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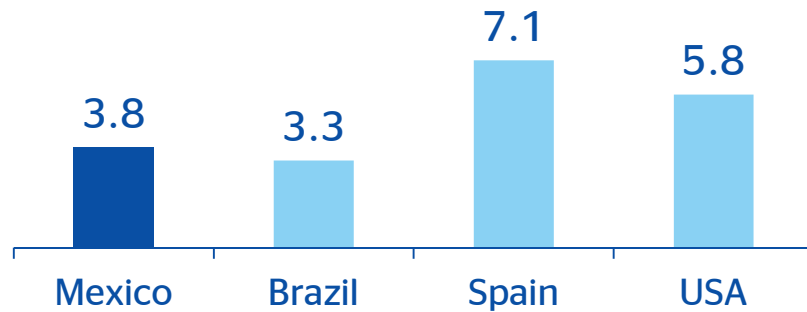


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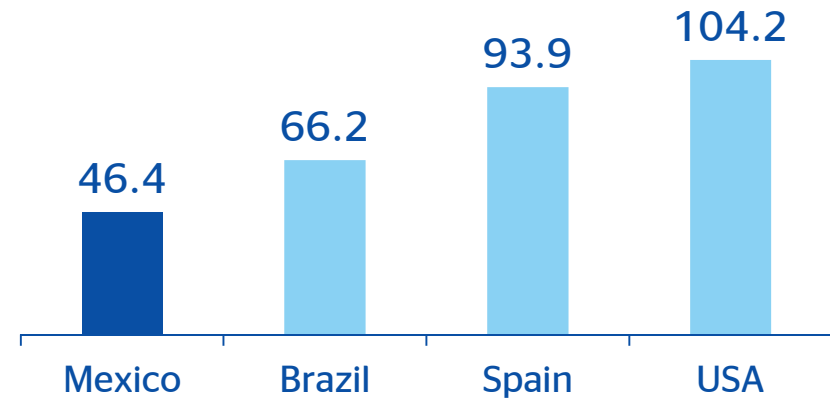
Macro & Political Environment

Mexico: Strong Fundamentals

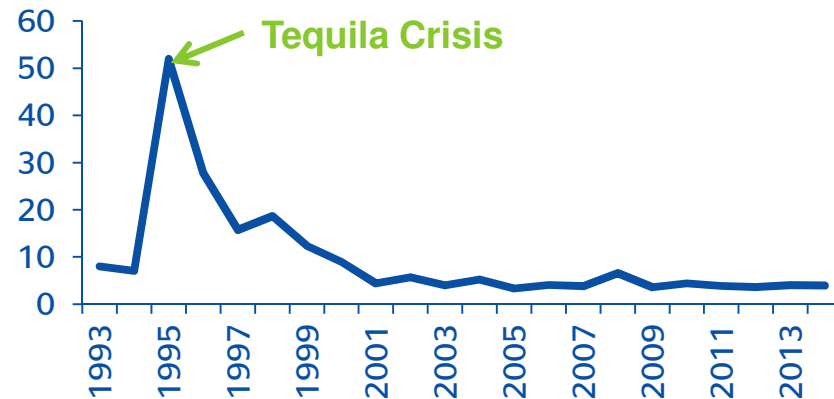
Public Deficit (% GDP)



Public Debt (% GDP)



Inflation (e-o-p, %)



Exchange Rate (MXN/USD)



Structural Reforms

If implemented correctly



Potential positive impact between 1% - 1.5% in long-term GDP growth

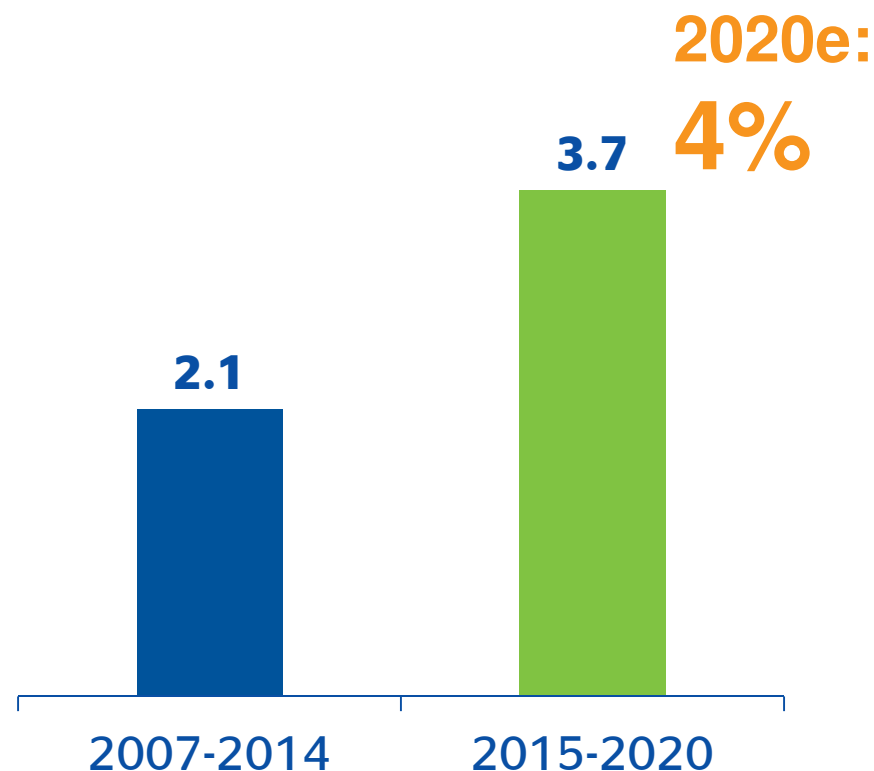
Reforms approved Goals

Telecomm	Guarantee competitive access to telecomm services. Materialize a digital universal inclusion policy.
Tax	Fair tax payment, strengthen social security and support low-income families.
Labor	Higher formal job creation with better conditions for Mexicans.
Education	Guarantee an integral, comprehensive, inclusive and quality education.
Competition	Strengthen legislation to protect the rights of consumers. Create a competitive, balanced and transparent domestic market.
Financial	Grant more credit and with better financial conditions. Maintain a solid and solvent financial system.
Political	Greater certainty and transparency of the elections. Promote citizens' participation.
Energy	Open the oil sector to private investment. Deep transformation in the National Electric System.

Positive effects for the country:

- ✓ Higher investment, competitiveness, productivity and development
- ✓ Stronger growth: higher GDP growth (above 4.0% in coming years)
- ✓ Better life quality for Mexicans (security, education and health)

Expected GDP growth rate
(average growth, %)



Infrastructure Plan 2014-2018

Investment: 7,750 billion pesos ⁽¹⁾

Job creation: 350 thousand per year

Contribution to GDP: along with the reforms it could be +2pp in 2018

This Plan will mitigate the lags in infrastructure

Investment by sector (bn pesos)

Source: BBVA Research with National Infrastructure Plan 2014-2018 data

Sector	Public	Private	Total
Total	4,884	2,866	7,751
Communication & Transportation	558	762	1,320
Energy	2,834	1,064	3,898
Hydraulic (water)	370	48	418
Health	72	1	73
Urban & Housing Development	981	880	1,861
Tourism	69	112	181

(1) Vs. MXN 4.0bn of the last Plan which did not include Urban & Housing Development, Tourism and Health (MXN 2.1 bn).



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BBVA Bancomer:
Highlights,
Positioning &
Strategy

Leading Franchise

Best positioned to thrive in a market with unique opportunities

Sustained profitability

Long-term profitability based in high quality results

Solvency, Liquidity & Risk Management

High levels of solvency and liquidity
Conservative approach to risk

Business Model

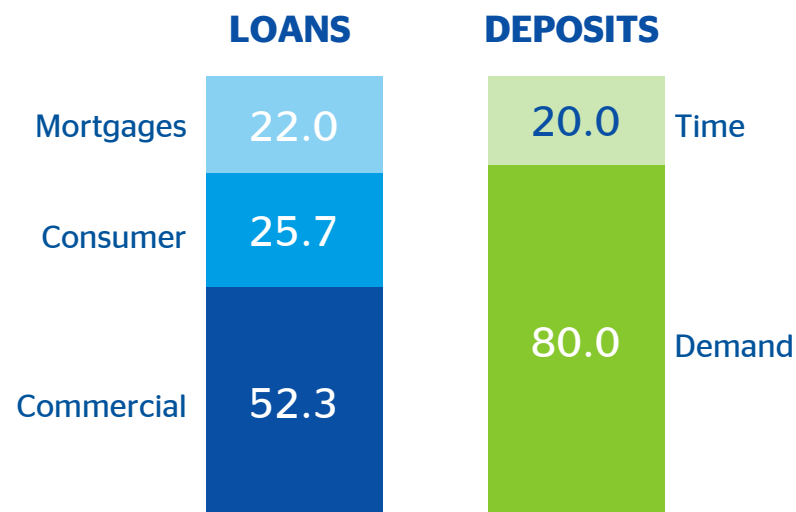
Segmented and specialized attention by type of customer to maximize value

Leadership Position

Market Share (%)

	Mkt Shr	Rank	1st Peer
Assets	21.4%	#1	16.2%
Performing Loans	23.9%	#1	15.2%
Mortgages	28.7%	#1	18.6%
Consumer	28.4%	#1	23.1%
Commercial	21.0%	#1	14.8%
Core Deposits ⁽¹⁾	22.8%	#1	16.3%
Net Income	29.6%	#1	15.1%
Branches	19.8%	#1	17.8%
ATMs	20.2%	#1	23.4%
Bank-assurance	39.5%	#1	18.6%
Mutual Funds	19.8%	#2	24.8%

Business Mix (% , Sep.14)



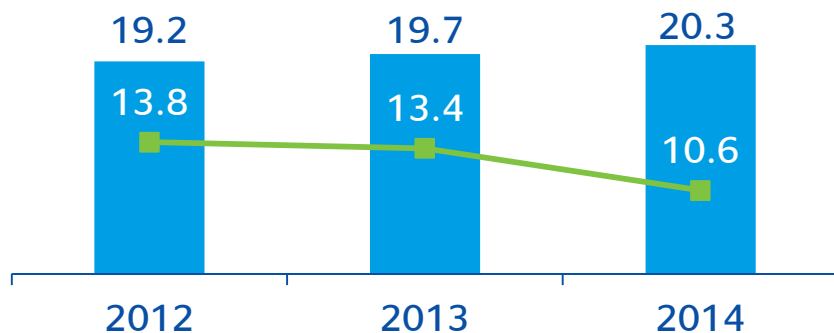
Long-term Ratings

<i>Currency</i>	Fitch	S&P	Moody's
Foreign	A-	BBB+	A3
Domestic	A-	BBB+	A2
Outlook	Positive	Stable	Stable

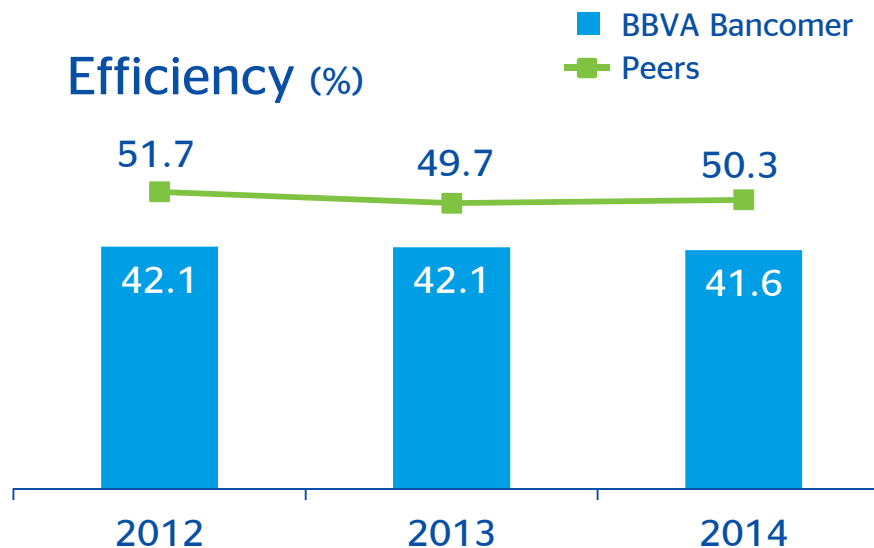
(1) Core Deposits include demand and time deposits. Market share with data of CNBV, AMIB and AMIS. In branches, market excludes banks of retail stores. (Sep.2014).

Leadership Position

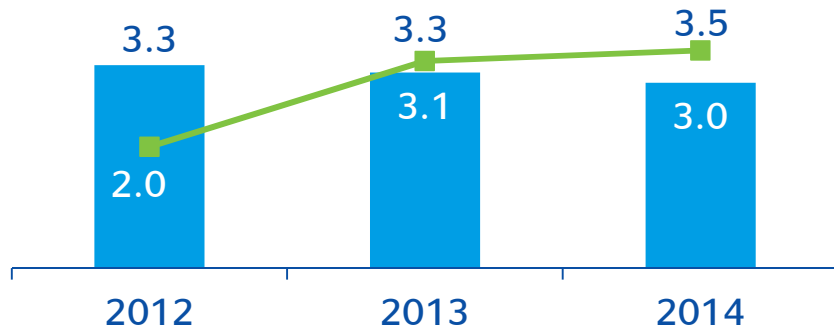
ROE (%)



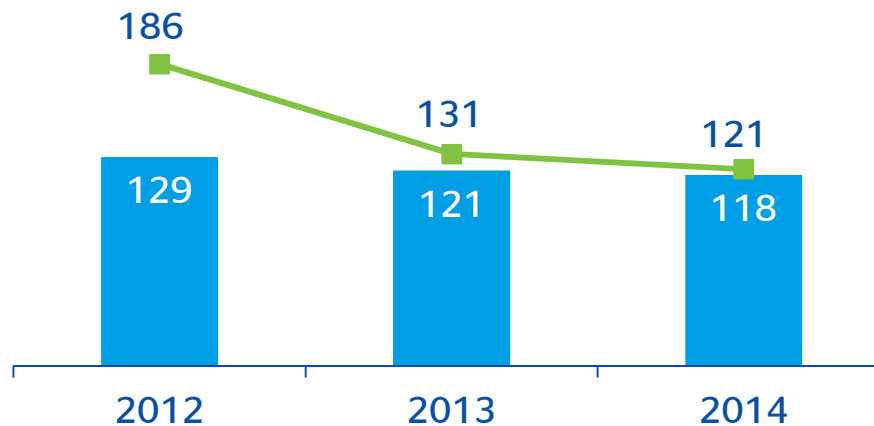
Efficiency (%)








NPL ratio (%)



Coverage (%)



Strategic Plan 2013 -2016

- 1 Investment 2013 - 2016 
- 2 Branch Network Refurbishment 
- 3 "Unique Customer Experience" 
- 4 Transformation of central units 
- 5 Digital Banking 

- ↑ Productivity
- ↑ Profitability
- ↑ Efficiency

Enhance technology
Better risk controls
Improve customer
service

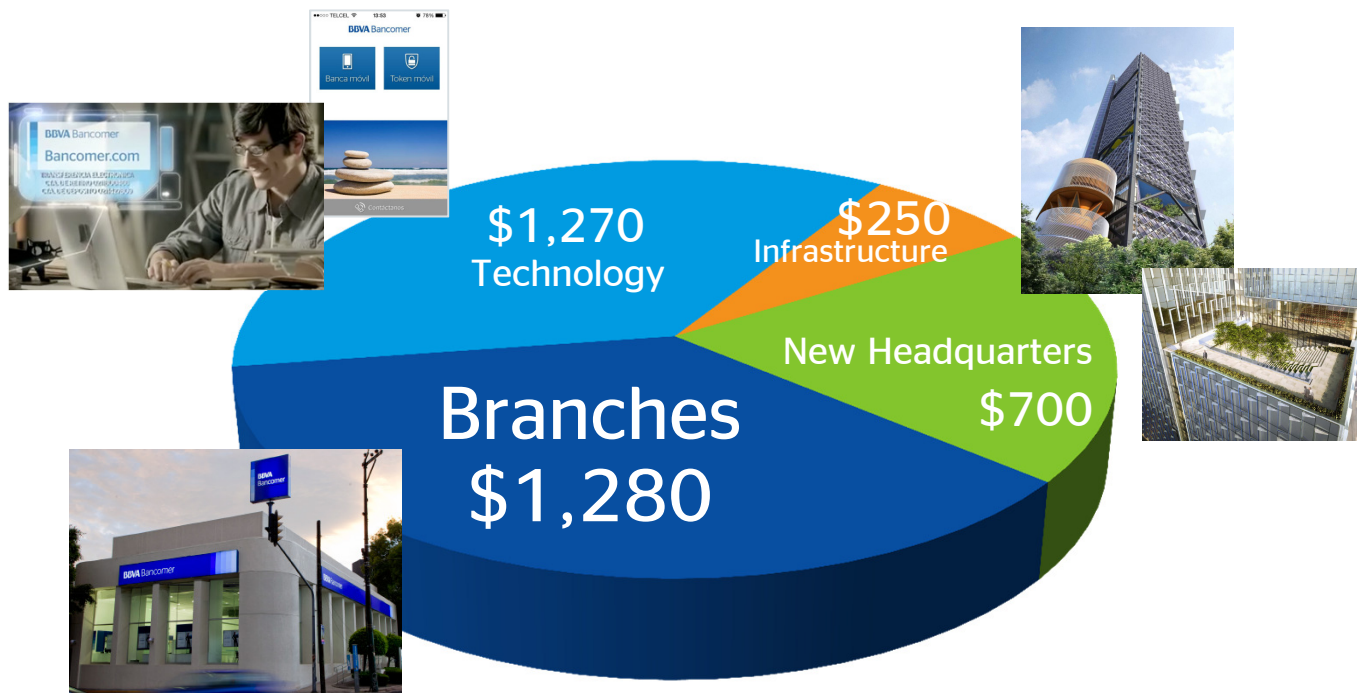
**Sustainable
growth**



1

Investment 2013 - 2016

USD \$ 3,500 millions



2014e: 50% of total investment accomplished

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2

Branch Network Refurbishment



- ✓ Transaction migration to channels, branch traffic reduction
- ✓ Specialized attention differentiated by type of customer
- ✓ Higher branch productivity

2015e: 1,200

3

“Unique Customer Experience”



Create Leadership Model

Change Management Model

New Sales Model

Customer Service Improvement

Modify business incentives
Branch operation

**Franchise Model +
Process Simplification**

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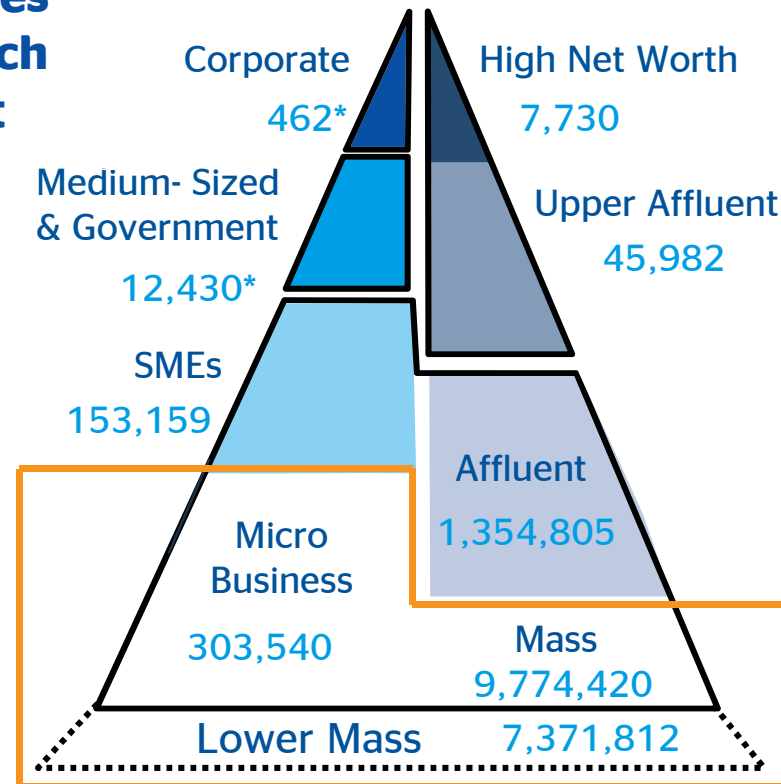
Better customer service



Total Customers: 19 Million

Specialized executives and branches for each customer segment

SMEs: increase network coverage



Higher cross-sell

New business model for the Affluent Customers

Low cost and easy access products for low-end customers and “users”

Maximize customer value



4

Transformation of Central Units

Less



Lean



Service



Moving towards a simpler, more flexible and more efficient organization



5

Digital Banking

FACT

Only 11% of our customers use digital channels

- ✓ Increase the number of digital customers
- ✓ Create new digital products
- ✓ Business intelligence and customer insight
- ✓ Financial inclusion with digital solutions

Digital customers:

3.2 Mn in 2015e
+40% y-o-y

New digital products:

- One Click Loan
- New digital branches
- New ATMs

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