

150  
years

adelante



**BBVA** making the difference



# Francisco González

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Chairman and CEO

**“BBVA making the difference”**

15 November 2007



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# A strong track-record in results and solid fundamentals ...

(Millions €)	2002	2006	
Assets	279,500	411,916	x 1.5
Net Att. Profit *	1,719	4,580	x 2.7
Efficiency *	52.2	44.0	▼ 15.7%
ROE *	13.7	36.4	▲ 165.7%
EPS *	0.54	1.35	x 2.5
DPS	0.348	0.637	x 1.8

• \* Excluding one-off items



# ... clearly better than our peers

ROE (%) \*

31.0  
21.8

1st Euro Zone

Efficiency (%) \*

42.5  
56.1

1st Euro Zone

NPL (%)

0.88  
2.9

1st Euro Zone

Coverage (%)

234.1  
89.8

1st Euro Zone

\* Excluding one-offs  
Data available 3Q07

■ BBVA

■ Average Euro Zone



# Differential TSR delivery

TSR	4 last years (CAGR)
BBVA	16.2 %
Peers*	12.8 %

\* Peer Group: Santander, Deutsche Bank, BNP Paribas, SG, Unicredit, Intesa Sanpaolo, ABN, RBOS, Barclays, UBS, CS.

Source: Datastream



**Excellent combination of growth and profitability**

**BBVA's hallmark**

**High growth and quality results**

**Solid fundamentals: profitability, efficiency, and low-risk profile**

**... that makes us different**



**“BBVA, working towards a better future for people”**



**BBVA, a services company offering real solutions for people and companies**

**... to create more value**





## Focused on Value Creation

We have adopted a  
**Value-Based Management Model**

Aligning the interests of ...

**Managers**

**Profitability and  
Growth**

**&**

**Shareholders**

**▲ TSR**



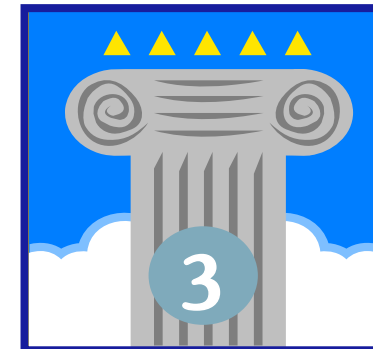
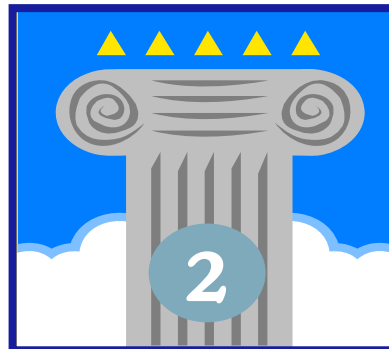
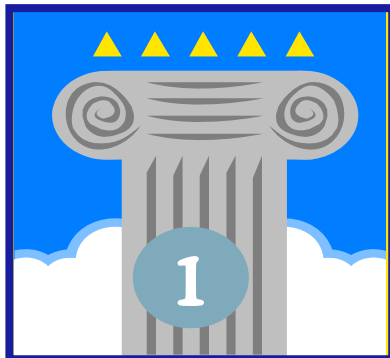
# A strategy based on three pillars



**Principles**

**People**

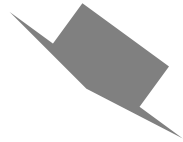
**Innovation**





# 1 Principles

The foundations of our project



**Corporate  
Governance**

**Compliance**

**Corporate  
Responsibility  
and  
Reputation**



## 2 People

**Talent management :  
a key competitive advantage**

**A policy to keep and attract talent**

**“Only the best”: the best salesmen,  
advisors and specialists**

**BBVA: # 9 in the *Fortune* magazine ranking  
“Top Companies for Leaders 2007”**



3

# Innovation

**Innovation**

**Business  
(Front office)**

**Revenue growth**

**Transformation**

**Infrastructure  
& Processes  
(Back office)**

**Efficiency**



# Innovation: from concept to execution



**Focused on business**



**Straightforward approach**



**Adapted to different needs**



**Short and Long Term orientated**

**BBVA is 2/3 years ahead ...**



# Transformation: Improving the way we do things



**Lowering unit costs**



**Cutting down time to market**



**Improving quality**



**Enhancing customers' convenience**

**Efficiency ratio 2010: < 35%**



# Winning banks will integrate:

## Physical presence

Distribution network



## Virtual presence

Internet



**BBVA is already on the way**





# Outstanding competitive advantages

1

**Excellent retail banking franchise**

2

**Wholesale Banking: client-based model**

3

**Best-in-class efficiency**

4

**Strong balance sheet (Solvency & Liquidity)**

5

**Low-risk profile**

**BBVA: an even stronger player  
under current market conditions**



# And now... What are our priorities?

1

## Innovation and Transformation Plan

Spain

Mexico

Latam

2

USA: integrate franchises

3

Asia: continue building a new growth engine

TSR



#1



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