

# Connected to a new era

2015 Annual Report



# Table of Contents

About this Report .....	04
<b>Group Profile .....</b>	<b>05</b>
Corporate Philosophy .....	05
Mission and Vision .....	05
Corporate Principles .....	05
Corporate Governance .....	06
Corporate Governance System .....	06
Corporate Structure .....	06
Management Committee .....	06
Board of Directors .....	07
Compliance .....	07
Business Model .....	11
Materiality and Dialogue with Stakeholders .....	12
Responsible Business Plan .....	15
Social, Environmental and Reputational Risk .....	19
Leadership .....	22
Presence .....	23
Relevance of BBVA Bancomer in Mexico's Economy .....	24
<b>Report from the Chairman of the Board of Directors .....</b>	<b>25</b>
<b>Report from the Deputy</b>	
<b>Chairman of the Board of Directors and CEO .....</b>	<b>29</b>
<b>BBVA Bancomer by Business Units .....</b>	<b>33</b>
Business Units .....	33
CRR Advertising Campaigns and Communication .....	39
<b>Economic Impact .....</b>	<b>41</b>
Analysis and Discussion of Business Development .....	41
Economic Value Added (EVA) by Stakeholder .....	44
<b>Audited Financial Statements .....</b>	<b>45</b>
Social Impact .....	45
Customers .....	45
Staff .....	47
Suppliers .....	54
Society .....	55
Environmental Impact .....	59
<b>Appendixes .....</b>	<b>63</b>
GRI Content Index .....	64
Independent Assurance Report .....	75
2015 Progress and 2016 Objectives .....	78
2015 Awards and Recognitions .....	96
Glossary .....	97

## BBVA Bancomer consolidates the leading position in the Mexican market

---



1,818  
**Branches**



10,772  
**ATMs**

1,850,465 mdp  
**Assets**

34,485 mdp  
**Net Income**

1,672,191 mdp  
**Liabilities**

857,322 mdp  
**Bank Deposits  
(demand + time)**

882,663 mdp  
**Performing Loans**

---

Also, BBVA Bancomer maintains its commitment to society, through the allocation of 1% of the net income for social projects. In 2015, more than MXN\$409,000 billion were allocated.

# About this Report

For easy location purposes, relevant GRI indicators appear at the top of each page of the Report.

The 2015 BBVA Bancomer Annual Report shows the results of those activities carried out by Grupo Financiero BBVA Bancomer S.A. de C.V. in the economic, social, and environmental fields from January 1 to December 31, 2015.

## Coverage

The Report covers the following companies that make up Grupo Financiero BBVA Bancomer:

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

## Content

For information gathering and quantification, BBVA Bancomer uses an internal BBVA software, which allows matching local and global data.

The Investor Relations Department and the Corporate Responsibility and Reputation Department are responsible for preparing the Annual Report.

## Standards

The most recognized international standards have been followed in preparing this Report. GRI, AA1000 and the Global Compact.

We report in accordance with the G4 Guidelines of the Global Reporting Initiative, in its comprehensive option.

We use the set of AA1000 which helps us ensure that the report upholds the principles of inclusiveness, materiality and responsiveness, so as to ensure greater accountability with our stakeholders.

Finally, we work with the Global Compact of the United Nations to present this report as an advanced Communication on Progress.

## External Assurance

The BBVA Bancomer 2015 Annual Report has undergone third-party assurance, in this case by Deloitte. Also, it has the GRI Materiality Disclosures Service.



# Group Profile

## Corporate Philosophy

### Our Mission

- Generate trust by providing a more extensive and better service for our customers with transparency and integrity, and always offering the highest quality products and services.
- Provide our collaborators with the best conditions to develop fully.
- Be solvent and offer attractive returns to our shareholders.
- Support social welfare as an outcome of business activity.

### Our Vision

We work for a better future for people.

This vision will always be relevant. It is a constant guide in everything the bank does. That is why the bank's day-to-day activity is governed by the following corporate principles:



## Corporate Principles

Our seven corporate principles are:

1. The customer as the center of our business.
2. Creating value for our shareholders as a result of our activity.
3. Teamwork as a creator of value.
4. Management style as the driver of enthusiasm.
5. Ethical behavior and personal and professional integrity as a way of understanding and performing our activities.
6. Innovation as a driver of progress.
7. Corporate social responsibility and commitment to development.

---

## Corporate Governance

### Corporate Governance System

The policies and principles that make up the Corporate Governance System for the BBVA Group are established in the Board Regulations, which govern the internal structure and operation of the Board and its Commissions, as well as the rights and obligations of the Board Members.

Further details about the structure and function of the BBVA Corporate Governance model can be found in the Corporate Governance section at [www.bbva.com](http://www.bbva.com).

The Board of Directors of Grupo Financiero BBVA Bancomer is composed of 20 Directors, from which 8 are independent. It is made up by five specific commissions: An Executive Committee, an Audit and Compliance Committee, an Appointments Committee, a Remuneration Committee and a Risk Committee.

As compensation for the performance of their duties – after attending each meeting of the Board – both directors and statutory auditors of the Company receive the amount obtained by multiplying the price of two \$50 pesos gold bullion coin (called “Centenario”) by 1.42857.

Further details on the structure and functioning of the Board of Directors of Grupo Financiero BBVA Bancomer, S.A. DE C.V. can be found in the Information for Investors/Regulatory Information section at [www.bancomer.com](http://www.bancomer.com).

### CRR Governance

The committee in charge of making decisions on environmental and social issues is the Responsible Business Committee, which main purpose is to promote and monitor the company's responsible business plan. It is chaired by the CEO of BBVA Bancomer and composed of nine Deputy Directors, eight Area Directors, with the CRR Director serving as coordinator, who in turn liaises with the CRR area of the BBVA Group. This committee meets up four times a year on a quarterly basis. In 2015, due to internal changes, only one session was held.

## Grupo Financiero BBVA Bancomer Corporate Structure



## Management Committee

	Position
Blanca Cecilia Muñoz Martínez	Risks
Óscar Coppel Tirado	Commercial Banking Network
Rafael Del Río Aguirre	Transformation
Fernando Díaz Castañares	Legal Services
Fernando Eguiluz Lozano	Insurance
Francisco Xavier Leyva Rubio	Systems & Operations
Javier Malagón Navas	Finance
Hugo Daniel Nájera Alva	Business Development and Payment Methods
Natalia Ortega Gómez	Internal Audit
Eduardo Osuna Osuna	Deputy Chairman of the Board of Directors and CEO
Adrián Otero Rosiles	Wholesale and Investment Banking
Héctor Paniagua Patiño	Talent & Culture
Luis Robles Miaja	Chairman of the Board of Directors
Álvaro Vaqueiro Ussel	Global Markets

Further details about the structure and function of the BBVA Corporate Governance model can be found in the Corporate Governance section at [www.bbva.com](http://www.bbva.com).

## Board of Directors

- |   |   |
|---|---|
| 1. Andrés Alejandro Aymes Blanchet*           | 11. Ricardo Guajardo Touché*                      |
| 2. Alberto Bailleres González                 | 13. Fernando Gutiérrez Junquera                   |
| 3. Fernando Gerardo Chico Pardo*              | 14. Ignacio Lacasta Casado                        |
| 4. José Fernando de Almansa y Moreno-Barreda* | 15. Enrique Medina Fernández*                     |
| 5. Ignacio Deschamps González                 | 16. Eduardo Osuna Osuna (Deputy Chairman and CEO) |
| 6. Pablo Escandón Cusi*                       | 17. Alejandro Ramírez Magaña*                     |
| 7. José Antonio Fernández Carbajal            | 18. Luis Robles Miaja (Chairman)                  |
| 8. Arturo Manuel Fernández Pérez              | 19. Vicente María Rodero Rodero                   |
| 9. José Francisco Gil Díaz                    | 20. Carlos Salazar Lomelín                        |
| 10. Francisco González Rodríguez              | 21. Jaime Serra Puche*                            |
|   | Independent board members*                        |

### Secretary

José Fernando Pío Díaz Castañares

### Principal Statutory Auditor

José Manuel Canal Hernando

### Deputy Secretary

Alfredo Aguirre Cárdenas

### Alternate Statutory Auditor

Jorge Evaristo Peña Tapia



## Compliance

The compliance system of the Group is one of the foundations on which BBVA Bancomer strengthens the institutional commitment to conduct all its activities and businesses in accordance with strict codes of ethical behavior.

The compliance function, in line with the principles established by the Bank for International Settlements (BIS) and with the European standard Markets in Financial Instruments Directive (MiFID), continues to articulate its activity around the promotion of policies and procedures, dissemination and training on compliance, and the identification, assessment and mitigation of potential compliance risk, such as those affecting the following issues:

- Market behavior
- Handling of conflicts of interest
- Prevention of money laundering and terrorist financing
- Personal data protection

### Code of Conduct

BBVA Bancomer has a new Code of Conduct, approved by the Board of Directors of Grupo Financiero BBVA Bancomer on September 23, 2015. The Code is mandatory for all members of the Group; it provides specific behavior patterns consistent with our corporate principles.



BBVA Bancomer promotes respect for the dignity and rights of people in all their relationships; this commitment is reflected in the BBVA Commitment to Human Rights document.

---

The behavior patterns to treat customers, Group members, the Company itself and the society are determined within five chapters. Using a clear and direct language, its content is adapted to modern requirements, including new concepts on financial inclusion, presence in social networks, rules on sanctions, seizures, and anti-boycott regulations, among others.

In accordance with the principles of the Global Compact, the Code contains an anti-corruption policy stating that BBVA tolerates no form of corruption or bribery whatsoever in any of its activities and, on the other hand, reiterates a commitment to respect human rights thus promoting respect for human dignity and fundamental rights thereof.

As part of the update of our Code of Conduct, we changed the name of the reporting system of incidents from “Actitud Responsable” (Responsible Attitude) to “Canal de Denuncia” (Whistleblower Channel), and this process is recognized as an essential part of the system of compliance.

Firstly, all members of BBVA Bancomer should consult their immediate supervisors on integrity or enforcement issues of the Code of Conduct. In addition, we have the following communication channels that all employees can use to make comments or seek advice on enforcement issues of the Code of Conduct and supplementary regulations thereof:

HPD (internal system): “Canal de Denuncia”

E-mail: [canaldenuncia.mexico.mx@bbva.com](mailto:canaldenuncia.mexico.mx@bbva.com)

Telephone: 55 5621-4188 o al 01-800-001-0011

Global e-mail: [canaldenuncia@bbva.com](mailto:canaldenuncia@bbva.com)

Global phone: (34) 91 537 7222

BBVA Bancomer promotes respect for the dignity and rights of people in all their relationships; this commitment is reflected in the BBVA Commitment to Human Rights document.

### **Legal Compliance**

As of December 31, 2015, BBVA Bancomer had no fines or sanctions on record for failure to comply with laws and regulations on environmental matters, performance within society that may be of any significance with regard to the company’s net worth, financial standing, or consolidated results. Likewise, there were no legal suits detected relating to acts of discrimination or violation of human rights, or significant legal complaints with regard to working conditions.

### International Undertakings

At BBVA Bancomer we continue to support the following initiatives:

- The United Nations Global Compact
- The Financial Initiative of the United Nations Environment Programme
- The Equator Principles
- The United Nations Principles for Responsible Investment

We are part of the following associations:

- Asociación de Bancos de México (Mexican Bank Association) (ABM)
- Asociación de Desarrollos Inmobiliarios (Property Development Association) (ADI)
- Asociación Mexicana de AFORES (Mexican Association of AFORES) (AMAFORE)
- Asociación Mexicana de Internet (Mexican Internet Association) (AMIPCI)
- Asociación Mexicana de Intermediarios Bursátiles (Mexican Stock Broker Association) (AMIB)
- Mexican Association of Insurance Institutions (Asociación Mexicana de Instituciones de Seguros) (AMIS)
- Bolsa Mexicana de Valores (Mexican Securities Market) (BMV)
- Cámara Nacional de la Industria de la Vivienda (National Chamber of the Housing Industry) (CANADEVI)

### 2015 Developments

- The dissemination of the new Code of Conduct was made through various internal means. As part of the strategy, the Senior Management of the Group was involved in the dissemination process: the President of the BBVA Group, the Global Legal & Compliance Director and the Chairman of the BBVA Bancomer's Board sent messages emphasizing such new Code and positioning ethics and integrity as the way to understand and develop our activity in the company.
- We also spread the Code of Conduct among our suppliers biennially, inviting them via e-mail to read our code and stick to it, as well as our Acceptance of Gifts Policy and our Conflict of Interest Prevention Policy. From 2010 to date we have sent these documents to over 5,000 suppliers.
- Various training activities related to the Code of Conduct were developed. The Taller de integridad en los negocios (Business Integrity Workshop) was still taught among Office Managers of the commercial network. A total of 2,857 employees participated directly in both programs. Additionally, specific content of integrity was included in the various leadership and management development programs of the Group.
- The main types of cases reported in 2015 through the whistleblower channel were:
  - Management style 24%
  - Fraud 21%
  - Respect for the dignity of people 14%

913 cases were resolved, including reports resolved in previous years, and 456 reports in process.

As of October 2015, 49 human rights cases out of 60 were resolved..

As of October 2015, 11 discrimination cases out of 12 were resolved. People are penalized depending on the seriousness of their misconduct.



## Business Model

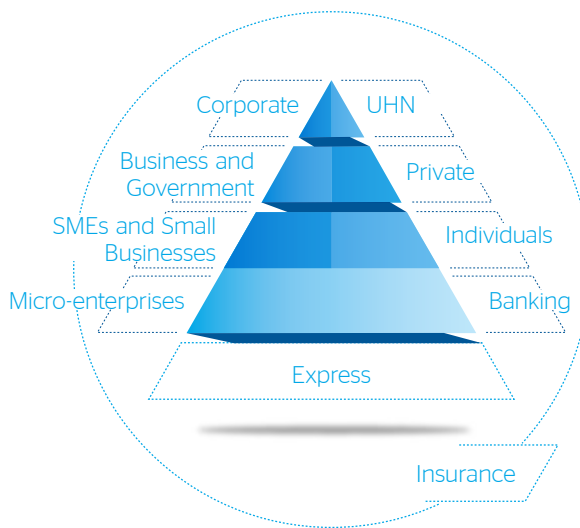
Grupo Financiero BBVA Bancomer (GFBB) is a world-class group offering a wide range of services ranging from simple loans to international structured products.

The main subsidiary of GFBB is the bank (BBVA Bancomer)—a universal bank serving customers differently through specialized products and services. The bank is aware that much of business success depends on customer satisfaction. Therefore, it is constantly changing 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 differently and individually to each customer segments through specialized networks of specialized agents enabling a quality service. The model is also based on an efficient distribution network and a high degree of capillarity, key to providing easy and safe access to financial services. And finally, it is a business model that focuses on technology decisively and allows undertaking major investments on transformation and innovation projects.

This model has demonstrated recurrence on BBVA Bancomer results and strength through a differential performance characterized by a clear risk control philosophy and with the purpose of maintaining long-term profitability.

Thus, BBVA Bancomer has consolidated its leading position in Mexico to deal with future growth.



## Materiality and Dialogue with Stakeholders

At BBVA Bancomer we have established dialogue mechanisms that allow us to meet the expectations of our stakeholders – shareholders, customers, employees, suppliers, regulatory entities and society – so that we can strengthen our relationship with them.

### Listening and Dialogue Tools with Stakeholders

Stakeholders	BBVA Bancomer Commitment	Dialogue Channels	Frequency	Responsible Area
Shareholders	Create more sustainable value over time	Meeting of shareholders	Annual	Investor relations
		Annual report	Annual	
		Quarterly financial information	Quarterly	
		Website	Daily	
Customers	Find the best solutions that make BBVA Bancomer their best choice	Branch offices	Daily	Commercial banking Digital banking Transformation CRR Business development Payment methods
		Bancomer Line	Daily	
		Website: www.bancomer.com	Daily	
		Media (newspapers, magazines, inserts, direct mailings, television, and radio, among others)	Daily	
		Satisfaction survey	Annual	
		Social networks	Daily	
		Opinion surveys	Periodical	
		Focus groups	Annual	
		In-depth interviews	Annual	
Employees	A management style generating enthusiasm and facilitating training, motivation, as well as personal and professional development	Para ti HR portal	Daily	Human Resources (HR) CRR
		Bancomer TV	Daily	
		Breves weekly newsletter	Weekly	
		Conecta-T magazine	Monthly	
		E-mail	Daily	
		Great Place to Work survey	Annual	
		Internal RepTrack	Annual	
		Focus groups	Annual	

Suppliers	Acting with integrity and strict adherence to laws	Adquira electronic portal	Daily	Transformation CRR
		Complaint and suggestion mailbox	Daily	
		E-mail	Daily	
		Satisfaction survey	Annual	
		Focus groups	Annual	
		In-depth interviews	Annual	
Regulatory entities	Considering BBVA Bancomer an ally for mutual benefit	Committees	Monthly	Human Resources (HR) CRR
		Forums	Periodical	
		Meetings	Periodical	
		Communications	Periodical	
		In-depth interviews	Annual	
Society	Actively promote sustainable development of the society in which we operate	Website <a href="http://www.fundacionbbvabancomer.org">www.fundacionbbvabancomer.org</a>	Daily	BBVA Bancomer Foundation KYC CRR
		OSC's meetings	Periodical	
		Social networks	Daily	
		Opinion surveys	Annual	
		RepTrack	Six-monthly	
		Focus groups	Annual	
		In-depth interviews	Annual	

### Materiality Analysis

Since 2009, the Corporate Responsibility and Reputation Department prepares a materiality study to identify issues relevant to the BBVA Bancomer responsible business strategy.

Said study has been developed over time both in form and in substance, which has allowed us to have more detailed information on the expectations of the main stakeholders of the company.

Findings in the previous materiality analyses have highlighted not having a significant variation from one year to another. Therefore, it was decided to perform an analysis with a broader scope every two years and, in the intervening years, to analyze key stakeholders deeply.

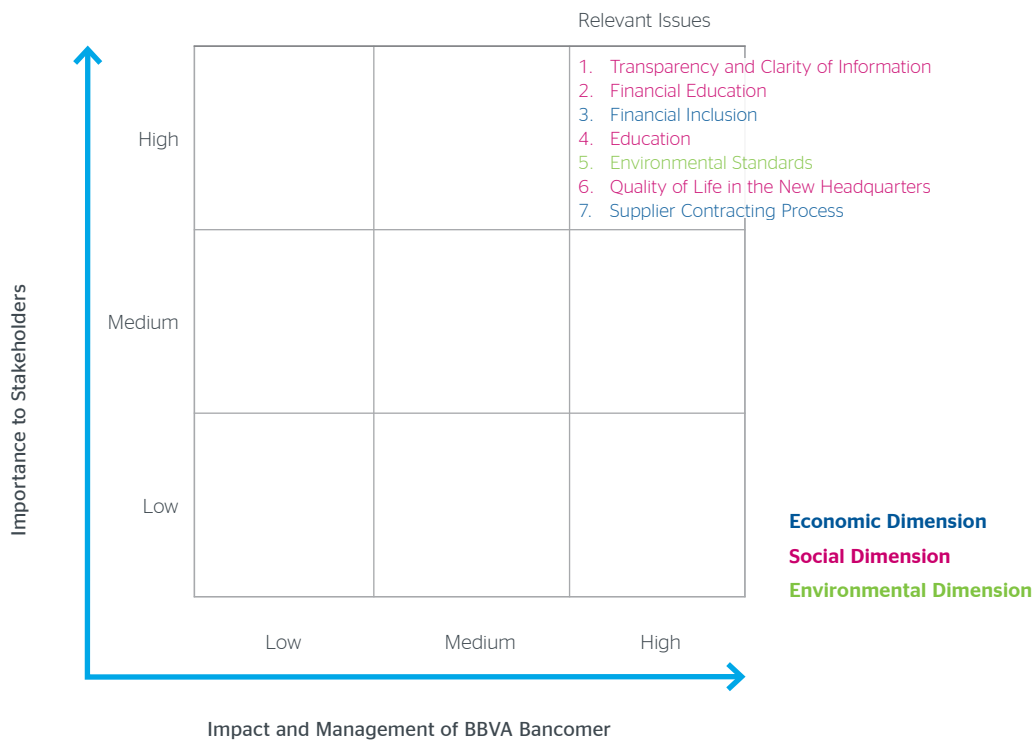
To complement the last year study extensively, this year we analyzed in depth two key stakeholders groups: employees and suppliers; through the following consultation mechanisms:

- Corporate office employees: focus group
- Branch offices employees: online survey
- Large suppliers: depth interviews
- Medium and small suppliers: focus group

**2015 Relevant Issues**

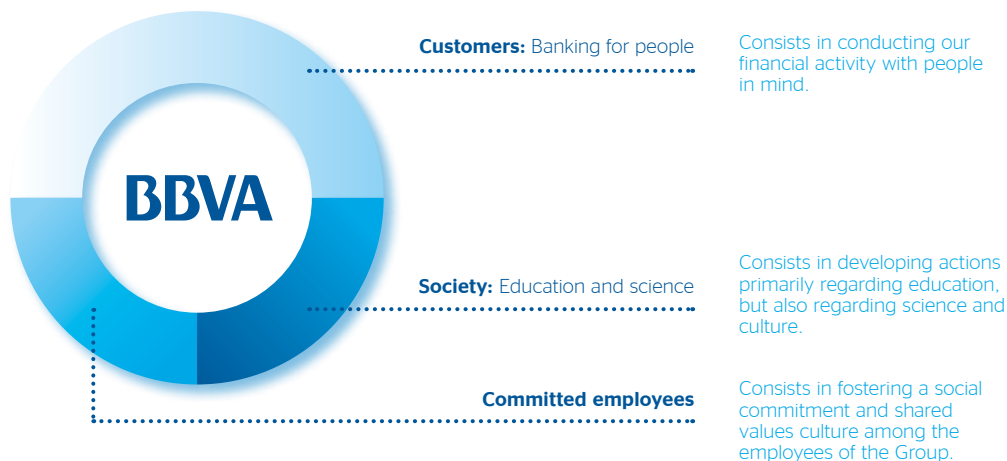
Issue	Impacted stakeholders group:	Scope	BBVA Bancomer Initiatives
Transparency and clarity of information	Customers Regulatory bodies	BBVA Bancomer Group	TCR Communication
Financial Education	Customers Society	BBVA Bancomer Group	Financial Education Adelante con tu futuro Program
Financial Inclusion	Customers Society	BBVA Bancomer Group	Financial Inclusion
Education	Community	BBVA Bancomer Group	Education for society
Environmental Standards	Society	BBVA Bancomer Group	Environmental Impact
Quality of Life in the New Headquarters	Employees	BBVA Bancomer headquarters	Staff
Supplier Contracting Process	Suppliers	BBVA Bancomer Group Value Chain	Suppliers

**2015 Materiality Matrix**





## Responsible Business Strategy



## Responsible Business Plan

According to the transformation of the BBVA Bancomer Group, in the area of corporate responsibility we are also evolving the way we do business responsibly.

Based on the Corporate Social Responsibility Policy, the responsible business Plan revolves around three interdependent axes defining its strategic framework:

The three priorities for the 2013-2015 period of the responsible business Plan are:

- TCR (transparent, clear and responsible) communication
- Education: Financial education and entrepreneurship support – Momentum Project
- Products with high social impact: Financial inclusion, Mutual Improvement and B+Educa Fund

### TCR (transparent, clear and responsible) communication

Transparency and clarity are essential to help people always understand the products they hire. Any communication with the customer, any document or any contract must be clear and transparent. To achieve this, the bank is developing sheets to facilitate the decision-making when hiring products, as well as new contracts that shall be worded keeping the customer in mind, i.e. with a simple and exact language.

#### 2015 Developments

- This year we published 52 brochures in TCR and updated 201.
- We finished four draft contracts in TCR: Credit Card, Consumer, Framework Contract National Currency and Single Digital Contract.
- The brochures and contracts published in TCR represent 95% of total sales of the bank.

### Financial Education

Strengthening financial education is the strategic priority of the company's social programs, through:

- Financial culture to prepare children and young people for their future.
- Financial education for adults that, together with the Communication TCR, is the other piece for the customer to make informed decisions.
- Financial training and business skills for SMEs, which play an important role in the development of Mexico's economic and business fabric.

## 2015 Developments

### Participation in the *Adelante con tu futuro* Program

Year	2013	2014	2015
Participants	229,056	312,540	338,662
Workshops Conducted	824,497	905,871	938,691

Includes participants of Valores de futuro.

### Participation Data of the Valores de futuro Program

Year	2014	2015
Number of students	51,122	16,523
Number of workshops	81,380	16,523
Number of volunteers	123	115
Number of school centers	ND	31

- We established links with the business areas of the bank to encourage financial education in different segments:
  - For customers in the Express, Banking, and Personal segments: Vida Bancomer points were awarded after taking the credit card workshop.
  - For customers with the mortgage loan product: A monthly installment discount of the life insurance was deducted after taking the mortgage loan workshop.
  - For SMEs customers: A discount of 1% was made to the rate of their loans after taking three workshops for small and medium-sized enterprises.
  - For customers of the Personal segment: Emails were sent with tips to properly manage the mortgage loan and the credit card.
  - For account managers of the segment: The Banking segment was supported through the development of training courses, focused on a responsible sales process suited to the needs of customers.
  - For customers of the bank's SME segment: An online certification course was developed together with the Anáhuac University, and specialized courses were taught together with the IPADE Business School.
- We designed and updated four workshops that make up the standard package of financial education, with new content and updated based on three axes: regulatory, product, and market aspects.
- We developed a new workshop with editorial design and multimedia activities based on new technologies, with multi-platform developments to ensure that the content, calculators, and interactive exercises can be used on any computer equipment, tablets, smartphones, and other devices.
- We focused our efforts on 3 of the 6 delivery platforms of the Valores de futuro (Future Values) program – KidZania, MIDE and Corporate Volunteering – with 568,995 recreational activities and workshops in 2015.

Momentum Project supports innovative projects, promoting and spreading the activity and impact of entrepreneurs with a priority to create social and environmental value, but that also achieve to generate economic value.

---

### **Entrepreneur Support (*Momentum Project*)**

Two years ago, the Momentum Project, a global BBVA Group initiative, was launched in Mexico to support social entrepreneurship. In partnership with New Ventures Mexico and EGADE Business School of the Monterrey Institute of Technology, and with a special collaboration of Pricewaterhouse Coopers, the mission of this initiative is to contribute to the development of social entrepreneurship in Mexico, implementing a supporting program and ecosystem so that most promising social entrepreneurs can consolidate themselves, grow, and scale their impact.

Momentum Project supports innovative projects, promoting and spreading the activity and impact of entrepreneurs with a priority to create social and environmental value, but that also achieve to generate economic value.

### **2015 Developments**

- In its 3rd edition, Momentum Project had 212 participants advised by 8 retired mentors and 19 active mentors.
- The Social Investment Day was celebrated, where the 10 selected projects presented their business plan: 3P Technik México, Apinova, Biosolutions, Clínicas del Azúcar, Inventive power, Ipoderac, Lorean Energy, Naturelo, Renovapack, and SmartFish.
- 10 loans were authorized in the amount of MXN\$21 million.

### **Products with High Social Impact**

Financial products with high social impact are those in which differential social attributes are integrated. Products fostering growth, financial inclusion, and supporting people with special needs.

### **Financial Inclusion**

BBVA Bancomer works to help people in the neediest segments of the population may have access to financial services designed responsibly and tailored to their needs to improve their lives and those of their families.

The banking strategy of BBVA Bancomer is to develop a range of financial products and services in agreement with the identified needs, based on three characteristics: low cost, channels other than bank branches, and innovation in technology platforms.

### **2015 Developments**

- We have consolidated our product range through 26,312 banking correspondents and 72,134 customers of the express account and mobile banking.
- This year we launched the following products and services:
  - Mobile POS: POS terminal to be used with a mobile device (cell phone or tablet) for small businesses with low turnover; very easy operation.
  - Adelanto Express (Express Advance): minor loans for payroll customers, with a low cost, obtained through self-service devices.
  - Seguro Express (Express Insurance): low-cost insurance against basic risks and suitable coverage.

- ATM's recicladores de efectivo (ATM Cash Recyclers): self-service device that recycles money in order to have a balance and break the cycle of handling cash.
- Dinero móvil masivo (Massive Mobile Money): a new option for mass payments to individuals, generating unique passwords sent via SMS to each beneficiary.
- As for US-Mexico remittances, BTS (Bancomer Transfer Services) processed 26.1 million transactions in the amount of \$7.59 billion dollars.

### Mutual Improvement

This model is applied in housing developments where mortgage loans were placed, which now are badly damaged and that, to achieve recovery, it is necessary to be intervened by applying a comprehensive rescue in three parallel sections:

Comprehensive Rescue	
Financial Rescue	Through solution products for mortgages.
Social Rescue	Through the neighborhood organization, by neighborhood promoters working directly with the community and, additionally, by involving local authorities such as the municipality, water authority, universities, etc., thus reconstructing the social fabric.
Physical Rescue	Through investment in physical improvements requested by the community and conditional upon full payment (mortgage, water, property taxes and maintenance fees).

### 2015 Developments

We have been applying the Mutual Improvement model for 14 months in Tijuana, B.C. with the following achievements to date:

- Financial Rescue
  - Curbing financial deterioration.
  - Restructuring of 115 active loans.
- Social Rescue
  - Constitution of 85 Neighborhood Committees registered before the Municipality.
  - Rebuilding the social fabric.
  - Delivery of 570 adult financial education workshops.
  - Delivery of 388 Valores de futuro children workshops.
- Physical Rescue
  - Investment in physical improvements to the housing development consisting of refurbishment of 7 public parks and lighting of 32 housing complexes with 2,064 dwellings.
  - Refurbishment by the Municipality of Tijuana of public services such as lighting, paving, reforestation, etc.

## B+Educa Fund

This investment fund allows investors to earn high yields while contributing to Mexican education.

Its purpose is to donate 25% of yield received within the month and grant scholarships to young people with high levels of academic achievement through the Becas de integración “Por los que se quedan” (“For Those Who Are Left Behind”) program offered by the BBVA Bancomer Foundation.

## 2015 Developments

### B+Educa Fund

	2013	2014	2015
Total donations (millions of pesos)	81'084,090	75'721,167	82'127,003
Investors	28,202	39,112	39,923

Scope: BBVA Bancomer

## Social, Environmental, and Reputational Risk

BBVA Bancomer – as a financial institution – has direct impact on the environment and society, through the use of natural resources and the relationship with its stakeholders, and indirect impact through our lending activity and projects we fund. These impacts result in direct, indirect and reputational risks.

These non-financial risks can affect the creditworthiness of borrowers or of the projects funded and, therefore, the quality of the assumed risk and, ultimately, the loan repayment.

To manage these risks, BBVA Bancomer takes into account environmental, social and reputational aspects, as well as traditional financial variables. The integration of such aspects in risk management is consistent with the principle of prudence that governs BBVA Bancomer's activity and it is materialized on different lines of action.

## Responsible Lending

In our risk management system we include the “ESG” variables along with other aspects traditionally managed. ESG stands for environmental, social and corporate governance, and aims to manage non-financial risks that could affect the creditworthiness of borrowers or financed projects, and that could jeopardize debt repayment.

## Ecorating

We have designed a tool called Ecorating, which will allow us to assess companies' risk portfolio from an environmental perspective. Each customer is assigned an environmental risk level based on a combination of several factors: location, polluting emissions, resource consumption, company environment susceptible to direct or indirect impact by the company, legislative pressure, and supervision of environmental considerations, to mention just some of the more significant factors.

---

The integration of such aspects in risk management is consistent with the principle of prudence that governs BBVA Bancomer's activity



Its objectives are:

1. Identifying the level of environmental and social risk of a customer or prospect individually.
2. Establishing controls that minimize the potential environmental impacts of the customer on the environment.

The Ecorating consists of a questionnaire that includes six questions on the following topics:

- Permits for drinking water service
- Permits or records of land use
- Permits for electricity supply
- Special permits (licenses) issued by the state or municipality
- Administrative penalties relating to environmental issues
- Environmental Management System (ISO 14001 certification)

### **The Equator Principles**

Since 2004, the BBVA Group has adhered to the Equator Principles (EPs), a set of standards promoted by the World Bank, through its affiliate the International Financial Corporation (IFC), in order to determine, evaluate, and manage social and environmental risks in project financing.

Based on the IFC's Policy and Performance Standards on Social and Environmental Sustainability, and on the World Bank's General Environmental, Health, and Safety Guidelines, The EPs are applied to financing of new projects that total 10 million dollars or more, to the expansion of projects that generate significant impacts, and to advisory services for project financing. At BBVA Bancomer, we do not apply this minimum limit, instead choosing to apply the EPs to transactions of any amount, regardless of the ultimate allocation of funds—including not only new projects or significant expansions, but also project construction, acquisition, refinancing, etc.

EP analysis is included in our internal project structuring and approval processes. This process includes social and environmental due diligence, which begins with assignment to one of three categories (A, B, or C), which, based on the IFC categorization criteria, reflect the level of environmental and social risk of the project.

To approve any project financing, in addition to preliminary categorization, the file must include an EP compliance report, reviewed by the unit responsible for approval.

---

Since 2004, the BBVA Group has adhered to the Equator Principles (EPs), a set of standards promoted by the World Bank, through its affiliate the International Financial Corporation (IFC), in order to determine, evaluate, and manage social and environmental risks in project financing.



## 2015 Developments

### Operations Financed Pursuant to the Equator Principles in Mexico, 2015

Category (1)	Number of Operations	Total Amount Financed by BBVA Bancomer (in millions of pesos) (MXN)
A	1	\$ 4,959.00
B	3	\$ 4,132.50
C	0	0
Total	4	\$ 9,091.50

(1) - Category A: Projects with a significant negative impact that may affect an area greater than that which the project occupies.

- Category B: Projects with a minor negative impact on human populations or in areas of environmental importance.

- Category C: Projects with very little or no environmental impact.

Scope: BBVA Bancomer

## Preventing Money Laundering and Terrorism Financing

The prevention of money laundering and the financing of terrorist activities is, primarily, a priority OBJECTIVE that the BBVA Group associates with its commitment to favor and uphold the wellbeing of the different social environments in which it pursues its operations.

For the BBVA Group to prevent products and services are used for illegal purposes is an essential requirement for maintaining confidence.

To achieve this objective, the BBVA Group, as a global financial group with branches and subsidiaries operating in many countries, has a model of risk management to prevent money laundering and financing of terrorist activities including the following elements:

- An organizational structure that has the necessary resources to manage this function and a clear allocation of responsibilities for each entity.
- A regulatory body that determines the obligations and cautions in this field; of particular importance are those relating to the Know Your Customer (KYC) measures.
- The implementation of customer monitoring measures, designed to identify potential suspicious activities and ensure their reporting to the competent authorities.
- The implementation of employees' communication and training plans. These plans are designed according to the level of exposure of each group to the risk of money laundering and its purpose is to maintain an appropriate level of awareness and to provide the necessary capabilities to comply with applicable regulations.
- The ongoing communication between the Head Office and all branches and subsidiaries of the BBVA Group, so that continuous monitoring and supervision in this area may be ensure.
- Finally, the need for an independent review, in order to independently verify and confirm the implementation and effectiveness of other elements of the model.

---

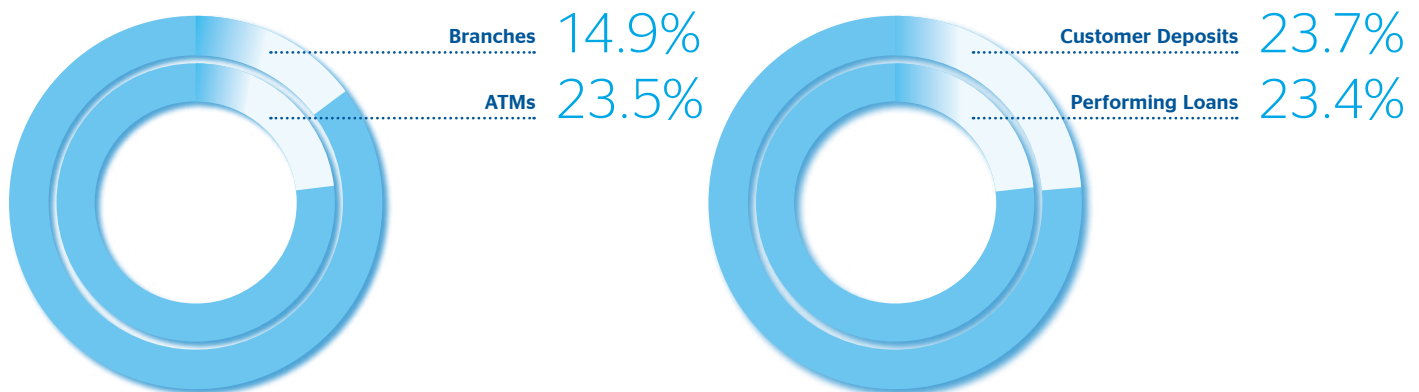
For the BBVA Group to prevent products and services are used for illegal purposes is an essential requirement for maintaining confidence.

### 2015 Developments

Year	2013	2014	2015
Participants in training activities on prevention of money laundering	31,625	32,181	36,746
People specialized in prevention of money laundering and terrorism financing	59(1)	118	NOT AVAILABLE

(1) Includes 12 people hired as temporary.  
Scope: BBVA Bancomer

### Leadership Economic Leadership



December 2015	Market share	Place
<b>Leader in infrastructure</b>		
Branches	14.9	1
ATMs	23.5	1
Correspondents	19.7	1
<b>Leader in business activity</b>		
Total Assets	21.8	1
Performing Loans	23.4	1
Consumer + Credit Card	28.5	1
Auto	42.4	1
Mortgages	26.9	1
Customer Deposits	23.7	1
Demand Deposits	26.7	1
Mutual Funds	19.5	2

Consumer: Includes consumer lending and credit card  
Auto Loan: number of new and semi-new loans. Compared with banking companies  
Mortgages: Billing amount for the year  
Mutual Funds: Assets under management in investment companies without duplication  
Sources: CNBV, AMIB, AHM, and JATO

Branches: excluding retail banking branches.

## Leader in CSR

### Social leadership

Number of financial education workshops	938,691
Number of participants in FE workshops	338,662
Number of scholarships awarded	31,150

### Environmental leadership

Buildings under Leed certification process	2
Buildings with ISO 14001 certification	2



## Presence

BBVA Bancomer	Branches	ATMs
Aguascalientes	19	132
Baja California	59	389
Baja California Sur	21	109
Campeche	14	100
Coahuila	40	310
Colima	12	67
Chiapas	36	213
Chihuahua	59	363
Distrito Federal	288	1,842
Durango	18	124
Guanajuato	84	409
Guerrero	35	141
Hidalgo	33	208
Jalisco	198	951
México	189	1,214
Michoacán	86	373
Morelos	28	141

BBVA Bancomer	Branches	ATMs
Nayarit	21	118
Nuevo León	95	526
Oaxaca	27	139
Puebla	67	393
Querétaro	30	215
Quintana Roo	22	222
San Luis Potosí	33	150
Sinaloa	36	193
Sonora	50	294
Tabasco	32	213
Tamaulipas	44	307
Tlaxcala	10	80
Veracruz	84	587
Yucatán	24	154
Zacatecas	23	95
Total	1,817	10,772
Agencies	1	
<b>Total Institution</b>	<b>1,818</b>	<b>10,772</b>

## Importance of BBVA Bancomer in the Mexican Economy

### General Indicators of Multiple Banking in Mexico

	Dec-13	Dec-14	Dec-15
Total multiple banking institutions	43	45	44
Branches	12,581	12,698	12,231
Employees	239,166	224,877	224,586
Total banking assets (million pesos)	6,556,064	6,913,222	7,772,230
Constant GDP (million pesos)	13,466,299	13,769,334	14,120,021
% of GDP	48.7%	50.2%	55.0%
Aggregate gross banking portfolio (million pesos)	3,038,881	3,352,230	3,842,973
% of GDP	22.6%	24.3%	27.2%
Total deposits (million pesos)	3,171,520	3,533,842	4,020,100

Source: CNBV, INEGI

### Importance of BBVA Bancomer in the Mexican Economy

	Dec-13	Dec-14	Dec-15
Total assets (million pesos)	1,370,570	1,536,993	1,697,650
Share of total assets	20.9%	22.2%	21.8%
Customer Deposits (mp)	712,052	797,807	953,145
Customer Deposits / Total Assets	52.0%	51.9%	56.1%

Customer Deposits: Demand, Time and Bank Bonds  
Source: CNBV



# Report from the Chairman of the Board of Directors

**Dear friends,**

2015 was a transformation year critical for the Mexican economy, the banking sector, and BBVA Bancomer.

The implementation of structural reforms began, which in the coming years will make Mexican economy more productive and competitive. For example, in the energy sector bidding rounds “0” and “1” were performed successfully. In telecommunications, foreign investment participation was consolidated, and in education, teachers were evaluated. These reforms transform significantly hydrocarbon production models, strengthen competition in telecommunications, and provide a firm foundation for improving the quality of education in Mexico. As a whole, the implementation of the 13 approved reforms will raise the economy’s potential growth and thus the ability to generate more and better jobs. Undoubtedly, the most important effects of the reforms are yet to come, but the progress attained so far is very important.

“...As for the banking sector, 2015 can also stand out as the year of greatest dynamism within a cycle of loan growth that began more than 15 years ago, confirming that today banks in Mexico are going through their best moment in history...”

---

As for the banking sector, 2015 can also stand out as the year of greatest dynamism within a cycle of loan growth that began more than 15 years ago, confirming that today banks in Mexico are going through their best moment in history. Bank loans delivered a double-digit growth in all its items, while an adequate risk management also allowed reducing, in all items, NPA ratios. In addition, all banking institutions met the Basel III capitalization rules in advance and in full, so that the bank is in a very solid and solvent situation.

Again, in this context, BBVA Bancomer made 2015 a year full of outstanding results. I must warmly congratulate Mr. Eduardo Osuna, CEO and Vice-Chairman of the Board of BBVA Bancomer, all his management team, and all employees of our institution for their passion and leadership in achieving these results.

During 2015, BBVA Bancomer's total loans increased 12%, where finance for SMEs performed outstandingly, with an annual increase of 24% compared to the previous year; corporate and medium-sized enterprises loans increased 17%; consumer finance, including payroll, personal and auto loans, amounted to 12%; and finally, mortgage loans grew 5% more than the previous year. Lending has been accompanied by good asset quality indicators.

As for customer deposits, which include demand deposits, time deposits, and bank bonds, there was an annual increase of 19%. The strength resulted from demand deposits, with an annual increase of 18%, the time with an annual increase of 21%.

Dear friends, at BBVA Bancomer we share the vision of working for a better future for people. We are aware that our business activity has a very positive impact on the lives of individuals, on companies, and on Mexican society. We are a Responsible Business. We intend to bring people the best of our services; however, we integrate social, environmental, and ethical issues that concern society into our daily activity.

In 2015, we reaffirmed our principle of integrity as a way of understanding and developing our business with the launch of the new “Code of Conduct,” which determines behavior patterns to conduct ourselves with customers, members of the Group, the company and society. This new Code seeks that our behavior is adjusted according to the letter and spirit of the law; with the firm commitment that the Code's values and principles are applied to our daily work. Its compliance will strengthen the Group's reputation and the trust customers, shareholders, and society place in us.



“...Confident that education is the best way to strengthen the country, in 2015, we kept working so that more children and young people can complete their junior high school education.”

---

In 2015, we completed the 2013-2015 period of our “Responsible Business Plan” with excellent results. With our TCR (Transparent, Clear and Responsible) Communication program we implemented the greatest possible simplicity to the communication of our products and services to allow our customers an informed decision-making.

For some eight years now, our “Adelante con tu futuro” (Get Ahead on Your Future) program of financial education has been developing skills in individuals and companies promoting: consistent savers, responsible borrowers, and cautious investors. At the end of 2015, the Adelante con tu futuro program has already benefited 1.7 million people through 4.8 million educational activities, including workshops, conferences, and specialized courses for adults and children.

In 2015, we also supported social entrepreneurship with our “Momentum Project” initiative, which this year was its 3rd edition, with the participation of 212 entrepreneurs advised by 26 mentors. We are very proud to be part of this youth movement seeking to create social and environmental value with innovative proposals, to whom we support with funding.

Confident that education is the best way to strengthen the country, in 2015, we kept working so that more children and young people can complete their junior high school education. The becas de integración “Por los que se quedan” (“For Those Who Are Left Behind” scholarships) expanded their coverage to two additional states: Aguascalientes and Baja California, with the purpose of covering 22 states and 167 municipalities throughout Mexico. From 2006 to date we have benefited 49,791 junior high school students. Moreover, the “Adelante” scholarships to continue and conclude high school have benefited 10,000 youngsters through three generations.

Year 2015 also marked the beginning of our moving to the new headquarters: BBVA Bancomer Tower, Parques BBVA Bancomer, and the Data Processing Center (CPD, in Spanish).

Our commitment to environmental care is embodied in the “Environmental Eco-efficiency Plan,” where one of the goals for this 2013-2015 period was that 33% of employees were located in buildings with environmental certification. This year, the staff moved to the new headquarters, which have the highest LEED (Leadership in Energy and Environmental Design) certification, which will imply a considerable savings in energy and water and improvements in recycling and resource management.

Through these actions, we reaffirm our commitment to the “United Nations Global Compact,” to which BBVA Bancomer adhered in 2003 and which principles have been incorporated in this Report as part of the “Communications on Progress” for this period.

The foregoing enabled BBVA Bancomer to be named “Best Bank in Mexico in 2015” by Global Finance and The Banker.

I wish to invite you all to support and monitor these initiatives that will certainly strengthen the positive impact BBVA Bancomer has achieved into Mexican society.

**Thank you,**

**Luis Robles Miaja**

**Chairman of the Board of Directors**



# Report from the Chairman of the Board of Directors and CEO

## Business Development, 2015 Financial Year

2015 implied important challenges for Mexico and for the banking sector. This year, Mexico's economic growth has not been as encouraging as expected. There was a sharp peso devaluation stemming from low oil prices. Likewise, the low global economic dynamism and a lower level of exports also had an adverse impact.

Nevertheless, domestic demand showed a more positive trend. Retail sales showed a growing trend, a larger number of formal jobs were created, inflation was at record lows which in turn led to an increase in real wages and, thus, domestic consumption has been boosted.

However, BBVA Bancomer registered a positive trend in commercial activity, comparing favorably with the market as a whole as it returned a 23% share in lending and 23% in deposits (demand + time), according to data from the National Banking and Securities Commission (CNBV in Spanish) published in December 2015.

“...BBVA Bancomer registered a positive trend in commercial activity, comparing favorably with the market as a whole as it returned a 23% share in lending and 23% in deposits (demand + time), according to data from the National Banking and Securities Commission (CNBV in Spanish) published in December 2015.”

---

Total loans ended the year in MXN\$882.66 billion, equivalent to an annual increase of 12%. The greatest dynamism was detected in the commercial loans, which increased 15% throughout the year. In commercial lending, the most relevant item is SMEs funding increasing, which was 24% higher than the previous year; while for corporate and medium-sized enterprises loans an annual double-digit growth remained at 17%.

Consumer loans – including payroll, personal and auto loans – total a balance of MXN\$122.7 billion, equivalent to an annual growth of 22%. This dynamism has been mainly supported by the issue of pre-approved loans to our own customer base. Meanwhile, the credit card billing increased at an annual rate of 10%.

Mortgage lending closed the year with a balance of MXN\$167.4 billion, 5% up on the previous year. However, 20% more new loans were issued than in 2014, maintaining BBVA Bancomer’s leading position in the market with one out of every four mortgages in the private sector.

Lending growth has been accompanied by good asset quality indicators. At the close of December 2015, there was an improvement in the NPA ratio of 35 basis points to 2.4%, compared favorably against the market.

On the other hand, customer deposits, which include demand deposits, time deposits, and bank bonds, stood at MXN\$948.54 billion, an annual increase of 19%. Demand deposits remain strong, with a balance of MXN\$681.51 billion, an annual increase of 18%. Time deposits closed the year at MXN\$175.80 billion, an annual increase of 21%. This performance means the mix of funds gathered remains good; there is a greater relative weight of demand deposits.

As for assets under management in mutual funds, they amounted to MXN\$338.90 billion, allowing BBVA Bancomer to maintain its position as one of the biggest mutual fund managers on the market, with a market share of 19%, according to information from the Mexican Securities Industry Association (AMIB, in Spanish).

It is important to stress that BBVA Bancomer is a solvent institution. At the close of the year the bank had a total capital ratio of 14.9%, above the levels required by regulations. In addition, it has continued to manage actively its levels of liquidity to respond to the growth in business.

With respect to its income statement, BBVA Bancomer showed a high strength with solid earnings based on constant generation of revenue, while maintaining recurring expenses under control – despite a backdrop of strong lending – and a clear risk management.

Net interest income amounted to MXN\$100.99 billion, an annual growth of 9%. This growth has been driven by higher loan and deposit volumes, as well as by a good performance in the insurance business. Fees and commissions saw an annual increase of 4%, amounting, at the end of December 2015, to MXN\$21.28 billion. The above, boosted by the dynamism of credit and debit card, ATM and investment banking fees and commissions.

The ongoing investment in the country has been reflected in a 9% annual increase in the administration and operating costs. This allows BBVA Bancomer position itself as one of the most efficient institutions in the financial system, with an expense-to-income ratio of 41.9% at the end of December 2015. Today, BBVA Bancomer has a total of 1,818 branches and the number of ATMs has been increased in 1,776 of them, totaling 10,772 units at the close of the year.

In 2015, net profit was a cumulative MXN\$34.48 billion, 11% higher than the previous year.

The foregoing enabled BBVA Bancomer to be named “Best Bank in Mexico in 2015” by Global Finance and The Banker.

In the non-banking business, Seguros BBVA Bancomer posted an accumulated net profit of MXN\$4.04 billion, 3% higher than the previous year. Therefore, it maintains its leading position within the bancassurance market, and second place in the insurance sector.

So 2015 has been a year of good earnings and a year with a significant progress in the main lines of the Transformation Plan.

Launched in 2013, BBVA Bancomer’s Transformation Plan is focused on improving customer perception and service, boosting the growth of the business with quality, and making processes simpler and more efficient.

This Transformation Plan is leveraged on major investment of USD\$3.5 billion. At the end of 2015, around USD\$2.5 billion were invested, equivalent to 70% of total investment. Thus, significant progress has been achieved, such as:

In branches, over 1,400 branches have been refurbished, and other 127 are undergoing refurbishment. In *Experiencia Única* (Unique Experience), there is still a priority on improving service quality, making better customer experience with BBVA Bancomer. Therefore, the certification of branches is in progress.

As for technology, BBVA Bancomer has positioned itself as the leading bank and has been a benchmark in the financial system. In 2015, digital channels were extended with the purpose of distributing products and services. Also, various applications and digital solutions were launched, such as BBVA Wallet, a digital wallet; BBVA Send, money transfers to BBVA Bancomer customers and non-customers; and Wibe, the first application in Mexico for custom auto insurance quotes and selling—100% online.

---

“..In 2015, net profit was a cumulative MXN\$34.48 billion, 11% higher than the previous year..”

Likewise, in 2015, the BBVA Bancomer Innovation Center was inaugurated, the first of the banking sector in Mexico, in order to support entrepreneurs and create a new vision of financial services.

Thanks to the significant boost of the digital channels, BBVA Bancomer already has more than 3 million digital customers accounting for 18% of the total customer base. Over the last twelve months, consumer loans placed through digital channels have tripled; thus 15% of the total consumer loan placement has been made through a digital or remote device.

As for the new headquarters, during 2015 the entire staff was moved to new corporate buildings: The BBVA Bancomer Tower, Parques BBVA Bancomer, and the Data Processing Center (CPD, in Spanish). These buildings hold a capacity for more than 11,000 people.

All these initiatives, launched for the benefit of customers, already record significant achievements. As the main achievement of BBVA Bancomer is the recognition of customers, In 2015, we positioned ourselves as the first institution of the market in the Net Recommendation Index (IReNe, in Spanish), advancing two places compared to the bank ranking in 2014.

Moreover, the Transformation Plan will be completed in 2016, but BBVA Bancomer always looks forward to the new challenges.

Therefore, a new Strategic Plan is being developed, which will be implemented from 2016 to 2019. Its main objective is to boost results and maintain the leading position in Mexico.

Finally, I do not want to miss the opportunity to thank the ongoing and deep commitment of each and every one employee of Grupo Financiero BBVA Bancomer; our customers for their decision to choose us; and the members of our Board of Directors for their dedicated activity to continue to strengthen our bank so that we can become "Mejor Banco Para Ti" (The Best Bank For You).

**Adelante,**

**Eduardo Osuna Osuna**  
CEO



## BBVA Bancomer by Business Units

In BBVA Bancomer we are working to build a better bank for you.

### Commercial Banking

2015 was an excellent year for BBVA Bancomer and for Commercial Banking. A year of transformation in which we were able to integrate the talent of the central areas with the power of the entire network.

Throughout this year, various opportunities were identified, and challenges were addressed with professionalism, ability, method, and discipline.

A project was launched to increase account executives and networks' productivity; this has been reflected in the promotion of consumer, payroll, and personal loans, growing over 20% annually. Also, the credit card billing was 10% higher than the previous year, while new mortgage loans increased 20% in the last twelve months.

“...lending activity showed an extraordinary development registering an annual growth of 16%, and developer loans amounted to 27%, higher than the previous year. On the other hand, fundraising also showed a positive trend growing 18% in the year...”

---

Additionally, in order to improve customer service, the Experiencia Única internal certification was 100% installed in the network. At year end, 1,431 branches have been refurbished, and 127 additional branches are being refurbished. This has enabled BBVA Bancomer to be recognized by its customers as the best service bank in Mexico, following the bank's strategy of placing the customer at the heart of the business.

These achievements have been generated by maintaining an extraordinary quality of sales and an excellent work environment reflected in the annual Great Place to Work survey.

### Wholesale and Investment Banking

During 2015, the Wholesale and Investment Banking is created, which arises as a result of the merger of Government & Corporate Banking and Corporate & Investment Banking. This Banking aims to make better use of the capabilities of BBVA Bancomer and better serve institutions through a comprehensive offering ranging from the most basic to the most sophisticated products.

2015 was a great year for Wholesale and Investment Banking—excellent results were achieved. By going into a little more detail, lending activity showed an extraordinary development registering an annual growth of 16%, and developer loans amounted to 27%, higher than the previous year. On the other hand, fundraising also showed a positive trend growing 18% in the year.

As for results the story is no different—we achieved to increase the net margin at 23% throughout the year and net income of this banking recorded an amount 20% higher than the previous year. It should be noted that now the Wholesale and Investment Banking represents 32% of Income Before Tax of BBVA Bancomer.

Considering the foregoing and the constant transformation to improve service and products day by day, BBVA Bancomer has been internationally recognized by the Global Finance magazine as the Best Investment Bank in Mexico; also noting that the institution has the largest Transactional Banking. This was achieved thanks to the implementation of a clear strategy focused on profitability, efficiency, and cost control.

Undoubtedly, this business unit is fully positioned to continue setting trends. This, regardless of the powerful team it has to maintain leadership in the wholesale world.



## Global Markets

2015 was a very difficult and challenging year for Global Markets, but everything has been successfully overcome. During this year, the financial system faced new regulatory frameworks both in Mexico and in other regions (North America and Europe).

The challenge was to develop new tools and management processes that allowed the business to continue, serving customers properly.

Another major challenge was the market volatility and uncertainty, in this environment where customers demand innovation in products and an array of value-added services with solutions suitable to the environment. All this, in a world with greater requirements of profitability, taking advantage of the differential capacities of BBVA Bancomer to provide solutions to customers.

BBVA Bancomer was recognized in 2015 as a leading and innovative bank in structured products, achieving very successful campaigns in coordination with the High Net Worth.

In such a complex environment, it was able to regain leadership in the world of FX, generating recurring revenue. Then, in 2015, the Global Finance magazine recognized BBVA Bancomer as the Best FX Supplier in Mexico.

This business unit also joined the BBVA Bancomer's digital transformation with the development of Bancomer Trader, an online shares trading tool, with which it seeks to achieve a strong impact on customer experience.

Ultimately, in Global Markets – despite the complexity and challenges of 2015 – we achieved an important differentiation against competitors and maintaining industry leadership.

## BBVA Bancomer Insurance

Insurance business of Grupo Financiero BBVA Bancomer includes Seguros BBVA Bancomer (Insurance), Multiasistencia (Insurance) and Pensiones BBVA Bancomer (Annuities). For this business, 2015 has been an extraordinary year, the year of transformation, innovation, multiple channels, and development of new sales channels, seeking a very good range of products for all customer segments.

Insurance and Annuities contributed more than MXN\$9 billion to the total result of Grupo Financiero BBVA Bancomer, equivalent to an annual growth of 10.5%. Thus, Seguros BBVA Bancomer has become the second most profitable insurer in the country. While Pensiones BBVA Bancomer has become the market leader with a share of 38%.

Also, new platforms for interaction with customers are being built, and digital channels and tools are being developed to facilitate contracting, use and customer services, following one of the values of BBVA Bancomer: simplicity. The foregoing has led to a clear improvement in customer experience with this business unit.

In 2015, WIBE was launched—a 100% digital project that changed the insurance market in Mexico. It is an application in which customers can customize and contract online insurance policies, transforming the sales model to provide better service and faster access to financial services.

---

“...BBVA Bancomer was recognized in 2015 as a leading and innovative bank in structured products, achieving very successful campaigns in coordination with the High Net Worth...”

---

“...In 2015, WIBE was launched—a 100% digital project that changed the insurance market in Mexico. It is an application in which customers can customize and contract online insurance policies, transforming the sales model to provide better service and faster access to financial services...”

Also, insurance sales have been innovated through remote channels such as ATMs, Bancomer.com, and BMóvil under the one-click mode—the fastest way to contract in just a few seconds.

Through telemarketing, selling practices have improved, reducing cancellation ratios and increasing customer recommendation ratios. Furthermore, cross-selling in Línea Bancomer (customer service phone number) has been increased by 36% through 1.2 million of customized offers giving customers better advice according to the segment, life cycle, and income.

More than half a million safe cash policies have been placed over the counter. For the SME world, there was also a good performance, showing by registering a growth of 45% over the previous year.

Seguros (Insurance), Multiasistencia (Insurance) and Pensiones BBVA Bancomer (Annuities) are under ongoing transformation to provide the best customer experience. Image and unique experience in Multiasistencia (Insurance) and Call Center, a model of customer service achieving a standardized and differentiated experience against competition, just to mention some of the initiatives. The goal is further improvement and that quality is reflected in customer service.

### Talent & Culture

2015 was a very relevant year to BBVA Bancomer—a year of constant change and a major transformation. Such transformation involved many areas in terms of processes, technology, and branches. It bears mentioning that customers are taking this very positively.

This business unit has not been the exception, so transformation began from changing the name Human Resources to Talent & Culture.

In this unit, we understand that the institution's human factor is the most important thing. Therefore, in 2015 we started a renovation project of various Talent & Culture processes that are key to attracting, retaining, and growing top talent and so that the bank's culture continues its transformation positively.

The Talent & Culture Transformation Plan is a very robust plan involving many areas related to human capital, culture, the way we want to work, to attract talent and to develop people. We seek to be more careful in attracting talent, but especially in retaining top talent.

Building a better bank starts from within and thus BBVA Bancomer is convinced that it is not only necessary to have the best team in the financial system, but to motivate, retain, train and encourage it to attain a greater professional and personal growth. This will allow us to keep building a more solid and robust institution.

“...The Talent & Culture Transformation Plan is a very robust plan involving many areas related to human capital, culture, the way we want to work, to attract talent and to develop people. We seek to be more careful in attracting talent, but especially in retaining top talent...”

---

## Business Development

In 2015, the Directorate General of Digital Banking merged with the Directorate General of Business Development and Payment Channels, creating the new Directorate General of Business Development to promote and complement the BBVA Bancomer distribution channels and sales force.

This merger also transformed the way of working: a commitment was made for the methodology based on the implementation of small interdisciplinary and autonomous workgroups building a value proposition and with delivery of viable products, on minimum versions and on a quarterly basis.

This has led to increased productivity and development capacity, thereby increasing, from 6 to 27, the range of products that we can distribute digitally at year end.

Also, at the end of 2015, the number of customers using digital channels services increased to 3.2 million and 92% of employees became users of digital services.

With the boost in sales through digital channels, we managed to sell 15% of total consumer loans and 5% of total customer loans. 40% of the product called Advanced Payroll was distributed through the network of BBVA Bancomer ATMs. In addition, 40% of immediate cash was also distributed through digital channels and 45% of credit line increases were not made in branches.

The vertical applications strategy has been very successful—280,000 BBVA Wallet downloads, 125,000 Vida BBVA Bancomer downloads, 100,000 Línea Bancomer downloads have been made; BBVA Send was launched by year-end.

Undoubtedly, 2015 was a great year: the year of consolidation of the digital transformation for BBVA Bancomer.

## Transformation

The main challenges and achievements of the transformation area in 2015 have been very clear and are divided into three major pillars:

The first pillar is the transformation of space (Ulysses project), which involves refurbishment of branches. Also, not only the new headquarters are environment friendly built, but also aim to concentrate the core areas there.

The second pillar is Experiencia Única (Unique Experience), the standardization of the business model seeking homologation and improving the customer experience with BBVA Bancomer. To achieve this we provided the network with new tools.

---

“...With the boost in sales through digital channels, we managed to sell 15% of total consumer loans and 5% of total customer loans...”

“..Under these strategic pillars it is how we improve the customer experience at every point of contact, and thus better meet the needs to achieve customer recognition...”

---

The third pillar is the Process Plan, with a customer and macro-project view, seeking to address the areas of opportunity in processes. The main ones were the customer experience on the network, productivity and internal control.

Under these strategic pillars it is how we improve the customer experience at every point of contact, and thus better meet the needs to achieve customer recognition.

## CRR Advertising Campaigns and Communication

### Massive Campaigns

#### **AutoSeguro Bancomer (Bancomer Vehicle Insurance)**

“Transformer” was our 2015 campaign in which a car transforms and defends itself. There were different advertising pieces emphasizing that this was an impossible situation—better safe than sorry.

#### **Vida Bancomer**

“Comparte la Vida Bancomer” (Share Bancomer Lifestyle) was our 2015 campaign to raise awareness among customers of the benefits of this program and promote the habit of redeeming Bancomer Points (Bancomer rewards program).

#### **Wibe**

The 2015 Wibe campaign had a follow-up purpose: to consolidate the positioning of Wibe so that this may be one of the first choices when people look for a car insurance policy.

### Digital Campaigns

#### **BBVA Wallet**

The aim of this campaign was that bank customers downloaded this application to generate virtual cards of all physical credit and debit cards. During the campaign the functional benefits of the app (safety, speed and innovation) were announced, sending messages to build trust for online purchase.

#### **Vida Bancomer**

In order to promote the Vida Bancomer app, the campaign focused on communicating users that when they use the app they can find discounts, promotions and places where they can pay with Bancomer points.



**BBVA Bancomer Seguros**

Tu auto no se defiende solo.  
Protégelo con AutoSeguro Bancomer

Asegura tu patrimonio rápido y fácil con un seguro que te ofrece:

- Tarifas bajas
- Pagos mensuales
- Descuento de hasta 30%\*

Contrátalo con un Ejecutivo en esta Sucursal.  
Usa Seguros Bancomer a tu favor.

adelante. [www.facebook.com/BBVABancomerSeguros](https://www.facebook.com/BBVABancomerSeguros) [www.twitter.com/SegurosBancomer](https://www.twitter.com/SegurosBancomer)

\*Promoción válida para modelos 2010 a 2015. No participan autos legalizados y fronterizos. Vigencia del 1 de enero al 31 de marzo de 2015. Términos y condiciones en [segurosbancomer.com](http://segurosbancomer.com)



El mejor antojo es el que no te cuesta.

**BBVA Bancomer**

Y tú, ¿con quién compartes tus Puntos?

Usa BBVA Bancomer a tu favor con tus Tarjetas de Crédito y gana Puntos Bancomer, para hacer tu mejor compra en miles de comercios.

Paga, gana, disfruta y Vive la Vida Bancomer.

Disfruta Gana

Visita la página [www.bancomer.com/vidabancomer](http://www.bancomer.com/vidabancomer) o descarga la app Vida Bancomer.

adelante. [www.facebook.com/BBVABancomer](https://www.facebook.com/BBVABancomer) [www.twitter.com/BBVABancomer](https://www.twitter.com/BBVABancomer)

**Vida**  
BBVA Bancomer

© BBVA Bancomer, institución regulada por el gobierno y supervisada por el Banco de México. BBVA Bancomer, S.S., Institución de Banca Múltiple, Grupo Financiero BBVA Bancomer

**BBVA Send**

This digital campaign aimed to promote this new app, which purpose was making bank transfers easily and quickly, with messages highlighting the simplicity of making a money transfer only by having our contact's cell phone number.

**Bancomer SMS**

The purpose of this digital campaign was to motivate users to activate or use any of the services via SMS, highlighting the discomfort of going to the bank to make simple transactions such as checking one's account balance.

### CRR Communication

To communicate the activities and results of the BBVA Bancomer responsible business strategy, studies and reports are generated, which are spread among its stakeholders, mainly through electronic means.

<b>Annual Report 2015</b>	<p>The BBVA Bancomer Annual Report presents economic, social, and environmental results reported throughout the year. It is e-mailed to employees and suppliers. It is available on the Bank's website both in English and Spanish.</p>
<b>Foundation Annual Report 2015</b>	<p>The BBVA Bancomer Foundation Annual Report shows its stakeholders the results of its activities and programs. It is available on the Foundation's website both in English and Spanish.</p>
<b>ABM's Annual Report</b>	<p>The Mexican Bank Association Annual Report shows the results of the activities and programs of Social Responsibility and Sustainability of all union members. It is distributed among financial institutions belonging to this organization. It is available on its website.</p>
<b>Social and Economic Balance Sheet</b>	<p>The BBVA Bancomer Economic and Social Balance Sheet shows positive impacts on people and society as a result of the everyday activity of BBVA Bancomer.</p>
<b>BBVA Bancomer CoP and Foundation</b>	<p>The Global Compact – to which the Bank is adhered since 2004 and the Foundation since 2010 – requests submitting an annual activity report (CoP) to evidence that organizations meet their 10 principles. It is available on the Global Compact's website.</p>
<b>Materiality Report</b>	<p>For six years now in the case of BBVA Bancomer and for one year now in the case of the Foundation, a materiality analysis is prepared, which results – better known as relevant issues – are validated by the Responsible Business Committee.</p>



# Economic Impact

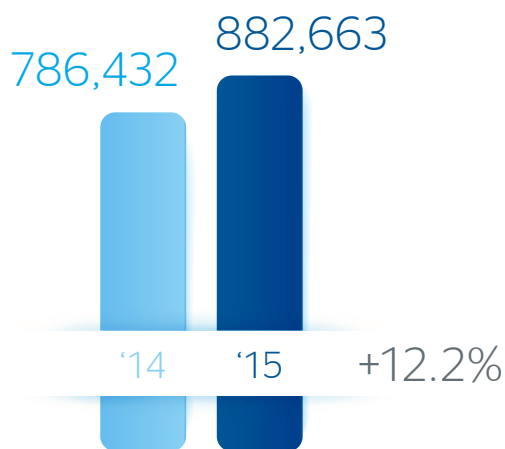
## Analysis and Discussion of Business Development

Grupo Financiero BBVA Bancomer, key balances in millions of pesos.

### Commercial Activity

At year end, performing loans amounted to MXN\$882.66 billion, MXN\$96.231 billion or 12.2% up on the figure for 2014. This positive development not only allows BBVA Bancomer positioning as market leader with a share of 23% at the end of December 2015, but also – according to the CNBV – it has been the bank with the largest increase in total loans balance during the last twelve months.

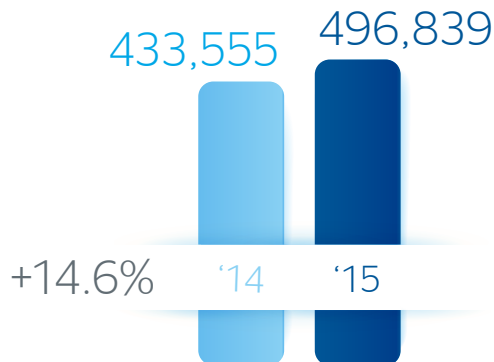
Performing Loans



Source: Quarterly Information  
In millions of pesos



## Commercial Loans

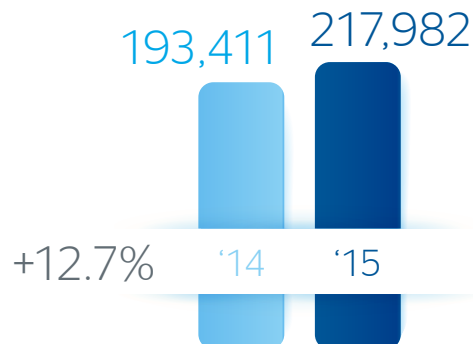


Source: Quarterly Information  
In millions of pesos

By headings, the commercial loans amounted to MXN\$496.83 billion, 19.4% up on the figure for 2014. This is due to the annual 16.2% growth in business activity, which accounts for 69% of the commercial loans, by the loans to government bodies, which increased by 7.4% over the year and by financial institutions that grew 57.7%.

Consumer lending and credit card had a balance of MXN\$217.98 billion, an annual growth of 12.7%. Within this portfolio, the biggest buoyancy can be seen in the consumer lending: payroll, personal and auto loans, with a balance up 22.4% over the year. The trend of payroll and personal loans has been mainly supported by the issue of loans to our own customer base, which not only allows increasing volumes but also maintaining quality in these loans. Meanwhile, credit card closed the year with a balance of MXN\$95.28 billion, growing 2.2%.

## Consumer Lending + Credit Card

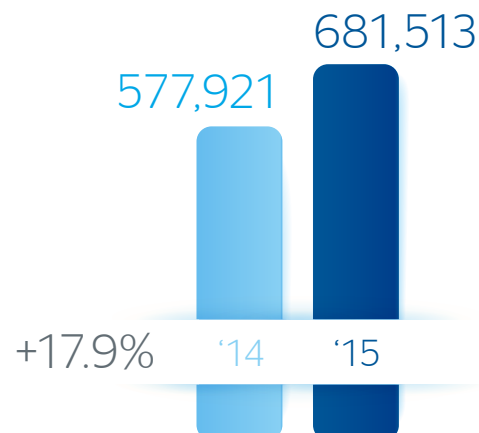


Source: Quarterly Information  
In millions of pesos

Bank deposits (demand and time) grows 18.5% throughout the year. When including bank bonds, customer deposits increases 19.3% annually. Thus, BBVA Bancomer has also been the bank with the largest deposits balance in the last 12 months, representing 31% of the market, according to CNBV's public information.

At the end of 2015, demand deposits amounted to MXN\$681.51 billion, equivalent to an annual increase of 17.9%. It bears mentioning that, as of December 2015, the bank maintains its leadership with a market share of 26.7%, according to the CNBV. On the other hand, time deposits posted an annual increase of 20.6%, amounting MXN\$175.80 billion.

## Depósitos Vista



Source: Quarterly Information  
In millions of pesos

As of December 2015, assets under management in mutual funds amounted to MXN\$338.90 billion, with an annual increase of 1.5%. The foregoing, places BBVA Bancomer as one of the biggest mutual fund managers on the market, with a market share of 19.5%, according to the Asociación Mexicana de Intermediarios Bursátiles (AMIB, Mexican Securities Industry Association). Thus, total deposits amounted to MXN\$1.287 trillion, equivalent to an annual growth of 14.0%.

It is important to say that BBVA Bancomer manages nearly MXN\$1.6 trillion of customer funds.



## Income Trend

In December 2015, the net interest income stood at MXN\$100.99 billion, an annual growth of 9.2%. This growth has been driven by higher loan and deposit volumes, as well as by a good performance in the insurance business. Preventive estimates increased 11.6%, still below the development of total loans.

Proper risk management has maintained the quality of the loan portfolio over the year, as reflected in the increase of the preventive estimate for credit risks, which was under the growth in lending. As a result, net interest income adjusted for credit risks amounted to MXN\$72.51 billion in December 2015, 8.3% up on the figure for the previous year.

Fees and commissions saw an annual increase of 3.9%, amounting, at the end of December 2015, to MXN\$21.28 billion. At the opening of this item, credit and debit card, ATM, and investment banking fees and commissions showed a greater buoyancy.

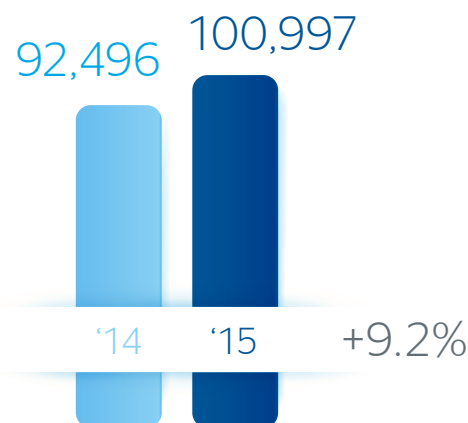
Recent volatility in financial markets has been reflected in brokerage income of GFBB, which at the end of December 2015 amounted to MXN\$4.18 billion, with an annual increase of 5.7%, supported mainly by the appraisal and purchase-sale of financial derivative instruments and foreign exchange.

Other operating income ended the year with a balance of MXN\$795 million, mainly supported by income from the sale of own real estate property as well as foreclosed properties.

The ongoing investment in the country has been reflected in a 9.1% annual increase in the administration and operating costs. However, proper management of income allows GFBB position itself as one of the most efficient institutions in the financial system, with an efficiency ratio – measured as an expense-to-income ratio – of 41.9% at the end of December 2015. It has 1,431 fully-refurbished branches from a total of 1,818; the number of ATMs have been increased in 1,776 branches, totaling 10,772 units at the end of 2015.

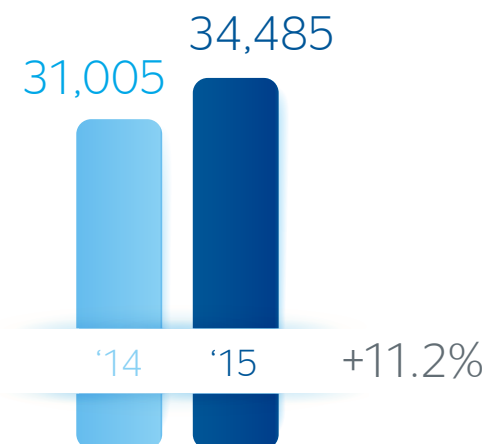
Net profit amounted to MXN\$34.48 billion in 2015, an increase of 11.2% or MXN\$3.48 billion.

### Net interest income



Source: Quarterly Information  
In millions of pesos

### Net Income



Source: Quarterly Information  
In millions of pesos

Market*	GFBB	Indicators (%)
8.1	20.0	Return on Equity (ROE)
3.5	5.7	Net Interest Margin (NIM)
50.6	41.9	Efficiency Ratio
2.8	2.4	NPA Ratio
15.0	14.9	Capitalization Index

\* Market made up of 5 Groups (Banamex, Santander, Banorte, HSBC and Scotiabank). For the Capitalization Index, the market is the total number of banks that report to the Bank of Mexico.

## Economic Value Added (EVA) per stakeholder group

	Dec-13	Dec-14	Dec-15
Personnel costs	17,178	18,074	19,637
Interest expenses	28,652	27,012	27,940
Administration and operating expenses	14,338	14,854	15,760
Taxes	9,265	9,559	11,094
Contribution to the community: funds allocated	69,433	69,499	74,431
<b>Economic value generated and distributed</b>			
Economic value generated	108,194	114,898	127,332
Net interest income	83,641	92,496	100,997
Net fees and commissions	20,175	20,483	21,280
Other ordinary revenue	4,378	1,919	5,055
<b>Economic value distributed</b>	<b>71,033</b>	<b>74,007</b>	<b>80,612</b>
Dividends	20,568	20,515	21,475
General administrative expenses	24,022	25,859	28,406
Taxes	9,265	9,559	11,094
Personnel costs	17,178	18,074	19,637
<b>Economic value retained</b>	<b>37,161</b>	<b>40,891</b>	<b>46,720</b>
Preventive estimates for credit risk	23,699	25,526	28,482
Reserves	13,462	15,365	18,238

Source: Grupo Financiero BBVA Bancomer  
In millions of pesos



# Social and Environmental Impact

## Social Impact

### Customers

Part of our business strategy is to put the customer at the center of business. We are moving towards a more digital model that improves the customer experience.

### KYC

Experiencia Única (Unique Experience) has become the integral model that consolidates, standardizes, and structures management, sale and service in a homologated way within branches and on a customer-facing basis.

Two years after the implementation of Experiencia Única – at the more than 1,700 branches – 2015 brought a development and a challenge to the model; since, besides upholding skills learned, the segments, some subsidiaries and contact centers models were designed and implemented.

The design and development of specialized models for High Net Worth, Personal Banking and SMEs achieved strength in service, management and service of portfolios, standardization of tools, use of protocols and – in the case of SMEs – greater geographic dispersion for customer service.

Therefore, Experiencia Única has become a fundamental part to support the objective of improving awareness and customer service, while boosting productivity and profitability. During 2013-2015, these efforts paid off as the customer satisfaction index of the Network increased 6 points and the market measurement places us at the leading position in the customer recommendation intention.

As for our teams within the branch Network, besides considering that the model has boosted sales productivity, it has also allowed them a better management and clarity of objectives.

### Complaints and Claims Management

Customer experience and quality are the key levers to attract and retain customers within the new competitive environment. Claims, as the customer's voice source, allow identifying the causes behind complaints and activating action plans. Undoubtedly, they represent a moment of truth, which analysis and management provide relevant information of drivers of customer dissatisfaction.

The complaints that one of our customers or users might have on the use of BBVA Bancomer products and services, are resolved by the relevant channels; the main channels are: Branches, Línea Bancomer (customer service phone number) and Bancomer.com

### Claims Submitted to the UNE

	2013	2014	2015
Resolved fully in favor of the customer	15,207	19,793	19,352
Resolved in favor of the bank	23,453	30,141	30,917
Total claims submitted (UNE)	38,660	72,406	81,588
Internal claims (SAC)	27,354	34,725	47,453
Average number of days in resolving a claim	11.39	ND	11
Number of claims submitted to banking authorities	36,071	37,681	34,135

Scope: BBVA Bancomer

Together with our customers, we are evolving into digital channels and products. These new technologies allow us to serve other segments of the population on a profitable and sustainable basis.

### Multiple Channels

The multichannel strategy of BBVA Bancomer allows customers to contact the bank using the most convenient method, regardless of when, how or where they wish to access.

Together with our customers, we are evolving into digital channels and products. These new technologies allow us to serve other segments of the population on a profitable and sustainable basis.

### 2015 Developments

#### 2015 Multiple Channels

Channel	Total number of transactions	Non-financial	Financial
Internet	1,171,093,245	960,168,815	210,924,430
ATMs	849,196,179	327,350,421	521,845,758
Bmovil	493,481,354	463,000,886	30,480,468
BSMS	6,632,868	6,356,517	276,351

## Customer Protection

Considering the prevailing insecurity and crime in Mexico, the Department of Institutional Security is working on several fronts to protect the safety of customers and users when using our services.

### 2015 Developments

- As for branch robberies, we have implemented and installed new technologies in branches and ATMs, exceeding the standards established by law, such as:
  - Installation of screens in counters limiting visibility of customer's transactions.
  - Installation of CCTVs in parking areas.
  - Implementation of the Anfitrión Bancario (Banking Host)—a bank clerk at the branch who warns, detects, and identifies crime patterns. This person will activate the warning operation towards the Institution's surveillance monitoring center.
  - Security and surveillance at risk-prone branches.
  - Regular meetings held with municipal and state authorities through the SEPROBAN (Security and Banking Protection) (Coordinator) authority to reach cooperation agreements.
- As for fraud prevention, we operate with the state-of-the-art technology, and with staff trained for the implementation and application of security measures. In 2015, training courses for the prevention and eradication of "document fraud" were held.
- Another security measure performed in 2015 were audit visits to strategic suppliers with the purpose of verifying safety in the processes inherent in our products, bank cards and checks, detecting irregularities and engaging the services of a supplier that meets the security measures required by the institution.

## Staff

The migration of employees to our new headquarters goes beyond a simple change of office: it is actually a change of culture. This new work experience consists of 5 large areas:

1. A new technology experience;
2. Open, nearby, and bright spaces;
3. Value-added services such as free corporate shuttle, medical service and cafeteria;
4. Respect for the environment; and
5. Rules of conduct for the respect for others.

This new way of achieving teamwork results contributes to a better quality of life, while triggering the productivity of everyone working at BBVA Bancomer in a healthier and more efficient environment.

### Staff Profile

In BBVA Bancomer Group is made up by 38,719 employees throughout the 31 states of the Mexican Republic, from which 53.4% are women and 71.5% are between 25 and 45 years of age.

#### Staff by Age and Gender

	2013	2014	2015
<b>Age</b>	<b>Percentage of employees</b>		
< 25	14.8%	18.9%	11.2%
25-45	71%	66.7%	71.5%
< 45	14.2%	14.4%	17.3%
<b>Gender</b>	<b>Percentage of employees</b>		
Mujeres	53.5%	53.1%	53.4%
Hombres	46.5%	46.9%	46.6%
<b>Total employees</b>	<b>38,114</b>	<b>38,273</b>	<b>38,719</b>

Scope: BBVA Bancomer Group

#### Staff by Contract, Work Schedule and Gender

2015				
Contract	89.9% with permanent contract		10.1% with temporary contract	
	16,249 Men	18,552 Women	1,775 Men	2,143 Women
Work Schedule	97.7% full-time employees		2.3% part-time employees	
	17,722 Men	20,115 Women	302 Men	580 Women

Scope: BBVA Bancomer Group

### Hiring, Training, and Development

We have a development model focused on building the best place to work by promoting the growth of our employees with responsibilities shared with the institution. This model consists of three steps, each with tools that allow employees' growth:

#### Development Model

<b>Conócete (Know Yourself)</b>	DNA employee's dossier
	Personal assessment
	Performance assessment (Rating)
<b>Prepárate (Prepare Yourself)</b>	BBVA University
	Training
	Self-development plan
<b>Participa (Contribute)</b>	Apúntate (Sign up)
	Carreras de avance (Careers)
	A punto (Tune up)

We have a development model focused on building the best place to work by promoting the growth of our employees with responsibilities shared with the institution.

Our hiring tools, such as the Apúntate (Sign up) job board and the Job-posting system, help us guaranteeing talent development, transparency in hiring processes, and equal opportunities.

Rating, our new performance assessment process, consists of an overall evaluation of each employee according to his/her roles and responsibilities. This process includes evaluating attitudes through two concepts: cataloging and projection.

As a key element to human development, we keep our training efforts with an average of 68 hours of training activity per employee. This activity is distributed: 38.2% on-site training and 61.8% e-learning channel.

### 2015 Developments

- This year, 26,488 employees of BBVA Bancomer took a performance evaluation.
- In 2015, 1,461 employees enrolled at Universidad BBVA (BBVA University) for high school, undergraduate and graduate studies, in partnership with Universidad Tecmilenio (Tecnológico de Monterrey), Instituto Tecnológico y de Estudios Superiores de Monterrey (ITESM, in Spanish) (Monterrey Institute of Technology and Higher Education), and Colegio Nacional de Matemáticas (CONAMAT, in Spanish) (National College of Mathematics), with 415 graduate students.
- 285 employees were supported to complete their studies.
- Other courses offered both to direct and outsourced employees were: Seguridad en nuevas sedes corporativas (Security in New Corporate Headquarters), Ciudadanía net (Citizenship net), Competencia digital (Digital Competence) and Guías de cambio (Guidelines of Change).

### Training

	2013	2014	2015
On-site training (hours)	1'396,290	1'340,572	974,180.77
Training through e-campus (hours)	914,665	1'676,177	1'576,064.07
<b>Total</b>	<b>2'310,955</b>	<b>3'016,749</b>	<b>2'550,244.84</b>
Percentage of employees trained	98.30%	100%	96%
Total investment in training (pesos)	135,567,552	136'800,610	137,754,110
Investment in training per employee (pesos)	3,619	3,511	3,671
Hours of training per employee	61.7	77.43	68
Evaluation of training satisfaction	9	9	9
Employees trained	37,456	38,961	37,521

Scope: BBVA Bancomer Group

Our inclusive diversity strategy aims to ensure respect for differences, equal opportunities and optimize all our employees' attributes.

### Employee Hires

Number of employees (1)	2013		2014		2015	
	F	M	F	M	F	M
< 25	3,557	3,327	2,248	2,090	1,745	1,202
25-45	3,333	3,271	2,024	2,583	2,133	2,398
< 45	241	280	63	187	55	119
<b>Total</b>	<b>14,009</b>		<b>9,195</b>		<b>7,652</b>	

(1) Actual hires are reported.  
Scope: BBVA Bancomer Group

### Employee Terminations

Number of employees (1)	2013		2014		2015	
	Women	Men	Women	Men	Women	Men
Under 25 years	2,845	2,692	1,381	1,342	940	740
25 to 45 years	3,543	3,295	2,649	2,672	2,336	2,466
Over 45 years	547	648	341	591	299	425
<b>Total</b>	<b>13,570</b>		<b>8,976</b>		<b>7,206</b>	

(1) Actual terminations are reported.  
Scope: BBVA Bancomer Group

### Turnover by Age and Gender

	2013	2014	2015
Men	37.6%	26%	20.2%
Women	33.9%	21.7%	17.4%
0 to 25 years	66.8%	42.80%	36.8%
25 to 45 years	27.9%	20.70%	17.5%
Over 45 years	22.6%	16.10%	11%

Scope: BBVA Bancomer Group

### Diversity and Balance

Our inclusive diversity strategy aims to ensure respect for differences, equal opportunities and optimize all our employees' attributes.

The BBVA Bancomer Gender Diversity Plan focuses on three lines of action:

1. Maternity: Prevent maternity leave from being an impediment to the development of women at the company.



2. Professional Development: Encourage the promotion of talented women.
3. Awareness: Raise awareness about the need for the best people occupying the best positions, regardless of their gender.

Furthermore, BBVA Bancomer has the Inclusion of People with Disabilities program, through which we are working on creating a culture of inclusion, through 4 steps: infrastructure and accessibility, HR processes, inclusion and awareness.

## 2015 Developments

### Category of Employees by Gender

Position	2013		2014		2015	
	Number of employees					
	Men	Women	Men	Women	Men	Women
Board of Directors and Corporate Directors	62	4	61	2	58	5
Managers	232	37	244	40	213	35
Middle Management	2,369	1,294	2,483	1,395	2,673	1,593
Specialists	3,329	2,947	3,109	2,799	3,198	2,881
Sales	6,997	7,650	7,110	7,282	6,795	6,907
Entry-level Positions	4,714	8,479	8,823	4,925	5,087	9,274

Scope: BBVA Bancomer Group

### Levels of Reinstatement Following Maternity Leave

	2013	2014	2015
Maternity Leaves (1)	1,118	972	1,131
Number of leaves covered	566	662	647
Number of women reinstated	628	767	996

(1) "Leaves" mean women who were absent on account of maternity.

- This year, five women were promoted to Senior Management positions—more than double the previous year.
- We supported working mothers as we built breastfeeding rooms at headquarters, and signed contracts with nurseries and schools.
- We worked in awareness of employees, mainly through the diversity website, promoting paternity, maternity and respect for diversity.
- To achieve balance between work and family life of employees, we promoted staggered schedule so they can leave early.
- We worked on infrastructure and accessibility for people with disabilities at our three new headquarters and eight branches: parking spaces, ramps, bathrooms and office spaces.
- Awareness was raised in various teams in the "fully-accessible branches", where eight employees with disabilities joined.
- We made two social support visits to children with disabilities, and we painted a school for people with disabilities.

## Health & Safety

Based on our Occupational Health Policy, we protect our employees ensuring they work in optimal health, hygiene and safety conditions.

### 2015 Developments

#### Absenteeism Rate

Year	2013	2014	2015
Employees	36,794	30,981	30,270
Days	200,667	195,328	204,540

Scope: BBVA Bancomer Group

- To ensure employees safety at the new headquarters, the following measures have been implemented:
  - State-of-the-art systems were installed for people and vehicle access control.
  - Fire-fighting equipment with adherence to national and international standards, as well as a permanent fire brigade in each building.
  - Earthquake-resistant structures.
  - The buildings have a brigade trained in advanced contingency management.
  - Lower-risk areas in all floors for staff protection.
  - Civil protection courses so that staff knows the characteristics of the buildings, what to do in the case of emergencies and how to get to the main evacuation routes.
  - New ways of information on preventive measures.
- To improve vehicle access control at the Bancomer Tower the following measures have been implemented:
  - 2,813 parking spaces;
  - Corporate shuttle to and from different parts of the city;
  - Parking for 234 bicycles;
  - Staggered work schedules;

---

Our compensation system is based on the mutual creation of value for professionals and for the Group, pursuant to the best generally accepted national and international practices in remuneration and good governance.

## Benefits and Pay

Our compensation system is based on the mutual creation of value for professionals and for the Group, pursuant to the best generally accepted national and international practices in remuneration and good governance.

Remuneration is made up of two clearly differentiated parts:

- A fixed compensation, which is established by taking into consideration the level of responsibility and professional career of the employee, setting a benchmark salary for each function.
- Variable compensation, which compensates value creation within the Group, remunerating individual contributions, those of the teams and the aggregate of all of them. Variable compensation aims to recompense achievement at the individual, group and organizational level, measured through customer, financial and other indicators.

On freedom of association and union representation, we understand that dialogue and conciliation are the best way to solve conflicts and reach consensus.

The basic salary for each professional category is the same regardless of gender, while fully respecting the individuality of each employee and avoiding discrimination of any kind. Our minimum wage in the company is 50% higher than the minimum wage within the country.

BBVA employees also have a range of social benefits which are grouped into three areas:

- Personal loans for clothing and footwear, consumption, automobiles, mortgages, personal items and business loans.
- Agreements with companies and memberships in discount and hotel programs, vacation incentives, and seniority recognition.
- Athletic, social and cultural activities to promote integration and family wellbeing.

### Occupational Conditions

Every two years, we conduct the Internal Satisfaction Survey in order to identify areas for improvement. In the 2014-2015 edition the most highly valued aspects were team, equality, and reputation.

On freedom of association and union representation, we understand that dialogue and conciliation are the best way to solve conflicts and reach consensus.

BBVA Bancomer has the most comprehensive collective labor agreement in the financial sector, which defines labor relations with 29.8% of the BBVA Bancomer Group's employees.

Having a decent and responsible labor union representation as well as a recognized and solid collective agreement allows us to continue the development of actions and projects; always relying on a well-paid and attractive human capital, which leads us to keep a firm position in the financial market.

Every two years the Collective Labor Agreement is thoroughly reviewed together with the BBVA Bancomer National Union of Banking and Credit Services and Related Financial Activity Employees (SNAEBB, in Spanish), in order to reformulate administrative clauses.

### 2015 Developments

Bank's Workforce: 38,719			
Unionized		Non-unionized	
Men	4,028	Hombres	13,996
Women	7,523	Mujeres	13,172
<b>Total</b>	<b>11,551</b>	<b>Total</b>	<b>27,168</b>

Scope: BBVA Bancomer Group



### Volunteering and Social Engagement

Our Corporate Volunteering Program aims to relate the bank's corporate social responsibility programs to the genuine interest of our employees who wish to volunteer for their community.

#### 2015 Developments

- 3,346 volunteer employees
- 8.6% staff participation
- 9 driven volunteering actions
- 27,211 volunteering hours

Among the volunteer activities performed in 2015 are: godmothers and godfathers (sponsors) of the Becas de integración program, Olimpiada del Conocimiento Infantil (Children's Knowledge Olympics) and Becas Bicentenario (Bicentennial Stipends); Valores de futuro (Future Values) financial education workshops; ¡Vamos a pintar una Escuela! (Let's paint a School!) to renovate an educational space for people with disabilities; BBVA Bancomer Volunteer Day; Reforestación Bosque BBVA (BBVA Forest Reforestation) to plant with the family 10,000 pine trees; Visit to Papalote Museo del Niño (Papalote Children's Museum) and to Rancho Mágico with social support to children and youth with disabilities; SÚMATE and Momentum Project to support social entrepreneurship.

### Suppliers

The new digital era of BBVA Bancomer has also reached our procurement system in order to improve ourselves and moving closer to our suppliers.

Global Procurement System (GPS) es la plataforma tecnológica global que da soporte a todas las fases del proceso de aprovisionamiento, desde la presupuestación, compras y finanzas. GPS está integrada con el portal de proveedores Adquiria Marketplace, que permite la interacción en línea entre la empresa y sus proveedores, a través de un entorno colaborativo, mediante el intercambio electrónico de documentos.

The relationships that BBVA Bancomer maintains with its suppliers are governed by the Code of Conduct and are based on compliance with the law and a commitment to integrity, competition, objectiveness, transparency, the creation of value, and confidentiality.

We require that our suppliers meet, at minimum, our own social and environmental standards, and that they uphold all current legislation as well as the principles outlined in the United Nations Global Compact.

In 2012, the BBVA Group Responsible Purchasing Policy was approved. Its purpose is to integrate social and environmental factors in all procurement processes.

Our supply chain is made up of a catalog of suppliers we classified according to their billing in A, B, C1 and C2; the most important being the first three representing almost 70% of billing.

Suppliers are subject to an approval process that involves validating annually that they adhere to the guidelines set by the BBVA Bancomer Group, in terms of our business relationship. We analyze administrative, financial, operational, regulatory and legal aspects, among others, with the aim of ensuring permanence and continuity to the synergy of business built over time.

There is a certifying entity responsible for conducting annual audits of suppliers to verify that they meet the certification criteria.

With the aim of measuring the degree of its suppliers' satisfaction, the BBVA Group conducts a biennial survey and, at local level, periodic surveys are conducted.

**2015 Developments**

**Certification of Suppliers**

	2013	2014	2015
Number of suppliers	197(1)	472	627
Number of authorized suppliers	381	441	493
Percentage of purchases made with suppliers that have participated in the certification process	85.76%	NOT AVAILABLE	45%
Number of suppliers that have not undergone the certification process	50	9	35
Number of electronic negotiations	4,574	452	963

(1) This number corresponds to 67.7% of all suppliers, who are considered as key suppliers. Scope: BBVA Bancomer

- 95% of our major suppliers are local. The remaining 5% is from the United States, Spain, UK and Belgium.
- Last year we conducted the 2015 supplier satisfaction survey that showed a satisfaction rate of 82 out of 100 points.

**Society**

BBVA Bancomer channels its commitment to society through Fundación BBVA Bancomer A.C., which mission is to get and channel resources to support social, educational and cultural development programs that provide opportunities of sustainable development for the population that contribute to the construction of a more equitable and fair society for the benefit of Mexico.

The relationships that BBVA Bancomer maintains with its suppliers are governed by the Code of Conduct and are based on compliance with the law and a commitment to integrity, competition, objectiveness, transparency, the creation of value, and confidentiality.

BBVA Bancomer channels its commitment to society through Fundación BBVA Bancomer A.C., which mission is to get and channel resources to support social, educational and cultural development programs

---

To achieve this, the Foundation has developed several initiatives in three key areas: education, entrepreneurship and culture.

In 2015, the BBVA Bancomer Foundation allocated \$409,515,836 to its initiatives – 18% more than the previous year – benefiting, directly and indirectly, more than 30,000 people, with the help of both internal and external volunteers.

### **Education for Society**

In order to help reducing dropouts and recognize high academic achievement, Educational Project department has two main programs: “Por los que se quedan” (For Those Who Are Left Behind) Becas de Integración and Becas Adelante scholarships and Becas de la Olimpiada del Conocimiento Infantil (Children’s Knowledge Olympics Scholarships).

### **“Por los que se quedan” (For Those Who Are Left Behind) Becas de Integración and Becas Adelante scholarships**

The objective is that well-performing students from migrants’ communities are able to complete their junior high school studies and then continue with high school. To achieve this objective, the BBVA Bancomer Foundation supports them with a MXN\$1,000 monthly grant for Becas de Integración (junior high school), and MXN\$1,200 for Becas Adelante (high school), both for the 10-month school year.

### **2015 Developments**

- For the 2015-2016 school year, Becas de Integración has coverage in 20 states and 159 municipalities nationwide. This school cycle we granted 18,000 scholarships.
- From 2006 to date 49,791 junior high school students have been benefited.
- To date, the Becas Adelante have benefited 10,000 youngsters in three generations.
- During 2015, youngsters of Becas Adelante participated in one out of five community service initiatives available: Líder BA (BA Leader), Líder educativo (Educational Leader), Emprendedor comunitario (Community Entrepreneur), Campaña Nacional de Alfabetización INEA (INEA National Literacy Campaign) and Tutores comunitarios de verano CONAFE (CONAFE Summer Community Tutors).
- The 2nd National Meeting of BA Leaders was held with the purpose of recognizing the best participations within Community Service projects, as well as encouraging young people to remain being transformational leaders of their communities.



### **Becas de la Olimpiada del Conocimiento Infantil (Children's Knowledge Olympics Scholarships)**

The purpose of this program is to recognize high academic achievement of young people throughout Mexico. The winners of the Children's Knowledge Olympics – a sixth-grade elementary student competition organized by the Secretariat of Public Education (SEP, in Spanish) – receive a monthly scholarship of MXN\$1,000 during the 10-month school year, which is deposited into a BBVA Bancomer account.

#### **2015 Developments**

- In 2015, 3,150 students received a scholarship, with the support of 966 “godfathers” and “godmothers” (sponsors), managers of BBVA Bancomer branches who serve as mentors.

### **Entrepreneurship**

Since 2009, the former Voluntariado Bancomer (Bancomer Volunteers' Group), in an alliance with ITESM, became BBVA Bancomer-Social Incubator Educational and Productive Centers.

Their objective is offering support and advice to entrepreneurs, through 16 centers worldwide, so they can carry out productive projects, which at the same time generate jobs and promote growth in their communities.

#### **2015 Developments**

- From 2009 to 2015 the following results were obtained in the Educational and Productive Centers:
  - 69,644 people served
  - 2,622 incubated micro-enterprises
  - 6,319 Prepanet students
  - 3,927 people attended the “Adelante con tu Futuro” financial education workshops
  - 8,889 ITESM students acted as tutors in the centers
- In 2015, institutional image was improved in 16 centers.
- This year, with regard to entrepreneurship, emotional rescue, literacy, and high school studies, the Magdalena Contreras's Center kept benefiting more than 1,850 people with our allies' support: Fundación Cadavioco, INEA, FONABEC and Proempleo.
- In partnership with the INEA, 3 centers that supported the Volunteering model were transformed—therefore, there are now 4 Bancomer-INEA Centers promoting all services offered by INEA in Baja California (La Paz), Chihuahua (Ciudad Juárez), Sinaloa (Mazatlán), and Veracruz (Tuxpan).

---

In 2015, the BBVA Bancomer Foundation allocated \$409,515,836 to its initiatives – 18% more than the previous year



In addition to complying with environmental laws, we have adhered to various volunteering initiatives

---

### **Cultural initiatives**

The Cultural Development department is committed to promote innovative artistic and cultural projects with the firm objective to enrich the cultural heritage of Mexico. It is characterized by planning and promoting training programs that directly affect the work of artists, scholars and cultural managers.

#### **2015 Developments**

- Through the Bancomer Arts Scholarship 59 projects were supported, totaling MXN\$6,400,000.
  - Through the Bancomer-MACG Contemporary Art Program 5 group meetings were held; as well as individual consultations with curators, specialists and artists; and production of exhibition pieces, supporting 20 artists.
  - In 2015, through SOMA scholarships, 11 grants were awarded and 2 workshops were given by SOMA artists en Puruándiro, Michoacán for approximately 200 Por los que se quedan scholarship recipients.
- 

## **Environmental Impact**

Our commitment to the environment is reflected in the Environmental Policy. In addition to complying with environmental laws, we have adhered to various volunteering initiatives: the Financial Initiative of the United Nations Environment Programme (UNED-FI), the Equator Principles, the Principles for Responsible Investment (PRI), the United National Global Compact and the Carbon Disclosure Project.

We have established a Global Eco-Efficiency Plan (PGE, in Spanish), managed by the Purchasing, Properties and Services Department, which objective is to reduce our environmental footprint. The objectives per employee for the period 2013-2015 are:

- 3% reduction in water consumption
- 3% reduction in electricity consumption
- 3% reduction in paper consumption
- 6% decrease in CO2 emissions
- 33% of employees working at environmental certification buildings





## 2015 Developments

### PGE Key Indicators

	2013	2014	2015
Water consumption per employee (m <sup>3</sup> )	15	18.91	13.41
Electricity consumption per employee (MWh)	5.11	5.20	5.87
Paper consumption per employee (kg)	47	45.18	50.47
CO2 emissions per employee (t)	2.71	2.67	2.93
People working in certified buildings (%) <sup>(3)</sup>	NOT AVAILABLE	NOT AVAILABLE	23.54

(1) Total number of employees is the sum of employees of the BBVA Bancomer Group plus the number of external staff of the bank buildings and branches, which in 2015 amounted to 43,303.

(2) Including ISO 14001 and LEED certifications (under certification process).  
Scope: BBVA Bancomer Group

### Water Consumption

Water consumption (m <sup>3</sup> )	2013	2014	2015
Total annual water used (m <sup>3</sup> )	628,663	805,342	580,804
Water used annually per employee (m <sup>3</sup> )	15	18.91	13.41

(1) Total number of employees is the sum of employees of the BBVA Bancomer Group plus the number of external staff of the bank buildings and branches, which in 2015 amounted to 43,303.

(2) (m<sup>3</sup>) = cubic meters  
2015 Scope: BBVA Bancomer Group

## Electricity and Fuel Consumption

Energy Consumption	2013	2014	2015
Total electricity consumed	214,146.19 MWh (770,926.28 GJ)	221,781.63 MWh (798,414 GJ)	254,074.12 MWh (914,667 GJ)
Total electricity consumed per employee	5.11 MWh	5.20 MWh	5.87 MWh
Total LPG (Liquefied petroleum gas) consumed	103,935 l (2,492.02 GJ)	96,749 l (2,320 GJ)	118,459 l (2,840 GJ)
Total diesel consumed (gas oil)	563,966 l (20,559.80 GJ)	768,590 l (28,019.52 GJ)	657,322 l (23,963.16 GJ)

(1) Total number of employees is the sum of employees of the BBVA Bancomer Group plus the number of external staff of the bank buildings and branches, which in 2015 amounted to 43,303.

(2) MWh=Megawatt hour

(3) GJ=Gigajoule

(4) l=Liter

2015 Scope: BBVA Bancomer Group

## Kilometers Traveled by Plane:

Km traveled by plane	2013	2014	2015
Trips shorter than 500 km	652,469	733,840	819,166
Trips from 500 to 1,600 km	13,573,319	16,253,372	16,243,029
Trips larger than 1,600 km	39,502,394	41,918,118	40,373,102

2015 Scope: Airplane trips in kilometers: BBVA Bancomer Group.

## Audiovisuals

	2013	2014	2015
Videoconferences	3,278	3,598	6,886
Rooms equipped for videoconferencing(1)	106	112	175
Audioconferences	33,896	17,127	23,331
Telepresence	171	157	90

(1) Accumulated figures.

Scope: Central buildings and bank offices

## Paper Consumption

Paper	2013	2014	2015
Total paper consumed (kg)	1,959,519	1,923,911	2,185,298
Total paper consumed per employee (kg)	47	45.18	50.47

(1) Total number of employees is the sum of employees of the BBVA Bancomer Group plus the number of external staff of the bank buildings and branches, which in 2015 amounted to 43,303.

(2) (kg)=kilogram

2015 Scope: BBVA Bancomer Group



## CO<sub>2</sub> Emissions

Atmospheric emissions (t)	2013	2014	2015
Total CO <sub>2</sub> emitted (t)	113,100	113,566	126,827
Total CO <sub>2</sub> per employee (t)	2.69(2)	2.66	2.93
Direct CO <sub>2</sub> emissions (t)	3,988	2,240(4)	1,968
Indirect CO <sub>2</sub> emissions (t)	109,112	111,469	124,859

(1) Total CO<sub>2</sub> emitted is calculated by adding direct emissions (fossil fuels) to indirect emissions (electricity and air travel).

(2) Total number of employees is the sum of employees of the BBVA Bancomer Group plus the number of external staff of the bank buildings and branches, which in 2015 amounted to 43,303.

(3) From 2014, car trips were not considered for the calculation of direct CO<sub>2</sub> emissions, hence their considerable decrease over the previous year.

(t) = metric tons

2015 Scope: BBVA Bancomer Group

### Environmentally certified buildings

In 2015, the construction of our new corporate headquarters was completed. The headquarters are made up by three buildings – the BBVA Reforma Tower, the BBVA Bancomer Polanco Tower, and the Data Processing Center – that already accommodate 9,955 BBVA Bancomer employees in Mexico City, who were previously in seven buildings.

The three buildings are under the Gold, Silver and Tier IV LEED (Leadership in Energy and Environmental Design) certification process, as well as under ISO14001 and the FSC (Forest Stewardship Council), processes, which imply considerable savings in energy, water, recycling, and resource management, while also ensuring that our employees are working in a healthy environment.

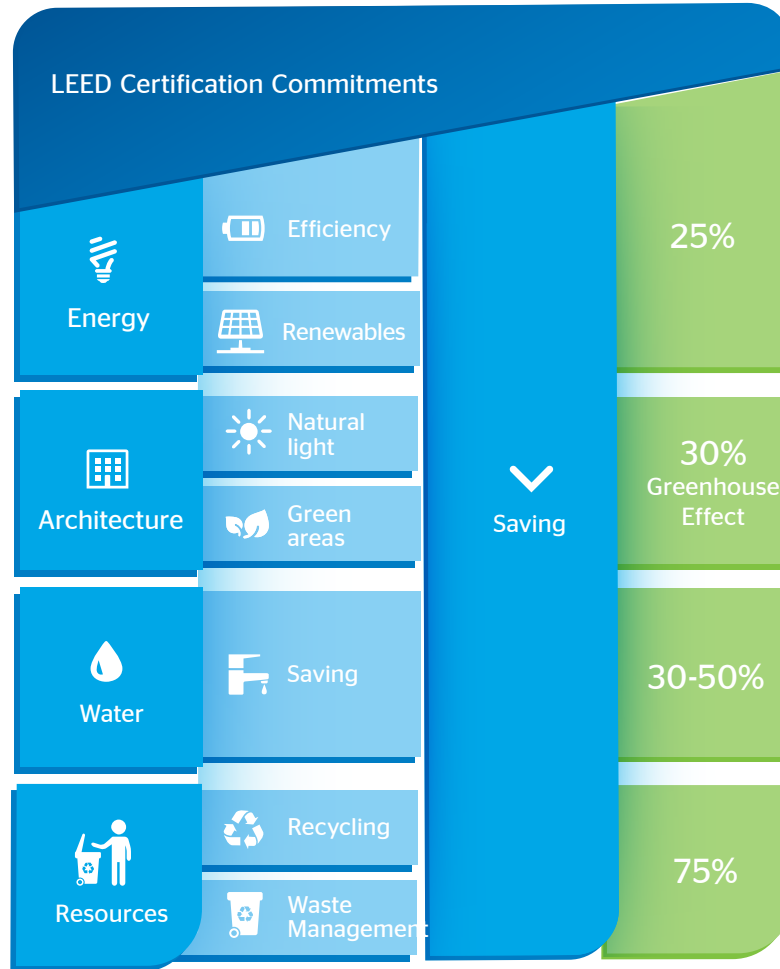
### Buildings certified pursuant to ISO: 14001

	2015
Buildings certified pursuant to ISO: 14001	1(2)
Number of employees in certified buildings(1)	11,062

(1) Including ISO 14001 and LEED certifications.

(2) Montes Urales 620.

2015 Scope: BBVA Bancomer Group



Waste Generated

Waste generated	2013	2014	2015
Paper (kg)	1,088,058	1,051,703	65,080
Electrical and electronic devices (kg)	46,689(1)	46,475	32,873

(1) This equipment was sent to the distributor.

(2) (kg)=kilogram

Scope: Central buildings and bank offices

**2015 Developments**

- The Bancomer Tower can recycle 100% of rainwater and waste water.
- Filters use cold outside air, avoiding the use of air conditioning.
- Lighting is natural and LED lamps are installed.
- 205 MFDs were installed allowing us to save time, energy and 5,660 meters of paper.
- It has waste containers for proper separation and disposal.



# Appendix

## GRI Content Index

GRI Content Index for the comprehensive option 'in accordance' with the G4 Guidelines

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
-----------	------------------------------	--------------------	-----------	--------------------

### Strategy and Analysis

G4-1	Provide a statement from the most senior decision-maker of the organization (such as CEO, chair, or equivalent senior position) about the relevance of sustainability to the organization and the organization's strategy for addressing sustainability.	Report from the Chairman of the Board of Directors p.29 Report from the Deputy Chairman of the Board of Directors and CEO p.25		
G4-2	<b>a.</b> Provide a description of key impacts, risks, and opportunities.	Report from the Chairman of the Board of Directors p.29 Report from the Deputy Chairman of the Board of Directors and CEO p.25		

### Organizational Profile

G4-3	Report the name of the organization.	About this Report p.4		
G4-4	Report the primary brands, products, and services.	Business Model p.11		
G4-5	Location of organization's headquarters	Av. Reforma 510 Col. Juárez C.P. 06600 México D.F.		
G4-6	Report the number of countries where the organization operates, and names of countries where either the organization has significant operations or that are specifically relevant to the sustainability topics covered in the report.	Presence p.23		

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
G4-7	Nature of ownership and legal form	Corporate Structure p.11		
G4-8	Report the markets served (including geographic breakdown, sectors served, and types of customers and beneficiaries).	Business Model p.11 Presence p.23		
G4-9	Report the scale of the organization.	Leadership p. 22 Presence p.23		✓ (Pg.75-77)
G4-10	Report the total number of employees by employment contract and gender.	Staff Profile p.48		✓ (Pg.75-77)
G4-11	Report the percentage of total employees covered by collective bargaining agreements.	Occupational Conditions p.53		✓ (Pg.75-77)
G4-12	Describe the organization's supply chain.	Suppliers p.56		
G4-13	Report any significant changes during the reporting period regarding the organization's size, structure, ownership, or its supply chain.	About this Report p.4		
G4-14	Report whether and how the precautionary approach or principle is addressed by the organization.	Social, Environmental, and Reputational Risk p.19		
G4-15	List externally developed economic, environmental and social charters, principles, or other initiatives to which the organization subscribes or which it endorses.	International Undertakings p.10		
G4-16	List memberships of associations (such as industry associations) and national or international advocacy organizations in which the organization participates.	International Undertakings p.10		

### Identified Material Aspects and Boundaries

G4-17	List all entities included in the organization's consolidated financial statements or equivalent documents.	About this Report p.4		✓ (Pg.75-77)
G4-18	Explain the process for defining the report content and the Aspect Boundaries.	Materiality Analysis p.13		✓ (Pg.75-77)
G4-19	List all the material Aspects identified in the process for defining report content.	Relevant Issues p.14		✓ (Pg.75-77)
G4-20	For each material Aspect, report the Aspect Boundary within the organization.	Relevant Issues p.14		✓ (Pg.75-77)

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
G4-21	For each material Aspect, report the Aspect Boundary outside the organization.	Relevant Issues p.14		✓ (Pg.75-77)
G4-22	Report the effect of any restatements of information provided in previous reports, and the reasons for such restatements.	About this Report p.4		✓ (Pg.75-77)
G4-23	Report significant changes from previous reporting periods in the Scope and Aspect Boundaries.	About this Report p.4		✓ (Pg.75-77)

### Stakeholder Engagement

G4-24	Provide a list of stakeholder groups engaged by the organization.	Materiality and Dialogue with Stakeholders p.12		✓ (Pg.75-77)
G4-25	Report the basis for identification and selection of stakeholders with whom to engage.	Materiality and Dialogue with Stakeholders p.12		✓ (Pg.75-77)
G4-26	Report the organization's approach to stakeholder engagement, including frequency of engagement by type and by stakeholder group, and an indication of whether any of the engagement was undertaken specifically as part of the report preparation process.	Listening and Dialogue Tools with Stakeholders p.12		✓ (Pg.75-77)
G4-27	Report key topics and concerns that have been raised through stakeholder engagement, and how the organization has responded to those key topics and concerns, including through its reporting. Report the stakeholder groups that raised each of the key topics and concerns.	Relevant Issues p.14		✓ (Pg.75-77)

### Report Profile

G4-28	Reporting period (such as fiscal or calendar year) for information provided.	About this Report p.4		
G4-29	Date of most recent previous report (if any).	About this Report p.4		
G4-30	Reporting cycle (annual, biennial)	About this Report p.4		
G4-31	Provide the contact point for questions regarding the report or its contents.	Financial Analysis and Communication: relainv@bbva.bancomer.com Corporate Responsibility and Reputation: respsocial@bbva.bancomer.com		
G4-32	Report the 'in accordance' option the organization has chosen.	About this Report p.4		

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
G4-33	Report the organization's policy and current practice with regard to seeking external assurance for the report.	About this Report p.4		

### Governance

G4-34	Report the governance structure of the organization, including committees of the highest governance body. Identify any committees responsible for decision-making on economic, environmental and social impacts.	Corporate Governance p.6		
G4-35	Report the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees.	CRR Governance p.6		
G4-36	Report whether the organization has appointed an executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body.	CRR Governance p.6		
G4-37	Report processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics. If consultation is delegated, describe to whom and any feedback processes to the highest governance body.	CRR Governance p.6		✓ (Pg.75-77)
G4-38	Report the composition of the highest governance body and its committees.	Board of Directors p.8		
G4-39	Report whether the Chair of the highest governance body is also an executive officer (and, if so, his or her function within the organization's management and the reasons for this arrangement).	Management Committee p.7		
G4-40	Report the nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members.	Corporate Governance p.6		
G4-41	Report processes for the highest governance body to ensure conflicts of interest are avoided and managed. Report whether conflicts of interest are disclosed to stakeholders.	Corporate Governance p.6		



Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
G4-42	Report the highest governance body's and senior executives' roles in the development, approval, and updating of the organization's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts.	CRR Governance p.6		
G4-43	Report the measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics.	CRR Governance p.6		
G4-44	Report the processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics.	CRR Governance p.6		
G4-45	Report the highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities.	CRR Governance p.6		
G4-46	Report the highest governance body's role in reviewing the effectiveness of the organization's risk management processes for economic, environmental and social topics.	CRR Governance p.6		
G4-47	Report the frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities.	CRR Governance p.6		
G4-48	Report the highest committee or position that formally reviews and approves the organization's sustainability report and ensures that all material Aspects are covered.	CRR Governance p.6		
G4-49	Report the process for communicating critical concerns to the highest governance body.	Corporate Governance p.6		
G4-50	Report the nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them.	Corporate Governance p.6		
G4-51	Report the remuneration policies for the highest governance body and senior executives for the below types of remuneration.	Corporate Governance p.6		

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
G4-52	Report the process for determining remuneration.	Corporate Governance p.6		
G4-53	Report how stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable.	Corporate Governance p.6		
G4-54	Report the ratio of the annual total compensation for the organization's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Corporate Governance p.6		
G4-55	Report the ratio of percentage increase in annual total compensation for the organization's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country.	Corporate Governance p.6		

### Ethics and Integrity

G4-56	Describe the organization's values, principles, standards and norms of behavior such as codes of conduct and codes of ethics.	Corporate Philosophy p.5 Code of Conduct p.8		✓ (Pg.75-77)
G4-57	Report the internal and external mechanisms for seeking advice on ethical and lawful behavior, and matters related to organizational integrity, such as helplines or advice lines.	Code of Conduct p.8		✓ (Pg.75-77)
G4-58	Report the internal and external mechanisms for reporting concerns about unethical or unlawful behavior, and matters related to organizational integrity, such as escalation through line management, whistleblowing mechanisms or hotlines.	Code of Conduct p.9		✓ (Pg.75-77)

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
-----------	------------------------------	--------------------	-----------	--------------------

### Category: Economy

#### Aspect: Economic Performance

G4- EC1	Direct economic value generated and distributed	Economic Value Added (EVA) per stakeholder group p.44		
---------	---	---	--	--

#### Aspect: Market Presence

G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	Benefits and Pay p.52		✓ (Pg.75-77)
--------	--	-----------------------	--	-----------------

#### Material Aspect: Procurement Practices

G4-DMA		Suppliers p.56		
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	Suppliers p.56		

### Category: Environmental

#### Aspect: Materials

G4-EN1	Materials used by weight or volume	Paper Consumption p.60		✓ (Pg.75-77)
--------	------------------------------------	------------------------	--	-----------------

#### Aspect: Energy

G4-EN3	Energy consumption within the organization	Electricity and Fuel Consumption p.60		✓ (Pg.75-77)
--------	--	---------------------------------------	--	-----------------

#### Aspect: Water

G4-EN8	Total water withdrawal by source	Water Consumption p.59		✓ (Pg.75-77)
--------	----------------------------------	------------------------	--	-----------------

#### Aspect: Emissions

G4-EN15	Direct greenhouse gas (GHG) emissions (scope 1)	CO <sub>2</sub> Emissions p.61		✓ (Pg.75-77)
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (scope 2)	CO <sub>2</sub> Emissions p.61		✓ (Pg.75-77)
G4-EN17	Other indirect greenhouse gas (GHG) emissions (scope 3)	CO <sub>2</sub> Emissions p.61		✓ (Pg.75-77)
G4-EN18	Greenhouse gas (GHG) emissions intensity	CO <sub>2</sub> Emissions p.61		✓ (Pg.75-77)

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
-----------	------------------------------	--------------------	-----------	--------------------

G4-EN19	Reduction of greenhouse gas (GHG) emissions	CO <sub>2</sub> Emissions p.61		✓ (Pg.75-77)
---------	---	--------------------------------	--	-----------------

#### Aspect: Effluents and Waste

G4-EN23	Total weight of waste by type and disposal method	Waste Management p.62		✓ (Pg.75-77)
			Only figures for paper and cardboard sent for recycling and technological waste were reviewed.	

#### Material Aspect: Compliance

G4-DMA		Environmental Impact p.60		
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	Legal Compliance p.9		✓ (Pg.75-77)

#### Aspect: Transport

G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organization's operations, and transporting members of the workforce	Kilometers Traveled by Plane p.60		✓ (Pg.75-77)
---------	--	-----------------------------------	--	-----------------

### Category: Social

#### Sub-category: Labor Practices and Decent Work

#### Aspect: Employment

G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender and region	Hiring, Training, and Development p.50		
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Benefits and Pay p.52		✓ (Pg.75-77)
G4-LA3	Return to work and retention rates after parental leave, by gender	Diversity and Balance p.52		

#### Aspect: Labor/Management Relations

G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	Working Conditions p.55		
--------	--	-------------------------	--	--

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
-----------	------------------------------	--------------------	-----------	--------------------

#### Material Aspect: Occupational Health and Safety

G4-DMA		Staff p.49		
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	Health & Safety p.54		
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	Health & Safety p.54		
G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	Health & Safety p.54		
G4-LA8	Health and safety topics covered in formal agreements with trade unions	Working Conditions p.55		

#### Aspect: Training and Education

G4-LA9	Average hours of training per year, per employee, by gender and by employee category	Training p.49		✓ (Pg.75-77)
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	Training p.51		

#### Aspect: Diversity and Equal Opportunity

G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	Diversity and Balance p.50		✓ (Pg.75-77)
---------	--	----------------------------	--	-----------------

#### Aspect: Equal Remuneration for Women and Men

G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Benefits and Pay p.52		✓ (Pg.75-77)
---------	--	-----------------------	--	-----------------

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
-----------	------------------------------	--------------------	-----------	--------------------

### Sub-category: Human Rights

#### Aspect: Non-Discrimination

G4-HR3	Total number of incidents of discrimination and corrective actions taken	Code of Conduct p.10		✓ (Pg.75-77)
--------	--	----------------------	--	-----------------

#### Aspect: Human Rights Grievance Mechanisms

G4-HR12	Number of grievances about human rights impacts filed, addressed, and resolved through formal grievance mechanisms	Code of Conduct p.10		✓ (Pg.75-77)
---------	--	----------------------	--	-----------------

### Sub-category: Society

#### Material Aspect: Local Communities

G4-DMA		Education for Society p.58		
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	Education for Society p.56		✓ (Pg.75-77)
G4-SO2	Operations with significant actual and potential negative impacts on local communities	No incidents of this nature have been reported.		

#### Aspect: Anti-Corruption

G4-SO4	Communication and training on anti-corruption policies and procedures	Code of Conduct p.10		✓ (Pg.75-77)
G4-SO5	Confirmed incidents of corruption and actions taken	No incidents of this nature have been reported.		✓ (Pg.75-77)

### Sub-category: Product Responsibility

#### Aspect: Customer Health and Safety

G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	Complaints and Claims Management p.46		✓ (Pg.75-77)
			Only complaints submitted to the UNE were reviewed.	

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
-----------	------------------------------	--------------------	-----------	--------------------

#### Material Aspect: Product and Service Labeling

G4-DMA		TCR Communication p.15		
G4-PR3	Type of product and service information required by the organization's procedures for product and service information and labeling, and percentage of significant product and service categories subject to such information requirements	TCR Communication p.15		✓ (Pg.75-77)
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	No incidents of this nature have been reported.		
G4-PR5	Results of surveys measuring customer satisfaction	KYC p.47		

#### Aspect: Marketing Communications

G4-PR6	Sale of banned or disputed products	BBVA Bancomer does not sell this kind of products or services.		✓ (Pg.75-77)
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	No incidents of this nature have been reported.		

#### Financial Sector Supplement

G4-DMA		Financial Education p.15 Financial Inclusion p.17		
FS1	Policies with specific environmental and social components applied to business lines	The Equator Principles p.20		✓ (Pg.75-77)
FS2	Procedures for assessing and screening environmental and social risks in business lines	Ecorating p.19		✓ (Pg.75-77)
FS3	Processes for monitoring clients' implementation of and compliance with environmental and social requirements included in agreements or transactions	Ecorating p.19		✓ (Pg.75-77)
FS4	Process(es) for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	The Equator Principles p.20		✓ (Pg.75-77)
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities	Ecorating p.19		✓ (Pg.75-77)

Indicator	General Standard Disclosures	Page/Direct Answer	Omissions	External Assurance
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector	The Equator Principles p.20		
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	The Equator Principles p.20		
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	The Equator Principles p.20		
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	Ecorating p.19		
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organization has interacted on environmental or social issues	The Equator Principles p.20		✓ (Pg.75-77)
FS11	Percentage of assets subject to positive and negative environmental or social screening	The Equator Principles p.20		✓ (Pg.75-77)
FS12	Voting policy(ies) applied to environmental or social issues for shares over which the reporting organization holds the right to vote shares or advises on voting	There are no policies of this sort.		
FS13	Access points in low-populated or economically disadvantaged areas by type	Financial Inclusion p.17		✓ (Pg.75-77)
FS14	Initiatives to improve access to financial services for disadvantaged people	Financial Inclusion p.17		✓ (Pg.75-77)
FS15	Policies for the fair design and sale of financial products and services	TCR Communication p.15		
FS16	Initiatives to enhance financial literacy by type of beneficiary.	Financial Education p.15		✓ (Pg.75-77)



## Independent Assurance Report



Galaz, Yamazaki, Ruiz Urquiza, S.C.  
 Paseo de la Reforma 489, piso 6  
 Colonia Cuauhtémoc  
 06500 México, D.F.  
 México  
 Phone: +52 (55) 5080 6000  
 Fax: +52 (55) 5080 6001  
[www.deloitte.com/mx](http://www.deloitte.com/mx)

### Independent Assurance Report to Grupo Financiero BBVA Bancomer, S.A. de C.V. (BBVA Bancomer) on the Annual Report 2015

#### Responsibilities of BBVA Bancomer and independent reviewer

The elaboration of the Annual Report 2015 (AR), as well as its content is responsibility of BBVA Bancomer, who is also responsible for defining, adapting and maintaining the management systems and internal control from which information is obtained. Our responsibility is to issue an independent report based on the procedures applied during our review.

This report has been prepared exclusively for the management of BBVA Bancomer in accordance with the terms of our letter of agreement dated November 19<sup>th</sup>, 2015 and is not intended to be nor should it be used by someone other than this.

#### Scope of our work

The scope of our assurance was limited, and is substantially lower than a reasonable assurance work. Therefore the security provided is also lower. This report in no case can be understood as an audit report.

We conducted our review of the AR under the following conditions and / or criteria:

- a) The adaptation of the contents of the AR to the Global Reporting Initiative (GRI) Guidelines version 4 (G4).
- b) The review of the General and Specific Standard Disclosures reported according to the option Comprehensive and specified in the GRI Content Index in the same report.
- c) The information provided regarding to the progress in the areas of work on Corporate Responsibility during 2015.
- d) The consistency of information contained in the AR with supporting evidence provided by the management.

#### Assurance standards and procedures

We have performed our work in accordance with the International Auditing Standard ISAE 3000 Assurance Engagements other than Audits or Reviews of Historical Financial Information issued by the International Auditing and Assurance Standards Board (IAASB) of IFAC. We have also applied Assurance Standard AA1000 (AA1000AS) issued by AccountAbility, to provide moderate assurance level on the application of the AA1000 Accountability Principles Standard (AA1000 APS) and sustainability performance indicators.



Our review work included the formulation of questions to the management as well as various areas of BBVA Bancomer that have participated in the elaboration of the AR and the application of certain analytical and sample screening tests that are described below:

- a) Meetings with staff of BBVA Bancomer to learn the principles, systems and management approaches applied.
- b) Analysis of the process to collect, validate and consolidate the data presented in the AR.
- c) Analysis of scope, relevance and integrity of the information included in the AR in terms of the understanding of BBVA Bancomer and of the requirements that stakeholders have identified as material aspects.
- d) Selected sample review from the evidence that supports the information included on the AR.

The following table details the General and Specific Standard Disclosures reviewed according to the GRI Guidelines version 4:

G4-9	G4-27	G4-EN19	G4-PR1
G4-10	G4-37	G4-EN23	G4-PR3
G4-11	G4-56	G4-EN29	G4-PR6
G4-17	G4-57	G4-EN30	FS1
G4-18	G4-58	G4-LA2	FS2
G4-19	G4-EC5	G4-LA9	FS3
G4-20	G4-EN1	G4-LA12	FS4
G4-21	G4-EN3	G4-LA13	FS5
G4-22	G4-EN8	G4-HR3	FS10
G4-23	G4-EN15	G4-HR12	FS11
G4-24	G4-EN16	G4-SO1	FS13
G4-25	G4-EN17	G4-SO4	FS14
G4-26	G4-EN18	G4-SO5	FS16

### Conclusion

Based on the work performed and described in this report, nothing comes to our attention that could make us believe that the AR contains significant errors or has not been prepared in accordance with the Comprehensive Option established in the Sustainability Reporting Guidelines GRI G4 and according to the principles of inclusivity, materiality and responsiveness of the standard AA100APS.

Also, nothing comes to our attention that makes us believe that the information provided about the areas of work on Corporate Responsibility during 2015 contains significant errors.

### Recommendations

Additionally we presented our recommendations for strengthening future Annual Reports, which do not modify the conclusions expressed in this report:

- Continue to strengthen the communication and training to the people responsible of the elaboration of the AR in order to enhance the understanding of the processes involved as well as strengthening the reported indicators.

## Deloitte.

- Keep working on the definition of SMART objectives (specific, measurable, achievable, realistic, and time specific) in order to standardize all the ones that are reported in the table of Progress and Objectives.
- Define, standardize, internally communicate and document the scope and procedures regarding beneficiaries (direct and indirect) and volunteers of the social action programs.

### Inclusivity and Materiality

During 2015 BBVA Bancomer has worked on updating the Materiality Analysis. It is recommended, to continue using a direct communication mechanism with the stakeholders, in order to include more of them to identify the different sustainability relevant aspects. This way, it is possible to use those resources that have been already used, to strengthen the sustainability strategy of BBVA Bancomer.

### Responsiveness

The Annual Report allows stakeholders to know the organization's performance on financial and non-financial aspects. However, it is suggested to remain working on the identified material aspects to communicate the strategies, actions and results achieved by the organization, as well as giving continuity with the meetings and the working plan of the Responsible Business Committee.

We have submitted a detailed report of recommendations to the Corporate Responsibility and Reputation Officer of BBVA Bancomer concerning areas of improvement in the sustainability strategy (specifically for the verified indicators) and the reporting process.

Galaz, Yamazaki, Ruíz Urquiza, S.C.  
Member of Deloitte Touche Tohmatsu Limited



MBA Daniel Aguiñaga Gallegos  
Partner  
May 16<sup>th</sup>, 2016



**AA1000**  
Licensed Assurance Provider  
000-44

Rating	
✓	Objective accomplished
!	Objective with some compliance progress
	No compliance progress

## 2015 Progress and 2016 Objectives

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
1	CRR (Corporate Responsibility and Reputation)	Follow up to the initiatives of the Responsible Business Plan 2013 - 2015. A draft is presented in the Quarterly Responsible Business Committee.	Initiatives of the Responsible Business Plan 2013-2015 were followed up. Each initiative and relevant progress was reviewed at specific meetings.	✓	Define strategic pillars of the Responsible Business Plan 2016-2018. The Plan initiatives shall be developed based on the defined pillars. November 2016
2	CRR (Corporate Responsibility and Reputation)	Obtaining certification as a Socially Responsible Company for 15 years (Mexican Center for Philanthropy).	Certification for BBVA Bancomer and Seguros as a Socially Responsible Company was obtained in May 2015.	✓	Completing the Mexican Center for Philanthropy (CEMEFI)'s questionnaire to obtain for the 16th time the Socially Responsible Company (SRC) Certification for BBVA Bancomer, for the 8th time for Seguros Bancomer and for the 1st time for Pensiones Bancomer, deadline: May 2016.
3	CRR (Corporate Responsibility and Reputation)	Keeping updated the information in the Intranet and Internet Corporate Responsibility page.	In May, the Integrated Annual Report 2014 (Spanish and English versions) was incorporated into the Responsible Business website Bancomer.com.	✓	Update the content of the Responsible Business section in Bancomer.com. In May 2016, the Integrated Annual Report 2015 (Spanish and English versions) will be incorporated. Regarding the Responsible Business Plan, the update will be made once it is defined (December 2016).
4	CRR (Corporate Responsibility and Reputation)	Organization of the Quarterly Responsible Business Committees; for the seventh consecutive year.	In January 2015, the 25th Responsible Business Committee was held. A decision was made to conduct a consultancy to evaluate the mechanics and participants.	!	Propose a new scheme for the Responsible Business Committee, redefining frequency, participants and topics, through interviews with Senior Management; deadline: July 2016.
5	CRR (Corporate Responsibility and Reputation)	Preparation of the Communication on Progress (CoP) of the UN Global Compact.	In 2015, the Advanced Communication on Progress (CoP) of the UN Global Compact was complied.	✓	To comply with the Advanced Communication on Progress (CoP) of the UN Global Compact; deadline: April 2016.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
6	CRR (Corporate Responsibility and Reputation)	Generate and/or encourage participation in new training opportunities for staff in Corporate Responsibility and Responsible Business issues.	In 2015, 2,079 people were trained on issues of Corporate Responsibility; they took the course: Responsible Business.	✓	Expand the scope of training related to Responsible Business, incorporating Code of Conduct, Money Laundering Prevention, Financial Education, Responsible Business and Sales Practices courses. 50% of employees must have completed at least one of these courses.
7	CRR (Corporate Responsibility and Reputation)	Completion of the 9th Annual Integrated Corporate Responsibility Report 2014. According to G4 GRI Guidelines, Verification by Deloitte and AccountAbility International Standard AA1000.	The 9th BBVA Bancomer Integrated Annual Report was prepared in accordance with the Comprehensive option of the G4 Guidelines.	✓	To prepare the 10th BBVA Bancomer Integrated Annual Report in May 2017, in accordance with the GRI G4 Content Index in English and Spanish version.
8	CRR (Corporate Responsibility and Reputation)	To continue measuring the perception of stakeholders: Customers, non-customers and employees under the Reprack methodology.	In 2015, the customers, non-customers and employees perception measurement was conducted using the Reprack methodology.	✓	To prepare two performance reports of the customers, non-customers and employees perception measurement in 2016; deadline: June and December 2016.
9	CRR (Corporate Responsibility and Reputation)	To extend the measurements with our stakeholders as part of the materiality study.	A materiality study among suppliers and employees was conducted, which laid the foundations for the preparation of the BBVA Bancomer Annual Report 2015.	✓	To conduct a Materiality Study 2016 analyzing stakeholders not considered in previous studies; deadline: December 2016.
10	CRR (Corporate Responsibility and Reputation)	To extend the scope of the initiative of Transparent, Clear and Responsible (TCR) Communication.	Regarding Transparent, Clear and Responsible Communication, 52 brochures were published and 4 product drafts were prepared, representing 95% of sales. The TCR Advertising Code was established.	✓	To publish 100 brochures in accordance with the TCR Communication to attain 90% of the contracted products and develop four TCR contracts for the most sold products; deadline: December 2016.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
11	CRR (Corporate Responsibility and Reputation)	Promoting and supporting social entrepreneurship through the following initiatives: Momentum Project Mexico. (3rd edition) and training to SMEs	During 2015, the 3rd Momentum Project Edition took place, with the participation of 212 companies as candidates, from which ten were chosen to receive training and, after an assessment of funding, to carry out their activities.	✓	Expand the scope to 100 companies for the 4th Momentum Project Edition; deadline: December 2016.
12	CRR (Corporate Responsibility and Reputation)	Participation in the Social Responsibility and Sustainability Committees of the Mexican Bank Association, for development of union initiatives.	Participation in the five calls of the Sustainability Committee and in the five calls of the Social Responsibility Committee.	✓	To participate in all meetings of the Social Responsibility and Sustainability Committees of the Mexican Bank Association, deadline: December 2016; and to conclude adherence to, and carry out an event to spread the Green Protocol of the Mexican Banking that was promoted in the Sustainability Committee in 2016.
13	CRR (Corporate Responsibility and Reputation)				To carry out the Bancomer Urban Improvement Pilot Project to conduct improvement actions such as: painting of houses and schools facades, recovery of public spaces, cleanup days, painting of sidewalks and traffic guidance; deadline: December 2016.
14	CRR (Corporate Responsibility and Reputation)	Preparation of the first BBVA Bancomer Social Balance Sheet 2014, identifying relevant social indicators.	The first BBVA Bancomer Social Balance Sheet 2014 was prepared as a first exercise to identify social indicators that the Bank provides to Mexican society.	✓	Preparation of the second BBVA Bancomer Social Balance Sheet identifying social indicators, deadline: December 2016.



No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
15	Financial Education	Delivery of one of our workshops to more than 950,000 participants (including Universities, Mobile Devices, Fixed Classrooms and Traditional Teaching).	We attained 938,691 workshops and 547,304 playful actions, as well as 51,746 other training activities—1,537,741 total actions of Financial Education. It is noteworthy that in 2015 the concepts of workshops and recreational activities were differentiated. As part of the objectives 2015, both training workshops and activities were included. In this sense, the intended objective was actually exceeded.	✓	In 2016 the goal is to give: Workshops: 1,015,747 Recreational Activities: 711,000 Other Training Activities: 61,211
16	Financial Education	<p>Project: To redesign and update educational content, materials and tools of Global Financial Education.</p> <ul style="list-style-type: none"> <li>From the experience in Mexico, redesign will be made according to three pillars: Editorial Design (booklets, comic strips and other printed materials), Multimedia (calculators, interactive exercises and simulators), and Video.</li> <li>Changes made by each country, according to the three pillars mentioned above, will be received through a specific form; therefore, we will take advantage of the costs negotiated by the Procurement Department with the assigned supplier and such supplier in turn will make relevant changes within a package per country.</li> <li>Additionally, we will have an identity and image manual to support the adaptation of each material per country with the same global Financial Education look &amp; feel.</li> </ul>	Form design and implementation for countries to send on-demand reviews. The purpose is to be ready should their contents are to be updated and redesigned, considering adjustments in editorial, multimedia, or video design.	✓	To keep the redesign and update service, so that countries send on-demand reviews during 2016.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
17	Financial Education	<p>To redesign and update educational content, materials and tools for the Financial Education program in Mexico.</p> <ul style="list-style-type: none"> <li>To redesign educational materials and tools based on new technologies, with multi-platform developments to ensure that the content, calculators, and interactive exercises can be run in any computer equipment, tablets, smartphones, and other devices.</li> <li>To update content in accordance with pillars: regulatory changes, market movements and changes in characteristics of financial products and services.</li> </ul> <p>Implementation of the BBVA Bancomer SMEs Training Program for the semi-massive segment through an online Diploma Course with the Anáhuac University and for the premium segment through Senior Management face-to-face courses at IPADE Business School. Training offer addressed to current and potential customers of the BBVA Bancomer SME Business, business owners, executives and decision-makers within companies.</p>	<p>To redesign and update five educational materials and tools with a Cross-platform &amp; Multi-device approach; updating the contents based on adjustments in local regulations, market movements and characteristics of related financial products and services.</p> <ul style="list-style-type: none"> <li>Semi-massive segment implemented; delivering 356 online Diploma Courses, with 48,880 hours of training recorded during 2015.</li> <li>Premium segment implemented; delivering 71 specialized courses, with 2,691 hours of training recorded during 2015.</li> </ul>	✓	<p>- To implement the five workshops redesigned in 2015; deadline: first half of 2016; and to redesign and update educational content, materials and tools of four workshops of the BBVA Bancomer Financial Education Program; deadline: December 2016</p> <ul style="list-style-type: none"> <li>To implement the SME training program for the semi-massive segment through a model of six online training actions, integrating learning generated during 2015; deadline: September 2016.</li> <li>To implement the SME training program for the premium segment through a specialized face-to-face course, integrating learning generated during 2015; deadline: December 2016.</li> </ul>



No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
18	Financial Education	To design and implement the Pilot Model for the new operation of the “Adelante con tu futuro” Classroom in the MIDE with effective promotion in the museum’s influence area, ensuring attraction and positioning of the BBVA Bancomer Financial Education Program with the nearby BBVA Bancomer branches, authorities, other companies and media.	Implemented pilot model, recognizing 16,476 workshops during 2015.	✓	To integrate the operation of the “Adelante con tu futuro” classroom to the recurring activities of the Operation & Marketing area, from February 2016.
19	Financial Education	<p>Linking with the Banking Business.</p> <ul style="list-style-type: none"> <li>• Implementation of campaigns for Bancomer customers from the following segments: Banking, Personal, SMEs and Express.</li> <li>• Offering tangible benefits in Bancomer products (Credit Card, Mortgage Loans, Business Cards and SMEs Loans) after attending the financial education workshops.</li> <li>• Concluding the staff training within some areas with the aim of incorporating tips and invitation to our workshops in business processes through support networks.</li> <li>• Add value to the trading strategies of the business areas (commercial and “on-boarding” processes).</li> </ul>	<p>A pilot campaign was made, targeting (TDC IPN, TDC UNAM) credit cardholders through e-mail marketing and outbound process reinforcement with the call center, with financial education tips and invitation to workshops with the incentive of receiving Bancomer point bonus after attending such workshops.</p> <p>A campaign was conducted through e-mail marketing and outbound process reinforcement by the call center to the database of the express customer segment with financial education information and invitation to workshops.</p>	!	A campaign will be launched to invite credit cardholders to the pilot program and it will be followed up to analyze the results of the three intervention strategies during 2016 and 2017.
20	Financial Education	Monitoring recurrent maintenance strategies of mobile devices. To renew 30% of computers used to give workshops.	To renew 40% of computers in fixed classrooms and maintenance at 100% of mobile classrooms.	✓	To renew 315 computers in mobile classrooms.




No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
21	Financial Education	To migrate information into the computer system in order to make the process of financial education managing more efficient (agenda and programming, registration of participants, monitoring and evaluation) and then assess the effectiveness and safety of the workshops.	The Financial Education Management System (SiGA, in Spanish) was developed and implemented. Currently, the methods that keep record of sessions and participants within the system are: fixed classrooms, mobile devices, and traditional teaching.	✓	To integrate delivery methods of missing Financial Education workshops (Universities, Atento Trainers, Tec Incubators, employees, On line, Valores de futuro and short workshops) into the Financial Education Management System in order to make the financial education management process (agenda and scheduling, registration of participants, monitoring and assessment) with the purpose of assessing the effectiveness and satisfaction of workshops.
22	Financial Education	Continue teaching the Personal Finance workshops to the employees of the Financial Group. In addition, empowering employees with the competitions of the workshops given from the beginning of the program.	18,479 BBVA Bancomer employees have taken one of the six Financial Education workshops, which represent 69,468 workshops.	✓	To deliver 87,975 workshops to BBVA Bancomer employees by the BBVA Campus platform. The workshops to be delivered are one of the six that are already on the platform and workshop 7 to be launched in 2016.
23	Financial Education	To continue with the training activities for program instructors.	In 2015, 145 training sessions have been given to instructors, equivalent to 1,028 participants and 5,929 hours of training.	✓	To organize 160 training sessions intended for Financial Education new instructors, for statistics and social service program students, for Bancomer Foundation volunteers and for all strategic partners that replicate the program workshops.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
24	Financial Education	<p>New Brand and Apps</p> <ul style="list-style-type: none"> <li>• To establish a new brand of Financial Education linked to the BBVA Bancomer corporate identity.</li> <li>• New website with higher content, identifying specific sections for children, adults, and SMEs.</li> <li>• To develop and implement Apps for mobile devices with calculators, expense planner and transaction reporting in banking products for a better management of personal finances and support to participants in financial education workshops for the compliance of objectives.</li> <li>• To unify the image with logos, phrases and colors in the different delivery methods of financial education workshops: fixed classrooms, mobile classrooms, mobile devices, and traditional and online teaching.</li> <li>• New uniforms for BBVA Bancomer Financial Education instructors, supervisors and coordinators.</li> </ul>	<p>In 2015, we worked in the early design and development stages of a Personal Finance App, following BBVA's Smart Decision-Making global strategy and considering Mexican domestic market trends.</p> <p>Intended for Banking and Personal segment customers with Bancomer Payroll, Checkup is a new smart mobile device application, allowing customers to know to what extent they can use the different loans conveniently, measuring the relationship between income and loan payments.</p> <p>The information provided will allow them to know their current status, suggesting actions to improve it or maintain it healthy. Checkup links income to loans and automatically categorizes them.</p>	!	<p>To implement the Financial Checkup application in Bmóvil, to introduce Bancomer Nómina (Payroll) holders their financial situation, tips for their administration and a range of products for such situation; deadline: December 2016.</p>

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
25	Financial Education	<ul style="list-style-type: none"> <li>• Maintaining communication campaigns by e-mail marketing and direct mail to Bancomer customers, offering benefits through products after attending the Financial Education workshops.</li> <li>• Increasing efforts to raise awareness about the importance of financial education through: <ul style="list-style-type: none"> <li>• Traditional media: TV, radio, newspapers, magazines, etc.</li> <li>• Direct media: account statements, direct mail, advertising flyers..</li> <li>• Digital media: launching of the BBVA Bancomer Financial Education website, with the purpose of turning it into the reference financial education website in Mexico, increasing the number of followers on our social networks (Facebook, Twitter and YouTube) and generating more traffic for our website, as well as conversions to workshops completed online.</li> </ul> </li> </ul>	<p>Communication campaigns were conducted via e-mail marketing and direct mail to Bancomer customers, offering benefits through products after attending the Financial Education workshops.</p> <p>Efforts to raise awareness about the importance of financial education were increased through:</p> <p>Traditional media: TV (interviews), radio (interviews and comments), press (articles and special publications), magazine (digital and print).</p> <p>Direct media: account statements, direct mail, advertising flyers.</p> <p>Digital media: increased the number of followers on our social networks (Facebook, Twitter and YouTube) with a greater impact as this is the area with more interaction (likes, shares, RTT, comments and recommendations) with users in the Bank's official social networks, demonstrating the benefit and relevance of the content published on future values aimed at children and youngsters, finance for life and enterprising and growing finance.</p>	✓	<p>Positioning the BBVA Bancomer Financial Education Program in 2016:</p> <ul style="list-style-type: none"> <li>- Traditional media: 5 TV and 2 radio interviews, 50 press and 10 magazine articles.</li> <li>- Direct media: 2.5 million account statements, 10,000 flyers, 1,000 posters.</li> <li>- Digital media: To launch the new website in April to position the BBVA Bancomer Financial Education program during 2016 and increase by 25% the number of followers on social networks.</li> </ul>

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
26	Financial Education	<ul style="list-style-type: none"> <li>• Focus of the “Valores de Futuro” Financial Education program for children and youth in 3 platforms: MIDE, BBVA Bancomer Corporate Volunteering and the new addition of Kidzania.</li> <li>• To deliver contents of Valores de Futuro for children and youngsters at the premises of the Valores de Futuro Room, in recreational-educational activities in the 3 Kidzania parks in Mexico (Cuicuilco, Santa Fe and Monterrey) and to train BBVA Bancomer employees who decide to volunteer for delivering financial education workshops for children and youth in schools.</li> </ul>	<ul style="list-style-type: none"> <li>- 89,503 recreational activities at the Valores de futuro classroom in the Museo Interactivo de Economía (Interactive Economy Museum).</li> <li>- 5 interactive and recreational activities were implemented in 3 KidZania parks in Mexico totaling 450,420 recreational activities.</li> <li>- 10,612 workshops were given in 15 locations as part of the Corporate Volunteering program.</li> <li>- 13,292 Valores de Futuro activities were given in schools and special events.</li> </ul>	✓	To manage the six Valores de futuro model platforms to give at least 700,000 training activities for children and youth at December 2016.
27	Financial Education	Delivering 500,000 traditional teaching workshops.	511,280 workshops were given.	✓	In 2016, the goal is to give 523,000 workshops:
28	Financial Education	Link with the Bank: attracting participants, 30% customers of the Bank (including DT, AF, DM and Universities).	From 322,139 participants in face-to-face options and employees, 27% were customers of the Bank (84,026 participants). Neither Valores de futuro nor On-line options were considered, since there was not a way to determine whether they were customers of the bank.	!	
29	Financial Education	Quality: IReNe 78 (includes DT, AF, DM) immediate assessment and medium term.	An index of 91 was attained.	✓	
30	Financial Education	Motivation, integration of work groups, instructor culture	The 2nd National Financial Education Meeting was conducted.	✓	To conduct the 3rd National Financial Education Meeting.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
31	Financial Education	To perform an assessment of the impact of the workshops on customers of the financial group with credit card.	<p>To date, two impact assessments have been made to customers who took Financial Education workshops in 2013 and 2014. This assessment is updated as of June 2015 and as of December 2015 (in progress).</p> <p>Also, a new impact assessment for Credit Card customers in different segments is in the pipeline.</p> <p>For this assessment the design of the campaign was made with the purpose of inviting customers to take the workshops; also, the selection of the sample of customer to be invited is in progress.</p>	✓	To implement an impact assessment to measure the effect of financial education workshops, personalized advice and text messages with tips on BBVA Bancomer customers personal finance handling during 2016 and 2017.
32	Financial Education	Partnerships, awards and accreditations	<p>To obtain recognition by the Institute for Financial Literacy, as the best Financial Education Program for children and youth 2015.</p> <p>Participation with the Child &amp; Youth Institute, at the Global Money Week held during March 2015.</p>	!	Participate with at least three national and international renowned bodies to strengthen the prestige of BBVA Bancomer Financial Education by 2016.
33	Financial Education				To develop a tool within the SIGA system allowing historical and updated real-time data query, the delivery of workshops and enabling decision-making for improvement at the end of 2016.
34	Financial Education				To implement the new model of the BBVA Bancomer Operating Financial Education Program in order to reach 1,015,747 workshops delivered during 2016.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
35	Banking Correspondents	During 2015 the estimated, minimum figure is for a total of 45.5 million transactions accumulated at the end of 2015, representing a growth of 6%.	At the end of 2015 39,485,315 transactions were conducted through Banking Correspondents.		By 2016, our goal is to post in the Income Statement an income of at least MXN\$593,616, taking as reference income: Cash Back Oxxo, Cash Back Extra, Banking Correspondents and Saldazo Oxxo.
36	Human Resources (HR)	Keep building the best place to work and keep ranked among the GPTW. To achieve the same level of participation than last year.	<p>In 2014, in the Ranking of GPTW of the Financial Sector we attained the 7th place, which remains in 2015.</p> <p>Ranking of GPTW with more than 5,000 employees. In 2014, we attained the 11th place and, in 2015, the 7th place.</p> <p>In 2014, in the ranking of 100 Best Companies to Work For we attained the 33th place and, in 2015, the 14th place.</p> <p>We have participation rates of 81% in 2014 and 84% in 2015, which indicates that we exceeded the goal.</p>		To keep building the best place to work and keep ranking among the GPTW - Best Companies to Work for, and achieve last year's level of participation.
37	Human Resources (HR)	To encourage, promote and organize cultural and sports activities among active and retired employees, including their families, providing them with alternatives and options improving their quality of life, as well as their physical and integral development, thus generating an identification with the BBVA Bancomer Financial Group. The goal for 2015 is a 6% increase in sports and cultural activities.	The growth that we obtained in 2015, compared to 2014, was 90.44% on Cultural and Sporting Activities. On the Tenth Anniversary of the Bancomer Race, growth was 7.92% regarding registration and 75.71% regarding donations.		Increasing sporting and cultural activities by 5% over the previous year, which will help to improve the quality of life of active and retired employees.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
38	Human Resources (HR)	<ul style="list-style-type: none"> <li>To raise awareness through Success Stories of Women supported by their Leaders.</li> <li>To raise awareness through a communication campaign about the importance of respect for diversity.</li> <li>To implement the Holding initiatives that support the Global Diversity Umbrella.</li> </ul>	<p>The Diversity site was updated in a monthly basis, including gender and disability information.</p> <p>5 disability awareness talks were carried out for 97 employees from five branches.</p>	!	<ol style="list-style-type: none"> <li>To raise awareness by publishing two success stories of women; published in at least 3 channels.</li> <li>To raise awareness in employees by publishing the Respect for Diversity communication campaign: Respect for people, Gender Equity and Disability.</li> </ol>
39	Human Resources (HR)	<ul style="list-style-type: none"> <li>Continue with Maternity Interviews as of 2014: Greater than or equal to 78 interviews annually and e-mailing leaders with the Diversity Guidelines.</li> <li>Support pregnant women providing them with a parking space in the new headquarters.</li> <li>Promote communication to the importance of male support to family.</li> </ul>	<p>If requested, pregnant employees of BBVA Bancomer were provided with a parking space at the new headquarters.</p>	!	<ol style="list-style-type: none"> <li>Promote the inclusion of women, after maternity leave, so that they can rejoin working life by sending 600 emails to expectant Mothers and their Superiors. To publish the paternity and quality of life campaign by the electronic means the Bank uses to communicate with employees.</li> <li>To establish and publish pregnant women's process of access to lunch rooms and parking lot.</li> <li>From March to November 2016, to promote the use of breastfeeding rooms at headquarters through announcements posted on the Diversity and Talent &amp; Culture sites, and through direct e-mails to 70% of mothers reincorporated to the bank after delivery.</li> </ol>





No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
40	Human Resources (HR)	<ol style="list-style-type: none"> <li>The objective of the “Escritorios Limpios” (Clean Desks) is concluded with the moving to the new headquarters, since the work will be done under the umbrella of a New Work Experience.</li> <li>“Ser Verde” (Being Green). To establish a Recycling Culture at the new headquarters of paper through the proper use of MFDs and waste recycling. We will work under the ISO environmental standard.</li> <li>To promote the Aventones (Carpooling) System and the proper use of personal transportation; as well as the Bank’s Transport for employees. 3rd Reforestation of the BBVA Forest by July 25—planting 10,000 additional trees.</li> </ol>	<ol style="list-style-type: none"> <li>In the second half of 2015, all employees’ workplaces were under the “clean desks” scheme in order to start migration to new headquarters.</li> <li>At the new headquarters containers were designed in 3 areas: Pantries, meeting rooms and print and copy stations (MFD), since individual bins were removed. And we communicated these new ways to support the environment.</li> <li>Carpooling was implemented in 2015. Since the company that sold the system was closed, it was decided to promote only the corporate transport system to discourage employees’ car use with the moving to the new headquarters. Reforestation of 10,000 trees was carried out in the Ajusco area.</li> </ol>	✓	<ol style="list-style-type: none"> <li>To promote the proper use of recycling areas through educational messages on electronic communication.</li> <li>To perform at least 2 campaigns on ISO 14001 Certifications at headquarters: Montes Urales 620, Polanco, Reforma and Tecnoparque.</li> <li>To raise awareness among employees through a communication campaign on LEED certifications of our buildings, characteristics, importance, results, etc.</li> <li>To reforest 10,000 additional trees.</li> </ol>
41	Purchases	A goal of 450 suppliers to be managed in 2015 is fixed.	In 2015, there is a total of 627 suppliers managed.	✓	For 2016, a goal of 600 suppliers to be managed is established.
42	Social Development Projects	To grant 6,375 new first-year junior high school scholarships for the 2015-2016 school year.	Granting 6,000 scholarships and selecting 376 scholarship recipients for growth that will begin receiving a scholarship in March 2016 with retroactive effect.	!	To grant 6,376 new scholarships for first-year junior high school students of the Becas de integración Por los que se quedan (For Those Who Are Left Behind) Scholarship Program in 2016-2017 school year.
43	Social Development Projects	To grant 18,375 scholarships for the 2015-2016 school year.	To grant 18,000 scholarships and selecting 376 scholarship recipients for growth that will begin receiving a scholarship in March 2016 with retroactive effect.	!	To grant 18,376 scholarships of the “Por los que se quedan” scholarship program for the 2016-2017 school year.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
44	Social Development Projects	Benefiting 200 students from public junior high schools belonging to 2 municipalities in order to promote values and physical activation; deadline: December 31, 2015.	105 beneficiaries. It was decided to finish the program as it did not comply with the objectives of the Foundation.	!	
45	Bancomer in Education	To grant 1,000 scholarships for secondary school children of the "Children's Knowledge Olympics" program, for the 2015-2016 school year.	To grant 1,000 new scholarships for junior high school students of the "Olimpiada del Conocimiento Infantil" (Children's Knowledge Olympics) program.	✓	To grant 1,000 scholarships for secondary school children of the "Children's Knowledge Olympics" program, for the 2016-2017 school year.
46	Bancomer in Education	To continue the refurbishment program of 6 SEDENA public schools; deadline: December 31, 2015.	The refurbishment program of 6 SEDENA public schools corresponds to the 2015-2016 school year; from which the elementary schools "Canadá" and "Luis Ocejo Escoto Urbana 736" were refurbished.	!	To continue with the refurbishment of the 4 remaining schools, corresponding to the 2015-2016 school year, and assess the refurbishment applications for the 2016-2017 school year.
47	Cultural Promotion	Touring in 6 cities and increase participation by 5%.	<p>Conferences and/or workshops were scheduled in: Durango, Coahuila, Yucatán, two in Jalisco, Baja California Sur and Baja California Norte. Students: 1,026 (147% more than in 2014)</p> <p>Number of short films: 283 (141% more than in 2014)</p> <p>Participating universities: 160 (153% more than 2014)</p> <p>Participating states of Mexico: 25. Presence abroad: Amsterdam (Netherlands), Stanford and New Mexico (USA).</p>	✓	To give a workshop for students of Universidad Tecnológica del Centro de Veracruz in Cuitláhuac, Veracruz. Most representative institution in 2015.
48	Cultural Promotion	Hold 5 meetings and edit catalog.	5 meetings are held; one of them in Oaxaca City. A catalog is prepared with advice from Erick Beltrán, visual artist. The publication will be part as an additional piece of the sample.	✓	Scheduling the show: "De la formación a lo público" at 3 cultural venues in Mexico.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
49	Cultural Promotion	To perform 3 workshops for PLQSQ recipients and/or employees.	2 workshops programmed in Puruándiro, Michoacán. SOMA artists recipients give such workshops to 90 youngsters of the PLQSQ program. María Sosa, scholarship recipient of the Bancomer/MACG Program gives a workshop in the Carrillo Gil Museum to 47 employees of the Bank.	✓	To implement a linkage and synergy program for stakeholders composed of 12 cultural activities and/or workshops throughout 2016.
50	National Alliances	To keep fundraising at MXN\$113,000,000.00 for the extension of coverage of the various initiatives offered by the Foundation; deadline: December 31, 2015.	Fundraising for 2015 amounted to: MXN\$111,343,341.	!	To bring fundraising at MXN\$235,000,000.00 for the extension of coverage of the various initiatives offered by the Foundation; deadline: December 31, 2016.
51	Educational and Productive Centers	To increase the number of ITESM student mentors in 1,500 for Educational and Productive Centers (Social Incubator), deadline: December 31, 2015.	At the close of December 31, 2015, 2,118 Social Service ITESM student mentors were registered.	✓	To keep the number of ITESM student mentors (ranging between 1,500 and 2,000) for the Educational and Productive Centers (Social Incubator); deadline: December 31, 2016.
52	Educational and Productive Centers	A metric change of volunteers for increasing the number of direct beneficiaries was made: 4,500 for the Magdalena Contreras Center; deadline: December 31, 2015.	At the end of December 31, 2015, a total of 1,850 beneficiaries were registered from the 4 Institutions of the Magdalena Contreras Center.	!	To increase to 2,000 the number of direct beneficiaries for Educational and Productive Centers (Social Incubator); deadline: December 31, 2016.
53	Educational and Productive Centers	To increase to 18,000 the number of direct beneficiaries for Educational and Productive Centers (Social Incubator); deadline: December 31, 2015.	At the end of December 31, 2015, 16,307 direct beneficiaries served in the 16 Educational and Productive Centers were registered.	!	To increase to 18,000 the number of direct beneficiaries for Educational and Productive Centers (Social Incubator); deadline: December 31, 2016.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
54	Communication and Brand	<ul style="list-style-type: none"> <li>To continue with the 2015 “Por una generacion de líderes mexicanos” (For a Generation of Mexican leaders”) campaign to maintain the positioning of Bancomer Foundation to Bancomer’s customers, employees and non-customers, with the purpose of making a fundraising for the “PLQSQ” integration program.</li> <li>The campaign will be conducted internally and externally.</li> <li>To increase indicators of the SNS and of the website with the Bancomer Foundation campaign.</li> </ul>	<ol style="list-style-type: none"> <li>We have a market study that evaluates the 2015 Campaign, which will be delivered on February 23. (Progress will be reflected in the results delivered).</li> <li>At the end of 2015 the website: Visits: 817,265 Visits: 589,341 Network Portal: 119,222</li> <li>At the end of 2015, SNS closed with the following indicators, thus reaching a growth rate: Twitter: 23,107 Google +: 5,605 Facebook: 887,485</li> <li>At the end of 2015, “clicks” were included regarding the communication on two channels. B.com: 8,897 Corporate Intranet: 16,850</li> </ol>	!	<ol style="list-style-type: none"> <li>To position, in 2016, the Bancomer Foundation – by a Dissemination and Communication Campaign –, with follow-up of the Mexican Leaders Campaign. We will do this with Customers, Employees, and Non-Customers of the Bancomer BBVA Group.</li> <li>Increase metrics on the website vs. 2015 (visits and views). Visits: 120 mil Views: 80 mil</li> <li>To increase the percentage of metrics in SNS (Google +, Twitter and Facebook) vs. 2015. Twitter 25%</li> </ol>
55	Becas Adelante (Adelante Scholarships)	To grant 4,000 new scholarships for newly admitted high school students for the 2015-2016 school year.	Selecting and providing scholarships to 4,000 new recipients.	✓	To grant 4,000 new scholarships for newly admitted high school students for the 2016-2017 school year.
56	Becas Adelante (Adelante Scholarships)	To attain a total of 10,000 scholarships for the 2015-2016 school year.	To deliver 10,000 new scholarships.	✓	To attain a total of 12,000 scholarships for the 2016-2017 school year.

No.	Area	2015 Objective	2015 Progress	Rating	2016 New Objective (Smart).
57	Becas Adelante (Adelante Scholarships)	To continue with the project and implement new "BA Community Service" projects for the 2015-2016 school year.	4,785 participants in 2015.		To design an indicator scorecard to select the projects that will continue and to rate the success of projects undertaken by scholarship recipients.
58	Becas Adelante (Adelante Scholarships)	To replicate the event with a participation of 500 scholarship recipients of the "Becas Adelante" program.	372 attendees (low number due to budget issues)		
59	Human Resources (HR)				To encourage 600 employees to perform volunteering activities, during 2016, in activities managed by the Bank.

## Awards and Certifications

Recognition	Issuing Institution
Best Bank in Mexico	Global Finance
Best manager for institutional and corporate clients in Mexico and Spain for BBVA Asset Management	Global Finance
Best Bank in Spain, Mexico, and Latin America	The Banker Awards
Global Private Banking	The Banker Awards
Recognition as a Socially Responsible Company (SRC) for BBVA Bancomer (15th consecutive year) and Seguros Bancomer (7th consecutive year)	Centro Mexicano para la Filantropía (Cemefi) y la Alianza por la Responsabilidad Social Empresarial en México (Aliarse)
Ranked 10 <sup>th</sup> of the 50 Most Responsible Companies	Mundo Ejecutivo
7 <sup>th</sup> place in the Great Place to Work ranking in the Mexican financial sector	Great Place to Work Institute
7 <sup>th</sup> place among the Best Companies to Work in Mexico with more than 5,000 employees	Great Place to Work Institute
ISO 9001:2008 Certification for quality management processes intended for the Department of Institutional Security, Corporate Buildings, Civil Protection and Document Fraud Prevention	International Organization for Standardization
<i>Excellence in Financial Literacy Education Award</i> as the Best Financial Education Program for Children and Youth for the "Valores de futuro" Financial Education Program	Institute for Financial Literacy

## Glossary

<b>AA:</b>	1000 SES: Accountability AA 1000 Stakeholder Engagement Standard
<b>ABM:</b>	Asociación de Bancos de México (Mexican Bank Association)
<b>ADI:</b>	Asociación de Desarrollos Inmobiliarios (Property Development Association)
<b>AHM:</b>	Asociación Hipotecaria Mexicana (Mexican Mortgage Association)
<b>Amafore:</b>	Asociación Mexicana de Afore (Mexican Afore Association)
<b>AMIB:</b>	Asociación Mexicana de Intermediarios Bursátiles (Mexican Stock Broker Association)
<b>Amipci:</b>	Asociación Mexicana de Internet (Mexican Internet Association)
<b>AMIS:</b>	Asociación Mexicana de Instituciones de Seguros (Mexican Insurance Institution Association)
<b>ATM:</b>	Automated Teller Machine
<b>IDB:</b>	Inter-American Development Bank
<b>BMV:</b>	Bolsa Mexicana de Valores (Mexican Securities Market)
<b>Cemefi:</b>	Mexican Center for Philanthropy
<b>IFC:</b>	International Financial Corporation
<b>CNBV:</b>	Comisión Nacional Bancaria y de Valores (National Banking and Securities Commission)
<b>CNSF:</b>	Comisión Nacional de Seguros y Fianzas (National Insurance and Bonding Commission)
<b>Condusef:</b>	Comisión Nacional para la Protección y Defensa de los Usuarios de Servicios Financieros (National Commission for the Protection and Defense of Financial Service Users)
<b>Consar:</b>	Comisión Nacional del Sistema de Ahorro para el Retiro (National Retirement Savings System Commission)
<b>ESR:</b>	Empresa Socialmente Responsable (Socially Responsible Company - SRC)
<b>GRI:</b>	Global Reporting Initiative
<b>IARC:</b>	Informe Anual de Responsabilidad Corporativa (Annual Corporate Responsibility Report)
<b>ICA:</b>	Ingenieros Civiles Asociados (Civil Engineers Associates)
<b>ILCE:</b>	Instituto Latinoamericano de Comercio Electrónico (Latin American E-commerce Institute)
<b>INEGI:</b>	Instituto Nacional de Estadística y Geografía (National Statistics and Geography Institute)
<b>LEED:</b>	Leadership in Energy and Environmental Design
<b>MACG:</b>	Museo de Arte Carrillo Gil (Carrillo Gil Art Museum)
<b>MIDE:</b>	Museo Interactivo de Economía (Interactive Economy Museum)
<b>ODM:</b>	Objetivos del Milenio (Millennium Development Goals)
<b>OSC:</b>	Organizaciones de la Sociedad Civil (Civil Society Organizations)
<b>PGE:</b>	Plan Global Ecoeficiencia (Global Ecoefficiency Plan)
<b>RC:</b>	(Corporate Responsibility - CR)
<b>RR HH:</b>	Human Resources (HR)
<b>RRC:</b>	(Corporate Responsibility and Reputation - CRR)
<b>SAC:</b>	Sistema Atención a Clientes (Customer Support System)
<b>SHCP:</b>	Secretaría de Hacienda y Crédito Público (Secretariat of Finance and Public Credit)
<b>SHF:</b>	Sociedad Hipotecaria Federal
<b>SNAEBB:</b>	Sindicato Nacional de Empleados Bancarios (National Union of Bank Employees)
<b>SNEF:</b>	Semana Nacional Educación Financiera (National Financial Literacy Week)
<b>CC:</b>	Credit Card
<b>UNE:</b>	Unidad Especializada (Specialist Unit)
<b>UNEP-FI:</b>	United Nations Environmental Program - Financial Institutions
<b>VALMER:</b>	Valuación Operativa y Referencias de Mercado (Operational Assessment and Market Benchmarks)

**BBVA** Bancomer

**adelante.**