



# Annual General Shareholders' Meeting – 2025

Tomás Muniesa Arantegui

A very good morning once again, dear shareholders.

Firstly, I would like to once again express my gratitude for your attendance at this annual general shareholders' meeting.

After stepping into the role of chairman of Caixabank on 1 January, it is a real honour to chair the general shareholders' meeting for the first time.

After 48 years of professional experience in various areas of the bank, I know Caixabank well, and it is an important part of my life.

Here I would like to take a moment to acknowledge the excellent work of José Ignacio Goirigolzarri, former chairman of Caixabank, for his leadership, dedication and vision. His commitment and efforts have been key to meeting the challenges of our latest strategic plan.

Likewise, I would like to thank the directors who will be leaving the Board of Directors, for their extraordinary professionalism and contribution to the Caixabank project.

All of them have been key to successfully carrying out the largest banking integration in Spain's history.

It is therefore both a privilege and a great responsibility to be addressing all of you today, one that I take on with enthusiasm and respect.

A general shareholders' meeting is the most important event in the corporate life of an institution, and today we are presenting the most important issues affecting Caixabank for your decision.

The participation of shareholders in decision-making is key. It is synonymous with health in the bank's life and, of course, it is a source of

pride to have achieved higher levels of participation in recent years. This year, we have also surpassed our record number of shareholders participation, almost 3 times more.

Over the next few minutes, I would like to share with you my vision of the organisation,

- First of all, recalling the legacy of social commitment that inspires us and the founding values that have remained unchanged throughout our history.

also,

- Taking stock of the financial year 2024 and the strategic plan that has come to a close.
- And concluding with a look at the challenges and opportunities to be found in our new strategic plan.

Following my presentation, our CEO will analyse in greater detail both the key elements of the 2024 financial year and the new Strategic Plan.

**A legacy of commitment that inspires us**

Today in Valencia, I want to expressly affirm my deep commitment to the legacy of our institution and to the vision of the future that we want to build together.

Caixabank is not just another bank. It is an entity with century-old roots, with more than 120 years of history of responding to the needs of society. We have unique founding values and a matchless history of transformation.

Caixabank reflects a financial tradition that began in 1904, in an attempt to respond to a social need that is still very much alive today: that all citizens should have a decent retirement.

In 2025, we celebrate the 120th anniversary of the first pension passbook, signed in 1905 by Fancesc Moragas himself, founder of our bank.

A product that already had the essence of what we wanted to be. This life annuity put the focus on what the customer really needed, with sights set on the long term.

Throughout all these years, our entity has witnessed, and not only witnessed, but participated in, historic challenges. In each of these crucial economic and social moments, we have always fulfilled our commitments to society. We have never stopped accompanying our customers.

This history of commitment is reflected in the fact that Caixabank is a company that is widely recognised both at home and abroad. And this is the path of excellence on which we must continue to follow in order to

remain true to our values and our mission: to promote people's financial well-being and support the progress of society as a whole.

Caixabank today is the result of the sum of very important entities in the history of our financial system. Our strength lies in having been able to combine and unify the legacy of each of these entities.

I therefore have the privilege of having taken up the baton of an exceptional legacy, as well as the responsibility of continuing to carry it into the future.

Allow me to remind you of the values of our company:

- Quality, Trust and Social Commitment.

All of us at Caixabank know that these values are not hollow; we feel that they are part of our core knowledge and we know that they must permeate everything we do.

Only by being close to our customers, really getting to know them and listening to them, can we be pioneers in designing products and services. This closeness to the customer is what pushes us to set ourselves constant challenges in innovation.

Our leadership is a result of the trust our customers have placed in us.

We are proud to have 20.3 million customers in Spain and Portugal, to whom we offer a differential and specialised range of products and services.

In Spain, we have a market penetration share of more than 40% in the over-65s, 89% of individual customers are digital customers, and we have half a million Agrobank customers... all with unique characteristics that we have to know how to reach.

A source of pride:

- Be the leading institution in bancassurance in Spain
- Market share leader in financing, savings and investment solutions
- A leading omnichannel distribution platform,
- And the most extensive network of branches and ATMs, reaching 92% of the Spanish population.

Caixabank is today a key player in the economy, as one of the top Spanish companies.

We play a fundamental role in the financial sector and in our society, and our contribution is very significant.

- Our contribution to Spanish GDP stands at 1.18%.
- We contribute to the creation of quality employment, with more than 46,000 employees in the group, of which more than 99% are permanent contracts.
- We boost investment and growth through caixabank financing.
- In 2024, new financing to companies reached 45.7 billion euros, almost half of which went to SMEs.
- Through Microbank, European leader in microcredit, we have financially supported the creation of more than 9,500 new businesses and 32,000 jobs.

Our commitment is to continue investing in the creation of shared value for all, through a different way of doing banking.

## **Balance of the 2022-24 Strategic Plan**

On 31 December we brought the 2022-24 Strategic Plan to a close, in which we had set out the main lines of action:

1. growth in business activity,
2. increased profitability,
3. and a strong balance sheet.

In short, the achievement of ambitious financial targets that would allow us to achieve an adequate return on capital for our shareholders. In other words, for all of you.

A plan in which we also completed the Bankia integration process.

Today, we can say that this entity is now part of our DNA, as are each and every one of the people who came from it and who work every day to make caixabank an ever-greater benchmark. We are truly proud to have all of them with us.

At the close of the plan, the main financial metrics demonstrate its excellent execution: we have met the objectives we set ourselves.

We closed last year with an attributable profit of 5.79 billion euros, an increase of 20.2% compared to 2023.

This result was made possible by understanding the needs of customers, with optimal risk management and maximum balance sheet strength.

Indeed, the rating agencies have recognised this strength.

In view of the above results and the strong capital position, the Board of Directors is proposing to this general shareholders' meeting the

distribution of a gross cash dividend per share of 43.52 euro cents, 11% higher than last year's amount.

In total, in 2024, 3.1 billion euros in earnings will be allocated to dividends.

This total gross dividend includes the interim dividend for 2024, paid last November of 14.88 euro cents gross per share, and a final dividend of 28.64 euro cents gross per share, which will be paid to shareholders on 24 April 2025, as proposed by the Board of Directors, if you, the shareholders, so approve.

With this second payment, the total amount of shareholder remuneration for the financial year 2024 will be equivalent to 53.5% of the consolidated net profit.

This percentage is within the defined cash distribution range of 50% to 60% of consolidated net profit, in line with the dividend policy approved last year.

In conclusion, the financial strength demonstrated during this Strategic Plan, which is coming to an end, has allowed us to maintain an adequate shareholder return over the last three years, with an ordinary dividend of 7.7 billion. Of this amount, more than 30% corresponds to the "la Caixa" Foundation.

As you know, the Board of trustees of the "la Caixa" Foundation decided in March to move its headquarters. This was a decision taken by the Foundation, which we fully respect.

In the case of Caixabank, in 2017, the company moved its headquarters to Valencia, as we felt it was in the best interest of our customers and shareholders.



In the merger with Bankia in 2021, the decision was taken that the new institution's headquarters would be in Valencia, with two operational headquarters, one in Barcelona and the other in Madrid.

We are proud that Caixabank is the leading bank in the Valencian community, as in many other communities.

I will continue my presentation by referring to the performance of our shares. The market has valued Caixabank's strength, as shown by the excellent performance of the share last year.

The share price closed 2024 at 5.236 euros, representing a 40.5% revaluation, which compares very favourably with that of the IBEX35, which rose 14.8%.

The dividend yield was 10.3% at the end of December last year.

If we take into account the overall horizon of the strategic plan, the total return is more than 170% according to Bloomberg's total shareholder return, in contrast to +77% for the Eurostoxx Banks and 51% for the IBEX35.

We can therefore say that we are facing the future from a position of strength and acting from a commitment to the general welfare of society.

The recent DANA flooding catastrophe has starkly highlighted the environmental challenges we face.

Staying true to the social commitment that has distinguished us throughout our history, we have shown that we are close to the people affected:

- Our response was immediate. We were the first bank to set up mobile branches, we processed credit lines, advances and indemnities to meet needs regarding vehicles, homes, businesses and, of course, the people themselves.
- We have continued to add initiatives throughout these months, focused on facilitating the resumption of the activity and the greatest possible degree of a return to normal.
- In this context, all efforts count, and we wanted to add an additional donation linked to the holding of this meeting, in addition to the measures already taken.

Each participation, vote or delegation at the meeting has represented €5 donation to the Red Cross response plan for those affected by the DANA flash floods. I sincerely thank all participants for your contribution to this laudable goal.

## Charting our purpose into the future

And now I would like to show you how we are looking to the future with our 2025-27 Strategic Plan. A new cycle with major challenges and opportunities, following a 2024 close in which:

Our country once again managed to surprise us with indicators and growth figures above those of other European countries. Spain has taken the lead in the growth of the large economies of the eurozone.

This dynamism has been leveraged on:

- Population growth, derived from migratory flows.
- Positive performance of the foreign sector, with tourism standing out.
- The revival of household spending, fuelled by a recovery in purchasing power, in an environment of corrected inflation and dynamic labour market.
- Inflation stood at an average of 2.8% compared to the previous year's 3.5%, and the savings rate of Spanish households continues to be very high.
- The European Central Bank continued its monetary easing, and it performed four interest rate cuts in 2024.
- The Euribor, as a result, followed a downward trend.
- In the financial markets, equities have enjoyed two consecutive years of significant gains in the main indices.

As for 2025, the scenario foreseen by the consensus of analysts is that the economies of Spain and Portugal will continue to grow steadily. And Spain, growing more than the euro area average.

Specifically, Caixabank Research forecasts, which were updated in February, place GDP growth at 2.5% in Spain.

At the European level, the European Central Bank revised its forecast for eurozone GDP growth in 2025 to 0.9%, which, together with the drop in inflation, led to a further rate cut in March.

But at the time it avoided committing to future moves, given the environment of geopolitical and economic uncertainty.

In these first days of April, it is clear that uncertainty has increased, and downside risks are highlighted over upside risks, but it is still too early to quantify the impact that the announcements on tariffs and their evolution may have on growth. Fortunately, the Spanish economy is less exposed than others to this shock, which undoubtedly poses significant challenges for the global economy.

I'll begin by discussing the new geopolitical situation:

- We are facing a very complex context and a lot of uncertainty. And this global context affects Europe in a very unique way. We can safely say that there will be much at stake for the old continent in the coming years.
- The electoral cycle of 2024, and so far in 2025, has left a map of global interrelationships that is very different from what it was just a few years ago.

- A new world map in permanent change and, above all, unpredictable.
- This geopolitical scenario is increasingly polarised, with the rise of populism and/or extremism.
- There are also regions with deep-seated conflicts and increasingly complicated international relations:
  - The Middle East,
  - The United States with China, with its neighbouring countries, with the European union.
  - And, of course, the relationships between Europe and Russia.
- Europe's role and positioning will be key, taking into account the new role of the United States in these relations.
- In Europe, we face a new scenario regarding defence spending.
- And, of course, a new era of protectionism affecting world trade with as yet unpredictable consequences.

In addition to the current situation, it is also important to understand other underlying trends that will shape our near future:

- New demographic trends.
- Technological development and digitisation.
- The energy transition, ...

- And, for every aspect of this scenario, it is key recover Europe's relevance. It is necessary to take firm initiatives; it is not the time for division or paralysis.

There is a need to promote greater competitiveness, with a European industrial policy as a driving force.

Without productivity gains, growth potential and the social and welfare model may be compromised.

Further regulatory simplification and making innovation more effective are urgent objectives. There is a growing consensus about the excessive level of regulatory complexity in Europe, and in particular the regulatory burden on the financial sector.

If the world is moving very fast, so is Caixabank.

In Caixabank we have put forward a strategic plan to advance with 3 major strategic pillars:

- Growth: to ensure our profitability and consolidate our leading position, with a unique value proposition.
- Transformation: to ensure future leadership in a complex environment, investing in technology to support growth.
- All of this is with the commitment to stay positioned as a leader in environmental, social and good governance matters.

Caixabank aims to preserve its founding spirit of being close to people for a more sustainable economy and society.

While it is too early to assess the overall impact of recent events, our strong starting position allows us to be convinced that, if we succeed in

building momentum along these 3 strategic lines, we will be where we want to be, making the banking of the future a reality and closer to people every day.

And this means being:

- In the day-to-day life of our customers, financing their personal and business projects, and managing their savings in a differential way.
- And especially by offering solutions that have an impact on financial inclusion from a perspective of

geography and customer type:

- With our commitment to being present in small towns and in rural areas.
- Offering each customer the service model they need at all times. For example, in Spain, with more than four million customers over the age of 65, Caixabank is the leading bank in this segment.
- Since 2022, we have an active commitment to priority attention, but we want to go one step further. We are going to train more than 30,000 employees in priority attention for the elderly. But we also have Imagin, a digital proposal that fosters the financial inclusion of young people. And, we are proud to have Microbank for other vulnerable groups. We also offer specific solutions through our insurance business.
- Financial education is also key to the development of society. For example, we have launched the aula training programme for shareholders.

- And through the Dualiza Foundation, we promote vocational training, fostering real employability for young people.

To conclude my speech, I would like to say that I am confident that this beginning of a new cycle in 2025 for Caixabank, is the beginning of a great stage.

First of all, I would like to mention the commitment of the members of the Board to ensure that Caixabank is recognised as a leader in corporate governance. And we are proposing a new composition of the Board of the highest standards, in which we hope you will place your trust.

I am firmly committed to working to ensure that the bank achieves the objectives set out in this new Strategic Plan.

The plan includes a commitment to distribute cash dividends, according to the following scheme:

- Pay-out ratio between 50 and 60% of consolidated net profit, including an interim dividend each year.
- Specifically, for 2025, the Board of Directors has announced a dividend policy with a pay-out of between 50% and 60%, to be paid in two cash payments:
- An interim dividend, amounting to between 30-40% of consolidated net profit, corresponding to the first half of 2025 and to be paid during November 2025, and
- A supplementary dividend, subject to final approval by all of you, ladies and gentlemen shareholders, at next year's general meeting.
- Suitable remuneration is a priority for the Board.



I would like to close my speech by talking about the people who make up CaixaBank.

Because we have an exceptional team, the best in the market, and fully committed to the roadmap for the new strategic cycle.

On behalf of this great team and the entire Board of Directors, I would like to thank our customers, who choose us every day, for their trust.

And I would like to express my gratitude, and that of the entire organisation, for the trust that you, our shareholders, place in us.

Next, our CEO will explain in greater detail the results achieved in 2024 and the new 2025-2027 Strategic Plan.

Thank you very much.

Chief Executive Officer

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**Gonzalo Gortazar**

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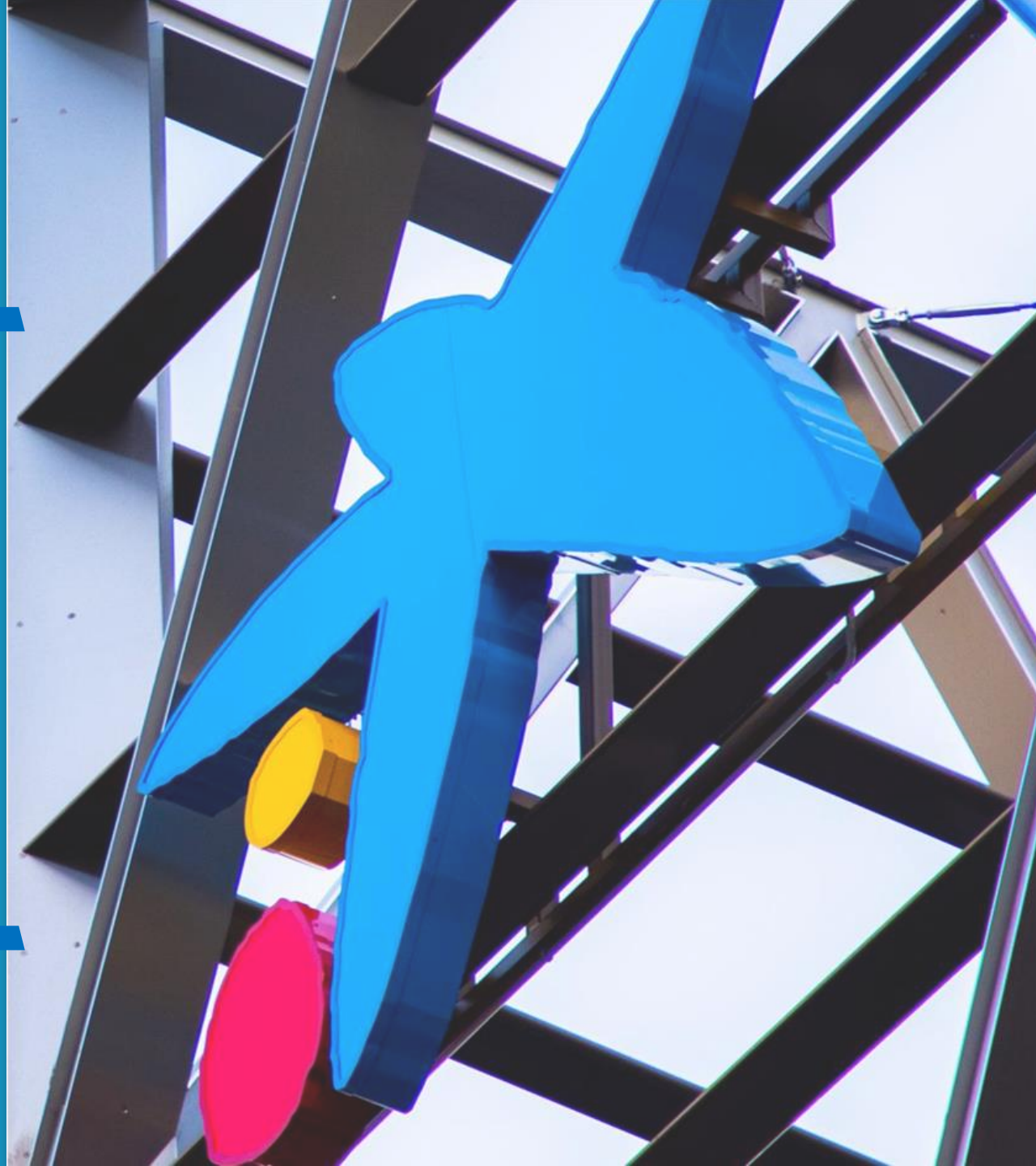
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# Highlights

- Commercial activity
- Financial strength
- Results

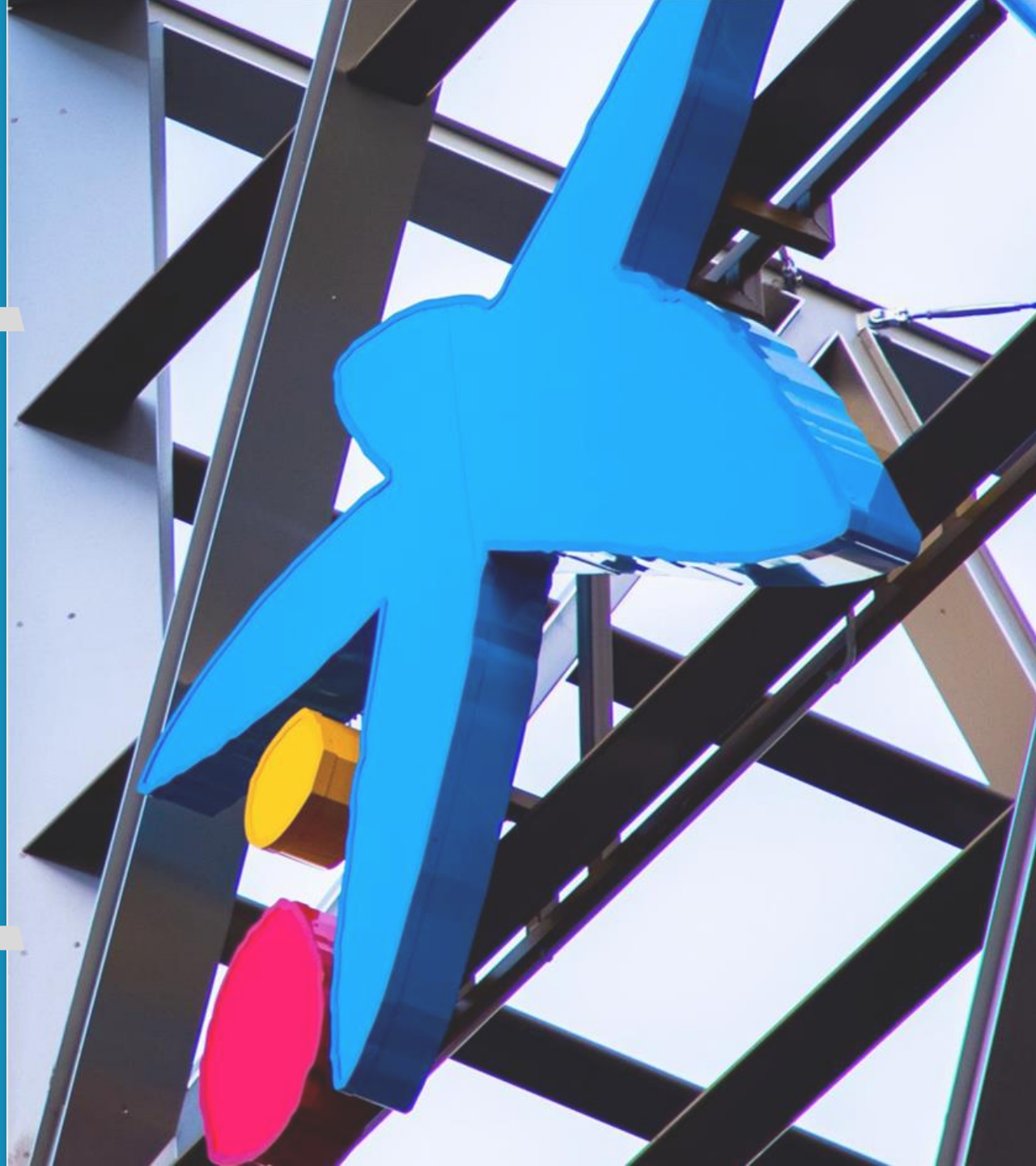
## 2025-27 Strategic Plan



# Highlights

- **Commercial activity**
- Financial strength
- Results

2025-27 Strategic Plan





# Loan-book growth with support from all segments

€352 Bn

Performing loan book<sup>(1)</sup>




YTD

+2.2%

New lending  
2024 vs 2023<sup>(2)</sup>

+27%

o/w:

	Business lending
	Consumer lending
	Residential mortgages

+4.9%

+7.2%

+0.5%

+24%<sup>(3)</sup>

+13%

+53%



(1) Gross loans excluding non-performing loans.  
(2) New lending production (CaixaBank Group data, without BPI)  
(3) Includes loans, syndicate loans, and credit facilities (excluding factoring and confirming) from Business Banking, RE business, Corporate Banking in Spain, and International Branches

## Growth in customer funds, in both deposits and wealth management

**€685 Bn**  
Customer funds

YTD  
**+8.7%**

o/w:



**Wealth management<sup>(1)</sup>**  
**+11.7%**



**Deposits<sup>(2)</sup>**  
**+6.4%**

**Strong growth in net inflows  
into wealth management<sup>(1)</sup>**

**x2.1**

2024 vs. 2023

**Market share gains in wealth  
management and deposits**  
Combined savings market share<sup>(3)</sup>

**26.3%** +13 bps YTD

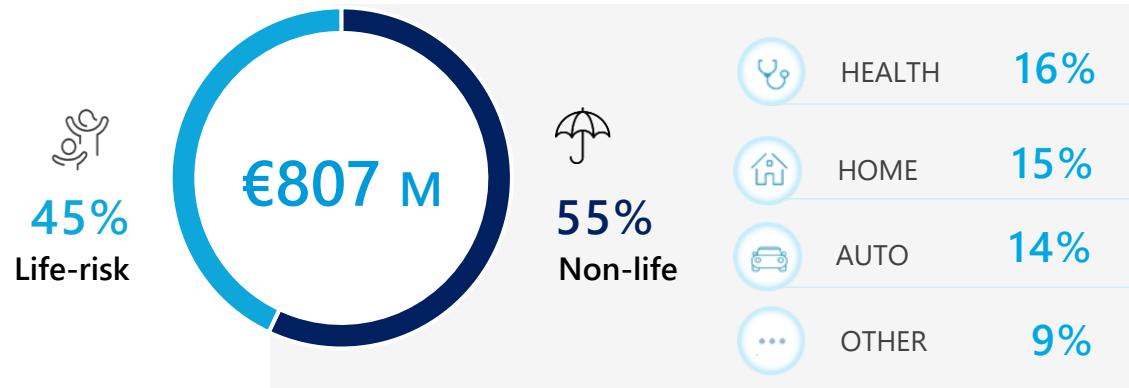
(1) Mutual funds, pension plans, and savings insurance.

(2) Including "Other funds", annual variation is +7.0%

(3) Combined market share including deposits, mutual funds, savings insurance, and pension plans. As of December 2024.

# Sustained growth in protection insurance

Breakdown by segment of new protection insurance premia, TTM <sup>(2)</sup>, %



**MyBox**

In % of new protection premia

**85%**

CLIENT-FOCUSED INNOVATIVE OFFERING  
New products launched in 2024

- **MyBox** LifeCare
- **MyBox** Retirement self-employed
- **MyBox** Tranquility senior

**+11.7%**  
Protection insurance premia<sup>(1)</sup>

Market share in life-risk and evolution ytd<sup>(3)</sup>

**26.9%**    +95 bps YTD

(1) Earned premia year-to-date, including VidaCaixa life-risk premia and SegurCaixa Adeslas non-life premia, sold through the bancassurance network.

(2) New premia in the last 12 months, presented on an annual basis.

(3) In Spain. As of December 2024, data from ICEA.



## BPI: increasing contribution to CaixaBank Group



Higher business  
volume <sup>(1)</sup>

**+4.2%**  
YTD

### Market share gains

Market share in Portugal<sup>(2)</sup>, %

Mortgages **14.6%**

Savings  
insurance **18.3%**

Pension  
plans **12.0%**

YTD (bps)

+19

+37

+25



*Bank committed  
to people, society  
and the  
environment*



BPI segment  
Net Income<sup>(3)</sup>

**€504 M**

+20.1% yoy



**37.5%**  
C/I ratio<sup>(3)</sup>

-460 bps vs. 2023



**1.7%**  
NPL Ratio<sup>(3)</sup>

vs. 3.0% sector<sup>(4)</sup>



### Ratings upgrades

**S&P Global**

**MOODY'S**  
RATINGS

**FitchRatings**

**A-** (From BBB+)

**A2** (From Baa1)

**A-** (Form BBB+)

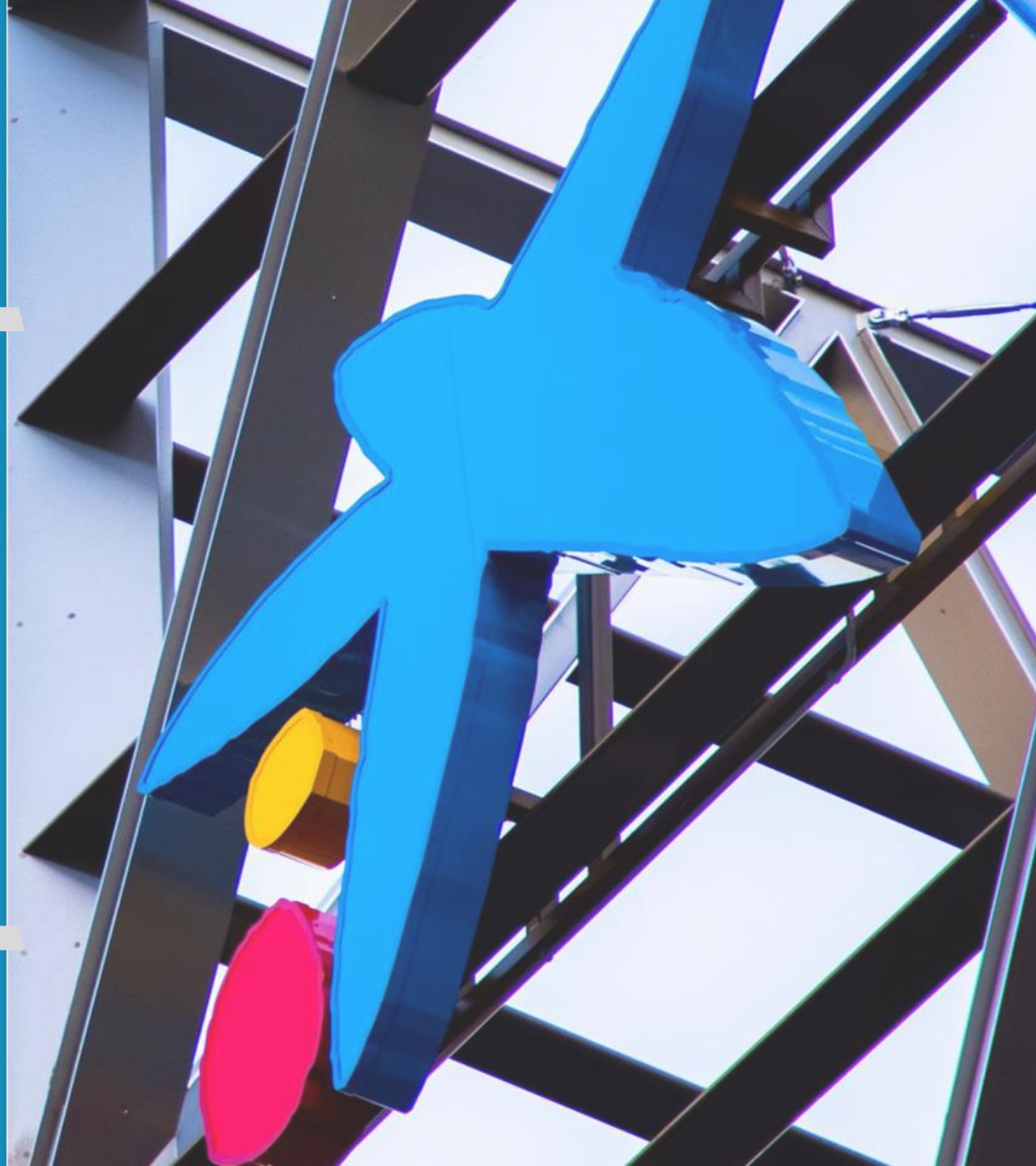
(1) Includes performing loan book and customer funds, BPI segment.  
(2) Source: Bank of Portugal and based on own data. Latest available data (dec. 2024)

(3) BPI segment.  
(4) Source: Bank of Portugal. Latest available data (dec. 2024). Private sector.

# Highlights

- Commercial activity
- **Financial strength**
- Results

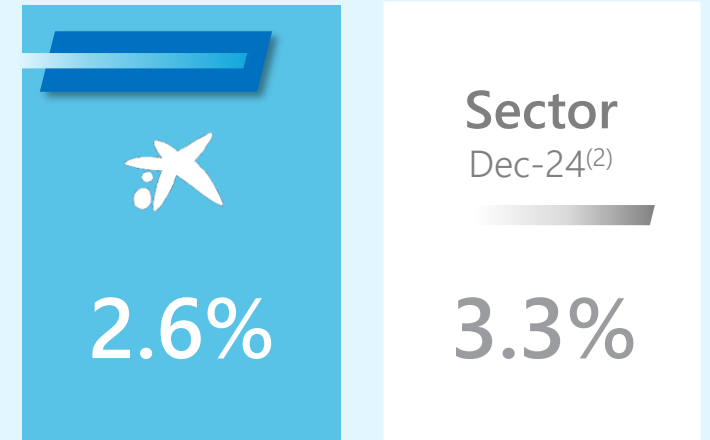
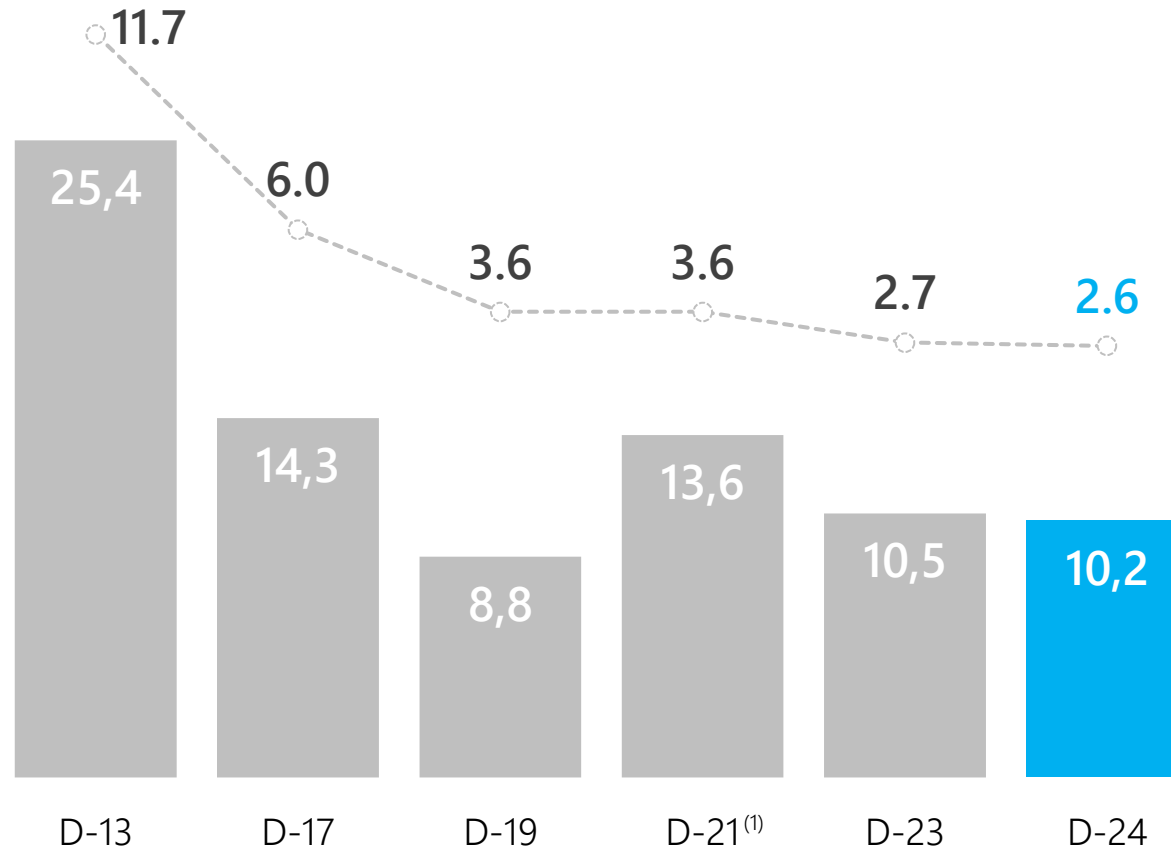
2025-27 Strategic Plan



## NPL ratio down to historical minimum

%NPL

NPLs,  
€Bn



- NPL reduction (-€280M YTD)

(1) Data of 2021 affected by Bankia merger

(2) Source: Bank of Spain. NPL ratio of credit to resident private sector.

## Ample liquidity

Total liquid  
assets

€170,7 Bn

Loan-to-  
Deposit (LtD)  
Ratio

86%

Liquidity Coverage  
Ratio<sup>(1)</sup> (LCR)

207% eop

Net Stable Funding  
Ratio<sup>(2)</sup> (NSFR)

146%

- Successful market access with strong issuance capacity
- 2024 issuances: €7,428 M<sup>(3)</sup>

(1) As of December 2024.

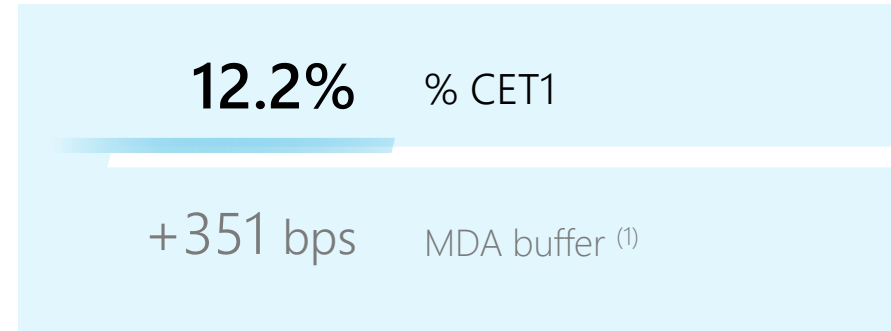
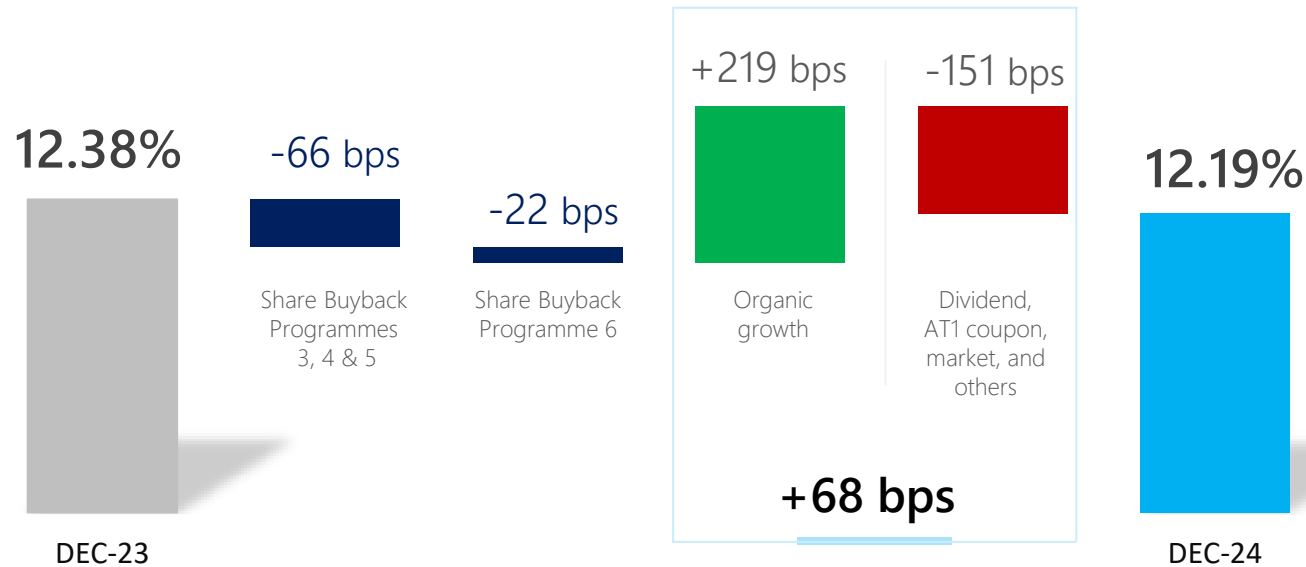
(2) NSFR, Net Stable Funding Ratio as of December 2024..

(3) CaixaBank without BPI and excluding AT1 issuance of January 2025

# Comfortable capital position- Strong organic capital generation

## Solvency – % CET1 waterfall

In % of risk-weighted assets



**Four new share buyback programmes executed or announced (€2Bn)<sup>(2)</sup>**



**Ratings upgrades in 2024**

**MOODY'S**  
RATINGS

**A3**  
(From Baa1)

**S&P Global**

**A**  
(From A-)

**FitchRatings**

**A-**  
(From BBB+)

**MORNINGSTAR** | **DBRS**

**A (high)**  
(From A)

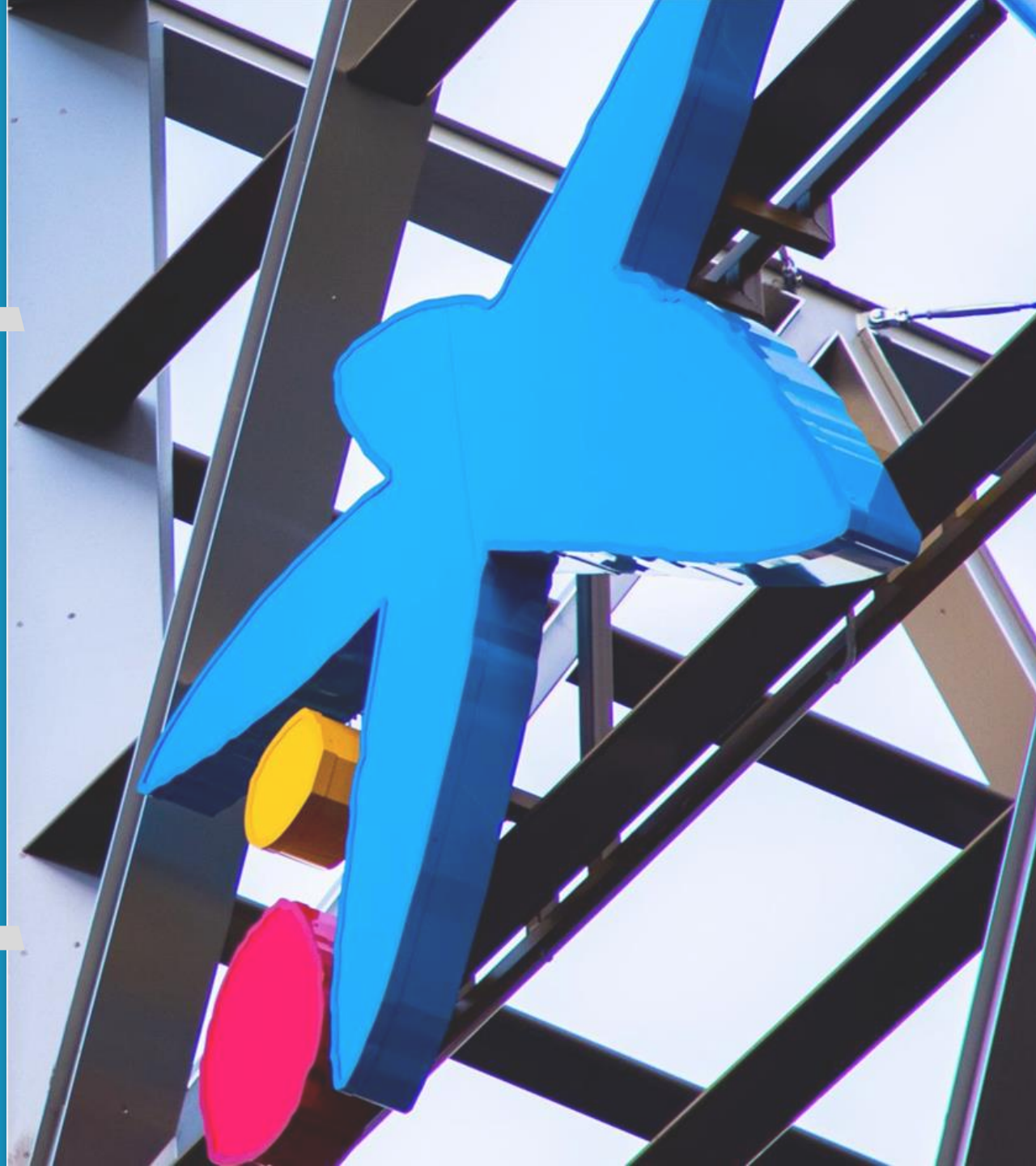
<sup>(1)</sup> Proforma data including January 2025 AT1 issue and tender offer (€1.0 Bn and ~€0.8 M respectively) <sup>(2)</sup> Three buy-back programs announced during 2024 for €500 M each and already executed and a €500; programme announced in January 2025.



# Highlights

- Commercial activity
- Financial strength
- **Results**

2025-27 Strategic Plan



## Revenue growth with support from higher activity

Consolidated income statement € M	2024	YoY
<b>NII</b>	<b>11,108</b>	<b>+9.8%</b>
Revenues from services	4,995	+4.6%
Wealth management	1,808	+12.1%
Protection insurance	1,139	+4.2%
Banking fees	2,048	-1.1%
Other revenues	(230)	+65.0%
<b>Total revenues</b>	<b>15,873</b>	<b>+11.5%</b>
Total operating expenses	(6,108)	+4.9%
Pre-impairment income	9,765	+16.1%
LLCs	(1,056)	-3.7%
Other provisions	(353)	+42.4%
Gains/losses on disposals and others	(37)	-73.9%
Tax, minority and other	(2,532)	+20.1%
<b>Net income</b>	<b>5,787</b>	<b>+20.2%</b>
<b>Rentabilidad (ROE)</b>	<b>15.4%</b>	

**Total revenues** **+11.5%** vs. 2023

- Net interest income reflects impact from interest rate backdrop and management of new production of assets and liabilities
- Higher revenues associated with increased activity in wealth management and protection insurance
- Lower banking fees (account maintenance)
- Other revenues include the banking tax

# Continuous efficiency improvement in a context of higher investments

Consolidated income statement € M	2024	YoY
<b>NII</b>	<b>11,108</b>	<b>+9.8%</b>
Revenues from services	4,995	+4.6%
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<b>Pre-impairment income</b>	<b>9,765</b>	<b>+16.1%</b>
LLCs	-1,056	-3.7%
Other provisions	-0,353	+42.4%
Gains/losses on disposals and others	-0,037	-73.9%
Tax, minority and other	-2,532	+20.1%
<b>Net income</b>	<b>5,787</b>	<b>+20.2%</b>
<b>Rentabilidad (ROE)</b>	<b>15.4%</b>	<b>YoY</b>

**38.5%**  
**C/I ratio**

**-240 bps**  
vs. 2023

Cost breakdown,  
% over total



**62%** Personnel

**38%** General expenses  
and depreciation

yoy

**+7.4%**

**+1.1%**

**Pre-impairment  
income**

**+16.1%**  
vs. 2023



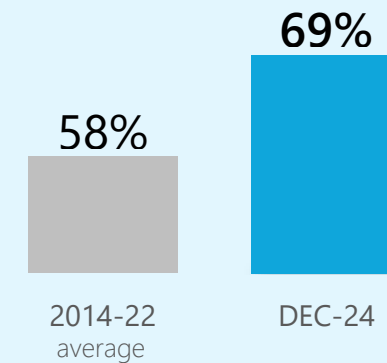
## Cost of risk remains at low levels, reflecting prudent risk management

Consolidated income statement € M	2024	YoY
<b>NII</b>	<b>11,108</b>	<b>+9.8%</b>
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<b>Rentabilidad (ROE)</b>	<b>15.4%</b>	

### CoR TTM

### 0.27%

#### ■ High NPL coverage



#### ■ Total provision funds: €7,016M

# Net income reflects strong activity, higher investment, and risk management

## Consolidated income statement € M

	2024	YoY
<b>NII</b>	<b>11,108</b>	<b>+9.8%</b>
Revenues from services	4,995	+4.6%
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<b>Net Income</b>	<b>5,787</b>	<b>+20.2%</b>

*Attractive returns to our shareholders*

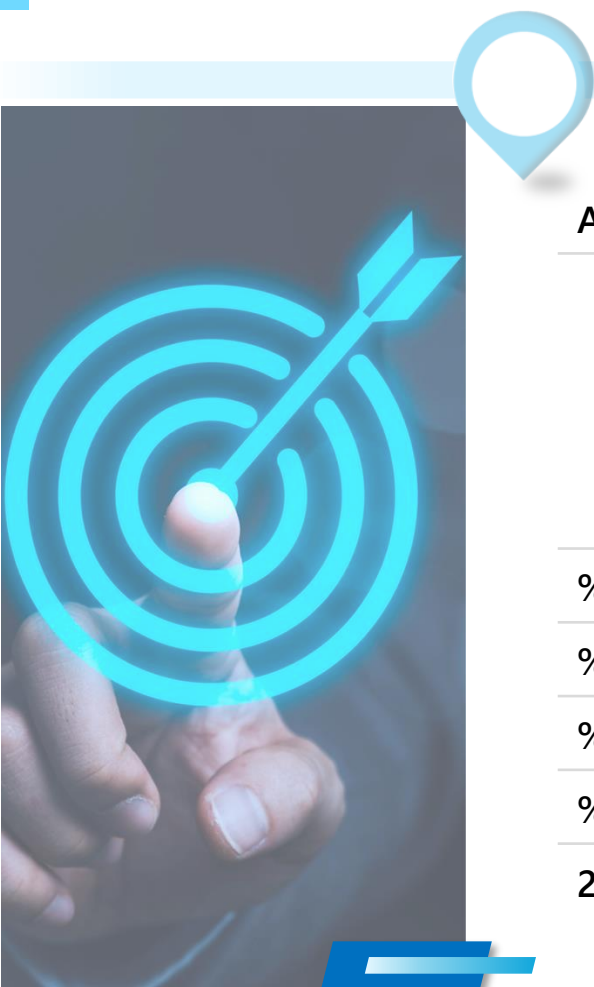
**RoE** 15.4%

**RoTE** 18.1%

**2024 Net income** €5,787 M

*Dividend* €3.096 M

# We closed 2024 exceeding by far the targets of the Strategic Plan



Activity	Initial targets 2022-24	Reality 2022-24	
Business volume <sup>(1) (2)</sup>	~2%	3%	✓
Wealth management <sup>(1)</sup>	> 3%	5%	✓
Performing business loans <sup>(1)</sup>	> 1.5%	5%	✓
Sustainable finance mobilisation <i>(total 2022-24)</i>	€64 Bn	€86.8 Bn	✓
% C/I 2024	<48%	38.5%	✓
% NPL YE24	<3%	2.6%	✓
% CoR 2022-24 avg.	<0.35%	0.27%	✓
% CET1	11-12%	12.2%	✓
2022-24 Capital distribution capacity <sup>(3)</sup>	~€9 Bn	€12 Bn <sup>(4)</sup>	✓

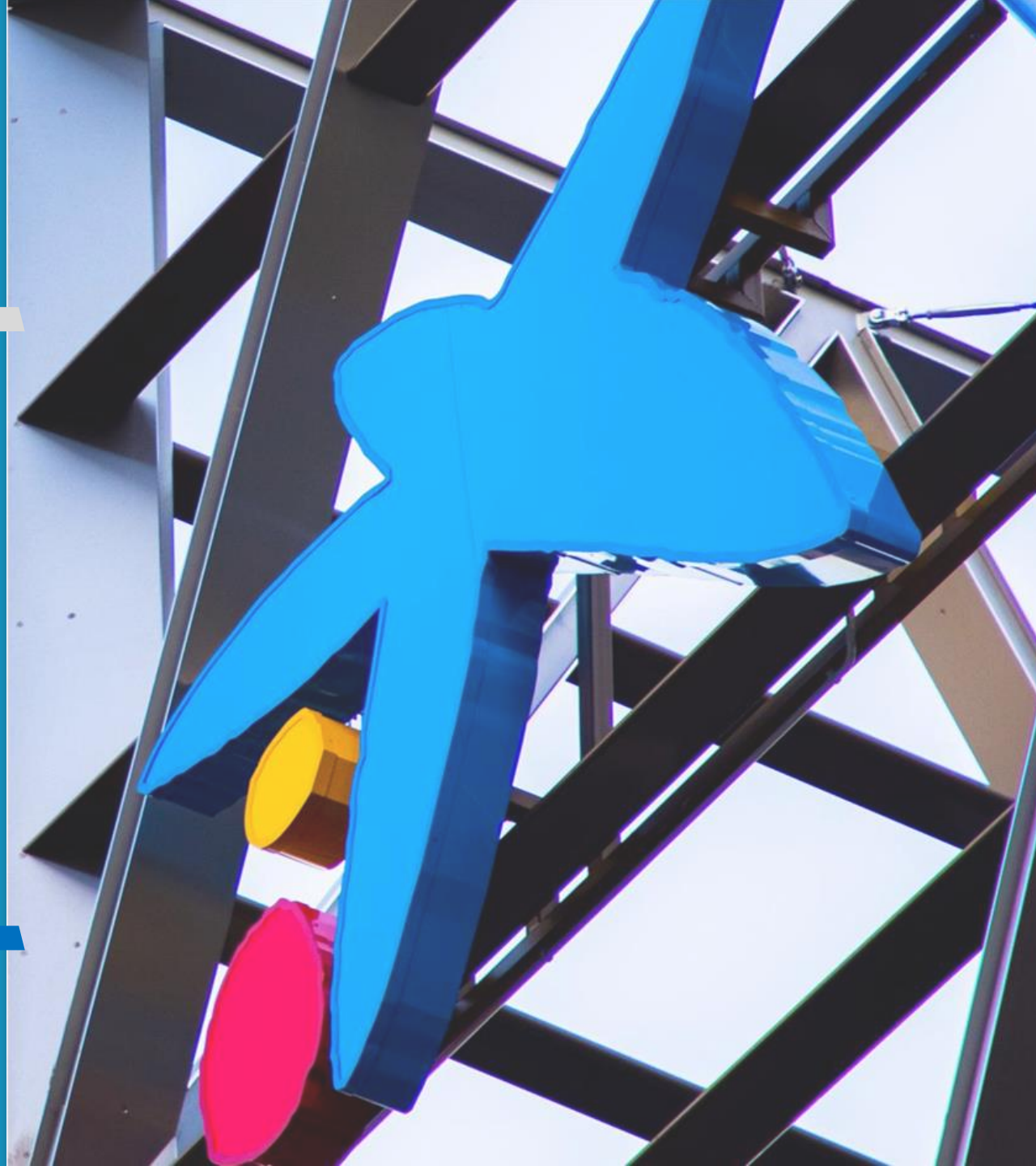
## Exceptional starting point for the new Strategic Plan

(1) 2022-24 CAGR. (2) Customer funds + performing loans. (3) Including 2022 €1.8 Bn SBB, generated before 2022. The initial target was upgraded to €12 Bn. (4) Including €9.5 Bn already executed, € 0.5Bn from the 6th SBB (already announced) and final dividend of €2.0 Bn as agreed by the BoD to be presented today for approval at this AGM

# Highlights

- Commercial activity
- Financial strength
- Results

## 2025-27 Strategic Plan



# We are launching a new Strategic Plan with the ambition to continue supporting our clients and society

## Three strategic pillars

*Strengthen growth across all segments*

*Accelerating transformation*

*Distinctive ESG positioning*

Examples of levers

Business volume growth<sup>(1)</sup> -  
CaixaBank Group

>4%

**Acquisition and loyalty**  
programmes

**Own digital solutions**  
(e.g. Facilitea)

**New products and services**  
for individuals and bussiness  
(savings, investment,  
protection, sustainability...)

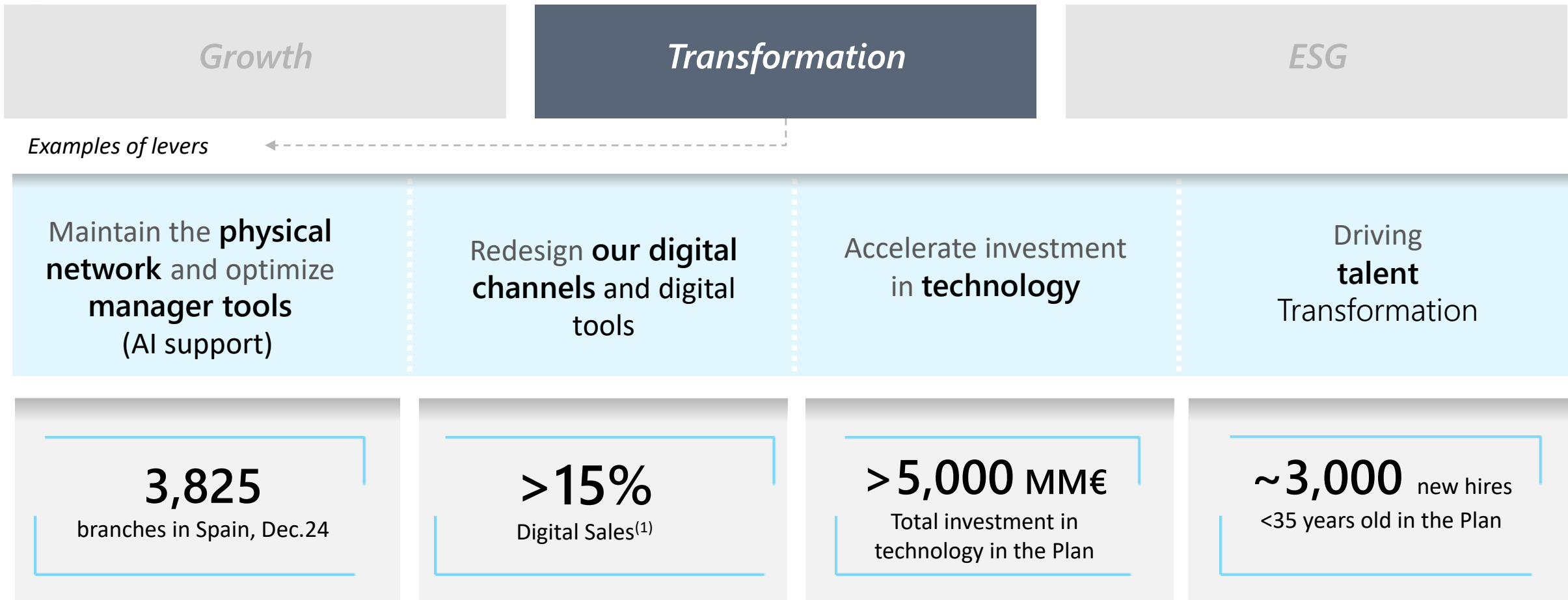
Maintain **international**  
momentum and **coverage**

gthening growth in all segments

(1) 2025e-2027e CAGR in customer funds and performing loans.

# We are launching a new Strategic Plan with the ambition to continue supporting our clients and society

## Three strategic pillars



(1) Increase in digital sales to individual clients in Spain in 2025e-27e. Annual change expressed in CAGR.

# We are launching a new Strategic Plan with the ambition to continue supporting our clients and society

## Three strategic pillars



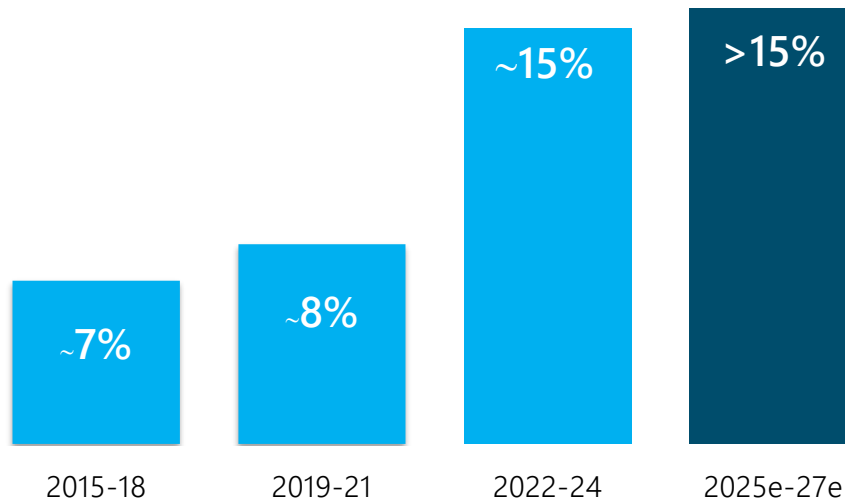
(1) On the horizon of the 2025e-27e plan (2) On the horizon of the 2025e-27e plan. Includes jobs generated with the support of microcredits granted by MicroBank and students helped by Dualiza and the "Land of Opportunities" program (AgroBank).



# An ambitious plan that will allow us to maintain a sustainable profitability and at high levels, an attractive remuneration for all our shareholders...



**Profitability evolution<sup>(1)</sup>, %**  
Over the different strategic plans



## ... and continue being close to people

(1) Return on Tangible Equity.