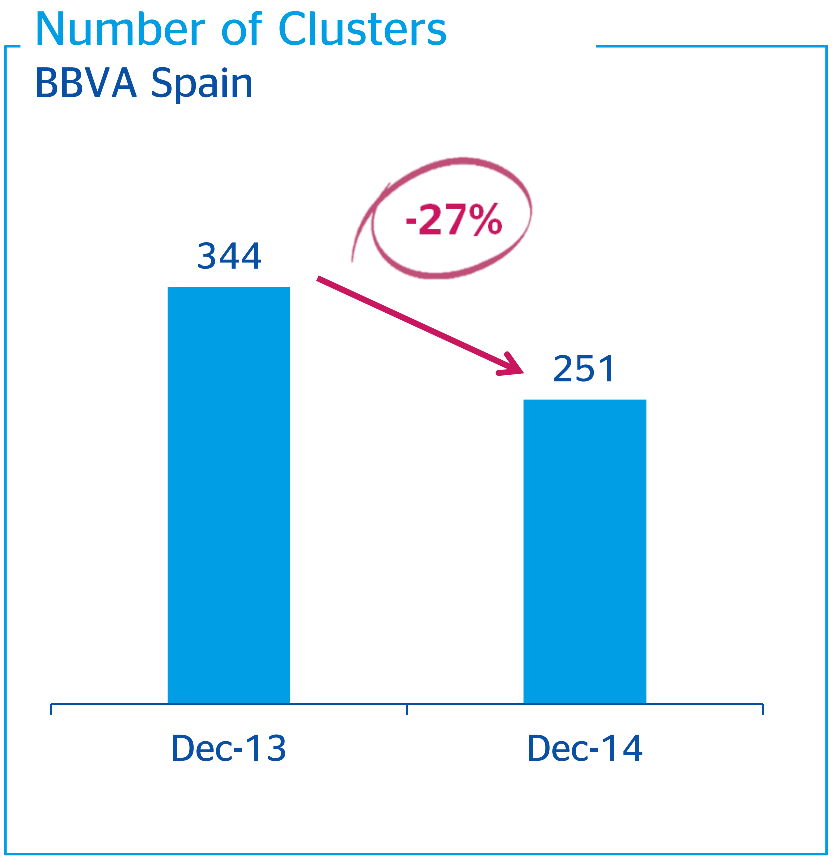
% of Hours

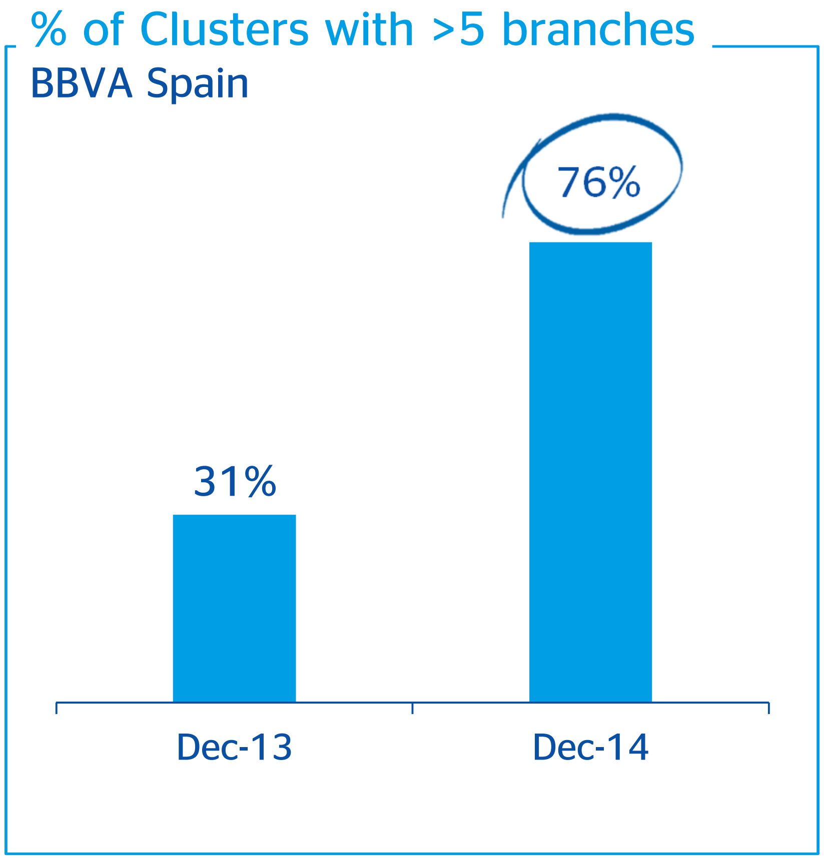


BBVA

Hub & Spoke Model

Less and larger branch clusters



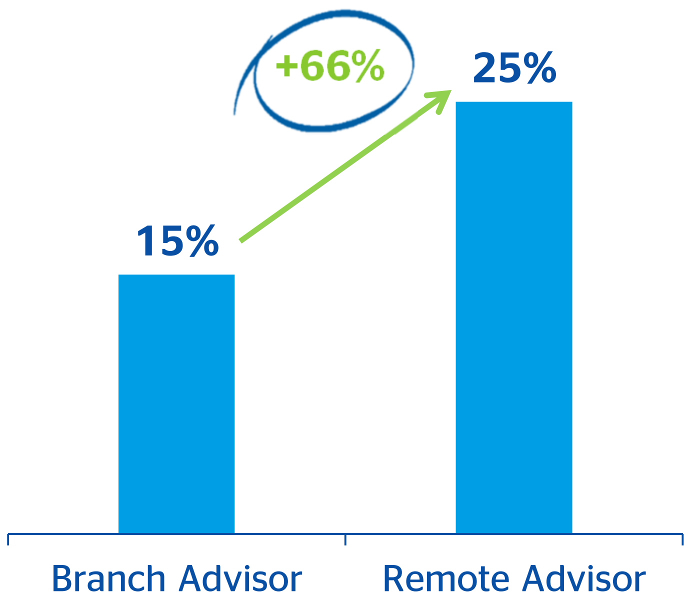


BBVA

Remote Bankers Model

Cross-Sale Success

BBVA USA - 2014

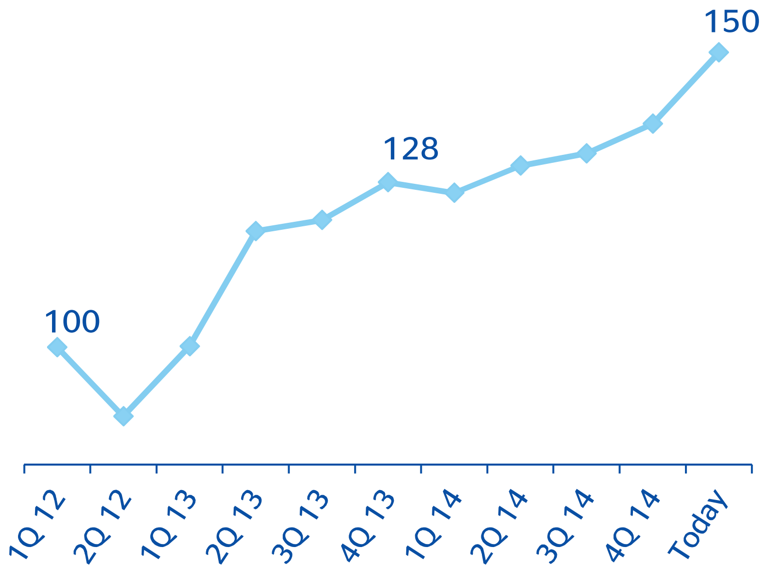


Note: Cross-selling campaigns directed at digital customers.

Remote Banking NPS Evolution

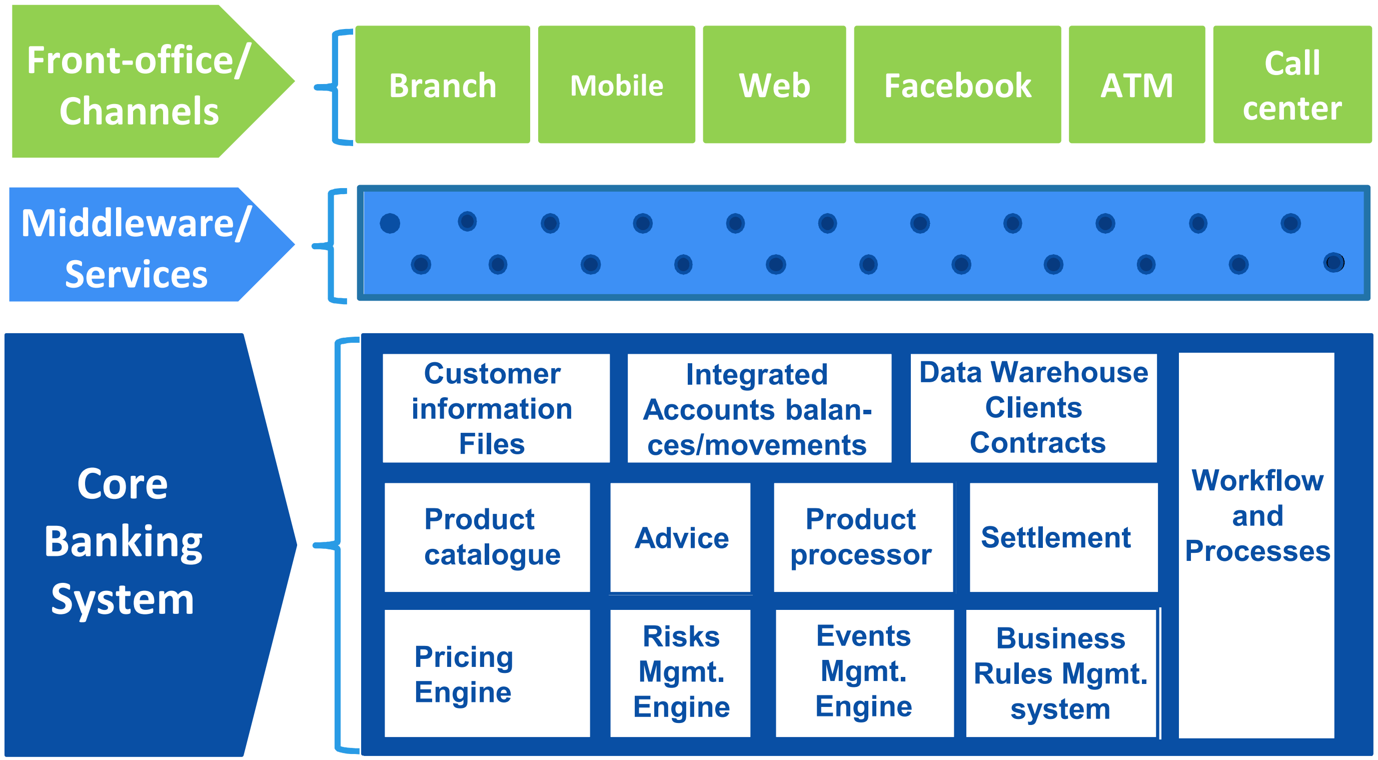
BBVA Spain - 2014

Base 100: 1Q12



BBVA

New IT Platform



BBVA

Strategic Objectives

1 Transforming our Current Business

2 Launching New Digital Ventures

BBVA

Launching New Digital Ventures

Internal Ventures	BBVA Ventures	Digital M&A
✓New independent businesses ✓Leveraging BBVA's assets and external talent ✓100% digital culture	sumup RADIUS 500 STARTUPS taulia DocuSign PERSONAL CAPITAL coinbase Ribbit Capital PROSPER	SIMPLE soluciones MADIVA SpringStudio

BBVA

Conclusions

- ✓ **The banking industry is facing a structural transformation**
- ✓ **Banks need to transform their business to compete in the new environment**
- ✓ **BBVA has taken significant steps to accelerate its digital transformation:**
  - ✓ **Focused organization to boost transformation and increase results**
  - ✓ **Development of new capabilities and business models**
  - ✓ **Cultural transformation to become more agile, flexible and efficient**
- ✓ **First results show large impact in improving customer experience, driving additional sales and increasing productivity**

Digital Banking

Ricardo Forcano
Head of Business Development
Turkey, Mexico and South America

BoAML Digital Banking Revolution Conference
London, May 13th, 2015