

**BBVA**

Creating Opportunities

2019 Annual Report



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# Presentation of the 2019 Annual Report

This report is the thirteenth Integrated Annual Report of Grupo Financiero BBVA Bancomer, S.A. de C.V.; it represents the result of the efforts and exceptional work of the Group's employees. The information and results presented correspond to the most important issues for stakeholders and the contribution of BBVA Mexico Group to a sustainable future. The Investor Relations Department and the Corporate Responsibility and Reputation Department are responsible for preparing the Annual Report.



# Report from the Chairman of the **Board of Directors**

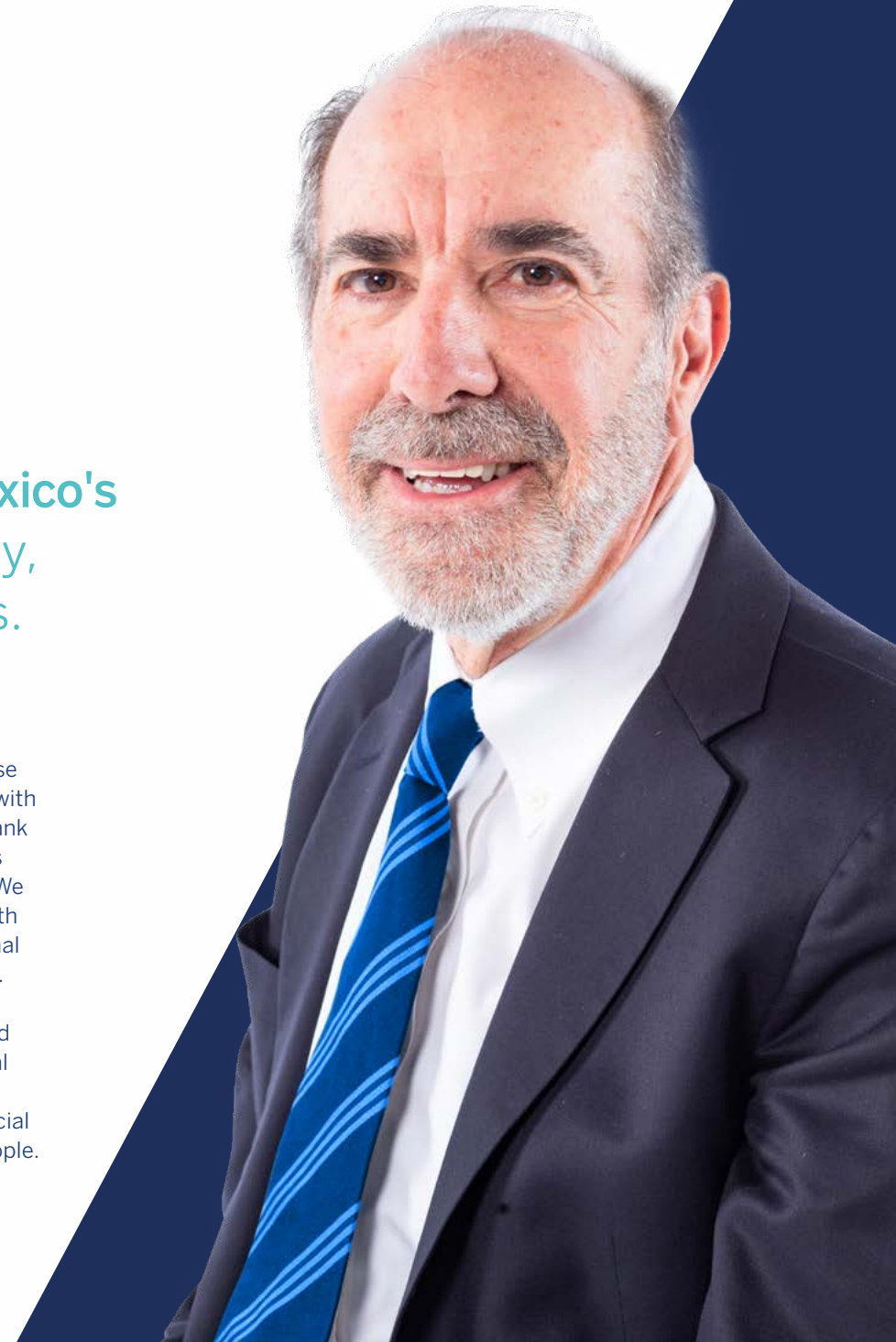
Dear Shareholders,

2019 was a year full of challenges and changes in our organization in addition to great results that have inspired and strengthened us as a team. Integrity and transparency are the values that define the sustainable growth of an organization. At BBVA Mexico, ethics are a fundamental part of our growth; we were ranked first in the IC500 (Corporate Integrity Index 500) by Expansión magazine, which recognizes the actions to increase the quality and control of our Integrity and Anti-Corruption Policies.

In 2019, BBVA Mexico signed up to the Responsible Banking Principles, joining 131 other global financial institutions; this membership forms part of the United Nations' Environment Programme Financial Initiative (UNEP FI), based on principles that define the role of the industry as being responsible for promoting and driving a sustainable future and aligning the banking sector with the UN's Sustainable Development Goals set out in the 2015 Paris Agreement. BBVA Mexico has distinguished itself on account of its efforts in sustainability, having signed up to the United Nations' Global Compact in 2003 and, by aligning our objectives, we participate in the achievement of the United Nations' Sustainable Development Goals.

**1<sup>st</sup> place in the IC500,  
demonstrating BBVA Mexico's  
commitment to integrity,  
transparency and ethics.**

BBVA Mexico has pioneered the integration of the population into the digital age of financial services. Using our mobile application, we facilitate a way to use banking in Mexico, providing people and businesses with access from their mobile devices. We are a leading bank in terms of CoDI enrolments, having placed our focus on increasing financial inclusion across the country. We also promote strategies to improve the financial health of Mexicans, establishing modules to improve personal finances and to get the most out of financial services. In 2019, more than 41,000 people were attended face-to-face workshops, online workshops or received customized advice over the phone, known as financial coaching. Furthermore, we established agreements with the public and private sector to undertake financial literacy activities imparted to children and young people.





## More than 41,000 people benefited from financial literacy initiatives in 2019.

We ended the year, with great pride and, at the same time, responsibility, consolidating our position with the best historical result with a rating of 9.1 for the User Service Performance Rating (IDATU). This rating provides information of the efficiency of financial institutions in response to the complaints that users file with CONDUSEF.

## 9.1 rating for the IDATU, BBVA Mexico's best result ever.

For the tenth consecutive year, we have been recognized as a Socially Responsible Company (ESR); we were named as a "Top of the industry" bank, as the best employer in the financial sector in Latin America by Universum and as the number one company in the Financial Sector for youth

employment (Employers for Youth). These results were made possible as part of a strategy consistent with our purpose: "place the opportunities of this new era within everyone's reach".

As the banking business transforms at a dizzying speed, we face the challenge of being recognized as the company that offers the best financial products and services; we are convinced that we have the highest standards in the industry. As a sign of our efforts to continue being recognized as a leading bank in Mexico, we obtained the following recognitions over the course of the year:

- Recognition as the "Best Bank in Mexico 2019" by Forbes.
- Recognized, once again, by the specialist World Finance magazine in its "World Finance Banking Awards" in the categories of "Best Digital Bank in Mexico 2019" and "Best Mobile Banking Application 2019".
- We were ranked 1<sup>st</sup> in the Best Place to Code survey.
- In the latest edition of "The Innovators" by Global Finance magazine, the BBVA Mexico Group's virtual assistant received an honorable mention.

## BBVA Mexico was recognized as the "Best Bank in Mexico 2019" by Forbes.

And last but not least, reflecting our commitment to the environment and climate change, BBVA Tower was named "Building of the Year 2019" by Mexico Buildings.

BBVA Mexico has stood out on account of its sustainability efforts, having signed up to the United Nations Global Compact in 2003 and, having aligned our objectives, we are dedicated to the achievement of the United Nations' Sustainable Development Goals; therefore, this report is considered part of the "Communication of Progress" for 2019.

I invite you to read our Annual Report and to become agents of change that inspire us to become a better country. We believe that the future of Mexico is in all our hands.

Sincerely yours,

**Jaime Serra Puche**  
Chairman of the Board of Directors  
of BBVA Mexico

# Report by the Deputy Chairman of the **Board of Directors and CEO**

## Business in 2019

In a challenging context, characterized by a global economic slowdown, BBVA Mexico has reiterated its commitment to the country and its clients, boosting investment, employment and the welfare of families, thereby promoting banking penetration and financial inclusion across our nation.

In 2019, the decision was taken to unify the "BBVA" brand at a global level; this new identity reflects the Group's values globally and the commitment to provide specialized products to our clients with the best possible service. The goal is to create a trusted institution that continues to develop solutions that help customers make better decisions in their lives and in their businesses.

In this context, the institution's financial performance in 2019 was favorable. The performing loan portfolio ended the year with a balance of MXN 1,218,088, equivalent to an annual increase of 6.7%. With this performance, the bank became the market leader with a 23% market share at the end of December 2019, according to data published by the CNBV.

Results in 2019 allowed BBVA Mexico to position itself as a **market leader, with a 23% market share in performing loans, according to the CNBV.**

Analyzing the different segments of the portfolio, household credit (consumption) grew 9.9% during the year, highlighting the increases seen in payroll and personal loans, which combined grew 12.8% compared to the previous year, while car financing also achieved double-digit annual growth at 13.2%.





## 12.8% growth in payroll and personal loans; 13.2% increase in car financing.

Meanwhile, the continuous and powerful implementation of credit card campaigns has been reflected in an acceleration in credit, up 5.2% year-on-year, despite having a large customer base that pays off their full balance at the end of each month. Furthermore, billing continues to perform positively, increasing 14.4% in annual terms.

In the mortgage segment, BBVA Mexico holds a leadership position and continues to promote investing in the creation of wealth for households, extending mortgage loans, granting one in four new mortgages within the private sector.<sup>1</sup> Thus, mortgage loans grew by 10.9% year-on-year, with a balance of MXN 231.213 billion at the end of December 2019.

Finally, the commercial portfolio grew 3.9% in annual terms. In the breakdown, the highest dynamism was seen in the government portfolio, with a double-digit annual increase at the end of the year (+11.3%), while business activity recorded a balance that was 1.8% up on the previous year.

The growth in lending has been accompanied by strong risk quality indicators, which is attributable to an adequate risk management policy. At the end of 2019, the non-performing loans index stood at 2.2%, while the cost of risk (CoR) stood at 3.0%. The coverage ratio was 129.3% at year-end of 2019.

## The government portfolio was the most dynamic in 2019, with an increase of 11.3%.

Considering clients resources, deposits that include demand and time deposits, issued credit securities and the global deposit account without movements, these amounted to MXN 1,262.023 billion, up 5.5% YoY. At BBVA Mexico we continue to promote and encourage customer savings, reflected in the annual growth of 6.7% in bank deposits (demand and time deposits of the general public), ending the year with a balance of MXN 1,153.902 billion. In the breakdown, demand deposits were 6.7% up year-on-year and accounted for 80% of bank deposits, while time deposits (of the general public) experienced an annual increase of 6.4%.

## 6.7% annual growth in bank deposits (demand and time deposits of the general public), ending the year with a balance of MXN 1,153.903 billion.

Assets managed in mutual funds stood at MXN 466.673 billion pesos at the end of December 2019, up 16.6% YoY. Thus, the Group's asset management remains one of the biggest of the market, with a market share of 21% according to the Mexican Association of Stock Market Intermediaries as per December 2019. Total deposits amounted to MXN 1,728.696 billion, equivalent to annual growth of 8.3%.

## The Group's asset management remains one of the largest on the market, with a 21% share.

<sup>1</sup> Source: public information of National Banking and Securities Commission (CNBV) banks.

All of the foregoing is based on a solid capital base; BBVA Mexico has indicators that comfortably comply with regulatory minimums to continue driving the country's development through continuous loan granting. As a result, the total capital ratio at year end was 15.6%. Furthermore, BBVA has actively managed its levels of liquidity to respond to the growth of its business.

It should be noted that BBVA Mexico is an institution that also supports commitment to the country by continuously investing in transformation and innovation. This can be seen in the growth and maintenance of our extensive infrastructure network, as well as in the development, expansion and protection of our digital services. In 2019, we opened 27 branches (1.5%) and 693 ATMs (5.6%).

## 6.3% annual growth in total revenue at the end of 2019.

In terms of results, total revenues performed positively, showing annual growth of 6.3% year-on-year. This, coupled with the continuous management of expenditure, has allowed BBVA Mexico to consolidate

its position as one of the most efficient institutions in the financial system, with an efficiency ratio, measured as expenses divided by revenue, of 36.3% at the end of December 2019, down 65 basis points (bp) year-on-year. Net income ended the year at MXN 57.001 billion, with an annual growth of 8.3%.

It should be noted that one of the Group's main businesses, in addition to banking, is insurance, where very favorable results were also seen as net profit increased by 29% year-on-year.

The strategy pursued, is to focus on providing the customer with easy access to banking services through digital channels and on continuously improving customer service, which has allowed us, for the fifth year in a row,

## 55 out of 100 customers who decide to move their payroll to another bank choose BBVA Mexico; 83% do so digitally.

to position ourselves as the best bank in Net Promoter Score (NPS) in 2019.

As mentioned previously, we have been able to position ourselves as an attractive bank for new customers, which is seen in our leadership in payroll portability. Today, 55 out of every 100 customers who decide to change their payroll from one bank to another choose BBVA Mexico, and 83% do so digitally, satisfying our objective of offering the best solutions so that customers can use self-service.

The constant development and innovation of the financial services offered by the Institution has also been reflected in the growth of the customer base who use digital channels; by year-end, this figure came to 10.1 million customers, 41% up compared to last year. Furthermore, the percentage of digital sales divided by total sales rose from 44% in 2018 to 55% in 2019.

2019 was also a year of outstanding results, while at the same time maintain our focus on execution. The bank is constantly being transformed, with processes that are more efficient, improving robustness in our systems, more solid applications and products that are specially designed to meet the needs of each one of our customer segments. We will continue to invest so that we are always at the cutting edge, offering our customers the best services.



## 2019 was a year of excellent results, while maintaining focus on execution.

BBVA Mexico will continue to invest in our country: in 2019, we announced the 2019–2024 Investment Plan worth USD 3.3 billion dedicated to infrastructure, digitization, cybersecurity, educational scholarships, school reconstruction and financial literacy. As such, BBVA Mexico is a bank that will continue to evolve to offer the best service to its more than 21.4 million clients, as the client is at the center of our purpose, and this is the most relevant aspect of the Institution.

In addition, in 2019 we also announced that the Institution had doubled the contribution to the BBVA Mexico Foundation, underscoring our commitment not only to Mexico, but also to an issue that is key to economic growth and development: education. To date,

through the BBVA Mexico Foundation, we have awarded more than 315,000 scholarships benefiting 35,467 young people to continue with middle school, high school and university education. Regarding the school reconstruction program, more than 16,000 students benefited with the reconstruction and delivery of 25 schools and the intention is to continue to deliver four more schools per year.

## 315,000 scholarships awarded through the BBVA Mexico Foundation, benefiting 35,467 young people to continue their middle school, high school and university education.

## 25 schools delivered and +16,000 students benefiting from the reconstruction program.

Before I finish, I would like to thank all BBVA Mexico employees for their efforts, commitment and profound dedication, because without this institution's magnificent human team, we would not have been able to achieve this result. I would also like to thank our customers for having chosen us, and their loyalty, and also the members of the Board of Directors for their concerted efforts to continue to strengthen our institution.

At BBVA Mexico, we continue to create opportunities.

**Eduardo Osuna Osuna**  
Deputy Chairman of the Board of Directors  
and CEO of BBVA Mexico

# About this report

The 2019 Annual Report sets out the initiatives, activities and results of Grupo Financiero BBVA Bancomer, S.A. de C.V. The information we report covers the period running from January 1 through to December 31, 2019. The information addresses economic, social and environmental issues in line with BBVA Bancomer, S.A. de C.V. financial group's Responsible Banking strategy. The report is available for consultation on the website.

## Coverage and denomination

Unless otherwise stated, the Annual Report covers the following companies that make up Grupo Financiero BBVA Bancomer, S.A. de C.V.:

- BBVA Bancomer, S.A.
- Casa de Bolsa BBVA Bancomer, S.A. de C.V.
- BBVA Bancomer Servicios Administrativos, S.A. de C.V.
- BBVA Bancomer Operadora, S.A. de C.V.
- BBVA Bancomer Gestión, S.A. de C.V.
- Seguros BBVA Bancomer, S.A. de C.V.
- BBVA Bancomer Seguros Salud, S.A. de C.V.
- Pensiones BBVA Bancomer, S.A. de C.V.

For the purposes of this report, the BBVA Bancomer, S.A. de C.V. financial group will be referred to as the BBVA Mexico Group and/or the institution. In the event

that the information reported does not correspond to all its subsidiaries, clarification will be made on the subsidiary to which the information is associated. In this report, the BBVA Group corresponds to the integration of Banco Bilbao Vizcaya Argentaria (BBVA) and all its international acquisitions.

## 13<sup>th</sup> Integrated Annual Report of Grupo Financiero BBVA Bancomer, S.A. de C.V.

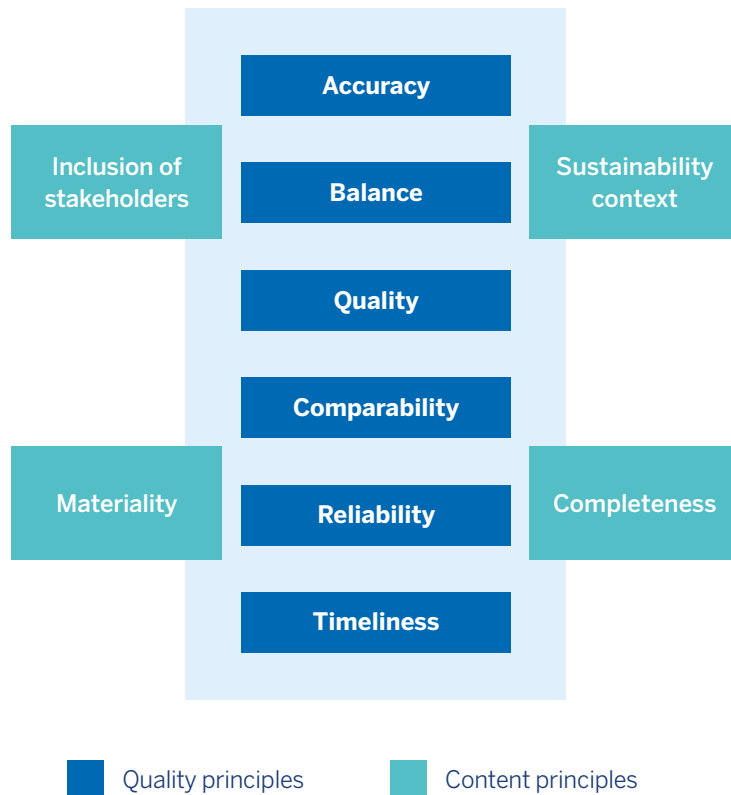




# Standards used in drawing up the report

## Global Reporting Initiative (GRI)

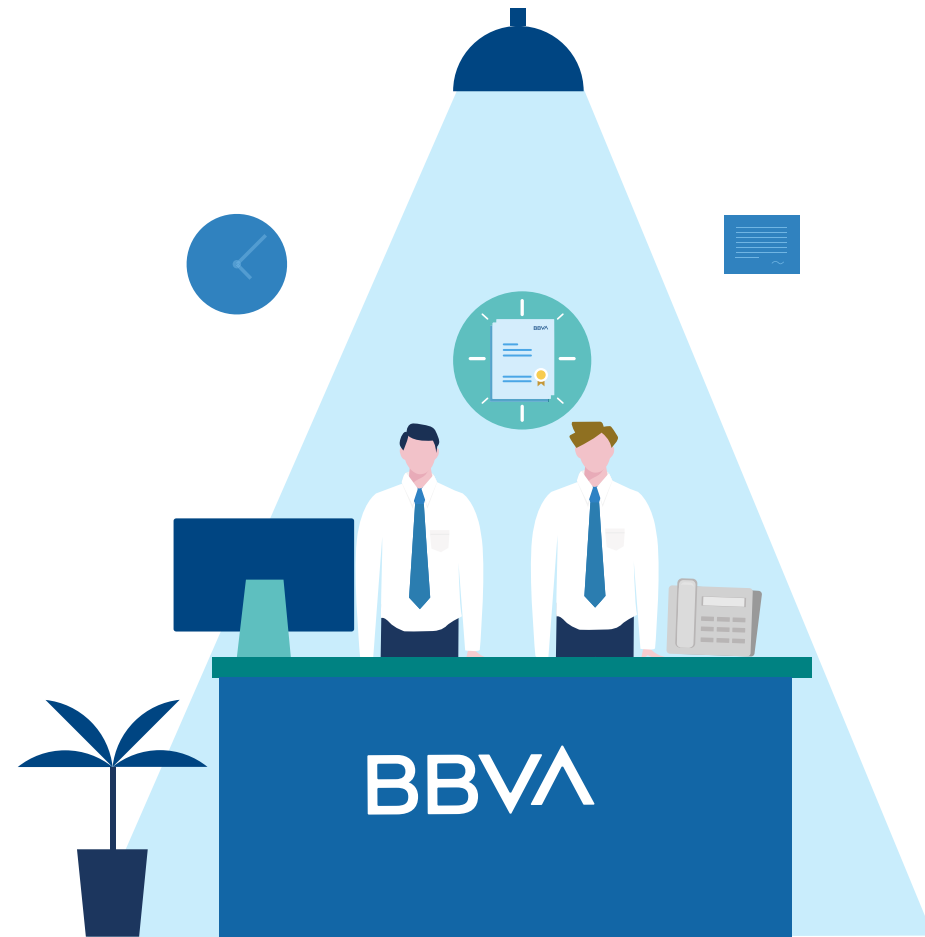
The BBVA Mexico Group's Annual Report has been prepared in accordance with the exhaustive option of the GRI Standards and under the following reporting principles:



To learn more about GRI reporting principles, consult:  
<https://www.globalreporting.org/standards/gri-standards-download-center/gri-101-foundation-containing-standard-interpretation-1/>.

# Independent Review

The 2019 BBVA Mexico Group Annual Report has been independently audited by KPMG. For the Content Index Service, GRI Services has confirmed that the GRI content index in the report is clear, and that the references for each type of content included correspond to the indicated sections of the report.



# Group Profile

The BBVA Mexico Group is a controlling company authorized to establish and operate as a subsidiary financial group of Banco Bilbao Vizcaya Argentaria, a leading Spanish bank in Europe.

The BBVA Mexico Group consists of different financial institutions, through which it provides a wide variety of banking products and services, stock market brokerage, insurance, investment fund management, as well as other financial services.



# Group Profile

The BBVA Mexico Group operates throughout the Mexican Republic. It serves its customers through an extensive branch network and other distribution channels such as ATMs, banking correspondents, POS terminals, Internet, cell phones, etc. It also has specialized executives who offer outstanding personalized service to individual customers, businesses and government agencies.

BBVA Mexico remains the largest bank in Mexico, according to Forbes.<sup>2</sup>

## Our Aspiration

Building stronger customer relationships...

- Helping our customers to take the best financial decisions, providing relevant advice.
- Providing the best solutions which build trust: they are clear, simple, transparent and fair.
- Through an easy and convenient experience: autonomously (DIY), through digital channels or human interaction.

Redefining our value proposition focused on our customers' real needs.

## Our Purpose

"To bring the age of opportunity to everyone".

## Our Values

The Institution's values are reflected in the day-to-day life of all BBVA Mexico Group employees, influencing all its decisions.



### Customer comes first

- We are empathetic
- We have integrity
- We solve their needs



### We think big

- We are ambitious
- We break the mold
- We amaze our clients



### We are one team

- I am committed
- I trust others
- I am BBVA

## Strategic Priorities

Starting with the constant transformation of the BBVA Mexico Group to adapt to the major trends of the financial industry (such as the competitive environment, customer behavior and expectations, the pursuit of sustainability and data protection) it has developed three new blocks and six strategic priorities:



### What defines us

- Improving our clients' financial health
- Helping our clients transition towards a sustainable future



### Levers for outstanding performance

- Reaching more clients
- Operational excellence



### Catalysts for achieving our goals

- The best and most engaged team
- Data and technology

<sup>2</sup><https://www.forbes.com.mx/bbva-se-mantiene-como-el-banco-mas-grande-en-mexico/>.



# Responsible Banking

The Responsible Banking Principles are part of the United Nations Environment Programme Financial Initiative (UNEP FI). The Principles provide the framework for a sustainable banking system and help the industry to demonstrate how they generate a positive contribution to society. The principles contribute to the financial sector's achievement of the Sustainable Development Goals and the Paris Agreement as part of the United Nations Convention on Climate Change.

The Principles for Responsible Banking, of which BBVA Mexico Group is a signatory, are as follows:

-  **Alignment**  
Entities commit to aligning their respective business strategies with the objectives expressed in the SDGs and the Paris Agreement.
-  **Impact and establishment of targets**  
Efforts will be made to continuously increase positive impacts by reducing negative impacts, concentrating efforts on areas where they are expected to have a more significant impact.



## Clients

Organizations are willing to work responsibly with their clients to develop sustainable practices and generate shared prosperity for both the current and future generations.



## "Stakeholders"

The signatories of these principles undertake to consult, engage and collaborate proactively with relevant stakeholders to achieve society's objectives.



## Governance and culture

Entities will set public objectives and implement them through effective systems of governance and a culture of banking responsibility, thereby seeking to correct the most negative impacts arising from their activity.



## Transparency and responsibility

The implementation of these principles will be reviewed on a regular basis, as part of a commitment to transparency and assuming full responsibility for both the positive and negative impacts.





## Strategic Pillars of Responsible Banking of the BBVA Mexico Group

The BBVA Mexico Group's Responsible Banking model applies to all business and support areas at the Institution, with the aim of seeking profitability that adjusts to our principles, strict compliance with the law, good practices and the creation of long-term value for all stakeholders. The model has four strategic pillars:



1. Balanced relations with its customers, based on transparency, clarity and responsibility.



3. Responsible practices with employees, suppliers and other stakeholders.



2. Sustainable finance to combat climate change, respect human rights and achieve the UN Sustainable Development Goals (SDGs).



4. Community outreach to promote social change and create opportunities for all.



# Business Model

**BBVA Mexico is a world-class group offering a wide range of services ranging from simple loans to international structured products.**

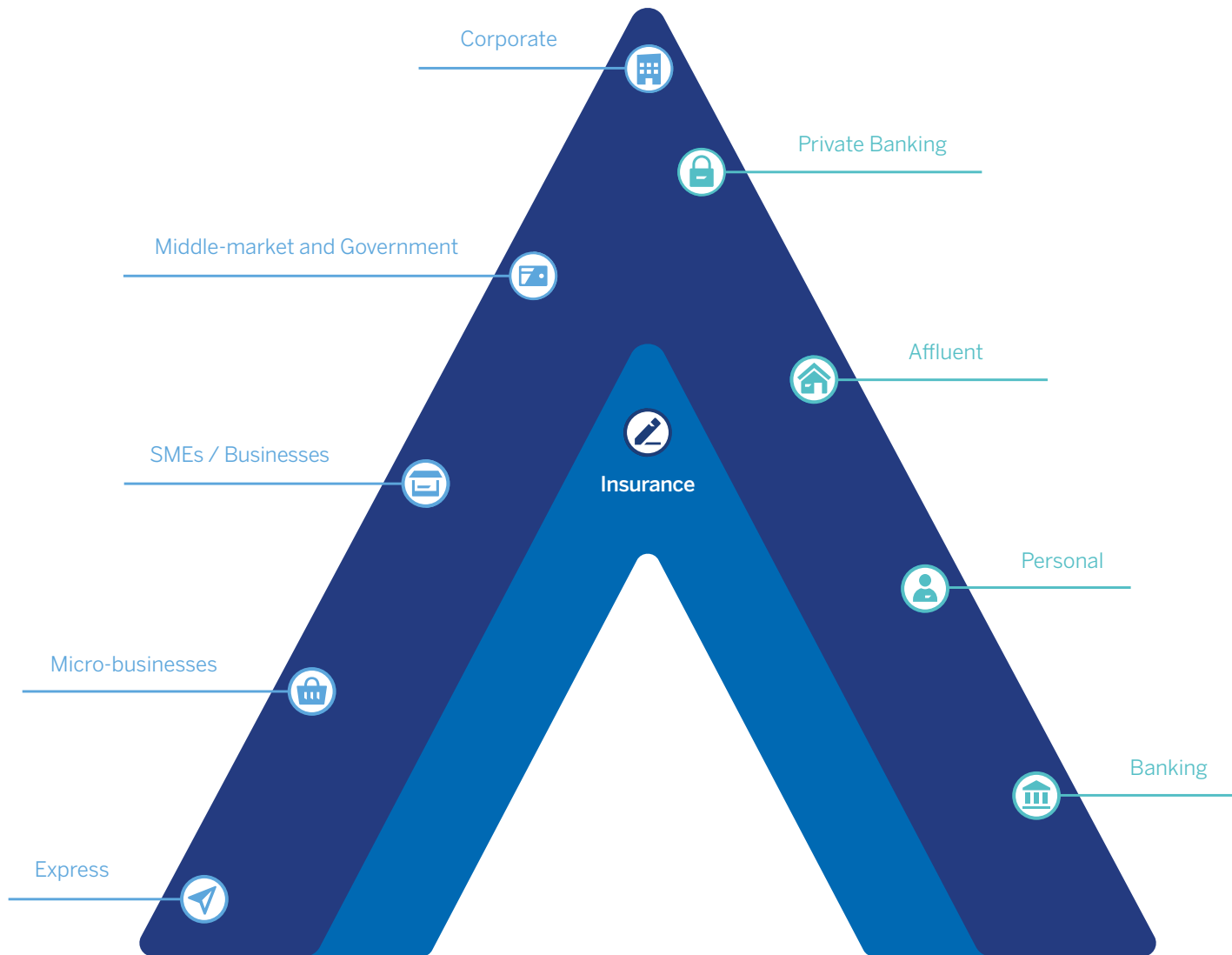
Group BBVA Mexico's main subsidiary is the bank (BBVA Mexico), a multiple banking institution serving customers in a distinct manner through specialized products and services. The Bank is aware that much of its success as a financial institution is a product of customer satisfaction. That is why it is constantly changing in order to be able to offer the best banking services in Mexico and maintain a long-term relationship with customers.

The business model is based on serving each customer segment in a special and customized way, through networks of specialized executives that allow us to offer a high quality service.

The model is also based on an efficient distribution network with an extensive coverage, which is key for providing easy and secure access to financial services. Lastly, it is a business model firmly committed to major investments in technology, transformation and innovation projects.







## Group BBVA Mexico's business models allows it to create opportunities and consolidate its leadership in Mexico.

This model has underpinned the recurrent nature of the BBVA Mexico's earnings and its strength through outstanding performance characterized by a clear philosophy of risk control with the aim of maintaining long-term profitability.

As a result, the BBVA Mexico consolidated its leadership in the country and is in an ideal position to face the future growth.

## Business Units

BBVA Mexico is a bank in constant transformation, evolving every day to improve customer experience, the offer of traditional products and innovating through its digital offering. One of the main elements of the business model is customer segmentation, which allows the Group to provide specialized attention through each of the Business Units dedicated to the development of products and services focused on clients' needs. This, accompanied by the Support Units, which assist the businesses and all networks to generate the best experience for clients and that, in addition, aim to maintain the right recurrence in the business and integral management with synergies that allow continuous growth.



### Retail Network

The Commercial Network serves all retail segments through the extensive infrastructure network. Furthermore, it works in conjunction with the Business Development area, responsible for the design of the business strategy, product development and implementation of the entire digital offering, thus complementing the product offering throughout the Network, inside and outside the branches, to enhance the added value offered to clients. In this sense, significant investments have been made to increase cross-selling opportunities while increasing the loyalty of our clients. This has been reflected in the number of customers using digital

channels over the past year increasing by 41%, coming to more than 10.1 million clients by December 31, 2019.

At a cross-cutting level, the insurance business drives the product offering throughout the Network, complementing the entire circuit and allowing BBVA Mexico to remain at the forefront as the reference bank in the sector.

This unit serves the following segments of individuals: ultra-high net-worth (UHN), private banking, equity banking, personal banking, as well as the banking and express segment. The branch network also serves micro and small companies. To this end, the Commercial Network serves more than 18 million customers.

### Government & Business Banking



This Unit, through a network of 135 branches, serves medium-sized enterprises, government entities, housing developers and distributors in the automotive sector.

BBVA Mexico offers a wide range of products tailored to meet the needs of corporate clients in terms of cash management and collection solutions. As part of this segment and by using an integrated vision, the Strategy and Solutions unit is responsible for defining and designing cross-cutting product and services offering. As such, housing finance has been promoted through

agreements with developers and, in terms of the auto sector, there has been a positive evolution in loans (durable goods) through partnerships with manufacturers and distributors. As a result, BBVA Mexico has created an end-to-end value chain to meet the needs of all segments.

On the Government side, this unit has specialized offices to serve the Federal Government, States and Municipalities of Mexico and all other government entities. The wide variety of products offered to this segment include Multi-Payments and CIE online, for the collection of taxes.

This business unit also includes a wide range of products and services dedicated to leasing, foreign trade and factoring that complement the service provided to customers.

### Corporate Banking



Corporate and Investment Banking (CIB) is a transversal business unit that brings together the wholesale businesses. This unit serves global customers such as institutional and large corporate investors, offering them a wide range of investment products. The unit also includes the Global Markets area, which together with the Brokerage House offer sophisticated products to individuals and businesses alike.

BBVA Mexico offers corporate and institutional customers loan products and services, mergers and acquisitions, market transactions (equity and fixed income), cash management, custody services, online banking and investment products.

Through the Global Markets division, BBVA Mexico has managed to position itself in first place in terms of Market Maker by SHCP and Banco de México since July 2012. Furthermore, it offers clients origination, structuring, distribution and market products risk management services, including rates and currencies (FX), equity with primary and secondary placements, derivative and structured products, whose profitability can be linked to stock markets or stock prices, private placements, portfolio trading, block trading and lending.

## Staff Units

To ensure the positive performance of all Business Units, continuous support is received from the Support Units, which, through their advice and consultancy, maintain the proper recurrence of the business and generate the necessary synergies to drive continuous growth.

The Support Units at the Institution include:

### Internal Audit



It is responsible for maintaining the integrity of the bank and its subsidiaries, continuously carrying out monitoring, follow-up and prevention activities to ensure an adequate business performance in terms of customer processes and internal procedures.

### Regulation and Internal Control



It is responsible for ensuring that the institution maintains full compliance with the requirements of regulators and supervisors to operate under strict legal conditions.







## Engineering



It supports all bank operations in terms of technology systems and platforms. It plays a key role in maintaining BBVA Mexico's position as the leader in Digital Banking in Mexico.

## Experiencia Única [Unique Experience]



It is focused on satisfying the needs of customers, an essential pillar in the ongoing evolution of BBVA Mexico. The Unique Experience mission consists of putting the client at the center of all the Bank's actions; establishing a new standard in Customer and employee experience; and being a key part in the constant transformation of BBVA Mexico. It is not only customers who should enjoy the best experience; this should encompass all stakeholders: customers, employees, shareholders and society.

## Finance



It is responsible, in addition to other functions, for monitoring the financial performance of the institution, the control of expenditures, capital management, liquidity and the relationship with investors. At BBVA Mexico, we have kept our capital ratios above the minimum levels required by the Mexican law, and have maintained comfortable liquidity levels to drive growth. The bank also achieved a solid income statement in 2019 based on recurrent revenue, control of costs and adequate risk management.

## Risks



Our healthy and stable credit quality indicators are the result of an adequate risk management. BBVA Mexico is famed for being a cautious bank, which has a forward-looking approach to risks. This can be reflected in the non-performing loans ratio that ended the year at 2.2%, while the Cost of Risk (CoR) was 300 basis points.

## Legal, Tax, Audit and Compliance Services



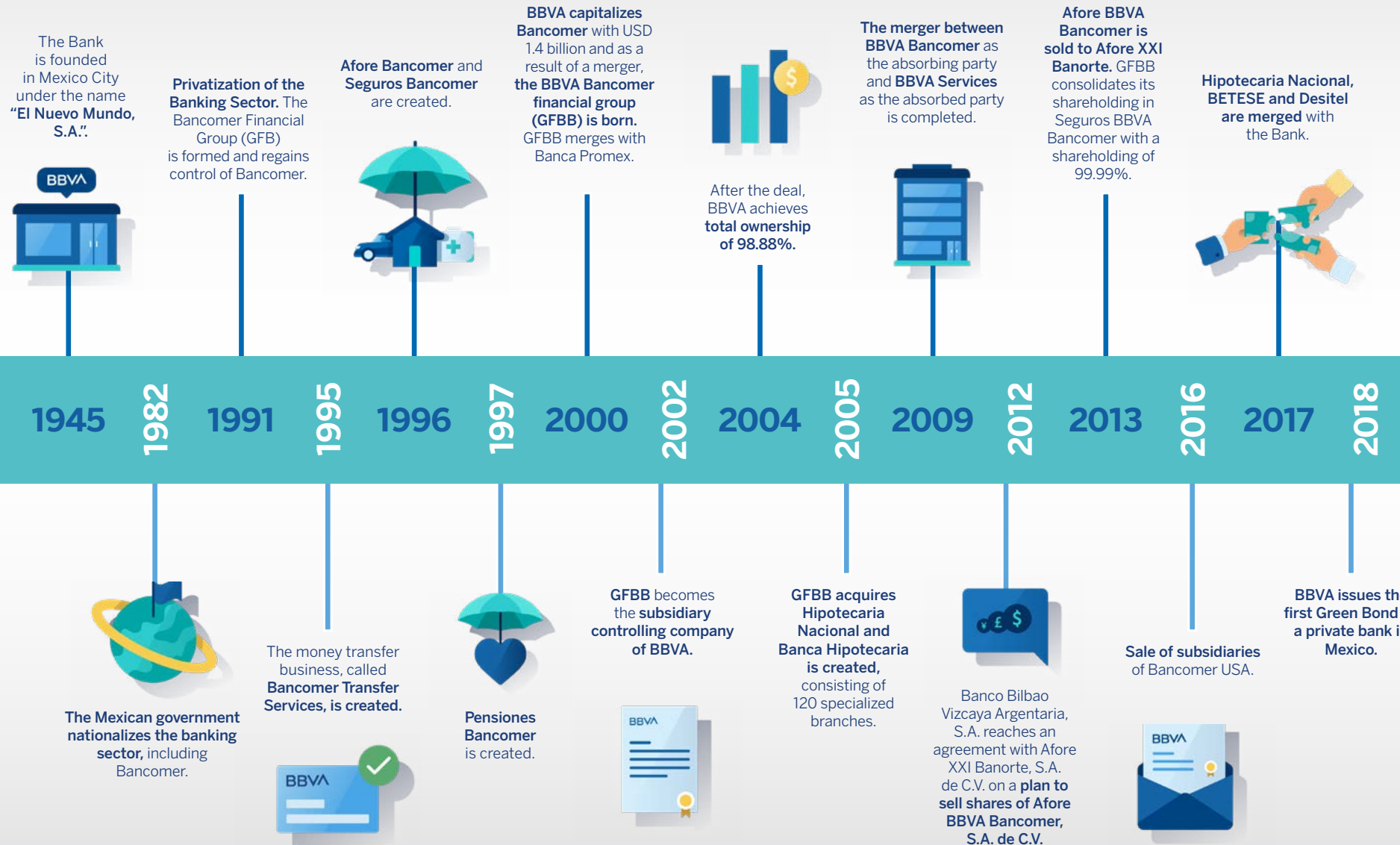
The Legal Services Unit provides general legal advice to the different divisions of BBVA Mexico in their respective activities, as well as support for the clear understanding and full compliance with the scope of banking regulations and modifications ; it supports the different processes before the competent authorities, addresses the specific legal issues that arise with respect to the Bank's activities, and generally provides legal certainty in the preparation and management of the necessary legal documentation. It is also primarily responsible for the management of complaints and legal claims before clients and third parties.

## Talent & Culture



The excellent results of BBVA Mexico would not be possible without the commitment, motivation and capacity of the institution's excellent team. Therefore, the Talent and Culture unit is constantly looking to attract, develop and retain its labor force, maintaining a values-based corporate culture and a total balance between professional and personal development.

# History



BBVA Bancomer converts its brand into

# BBVA

# 2019

# Leadership

BBVA Mexico  
December 2019

## Leader in infrastructure

14.4%



Branches

23.3%



ATMs

35.1%



POS  
(point of sale terminal)

# 1<sup>st</sup> place

## Leader in commercial activity



21.7%

Total Assets



23.0%

Performing loans

28.7%

Consumer + Credit Cards



25.9%

Mortgages



36.1%

Car financing



23.2%

Traditional deposits



20.9%

Mutual Funds



25.9%

Demand deposits



% market share  
Sources: CNBV, AMIB.  
CNBV information: Bank with Sofom  
Mutual funds: assets under management in investment companies without duplication  
Information as of December 2019.



## Responsible Banking

1 NO POVERTY



4 QUALITY EDUCATION



16 PEACE, JUSTICE AND STRONG INSTITUTIONS



### SDG 1 No poverty

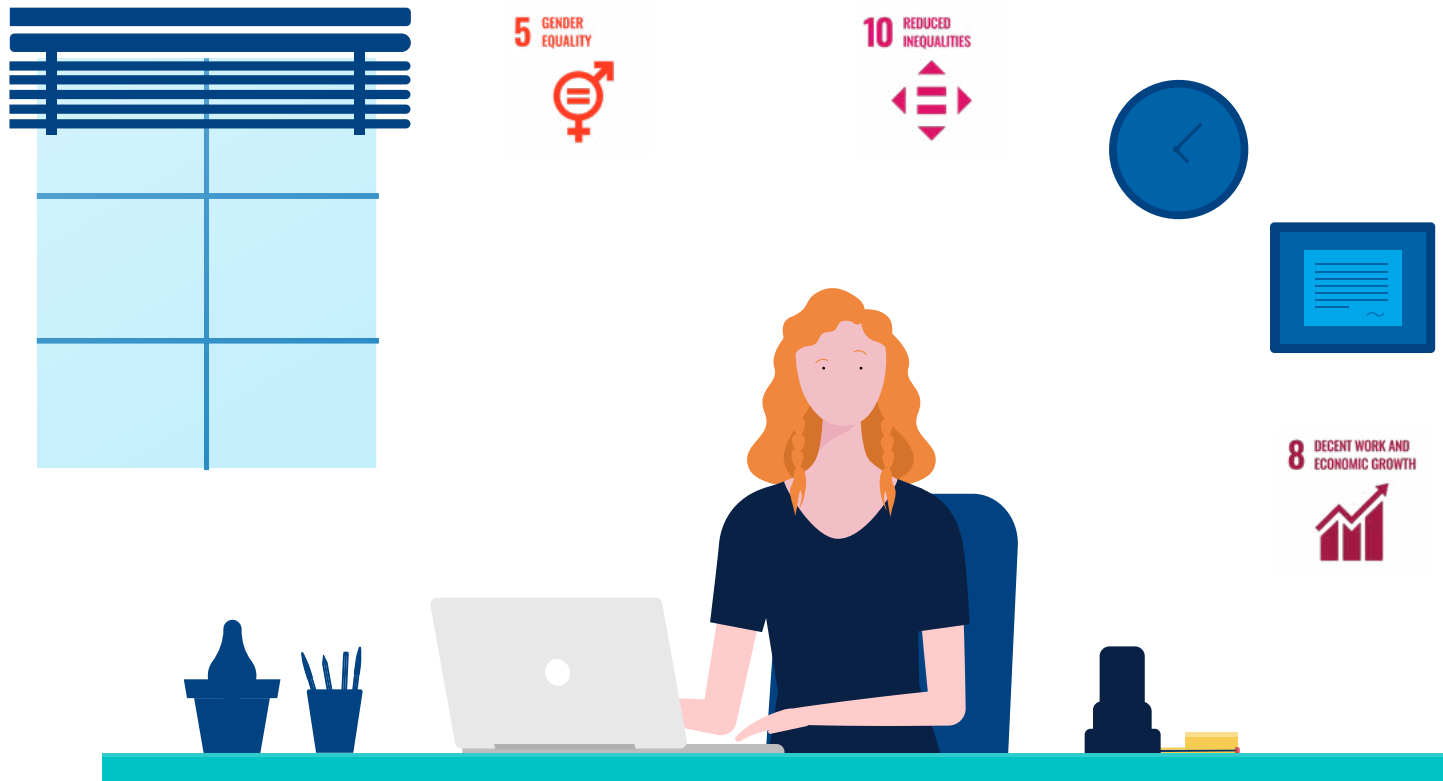
- BBVA Mexico has been recognized by the Excélsior newspaper as the bank having made the biggest contribution to financial literacy.

### SDG 4 Quality education

- 35,467 beneficiaries of the "Chavos que Inspiran" scholarship program in 2019.
- In 2019, BBVA University awarded 433 scholarships for development programs, diplomas, bachelor's degrees and master's degrees.

### SDG 16 Peace and justice strong institutions

- Number 1 in the Corporate Integrity Index 500 (IC500).
- 36,444 employees received training as part of the Money Laundering Prevention course.



### SDG 5 Gender equality

- At year-end 2019, the BBVA Mexico Group's workforce comprised a total of 38,228 employees, 53% of whom were women.
- Blanca Cecilia Muñoz, General Risks Director at BBVA Mexico, named one of "26 Leaders" by "Mujer Ejecutiva" magazine.
- The BBVA Mexico Group celebrated Women's Day for a second year.

### SDG 8 Decent Work and Economic Growth

- Named "Top of the industry" as the best employer in the financial sector in Latin America by Universum.
- Named by Employers for Youth as a No. 1 company in the Financial Sector.
- Increase of 11% in the number of suppliers to have undergone the approval process in comparison with 2018.
- MXN 202 million dedicated to Training, imparted to 38,210 employees.

### SDG 10 Reduced inequality

- In 2019, the number of hours of human rights training increased by 147% year-on-year.
- In collaboration with the Secretariat of Public Education (SEP), school internships were offered to students with intellectual disabilities.



### SDG 3 Good health and well-being

- Creation of a welfare committee and an Institutional Policy for the Prevention of Psychosocial Risks.
- There was a 39% increase in participation in the vaccination campaign compared to the previous year.

### SDG 9 Industry, Innovation and Infrastructure

- In the 2019 edition of "The Innovators" by Global Finance magazine, the BBVA Mexico Group's virtual assistant received an honorable mention.
- The BBVA Mexico Group is recognized, once again, by the specialist World Finance magazine in its "World Finance Banking Awards" in the categories of "Best Digital Bank in Mexico 2019" and "Best Mobile Banking Application 2019".
- BBVA Tower is named the "Building of the Year 2019" by Edificios de México.

### SDG 11 Sustainable cities and communities

- The "Mejora Mutualista" program benefited 10,000 families.
- The 99 social and environmental entrepreneurs on the BBVA Momentum program received 222 hours of mentoring.
- 19 years of being a Socially Responsible Company (SRC).

### SDG 12 Responsible consumption and production

- The BBVA Mexico Group increased its renewable energy consumption by 14% year-on-year.

### SDG 13 Climate action

- The BBVA Mexico Group has an ISO 14001-certified Environmental Policy in place.
- More than MXN 40 billion invested in projects that uphold the Equator Principles.



# Presence



**21.5 million**  
Total customers

**1,860**  
Branches

**13,170**  
ATMs

**10.1 million**  
Digital clients

**1,218,088 billion**  
Performing loans

**463,644**  
POS

**9.6 million**  
Mobile customers

**1,153,902 billion**  
Bank deposits  
(deposit and term)

**35,726**  
Correspondents

**2,363,030 billion**  
Assets

**57,001 billion**  
Net profit

States	Branches	ATMs
Aguascalientes	21	173
Baja California	58	419
Baja California Sur	21	137
Campeche	14	114
Chiapas	37	262
Chihuahua	61	455
Mexico City	283	2,125
Coahuila	41	380
Colima	13	81
Durango	21	146
State of Mexico	185	1,488
Guanajuato	85	520

States	Branches	ATMs
Guerrero	35	213
Hidalgo	34	258
Jalisco	195	1,148
Michoacan	88	505
Morelos	29	192
Nayarit	23	140
Nuevo Leon	109	697
Oaxaca	26	215
Puebla	64	463
Queretaro	34	269
Quintana Roo	25	283
San Luis Potosi	34	190

States	Branches	ATMs
Sinaloa	39	254
Sonora	53	398
Tabasco	34	235
Tamaulipas	48	349
Tlaxcala	11	88
Veracruz	83	644
Yucatan	32	199
Zacatecas	24	130
<b>*National</b>	<b>1,860</b>	<b>13,170</b>

Scope: BBVA Mexico Group.  
Figures at December 2019.

# Corporate Governance

**The corporate governance system of BBVA Bancomer, S.A., Institución de Banca Múltiple, BBVA Bancomer Financial Group, serves as the linchpin to its corporate integrity and the organization's ethical and efficient functioning. It comprises a set of principles, standards and elements that regulate and frame relations between the company, the institution's management, shareholders and other stakeholders.**

The governance system is rooted into the following principles, in accordance with the Corporate Governance System of BBVA Mexico:

1. A suitable composition and structuring of governance bodies.
2. A clear distribution of functions between the Board of Directors and its committees, and between these and Senior Management.
3. A solid decision-making process and a robust reporting model.
4. Complete monitoring, oversight and control of the management of BBVA Mexico.

The Board of Directors is the body entrusted with overseeing the institution. Its members are designated at the Annual General Meeting of Shareholders.

The Annual General Meeting is entrusted with assessing the Board's performance by approving the Board's Annual Report and financial statements, as well as ratifying each director's membership of the Board.

The Board is responsible for approving objectives, guidelines and policies with regard to the origination and management of lending activity, all of which must be coherent and compatible with, as well as complementary to, those established for Integrated Risk Management.

The Board delegates authority to committees and, if applicable, to officers of the institution to design the aforementioned objectives, guidelines and policies. The Board hears and, as the case may be, approves a report from the Audit Committee on the objectives of the internal control system and guidelines for its implementation.



# Corporate Structure of the BBVA Bancomer S.A. de C.V. financial group and its subsidiaries

At December 31, 2019.



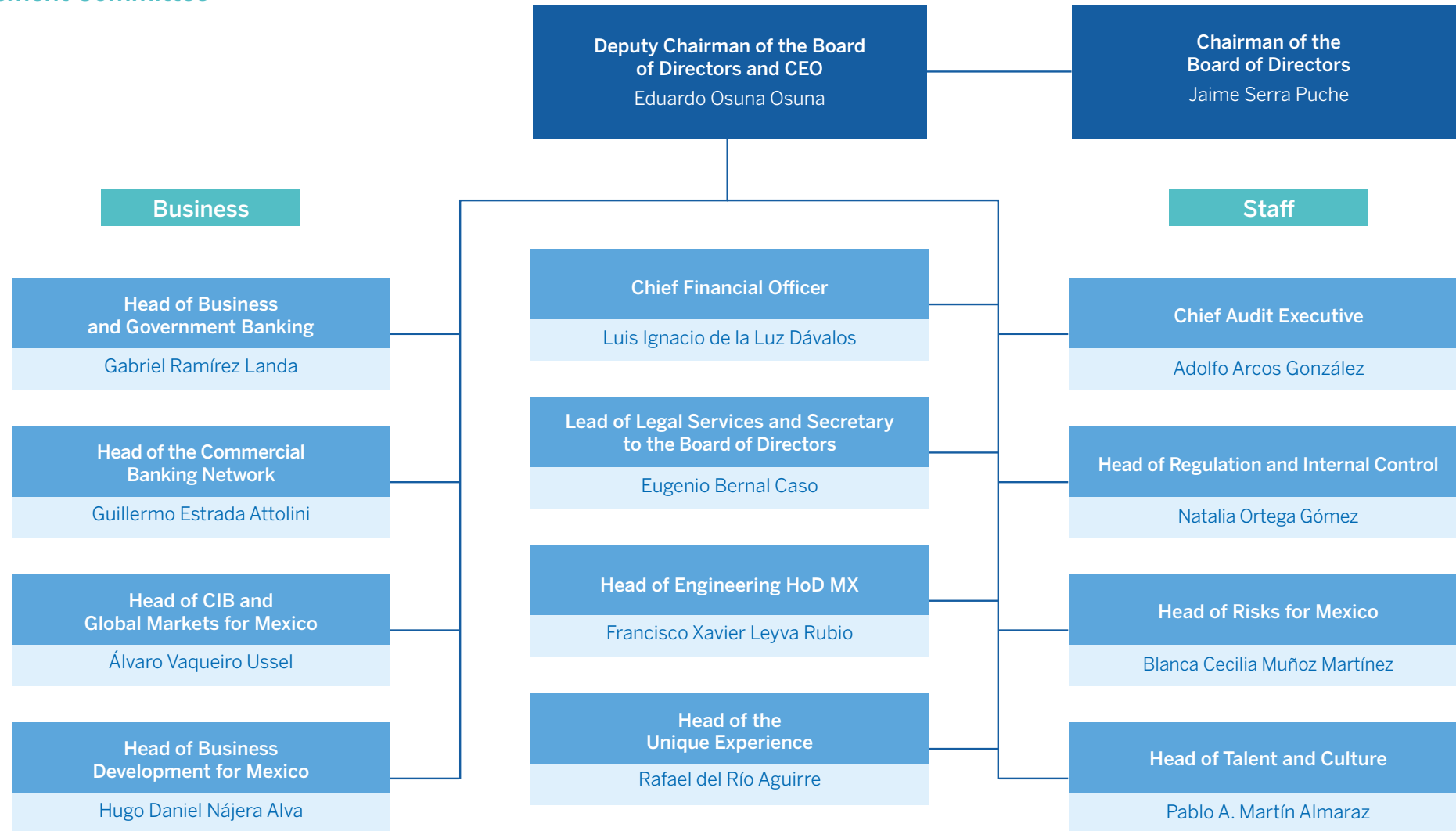
\* Includes direct and indirect investment of the BBVA Mexico Group.



# Management structure

At April 30, 2020.

## Management Committee





## Constitution of the Board of Directors of BBVA Mexico

The Annual General Meeting of Shareholders of BBVA Mexico is the governance body authorized to designate the individuals who are to sit on the Board of Directors at BBVA Mexico. Meanwhile, Board members are authorized, in accordance with applicable law and the bylaws of BBVA Bancomer, S.A. to designate the individuals who sit on its various committees.

In addition to the foregoing, the process for selecting and appointing members of the Board of Directors is set out in applicable law and in the institution's bylaws. The director appointment process is explained in article twenty-five, chapter V of the bylaws of BBVA Bancomer, S.A.

The Board of Directors ratifies the Bank's Code of Conduct on a proposal from the CEO of BBVA Bancomer. The Code is there to prevent conflicts of interest from arising among its employees, board members and executive officers. The Code also sets out the procedures to be followed in various situations in order to forestall any conduct that might harm the Bank's interests.

The Board of Directors may be able to establish the mechanisms to be followed by the relevant directors, to keep the Company apprised of the financial, administrative, operational and legal position of each of the financial entities and other legal parties controlled by the Company.

The requirements to be a director are described in article twenty-six, chapter V of the bylaws of the BBVA Mexico Group. These requirements are also set out in the applicable legislation.

Association	Alternates
Jaime Serra Puche* (Chairman)	Andrés Alejandro Aymes Blanchet*
Eduardo Osuna Osuna (Deputy Chairman and CEO)	Armando Garza Sada
Onur Genç	Juan Asúa Madariaga
Carlos Torres Vila	Fernando Gerardo Chico Pardo
Vicente María Rodero Rodero	Eduardo Javier Garza Fernández
Alberto Bailleres González	Alejandro Ramírez Magaña
Carlos Vicente Salazar Lomelín*	Arturo Manuel Fernández Pérez*
Ricardo Guajardo Touché*	José Francisco Gil Díaz*
Jorge Sáenz-Azcunaga Carranza	Enrique de Jesús Zambrano Benitez
Cristina de Parias Halcón	

**Secretary:** Eugenio Bernal Caso

**Deputy secretary:** José Arturo Sedas Valencia

**Statutory examiner:** José Manuel Canal Hernando

**Alternate examiner:** José Homero Cal y Mayor García

\*Independent Directors  
Composition at February 28, 2020.





## Profile of directors

### Full members

**Jaime Serra Puche\***

**Chairman of the Board of Directors**  
**Length of service on the Board:** 12 years

- Director of SAI Consultores, S.C.
- Member of the Boards of Directors of Fondo México, Tenaris, Vitro and Alpek.
- Founding Partner and Director of SAI Consultores, S.C.
- PhD in Economics from Yale University.

**Eduardo Osuna Osuna**

**Deputy Chairman of the Board of Directors**  
**Chief Executive Officer of the BBVA Bancomer, S.A. de C.V. financial group**

**Length of service on the Board:** 4 years

- MBA from the IPADE business school.

**Onur Genç**

**BBVA CEO**

**Length of service on the Board:** 1 year

- Chairman and CEO of BBVA Compass and BBVA Country Manager for the USA.
- CEO of Banco Bilbao Vizcaya Argentaria, S.A.
- Master's Degree in Business Management and Administration from Carnegie Mellon University.

**Carlos Torres Vila**

**Time of service on the Board:** 3 years

- Chairman of Banco Bilbao Vizcaya Argentaria, S.A.
- CEO of BBVA, S.A., until September 26, 2018.
- Master's Degree in Business Administration from the MIT.

**Vicente María Rodero Rodero**

**Length of service on the Board:** 7 years

- Independent consultant.
- Qualified Industrial Engineer from the Superior Technical School of Industrial Engineering of Bilbao.

**Alberto Bailleres González**

**Length of service on the Board:** 28 years

- Executive Group Chairman and Chairman of the Board of Directors at the BAL Group and its subsidiaries, including, Industrias Peñoles, Grupo Nacional Provincial, GNP Pensiones, Profuturo GNP, Aseguradora Porvenir GNP, Valores Mexicanos, Crédito Afianzador, Grupo Palacio de Hierro and Grupo de Agri-negocios BAL.
- Member of the Board of Directors of BBVA Bancomer, Fomento Económico Mexicano, Cerveza FEMSA and Grupo Televisa.
- Degree in Economics from the ITAM.

**Carlos Vicente Salazar Lomelín\***

**Length of service on the Board:** 14 years

- Independent consultant.
- Chairman of the Mexico Business Coordinating Council.
- MBA from the ITESM, post-graduate studies from the IPADE business school and foreign institutions.

**Ricardo Guajardo Touché\***

**Length of service on the Board:** 28 years

- Independent consultant.
- Member of the Board of Directors of BBVA Bancomer, ITESM, FEMSA, Grupo Bimbo, Coca Cola FEMSA and Grupo Coppel.
- MBA from the University of California, Berkeley.

**Jorge Saenz-Azcunaga Carranza**

**Length of service on the Board:** 3 years

- Country Monitoring at Banco Bilbao Vizcaya Argentaria, S.A.
- Degree in Economic and Business Sciences from the University of Deusto.

**Cristina de Parias Halcón**

**Length of service on the Board:** less than 1 year

- Independent consultant.
- BBVA Country Manager for Spain and Portugal.
- MBA from the IE Business School.

\*Independent Directors  
Composition at February 28, 2020.

## Alternate Directors

### Andrés Alejandro Aymes Blanchet\*

**Length of service on the Board:** 19 years

- Independent consultant.
- Founding Partner of Aymes y Asociados.
- MBA from the IPADE business school.

### Armando Garza Sada

**Length of service on the Board:** 1 year

- Chairman of the Alfa Group and Nemak.
- Member of the Board of Directors at the following companies and institutions: Axtel, S.A.B. de C.V.; Fomento Económico Mexicano, S.A.B. de C.V.; Cemex, S.A.B. de C.V.; El Puerto de Liverpool, S.A.B. de C.V.; Grupo Lamosa, S.A.B. de C.V.; Proeza, S.A. de C.V.; and Instituto Tecnológico y de Estudios Superiores de Monterrey.
- MBA from Stanford University.

### Juan Asúa Madariaga

**Length of service on the Board:** less than a year

- Global Head of Corporate & Investment Banking BBVA.
- Deputy to the Chairman of Banco Bilbao Vizcaya Argentaria, S.A.
- MBA from the IESE Business School.

### Fernando Gerardo Chico Pardo

**Length of service on the Board:** 10 years

- Member of the Board and shareholder of CARRIX.
- Member of the United Nations Pension Investment Committee.
- Chairman of PROMECAP.
- MBA from the Northwestern University in Chicago.

### Eduardo Javier Garza Fernández

**Length of service on the Board:** 1 year

- Chairman of the Board of Directors of the Frisa Group.
- Civil Engineer at the Monterrey Institute of Technology and Higher Education.

### Alejandro Ramírez Magaña

**Length of service on the Board:** 6 years

- Managing Director of Cinépolis.
- Director of the Cinépolis Foundation.
- Master's Degrees in Business, in Economic Development and in Business Administration from Harvard and Oxford.

### Arturo Manuel Fernández Pérez\*

**Length of service on the Board:** 25 years

- Rector of Instituto Tecnológico Autónomo de México (ITAM).
- PhD in Economics from the University of Chicago.

### José Francisco Gil Díaz\*

**Length of service on the Board:** 9 years

- Independent director at BBVA Bancomer and the Mexican Stock Exchange.
- Chairman of the Avanzia Group.
- PhD in Economics from Chicago University.

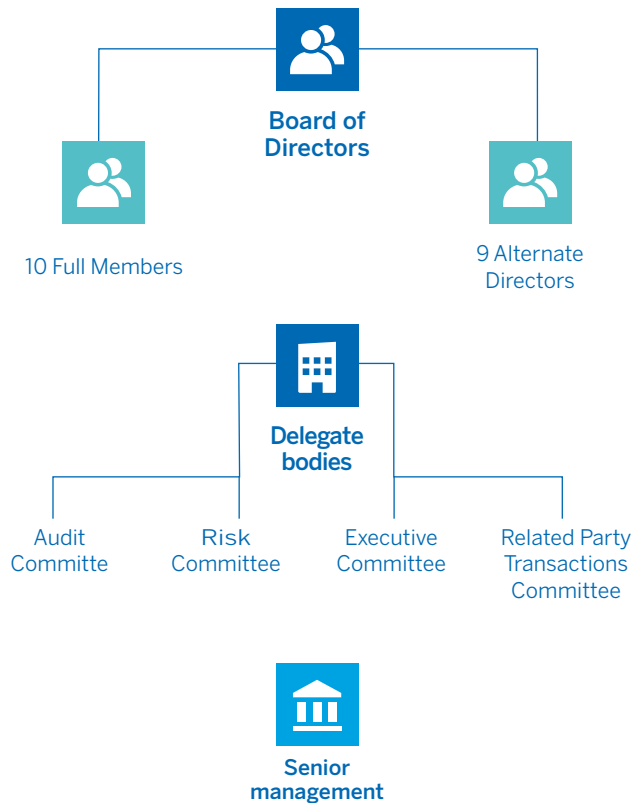
### Enrique de Jesús Zambrano Benítez

**Length of service on the Board:** less than a year

- Director of Grupo Proeza and its subsidiaries.
- Director of Alpek and ITESM.
- Member of the Regional Advisory Council for the Bank of Mexico and chair of the Bancomex Regional Advisory Forum.
- Chair of COMCE Mexico-Japan Business Committee.
- MBA from Stanford University.

\*Independent Directors  
Composition at February 28, 2020.

## Corporate governance structure at BBVA Bancomer, S.A.



## Board meetings

The Board meets at least once a quarter and also whenever convened by the Chairman or by the Secretary or Deputy Secretary, or by at least one quarter of Board members, or by one of the institution's examiners. For a meeting to be legally convened, at least 51% of Board members must be in attendance, one of whom must be independent.

The meetings in 2019 were held on the following dates:



## Remuneration

For their attendance to each meeting of the Board of Directors of BBVA Bancomer, S.A., the Company's directors receive the amount obtained by multiplying the price of two \$50 pesos gold bullion coin (called "Centenario") by 1.53846, applicable to Mexican residents or, where applicable, by 1.33333 for residents abroad, as remuneration for the performance of their duties.

## Senior management corporate responsibility and reputation monitoring sessions.

The CEO is directly involved in assessing and monitoring progress and strategies under the corporate responsibility initiatives and reputation activities in place both within and outside the institution. These assessments conducted by senior management and the Chairman's Office help Grupo Financiero BBVA Bancomer to identify and manage any economic, environmental and social risks that may emerge.

The consultation of stakeholders on economic, environmental and social issues is delegated through stakeholder identification actions and the materiality analysis prepared by the Corporate Responsibility and Reputation division.



## Regional Boards

Since their inception, the Regional Boards have been one of the main pillars underpinning the development of the BBVA Mexico Group. This is because they comprise businessmen of strong moral fiber and with leadership qualities in each region, who are charged with actively promoting the Bank's interests over time.

**535** regional board members in total.

One of the main purposes of the Regional Boards is to serve as forums for:

- Feedback on banking activity and service levels.
- Business referencing.
- Providing a link for BBVA Mexico Group officials with the community and local authorities.
- Feedback on local business culture.
- Providing a link to and actively working with BBVA Foundation.

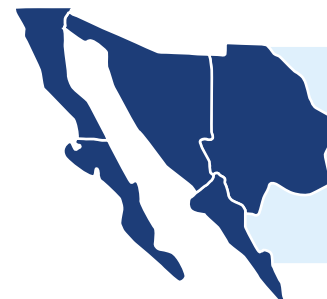
Likewise, each board is structured as follows:

- They comprise a minimum of 10 members, depending on the size of the region. The Secretary or Coordinator of the Board is the BBVA Mexico official designated to coordinate the Board for each region.
- The Honorary title applies only to Chairmen and Deputy Chairmen.



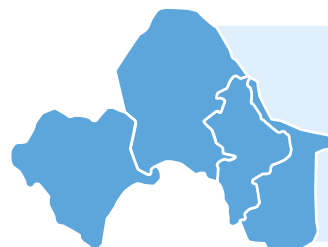
### Metropolitan area

Toluca  
Metropolitana



### North-west

Baja California  
Chihuahua  
Ciudad Juárez  
Sinaloa  
Sonora



### North-east

Tamaulipas  
La Laguna  
Nuevo León



### South

Morelos  
Puebla  
Guerrero  
Oaxaca  
Veracruz



### Bajío

Guanajuato  
Aguascalientes  
San Luis Potosí  
Querétaro  
Hidalgo



### West

Colima  
Jalisco  
Michoacán  
Nayarit



### South-east

Chiapas  
Peninsular  
Quintana Roo  
Tabasco

### Calendar of regional board members - 2019

- Meetings of Chairmen: January 31, May 8 and September 11.
- National Meeting: June 10 and 11.
- Multi-regional Meeting: November 21-23.
- First Local Meetings: February and March.
- Second Local Meetings: September and October.
- Divisional Meetings: May and June.

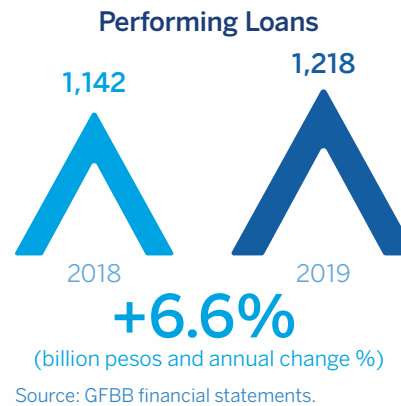
# Economic Impact

## Analysis and Discussion of Results

### Commercial Activity Evolution

At the end of December 2019, performing loans amounted to MXN 1,218.088 billion, an annual growth of 6.6%. This positive development has not only allowed BBVA Mexico to continue positioned as a market leader with a share of 23% at the end of December 2019 (according to public information released by the National Banking and Securities Commission [CNBV]), but also by being the bank with the largest increase in its loan portfolio balance over the past twelve months.

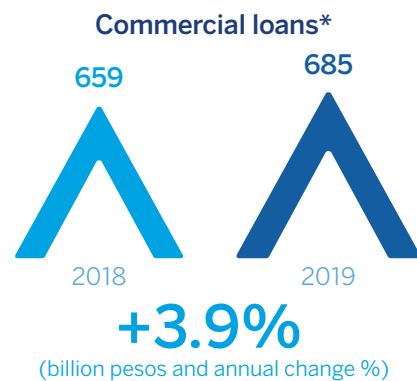
**MXN 1,218.088 billion** in performing loans, **up by 6.6%** compared to 2018.



The 2019 results allowed **BBVA Mexico** to consolidate its position as a **market leader**, with a **23% share** at year-end.

## BBVA Mexico is the bank that has seen the largest increase in its loan portfolio balance over the past twelve months, according to information published by the CNBV.

Commercial loans were up 3.9% in the year to MXN 684.509 billion. Within this portfolio, the greatest level of dynamism can be seen in government loans, rising 11.3% compared to 12M18. In turn, business activity (which includes corporate, medium-sized enterprises, developers and SMEs) grew by 1.8% over the past twelve months.



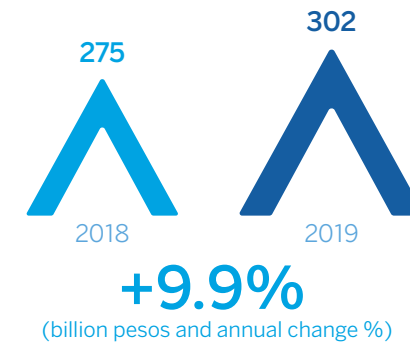
\* Includes bridge loans.  
Source: GFBB financial statements.

The consumer and credit card portfolio reported exceptional performance, growing by 9.9% during the year to reach MXN 302.366 billion. The largest growth in this portfolio came from consumer portfolio, which includes payroll, personal and car loans, and which grew 12.9% compared to the previous year, ending the year with a balance of MXN 189.722 billion. The positive trend of payroll and personal loans has been mainly supported by granting pre-approved loans to our existing customer base, which not only makes it possible to continue increasing volumes but also to grow with stable quality in these portfolios. The credit cards portfolio, meanwhile, improved at the end of December 2019, reaching MXN 112.643 billion, 5.2% up year-on-year.

## The total consumer and credit card balance totaled MXN 302.366 billion, up by 9.9% year-on-year.

Mortgages were up 10.9% at the close of December 2019 to MXN 231.213 billion. BBVA Mexico is still the leading bank in mortgage loans; according to the CNBV it grants one out of every four new mortgages in the private sector.

### Consumer Loans + Credit Cards



Source: GFBB financial statements.

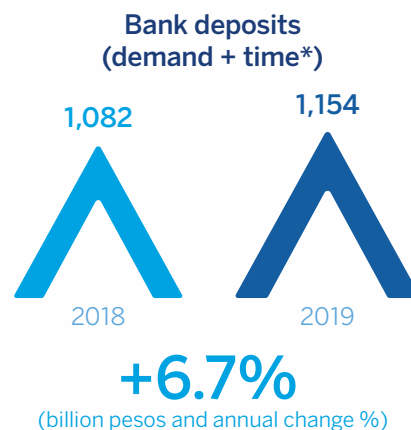
## 10.9% growth in mortgage loans, totaling MXN 231.213 billion.

On December 2019, bank deposits (demand and time) rose by 6.7% during the year. If we include bonds and the global deposits account without movements, traditional deposits climbed to MXN 1,262.023 billion, an annual increase of 5.5%. Demand deposits were up 6.7% in the year to close December 2019 at MXN 922.792 billion. Meanwhile, public time deposits reported a 6.4% growth compared to December 2018. This maintained a profitable funding mix, with a greater relative weight of demand deposits.



**6.7%** growth  
in bank deposits (demand  
and time) at the end of 2019.

**5.5%** increase  
in traditional deposits,  
to MXN 1,262.023 billion.



\* Public time.  
Source: GFBB financial statements.

Assets managed in mutual funds stood at MXN 466.673 billion at the end of December 2019, up 16.6% in the year. Thus, BBVA Bancomer Gestión, S.A. de C.V., Sociedad Operadora de Fondos de Inversión, BBVA Bancomer financial group has achieved a position as one of the largest mutual fund managers operating in the market, with a market share of 21% according to information released by the Mexican Association of Stock Market Intermediaries (AMIB) on December 2019. As such, total deposits amounted to MXN 1.7 trillion, equivalent to annual growth of 8.3%.

**MXN 466.673**  
billion in assets managed  
in mutual funds, an increase  
of 16.6% year-on-year.





## Earnings

When analyzing the components of net interest income, income coming from banking operations had an annual growth of 3.3%, driven mainly by the volume of lending activity. When adding financial income from net repos and income from premiums and net reserves, the annual growth of the financial margin was 3.4%.

This performance allows GFBB to maintain high profitability indicators, with a net interest margin (NIM) of 5.9% at December 2019, while NIM adjusted for credit risk stood at 4.7%.

**3.4%** increase  
in net interest income  
at the end of 2019.

Commissions experienced an increase of 2.2% compared to December 2018. This reflects a constant improvement in customer experience when using digital channels, as no fees are charged for basic financial transactions.

Credit and debit card fees have experienced an annual growth, because of higher customer transactions involving these type of products.

### Net interest income



**+3.4%**

(billion pesos and annual change %)

Source: GFBB financial statements.

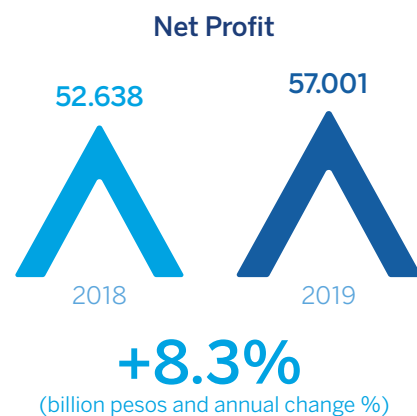
Net trading income experienced an increase of 120%, mainly driven by capital gains recognized in the purchase and sale of securities and derivative financial instruments.

In 2019, other income of MXN 1.143 billion was recognized, comparing unfavorably against income in 2018 (-22.6%), explained by the sale of real estate that occurred in that year.

Expenses grew by 5.2% as a result of an increase in administration and operating expenses. It should be noted that BBVA Mexico has a clear focus on the continuous improvement of customer service and experience. In this connection, at the end of December 2019, efforts continued to strengthen the branch and digital banking infrastructure, with 1,860 branches and 13,170 ATMs, in addition to the wide range of digital applications and services that serve the customer base.

The adequate control and management of expenses has allowed BBVA Mexico to consolidate its position as one of the most efficient institutions in the financial system, with an efficiency ratio (measured as expenses divided by revenue) of 36.3% at the end of December 2019, down 65 basis points (bp) year-on-year.

Net profit was MXN 57.001 billion in 2019, up 8.3% (MXN 4.363 billion).



Source: GFBB financial statements.

**MXN 57.001**  
billion in net income,  
up by 8.3% year-on-year.

Ratios (%)	GFBB	Market*
Return on equity (ROE)	25.0	16.2
Net Interest Margin (NIM)	5.9	5.0
Cost-to-income ratio	36.3	48.4
NPL Ratio	2.2	2.1

\* Market made up of 5 Groups at December 2019 (Citibanamex, Santander, Banorte, HSBC and Scotiabank).  
Source: Financial Groups Quarterly Report.

## Key information

Millions of pesos

### General Indicators of multiple banking in Mexico

	Dec 2017	Dec 2018	Dec 2019
Total multiple banking institutions	48	50	51
Branches	12,744	12,792	12,860
Employees	240,667	253,845	264,073
Total banking assets (million pesos)	9,061,660	9,567,234	10,057,556
Constant GDP (million pesos)	18,770,647	19,037,446	18,348,246
% of GDP	48.3%	50.3%	54.8%
Aggregate gross banking loan portfolio (million pesos)	4,783,965	5,185,153	5,396,909
% of GDP	25.5%	27.2%	29.4%
Traditional deposits (million pesos)	5,005,013	5,367,277	5,599,113

Source: CNBV, Bank of Mexico.  
Millions of pesos

### Importance of BBVA Bancomer Financial Group to the Mexican economy

	Dec 2017	Dec 2018	Dec 2019
Total assets (million pesos)	2,168,837	2,267,466	2,363,030
Share of total assets	23.9%	23.7%	23.5%
Traditional deposits (million pesos)	1,158,700	1,195,889	1,262,023
Traditional deposits / Total assets	53.4%	52.7%	53.4%

Traditional deposits: demand, term, credit instruments issued and global non-movement deposits account.  
Information prepared using figures from financial groups.  
Millions of pesos



## Breakdown of Economic Value Added (EVA) by stakeholder

	Dec 2017	Dec 2018	Dec 2019
Personnel expenses	22,080	24,009	24,868
Interest expenses	54,361	65,346	71,667
Administration and operating expenses	16,078	16,100	17,202
Taxes	16,568	20,243	21,058
Contribution to the community: funds allocated	109,087	125,698	134,795

Figures in millions of pesos

## Economic value generated and distributed

	Dec 2017	Dec 2018	Dec 2019
Economic value generated	153,903	166,814	178,616
Net interest income	122,627	132,536	136,994
Net fees and commissions	24,826	26,727	27,316
Other ordinary revenue	6,450	7,551	14,306
Economic value distributed (EVD)	104,883	108,828	117,306
Dividend	34,586	31,922	36,846
General administrative expenses	31,649	32,654	34,534
Taxes	16,568	20,243	21,058
Personnel expenses	22,080	24,009	24,868
Economic Value Retained	49,020	57,986	61,310
Loan loss provisions	33,207	32,310	35,716
Reserves	15,813	25,676	25,594

Source: BBVA Bancomer financial group.  
Figures in millions of pesos



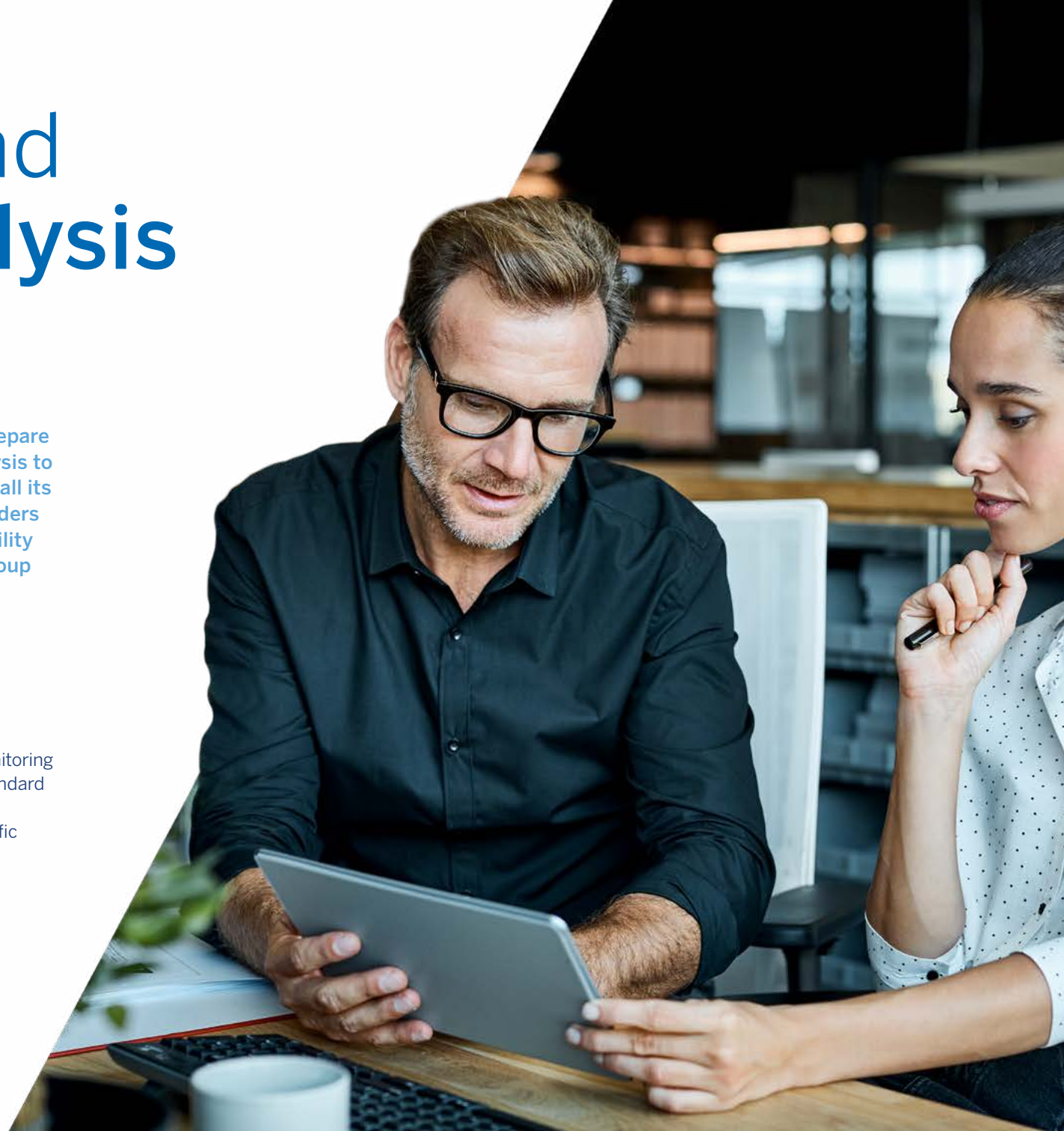
# Stakeholders and materiality analysis

Using the methodology employed by the BBVA Mexico Group to prepare its Annual Reports, since 2009 it has developed a materiality analysis to identify the relevant economic, environmental and social issues of all its stakeholders to report its results. The connection with its stakeholders is a fundamental pillar within the Institution's corporate responsibility strategy, as its actions impact the capacity of the BBVA Mexico Group to successfully carry out its strategies and achieve its objectives.







## Stakeholders

To identify its stakeholders, the BBVA Mexico Group performs analyses and monitoring based on the criteria established by the AA1000 Stakeholder Engagement Standard Guide.<sup>3</sup> The Corporate Responsibility and Reputation division is committed to generating this connection through the following channels of dialogue specific to each stakeholder:

<sup>3</sup> See Glossary.



## Stakeholders and channels of dialog

Stakeholder	Dialog channel	Area responsible	Frequency
 <b>Shareholders</b>	<ul style="list-style-type: none"> <li>■ Annual General Meeting</li> <li>■ Annual report</li> <li>■ Quarterly Financial Information</li> </ul>	<ul style="list-style-type: none"> <li>• Investor information</li> </ul>	<div style="background-color: #0056b3; color: white; padding: 2px; text-align: center;">Daily</div> <div style="background-color: #e67e22; color: white; padding: 2px; text-align: center;">Monthly</div> <div style="background-color: #27ae60; color: white; padding: 2px; text-align: center;">Quarterly</div> <div style="background-color: #1abc9c; color: white; padding: 2px; text-align: center;">Annual</div> <div style="background-color: #f1c40f; color: white; padding: 2px; text-align: center;">Every two years</div> <div style="background-color: #6b4694; color: white; padding: 2px; text-align: center;">Periodic</div>
 <b>Clients</b>	<ul style="list-style-type: none"> <li>■ Branches</li> <li>■ Línea BBVA <a href="https://www.bbva.mx/personas/servicios-digitales/linea-bbva.html">https://www.bbva.mx/personas/servicios-digitales/linea-bbva.html</a></li> <li>■ Website (<a href="https://www.bbva.mx/">https://www.bbva.mx/</a>)</li> <li>■ Press channels (newspapers, magazines, flyers, direct mails, TV and radio, and others)</li> <li>■ Satisfaction survey</li> <li>■ Social media</li> <li>■ Opinion studies</li> </ul>	<ul style="list-style-type: none"> <li>• Wholesale and Investment Banking</li> <li>• Business Development</li> <li>• Retail Network</li> </ul>	
 <b>Partners</b>	<ul style="list-style-type: none"> <li>■ We are BBVA</li> <li>■ Email (employee whistle-blower channel)</li> <li>■ Work Climate Survey</li> <li>■ Internal reputation study</li> </ul>	<ul style="list-style-type: none"> <li>• Talent &amp; Culture</li> <li>• Corporate Responsibility and Reputation</li> </ul>	
 <b>Suppliers</b>	<ul style="list-style-type: none"> <li>■ Adquira website (<a href="http://www.suppliers.bbva.com">www.suppliers.bbva.com</a>)</li> <li>■ Complaints and suggestions mailbox (<a href="https://bbva-suppliers.appspot.com/presencia-bbva/">https://bbva-suppliers.appspot.com/presencia-bbva/</a>)</li> <li>■ Email</li> <li>■ Satisfaction survey</li> </ul>	<ul style="list-style-type: none"> <li>• Purchasing</li> </ul>	
 <b>Regulators</b>	<ul style="list-style-type: none"> <li>■ Committees</li> <li>■ TD Support</li> <li>■ Meetings</li> <li>■ Messages</li> </ul>	<ul style="list-style-type: none"> <li>• Talent &amp; Culture</li> <li>• Corporate Responsibility and Reputation</li> <li>• Risks</li> <li>• Compliance</li> </ul>	
 <b>Company</b>	<ul style="list-style-type: none"> <li>■ BBVA Foundation website <a href="http://www.fundacionbbva.mx/">www.fundacionbbva.mx/</a></li> <li>■ Social media</li> <li>■ Opinion studies</li> </ul>	<ul style="list-style-type: none"> <li>• BBVA Foundation</li> <li>• Quality</li> <li>• Corporate Responsibility and Reputation</li> </ul>	

For further information on the stakeholder selection process, please see Bancomer's **Annual Report for 2009 and the 2010 Annual Report**



# Materiality

In 2017, the BBVA Mexico Group updated its methodology for the identification of relevant issues; since then, it has worked with the aim of accurately reporting the most important topics for its stakeholders.

## Methodology



New methodology implemented and stakeholders identified to determine relevant topics were: employees, clients and the sector, based on public studies by recognized institutions and internal studies of the BBVA Mexico Group. The process identified 15 relevant topics.

IA17: <https://www.bbva.mx/personas/negocio-responsable.html>



The update of materiality followed this methodology:

- a. Validation and review of relevant topics reported in 2018.
- b. Analysis and update of internal studies used previously with the latest results.
- c. Analysis of studies focusing on the relevant topics of the sector by institutions such as the World Economic Forum, Carbon Disclosure Project (CDP), SAM, among others.
- d. Analysis the information compiled and integration of it within the materiality tool for updating.
- e. Update, validate and review the material topics obtained for the 2019 Annual Report.

2017

2018

2019



Liaisons with suppliers and opinion leaders to identify relevant topics from both stakeholder groups; the results were added to the tool along with the Responsible Banking strategy and the materiality developed by the BBVA Group for the BBVA Mexico Group. The 12 previously identified relevant topics were updated.

IA18: [https://accionistaseinversores.bbva.com/wp-content/uploads/2019/05/BBVA\\_BANCOMER-IA2018\\_17042019-VF.pdf](https://accionistaseinversores.bbva.com/wp-content/uploads/2019/05/BBVA_BANCOMER-IA2018_17042019-VF.pdf)





## Top 15 relevant issues

BBVA 2019 relevant issues	GRI standard content
 Quality of customer care/service	N/A
 Corporate Governance	GRI 102-18 to 102-39
 Risk management	GRI 102-18, 102-29 and 102-30
 Communication and commercialization practices (including transparency)	GRI 417
 Job quality	GRI 401
 Social and environmentally responsible finance	FS7, FS8 and FS11
 Environmental footprint	GRI 301, 302, 303, 305, 306 and 307
 Products with good value for money	N/A
 Contribution to the development of local communities	GRI 413
 Financial solvency and management	N/A
 Customer security, privacy and protection	GRI 418
 Compliance system	GRI 205
 Diversity	GRI 405
 Talent attraction, development and retention	GRI 404
 Digital transformation	N/A



# Global Compact and Sustainable Development Goals

Faced with rising temperatures on our planet, the scarcity of resources, social problems and the growing quest for a sustainable future for everybody, BBVA Mexico Group has been unwavering in its commitment having joined the United Nations Global Compact since 2004.

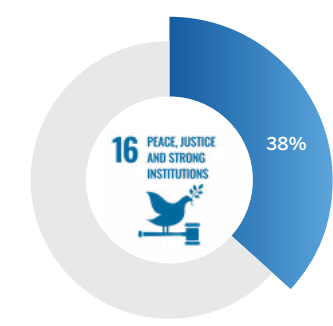
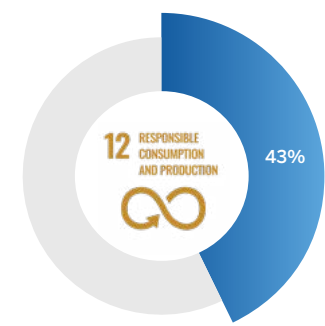
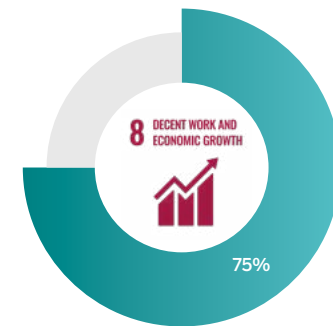
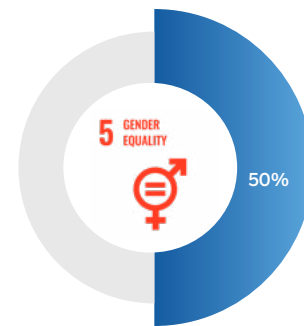
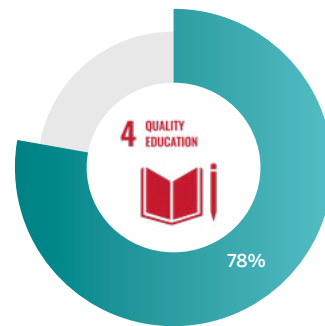
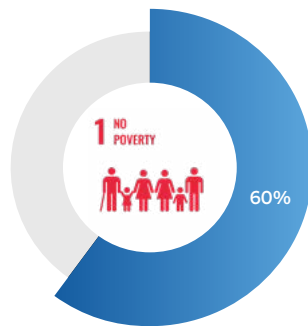
In 2018, the BBVA Group announced its climate change and sustainable development strategy with a view to contributing to the SDGs and the Paris Agreement. This

strategy focuses on the mobilization of capital aimed at curbing climate change and contributing to the specific goals of the SDGs. To mitigate and eradicate the different problems identified as part of each Sustainable Development Goal (SDG) and based on the 2019 materiality study, the BBVA Mexico Group has identified the most important SDGs for the institution along with its level of contribution to achieving these goals. The percentages shown below correspond to the contribution

made by BBVA Mexico Group to the specific goals for the implementation of each SDG:

The Sustainable Development Goals were established to address the universal challenges facing humanity, to protect the environment and to overcome social and economic problems. The SDGs comprise 17 goals and 169 specific targets to be met before the end of the 2030 agenda.

To learn more, visit the official website: <https://www.un.org/sustainabledevelopment/es/objetivos-de-desarrollo-sostenible/>.





# Responsible customer experience

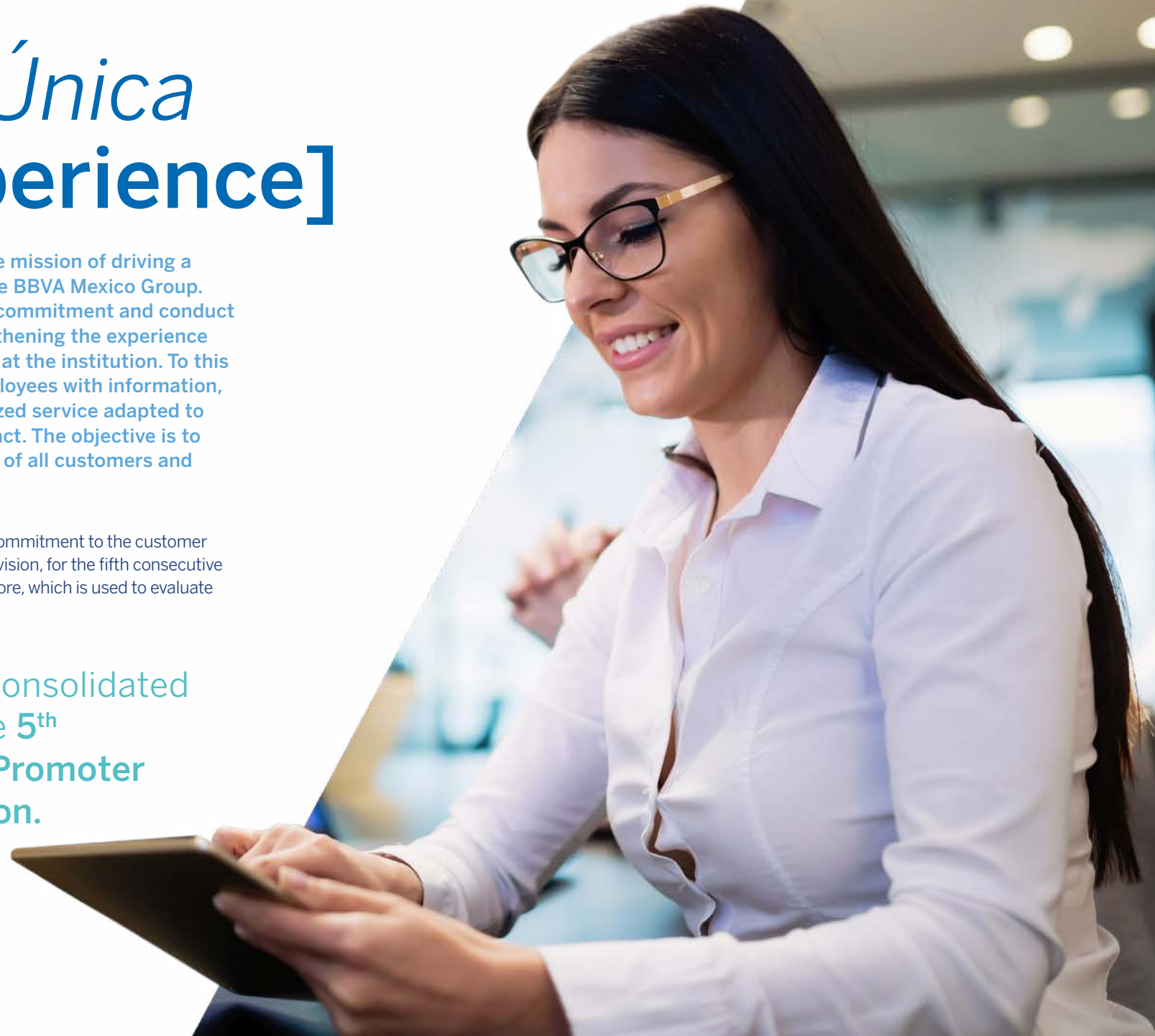
The continuous improvement of the customer experience is one of the BBVA Mexico Group's permanent objectives. To retain its position as the number one financial institution in Mexico, the BBVA Mexico Group places an emphasis on excellence in service, an effective response to the needs of its customers and the generation of unique and innovative solutions as part of the digital transformation that characterizes the institution.

# *Experiencia Única* [Unique Experience]

During 2019, "Experiencia Única" continued with the mission of driving a customer-centered vision across all the pillars of the BBVA Mexico Group. The customer experience is the direct result of the commitment and conduct of employees. This year, the area focused on strengthening the experience of employees as part of the transformation process at the institution. To this end, the BBVA Mexico Group seeks to equip its employees with information, tools and training so that they can offer a personalized service adapted to the needs of all its customers at each point of contact. The objective is to ensure that employees are empathetic to the needs of all customers and are able to resolve problems.

The evolution of the results has been driven by the institution's commitment to the customer experience. Thanks to the range of programs organized by the division, for the fifth consecutive year the BBVA Mexico Group ranked first in the Net Promoter Score, which is used to evaluate customer satisfaction.

The BBVA Mexico Group has consolidated its **leadership position**, for the **5<sup>th</sup> consecutive year**, of the **Net Promoter Score** for customer satisfaction.





## Quality and customer service

With a view to standing out from the competition and offering its customers unique products and services, the BBVA Mexico Group has focused on offering a unique experience, distinguished by its quality and personalized advice.

The methodology for measuring quality and customer service reveals how likely customers are to recommend the Bank and, therefore, the degree of satisfaction of the BBVA Mexico Group's customers with the different products, channels and services. This index is based on a survey that measures, on a scale of 0 to 10, whether customers would recommend their bank.

The information obtained is essential to improving the institution's products and services and aligning them with the needs and expectations of customers. The use of this tool has allowed the BBVA Mexico Group to increase confidence amongst customers, to the point at which they recognize it as one of the safest and most recommended banks in the country.

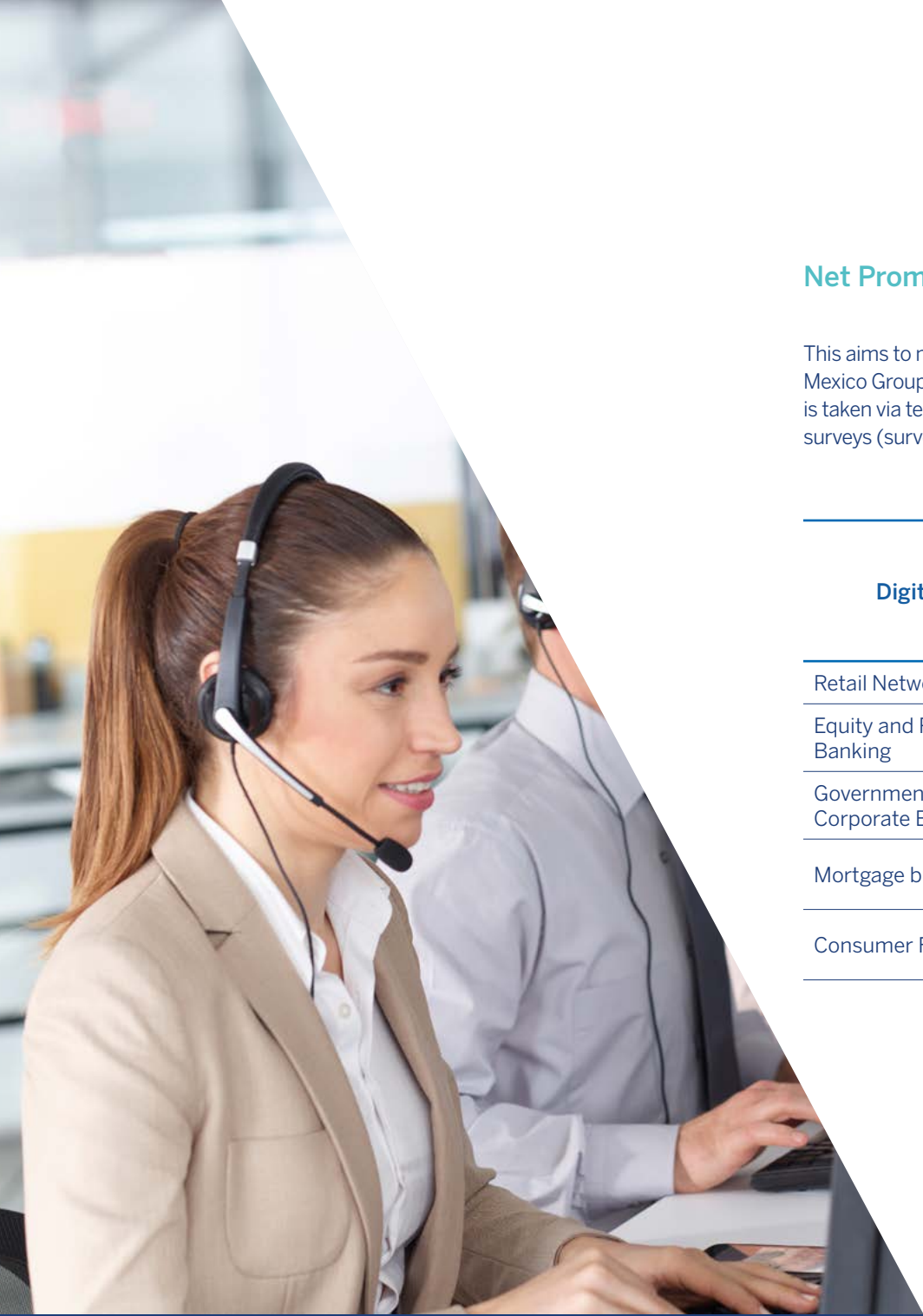
### Net Promoter Score - open market

Part of the strategy of the BBVA Mexico Group is to conduct brand awareness studies and thus achieve better service, products and services for its customers. The result of this entire strategy is reflected in its positioning in the open market net promoter score.

The BBVA Mexico Group has retained **first position** in the Open Market Promoter Score, 7 points clear of second place.

Channel	Points above nearest rival
Telephone banking	6
Online banking	2
Mobile Banking	11
ATMs	10





## Net Promoter Score

This aims to measure customers' perception of the BBVA Mexico Group and the service they receive. This measurement is taken via telephone surveys, electronic surveys and organic surveys (surveys built into applications).

Digital	Change December 2018 vs. December 2017	Change December 2019 vs. December 2018
Retail Network	Up 2 points	Up 1 point
Equity and Private Banking	Up 5 points	Up 2 points
Government & Corporate Banking	Up 8 points	Up 1 point
Mortgage business	Score unchanged	Up 2 points
Consumer Finance	Score unchanged	Up 2 points

## Employee Net Promoter Score

In the same way that customers evaluate the BBVA Mexico Group, the institution evaluates its employees. The assessment consists of surveys delivered by email to gauge how the Commercial Networks perceive the service they receive from their internal suppliers when providing service to customers.

Digital	Change December 2018 vs. December 2017	Change December 2019 vs. December 2018
Retail Network	Up 3 points	Score unchanged
Equity and Private Banking	Down 5 points	Up 8 points
Government & Corporate Banking	Score unchanged	Up 3 points
Mortgage business	Up 9 points	Score unchanged
Consumer Finance	Up 10 points	Score unchanged

## Specialized Customer Service Unit

The complaints presented by customers to the BBVA Mexico Group are a valuable source of information for the continuous improvement of the institution. These allow you to find areas of opportunity to improve the customer experience. The BBVA Mexico Group is committed to generating efforts to improve the management of complaints, claims and non-conformities reported by its customers on a year-by-year basis.

BBVA Mexico Group customers can file their complaints and claims via:



Branches



Línea BBVA



Website  
claims and  
complaints section

The Specialized Customer Service Unit (UNE) gets involved in cases when responses concerning clarifications or complaints do not meet customer expectations. The UNE aims to improve the quality of the BBVA Mexico Group's service, taking care of the well-being of the institution's customers. The UNE's management and quality model ensures that all complaints are addressed as efficiently and quickly as possible, tackling the root of the problem identified by the customer.

Once the customer has filed a report, they will receive notification of the decision reached by the BBVA Mexico Group's clarifications unit. If customers are not satisfied with the institution's response, their non-conformity is escalated to the UNE. It responds to this request using the following channels:



**Email:** [une.mx@bbva.com](mailto:une.mx@bbva.com)



**Call Center:** 55 1998 8039 y del interior de la República al 800 112 2610



**Website:** <https://www.bbva.mx/personas/centro-de-ayuda/quejas-y-reclamos.html>



**Corporate offices:** 2 in Mexico City and 1 in Guadalajara.

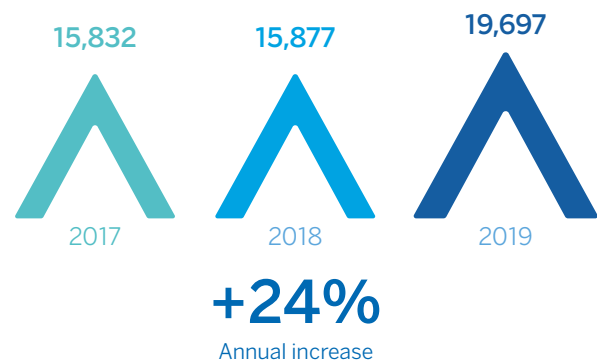
The main objective of the corporate offices is to assist customers with consultancies and claims, in addition to receiving cases escalated by the network and provide support when they do not wish to participate in reconciliation hearings. In 2019, 1,542 clients were attended at the corporate offices in Polanco, 784 at the BBVA Tower and 963 in Guadalajara.

The BBVA Mexico Group achieved its **best historical result with a rating of 9.1 in the User Service Performance Rating (IDATU), ending Q3 2019 in 1<sup>st</sup> place of the G6.**

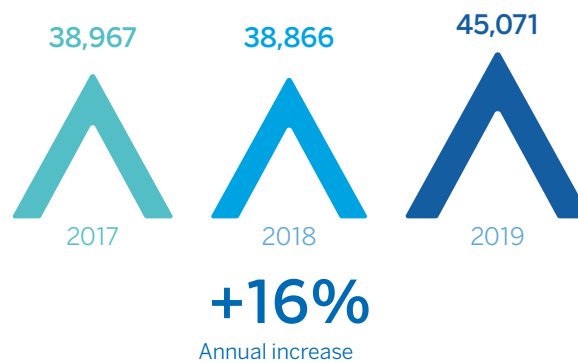
### 2019 results

Complaints submitted to the Specialized Unit	2019
Direct customer complaints made to the UNE	19,697
Complaints made to CONDUSEF	25,374
Total number of complaints	45,071
Resolved in the customer's favor	24,935
Resolved in the bank's favor	19,939
Average number of days to handle complaint	11

Direct customer complaints to the UNE



Total number of complaints



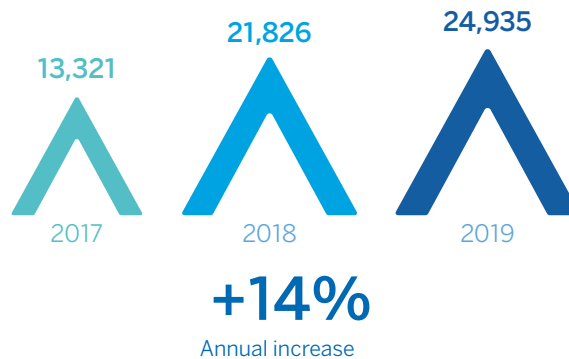
Claims resolved in favor of BBVA Mexico Group



Complaints made to CONDUSEF



Complaints resolved in the customer's favor

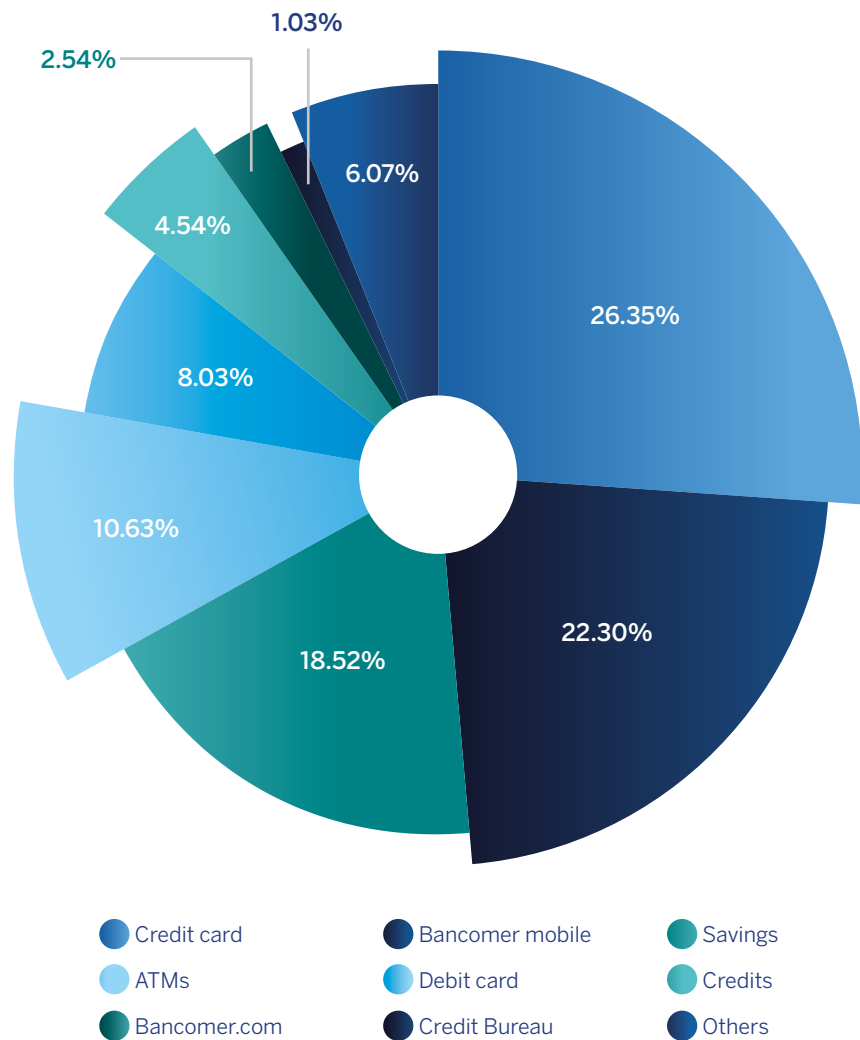


Average number of days to address a complaint





Breakdown of claims by service and by product in 2019



### 2019 actions

- To improve customer services, workshops were held to review cases in terms of the User Service Performance Rating (indicator measured by CONDUSEF, better known as IDATU) and weekly meetings were held to review extraordinary cases, ensuring a follow-up on the response to customer complaints.
- Thanks to the First Contact Resolution (created in 2018) the number of clarifications escalated from one level to another has been reduced, thus ensuring that customers receive a satisfactory response the first time they approach the BBVA Mexico Group.
- Proactive and mediating communication was established, informing customers of the reasonableness and resolution of their complaint, providing solutions to new requests.

In 2019, the UNE Promoter Score increased from -6.1 to 42.6, an improvement of 48.7 points.

### 2020 Goals

- Reduction in the volume of claims identifying root cause.
- Increase the Net Promoter Score.

# Digital Transformation

The BBVA Mexico Group continues to transform the financial sector towards digitization. Year after year, the digital transformation presents new challenges for the BBVA Mexico Group to position itself as the best digital bank in the country.

The BBVA Mexico Group is **recognized, once again, by the specialist World Finance magazine in its "World Finance Banking Awards"** in the categories of **"Best Digital Bank in Mexico 2019"** and **"Best Mobile Banking Application 2019"**.

To discover all the digital opportunities that the BBVA Mexico Group has to offer, visit:  
<https://www.bbva.mx/personas/apps.html>.



# BBVA Apps



## Mexico BBVA

This represents the new form of mobile banking at the BBVA Mexico Group, through which customers can carry out their banking transactions from wherever they are, in addition to checking their transactions, turning their cards on and off and enjoying greater benefits.



## BBVA Wallet

It represents a new way of managing cards, obtaining knowledge of exclusive promotions and making secure purchases online. Through the App, clients can:

- Manage their digital cards to make secure purchases online, with unique security codes for each transaction.
- Receive alerts and notifications whenever they make a purchase.
- Set a daily spending limit on their debit or credit cards.
- Temporarily turn off their cards to keep them safe and turn them back on in a matter of seconds.
- Easily block their cards in the event of theft or loss, without having to call Línea BBVA.



## BBVA Plan

The App makes it possible to make savings on a daily basis, as it sends savings recommendations to users, allowing them to achieve their set savings goals in an easy and personalized way.



## BBVA Send

Using this App, BBVA Mexico Group customers can order, receive and send money to their cell phone contacts without the need for account or card numbers, guaranteeing the total security of funds sent, withdraw cash without using their card, cancel transfers in case of mistakes, in addition to many other benefits.



## Digital Mortgage

App available on the official BBVA Mexico Group website, allowing customers to obtain quotes, calculate their credit capacity and get a credit certificate for their mortgage.



## Apartados

It is the best option for organizing and making payments efficiently. The client decides when and how much money they need to set aside for recurring expenses such as rent, tuition or utilities, in the form of "electronic envelopes". If, at any time, the customer wants to withdraw money, they can immediately return the money they have set aside to their available balance to cover any amounts they may owe by clicking on "Withdraw".



## BBVA S.O.S.

Exclusive to BBVA Mexico Insurance customers, it allows them to report claims and request assistance in real time, 24 hours a day. It allows customers to take out car insurance within minutes.

The BBVA Mexico Group placed **10<sup>th</sup>** in the **"Best Place to Code"** survey.

## Artificial Intelligence



In the 2019 edition of "The Innovators" by Global Finance magazine, **the BBVA Mexico Group's virtual assistant received an honorable mention.**

The BBVA Mexico Group has consolidated its commitment to innovation, once again becoming the first bank in Mexico to place artificial intelligence solutions at the service of customers. The institution has a virtual assistant which provides customers with immediate advice about products and services, on WhatsApp (Tel: +52 55 5226 2663) or Facebook Messenger, 24 hours a day.

There is complete security in the processing of data. Users can head to "View contact" in WhatsApp to see that the security certificate shows a green tick. The BBVA Mexico Group NEVER requests personal or banking information via this app.

For more information visit: [https://www.bbva.mx/personas/servicios-digitales/asistente-virtual.html?utm\\_pais=mexico](https://www.bbva.mx/personas/servicios-digitales/asistente-virtual.html?utm_pais=mexico).

In 2019, the institution integrated Amazon's 'Alexa' into the virtual assistant service. To use the virtual assistant with 'Alexa', the "skill" must be activated in the Business and Finance category, before selecting BBVA. Users will then be able to obtain information to contract products, locate branches and ATMs, obtain the exchange rate and locate shops that are running promotions.

## BBVA Open Summit

The Open Summit is a Fintech event to bring together innovators and investors dedicated to revolutionizing the future of the financial sector. In 2019, the third edition of Open Summit took place in Mexico, bringing together leading entrepreneurs and innovators from all over Latin America. For the BBVA Group, the collaboration with the Fintech ecosystem has become one of the fundamental pillars of its transformation strategy, making new products and services available to both the BBVA Group and its customers, and to contribute to the development of the Fintech ecosystem as a whole. The motto chosen for Open Summit 2019 was 'Money, Technology and Life'.



## Social media

BBVA Mexico Group networks are an important communication channel for the institution and its stakeholders. This year they were consolidated as the finance coach channel of users, with 375,000 interactions (109% up on 2018). The best practices of the institution's different social networks demonstrate the innovation and creativity of the BBVA Mexico Group compared to the rest of the industry. Over the course of the year, topics and dynamics were established that allowed the Institution to participate in real time in 88 proactive activities.

**In 2019, the BBVA Mexico Group's social networks were consolidated as the finance coach channel of users with 375,000 interactions, 109% up on the previous year.**

During 2019, the BBVA Mexico Group paid particular attention to transforming the experience of its users on social media, with the institution reaching a service level of 97%, with 97 out of every 100 users served in just minutes.

**During 2019, more than one million reviews were received, of which 88% were submitted exclusively via the virtual assistant (WhatsApp).**

Total followers, broken down by social network



**Facebook**  
@bbvaenmexico  
1,475,496 Fans



**Twitter**  
@BBVA\_Mex  
213,184 Followers



**LinkedIn**  
bbva-mexico  
166,950 Followers



**YouTube**  
bbvamexico  
74,000 Subscribers



**Instagram**  
@bbva\_mex  
38,483 Followers



# Payroll portability

Portability is the right of customers to switch salary payments to the bank of their choice. In 2019, the BBVA Mexico Group made available an option to change bank online, without having to visit a branch, offering an account and portability like no other bank in Mexico.

At year-end 2019, the **BBVA Mexico Group** accounted for **55%** of the approved portability market.

## Re-attracting salaried customers

Many customers changed their payroll account for reasons beyond their control. Portability was the ideal choice for customers who decided to return their salary payments to the BBVA Mexico Group, with the main reasons for doing so including: the ATM and branch infrastructure, Apps, and their functions. At year-end 2019, up to 50% of companies that had switched banks, returned to the BBVA Mexico Group.







### New payroll accounts in 2019

	2017	2018	2019
Branches	59%	30%	17%
Bcom	10%	1%	5%
Bmovil/ BBVA App	31%	69%	78%
Total	345 mil	385 mil	470 mil

**In 2019, a portability net promoter score of 92 was achieved; 2 points up on the result in 2018 and 8 points up on the result in 2017.**

### Young people building the future

When the current Federal Government took office, it set out guidelines on supporting young people to provide them with adequate job training to meet the challenges of the future; as a result, in 2019 the Federal Government created the social program known as Young people building the future. The profile of the beneficiary is between 18 and 29 and entering the work force

through a Work Center with the aim of obtaining a training grant for young people for the sum of MXN 3,600 per month for one year; the goal of the program was to support 1,000,000 beneficiaries by the end of 2019.

In cooperation with the Secretary for Labor and Social Welfare (STPS), the BBVA Mexico Group accepted the challenge of supporting the federal initiative. In the first instance, the institution issued 3,700 physical debit cards.

The BBVA Mexico Group proposed a unique digital solution in Mexico's financial market to the STPS: "Massive Digital Account", in which the agency generates a level 2 bank account through BBVA Net Cash with just three pieces of data (CURP, cell number and email), while the beneficiary is responsible for enrolment on the BBVA Mexico APP from their cell phone, wherever they are in the country (if a physical debit card is required, they can visit a Commercial Branch).

Thanks to this product, the increase in service to beneficiaries was exponential: from 3,700 people in February, to 22,000 in March and 169,000 in April, achieving a total of 1,048,835 digital accounts by the end of 2019.

Young people building the future is the first digital social program in Mexico and, thanks to the results obtained, the BBVA Mexico Group has implemented a digital initiative to support students receiving scholarships in higher education and at university from the state governments of Hidalgo, accounting for 10,000 beneficiaries, and Guanajuato, accounting for 8,000 beneficiaries.

## Payroll portability campaigns

The BBVA Mexico Group, in addition to continuing its digital media campaigns with information that is relevant to the general public, customers and non-customers; in relation to the right to payroll portability, process security, the corresponding channels and reporting on the myths around the procedure, this year performed a massive campaign to communicate the new fully digital flow for non-customers: opening an account from a cell phone and the option of changing their payroll account.

## Target 2020

Remain the Bank through which most salaried customers prefer to receive their salary.





# Transparent, Clear and Responsible (TCR) Communication

The BBVA Mexico Group continues to implement the Transparency, Clarity and Responsibility (TCR) guidelines that make it possible to generate strong links with its clients at the different points of contact with the client, such as:



Commercial documents



Public website



Banking



Customer service



Malware/Phishing

The TCR guidelines are a framework that promotes transparent, clear and responsible relationships between the institution and its clients. This framework seeks to get customers to view BBVA Mexico Group as a transparent bank, that looks after their interests and helps them make informed decisions, thus creating a relationship of trust.

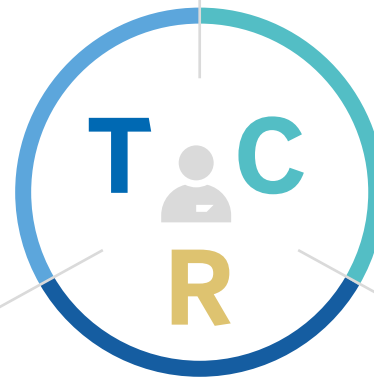
GRI 103-1, 103-2, 103-3, 417-1, 417-2 and 417-3



# TCR principles

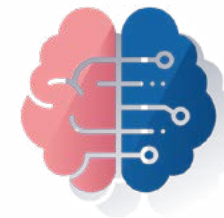
## Transparency

- 1 Provide customers with all the relevant information.
- 2 Give the same visual relevance to advantages/benefits as you do to risks/costs/obligations.
- 3 Ensure that the main message is valid for most of the audience.
- 4 Remember that the relevant information varies according to the customer profile, the step in the process and the product.
- 5 Use the appropriate channel, so that the relevant information can be given.



## Responsibility

- 1 Look after the customer's interests in the short, medium and long term.
- 2 Support the customer.
- 3 Champion financial health.
- 4 Give customers control over their relationship with the bank.
- 5 Use customers' personal information responsibly.



## Clarity

- 1 Use a good structure and visual images to facilitate understanding and navigation.
- 2 Ensure that the graphic elements provide a realistic and intuitive image.
- 3 Use clear language that is easy to understand.
- 4 It keeps the use of small print to a bare minimum (if it must be used, make sure it is clear).
- 5 Foster accessibility. For audiovisual productions, use subtitles and include only what actually matters.



## TCR product leaflets

These documents describe products and services, using clear language and presenting the relevant information that allows the customer to decide and confirm that they have chosen the appropriate product or service. These documents are available from branch executives throughout the Commercial Network and on the website.

TCR and the Financial Literacy division have worked together to launch tokens on the BBVA Mexico Group website with the same structure as the product data sheets. Clear language must be used at all times and the information must be structured so as to enable the customer to understand the benefits and costs of each product. This initiative incorporates financial information concepts: <https://www.bbva.mx/personas/productos/tarjetas-de-credito/platinum.html>.

**At year-end, a total of 80 data sheets had been published for the main products and services marketed and sold by the Commercial Banking division.**

## TCR contracts

This initiative involves reworking current customer contracts and structuring them more intuitively with language that is easy to understand. The BBVA Mexico Group has now incorporated TCR principles into a contract intended for customers.

## TCR indicators

The indicators measure the customer's perception of the transparency and clarity of the BBVA Mexico Group in relation to its competitors regarding the transparency and clarity of its main products and services. A new indicator was included in 2019 to see whether the client believes the institution is promoting their financial health.

## Digital Projects

During 2019, work continued on more than 100 initiatives developed in the Digital Business Development and Business Banking Factory, with a view to applying TCR guidelines in digital solutions.

**The BBVA Mexico Group ranks second in terms of the perception of transparency and clarity with respect to the competition. It ranks first in terms of the perception of the promotion of Financial Health.**

## Target 2020

Ensure that customers perceive the BBVA Mexico Group as the most transparent, clear and responsible bank in Mexico.





# Customer security, privacy and protection

The BBVA Mexico Group has a specialized area to ensure the security of the information of all its customers and the development of strategies and policies in security, privacy and protection of their information. The following programs were rolled out in 2019:



Fingerprint biometrics in offices. The use of biometric authentication was rolled out across the BBVA Mexico Group's offices, making it possible to carry out various procedures, such as card delivery, reprinting of PINs, opening second accounts, cashier's checks, etc. This control prevents spoofing.



Fingerprint biometrics in automotive agencies. Used when formalizing an automotive loan, during the arrangement process.



Digital card. The use of digital cards in the Wallet app was promoted to facilitate purchases via e-commerce. This has strengthened the security of BBVA Mexico Group cards for this type of transaction.





## Personal data protection

The BBVA Mexico Group safeguards the personal data of individuals with absolute confidentiality and commitment, taking all the necessary measures in line with its legal obligations together with best practices within the institution. In this way, the BBVA Mexico Group implements and maintains the highest levels of security.



### ARCO rights

A data subject has four rights relating to the use of their personal data:

1. Access: knowing what data is associated with and registered to them.
2. Rectification: updating their personal data.
3. Cancellation: deleting their personal data when they no longer have any active products or services.
4. Opposition: blocking the use of their data for purposes other than the contracting of products or services, for example, sending advertising and promotions.

For further details, visit:  
<https://www.bbva.mx/personas/derechos-arco.html>.

### Training course



In 2019, updates to the Personal Data Protection (PDP) course were completed, with 76% of employees enrolled in November 2019 successfully completing the new version of the course. In addition and pursuant to the needs of the internal areas at the BBVA Mexico Group, training in personal data protection issues has been imparted.

### Awareness-raising campaigns

In 2019, two data protection campaigns were launched in a bid to raise awareness amongst all BBVA Mexico Group employees. The campaign emphasized the importance of caring for the personal data of customers, users, candidates and employees.

The topics addressed in the campaigns were:

1. The 2019 International Personal Data Protection Day (January 2019).
2. Second Personal Data Protection Awareness Campaign 2019 at BBVA (November-December 2019).

### Postcards



Through the institution's different digital channels and for use by the branch network (Banca al Día, Red al Día, Wiki Network, CUC and email) the importance of the protection of personal data was emphasized. In 2019, periodic publications were produced to keep all branch staff up-to-date and trained.

### Personal Data Protection (PDP) Mailbox



The PDP mailbox ([protecciondedatospersonales.mx@bbva.com](mailto:protecciondedatospersonales.mx@bbva.com)) is used to handle all complaints, comments and/or situations reported concerning data protection issues by customers and/or users of BBVA Mexico Group.

To view the Privacy Statement of the BBVA Mexico Group, please visit:  
<https://www.bbva.mx/personas/aviso-de-privacidad.html>.  
To exercise your ARCO rights and to find out how to do so: <https://www.bbva.mx/personas/derechos-arco.html#presenta-tus-documentos>.



# Environment: sustainable finances and environmental performance

Each year, environmental challenges take on greater importance for communities, organizations and countries. In a world with finite resources, financial institutions play an important role; in this connection, the BBVA Mexico Group demonstrates its commitment to the environment, implementing various actions, both individually and in conjunction with international organizations, such as the United Nations and its Sustainable Development Goals.





# Social, environmental and reputational risks

To mitigate the impact of its services, the BBVA Mexico Group has implemented measurement and situation control strategies that, in turn, favor the creation of sustainable markets based on the issuance of Green Bonds and/or the financing of sustainable projects. The institution aims to enhance its positive impact through financial instruments, aligning itself with global initiatives such as:

- The United Nations Environment Program Finance Initiative (UNEP FI).
- Equator Principles.
- Principles for Responsible Investment (PRI).
- The United Nations Global Compact
- Carbon Disclosure Project (CDP).



## 7 AFFORDABLE AND CLEAN ENERGY

Ensure access to affordable, reliable, sustainable and modern energy for all.



## 8 DECENT WORK AND ECONOMIC GROWTH

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.



## 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE

Build resilient infrastructure, promote sustainable industrialization and foster innovation.



## 12 RESPONSIBLE CONSUMPTION AND PRODUCTION

Ensuring sustainable forms of consumption and production.



## 13 CLIMATE ACTION

Take urgent action to combat climate change and its impacts.



## Sustainable finances

The BBVA Group's responsibility for sustainable development is reflected in its global environmental commitment. This commitment is based on three lines of action:

1. Finance: the BBVA Group undertakes to mobilize EUR 100 billion in green finance, social infrastructures and sustainable agribusiness, entrepreneurship and financial inclusion.
2. Manage the environmental and social risks associated with the BBVA Group's activity, to minimize its potential direct and indirect adverse effects.
3. Involve all its stakeholders to collectively boost the financial industry's contribution to sustainable development.

## Equator Principles

As part of the risk analysis and decision-making process, the BBVA Group assesses and takes into consideration not only financial aspects, but also environmental, social and reputational factors.

The energy, transport and social service infrastructures that boost economic development and create jobs can have an impact on the environment and society. The BBVA Group is committed to assessing the finance of these projects in order to decrease and avoid their negative impacts and thus boost their economic, social and environmental value.

All decisions on project finance are based on the criterion of return adjusted to principles. This means meeting stakeholders' expectations and social demand for adapting to climate change and respecting human rights.

In line with this commitment, in 2004 the BBVA Group signed up to the Equator Principles (EP), which set out a number of standards for managing environmental and social risk as part of project finance. The EPs are based on the International Finance Corporation's Policy and Performance Standards on Social and Environmental Sustainability and the World Bank's Environmental, Health and Safety general guidelines. These principles have set the benchmark for responsible finance.

Project analysis consists of subjecting each operation to a process of environmental and social due diligence. The first step is to assign a category (A, B, or C) depending on the risk level associated with the project. The documentation submitted by the customer and the independent advisors is reviewed, allowing the level of compliance with the requirements established in the EP to be graded in accordance with the project category. Finance agreements incorporate the customer's environmental and social obligations, which are monitored by a specialist CIB team. The application of the Equator Principles across the BBVA Group is integrated into the internal processes for structuring, admitting and monitoring transactions, and is subject to regular checks by the Internal Audit division.



The BBVA Group has strengthened due diligence procedures in place, associated with the financing of projects whose development affects indigenous communities. When this occurs, free, prior and informed consent (FPIC) by these communities will be necessary, regardless of the geographic location of the project. This means extending the current requirement concerning the EPs to all countries. During 2019, the BBVA Group actively contributed to the development of the fourth version of the Principles, participating in two working groups.

One of the main transformations in the version on which the BBVA Group is working on is stakeholder engagement, which refers to principle number 5. It consists of the inclusion of new special circumstances by which the free prior informed consent (FPIC) will be required from the indigenous peoples affected by all projects, provided that they are:

- Projects with an impact on lands and natural resources subject to traditional ownership or usually used by indigenous peoples.
- Projects that require the relocation of indigenous peoples from land and natural resources subject to traditional ownership or in regular use.
- Projects with a significant impact on the critical cultural heritage essential to the identity of indigenous peoples.
- Projects that use their cultural heritage for commercial purposes.

On a global scale, for projects that meet these new circumstances, the Equator Principles Financial Institution (EPFI) will require an independent environmental and social consultant to assess the indigenous peoples consultation process, in addition to the outcome of this process.

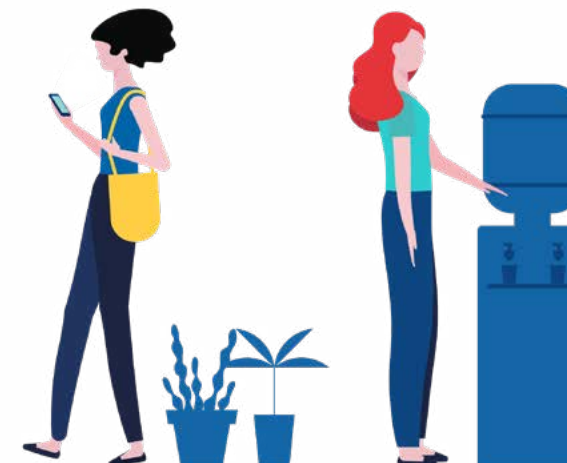
As part of this new version, the Equator Principles Association has recognized the need to update the Principles to being them in line with the changing landscape of sustainable finance.

For the BBVA Mexico Group, the EPs are the starting point for contributing to: transparency, the improvement of environmental regulations in Mexico, implementing best practices and generating a framework of dialogue with clients and groups interested in the projects it finances.



### Transactions financed under the Equator Principles in Mexico and signed in 2019

Category	Sector of operations	Amount financed by BBVA Mexico Group in million MXN
B	Real estate (8 projects)	\$ 23,020.48
C	Property assets	\$ 4,200.00
B	Oil & gas (2 projects)	\$ 4,235.47
B	Renewable energies	\$ 9,048.51
<b>Total</b>	<b>12 projects</b>	<b>\$ 40,504.47</b>





# Green bonds

The BBVA Mexico Group has a major responsibility to support projects that benefit society, aim to generate sustainable communities and contribute to the fight against the climate crisis. As part of its Responsible Banking strategy, the BBVA Mexico Group uses financial instruments for the purposes of comprehensive risk management and opportunities in climate change issues.

A key aspect of the Bank's strategy is to support projects that foster global sustainability, providing customers with innovative solutions and financing initiatives that generate positive environmental and social impacts.

The aim is to promote sustainable financing, assess its strategic impact and drive management transformation initiatives that best respond to the challenges relating to climate change and other pressing social issues.

The bonds issued by BBVA Mexico seek to finance companies or projects in five eligible areas:

- Energy efficiency (including buildings to have earned environmental certification, such as LEED or BREEAM)
- Renewable energy
- Sustainable transport
- Waste management
- Water

In 2019, no green bonds were issued.

The BBVA Mexico Group's stakeholders are invited to learn more about the framework for the issuance of BBVA SDGs-linked bonds: [https://shareholdersandinvestors.bbva.com/wp-content/uploads/2018/04/BBVA\\_Sustainable\\_Bonds\\_Framework-Presentation-25042018-1.pdf](https://shareholdersandinvestors.bbva.com/wp-content/uploads/2018/04/BBVA_Sustainable_Bonds_Framework-Presentation-25042018-1.pdf).







# Global Ecoefficiency Plan

Starting in 2016, the BBVA Group established different objectives based on its commitment to the environment to establish the 2016-2020 Global Eco-Efficiency Plan (GEP). Year after year, the BBVA Mexico Group has worked on and implemented various initiatives to continue reducing its environmental footprint and reaching the goals that the GEP set for 2020.

GRI 103-1, 103-2, 103-3, 301-1, 302-1, 302-2, 302-3, 302-4, 302-5, 303-1, 303-3, 305-1, 305-2, 305-3, 305-4, 305-5 and 306-2

 **6 CLEAN WATER AND SANITATION**  
Ensure access to and sustainable management of water and sanitation for all.

 **7 AFFORDABLE AND CLEAN ENERGY**  
Ensure access to affordable, reliable, sustainable and modern energy for all.

 **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**  
Ensuring sustainable forms of consumption and production.

 **13 CLIMATE ACTION**  
Taking urgent action to combat climate change and its impacts.

## Environmental management and sustainable construction

Building	ISO 14001:2015 certified buildings	LEED certified buildings	Number of occupants per building
1 BBVA Tower	X	X	6,069
2 Parques BBVA	X	X	5,423
3 DPC	X		705
4 TecnoParque	X		620
5 Murano Tower		X	3
6 Torre Danos (Toreo)		X	3
7 5 de Mayo headquarters			239
<b>Total</b>	<b>4</b>	<b>4</b>	<b>13,062</b>

	2016	2017	2018	2019
Occupants in environmentally certified buildings	20%	23%	23%	28%



## Energy and climate change



2020 Objectives:

**3% reduction in electricity consumption per occupant.**

**65% of energy from renewable sources.**

**56% reduction in CO<sub>2</sub> emissions per occupant.**

### Energy

The BBVA Mexico Group's energy sources are divided between electricity consumption (supplied by CFE and a private company that supplies renewable wind energy), LP gas consumption, natural gas and diesel.

	2016	2017	2018	2019	Units
Total electrical power consumption	261,238	239,917	202,189	206,565	MWh
	940,456	863,701	727,880	743,635	GJ
Electrical power consumed per occupant	5.78	5.40	4.44	4.46	MWh/employee
Total LP gas use	156,722	146,673	164,155	136,810	Liters
	3,758	3,805	4,284	3,571	GJ
Total natural gas use	63,892	67,083	68,148	68,862	m <sup>3</sup>
		2,753	2,820	2,847	GJ
Total diesel use	331,810	200,451	279,990	310,997	Liters
	12,096	7,086	10,631	11,809	GJ

Scope: BBVA Mexico Group.

1. The total number of occupants is considered as the sum of BBVA Mexico Group employees plus the number of external employees at the institution's buildings and offices in 2019.
2. The number of external employees in 2019 came to 38,228 and the number of external employees came to 8,094, providing a total of 46,322 occupants.
3. Figures at year-end 2019.
4. Total electricity consumption at the BBVA Mexico Group's buildings does not take into account certain locations that fall outside the centralized collection agreement with CFE. Energy consumption at these buildings remains unknown, partly because the cost is included within the rent for the building.







## Renewable Energy

During 2019, the Bank continued with the “Enel Green Power” program to provide wind energy to our network of branches and corporate headquarters.

Project	2017	2018	2019	Units
Electricity use from renewable sources	14,321	54,074	61,677	MWh
	51,556	194,666	222,037	GJ

In 2019, the BBVA Mexico Group increased its renewable energy consumption by 14% year-on-year.

## Energy efficiency initiatives

### Energy View

A tele-management monitoring system for efficient electricity usage and to keep a controlled degree of air conditioning. The system monitors the temperature and controls air conditioning by remotely switching the system on and off. Its purpose is to save energy and maintain an appropriate temperature through a monitoring and management system applied to control Air Conditioning (HVAC) and Lighting.

### Lighting control

Torre BBVA and Parques BBVA have smart lighting systems capable of dimming or brightening the lights in response to levels of natural sunlight. The lights are switched on at 06:00 and are gradually dimmed by up to 80% as the day progresses. All the floors in both buildings are programmed to switch off at 21:00 if no presence is detected for five minutes within an area of 50 m<sup>2</sup>.

### PACOM

An automatic system for switching off lights inside branches, which uses a security alarm system. When the branch is closed, and the alarm system is turned on, the PACOM system begins to work, switching off all lights which are not essential.

PACOM	2017	2018	2019	Units
Technological	194	16	194	Branches
Monetary saving	\$3,196,341	\$8,639,318	\$3,696,948	MXN
Energy saving	2,239,893	5,598,086	2,525,171	kWh

## Emissions

### Total emissions generated

	2016	2017	2018	2019	Units
Total CO <sub>2</sub> eq. emissions released	128,855	122,703	112,144	114,520	Tons
Direct emissions of CO <sub>2</sub> eq (scope 1)	1,314	881	1,161	1,203	Tons
Indirect emissions of CO <sub>2</sub> (scope 2)	117,838	111,223	94,547	99,358	Tons
Indirect emissions of CO <sub>2</sub> (scope 3)	9,686.15	10,599	16,436	13,958	Tons
Total CO <sub>2</sub> per employee	2.87	2.76	2.46	2.47	Tons / occupant

Scope: BBVA Mexico Group.

1. Total CO<sub>2</sub> emissions are calculated by adding scope 1 (fossil fuels), scope 2 (electricity) and scope 3 (air travel) emissions.

2. \*\*The conversion factors of the International Energy Agency (IEA) were used to calculate scope 2 emissions, while those of the Department of Environment, Food and Rural Affairs (DEFRA) were used to calculate the scope 1 and 3 emissions.

3. Total number of employees is the sum of employees of the BBVA Mexico Group plus the number of external staff at the institution's buildings and branches in 2019.

4. In 2019, the number of employees totaled 38,228, plus an average of 8,094 external employees, making a total of 46,322.

5. Figures at close of 2019.

### Km traveled by plane

	2016	2017	2018	2019	Units
Journeys less than 500 km	4,591,489	947,602	6,522,604	5,457,212	km
Journeys between 500 and 1,600 km	22,056,761	16,826,091	26,068,301	23,478,538	km
Journeys higher than 1,600 km	24,483,086	39,067,562	25,159,809	21,954,350	km
<b>Total</b>	<b>51,131,336</b>	<b>56,841,255</b>	<b>57,750,714</b>	<b>50,890,100</b>	<b>km</b>

The total amount of air travel does not include trips made outside the agreement with the supplier.

### Audiovisuals

These tools make it possible to hold meetings or conferences remotely, with the aim of reducing costs and the impact of the emissions generated when employees are required to travel.

WEBEX	2018	2019
Sessions held	64,265	158,956
Connections made	389,483	620,715

	2016	2017	2018	2019
Videoconferences	16,558	17,889	12,103	37,343
Rooms equipped with video-conferencing equipment	178	165	175	183
Audioconferences	21,552	20,656	14,575	2,525
Telepresence	0	12	74	405

Scope: Headquarters and offices of the BBVA Mexico Group.





## Water



2020 Objectives:

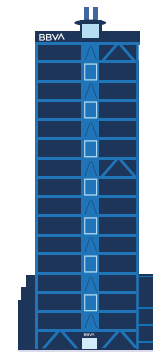
**3% reduction in water consumption per occupant.**

**11% of occupants in real estate with alternative sources of water supply.**

	2016	2017	2018	2019	Units
Total water consumption	624,359	731,840	471,435	428,051	m <sup>3</sup>
Water consumption per employee	13.81	16.44	10.35	9.24	m <sup>3</sup> /employee

Scope: BBVA Mexico Group.

1. The total number of occupants is considered as the sum of BBVA Mexico Group employees plus the number of external employees at the institution's buildings and offices in 2019.
2. The number of employees in 2019 came to 38,228 and the number of external employees came to 8,094, providing a total of 46,322 occupants.
3. Figures at year-end 2019.
4. Annual water consumption at the BBVA Mexico Group's buildings and facilities does not take into account certain locations with unknown levels of water consumption, partly because the cost is included in the rent for the building.
5. From 2018 onwards, in order to align with the BBVA Global guidelines, the methodology for calculating water consumption considers a different corporate factor from the local factor used in previous years. Using the local factor may reflect variations in water consumption reported from 2018 onwards.



**The BBVA Tower, Parques BBVA and the Data Processing Center (DPC) are capable of recycling both rainwater and waste water. We use the treated water in: WCs, cooling towers, water mirrors and gardening.**



## Paper and waste



2020 Objectives:

**23% reduction in paper consumption per occupant.**

**29% of occupants in properties with selective waste collection.**

### Paper consumption

	2016	2017	2018	2019	Units
Total paper consumption	1,769,841	2,480,687	1,662,173	1,246,244	kg
Total paper consumption per employee	39.17	55.72	36.51	26.9	kg/employee

Scope: BBVA Mexico Group.

1. The total number of occupants is considered as the sum of BBVA Mexico Group employees plus the number of external employees at the institution's buildings and offices in 2019.
2. The number of employees in 2019 came to 38,228 and the number of external employees came to 8,094, providing a total of 46,322 occupants.
3. Figures at close of 2019.

**25% reduction in paper consumption compared to 2018.**

## Waste managed

	2016	2017	2018	2019	Units
Non-hazardous waste	954,115	954,115	1,137,588	1,125,661	kg
Hazardous waste	6,085	6,085	16,202	18,167	kg

## Extended commitment

### Communication and awareness

In 2019, in addition to the different communication campaigns to inform employees about recycling, waste management, water and energy saving issues, among others, the BBVA Mexico Group installed a sensory exhibition at the BBVA Tower for all employees and occupants could live this experience and learn about the importance and to raise awareness of caring for the environment.

### Environmental Ecoefficiency Policy

To contribute to a more sustainable world, the BBVA Group has an Environmental Ecoefficiency Policy, in which it reveals its strong commitment to the environment, its objectives and promotes environmental education among all its employees.

In 2019, the institution launched an Environmental Management course for its employees as part of its communication and awareness strategy and as part of its application for the ISO 14001: Environmental Management System certification.

Visit the following page to learn more about sustainability developments and BBVA's commitment to the environment: <https://www.bbva.com/es/medio-ambiente/>.



# Suppliers and responsible purchasing

The integration of ethical, social and environmental factors into the supply chain is part of the BBVA Mexico Group's responsibility to its stakeholders and the creation of a sustainable market and institution.

Relations between the BBVA Mexico Group and its suppliers are governed by:

- The Code of Conduct approved in 2015.
- Code of Ethics for Suppliers.
- Responsible Procurement Policy.
- Corporate Rules for the Procurement of Goods and Contracting of Services.

The documents mentioned above are published on the supplier portal for consultation. As part of the supplier registration process, they are provided with a welcome kit that includes the Supplier Code of Ethics for their knowledge and affiliation. Furthermore, as part of the approval process, reviewed suppliers are provided with the Code of Ethics for their knowledge.

For further details, please visit the supplier portal: <https://suppliers.bbva.com/>.  
At the following link, you can find documents relating to responsible purchases, including the Code of Conduct and the Code of Ethics: <https://suppliers.bbva.com/compras-responsables/>.

GRI 102-9 and 412-1

 **8 DECENT WORK AND ECONOMIC GROWTH**  
Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

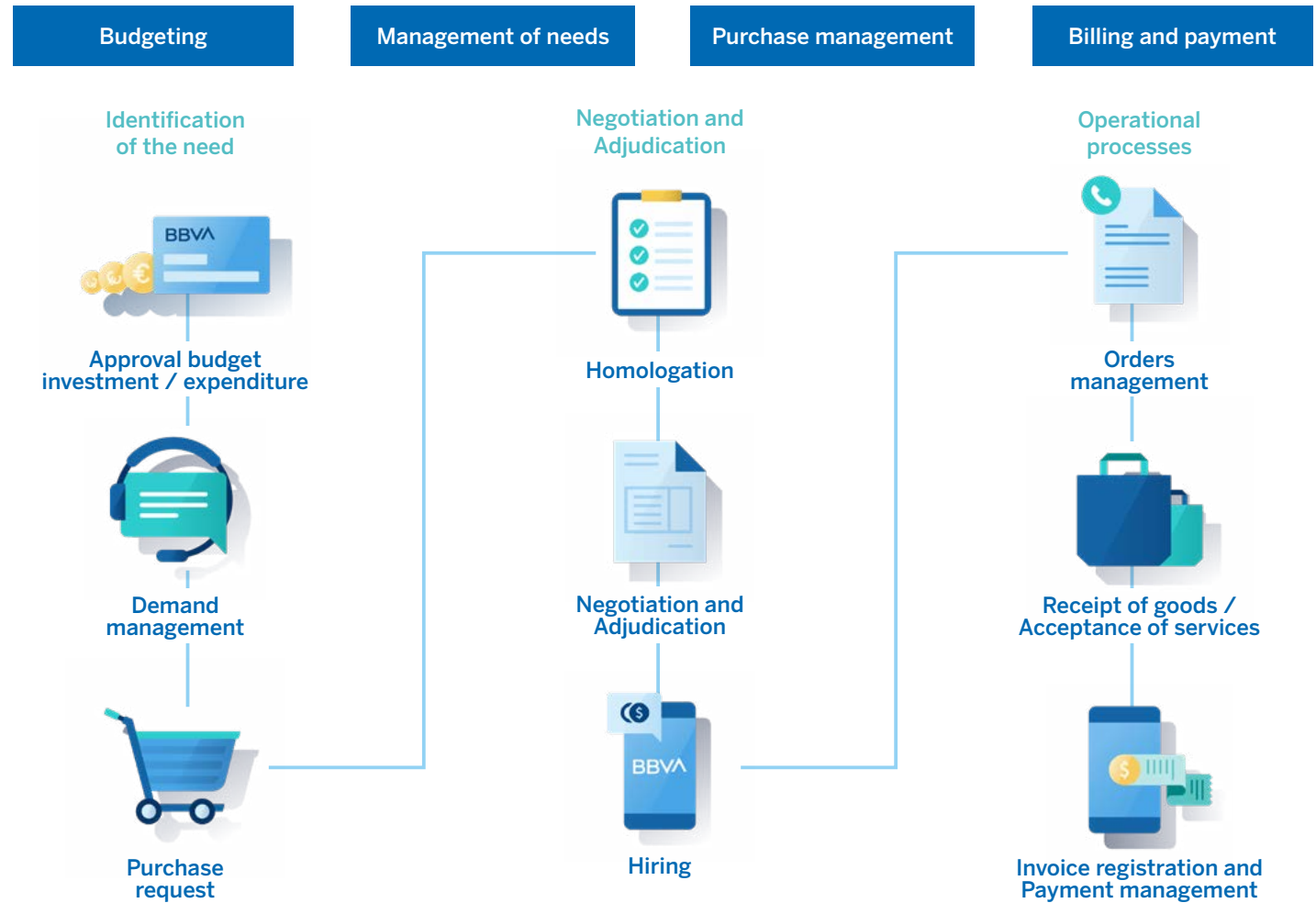
 **12 RESPONSIBLE CONSUMPTION AND PRODUCTION**  
Ensuring sustainable forms of consumption and production.

# Procurement Model

The BBVA Group has a common and homogeneous Global Procurement Processes Model, which is applicable in all geographies where it operates. This model covers the end-to-end procurement circuit, from the time an approved annual budget is made until invoices are paid to suppliers. And it is supported by a common technology platform for all countries.

As part of the approval process, one of the aspects considered is the matter of corporate social responsibility; to this end, suppliers are provided with a questionnaire aligned with the 10 principles of the UN Global Compact, including anti-corruption issues. This questionnaire is only shared as part of reviews carried out by certifying bodies. It does not include internal reviews or preferred suppliers. The topics covered by the questionnaire are:

- Human rights
- Working conditions
- Civil protection
- Community involvement
- Care for the environment
- Anti-corruption and best practices





## Supplier certification

The supplier approval process is essentially a review, conducted in accordance with the corporate rules and regulations, that suppliers of goods and/or services to the BBVA Mexico Group must undergo, based on the following segmentation:

1. The supplier's level of annual expense, using as a reference the billing with the supplier and/or the amount of contracts awarded or expected to be awarded.
2. The potential impact on the business of the services and/or products to be delivered by the supplier.
3. In new negotiations between suppliers and the institution, where the relationship has already reached at least two years.

The following points are checked as part of this process:



Legal



Financial



Tax



Labor



Corporate Social Responsibility (CSR)



Reputational



Technical



Regulatory



Internal control

In 2019, the Bank arranged the services of five certifying entities to carry out reviews of suppliers and to verify that they meet regulatory approval criteria.

Supplier certification	2017	2018	2019
Number of suppliers to have undergone the approval process	849	1,829	2,026
Number of approved suppliers	579	1,760	1,768
Percentage of purchases from suppliers who underwent the approval process	67%	88%	96%*
Number of suppliers who failed the approval process (not approved)	213	69	84
Number of suppliers who ended up without status during the approval process	57	N/A	N/A
Number of suppliers subject to a remediation plan during the approval process (no sanction)	19	107	13**
All active suppliers across the BBVA Mexico Group	6,136	6,722	8,104

**96.53% of the suppliers active in 2019 are Mexican;** 1.23%, Spanish; 1.34% are from the United States, and 0.90% from other nationalities.

\*To calculate this percentage, only suppliers that meet the criteria applicable to the approval process and awards made during 2019 without taking regularizations into account are considered.  
\*\*Two suppliers removed from the 2019 Approval Plan services are no longer awarded to them and 11 suppliers given an additional period to mitigate any risk or observation detected during their review have all been included.



Number of suppliers to have undergone the approval process



Increase of 11% in the number of suppliers to have undergone the approval process in comparison with 2018.

Number of approved suppliers



Of total suppliers that underwent the approval process in 2019, 87% were approved.

Number of suppliers who failed the approval process



### Supplier mailbox

In the event of an incident in the procurement process or if any suggestions need to be transferred, the following process applies:

- Contact the requester or contact person in the Procurement Department.
- If this fails to resolve the issue, it is sent via the following link: <https://bbva-suppliers.appspot.com/presencia-bbva/>. The corresponding country is selected and an email is sent that will be answered as soon as possible.

- As a BBVA Mexico Group supplier, if you notice any activity or situation affecting the institution that may be contrary to the applicable legal provisions or the standards of the suppliers' code of ethics, you must communicate this via email to [canaldenuncia@bbva.com](mailto:canaldenuncia@bbva.com) or by telephone to (34) 91 537 72 22.

### Initiative 2020

The project is designed to create a model that helps improve the supplier certification control process. The intention is to implement a methodology at a corporate-wide level that mitigates the risks that may arise at the time of the allocation of goods and services to suppliers as part of the procurement process.

The topics covered as part of the project include, but are not limited to:



Financial



Compliance (legal, labor and tax)



Conflicts of interest



Reputational



Anti-corruption



Technological risk

### Target 2020

Increasing the scope of suppliers currently participating in the approval process, in addition to incorporating suppliers that were previously excluded from the process.



# Investment in the community

The support provided to the BBVA Mexico Group community is based on reciprocity between the Group and the institution; both sides are indispensable for their continuity and sustainable future.

The BBVA Mexico Group develops financial projects with a high social impact that allow all groups of people to make decisions to improve their financial well-being and recognize the risks and opportunities that their finances present. Projects and products for financial inclusion have a positive impact on the communities in which they operate.





# Investment in the community

## Financial Inclusion

Access to financial services, the economic growth of Mexican families and the fight against financial exclusion are key objectives of the BBVA Mexico Group's commitment as part of its investment in and contribution to the community. Its financial inclusion programs help people make informed decisions to improve their financial well-being and make them more aware of the risks and opportunities that exist, ultimately helping to achieve various SDGs.

Financial inclusion is a key factor that has a favorable impact on accessing better living conditions by the communities where the BBVA Mexico Group has a presence. In recent years, the institution has implemented great initiatives and made strides forward in this area to make its financial services available to everybody, through its financial inclusion model:

GRI FS13 and FS14



**1 NO POVERTY**

End poverty in all its forms everywhere.



**8 DECENT WORK AND ECONOMIC GROWTH**

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for everybody.



**9 INDUSTRY, INNOVATION AND INFRASTRUCTURE**

Building resilient infrastructure, promoting inclusive and sustainable industrialization and fostering innovation.



**10 REDUCED INEQUALITIES**

Reduce inequality within and among countries.

## Financial inclusion model

The following actions correspond to the strategy of the BBVA Mexico Group's model:

- Being relevant to the express segment and helping it to solve its most basic money-related needs:
  - Transfers to relatives who do not use banks living outside major urban centers, top up money on their cell phones reducing transfer times and costs, managing the amounts payable, etc.
- Providing basic financial services for cash operations through customer service in 1,467 towns and cities through banking correspondents, complementing the coverage of 547 towns and cities served by the BBVA Mexico Group's branches. This channel executed more than 86.2 million transactions for an average amount of MXN 1,423 per transaction in 2019.
- Facilitate the management of cash flows using digital tools ("Apartados") that emulate the use of "Sobres" by people to separate their money by type of expense.
- Connect banking services via the BBVA Mexico Group's digital channels. In 2019, the number of customers who used the Apps available to them in the last three months, at least once a month, increased by 93%. This type of customer accounted for 11% of the total in December 2018, increasing to 20% by December 2019.
- Supporting salaried customers through loans has been a positive trend. This share increased the number of loans associated with salaries by 33% and balances in TDC increased by 42%.

There were more than **317,000 activations on Apartados in 2019**, an increase of 109%.



## Initiatives in 2019



### Improving the family remittances collection experience by boosting receipt by deposits into accounts

This form of settlement grew from 51.4% to 58.6%; while the amounts settled using this means increased from 71.3% to 75.4%. This has allowed the beneficiary to obtain all or part of their money 24 hours a day, 365 days a year.



### Dissemination of how to use digital banking in the solution of everyday problems at branches

Such as money transfers to relatives who do not use banking services, collection of family remittances directly on account, cell phone balance top-up, fund management ("Apartados"), among others.



### Segment digitalization

Positioning the functionalities of digital banking as relevant solutions has seen the percentage of digital users in this segment surpass 23%.



### Simplification of the card replacement processes

More than 170,000 cards reported lost or stolen each month. This initiative minimizes the amount of time the customer has no access to their funds.



### Reduction of the costs involved in the settlement of family remittances by means of deposits

Starting in 2020, the incentive for the transferors of money to promote remittance on account among senders will increase.



### Decrease in time in terms of withheld balances

The call center promoter score increased by more than 15 points, as duplicate charges generated by repeated transaction caused by communication failures are now released in a shorter time.

## Financial Literacy (FL)

The BBVA Mexico Group has a clear commitment to supporting people to make better financial decisions, to which end Financial Literacy is one of the strategic priorities of the BBVA Mexico Group's Responsible Banking Plan. The institution has pioneered the design, implementation and execution of Financial Literacy programs, which provide customers and the general public with content, tools and best practices to help them obtain healthy finances.

The BBVA Mexico Group is using its Global Financial Literacy Plan to help people acquire financial knowledge and skills, thus contributing towards social development. The goal of Financial Literacy is to help society to make informed decisions to improve its financial well-being, to be more aware of the risks and opportunities that exist, and the correct use of the products or tools available to the institution to improve the quality of life of customers and interaction with their finances.

The groups impacted by the Financial Literacy strategy are children, youths, adults, customers and the general public; for each of them, there is a specific approach.

Financial Literacy is based on three strategic lines, thus promoting an improvement in the financial health of:



Clients



Governance



General public





Through these three focal points, FL seeks to have a positive impact on people and on the development and economic future of the country's business fabric. FL is fully aligned with the institutional strategy aimed at digital transformation, and its work therefore focuses on developing digital products and content. To achieve this, the initiative has partnered up with the different business areas to help ensure that these initiatives also promote the use of the digital tools and products developed by the BBVA Mexico Group.

**BBVA Mexico has been recognized by the Excélsior newspaper as the bank having made the biggest contribution to financial literacy.** It has excelled in terms of the design, implementation and roll out of financial literacy programs, placing an emphasis on offering knowledge, tools and best practices to facilitate an improvement in the management of personal finances.

## Financial Literacy programs

### Classroom workshop

Workshops delivered to payroll groups to acquire the skills and knowledge necessary to safeguard and correctly use financial products and banking apps. These workshops are imparted by a Financial Literacy facilitator for payroll and non-payroll groups and are held in mobile classrooms, digital spaces or on the company's premises.

For further details, please visit:

- <https://www.bbvaeducacionfinanciera.mx/EspaciosDigitales>
- <https://www.bbvaeducacionfinanciera.mx/Movil>

### Digital workshop

Generation of Financial Literacy content related to BBVA Mexico Group digital products and services. The aim is to have the best digital offering free of charge for customers and the general public focusing on the main financial issues. This workshop contains articles, videos, computer graphics, tips, definitions, advice, among others.

For further details, please visit:

- Financial Literacy Portal: <https://www.bbvaeducacionfinanciera.mx/>
- Online workshops: <https://www.bbvaeducacionfinanciera.mx/talleres>
- Digital and in-house media campaigns (social networks, dynamic marketing)

### Advice: coaching workshop

Financial coaching over the phone, where a qualified person will provide guidance and respond to the concerns that BBVA Mexico Group clients have concerning their finances and the institution's offering.

For further details, please visit: <https://www.educacionfinancierabancomer.com/CoachingFinanciero>.

## Results

BBVA Financial Literacy	Number of beneficiaries*	Number of participants**	Number of workshops delivered
Face-to-face initiatives	37,896	52,426	3,031
Online side	796	1,415	1,415
Coaching side	2,830	2,840	NA

\* The beneficiary is the person who takes part in the activity being offered. For online activities, it means the person who completes the workshop.

\*\*Since a beneficiary can take part in more than one workshop, we count the total number of participants in the program. For instance, if a person took part in two workshops, one on savings and the other on borrowing, we count one beneficiary and two participants.

## Website

One of the main pillars is the digital presence, which is a cornerstone for extending the Financial Literacy strategy across the digital world and aligning efforts with different actions for the BBVA Mexico Group to communicate with customers and the general public, in order to share quality content to achieve its healthy personal finance goals on its website <https://www.bbvaeducacionfinanciera.mx/>, which received a total of 1,038,458 visits.

Articles of interest, free online workshops and access to request face-to-face workshops from partners, customers and associates are available at <https://www.bbva.mx/educacion-financiera.html>.

## Online workshops

Online workshops offer a wide range of topics that can be completed at any time. Topics such as saving, digital banking, credit card use, mortgage loans, investments and creating a life plan are available 24 hours a day. It is an easy, simple way of acquiring knowledge and tools that help the general public and customers to improve their personal finances for free.

## Social service at Universities

To promote initiatives to support young university students and institutions generate a joint plan and expand financial education in communities and among the general public, the BBVA Mexico Group has generated partnerships with university students and institutions across Mexico.

This program seeks young people studying a bachelor's degree to undertake their social service by imparting financial education workshops, providing the student with different tools and skills for their professional life.

**12,555 beneficiaries and 735 face-to-face workshops held in 2019.**

## Young people building the future

This initiative is structured around a model of social co-responsibility between the public, private and social sectors to offer young people a space, support and structured activities and thus develop or strengthen work habits and technical skills that promote social inclusion and increase their employment opportunities in the future. The program lasts for one year: two months of online and face-to-face training in addition to 10 months to impart financial education courses in their community.

**31 young people formed part of the Young people building the future program in 2019.**

## National Financial Literacy Week

Forum dedicated to raising awareness of the importance of financial literacy to help participants soundly manage their finances. This event is organized by the Government of Mexico, through the National Commission for the Protection of Users of Financial Services (CONDUSEF). At the event, the BBVA Mexico Group held workshops and conferences with a national scope; furthermore, it had a stand located in the Chapultepec Forest, structured around the central theme of planning and personal challenges in finance. Savings and life plan workshops were held in the BBVA mobile classroom.

**3,080 beneficiaries attended the workshops**  
and 1,277 beneficiaries visited the stand  
in Chapultepec.

#### Liga BBVA sub 13

La Liga MX and the BBVA Group have been promoting financial literacy in under 13 football teams, showing children and youngsters from all clubs about the importance of financial training from an early age and providing them with the tools needed to become consistent savers, responsible borrowers and prudent investors.

**1,032 participants.**

#### KidZania

This is an interactive city for children aged between 2 and 16 that mixes inspiration, fun and learning through various different activities. The initiative gets kids to role-play different job positions, allowing them to build their skills and increasing their financial literacy in a fun and entertaining way.

**582,303 children participated\*.**

\*Only considering children over the age of three.





# Social Programs

The BBVA Mexico Group continued its undertaking with the Secretariat for Rural Development (SADER), consisting of supporting 1,400,000 farmers in rural areas (direct assistance to grain producers to raise production) and the Secretariat of Welfare to support for the elderly, with a view to contributing to the well-being of beneficiaries by granting a non-contributory pension.

## Replacing expired debit cards

Each year, debit card maturities are presented in the two main social programs that are registered with the BBVA Mexico Group.

Between March and August, efforts are made across Mexico to provide them with the service without beneficiaries having to travel to other cities or municipal capitals to change their card.

Program	# Cards renewed in 2019
SADER Agropecuario	33,249
Welfare (elderly)	3,557



## SADER Agropecuario

- February-May 2019.
- Target set: 46,422 debit cards.
- Actual figures: 71.6% with 33,249 renewals in 20 states.
- Five main states: Puebla, Chiapas, Chihuahua, Hidalgo and State of Mexico.

## Welfare (elderly)

- Target set: 10,513 people across 23 branches.
- Presence mainly in Mexico City and the Metro Sur area.
- Actual figures as at August 2019: 33.8% with 3,557 debit cards renewed.

## Financial literacy learning pills for beneficiaries of social programs

As an important complement to the programs, beneficiaries can attend financial literacy workshops to receive information on savings, life insurance and other useful subjects.

Objective: Provide information and answer questions about the use of debit cards in a timely manner.

### Expected benefits:

- Bolster the proper use of digital channels.
- Link with telephone advice and products.
- Presence of brand, loyalty and reputation.

### Goals:

- Reduce the number of inquiries at the teller.
- Increase the use of SMS services.
- Increase cash withdrawals at bank correspondents.

The Financial Literacy information capsules benefited **9,454 people** from the SADER Agropecuario program and **611 people** from the Welfare Program.







# Community

The BBVA Mexico Group generates opportunities for the Mexican community by having a positive impact on their lives. Investment in social programs serves an educational, cultural, social and environmental purpose, promoting a sustainable Mexican community where peace and justice are prioritized. Through its programs, the institution enforces its commitment to society.

## BBVA Foundation

The BBVA Foundation is responsible for bringing the social action initiatives of the BBVA Mexico Group to life. To this end, it has developed innovative educational, cultural and entrepreneurship initiatives for Mexican society.

The Foundation provides economic or in-kind support to beneficiaries to promote, encourage and undertake activities aimed at education, entrepreneurship and culture to help people achieve their full development.

GRI 103-1, 103-2, 103-3 and 413-1

 **1 NO POVERTY**  
End poverty in all its forms everywhere.

 **4 QUALITY EDUCATION**  
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

 **5 GENDER EQUALITY**  
Achieve gender equality and empower all women and girls.

 **11 SUSTAINABLE CITIES AND COMMUNITIES**  
Make cities and human settlements inclusive, safe, resilient and sustainable.

 **15 LIFE ON LAND**  
Sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

 **16 PEACE, JUSTICE AND STRONG INSTITUTIONS**  
Promote fair, peaceful and inclusive societies.



## Investment in social programs

In 2019, the Foundation received a total investment of MXN 941 million and, over the past 13 years, MXN 6 billion have been allocated to Social Responsibility matters, in the following lines of action:

- Educational grants
- Strategic partnerships and schools
- Cultural outreach

## Scholarship Program for "Chavos que Inspiran"

With the aim of providing comprehensive support to vulnerable talented young people from across the country, the scholarship program accompanies them in their education and training process from high school to university, to boost their academic and personal development.

The program supports remaining in education by selecting young people entering their first year of secondary school. Thus, it grants economic scholarships and accompaniment that includes mentoring, academic training and extracurricular training at different stages of young people's school lives.

**"Chavos que Inspiran" scholarships promotes academic excellence and encourages the creation of a community of agents of change.**

## Beneficiaries

Level	Number of beneficiaries in 2019
Chavos que Inspiran - Secondary School	17,659
Chavos que Inspiran - High School	13,535
Chavos que Inspiran - University	4,273

\*Total beneficiaries at the start of the 2019-2020 class of the Chavos que Inspiran program.

## Volunteer work

Indicator	2019
Hours of volunteering (One Team)	14,076
Mentoring Hours for university scholars	839

\*Mentoring hours are as at November 2019. The mentoring program runs up until the end of the 2019-2020 school year in July 2020. The figure reported corresponds to hours up until November.

## Bi project

National platform of exchange and collaboration, which provides economic stimulus to outstanding art and culture initiatives, as well as new government programs. It operates through an annual call, under the structure of an expert committee, with the aim of promoting cultural professionals, artists and cultural managers with a proven track record.

**12 projects supported during the third edition of "Proyecto Bi".**

## MACG: Museo de Arte Carrillo Gil

Biennial interdisciplinary, post-academic training program, in partnership with the Museo de Arte Carrillo Gil, which supports the development, production and exhibition of projects by well-known visual artists under the age of 35. It aims to open spheres of reflection and critique of art, as well as to encourage the professionalization of the younger generations, through discussion among peers and specialists in different areas.

**10 artists supported during the sixth edition of the BBVA-MACG program.**

## "Hazlo en Cortometraje" university competition

In collaboration with Fundación Cinépolis, this competition promotes the creation of small-format films in communities of young people under the age of 30. The initiative inspires solutions to different social problems, promoting reflection through a critical look.

**44 beneficiaries from the six winning teams as part of the 12<sup>th</sup> edition of the "Hazlo en cortometraje" short film university contest.**

## Laboratorio de Inmersión BBVA-CCD

Pioneering training program in Mexico; in collaboration with the Centro de Cultural Digital, it aims to promote the development of immersive technologies (virtual, augmented and mixed reality).

**45 beneficiaries** of the first edition of the "Laboratorio de Inmersión BBVA-CCD" program.

### School reconstruction

For BBVA Foundation, the goal of the school reconstruction program is to deliver safer and better equipped schools to educate a new generation of talented Mexicans.

During 2019, 23 schools were rebuilt, supporting more than 12,000 students from six entities across the country. Seed capital amounted to MXN 180 million and the total investment came to MXN 358 million.

**Reconstruction of 23 schools and support for more than 12,000 students** in six entities across the country during 2019.

## Target 2020

Include 6,000 new high school students in the BBVA "Chavos que Inspiran" scholarship program, granting 40,000 secondary school, high school and university scholarships to the 2019-2020 generation of BBVA scholars.

To learn more about BBVA Foundation and its programs visit its official website: <https://www.fundacionbbva.mx/>.

## BBVA Momentum

This is the largest acceleration program for social and environmental entrepreneurs in Mexico. BBVA Momentum aims to promote companies and entrepreneurs that offer solutions to social and environmental problems, in an innovative and sustainable way. In this way, growth (through training and networking mentoring) and the visibility of projects that seek to resolve these problems are supported.

### Results of the seventh edition

- 99 entrepreneurs completed the program.
- 72 men and 27 women participated, with an average age of 38.
- They received 222 hours of mentoring and 20 hours of online training.
- Funding of MXN 45.250 billion was obtained.
- 190 relevant stakeholders were in attendance.



## Mejora Mutualista

The project has been running for eight years and serves as a clear example of the institution's responsible business activities.

The mission of "Mejora Mutualista" is to help recover the social, financial and urban environment in parts of the country that have been abandoned or neglected. This idea came about because the BBVA Mexico Group felt it needed to do more for the community, as part of its social responsibility, given the rising number of defaults on mortgage loans and foreclosures of homes in certain developments; events that caused a downward spiral in three areas:



**Urban degradation**



**Financial deterioration**



**The breaking down of the social fabric**

When this comprehensive recovery program was launched, the Bank contacted families who were having to give up their homes, offering them a product to resolve their mortgage woes while also rebuilding the social fabric through neighborhood organization, clean-up days, financial literacy and crime prevention methods, among other actions.

### 8 years of results



**10,205 homes assisted.**



**40,000 inhabitants and 10,000 beneficiary families.**



The program has supported **12 divisions in Tijuana, Baja California.**

### Social Rescue

- Creation of 177 neighborhood committees
- 17 urban wall paintings
- 718 plastic arts workshops
- 1,054 days of cleaning
- 3,589 Financial Literacy workshops

### Recovery of the urban environment

- 103 house walls
- 144 chain-link fences
- 44 eco-friendly containers
- 120 properties with internal lighting
- 48 properties with painted facades
- 16 public parks rehabilitated
- 6 watchhouses

The BBVA Mexico Group has invested **MXN 18 million in "Mejora Mutualista" programs.**



## Volunteer work

### Reforestation of Mexico City

The BBVA Mexico group performed pine and tree reforestation activities in the metropolitan area of the Valley of Mexico. These activities were performed thanks to the participation of employees, their family and friends, with a total of 559 people participating.

Another reforestation initiative was performed in Chiapas, where 235 volunteers from the BBVA Mexico Group participated.

### Association of Mexican Banks

Employees and their relatives performed activities to support civil associations to help children from care homes by painting classrooms and repairing benches, among other initiatives, involving a total of 71 volunteers: 46 in Querétaro, 14 in Tijuana and 11 in Guadalajara.





# Responsible commitment to employees

BBVA Mexico Group employees are an important pillar for the institution and its growing needs; this is why the Group continues to promote professional and personal growth, encouraging a healthy work culture and thus "Place the opportunities of this new era within everyone's reach."







# BBVA Mexico team

The BBVA Mexico Group has training, diversity, inclusion, gender equity and health and safety programs for all its employees to satisfy their needs, generate an inclusive environment, contribute to their professional growth and consolidate itself as an ideal institution to work for.

## Partners

At the end of 2019, BBVA Mexico Group's workforce was made up of 38,228 employees, 53% of whom were women and 47% men. The Institution has a workforce in which 11% of employees are under the age of 25; 75% are between the ages of 25 and 45; while the remaining 14% is over the age of 45.

**38,228 employees in the workforce** at year-end 2019, 4% higher than the previous year.

GRI 103-1, 103-2, 103-3, 102-7, 102-8, 102-41, 401-1, 401-3 and 405-1



**3 GOOD HEALTH AND WELL-BEING**

Guarantee a healthy life and promote well-being for everyone, regardless of age.



**5 GENDER EQUALITY**

Achieve gender equality and empower all women and girls.



**8 DECENT WORK AND ECONOMIC GROWTH**

Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

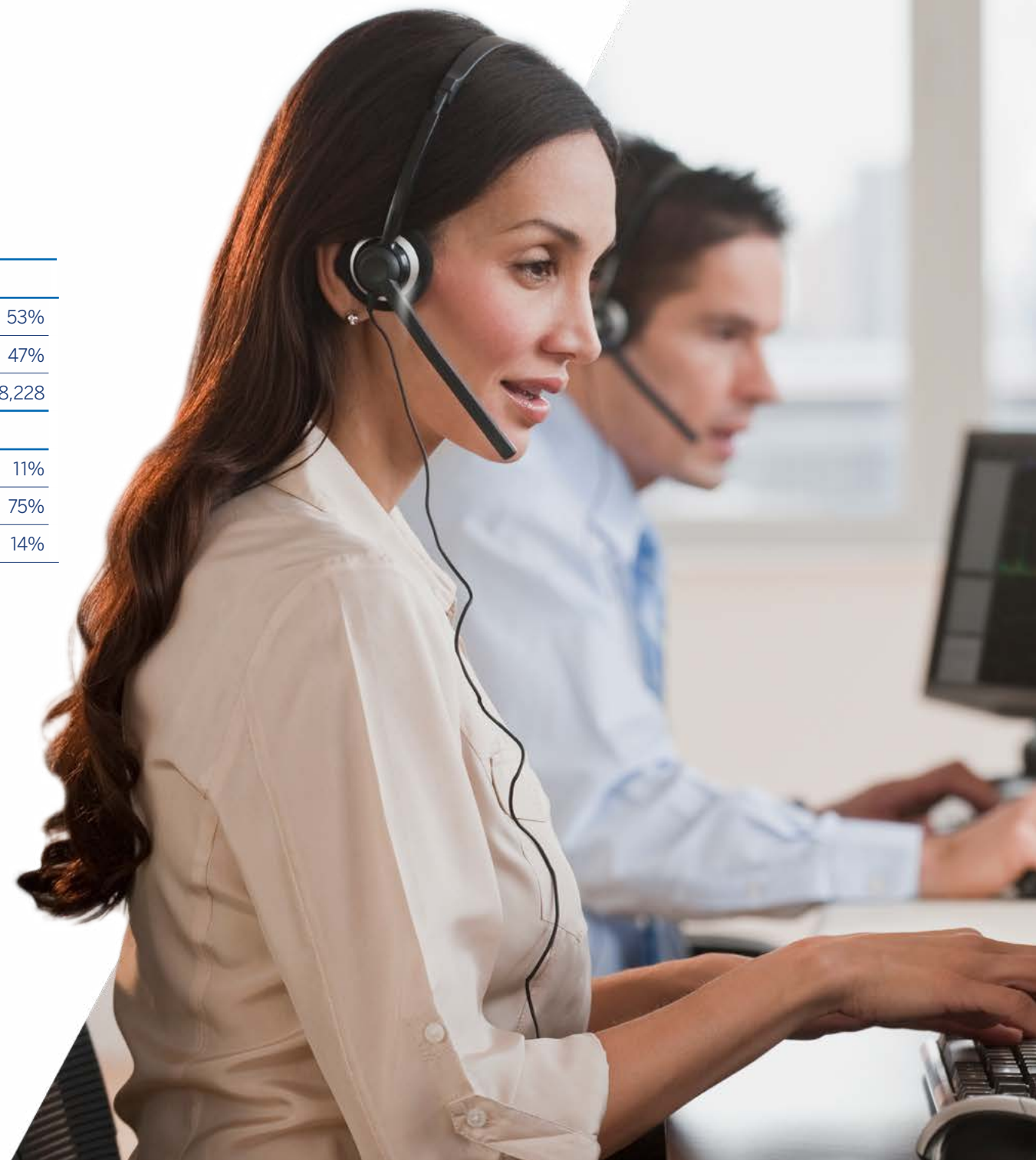
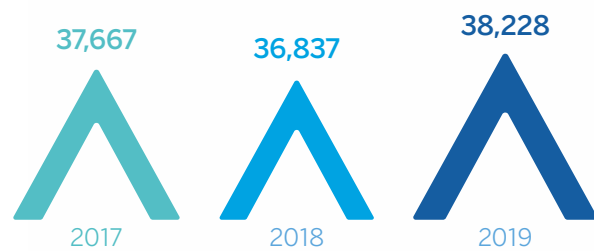


## Employee profile

Workforce by age and gender	2017		2018		2019	
Female	20,171	54%	19,565	53%	20,405	53%
Male	17,496	46%	17,272	47%	17,823	47%
Total number of collaborators	37,667		36,837		38,228	
Age						
< 25	10%		11%		11%	
25-45	75%		75%		75%	
> 45	15%		14%		14%	

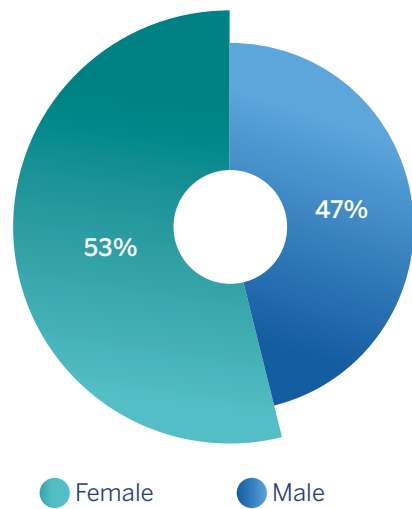
Scope: BBVA Mexico Group.

### Total number of employees, 2017-2019

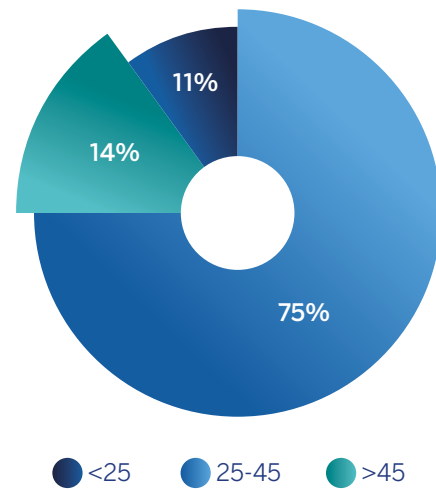


For the second year in a row, gender percentages remained the same. In 2018, the BBVA Mexico Group employed 2,582 more women than men.

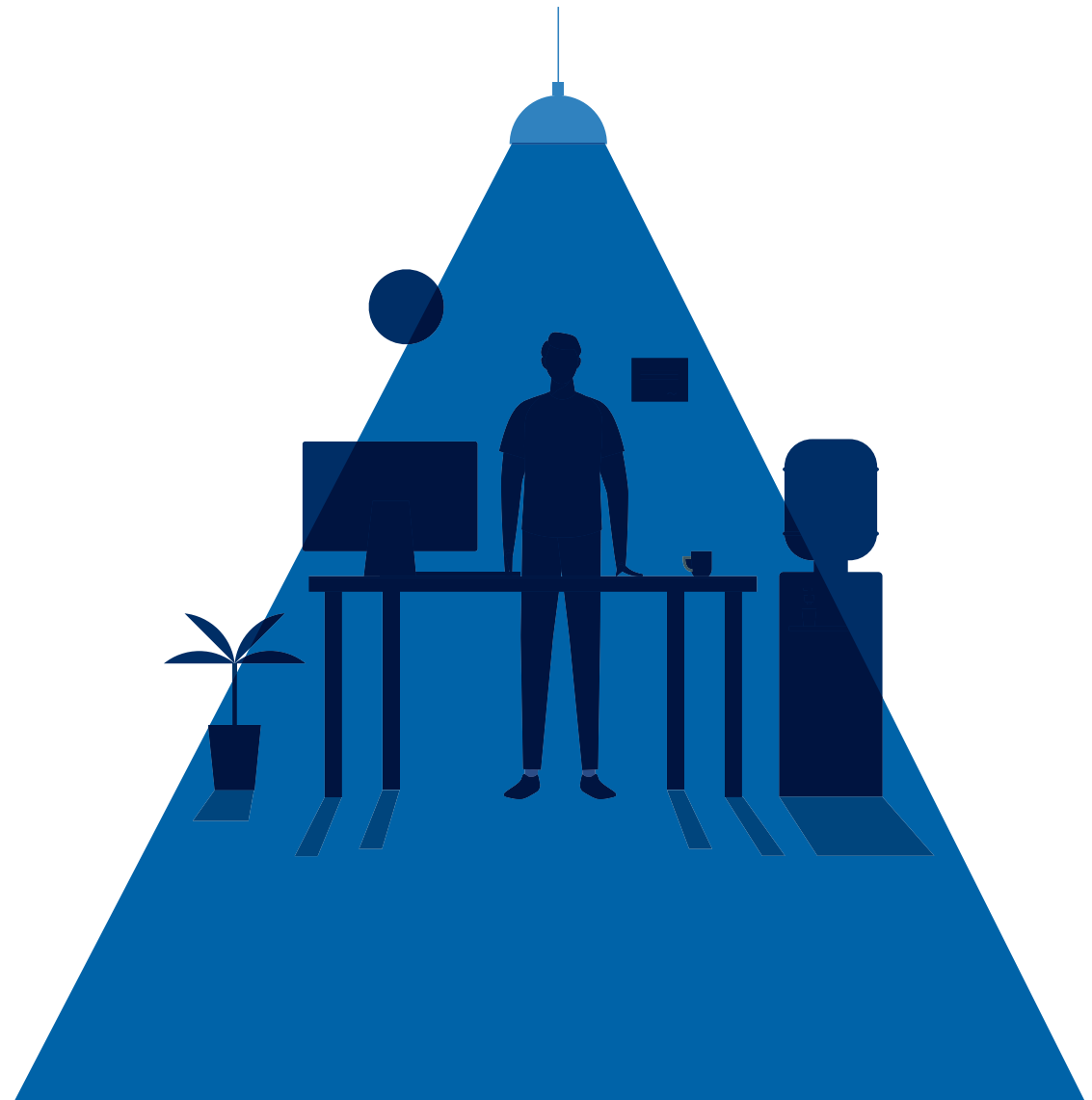
2019 workforce by gender



2019 workforce by age



53% of the BBVA Mexico Group's staff are women.



	2017		2018		2019	
	Male	Female	Male	Female	Male	Female
<b>Workforce by contract and gender*</b>						
Permanent contract	15,662	18,409	15,583	17,882	16,084	18,621
Temporary contract	1,816	1,747	1,689	1,683	1,721	1,767
<b>Workforce by work schedule and gender</b>						
Full time	17,306	19,737	17,253	19,551	17,823	20,403
Part time	172	419	19	14	0	2

\*Results do not take into account part-time floor staff, expats and temporary incapacity.  
Scope: BBVA Mexico Group.

Employee category by gender	2017		2018		2019	
	Male	Female	Male	Female	Male	Female
Management committee and corporate directors	50	5	45	5	44	6
Senior Management	145	31	131	29	116	28
Middle management	2,838	1,833	3,290	2,205	3,597	2,633
Specialists	3,329	2,997	3,017	2,977	2,993	3,022
Sales force	5,937	5,903	5,743	6,050	5,684	6,150
Entry-level positions	5,197	9,402	5,046	8,299	5,389	8,566

Scope: BBVA Mexico Group.

Partners unionized	2017	2018	2019
Male	4,051	4,533	4,903
Female	7,863	7,704	8,035
<b>Total</b>	<b>11,914</b>	<b>12,237</b>	<b>12,938</b>

Scope: BBVA Mexico Group.

	2017*		2018		2019	
	Male	Female	Male	Female	Male	Female
<b>New hires*</b>						
< 25	1,147	1,456	1,612	1,940	1,131	1,317
25-45	1,887	1,735	2,538	2,517	2,567	2,388
> 45	60	25	56	26	54	37
<b>Total</b>	<b>6,310</b>	<b>8,689</b>	<b>8,689</b>	<b>7,494</b>	<b>7,494</b>	<b>7,494</b>
<b>Contract terminations</b>						
< 25	472	625	563	655	645	714
25-45	2,227	2,213	2,309	2,432	2,657	2,546
> 45	520	326	366	305	374	252
<b>Total</b>	<b>6,383</b>	<b>6,630</b>	<b>6,630</b>	<b>7,188</b>	<b>7,188</b>	<b>7,188</b>

\*Data reported in 2017 use a different methodology.  
Scope: BBVA Mexico Group.





Turnover by age and gender	2017*	2018	2019**
Male	19%	19%	21%
Female	16%	18%	17%
< 25	31%	33%	34%
25-45	17%	18%	19%
> 45	13%	11%	11%

\*Data reported in 2017 use a different methodology.

\*\*A total of 37,858 employees in 2019 in the BBVA Mexico Group workforce were used to obtain the results. The turnover rate was calculated by dividing the number of leavers by the total workforce in each category. Scope: BBVA Mexico Group.

Level of absenteeism	2017	2018	2019
Partners	9,594	8,661	8,364
Days	192,875	177,759	130,797

Scope: BBVA Mexico Group.

Return to work after parental leave	2017	2018	2019
Parental leave	1,023	1,007	795
Number of leaves covered	117	174	115
Number of women reinstated	901	833	680

To date, no employees applying for parental leave have been reported. Scope: BBVA Mexico Group.

## Attracting talent

Through the creation of a new area called Employee Value Proposition (EVP), the BBVA Mexico Group seeks to ensure the best experience for all its employees from their recruitment to retirement. The institution's strategy of attracting talent consists of initiatives, connections with universities and programs for young talent.

### Initiatives

#### BIT Day

Conference aimed at engineering and information technology (IT) students. Talks were held on technological topics such as Digital Transformation, Artificial Intelligence and Sales Force, among others.

#### Women's Day

Forum attended by university students and recent graduates; on the panel, leaders from the BBVA Mexico Group explained what their careers had been like and how they have overcome different challenges. These initiatives motivate students to continue in their education. Also, there were different stands addressing the topics of Financial Literacy, the Agile methodology and the talent and culture program.

### Ties with universities

In 2019 several initiatives were run at various universities around the country to put the BBVA Mexico Group forward as an attractive employer for the emerging generations.

As part of these agreements, different initiatives were implemented, such as: University Chairs, Job Shadow (to shadow a Director at BBVA's offices for a full day), the Ambassadors program, BBVA Days and nationwide Recruitment Fairs.

Thanks to these actions, the Institution recruited more than 390 students into one of its Young Talent Programs, reaching more than 20,000 students in total.

**390 students recruited into BBVA's Young Talent Programs; more than 20,000 students reached in total.**



## Young Talent Programs

### Internships Program

The program is aimed mainly at students in their final year of studies. It targets young people interested in enhancing their career prospects and acquiring professional experience by taking part in a specific project for six months. The students work 30 hours a week.

### Trainees Program

For new graduates, with participants spending time with various managers and face exacting performance assessments to determine whether they are suitable to remain at the BBVA Mexico Group.

### Graduates program

Setting its sights on new master's graduates, As part of this initiative, the institution recruits, trains and aims to retain the finest talent, with a view to nurturing the leaders of the future.

### Summer Internship

Master's students are offered the chance to take part in a 10-week project at the BBVA Mexico Group over the summer to put their learning into practice.

### Business Banking Trainees Program (PTP)

This program is designed to strengthen the work team, with the BBVA Mexico Group recruiting trainees, providing training to them over a three-month period before assigning them to sales executive positions.

### BIT Program

Information technology (IT) program lasting 12 months. New graduates in systems engineering, computing, IT, computer science and software can acquire different a variety of qualifications and certifications, including Cloud, Oracle, Mobile, Agile, Python and HTML5, which will ultimately aid towards their professional growth.

### Ingenium Program

Program to seek out specialized analysts for the risks area. The selected professionals undergo a thorough training course in Spain.

### Data Program

Aimed at young graduates in actuarial sciences, mathematics, economics and computer engineering who are looking to become data scientists and who know how to program in Python, Scala, Spark and HTML5.

### Veranito Program

The BBVA Mexico Group seeks to train and develop the soft skills of BBVA Foundation scholars. The Institution has created a specific program for these students, who will be able to work over the summer with the BBVA Mexico Group and put their knowledge into practice.

## Universum

This company is dedicated to being a strategic partner of the most important global brands to help them build a successful employer brand; each year, it runs a survey to determine who are the best employers worldwide. In the 2019 study, the BBVA Mexico Group ranked sixth in the Business Students ranking.

## The BBVA Mexico Group ranked 6<sup>th</sup> in Universum's Business Students ranking.

For further details, visit the Universum website: <https://universumglobal.com/blog/worlds-most-attractive-employers-2019/>.

## Named "Top of the industry" as the best employer in the financial sector in Latin America by Universum.

## 3<sup>rd</sup> place in terms of Employers for Youth.<sup>4</sup>

<sup>4</sup> Survey that identifies the best companies for Young Professionals in Mexico, measuring internal, external attributes and the experience of millennials themselves who work at companies.



# Training and talent development

The BBVA Mexico Group promotes a culture of continuous learning amongst all its employees, providing innovative, effective and available resources at the time they require them. Each employee has the opportunity to design their training experience, thus developing new capabilities to successfully achieve their professional and personal goals. At BBVA, employees are the protagonists of their own development.

## Strategy

The strategy of the training area created in 2019 is structured around eight pillars, with the aim of the employee developing in an integrated way in the different subjects inherent to each pillar.

### 1 Cultural transformation

Training is a key lever for the transformation of culture, which enhances the values and purpose of the organization; through the co-creation and promotion of a culture of continuous development for BBVA Mexico's employees.

### 2 Transverse

There is currently huge emphasis on the development of soft skills, as they make it possible to adapt quickly to changing and demanding environments; at BBVA these are developed with specialized programs, to name a few:

- Strategy for the development of leadership skills.
- Consolidation of manager certification.
- Promotion of the internal and external coaching program.
- Consolidate the offer of cultural, leadership and cross-cutting programs.
- Design the training strategy for the development of customer-focused experiences.

### 3 Role-specific training

Being able to help employees to successfully perform in their role is one of the basic functions of the Training division.

#### a. Digital transformation

- Design of the comprehensive training strategy in the Agile methodology.
- Development of the local offer and Behavioral Economics itinerary.
- Evolution of the Design Thinking Ambassador program.
- Implementation of the Big Data training plan.
- Consolidation of the Process Academy program.

#### b. Technical

- Comprehensive implementation of the technical training, monitoring and promotion program plan.
- Consolidation of strategic sales programs (Networks).

#### c. Mandatory

- Innovation with learning methodologies for regulatory and institutional programs (Global and Local).

### 4 Onboarding

BBVA seeks to generate a WOW experience amongst new recruits, inviting them to participate in onboarding programs that give them a general context of the institution, its area and position.

- Development of training action focused on induction to General Management.
- Relaunch of the "Host" program to accompany employees in their first days at the Group.
- Development of an induction strategy for internal transfers.

### 5 B-Token

To make training available to all employees, Btoken has been instrumental in driving the culture of continuous learning. Btoken is a digital currency generated by online training and knowledge sharing sessions to access face-to-face training.

- Availability of resources on BBVA Campus with Btokens.
- Black Friday week and Btoken Week for mass communication and strengthening its functioning and offering.

### 6 Languages and University

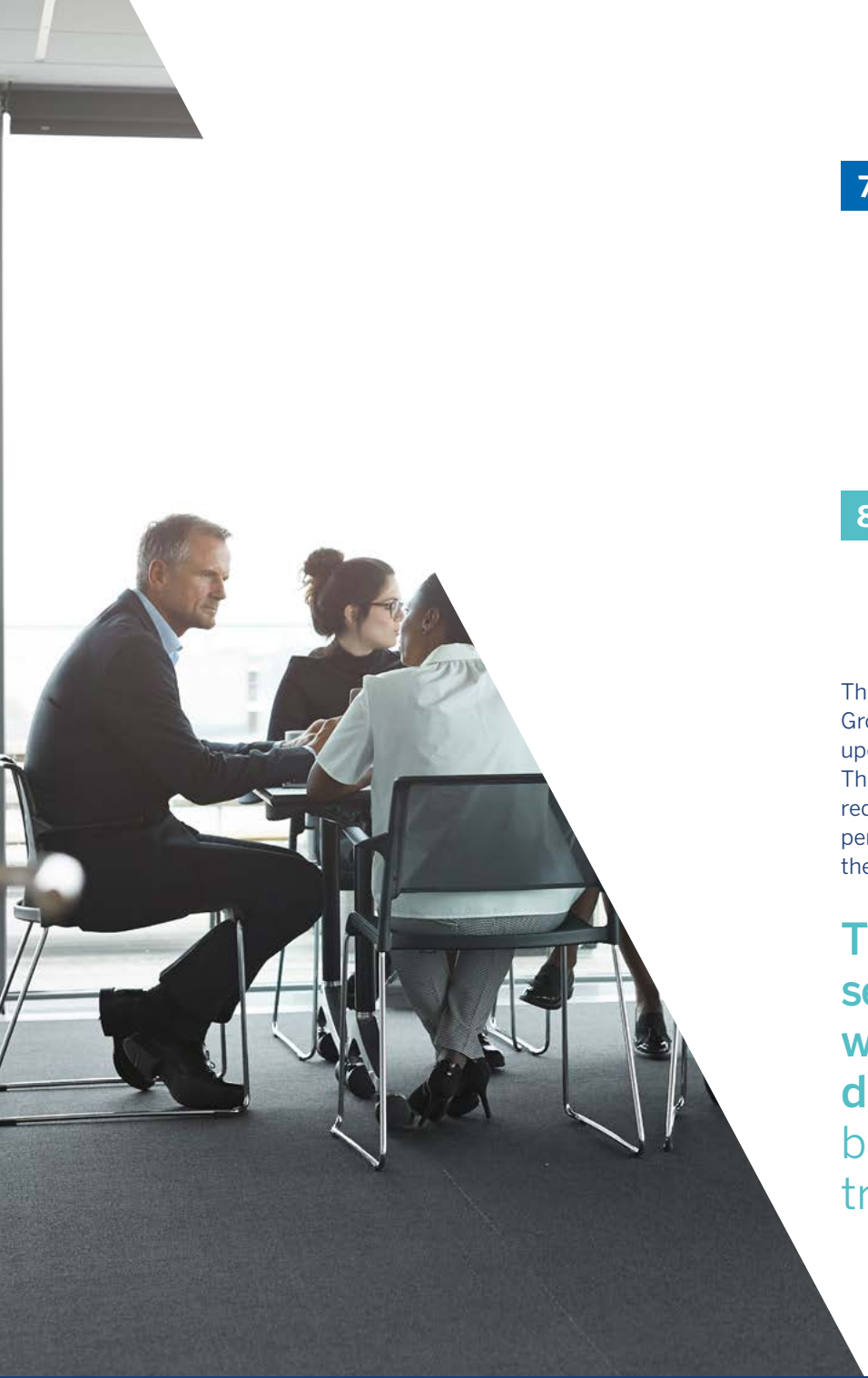
The professionalization of employees is an element on which great focus was placed during 2019, providing high-impact alternatives to the Group's employees:

#### Languages:

- Positioning of the English language self-learning platform.
- Innovation in learning methodologies and the offer of teaching and internship channels.
- Availability of internship sessions through Btokens.

#### University:

- Strengthening of the academic offer (bachelor's degrees, diplomas and certifications).
- Analysis of the use and redeployment of scholarships.



## 7 Communication and Data

A new element of the Training strategy is data analysis and segmented communication for each employee profile:

- Analysis of profiles, dates and efficient schedules for the management of communication.
- Analysis of surveys and course assessments to improve the content and teaching methodologies.
- Incorporation of market trends.

## 8 Continuous improvement

Processes have been defined and implemented to ensure an innovative training offer and provide employees with a WOW experience.

Through face-to-face and online courses, the BBVA Mexico Group will ensure that technical and specialized content is updated for each of the roles and areas at the institution. This will help to define and ensure the level of knowledge required by each employee, for them to successfully perform their duties within the organization and prepare them for the skills of tomorrow.

**The BBVA Mexico Group seeks to promote collaborative work between the Group's different locations to share best practices and optimize training initiatives.**

## Training Results

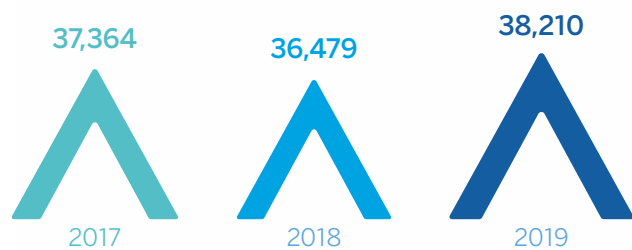
During 2019, the **BBVA Mexico Group allocated a total of MXN 202 million to training** and imparted training to **38,210 employees** through face-to-face courses or at **BBVA CAMPUS**.

### Employees trained

	2017	2018	2019
Employees trained	37,364	36,479	38,210*
Percentage of employees trained	97.5 %	99%	100%*
Total number of courses on CAMPUS BBVA platform	2,173	2,725	4,137*
Average score	8.4	9.6	9.78
Total investment in training	\$161,834,353 MXN	\$231,954,778 MXN	\$202,008,617.22 MXN

\*Total employees who have taken at least one course; considered finished, accredited and completed courses.

### Employees trained



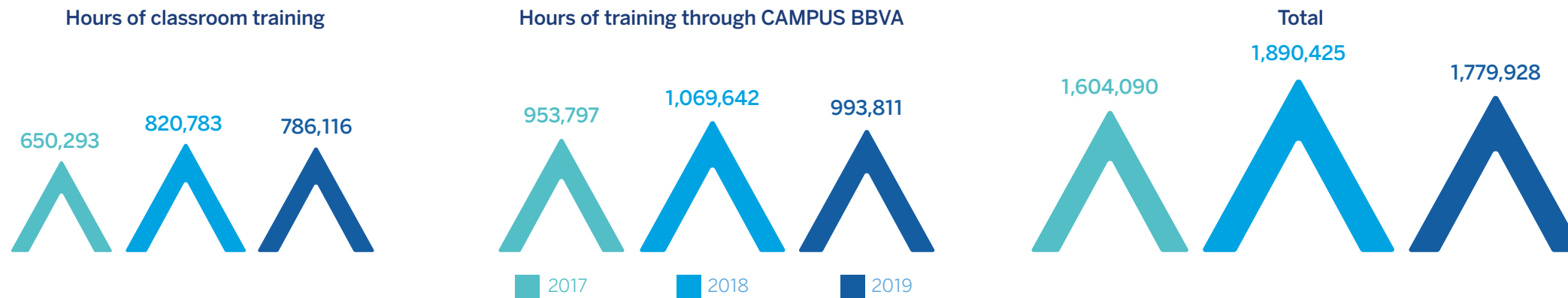
### Training hours

	2017	2018	2019
Hours of classroom training	650,293	820,783	786,116
Hours of training through CAMPUS BBVA	953,797	1,069,642	993,811
Total	1,604,090	1,890,425	1,779,928
Average hours per employee	37	52	47

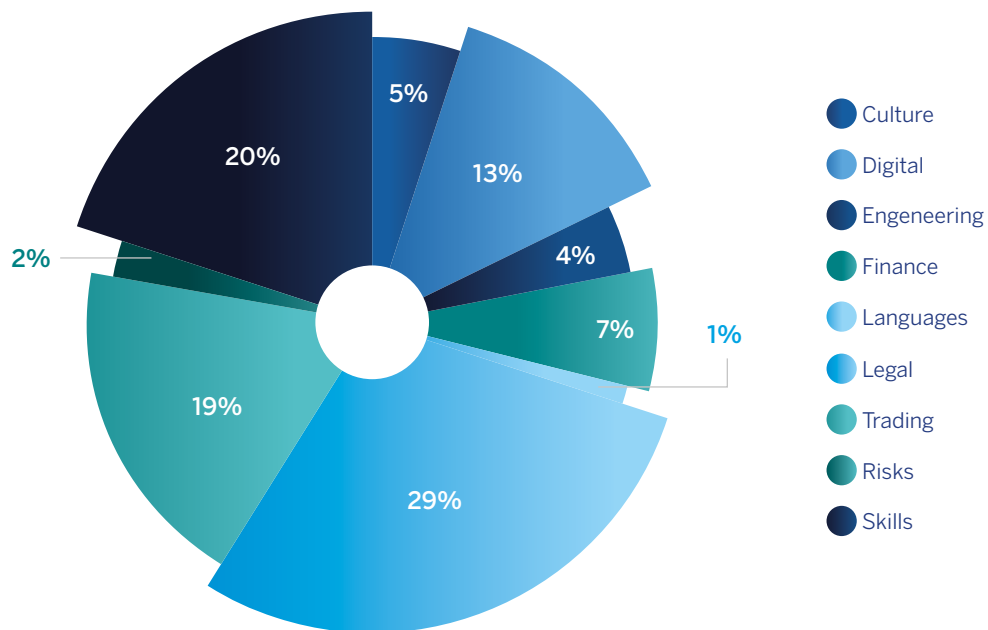




## Training hours



## Training hours by general category



**1,779,928 hours of training imparted in 2019; 47 hours of training per employee on average.**

## Training centers

Training center	Number of employees trained		
	2017	2018	2019
Murano (Mexico City)	6,235	13,553	10,238
Toreo (Mexico City)	7,504	13,308	13,721
Guadalajara	988	657	2,122
Monterrey	578	325	964
Puebla	1,523	550	1,050
Leon	371	337	1,104
Tijuana	491	151	988
Merida	183	629	824

## Anti-corruption training

	2018
Training hours	1,055

No data were reported in 2019 as this topic will form part of a BBVA Mexico Group regulatory course program.

## Training in information security

	2017	2018	2019
Training hours	4,729	190,317	8,694

## Training in human rights

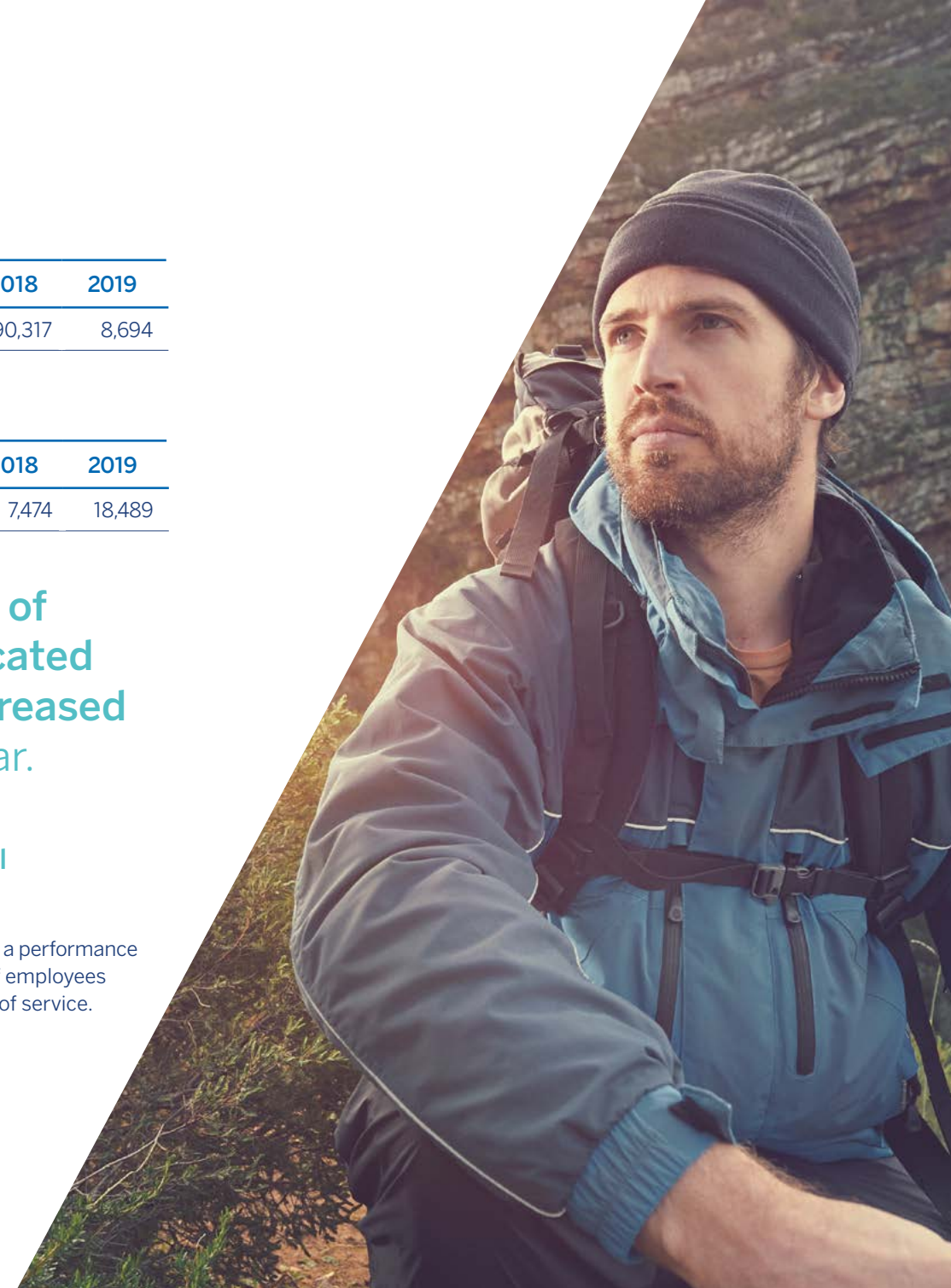
	2017	2018	2019
Training hours	1,932	7,474	18,489

In 2019, the number of training hours dedicated to human rights increased by 147% year-on-year.

## Performance and professional development assessments

In 2019, 88.71%\* of employees underwent a performance assessment; the remaining percentage of employees were not eligible on account of their time of service.

\*To obtain this result, the total figure of 37,854 employees in the BBVA Mexico Group workforce was used.



## BBVA University

In 2019, **BBVA University awarded 433 scholarships** for development programs, diplomas, bachelor's degrees and master's degrees.

Scholarships	2018	2019
High school	11	N/A
Graduates	N/A	72
Degrees	150	76
Fair	205	184
Development (fixed monthly amount granted as support)	108	101

## Partnerships with universities

### Discounts on tuition and enrolments for employees at the following universities:

- Anáhuac: 10 to 20%.
- Tecnológico de Monterrey: 20 to 25%.
- Tec Milenio: 20 to 30% for employees and relatives.
- UVM: 25 to 60%.
- UNITEC: extra 5% for new recruit scholarships for employees and relatives.

## Goals for 2020

- Co-create and promote a culture of continuous development in which employees have autonomy in designing their current training experience.
- Develop new capabilities for the future, contributing to the transformation of BBVA Mexico Group by generating valuable opportunities for all customers.
- Contribute to the Group's global and local strategy.
- Integrate into the Employee Value Proposition area.





# Employee benefits

As part of the most important financial institution in Mexico and recognized by different organizations as a major employer. The BBVA Mexico Group has deployed the B Promos platform, where employees can consult all the benefits that the institution makes available to them. At the end of 2019, employees were able to benefit from 407 national agreements with the best brands.

During 2019, B Promos was promoted on the different internal media (Para mí, Somos, digital screens at the headquarters) and employees were able to register a guest and enjoy the benefits offered by the platform.

Both the platform and the B Promos App boast the following features that improve the employee's user experience:

- Onboarding video.
- Geo locator.
- Quick finder.
- Classification by categories and collections.
- Brand rotation on the main screen.
- Profile by brand with information about the agreement, branch location, contact and code generation to enjoy the benefit.

Currently, **29,209 employees** have registered on the **B Promos** platform and the **App** has been downloaded **14,627 times**.



## Facilities and services at corporate offices

At the Bank's corporate headquarters (Torre BBVA, Parques Polanco and the Data Processing Center), the institution has various services that are there to benefit employees and improve their quality of life, while enhancing the time they spend at our corporate head offices. Notable examples include:



Well-being center



General canteens



Drugstore



Shoe repair



Shower area



Laundry



Games area



Corporate transport

\*Not all benefits are available at all corporate offices.

## Remuneration

BBVA Bancomer, S.A., Institución de Banca Múltiple, BBVA Bancomer financial group has a value proposition that provides employees with a total remuneration rooted in the reciprocal generation of value that reflects the following principles:

- Creation of long-term value.
- Compensation for the achievement of results based on prudent and responsible assumption of risks.
- Attraction and retention of the best professionals.
- Compensation for the level of responsibility and professional career history.
- Internal equity and external competitiveness.
- Use of market benchmarks through analyses carried out by firms of recognized prestige that are leaders in the compensation consultancy sector.
- Ensure transparency in the remuneration policy.
- Guaranteeing there are no differences in remuneration by gender.

Accordingly, total remuneration includes:

- Fixed remuneration, which is established on the basis of the employee's level of responsibility and professional track record at the BBVA Mexico Group. A salary benchmark is set for each function, reflecting its value to the BBVA Mexico Group institution at which the employee works. This salary benchmark is defined by analyzing internal and external equity and comparing it with the market and best payment practices to become the best company in Mexico when it comes to remuneration practices.
- Variable remuneration is a key part of the BBVA Mexico Group's remuneration policy, as it rewards the creation of value at the institution through each of units that make up the BBVA Mexico Group. In a nutshell, it rewards individual and team contributions and the value they all contribute to the BBVA Mexico Group's recurring earnings.

## Ratio of total annual remuneration and ratio of the percentage increase of total annual remuneration

Requirement	BBVA Mexico Group figure
Ratio of total annual remuneration	24.96%
Ratio of the percentage increase in total annual remuneration	-3.6%

## Benefits

The BBVA Mexico Group offers employees a number of supplementary benefits and perks to improve their quality of life in all senses and to make it the best company at attracting and retaining the finest talent.

## Pensions

The BBVA Mexico Group institutions mentioned above offer a pension plan to supplement retirement pay under the national social security system, thus helping to improve the quality of life of its employees when they retire.



# Work climate and engagement

## Occupational health and safety

Occupational health and safety is paramount to the BBVA Mexico Group; therefore, it is committed to ensuring safe and healthy environments and to the promotion of security measures at each of its facilities along with initiatives for the physical and emotional health of all the institution's employees.

Below are the medical consultation services that the BBVA Mexico Group offers at its corporate buildings:

- Torre BBVA: Piso 34
- Parques Polanco: Piso 14
- TecnoParque: Edificio B, 2º Piso
- CPD Lago Esmeralda: Planta Baja

GRI 401-2



### 3 GOOD HEALTH AND WELL-BEING

Guarantee a healthy life and promote well-being for everyone, regardless of age.



In addition to the medical consultancy services, the BBVA Mexico Group has breastfeeding rooms distributed across the following facilities, in addition to the total number of users during 2019:

Building	Number of rooms	Users
BBVA Tower	2	76
Parques Polanco	2	14
TecnoParque	1	10
CDP Lago Esmeralda	1	2
Merida	1	2
Total	7	104

## Health campaigns

Throughout 2019, different campaigns were performed in favor of disease prevention and health promotion amongst BBVA Mexico Group employees.

### May

Nutritional workshop: talks and workshops imparted on nutrition and food topics. Each month, employees and family members are invited to participate. Head offices: BBVA Tower and Parques BBVA.

### July

"Reto\_Tu\_Bien\_Estar" pilot project: the objective of this project is to raise awareness among overweight and obese employees diagnosed by the medical service, regarding the importance of self-care and the adoption of new habits for the prevention and control of metabolic and chronic degenerative diseases.

In total, 220 employees across 35 teams participated, losing weight following more than four months of intensive interventions.

As part of the strategy at the start of the initiative, participants underwent medical and nutritional assessments. Furthermore, laboratory tests were performed to measure levels of cholesterol, triglycerides, uric acid, glucose and glycosylated hemoglobin.

### October

Permanent nationwide oncological prevention campaign, from October 14 to November 30. Informational and awareness videos disseminated of real cases involving BBVA Mexico Group employees diagnosed with breast cancer and prostate cancer.

Two new medical specialties were integrated into the BBVA Tower and Parques BBVA Medical Service modules, offering consultation to all employees in internal medicine and psychology issues (previously only gynecology, urology and nutrition consultancy was available).

### November-December

National influenza vaccination campaign (quadrivalent vaccine) from November 19 to December 19. The BBVA Mexico Group exceeded the target set at the beginning of 2019 (application of 5,000 doses), as 5,211 doses were applied; 4,297 in Mexico City and 914 elsewhere in the Republic (six venues).

There was a **39% increase in participation in the vaccination campaign** compared to the previous year.

Visual campaign at BBVA Tower and Parques BBVA, carried out between November 25 and December 6 aimed at all employees and their beneficiaries.

**1,183 visual examination studies were performed, a 185% increase in participation** compared to the previous year.

The consultation of gynecology, urology and nutrition specialists was included into the modules available elsewhere in the Republic (previously only general medicine was available).



## Messages

The BBVA Mexico Group has a site on its Intranet for employees called "Para mi". This platform raises awareness of the different campaigns carried out together with relevant information on health and safety issues. In addition to the website, the following means of communication are available to disseminate these topics:

- Campaign to disseminate initiatives in elevators.
- Creation of a video with testimonials to raise awareness of the fight against breast and prostate cancer.
- Cancer campaign (breast and prostate cancer).
- "Floor by floor" awareness campaign for flu vaccinations.

## Emotional well-being

As part of its commitment to the emotional health of its employees, the BBVA Mexico Group has implemented a range of initiatives that seek to raise awareness on emotional health, provide support for issues associated with work and personal situations, as well as compliance with the Official Mexican Standard NOM-035-STPS-2018, on psychosocial risk factors at work - identification, analysis and prevention.

The BBVA Mexico Group has the following initiatives in place:

- Welfare Committee, consisting of representatives of each discipline and that meets on a monthly basis to make decisions regarding new initiatives.
- Development of the Institutional Policy on the Prevention of Psychosocial Risks.
- Campaign for the dissemination of the whistleblower and awareness raising channel.
- Línea Bienestar, communication channel for employees who needs any type of advice concerning their well-being.

## Workplace Wellness Council-Mexico (WWPC)

The aim of the Workplace Wellness Council (WWPC) is to provide innovation, best practices and leadership for firms in Mexico to improve employee health.

To meet the guidelines and adopt the best practices recommended by the WWPC, the BBVA Mexico Group has a Welfare Committee, which seeks to generate the different wellness and health initiatives, recreational spaces and occupational safety.

In 2019, pilot "mindfulness" yoga classes were held in addition to a nutritional workshop focused on education and the promotion of self-care, in the form of face-to-face sessions that addressed nutritional topics imparted by experts. It was directed at all employees and family members. Attendance figures were between 40 to 70 people per session.

## Civil Protection

The BBVA Mexico Group has a Civil Protection division, dedicated to promoting the safety of all those working at its facilities. The unit comprises response officers at branches and buildings, together with external personnel.

Total number of safety officers in branches	9,142
Total number of safety officers in corporate buildings	1,159
Total safety officers	10,301

## 10,301 safety workers in BBVA Mexico Group branches and corporate buildings.

Civil Protection responsibilities extend nationwide, both in branches and corporate offices. All BBVA Mexico Group response officers comply with the training required by the authorities and legislation.

## 794 hours of training imparted to response officers at the BBVA Mexico Group in 2019.

### 2019 activities

- 37,369 employees trained and 74,738 hours of training in Civil Protection matters imparted as part of the "Safety and signage" online course.
- 4,290 drills simulating earthquakes and fires carried out in all BBVA Mexico Group facilities. A total of 16,221 people participated in the macro drill in Mexico City.

- As part of the awareness raising, dissemination of information and education on these topics, Civil Protection Day was held, in which a total of 526 individuals, six exhibitors and six supplier stands participated.
- As a measure for informing employees about the prevention of natural disasters, the Civil Protection division published two preventive leaflets for hurricane season and low temperatures, in addition to three virtual prevention campaigns for risks such as fires and earthquakes.

### 2019 Latin American Police and Firefighter Games

As part of these Latin American games, the BBVA Tower hosted the vertical race. In total, 36 men and eight women from different parts of Mexico and six different countries climbed 1,300 steps in one of the highest vertical races in Latin America. In addition, the security forces carried the firefighters' equipment, weighing approximately 25 kg, and including an oxygen tank, helmet and firefighting suit.





## Diversity, inclusion and fairness

The BBVA Mexico Group promotes a culture of diversity, as part of which the institution respects people regardless of their age, sexual orientation, gender, political views, religion, etc. In this connection, the BBVA Mexico Group works on:

- Programs that drive gender equity.
- Inclusion of people with disabilities.
- It promotes behaviors that support society through volunteering, in which their friends and family can participate.

The BBVA Mexico Group promotes a culture in which its employees can apply the values of the institution in their daily lives, through various programs such as: Values Day, Values Challenge and the VIVA Award.

**Blanca Cecilia Muñoz,**  
General Risks Director at  
BBVA Mexico, named one  
of "26 Leaders" by "Mujer  
Ejecutiva" magazine.

### Women's Day

The BBVA Mexico Group celebrated Women's Day for a second year. This event is aimed at female university students with a view to informing them about the success programs of the BBVA Mexico Group on issues of gender equality, as well as providing contact with successful women and leaders of the institution in the form of their testimonies.

**"At the BBVA Mexico Group there are more women and this is thanks to the institution's quest to balance gender diversity, where equitable growth is possible."**

**Lorena Elizondo Santoscoy,**  
Director of the Equity Division in Merida, Yucatan





## Maternity and paternity program

As part of the strategy of diversity, inclusion and fairness, the BBVA Mexico Group accompanies employees who become parents:

- A gift kit is delivered containing a backpack, foot rest, milk carrier and changer.
- Preferential treatment in the canteen, with tables clearly labelled for pregnant workers.
- Preferential parking for mothers.
- Online talks, as well as face-to-face talks at BBVA Tower and Parques Polanco with experts in the education of newborn babies up to children aged 14.

## Different capabilities

The BBVA Mexico Group conducted a post evaluation survey for the workplace inclusion of people with disabilities, as required by the authority under the Official Mexican Standard NOM-034-STPS-2016 on safety conditions for the access and performance of activities by workers with disabilities in the workplaces, and a guide was developed with advice for supervisors whose teams include individuals with intellectual disabilities.

## Secretary of Public Education's Student School Internship with People with Intellectual Disabilities

With a view to promoting inclusion, over a six-month period, students aged 18 to 25 with intellectual disabilities completed their internships at the BBVA Tower and Parques Polanco. They were assigned to specific positions and joined work teams. The Institution employs people with disabilities.

At the end of 2019, the BBVA Mexico Group employed **25 people with different abilities in its workforce.**

Furthermore, talks are held on the characteristics of different disabilities, support available, inclusive language, in addition to other topics, for service areas and teams on which people with disabilities work.

## Activities for employees

As part of a culture of integration in the workplace, a sense of membership at the institution and the promotion of values, the BBVA Mexico Group Talent and Culture division has a strategy for improving a work-life between employees, their family and friends and the BBVA Mexico Group through different programs and activities.

### Family programs

#### "Family & Friends" Summer Visits to Headquarters

Tour of emblematic locations at the headquarters of the BBVA Mexico Group.

**Location:** Metropolitan Area.

**Segments:** employees, family and friends.

#### Summer entrepreneurs

Visit of employees' children over a four-week period, carrying out different activities: Agile Methodology, entrepreneurship, Design Thinking course, visit to Headquarters, etc.

**Location:** BBVA Tower and Parques Polanco building.

**Segment:** children of employees aged between 17 and 22.

#### Ven a comer conmigo (Come have lunch with me)

The children of employees visit the BBVA Mexico Group facilities to have lunch with their mom or dad; in addition, various activities are undertaken, depending on their age, such as: storytelling, Financial Literacy workshop, social media talks and security.

### Values program

#### Values Day

Over the course of a full month, at head offices and branch networks, recreational activities are performed at a global level with all employees; in particular, there is a day on which the BBVA Mexico Group raises awareness among employees about the importance of the institution's values, with workshops, videos, activities, etc.

#### Values Challenge

Global program in which employees can sign up to participate in interdisciplinary teams and develop innovative proposals that respond to needs arising in Values Day activities.

#### VIVA Award

Recognition given to employees who are worthy representatives as they apply the values of the BBVA Mexico Group in their day-to-day activities.

#### Sexual Harassment Protocol

Communication in which the institution publically announces that it rejects sexual harassment: using the reporting platform currently available for the purposes of regulatory compliance, employees are aware that they can report sexual harassment. The message was disseminated through two videos and computer graphics.

### Cultural and sports activities

Programs aimed mainly at striking a life-work balance, totally free of charge for employees, where new skills can be developed as well as potentially enhancing people's talent. These programs link employees and their families with the Group, promote networking, encourage competitiveness and make the institution attractive to new generations; some of which serve a social purpose, such as the BBVA Race Circuit.

Throughout 2019, the BBVA Mexico Group carried out, in cooperation with its employees and relatives, the following cultural and sports activities (internal tournaments and banking games):

#### Culturales

Ballroom dancing

Public speaking

Sports dancing

Paint

Storytelling

Poetry

Folk dancing

Soloists

Photograph

Theater

Vocal music group



## Sports

Aquathlon	Frontón a mano
Chess	Frontenis
Athletics	7-a-side soccer
Badminton	Soccer
Basketball	Swimming
Baseball	Squash
Mountain biking	Tennis
Billiards	Table tennis
Bowling	Flag football
Road cycling	Triathlon
Duathlon	Volleyball

## Race track

In 2019, the BBVA Mexico Group continued with the race circuit, to promote local races, passing through different cities in Mexico and involving around 25,680 runners. The winning local runners then go to Mexico City to compete in the final.

Race locations:

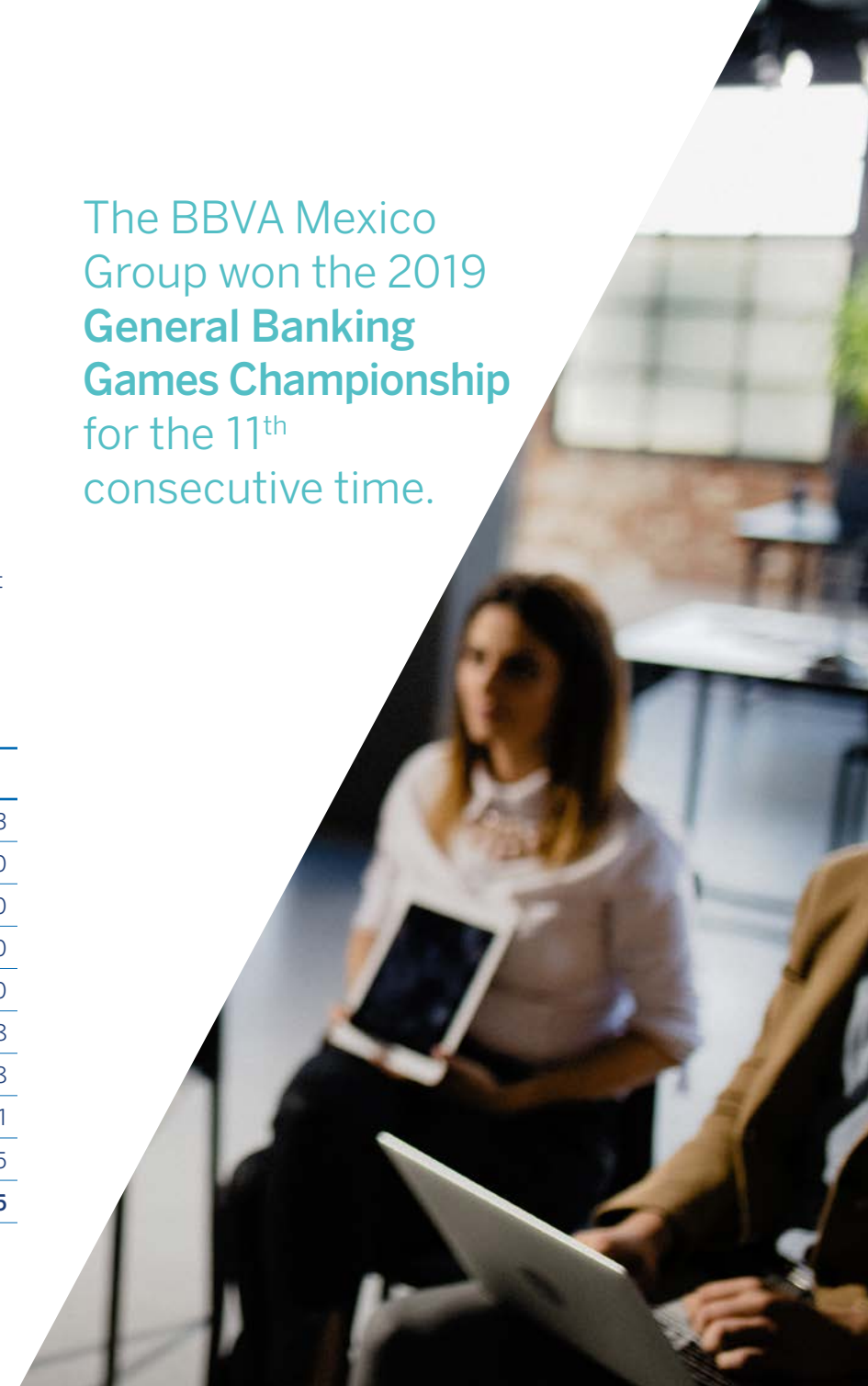
- Mexico City
- Chihuahua
- Guadalajara
- Hermosillo
- Leon
- Merida
- Monterrey
- Morelia
- Oaxaca
- Puebla
- Queretaro
- San Luis Potosi
- Tampico
- Tijuana
- Veracruz
- Villahermosa

## Vertical race

Since 2018, the BBVA Mexico Group has held the largest corporate vertical race in Mexico and Latin America, in which around 550 runners put their perseverance, tenacity and strength to the test, climbing 1,300 steps, over a vertical distance of 235 meters and 50 stories.

Activity	Beneficiaries
Banking games - Mexico City	863
Art festival	350
Movie theater passes	7,000
Race track	25,680
Vertical race	550
In-house tournaments	9,718
Regional Banking Games	648
Special events	10,821
Recognizing professional achievement	4,675
<b>Total</b>	<b>60,305</b>

The BBVA Mexico Group won the 2019 General Banking Games Championship for the 11<sup>th</sup> consecutive time.





# Managing reputation

A scenic view of a body of water, likely a lake or pond, with a path of wooden posts leading into the distance. The water is a vibrant turquoise color, and the sky is a clear blue with scattered white clouds. The path is composed of weathered wooden posts, some of which are partially submerged in the water. The water is covered with green lily pads and small white flowers. The overall atmosphere is peaceful and serene.

For its stakeholders, the institution's reputation is an important factor to be taken into consideration; therefore, the reputation of the BBVA Mexico Group is one of its most relevant assets and has a direct impact on its results, meaning that measuring and managing it is essential. To this end, it has measurement tools and, using the results generated, an analysis is performed and initiatives carried out that seek to influence perceptions and opinions.





# Managing reputation

In addition, the BBVA Group has a methodology in place for identifying, evaluating and managing reputational risk. Through this methodology, each year the BBVA Mexico Group carries out an exercise with which it identifies the reputational risks that can arise as part of its operations and generates controls and action plans to mitigate them.



**16** PEACE, JUSTICE  
AND STRONG  
INSTITUTIONS

Promote fair, peaceful and inclusive societies.



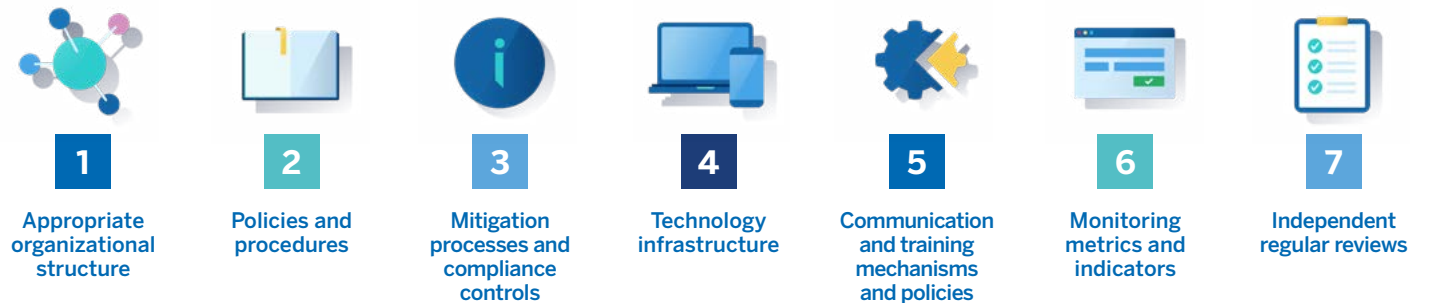
# Compliance System

The BBVA Mexico Group's compliance system constitutes one of the bases upon which the institution consolidates its institutional pledge to conduct all its operations and business in accordance with strict codes of ethical conduct.

In line with the principles established by the Bank for International Settlements (BIS) and the EU's Markets in Financial Instruments Directive (MiFID), the Compliance function continues to advance policies, procedures, awareness-raising and training in matters of compliance, while also working to improve the identification, assessment and mitigation of potential compliance risks, which are understood to be those involving the following issues:

- Market Conduct.
- Dealing with conflicts of interest.
- Prevention of money laundering and terrorism financing.
- Anti-corruption.

## Basic pillars of the BBVA Mexico Group's compliance system



### Commitment to human rights

The BBVA Group has a firm commitment to human rights, as part of which it seeks to ensure respect for the dignity of all people and the rights that are inherent to them. The BBVA Mexico Group has embraced the United Nations Guiding Principles on Business and Human Rights and therefore seeks to promote and uphold the well-being of the different social settings in which it operates.

The commitment to human rights adopted by the BBVA Mexico Group is compliant with various international

guidelines, most notably the Universal Declaration of Human Rights and the United Nations Global Compact.

### Economic Competition Policy

In 2019, the Board of Directors approved the Economic Competition Policy, which will be promoted among BBVA Mexico Group staff for immediate implementation, in addition to a specific program that covers the risks inherent to the topic.

For further details, consult the BBVA Group Human Rights Commitment: <https://accionistaseinversores.bbva.com/wp-content/uploads/2018/02/Compromiso-con-los-derechos-humanos.pdf>.

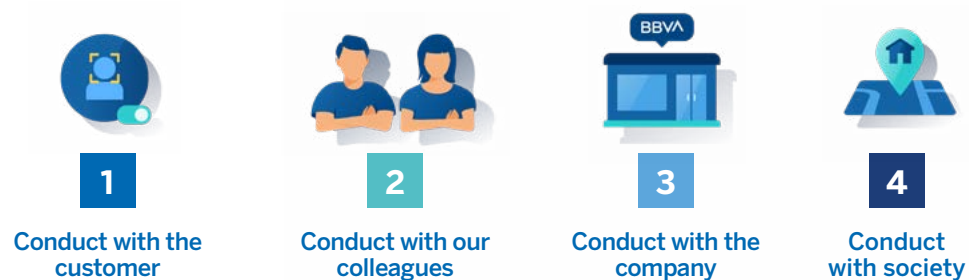
# Integrity Program

## Ethical Behavior and Code of Conduct

The BBVA Group's Code of Conduct, approved by the Board of Directors in 2015, enshrines strict principles and standards of ethical conduct for all the institution's employees and managers. It contains a set of behavioral guidelines to ensure the highest standards of integrity and honesty.

The BBVA Code of Conduct sets strict standards in terms of ethical behavior to be followed by all employees, as a way of understanding and developing the activities inherent to the BBVA Mexico Group. It supports the Group's commitment to the proper safeguarding of the information of its customers and the effective limitation of its use pursuant to the corresponding legal provisions.

It is based on four key ethical values:



## Training in the Code of Conduct

During 2019, a campaign was carried out to impart training to 100% of employees and have them adhere to the Code of Conduct. It was imparted through a corporate online course that aims to reaffirm ethical behavior expectations and reinforce the issue of the whistleblower culture.

As at December 31, 2019, **96% of BBVA Mexico Group** employees had received training in the **Code of Conduct**.

## Code of Conduct communication initiatives






Communication strategies were developed in 2019 on sensitive issues, such as disrespect, harassment, among others, in particular strengthening the new Anti-Corruption Policy and the Gift Acceptance Policy, along with the strengthening of the use of the Whistleblower Channel. All information was disseminated as part of the institutional #Hazlocorrecto campaign.

## Integrity workshop

This is a face-to-face workshop aimed mainly at the business areas and, in particular, the BBVA Foundation. It is a space to reflect on what acting with integrity really means and how it should govern the behavior of everyone within the institution and the consequences of failing to act with integrity. The learning took the form of videos and case studies, which focused on the most widely reported improper conduct via the Whistleblower Channel. The main objective of the workshop is to change behaviors and align them with the provisions of the Code of Conduct.

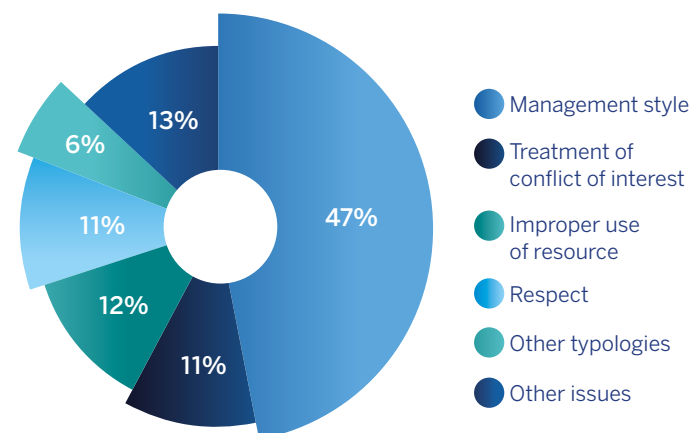
## Whistleblowing Channel

The Whistleblower Channel is the BBVA Group's reporting system, through which employees, clients and suppliers can report breaches of the Code of Conduct that they identify in the course of their activities or any other non-compliance.

-  **Email:** [canaldenuncia.mexico.mx@bbva.com](mailto:canaldenuncia.mexico.mx@bbva.com)
-  **Telephone:** (55) 5621-4188 o 01-800-001-0011
-  **HPD:** Whistleblower Channel
-  **Global email:** [canaldenuncia@bbva.com](mailto:canaldenuncia@bbva.com)
-  **Global telephone number:** (34) 9153-77222

In 2019, the number of complaints received increased by 11% compared to the previous year, a testament to the **positioning and confidence of employees in the BBVA Mexico Group's Whistleblower Channel**.

Type of all reports received





## Anti-corruption program

In 2019, work was carried out to define and implement policies and procedures related to issues of anti-corruption and economic competition, both of which are significant factors in the way we do business when faced with new scenarios, on both a national and international scale.

Work has been performed to implement an anti-corruption program and an economic competition program that will see the light in the first half of 2020; they represent an innovative element that will monitor the risks arising from these issues.

Three Training sessions were held on Anti-Corruption issues with employees from different areas, where the likelihood of corruption may be higher.

For further details, visit:  
<https://www.bbva.mx/personas/negocio-responsable.html#anticorrupcion>.

## Corruption cases

During 2019, there were no known cases involving corruption received through the whistleblower channel that affect the reputation of the BBVA Mexico Group. The internal control mechanisms established protect the Institution from these events.

As a prevention measure against potential corruption in the future, the Anti-Corruption Policy is disseminated to all employees, pursuant to the institutional #Hazlocorrecto campaign. In 2020, work will continue on the implementation of an Anti-Corruption Program applicable to all members of the BBVA Mexico Group.

## Corporate Integrity 500 (IC500)

Developed by "Mexicanos contra la Corrupción" and "Impunidad y Transparencia Mexicana", it seeks to perform a diagnosis and assessment on the presence, quality, publicity and transparency with which the 500 most important companies in Mexico raise awareness of their integrity policies.

The BBVA Mexico Group rose from 13<sup>th</sup> place in the IC500 in 2018, to 1<sup>st</sup> in 2019. Although it technically tied with seven other companies, the BBVA Bancomer financial group, Seguros BBVA México and Pensiones BBVA México, placed in the top 10.

To learn more about the IC500 report, the BBVA Mexico Group methodology and assessment, visit:  
<https://www.integridadcorporativa500.mx/>.



# Anti-money laundering / counter-terrorist financing

The BBVA Mexico Group collaborates and actively participates in the prevention of money laundering and terrorist financing. These two activities are a priority objective that the institution associates with its pledge of promoting and upholding the well-being of the different social settings in which it operates. To this end, the BBVA Mexico Group has publicly pledged to the following commitments.

- Work actively with government bodies, international organizations, and other institutions in the fight against drug trafficking, terrorist activities, and other forms of organized crime.
- Establish a set of corporate criteria aimed at preventing the risk of its products and services from being used for illegal purposes.
- Establish a suitable organizational structure with all the required resources to implement this function, with clearly assigned responsibilities.
- Create a set of regulations containing all the obligations when it comes to anti-money laundering, with a particular emphasis on means of customer identification and knowledge (KYC - Know Your Customer).
- Deploy customer monitoring measures, designed to identify potentially suspicious activity and ensure that such conduct is duly reported to the relevant authorities.
- Execute employee communication and training plans, which are designed by the Mexican Bank Association (ABM) in accordance with each group's level of exposure to the risk of money laundering, seeking to furnish them with the required tools to comply with applicable laws.



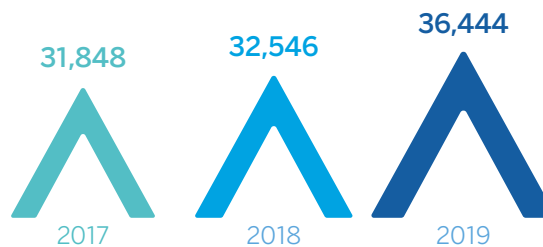
Training and awareness-raising programs include the following at least:

- Raising awareness of customer identification and insight policies (Know Your Customer), as well as user identification, and all necessary criteria, measures and procedures to ensure due compliance with applicable laws.
- Raising awareness of legal provisions and their amendments.
- Information on techniques, methods and trends to prevent, detect and report transactions that may be conducive toward, help, support, or provide cooperation for any kind of money-laundering or terrorism financing.
- Scores are allocated to each employee at the end of the course based on their learning.

The employees to have undergone training in the last three years can be consulted below.

	2017	2018	2019
Participants in AML training activities	31,848	32,546	36,444
Specialists in AML and CTF activities	270	305	481
AML and CTF Department Template	140	184	170

Participants in AML training activities



The number of participants in money laundering prevention training activities increased by 12% compared to 2018.





# Appendices



# Prizes and awards



Largest bank in Mexico, awarded by Forbes.



Named a Socially Responsible Company (ESR®) distinction for the 19<sup>th</sup> consecutive year, for Banco BBVA, and for the 11<sup>th</sup> consecutive year, for Seguros BBVA México, awarded by the Mexican Center for Philanthropy (CEMEFI) and the Corporate Social Responsibility Alliance in Mexico (AliaRSE).



"Best Digital Bank in Mexico 2019" and "Best Mobile Banking Application 2019", awards given by World Finance: World Finance Banking Awards.



10<sup>th</sup> place in the "Best Place to Code" survey, run by Software Guru.



Honorable mention for the BBVA Mexico Group's virtual assistant, by Global Finance, 2019 edition of "The Innovators".



Named the most outstanding bank for the efforts made in financial literacy, by Excélsior newspaper.



Named "Top of the industry" as the best employer in the financial sector in Latin America by Universum.



3<sup>rd</sup> place in terms of Employers for Youth (EFY).



1<sup>st</sup> place in Corporate Integrity Index 500 (IC500), performed by Mexicanos contra la Corrupción and Impunidad y Transparencia Mexicana.



BBVA Tower named the "Building of the Year 2019" by Edificios de México.



# International commitments signed and **ties with associations**

## The BBVA Mexico Group continues to support the following initiatives:

- United Nations Global Compact: GFBB is actively involved at the local level.
- United Nations Environment Programme Financial Initiative (UNEP FI): the BBVA Mexico Group is actively participating at a local level, as part of its adherence to the Responsible Banking Principles in September 2019.
- Equator Principles.
- United Nations Principles for Responsible Investment.

## The BBVA Mexico Group belongs to the following associations:

- Mexican Banking Association (Asociación de Bancos de México, or ABM for short).
- Mexican Association of Stock Market Intermediaries (Asociación Mexicana de Intermediarios Bursátiles, or AMIB for short).
- Mexican Association of Insurance Institutions (Asociación Mexicana de Instituciones de Seguros, or AMIS for short).
- The Mexican Stock Exchange (BMV): it does not form part, however, of the stock exchange by confirming, it is a member for the performance of operations and intermediation activities.
- National Chamber of the Housing Industry (Cámara Nacional de la Industria de la Vivienda, or CANADEVI for short).



# GRI content index

For the Content Index Service, GRI Services has confirmed that the GRI content index in the report is clear, and that the references for each type of content included correspond to the indicated sections of the report.



GRI Standard	Contents	Description	Chapter/Direct response	Page
<b>GRI 101: Foundations 2016</b>			About this report	
GRI 102 General Disclosures 2016	102-1	Name of the organization	Grupo Financiero BBVA Bancomer, S.A de C.V.	
	102-2	Activities, brands, products, and services	Group Profile	12
	102-3	Location of headquarters	Paseo de la Reforma # 510, Col. Juárez, C.P. 06600, Ciudad de México.	
	102-4	Location of operations	Presence	26
	102-5	Ownership and legal form	Group Profile	12
	102-6	Markets served	Group Profile and Presence	12 and 26
	102-7	Scale of the organization	Group profile, Presence and Employees	12, 26 and 97
	102-8	Information on collaborators and other workers	Partners	97
	102-9	Supply chain	Suppliers and responsible purchasing	78

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 102 General Disclosures 2016	102-10	Significant changes to the organization and its supply chain	There were no significant changes	
	102-11	Precautionary Principle or approach	Equator Principles	68
	102-12	External initiatives	International commitments signed and ties with associations	130
	102-13	Membership of associations	International commitments signed and ties with associations	130
	102-14	Statement from senior decision-making executives	Report from the Chairman of the Board of Directors	
			Report by the Deputy Chairman of the Board of Directors and CEO	4 and 6
	102-15	Key impacts, risks and opportunities	Letter from the Chairman of the Board of Directors Letter from the Deputy Chairman of the Board of Directors and CEO	4 and 6

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 102 General Disclosures 2016	102-16	Values, principles, standards and norms of behavior	Group Profile and Integrity program	12 and 123
	102-17	Mechanisms for advice and concerns about ethics	Integrity program	123
	102-18	Governance structure	Corporate governance	27
	102-19	Delegating authority	Corporate governance	27
	102-20	Executive-level responsibility for economic, environmental and social topics	Corporate governance	27
	102-21	Consulting stakeholders on economic, environmental and social topics	Corporate governance and Stakeholders and materiality analysis	27 and 42
	102-22	Composition of the highest governance body and its committees	Corporate governance	27
	102-23	Chair of the highest governance body	Corporate governance	27
	102-24	Nominating and selecting the highest governance body	Corporate governance	27
	102-25	Conflicts of interest	Corporate governance	27
102-26	Role of highest governance body in setting purpose, values and strategy	Corporate governance	27	

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 102 General Disclosures 2016	102-27	Collective knowledge of highest governance body	Corporate governance	27
	102-28	Evaluating the highest governance body's performance	Corporate governance	27
	102-29	Identifying and managing economic, environmental and social impacts	Corporate governance and Stakeholders and materiality analysis	27 and 42
	102-30	Effectiveness of risk management processes	Corporate governance	27
	102-31	Review of economic, environmental and social topics	Corporate governance and Stakeholders and materiality analysis	27 and 42
	102-32	Highest governance body's role in sustainability reporting	Presentation of the 2019 Annual Report	3
	102-33	Communicating critical concerns	Corporate governance	27
	102-34	Nature and total number of critical concerns	The Investor Relations website provides summaries of the resolutions carried at the Annual General Shareholders Meetings of the BBVA Bancomer financial group. For further details, visit: <a href="https://investors.bbva.mx/es/asamblea-accionistas/">https://investors.bbva.mx/es/asamblea-accionistas/</a>	
	102-35	Remuneration policies	Corporate governance	27

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 102 General Disclosures 2016	102-36	Process for determining remuneration	Corporate governance	27
	102-37	Stakeholders' involvement in remuneration	Stakeholders are not involved in this process.	
	102-38	Annual total compensation ratio	Remuneration	111
	102-39	Ratio of the percentage increase in total annual remuneration	Remuneration	111
	102-40	List of stakeholder groups	Stakeholders and materiality analysis	42
	102-41	Collective bargaining agreements	Partners	97
	102-42	Identifying and selecting stakeholders	Stakeholders and materiality analysis	42
	102-43	Approach to stakeholder engagement	Stakeholders and materiality analysis	42
	102-44	Key topics and concerns raised	Stakeholders and materiality analysis	42
	102-45	Entities included in the consolidated financial statements	About this report	10
	102-46	Defining report content and topic boundaries	About this report	10
	102-47	List of material topics	Stakeholders and materiality analysis	42

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 102 General Disclosures 2016	102-48	Restatements of information	Unless stated otherwise in the report, there is no difference in the information provided.	
	102-49	Changes in reporting	About this report There were no significant changes.	10
	102-50	Reporting period	About this report	10
	102-51	Date of most recent report	The previous Annual Report was published in 2019.	
	102-52	Reporting cycle	The reporting cycle is annual.	
	102-53	Contact point for questions regarding the report	Irma B. Acosta Pedregal, Head of Responsibility and Corporate Reputation Email: ib.acosta@bbva.com	
	102-54	Claims of reporting in accordance with the GRI Standards	About this report	11
	102-55	GRI content index	GRI content index	131
	102-56	External assurance	Independent assurance report	141

#### Material Topics

#### Quality of customer care/service

GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Experiencia Única [Unique Experience]	48
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GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 103 - Management Approach 2016	103-2	The management approach and its components	Experiencia Única [Unique Experience]	48
	103-3	Evaluation of the management approach	Experiencia Única [Unique Experience]	48
<b>Corporate governance</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Corporate Governance	27
	103-2	The management approach and its components	Corporate Governance	27
	103-3	Evaluation of the management approach	Corporate Governance	27
Please refer to General contents 102-18 to 102-39.				
<b>Risk management</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Corporate governance	27
	103-2	The management approach and its components	Corporate governance	27
	103-3	Evaluation of the management approach	Corporate governance	27
Please refer to General contents 102-18, 102-29, 102-30.				
<b>Communication and commercialization practices, and transparency</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Transparent, Clear and Responsible (TCR) Communication	61
	103-2	The management approach and its components	Transparent, Clear and Responsible (TCR) Communication	61
	103-3	Evaluation of the management approach	Transparent, Clear and Responsible (TCR) Communication	61

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 417 Marketing and labeling 2016	417-1	Requirements for product and service information and labeling	Transparent, Clear and Responsible (TCR) Communication	61
	417-2	Incidents of non-compliance concerning product and service information and labeling	Specialized Customer Service Unit Transparent, Clear and Responsible (TCR) Communication	51 and 61
	417-3	Incidents of non-compliance concerning marketing communications	Specialized Customer Service Unit Transparent, Clear and Responsible (TCR) Communication	51 and 61
<b>Job quality</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	BBVA Team	97
	103-2	The management approach and its components	BBVA Team	97
	103-3	Evaluation of the management approach	BBVA Team	97
GRI 401 Employment 2016	401-1	New employee hires and employee turnover	Partners	97
	401-2	Benefits provided to full-time employees that are not provided to temporary or part-time employees	Employee benefits Occupational health and safety	110 and 112
	401-3	Parental leave	Partners	97

GRI Standard	Contents	Description	Chapter/Direct response	Page
<b>Social and environmentally responsible finance</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Equator Principles	68
	103-2	The management approach and its components	Equator Principles	68
	103-3	Evaluation of the management approach	Equator Principles	68
G4 Financial Services Sector	FS7	Monetary value of products and service designed to deliver a specific social benefit for each business line broken down by purpose	Equator Principles	68
	FS8	Monetary value of products and service designed to deliver a specific environmental benefit for each business line broken down by purpose	Equator Principles Green bonds	68 y 70
	FS11	Percentage of assets subject to positive and negative environmental or social screening	Equator Principles	68
<b>Environmental footprint</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Global Eco-Efficiency Plan	71
	103-2	The management approach and its components	Global Eco-Efficiency Plan	71
	103-3	Evaluation of the management approach	Global Eco-Efficiency Plan	71

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 301 - Materials 2016	301-1	Materials used by weight or volume	Global Eco-Efficiency Plan	71
	301-2	Recycled materials used	Reason for omission: Information not available. The institution is working on the management of its recycled materials, sufficient information is expected for the next Annual Report.	
	301-3	Products used and packaging materials	Not applicable. The BBVA Mexico Group's operations do not involve the recovery of products and packaging materials.	
GRI 302 Energy 2016	302-1	Energy consumption within the organization	Global Eco-Efficiency Plan	71
	302-2	Energy consumption outside the organization	Global Eco-Efficiency Plan	71
	302-3	Energy intensity	Global Eco-Efficiency Plan	71
	302-4	Reduction in energy consumption	Global Eco-Efficiency Plan	71
	302-5	Reduction in energy requirements of products and services	Global Eco-Efficiency Plan	71
GRI 303 Water 2016	303-1	Water withdrawal by source	Global Eco-Efficiency Plan	71

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 303 Water 2016	303-2	Water sources significantly affected by extraction of water	Reason for omission: Not applicable. The BBVA Mexico Group's operations do not significantly affect the source of water extraction.	
	303-3	Recycled and reused water	Global Eco-Efficiency Plan	71
	305-1	Direct (Scope 1) GHG emissions	Global Eco-Efficiency Plan	71
	305-2	Energy indirect (Scope 2) GHG emissions	Global Eco-Efficiency Plan	71
	305-3	Other indirect (Scope 3) GHG emissions	Global Eco-Efficiency Plan	71
	305-4	GHG emissions intensity	Global Eco-Efficiency Plan	71
	305-5	Reduction of GHG emissions	Global Eco-Efficiency Plan	71
GRI 305 - Emissions 2016	305-6	Emissions of ozone-depleting substances (ODS)	Reason for omission: Not applicable: the operations carried out by the BBVA Mexico Group do not generate significant ODS emissions.	
	305-7	Nitrogen oxides (NO <sub>x</sub> ), sulfur oxides (SO <sub>x</sub> ) and other significant air emissions	Reason for omission: Not applicable: The operations carried out by the BBVA Mexico Group do not generate significant NO <sub>x</sub> and SO <sub>x</sub> emissions.	

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 306 Effluents and waste 2016	306-1	Water discharge based on quality and destination	The BBVA Mexico Group's operations do not generate any impact on water quality and do not require treatment methods for discharge into the municipal network.	
	306-2	Waste by type and method of disposal	Global Eco-Efficiency Plan	71
	306-3	Significant spills	The BBVA Mexico Group did not report significant spills during the reporting period.	
	306-4	Hazardous waste transport	The BBVA Mexico Group does not handle hazardous waste as part of its operations that require special handling.	
	306-5	Bodies of water affected by water discharges and/or runoff	The BBVA Mexico Group's operations do not generate any impact on water bodies.	
GRI 307 Environmental Compliance 2016	307-1	Non-compliance with environmental legislation and regulations.	During the reporting period, the BBVA Mexico Group's operations did not generate any breach of environmental legislation and regulations.	
<b>Products with good value for money</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Experiencia Única [Unique Experience]	48
	103-2	The management approach and its components	Experiencia Única [Unique Experience]	48
	103-3	Evaluation of the management approach	Experiencia Única [Unique Experience]	48



GRI Standard	Contents	Description	Chapter/Direct response	Page
<b>Contribution to the development of local communities</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Investment in the community	82
	103-2	The management approach and its components	Investment in the community	82
	103-3	Evaluation of the management approach	Investment in the community	82
GRI 413 - Local Communities 2016	413-1	Operaciones con participación de la comunidad local, evaluaciones del impacto y programas de desarrollo	Investment in the community	82
	413-2	Operations with significant actual and potential negative impacts on local communities	Reason for omission: Not applicable. The institution does not have any negative impacts on local communities. To guarantee the security and confidentiality of data entrusted to it, the institution works to integrate new technologies and trains all its employees in how to use them.	
<b>Financial solvency and management.</b>				
Reported in Audited Financial Statements				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Economic Impact	36
	103-2	The management approach and its components	Economic Impact	36
	103-3	Evaluation of the management approach	Economic Impact	36

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 201 Economic Performance 2016	201-1	Direct economic value generated and distributed	Economic Impact	36
	201-2	Financial implications and other risks and opportunities resulting from climate change	Work is under way on the consolidation of on my behalf.	
	201-3	Defined benefit plan obligations and other plans retirement	Beyond the scope of this Report, the information is reported in the institution's Audited Financial Statements.	
	201-4	Financial aid from the government	The BBVA Mexico Group does not receive financial assistance from the government.	
<b>Customer security, privacy and protection</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Customer security, privacy and protection	64
	103-2	The management approach and its components	Customer security, privacy and protection	64
	103-3	Evaluation of the management approach	Customer security, privacy and protection	64
GRI 418 Customer privacy 2016	418-1	Substantiated complaints regarding concerning breaches of customer privacy and losses of customer data	Specialized Customer Service Unit	51

GRI Standard	Contents	Description	Chapter/Direct response	Page
<b>Compliance system</b>				
GRI 103 Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Compliance system	122
	103-2	The management approach and its components	Compliance system	122
	103-3	Evaluation of the management approach	Compliance system	122
GRI 205 Anti-corruption 2016	205-1	Operations assessed for risks related to corruption	Integrity program Anti-Money Laundering / Counter Terrorist Financing	123 and 126
	205-2	Communication and training about anti-corruption policies and procedures	Integrity program Anti-Money Laundering / Counter Terrorist Financing	123 and 126
	205-3	Confirmed incidents of corruption and actions taken	Integrity Program	123
GRI 419 Socio-economic compliance 2016	419-1	Non-compliance with laws and regulations in the social and economic spheres	The total amount of money paid in significant fines during 2019 was MXN 21,981,865.05 The Institution received no fines or non-monetary sanctions.	
Also, refer to General contents 102-16 and 102-17.				
<b>Diversity</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Diversity, inclusion and fairness	116

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 103 - Management Approach 2016	103-2	The management approach and its components	Diversity, inclusion and fairness	116
	103-3	Evaluation of the management approach	Diversity, inclusion and fairness	116
GRI 405 - Diversity and Equal Opportunity 2016	405-1	Diversity on governance bodies and collaborators	Partners Diversity, inclusion and fairness	97 y 116
	405-2	Ratio of basic salary and remuneration of women to men	Reason for omission: Information not available. Work is under way on consolidating information to include it in the following Annual Report.	
Also, refer to General content 102-8.				
<b>Talent attraction, development and retention</b>				
GRI 103 - Management Approach 2016	103-1	Explanation of the material topic and its Boundary	Attracting talent Training and talent development	102 and 104
	103-2	The management approach and its components	Attracting talent Training and talent development	102 and 104
	103-3	Evaluation of the management approach	Attracting talent Training and talent development	102 and 104
GRI 404 Training and Education 2016	404-1	Average hours of training per year per employee	Training and talent development	104
	404-2	Programs for upgrading employee skills and transition assistance programs	Training and talent development	104

GRI Standard	Contents	Description	Chapter/Direct response	Page
GRI 404 Training and Education 2016	404-3	Percentage of employees receiving regular performance and career development reviews	Training and talent development	104
	412-1	Operations subject to reviews or impact assessments on human rights	Suppliers and responsible purchasing	78
GRI 412 Human rights assessment 2016	412-2	Training employees on human rights policies or procedures	Training and talent development	104
	412-3	Significant investment agreements and contracts with clauses on human rights or subject to human rights assessments	Equator Principles	68
<b>Other non-material topics</b>				
<b>Financial Inclusion</b>				
G4 Financial Services Sector	FS13	Access points in low-populated or economically disadvantaged areas	Financial Inclusion	83
	FS14	Initiatives to improve access to financial services for disadvantaged people	Financial Inclusion	83



# Audited financial statements

To view the audited financial statements of the BBVA Mexico Group, visit: [https://investors.bbva.mx/es/inf\\_financiera/](https://investors.bbva.mx/es/inf_financiera/)

# Independent assurance report



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## Informe de Aseguramiento de Seguridad Limitada sobre los Contenidos de los Estándares del *Global Reporting Initiative* (“GRI”) (Información no Financiera)

A la Dirección de Responsabilidad y Reputación Corporativas  
Grupo Financiero BBVA Bancomer, S.A. de C.V.:

Hemos sido contratados por la Administración de Grupo Financiero BBVA Bancomer, S.A. de C.V. (en lo sucesivo “BBVA Bancomer”) para reportar sobre los Contenidos de los Estándares del *Global Reporting Initiative* (“GRI”) (Información no Financiera) preparados y presentados por la Dirección de Responsabilidad y Reputación Corporativas de BBVA Bancomer incluidos en el Informe Anual 2019 de BBVA Bancomer por el periodo comprendido del 01 de enero al 31 de diciembre de 2019 (el “Informe Anual”), que se detallan en el Anexo A adjunto al presente informe (los “Contenidos”), en la forma de una conclusión independiente de seguridad limitada, respecto a si, con base en nuestro trabajo realizado y la evidencia obtenida, nada llamó nuestra atención que nos lleve a creer que los Contenidos, no están preparados en todos los aspectos materiales, de conformidad con los criterios establecidos en la Norma *AccountAbility Principles 2018 (AA1000AP, 2018)* y de conformidad con los Estándares del *Global Reporting Initiative (GRI)*.

### Responsabilidades de la Administración

La Administración de BBVA Bancomer, a través de su Dirección de Responsabilidad y Reputación Corporativas, es responsable de preparar la información sujeta a nuestra revisión, libre de desviaciones materiales, de conformidad con los Criterios.

La Administración de BBVA Bancomer, a través de su Dirección de Responsabilidad y Reputación Corporativas, también es responsable de prevenir y detectar el fraude, así como de identificar y asegurar que BBVA Bancomer cumple con las leyes y regulaciones aplicables a sus actividades.

La Administración de BBVA Bancomer, a través de su Dirección de Responsabilidad y Reputación Corporativas, también es responsable de asegurar que: el personal involucrado en la preparación de los Contenidos se encuentra adecuadamente capacitado, los sistemas de información están debidamente actualizados y que cualquier cambio en la presentación de datos y/o en la forma de reportar, incluya todas las unidades de reporte significativas.

(Continúa)

## Nuestras responsabilidades

Nuestra responsabilidad es revisar la información concerniente a los Contenidos incluidos en el Informe Anual y reportar sobre ello en la forma de una conclusión independiente de seguridad limitada con base en la evidencia obtenida. Realizamos nuestro trabajo con base en la Norma Internacional sobre Trabajos de Aseguramiento (ISAE) 3000, “Trabajos de Aseguramiento Distintos a Auditorías o Revisiones de Información Financiera Histórica”, emitida por el Consejo de Normas Internacionales de Auditoría y Aseguramiento (International Auditing and Assurance Standards Board), dicha norma requiere que planeemos y realicemos nuestros procedimientos para obtener un nivel de seguridad o fiabilidad limitada respecto a si, con base en nuestro trabajo y la evidencia obtenida, nada llamó nuestra atención que nos lleve a creer que los Contenidos incluidos en el Informe Anual por el periodo comprendido del 01 de enero al 31 de diciembre de 2019, no están preparados en todos los aspectos materiales, de conformidad con los criterios establecidos en la Norma *AccountAbility Principles 2018 (AA1000AP, 2018)* y de conformidad con los Estándares del *Global Reporting Initiative (GRI)*.

KPMG Cárdenas Dosal, S.C. (la “Firma”) aplica la Norma Internacional sobre Control de Calidad 1 y, por consiguiente, mantiene un sistema integral de control de calidad, incluyendo políticas y procedimientos documentados sobre el cumplimiento de requisitos éticos, normas profesionales y requerimientos legales y regulatorios aplicables.

Hemos cumplido con los requerimientos de independencia y demás requisitos éticos del Código de Ética para Contadores Profesionales emitido por el Consejo de Normas Internacionales de Ética para Contadores, que se basa en los principios fundamentales de integridad, objetividad, competencia profesional y debido cuidado, confidencialidad y comportamiento profesional.

Los procedimientos seleccionados dependen de nuestro entendimiento y experiencia en los Contenidos presentados en el Informe Anual y otras circunstancias del trabajo, y nuestra consideración de las áreas en las que es probable que surjan errores materiales.

Al obtener un entendimiento de los Contenidos incluidos en el Informe Anual, y otras circunstancias del trabajo, hemos considerado el proceso utilizado para preparar los Contenidos, con la finalidad de diseñar procedimientos de aseguramiento que sean adecuados en las circunstancias, más no con la finalidad de expresar una conclusión en cuanto a la efectividad del control interno de BBVA Bancomer sobre la preparación de los Contenidos incluidos en el Informe Anual.

Nuestro trabajo también incluye la evaluación de lo apropiado del asunto principal, la idoneidad de los criterios utilizados por BBVA Bancomer en la preparación de los Contenidos, evaluando lo apropiado de los métodos, políticas y procedimientos, y modelos utilizados.

(Continúa)

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Ciudad Juárez, Chh.  
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Chihuahua, Chih.

Guadalajara, Jal.  
Hermosillo, Son.  
León, Gto.  
Mérida, Yuc.  
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Monterrey, N.L.

Puebla, Pue.  
Querétaro, Qro.  
Reynosa, Tamps.  
Saltillo, Coah.  
San Luis Potosí, S.L.P.  
Tijuana, B.C.



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Los procedimientos aplicados en un trabajo de seguridad limitada difieren en naturaleza, oportunidad y alcance que en un trabajo de seguridad razonable. Por consiguiente, el nivel de aseguramiento que se obtiene en un trabajo de seguridad limitada es significativamente menor que el aseguramiento que se habría obtenido en caso de efectuar un trabajo de seguridad razonable.

#### **Criterios**

Los criterios sobre los cuales se ha evaluado la preparación de los Contenidos se refieren a los requerimientos establecidos en la Norma *AccountAbility Principles 2018 (AA1000AP, 2018)* y de conformidad con los Estándares del *Global Reporting Initiative (GRI)*.

#### **Conclusión**

Nuestra conclusión ha sido formada con base a y está sujeta a lo que se detalla en este informe.

Consideramos que la evidencia que hemos obtenido proporciona una base suficiente y adecuada para nuestra conclusión.

Basados en nuestra revisión y la evidencia obtenida, no tuvimos conocimiento de situación alguna que nos haga pensar que los Contenidos que se detallan en el Anexo A adjunto al presente informe de aseguramiento, preparados por la Dirección de Responsabilidad y Reputación Corporativas de BBVA Bancomer e incluidos en el Informe Anual de BBVA Bancomer por el periodo comprendido del 01 de enero al 31 de diciembre de 2019, no están preparados en todos los aspectos materiales, de conformidad con los criterios establecidos en la Norma *AccountAbility Principles 2018 (AA1000AP, 2018)* y de conformidad con los Estándares del *Global Reporting Initiative (GRI)*.

#### **Restricción de uso de nuestro informe**

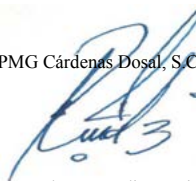
Nuestro informe no debe ser considerado como adecuado para usarse ni considerarse por cualquiera de las partes que deseen adquirir derechos frente a nosotros distintos de la **Dirección de Responsabilidad y Reputación Corporativas de BBVA Bancomer** para ningún propósito o bajo cualquier otro contexto. Cualquier parte distinta de la **Dirección de Responsabilidad y Reputación Corporativas de BBVA Bancomer** que obtenga acceso a nuestro informe o una copia del mismo y elija basarse en nuestro informe (o en cualquier parte de él) lo hará bajo su propio riesgo. En la medida en que lo permita la ley, no aceptamos ni asumimos ninguna responsabilidad y negamos cualquier responsabilidad de nuestro trabajo a cualquier parte que no sea **BBVA Bancomer** por este informe independiente de seguridad limitada o por las conclusiones a las que hemos llegado.

(Continúa)



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Nuestro informe es emitido para **BBVA Bancomer**, sobre el entendimiento que este informe no debe ser copiado, ni hacer referencia a él o divulgado en su totalidad o en partes sin nuestro previo consentimiento por escrito.

KPMG Cárdenas Dosal, S.C.  


Juan Carlos Resendiz Muñiz

Socio

Ciudad de México, a 11 de mayo de 2020.



Anexo A

Descripción de los Contenidos objeto del trabajo de aseguramiento de seguridad limitada:

GRI Standard	Contenido	Descripción
Fundamentos GRI	102-1	Nombre de la organización
	102-2	Actividades, marcas, productos y servicios
	102-3	Ubicación de la sede
	102-4	Ubicación de las operaciones
	102-5	Propiedad y forma jurídica
	102-6	Mercados servidos
	102-7	Tamaño de la organización
	102-8	Información sobre empleados y otros trabajadores
	102-9	Cadena de suministro
	102-10	Cambios significativos en la organización y su cadena de suministro
	102-11	Principio o enfoque de precaución
	102-12	Iniciativas externas
	102-13	Afiliación a asociaciones
	102-14	Declaración de altos ejecutivos responsables de la toma de decisiones
	102-15	Principales impactos, riesgos y oportunidades
	102-16	Valores, principios, Estándares y normas de conducta
	102-17	Mecanismos de asesoramiento y preocupaciones éticas
	102-18	Estructura de gobernanza
	102-19	Delegación de autoridad
	102-20	Responsabilidad a nivel ejecutivo de temas económicos, ambientales y sociales
	102-21	Consulta a grupos de interés sobre temas económicos, ambientales y sociales
	102-22	Composición del máximo órgano de gobierno y sus comités

	102-23	Presidente del máximo órgano de gobierno
	102-24	Nominación y selección del máximo órgano de gobierno
	102-25	Conflictos de interés
	102-26	Función del máximo órgano de gobierno en la selección de objetivos, valores y estrategia
	102-27	Conocimientos colectivos del máximo órgano de gobierno
	102-28	Evaluación del desempeño del máximo órgano de gobierno
	102-29	Identificación y gestión de impactos económicos, ambientales y sociales
	102-30	Eficacia de los procesos de gestión del riesgo
	102-31	Revisión de temas económicos, ambientales y sociales
	102-32	Función del máximo órgano de gobierno en la elaboración de informes de sostenibilidad
	102-33	Comunicación de preocupaciones críticas
	102-34	Naturaleza y número total de preocupaciones críticas
	102-35	Políticas de remuneración
	102-36	Proceso para determinar la remuneración
	102-40	Lista de grupos de interés
	102-41	Acuerdos de negociación colectiva
	102-42	Identificación y selección de grupos de interés
	102-43	Enfoque para la participación de los grupos de interés
	102-44	Temas y preocupaciones clave mencionados
	102-45	Entidades incluidas en los estados financieros consolidados
	102-46	Definición de los contenidos de los informes y las Coberturas del tema
	102-47	Lista de los temas materiales
	102-48	Re-expresión de la información
	102-49	Cambios en la elaboración de informes
	102-50	Periodo objeto del informe

	102-51	Fecha del último informe
	102-52	Ciclo de elaboración de informes
	102-53	Punto de contacto para preguntas sobre el informe
	102-54	Declaración de elaboración del informe de conformidad con los Estándares GRI
	102-55	Índice de contenidos GRI
	102-56	Verificación externa
<b>Indicadores de Desempeño</b>		
<b>Económicos</b>		
<b>GRI 103</b> Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
<b>GRI 205</b> Anticorrupción	205-1	Operaciones evaluadas para riesgos relacionados con la corrupción
	205-2	Comunicación y formación sobre políticas y procedimientos anticorrupción
	205-3	Casos de corrupción confirmados y medidas tomadas
<b>Ambientales</b>		
<b>GRI 103</b> Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
<b>GRI 301</b> Materiales	301-1	Materiales utilizados por peso o volumen
<b>GRI 103</b> Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
<b>GRI 302</b> Energía	302-1	Consumo energético dentro de la organización
	302-2	Consumo energético fuera de la organización
	302-3	Intensidad energética

	302-4	Reducción del consumo energético
	302-5	Reducción de los requerimientos energéticos de productos y servicios
<b>GRI 103</b> Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
<b>GRI 303</b> Agua	303-1	Extracción de agua por fuente
<b>GRI 103</b> Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
<b>GRI 305</b> Emisiones	305-1	Emisiones directas de GEI (alcance 1)
	305-2	Emisiones indirectas de GEI al generar energía (alcance 2)
	305-3	Otras emisiones indirectas de GEI (alcance 3)
	305-4	Intensidad de las emisiones de GEI
<b>GRI 103</b> Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
<b>GRI 306</b> Efluentes y residuos	306-2	Residuos por tipo y método de eliminación
<b>Sociales</b>		
<b>GRI 103</b> Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
<b>GRI 401</b> Empleo	401-1	Nuevas contrataciones de empleados y rotación de personal
	401-2	Beneficios para los empleados a tiempo completo que no se dan a los empleados a tiempo parcial o temporales
	401-3	Permiso parental



GRI 103 Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
GRI 404 Formación y enseñanza	404-1	Media de horas de formación al año por empleado
	404-2	Programas para mejorar las aptitudes de los empleados y programas de ayuda a la transición
	404-3	Porcentaje de empleados que reciben evaluaciones periódicas del desempeño y desarrollo profesional
GRI 103 Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
GRI 413 Comunidades locales	413-1	Operaciones con participación de la comunidad local, evaluaciones del impacto y programas de desarrollo
GRI 103 Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
GRI 417 Marketing y etiquetado	417-1	Requerimientos para la información y el etiquetado de productos y servicios
GRI 103 Enfoque de Gestión	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes
	103-3	Evaluación del enfoque de gestión
GRI 418 Privacidad del cliente	418-1	Reclamaciones fundamentadas relativas a violaciones de la privacidad del cliente y pérdida de datos del cliente
<b>Sector de servicios financieros</b>		
	103-1	Explicación del tema material y su Cobertura
	103-2	El enfoque de gestión y sus componentes



GRI 103 Enfoque de Gestión	103-3	Evaluación del enfoque de gestión
GRI-G4 Sector de servicios financieros	FS11	Porcentaje de activos sujetos a controles medioambientales o sociales tanto positivos como negativos
	FS13	Puntos de acceso por tipo en áreas de escasa densidad de población o desfavorecidas económicamente
	FS14	Iniciativas para mejorar el acceso a los servicios financieros para las personas desfavorecidas

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*Este Informe de Aseguramiento de Seguridad Limitada sobre los Contenidos de los Estándares del Global Reporting Initiative ("GRI") (Información no Financiera) y el Anexo A que forma parte de este, ha sido emitido de conformidad con la carta convenio de fecha 27 de marzo de 2020 ejecutada con BBVA Bancomer y que fue aprobada por Irma Beatriz Acosta Pedregal (Discipline Manager Negocio Responsable) mediante correo electrónico con fecha 2 de abril de 2020, lo anterior como resultado de las medidas sanitarias a las cuales nos sujetamos derivado de la pandemia del COVID-19.*

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# Glossary

Concept	Definition	Acronyms
Global Reporting Initiative	Independent international organization that created the first standard for sustainability reporting.	GRI
Integrated Report	Integrated reporting is an evolution of corporate reporting, with a focus on conciseness, strategic relevance and future orientation. Integrated reporting makes the reporting process itself more productive, resulting in tangible benefits. <a href="http://integratedreporting.org/">http://integratedreporting.org/</a>	<IR>
AA1000: Stakeholder Engagement Standard	This standard guides organizations in establishing a relationship with their stakeholders and ensuring their integration into business strategy and operations. <a href="https://www.accountability.org/wp-content/uploads/2016/10/AA1000SES_2015.pdf">https://www.accountability.org/wp-content/uploads/2016/10/AA1000SES_2015.pdf</a>	
Principle under AA1000: Inclusiveness	Inclusivity is the participation of stakeholders in developing and achieving an accountable and strategic response to sustainability. An inclusive organization accepts its accountability to those on whom it has an impact and vice versa.	
Principle under AA1000: Materiality	Determining the relevance and significance of an issue to an organization and its stakeholders. A material issue is an issue that will influence the decisions, actions and performance of an organization or its stakeholders.	
Principle under AA1000: Responsiveness	Responsiveness is an organization's response to stakeholder issues that affect its sustainability performance, and is realized through decisions, actions and performance, as well as communication with stakeholders.	

Concept	Definition	Acronyms
Net Promoter Score	Measures the customer experience and predicts business growth. This metric provides the core measurement for customer experience management programs worldwide.	NPS
Principles for Responsible Investment	An initiative that works to achieve a sustainable global financial system by encouraging adoption of the Principles and by fostering good governance, integrity and accountability, and by overcoming obstacles to a sustainable financial	PRI
United Nations Global Compact	Program developed by the United Nations that seeks to transform the global market, creating a more sustainable and responsible private sector based on 10 principles in areas related to human rights, employment practices, environment and anti-corruption.	UNGC
Carbon Disclosure Project	Organization that supports companies and cities in disseminating the environmental impact of large corporations.	CDP
Sustainable Development Goals	Program developed by the United Nations that consists of a set of 17 global objectives to eradicate poverty, protect the planet and ensure prosperity for all as part of a new sustainable development agenda for 2030.	SDG
User Service Performance Rating	IDATU is an indicator measured by the National Commission for the Protection of Users of Financial Services (CONDUSEF), with the aim of comparing the efficiency of services and care provided by financial institutions in the country.	IDATU