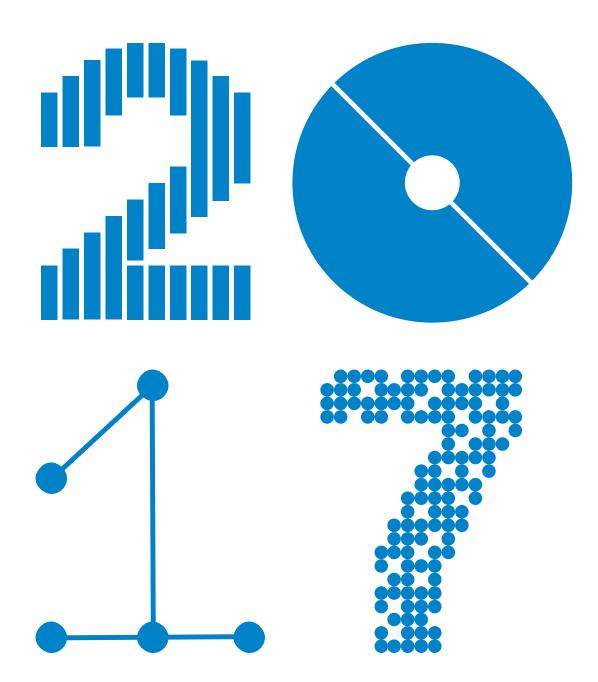
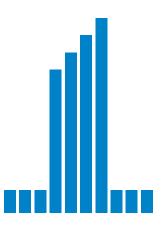
**Banco Sabadell Annual Report 2017** 136th Year

BS

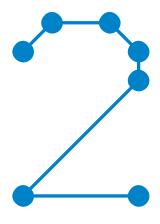


This document is an abridged version of the 2017 Annual Report. The full document is available on the corporate website www.grupobancosabadell.com.



Key figures in 2017

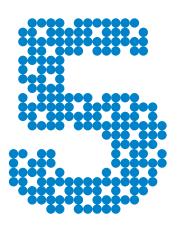
2



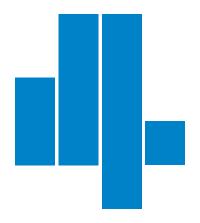
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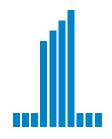
Milestones in 2017

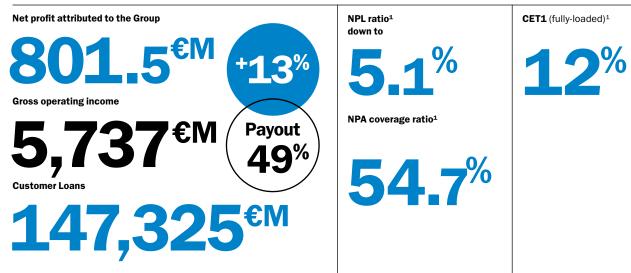
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# Key figures in 2017

# Highlights





## **Customers**





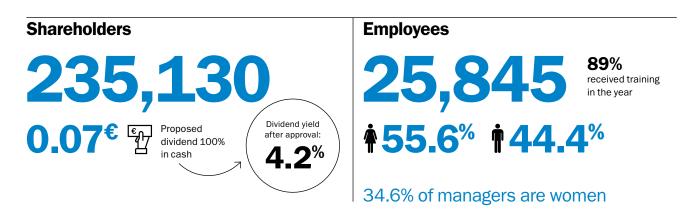
#### Service quality Net promoter score (NPS)<sup>1</sup>

Sabadell quality index with respect to the industry

	2017	Ranking
Large corporates (turnover > 5 €M)	34%	1 <sup>st</sup>
SMEs (turnover < 5 €M)	19%	1 <sup>st</sup>
Personal Banking	29%	2 <sup>nd</sup>
Retail Banking	5%	<b>4</b> <sup>th</sup>

Sabadell expanded its quality lead over the industry by attaining #1 position in customer experience among large corporates and SMEs

# Seeking to provide the best customer service through commercial and digital transformation.



# **Digital and commercial transformation**



(+10% YoY) Group digital customers

**20**%

(+1pp YoY) Digital sales in Spain

35M (+19% YoY) Monthly web + mobile traffic in Spain **3.3**<sup>M</sup>

Group mobile customers

**59**%

(+9pp YoY) Digital sales in the UK

**14**<sup>%</sup> Share of Bizum

Share of Bizum registrations in Spain 88%

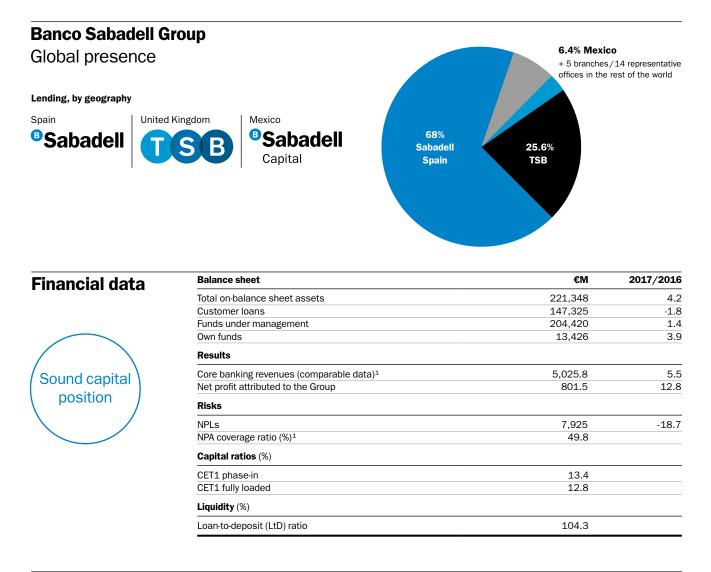
(+2pp YoY) Out-of-branch transactions in Spain

**26,725** (+68% YoY) Digital sales of unsecured finance in Spain

332,000

(+108% YoY) Sabadell Wallet downloads in Spain

# Banco Sabadell regained investment grade.



# **Quality certificates**





ISO 9001 CERTIFICATION



Chairman's message





Josep Oliu Creus, Chairman

#### Dear shareholder,

Ordinary banking business performed well in 2017, coupled with sound management of the customer spread, control of recurring operating costs, and a steady reduction in non-performing assets. The Banco Sabadell group ended the year with €801.5 million in net profit, 12.8% more than the previous year and in line with the targets for the period.

The year was marked by major geopolitical events. After the change of government in the United States early in the year, the focus shifted to Europe, where Brexit negotiations commenced and there were elections in France, the UK and Germany. A stronger global economy and higher inflation than in previous years drove the central banks to take steps — incipient in the case of the European Central Bank — towards monetary normalisation. The financial markets performed well in a climate of considerable complacency. The markets will continue to be exposed to the outcomes of events such as Brexit, the United States and NAFTA, although the prospects are now clearer.

Global economic growth became more robust and more synchronised in the main developed economies during the year. The Euro area registered significant growth. The UK economy benefited from a favourable global economic environment, which helped to alleviate the economic effects associated with Brexit uncertainties. The UK achieved close to 2.0% growth in the year as a whole, similar to the previous year. The unemployment rate reached a 42-year low.

The Spanish economy proved very dynamic once again, achieving over 3% growth for the third consecutive year. Economic activity benefited once again from favourable funding conditions and also from private agents' improved financial situation. The political uncertainty in October had a limited and temporary impact on the economy. The labour market is benefiting from the good economic situation, and unemployment is at its lowest since the end of 2008.

The European banking system enhanced its capital position, improved asset quality and increased profitability in 2017. The Single Supervisory Mechanism continued to consolidate its position as supervisor during the year, applying high regulatory standards aligned with international best practices.

The Group's core banking revenues increased by 5.5% year-on-year in 2017 in constant consolidation scope terms. The customer spread remained strong, at 2.8%, as a result of intense commercial activity. Net interest income increased by 4.9% year-on-year in like-for-like terms, or 2.9% excluding TSB. Fees and commissions performed very well, rising 7.4% at constant exchange rates in 2017.

Recurring costs were contained as a result of proactive action. The year-on-year increase was due mainly to extraordinary technology costs at TSB. The Group's cost-to-income ratio reached 50% at year-end, in line with the target.

The NPL ratio continued to decline, reaching 5.1% at 31 December 2017, an improvement on the previous year.

A number of corporate transactions were completed successfully during the year, and the resulting extraordinary gains were allocated to increasing NPA coverage, which reached 49.8% at year-end, or 54.7% pro-forma IFRS 9.

Banco Sabadell ended the year with a strong capital position: a Common Equity Tier 1 ratio of 12.8% in fully-loaded terms. After the implementation of IFRS 9, the Common Equity Tier 1 fully-loaded ratio will be 12.0% (pro-forma).

Commercial activity performed very satisfactorily throughout the year and the volume of outstanding loans and advances increased despite fierce competition. The Group's outstanding loans and advances increased by 4.6% year-on-year adjusting for changes in consolidation scope, driven by strong growth in SMEs, combined with intense enrolment of new customers, both companies and individuals. That increase in customer numbers was achieved with a quality of service that exceeds the industry average. Banco Sabadell improved market share in its various products in Spain and strengthened its lead in customer experience among both SMEs and large corporates.

Customer funds, both on- and off-balance sheet, expanded during the year: by 5.0% in constant consolidation scope terms.

Banco Sabadell's firm commitment to digital transformation led to a number of initiatives in the distribution model, simplification of commercial and operational processes with customers, development of new capacities in the digital offering to enhance the user experience and create value for customers, and improvements in business decision-making.

The primary goal in the UK was to develop and implement TSB's new banking systems. TSB unveiled its new platform in November 2017, making it the first bank in the United Kingdom with a leading-edge platform adapted to the challenges of the digital era. TSB will occupy a distinctive position after the migration. The new platform will provide TSB with greater technological autonomy, drive new businesses and constitute an essential element in generating value for the franchise and shareholders.

Business in Mexico exceeded the targets for the year in both corporate and business banking. Early in November, Banco Sabadell announced plans to commence banking for individuals in Mexico in January 2018 using a 100% digital model that offers new prospects for business development in that country with the goal of continuing to create value for the franchise.

The market recognised the Bank's good performance in 2017, as reflected in upgrades to investment grade by the credit rating agencies and in the share's good performance in the year. Banco Sabadell attained the number-one position in terms of SME and large corporate customer experience, and TSB was recognised in the 2017 Banking Technology Awards. The General Meeting of Shareholders will be asked to approve a €0.07 cash dividend out of 2017 profit, which represents an increase in the payout to 49%, from 40% in 2016. That €0.07 dividend per share includes the €0.02 interim dividend paid in December 2017 and a €0.05 supplementary dividend that will be paid once it has been approved by the General Meeting.

As a result of the goals attained in 2017, the Bank is soundly placed to undertake its Master Plan 2018-2020. The plan seeks to improve profitability while assuring business sustainability and value-creation for shareholders. To achieve the objectives set for the coming years, we can count on our employees, whose contribution, dedication and professionalism, demonstrated on a daily basis, enable us to take on future challenges with enthusiasm and affirm Banco Sabadell's position as a core component of the Spanish financial system.

Josep Oliu Chairman **Corporate Governance** 





Jaime Guardiola Romojaro, Managing Director

# **Board of Directors**

#### Chairman

Josep Oliu Creus (E) **Deputy Chairman** José Javier Echenique Landiribar (I) **Managing Director** Jaime Guardiola Romojaro (E) **Director – General Manager** José Luis Negro Rodríguez (E) **Directors** 

Anthony Frank Elliott Ball (I) Aurora Catá Sala (I) Pedro Fontana García (I) M. Teresa Garcia-Milà Lloveras (LI) George Donald Johnston (I) José Manuel Lara García (EX) David Martínez Guzmán (P) José Manuel Martínez Martínez (I) José Ramón Martínez Sufrategui (I) Manuel Valls Morató (I) David Vegara Figueras (I) **Secretary** 

Miquel Roca i Junyent Deputy Secretary María José García Beato

## **Board committees**

## **Executive Committee**

Josep Oliu Creus (C) (E) José Javier Echenique Landiribar (I) Jaime Guardiola Romojaro (E) José Manuel Martínez Martínez (I) José Luis Negro Rodríguez (E) María José García Beato (S)

## Audit and Control Committee

Manuel Valls Morató (C) (I) Pedro Fontana García (I) M. Teresa Garcia-Milà Lloveras (LI) José Manuel Lara García (EX) José Ramón Martínez Sufrategui (I) Miquel Roca i Junyent (S)

### **Appointments Committee**

Aurora Catá Sala (C) (I) Anthony Frank Elliott Ball (I) Pedro Fontana García (I) M. Teresa Garcia-Milà Lloveras (LI) Miquel Roca i Junyent (S)

## **Remuneration Committee**

Aurora Catá Sala (C) (I) Anthony Frank Elliott Ball (I) M. Teresa Garcia-Milà Lloveras (LI) George Donald Johnston (I) María José García Beato (S)

## **Risk Committee**

David Vegara Figueras (C) (I) M. Teresa Garcia-Milà Lloveras (LI) George Donald Johnston (I) Manuel Valls Morató (I) María José García Beato (S)

# Senior Management

#### Chairman

Josep Oliu Creus **Managing Director** Jaime Guardiola Romojaro **Director – General Manager** José Luis Negro Rodríguez **General Secretary** María José García Beato **General Manager (CFO)** Tomás Varela Muiña **General Manager – Operations, Organisation and Resources** Miguel Montes Güell General Manager -**Commercial Banking Carlos Ventura Santamans Deputy General Manager -Risk Management** Rafael García Nauffal **Deputy General Manager – Private Banking and Asset** Management Ramón de la Riva Reina Deputy General Manager – **Asset Transformation and** Industrial and Real Estate Investees Enric Rovira Masachs Deputy General Manager -**Business Transformation** and Marketing Manuel Tresánchez Montaner **Deputy General Manager -Corporate & Investment Banking** José Nieto de la Cierva **Deputy General Manager** and CEO TSB Paul Pester **Deputy General Manager** and CFO TSB **Ralph Coates** 

Composition at 15 March 2018

# Deputy General Management

## **Corporate Service divisions**

**Internal Audit** Nuria Lázaro Rubio **Corporate Transactions** Joan M. Grumé Sierra **Risk Control** Joaquín Pascual Cañero Legal Gonzalo Barettino Coloma Compliance Federico Rodríguez Castillo **Global Finance and CFO Spain** Sergio Palavecino Tomé **Global Financial Controller** Anna Bach Portero **Chief Economist** Sofía Rodríguez Rico **Human Resources** Conchita Álvarez Hernández **Organisation and Services** Adrià Galian Valldeneu **Global IT and Operations** Rüdiger Schmidt **Risk Transformation** Xavier Comerma Carbonell **Chief Analytics Officer** Alfonso Ayuso Calle

## **Business Areas**

#### **Commercial Banking**

Bancassurance Silvia Ávila Rivero Products and Distribution Albert Figueras Moreno Institutional Business Blanca Montero Corominas Sabadell Consumer Finance Miquel Costa Sampere Catalonia Region Luis Buil Vall Central Region Eduardo Currás de Don Pablos Eastern Region Jaime Matas Vallverdú Northwest Region Pablo Junceda Moreno Northern Region Pedro E. Sánchez Sologaistua Southern Region Juan Krauel Alonso

#### **Markets and Private Banking**

Asset Management and Research Cirus Andreu Cabot Trading and Custody Javier Benzo Perea Sabadell Urquijo Banca Privada Pedro Dañobeitia Canales Treasury and Capital Markets Guillermo Monroy Pérez

#### Corporate & Investment Banking

Corporate Banking EMEA Ana Ribalta Roig Corporate America & Asia and SIB Maurici Lladó Vila Structured Finance David Noguera Ballús

#### Mexico

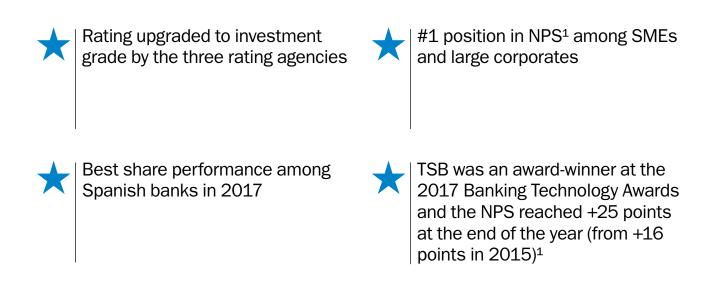
Francesc Noguera Gili

#### Asset Transformation and Industrial and Real Estate Investees

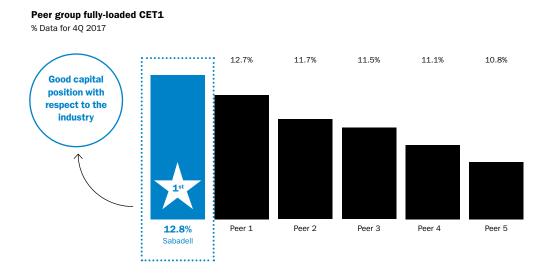
Real Estate and Institutional Markets Jaume Oliu Barton Solvia Javier García del Río

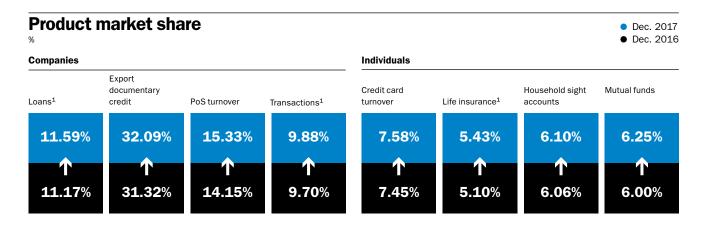


The market recognised the sound performance in 2017.

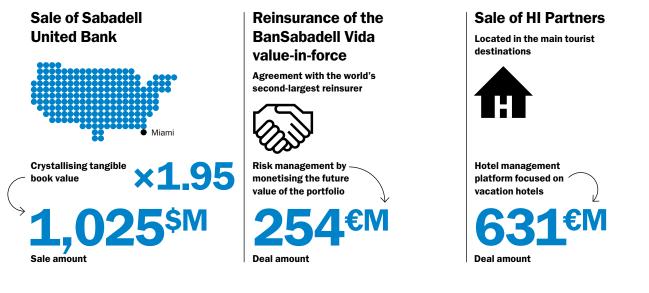


# Sustained strong capital position.





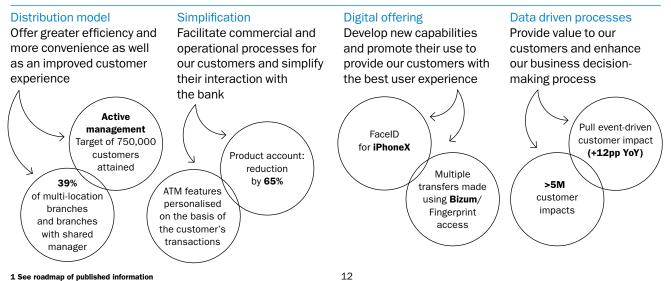
Improved market share in a range of products in Spain, with a lead position in customer satisfaction among SMEs and large corporates.



Successful corporate transactions reinforced the Group's capital and coverage levels.

# **Digital and commercial transformation**

#### Initiatives -> Annual performance



## **Corporate Governance** Composition of the Board of Directors

# Diversity of profiles and experience

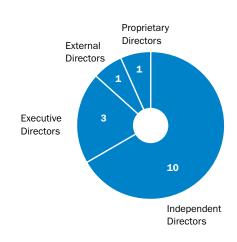
20% International

66% Independent

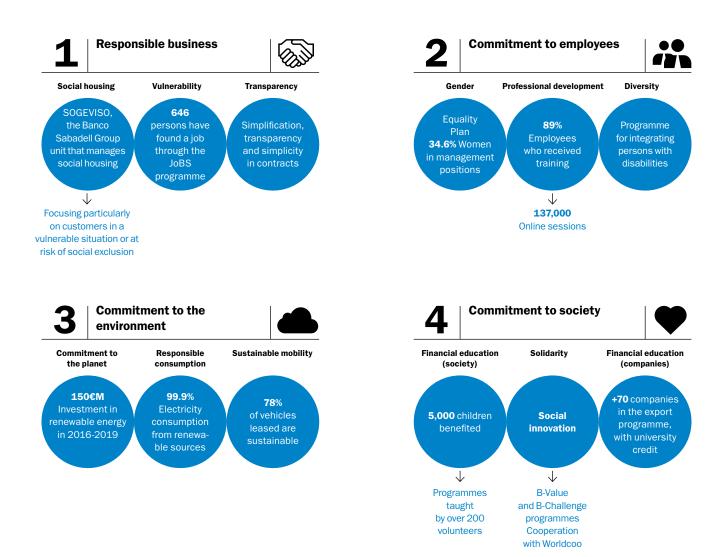
Committed to the highest standards of quality, among others

Ongoing training Assessment by an external consultant

Continuous assessment of Board member fitness and suitability

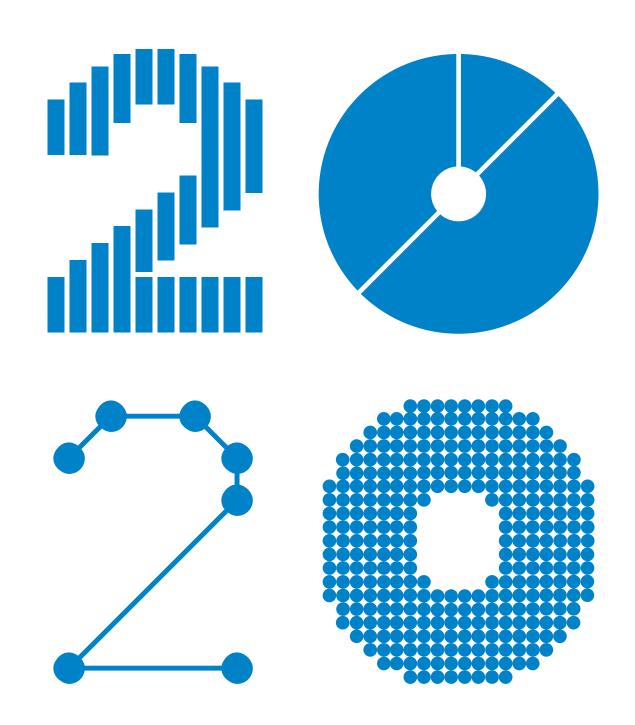


# **Corporate Social Responsibility**

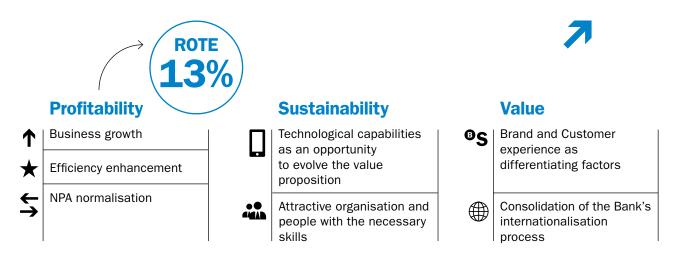


Sabadell 2020

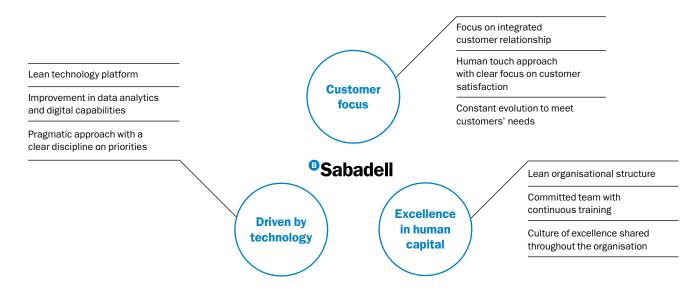




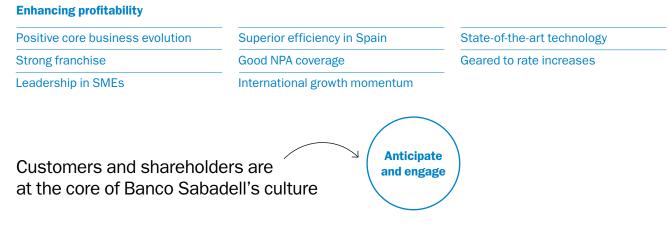
# Three-year business plan 2018-2020



# Our approach strengthens our brand recognition, reinforces our culture and creates value for our shareholders.



# Sabadell launched a new strategic plan based on solid foundations.



# Roadmap of published information

Block	Document	Website section
Corporate Governance System		
General data	General information about the group	Group
General Meeting	GM Regulations, Representation, Previous General Meetings, Shareholder information and Electronic shareholders' forum	Shareholder and investor information_General meetings
Corporate governance	Board of Directors, Director CVs and Board sub-committees	Group - Corporate Governance
Statutory documents	Articles of Association, Regulation of the Board of Directors, internal regulations	Corporate governance and Remuneration policy
Remuneration policy	Annual report on director remuneration	Corporate governance and Remuneration policy
Committee reports	Committees: Audit and Control, Appointments, Remuneration, and Risks	Corporate governance and Remuneration policy
Annual Corporate Governance Report	Annual Corporate Governance Report	Corporate governance and Remuneration policy
	Legal information 2017_Financial statements_ Directors' report	Shareholder and investor information_Financial information_Annual reports_Legal information
Corporate Social Responsibility	Report on Corporate Social Responsibility policy	CSR_Corporate Social Responsibility
The share, policy and communication channels	Share price, capital stock, key data, investor calendar and ownership structure	Shareholder and investor information_The BS share (SAB)
	Shareholder remuneration	Shareholder and investor information_The BS share (SAB)_Shareholder remuneration
	InfoAccionista	Shareholder and investor information_Products and services_Infoaccionista
	Annual report	Shareholder and investor information_Financial information_Annual reports
	Policy on communication and contacts with shareholders, institutional investors and proxy advisors	Shareholder and investor information_ Communication policy and channels
Economic and regulatory environment	Annual report_Economic, business and regulatory environment	Shareholder and investor information_ Financial information_Annual reports
Financial information		
Business plan	Annual report_Milestones in 2017 and Plan 2020 subchapter	Shareholder and investor information_Financial information_Annual reports
	Earnings presentations (quarterly)	Shareholder and investor information_Financial information_Results
	Legal information 2017_Financial statements_ Directors' report	Shareholder and investor information_Financial information_Annual reports
Balance sheet and earnings performance	Annual report_Banco Sabadell Group financial information chapter	Shareholder and investor information_Financial information_Annual reports
Financial statements	Legal information 2017_Financial statements_ Directors' report	Shareholder and investor information_Financial information_Annual reports_Legal information
Businesses		
General data	General business data	Businesses
Description, data and milestones in the year	Annual report_Business chapter	Shareholder and investor information_Financial information_Annual reports
Financial data - main businesses	Legal information 2017_Financial statements_ Directors' report	Shareholder and investor information_Financial information_Annual reports_Legal information
Risks and Capital	Annual report_Risk management chapter	Shareholder and investor information_Financial information_Annual reports
	Legal information 2017_Financial statements_ Note 4, Note 5 and Exhibit 6	Shareholder and investor information_Financial information_Annual reports_Legal information
	Pillar III disclosures	Shareholder and investor information_Financial information_Basel II Pillar 3 disclosures
Corporate Social Responsibility	General information	CSR_Corporate Social Responsibility
	Codes and policies	CSR_Corporate Social Responsibility

#### **Definitions and terms**

 Banking Technology Awards: TSB was recognised for best use of biometrics for Samsung Pass iris recognition at the 2017 Banking Technology Awards.

— CET1 (Fully-Loaded): pro-forma data post-IFRS 9.
— Loans and advances: excludes real estate
business and repos.

— Core banking revenues (like-for-like): net interest income and commissions; calculated in like-for-like terms assuming constant exchange rates and excluding Sabadell United Bank.

— Net Promoter Score (NPS): Accenture NPS benchmark survey. The NPS is based on the question "On a scale of 0 to 10, where 0 is 'not at all likely' and 10 is 'I would definitely recommend it', how likely would you be to recommend Banco Sabadell to a relative or friend?". The NPS is the percentage of customers who answered 9 or 10, after eliminating those who answered between 0 and 6. Includes institutions that are comparable to the Group. Data for the most recent available month.

--- NPA coverage ratio (%): 49.8; pre-IFRS 9; excludes provisions for interest rate floors.

— NPL coverage ratio (%): 54.7; pro-forma post-IFRS 9; includes contingent risks; Sabadell NPLs (excl. TSB, foreclosed assets and NPA) include 20% of the NPLs included in the APS, since that risk is borne by Sabadell in accordance with the APS protocol. Excludes provisions for interest rate floors.  — NPL ratio: includes contingent risks. Sabadell NPLs (excl. TSB, foreclosed assets and NPA) include 20% of the NPLs included in the APS, since that risk is borne by Sabadell in accordance with the APS protocol.
— Share price appreciation: adjusted for capital increases and dividends.

- Life insurance: calculated in terms of number of policies.

- Transactions: calculated in terms of volume.

# Contact

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#### Investor Relations

The Leadenhall Building Level 37 122 Leadenhall Street London EC3V 4AB +44 (0) 2071 553 888 investorrelations@bancsabadell.com

#### **Shareholder Relations**

+34 937 288 882 accionista@bancsabadell.com

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Centro Banco Sabadell Sena, 12 08174 Sant Cugat del Vallès + 34 902 323 000 sac@bancsabadell.com

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**Catalonia Region** Av. Diagonal, 407 bis 08008 Barcelona +34 902 030 255

#### **Central Region**

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#### Eastern Region

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#### **Northwest Region**

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#### **Northern Region**

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#### Southern Region

Martínez, 11 29005 Málaga +34 952 122 350 Banco Sabadell registered offices Av. Óscar Esplà, 37 03007 Alicante

#### **Corporate headquarters**

Torre Banco Sabadell Av. Diagonal, 407 bis 08008 Barcelona

CBS Sant Cugat Sena, 12 08174 Sant Cugat del Vallès

CBS Madrid Isabel Colbrand, 22 Las Tablas 28050 Madrid

CBS Agua Amarga Av. de Elche, 178 03008 Alicante

#### **General information**

+34 902 323 555 info@bancsabadell.com www.grupobancosabadell.com

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facebook.com/bancosabadell @bancosabadell General Meeting of Shareholders 2017



This annual report is available on the group's website (www.grupobancosabadell.com), along with the full version and other reports and corporate policies. If you have a smartphone or tablet, you can access these reports on your device using the QR code. The publisher's legal name is Banco de Sabadell, S.A. and its commercial name is Banco Sabadell. It is registered in the Alicante Mercantile Registry, in tome 4070, folio 1, sheet A-156980 and has its registered offices in Alicante, Avenida Óscar Esplà, 37.





You.

Your bank.

We are specialists in seeing things from the viewpoint of a new resident in our country.

# Welcome Service.

Welcome to the bank in Spain that understands you best.



### Credits

**Creative Director** 

Mario Eskenazi

#### **Design** Gemma Ville

Gemma Villegas

## Photography

Elena Claverol

Pages 4 and 8 Sixeart (Sergio Hidalgo Paredes) *Crisis numérica* 2012 Spray paint on wall 255 × 1,730 cm Banco Sabadell collection



This document is printed on FSC-certified paper and produced using environmentally-friendly processes.

