

A green geometric logo consisting of several overlapping, fan-like shapes of varying shades of green, creating a stylized, abstract design.

Strategic plan 2025-27

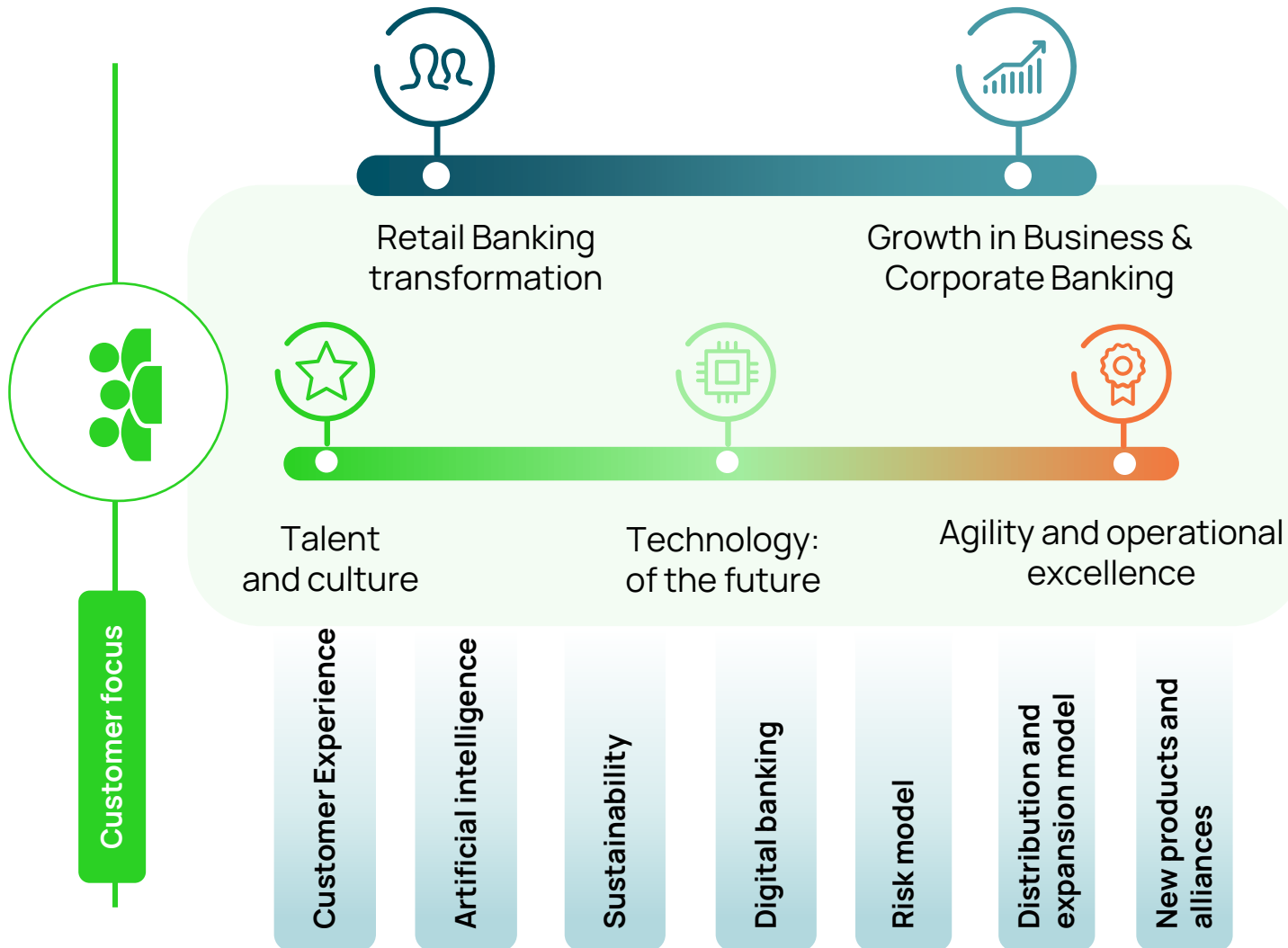
February 4th, 2025

The word 'Unicaixa' in a bold, blue, 3D sans-serif font, mounted on a white wall. The letters are thick and have a slight shadow cast behind them.

Unicaixa

2027 Unicaja ambition

A universal bank that is close and open to all customers, driving profitability in a sustained way and building capacities to guarantee a future of leadership in the home territories



Recurrent profitability

>€1,600m

Accumulated Net Profit 2025-27

>13%

RoCET₍₁₎ 2025-27

Attractive return

>85%

Shareholder remuneration 2025-27

>14%

CET 1 FL 2027

(1) ROCET1 calculated considering CET1 of 12.5% over estimated RWAs.



Retail Banking Transformation

Strategic ambition

Transforming retail banking by building a **Unicaja** brand experience and positioning ourselves as our customers' main bank



Income diversification⁽¹⁾
+ ~4p.p.

Customer

- **Substantial improvement in customer NPS**
- Product portfolio simplification and process reengineering
- New multichannel customer relationship model, focused on the **Customer Voice**

Retail Business

- **Mortgages:** gaining market share through dynamism and multi-channel optimization
- **Consumer lending:** **New production x2** supported by pre-approvals and new channels, exploring new products and strategic alliances
- **Insurance:** **25% growth in new premiums** leveraged by *Uniseguro*
- Income diversification towards a lower weight of mortgages

Private and Personal Banking

- Launch of new products such as **roboadvisor and broker** as well as **planning and advisory** tools
- Strengthen our own asset manager with prestigious agreements and expanded products

Other

- Search of alliances with reputable partners to improve service and income
- Explore potential banking or non-banking businesses to diversify results

KPIs

Mortgages and consumer lending
Market share 27E

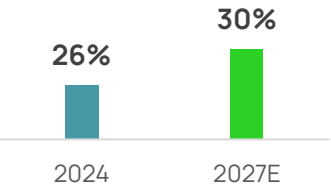


Mortgages ~6%
(+40pbs)



Consumer ~2,0%
(+60pbs)

Off-BS weight⁽²⁾



Net customer acquisition

>200k

(1) Increase in the weight of commissions, consumer margin and corporates over gross margin
(2) Weight of off-balance sheet products over total customer funds



Business and Corporate banking growth

Strategic ambition

Business growth leveraged mainly on existing customers, a better experience and a wider product portfolio



Increased market share⁽²⁾ 2027E

+50 bps

Customer

- Significant improvement of **digital business banking** at the forefront of the market
- Focus on NPS improvement in corporates business
- **Expert advice** (Tax, Legal, Insurance, International)

Business growth

- Increasing market share in **corporates and SMEs**
- Market share growth with **existing clients** supported by **natural territories, Madrid and Barcelona**
- Analysis of **potential alliances** and **new business lines**

Product

- Promote working capital products (reverse factoring, factoring, international)
- Increase the supply of **specialised financing** (renting, leasing)
- **Specialization in Agro Business**, positioning ourselves as a reference entity in natural territories
- Launch of specialized verticals (Pharma, ESG, hospitality, agriculture)

Talent and people

- Recruitment and training of internal profiles for corporate banking and SMEs

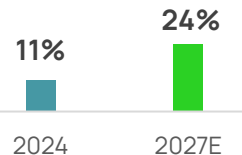
KPIs

Share wallet lending to clients⁽¹⁾

+ ~25%



Working capital weight in the portfolio⁽¹⁾



Increase in FTEs assigned to SMEs & corporates

> 300

(1) It refers to the business of medium and large companies
(2) It incorporates businesses of SMEs and medium and large companies.



Business Enablers

Technology and Artificial Intelligence



- Investment in **infrastructure and cybersecurity** to gain efficiency and resilience
- Continued development of **Digital Banking** for retail and corporate businesses
- **Generative artificial intelligence (Virtual agents)** to streamline processes and enhance the bank's commercial features, ~30 strategic use cases identified in commercial areas and operations, with significant savings potential and CX improvement

Agility and operational excellence



- Launch of a new commercial management portal, simplifying processes and improving contact and customer experience
- Design and implementation of the **Operational Excellence Center**
- **Artificial intelligence use cases for any area of the bank:** operations support, SAC automation, credit risk reporting, digital and onsite sales support, etc.

Talent and culture



- Promotion of reskilling initiatives of c.600 current employees for key areas, mainly for business area
- Improve the employee experience and sense of belonging to boost talent acquisition
- **Hiring** > 350₍₁₎ employees **Specialists** for strategic positions (risks, IAG, UX, CX, technology)

Additional investment 2025-27
~€250m (Capex and Opex)

Cost to income ratio 2025-27
< 50%

(1) Includes the renewal of c150 FTEs whose cost has been provisioned in 2024



ESG

Our commitment is renewed in the new strategic plan through a cross-cutting project that will ensure compliance with sustainability objectives

2024



Committed to the
environment

>54% art. 8 y 9 Funds

€1,600m Green bonds issued since 2022 (€2,396m eligible collateral)

Decarbonization targets in 3 portfolios, representing 70% of lending to private sector



Committed to
society

>€135m in dividends for Shareholder Foundations

More than 30k Edufinet beneficiaries from program

€332m of taxes incurred in 2024



Committed to our
clients

>40% Sustainable lending Growth in 2024

25% of new lending to corporates in 2024 is sustainable



Committed to our
employees

New Incentive Plan with sustainability KPIs

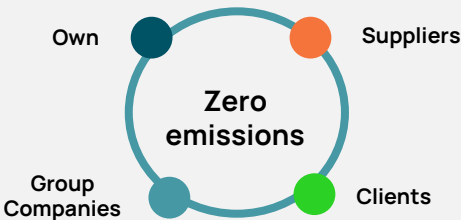
Continuous training for 100% of the staff

2025 - 2027

Meeting decarbonization targets



New **Transition Plan**



New functionalities, agreements with third parties and sustainable products for our **customers**



Carbon
Footprint
Calculator

Development of a new **holistic talent Plan**

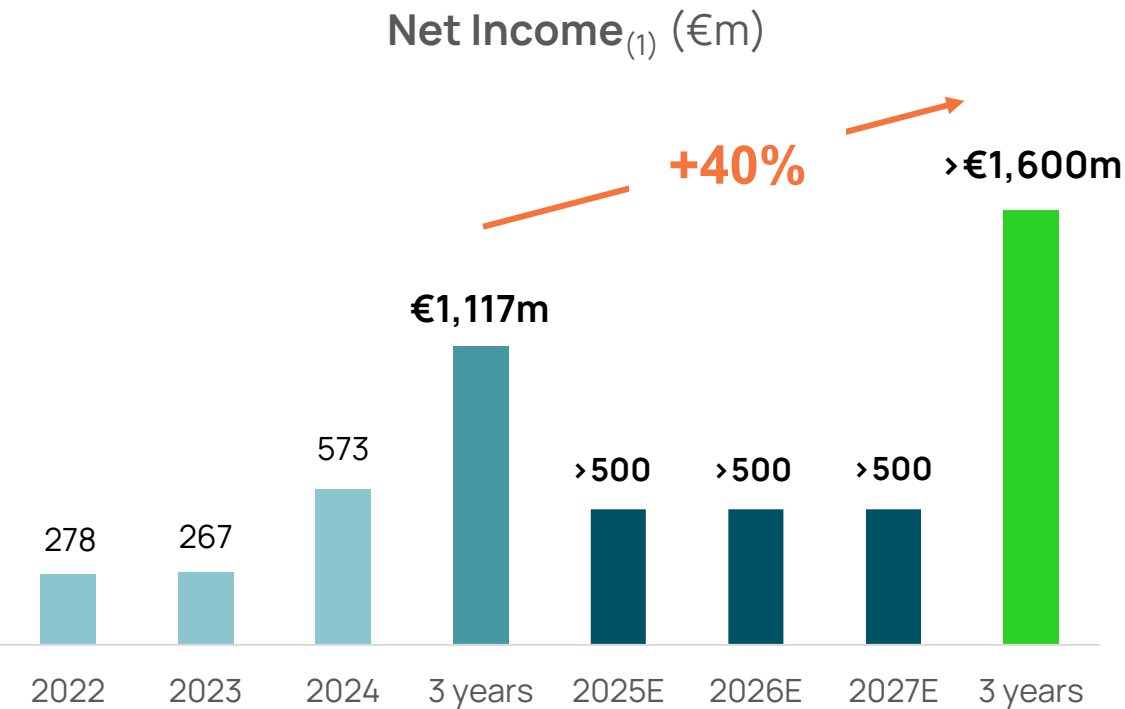
45%

Women in management positions



Profitability

Significant improvement in structural profitability expected to be maintained in the future



2025 - 2027

>€1,400m
Net interest income each year

<50%
Cost to income



2.1% average Euribor 12m of the period ₍₂₎

ROCE_{T1}₍₃₎ higher than **13%** during the three years of the 2025-2027 Business Plan

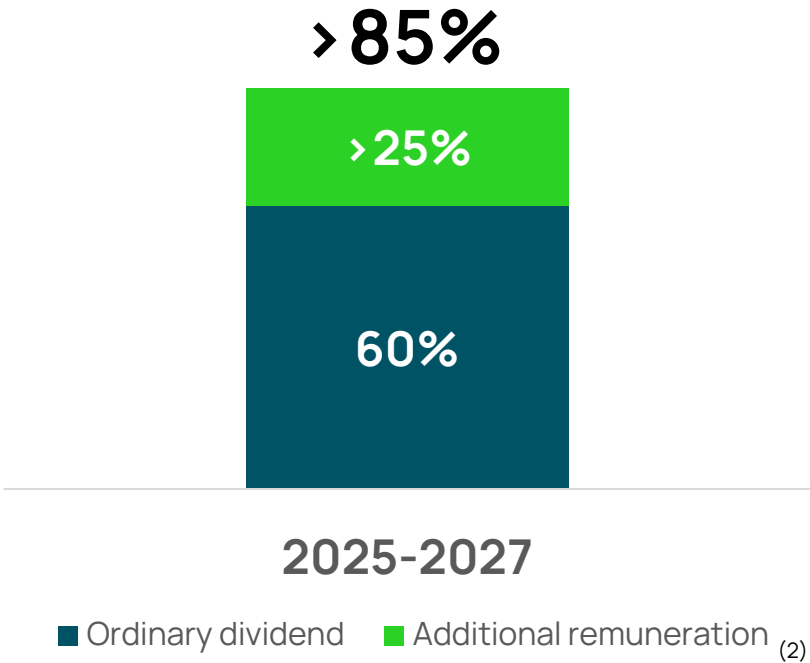
(1) Net income forecast subject to the success of the execution of the business plan and the evolution of the expected risk environment. Forecasts and estimates are based on current information, but may change due to external factors such as economic, regulatory, or market conditions
(2) Internal forecasts consider the interest rate curve of November 28, 2024, which considers an average 12-month Euribor of 2.14% - 2.04% - 2.19% for the years 2025 – 2026 – 2027 respectively.
(3) ROCE_{T1} calculated by taking a CET1 of 12.5% over estimated RWAs.



Shareholder remuneration

Driven by improved profitability and strong solvency

Cumulative shareholder remuneration⁽¹⁾
(% of cumulative net income of the three years)



2025 - 2027

> 14%

CET1 fully loaded ⁽³⁾ throughout the period, with a buffer above the reference minimum of 12.5%

> 40%

Shareholder remuneration
(three-year cumulative return)

> 9%

Annual ordinary dividend yield
(excluding additional remuneration)

Additional remuneration to start from 2026 to maintain short term optionality

(1) Shareholder remuneration forecast subject to the success of the execution of the business plan and the evolution of the expected risk environment. Forecasts and estimates are based on current information but may change due to external factors such as economic, regulatory or market conditions.
(2) Additional remuneration in 2026-2027 period. It could include share buybacks subject to regulatory approval by the supervisor.
(3) Without considering, if it were to occur, the possible impact of inorganic growth during the period.



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Many thanks

Strategic plan 2025-27