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#### **TODAY'S PRESENTERS**





Antonio Martínez CFO

Has been at Ibercaja Banco for more than 20 years CFO since Feb. 2015



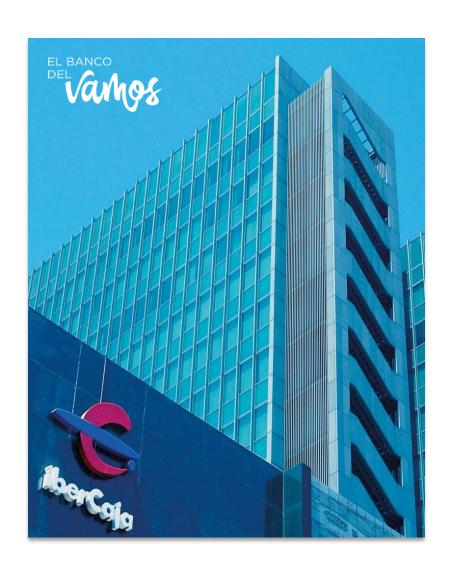
David Blasco
Head of IR

Has been at Ibercaja Banco for more than 15 years Head of IR since Jul. 2015



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# Overview of Ibercaja





#### A differentiated and resilient business model





**Simple balance sheet with low-risk profile:** Ibercaja has today the strongest balance sheet among peers<sup>1</sup>



2



**High-quality and diversified revenue mix:** Ibercaja has the most diversified revenue base among peers



3



Attractive geographical footprint: Ibercaja offers a combination of a second to none leadership position in its Home Markets and growth potential in key economic regions in Spain, leveraging on a long-established commercial platform







Loyal customer base and clear roadmap for digital transformation:

Ibercaja has developed a strong commercial model focused on customer satisfaction and cross selling and is successfully implementing its digital transformation









# Simple balance sheet with low-risk profile

#### Ibercaja is a 100% retail-focused bank with a simple balance sheet and low-risk profile

- Specialist in residential mortgages, which represent 62% of performing loans ex REPOs, with one of the highest quality mortgage portfolios in the sector  $\rightarrow$  NPL ratio stands at 1.4% vs. 3.0% of the sector<sup>1</sup>
- ► Growing focus on loans to non-real estate activities, mostly SMEs, which account for 25% of performing loans ex REPOs
- Stable and balanced funding, with LTD ratio of 78%

#### Balance sheet

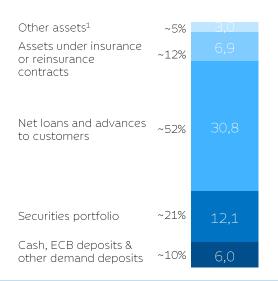
%. €bn – March 2022



Housing **62%** 

of performing loans ex REPOs



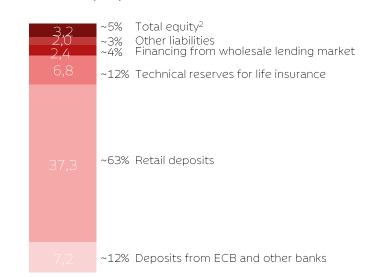


#### Performing loans excluding reverse repurchase agreements



■ Real estate construction and development

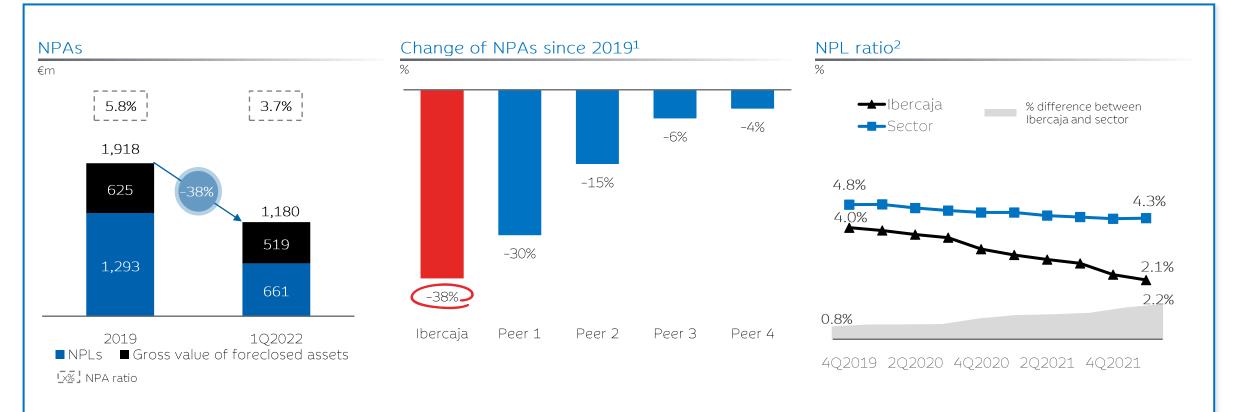
#### Liabilities and equity: €58.9bn



Source: Company information as of March 31, 2022; ¹ Source: Bank of Spain, as of December 31, 2021, latest available data. ² Includes AT1 issuance amounting to €350mn



# Significant NPA reduction despite the pandemic



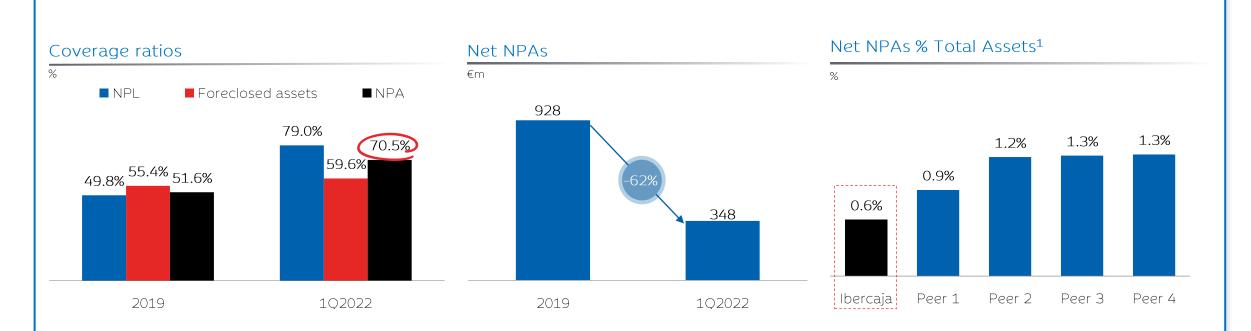
#### Total stock of NPAs has fallen by 38% since 2019 (-€738m), the sharpest decrease amongst peers, with NPA ratio falling 208bps to 3.7%

NPLs have dropped by 49% vs. 2019 (-€632m). NPL ratio has fallen c.186bps reaching 2.1%. Ibercaja has increased the positive gap in NPL ratio vs. sector to 220bps compared to 82bps as of December 2019





## The lowest net NPA exposure among peers



#### NPA coverage ratio stands at 70.5%, close to 19 p.p. above 2019 levels

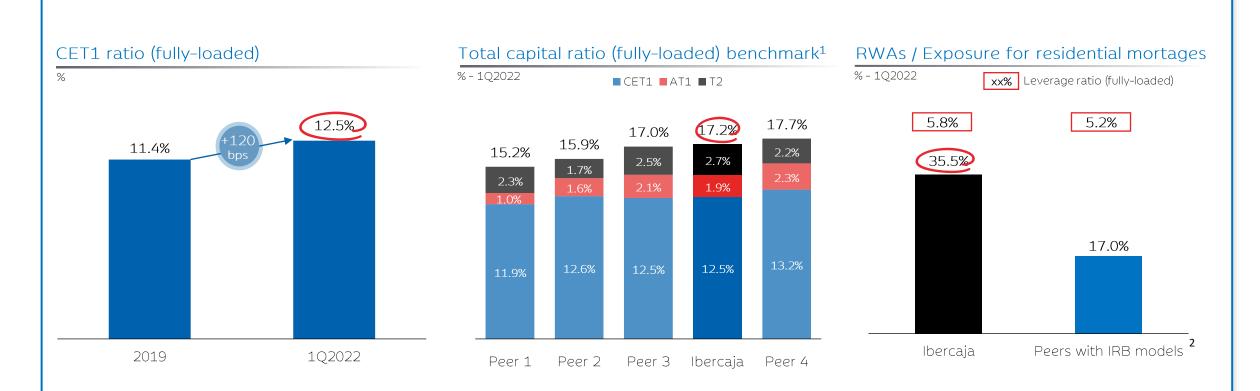
► NPL coverage ratio has improved 29 p.p. since 2019 and stands at 79.0%, the highest among peers¹ (peer average stands at 61%)

As a result of gross NPA reduction and the provisioning effort, net NPAs have fallen €579m or 62% since 2019 and represent just 0.6% of total assets as of March 2022

Ibercaja has the lowest net NPA exposures as percentage of total assets among peers<sup>1</sup>



### Strong capital ratios based on standard models for RWA calculation



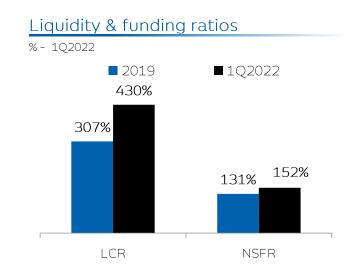
CET1 ratio (fully-loaded) has increased 120bps to 12.5% since 2019, with total capital ratio (fully-loaded) standing at 17.2% lbercaja has the second highest total capital ratio (fully-loaded) among peers and MDA distance stands at 477 bps.

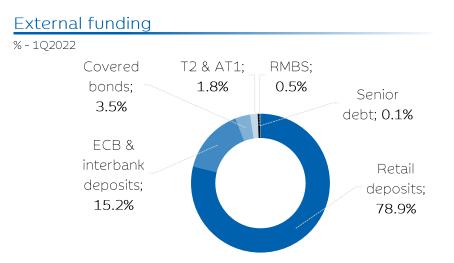
Ibercaja targets the approval of IRB models by the ECB in the medium term

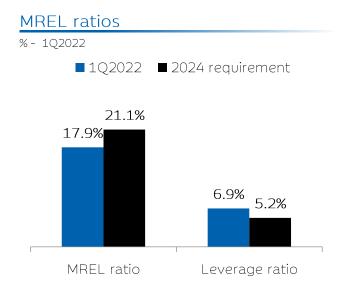




## Sound liquidity and manageable MREL requirements







#### Ibercaja maintains a sound liquidity position and shows a strong funding profile.

- ► LCR and NSFR ratios stand at 430% and 152%, respectively and liquid assets account for 25% of total assets (21% 2019YE)
- I TD ratio stands at 78%.
- ► Retail deposits account for 79% of Ibercaja's external funding

As of January 1st, 2024, Ibercaja must have a percentage of own funds and eligible liabilities of 21.1%\* of RWA. In terms of MREL leverage ratio, the requirement stands at 5.21%

► After having completed AT1 and T2 buckets, our MREL issuance needs until 2024 amount to approximately €0.7-0.8 billion





# High-quality and diversified revenue mix



€32.0bn

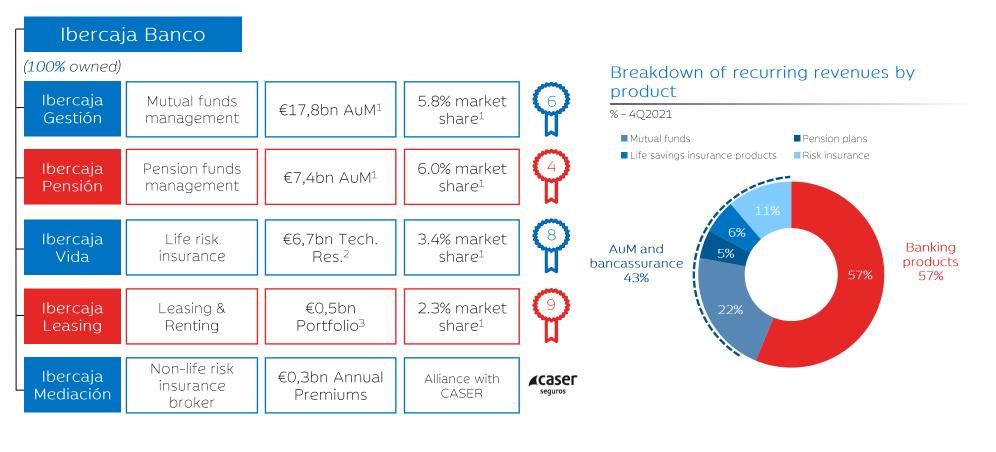
Asset

management

and life savings
insurance funds

43%
AuM &
Bancassurance
% recurring
revenues

Ibercaja's Financial Group was established in late 80´s and is comprised of a group of subsidiaries specialized in the management of mutual funds, pension plans, insurance and leasing-renting businesses

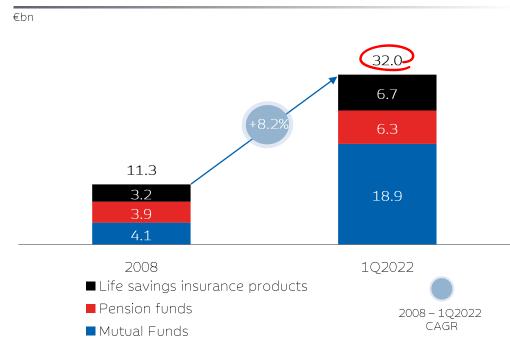






# Structural growth in assets under management





#### Ranking by AuM and life savings insurance products<sup>1</sup>

€bn

	Mutual Funds	Pension Plans	Life savings Insurance	Total
1 Caixabank	76	42	67	185
2 BBVA	44	23	11	78
з Santander	49	13	13	74
4 Ibercaja	18	7	7	32
5 Kutxabank	21	2	0	23
6 Mapfre	3	6	11	20
7 Credit Agricole	18	0	0	18
8 Unicaja	10	1	5	15
9 Sabadell	0	3	9	12
_10_Bankinter	11	0	0	11

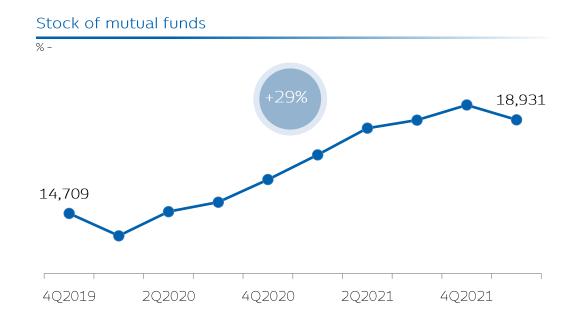
Since 2008 Ibercaja has achieved an 8.2% annual growth in asset management and life insurance savings products (particularly in mutual funds), clearly outperforming the market and becoming the 4th player in the industry

► Since 2008 mutual funds market share has increased 329 basis points reaching 5.8%²





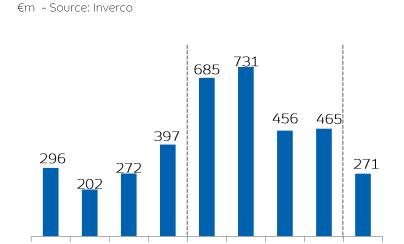
# Outstanding evolution in mutual funds



#### Net new money into mutual funds

3Q2020

102020



102021

3Q2021

102022

#### Since 2019 the stock of mutual funds grows €4.2bn or 29% and reaches €18.9bn.

- ► High resilience in net new money inflows thanks to Ibercaja's financial advisory model.
- ► In 1Q2022 Ibercaja's market share in net new money inflows reached 10.7%. Since the start of the pandemic, market share in net new money inflows has been 12.8%

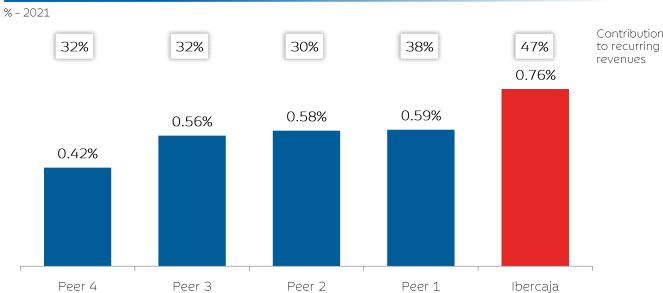




# Ibercaja has the most diversified revenue base among peers



#### Net fee income and exchange differences over average total assets<sup>1</sup>



Ibercaja's non-banking commissions have grown by 10% per year since 2014.

As a result of this trend, the contribution of commissions to ROA is the largest among peers¹

# Attractive geographical footprint

8 p.p

Ibercaja's regions

GDP above

national average

C.27%

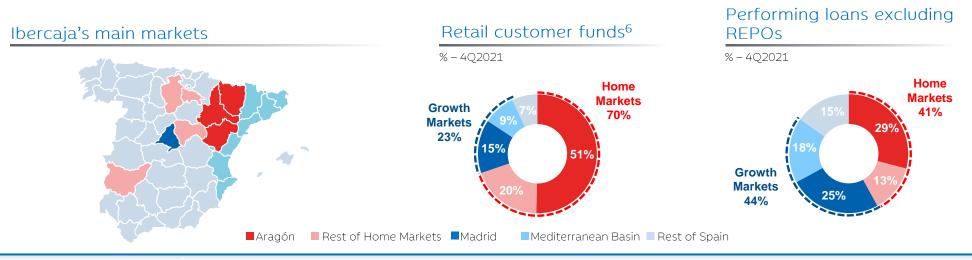
Market share in
Home Markets<sup>4</sup>
in terms of
loans and
deposits

C.29%

Retail business
volume³ from
Growth
Markets

## Unique geographical mix with a combination of solid leadership in Home Markets<sup>1</sup> and growth potential in key economic regions in Spain

- Ibercaja is mainly based in the northeast of Spain, which is the wealthiest area in the country. As a result, GDP per capita in Ibercaja's regions stands 8 p.p. above Spanish average<sup>2</sup>
- Ibercaja's Home Markets<sup>1</sup> account for 61.7% of retail business volume<sup>3</sup>: Ibercaja benefits from a strong regional leadership in these regions, with a 26.7% market share<sup>4</sup> in terms of loans and deposits (which provide stable and cheap funding)
  - ► Undisputable leadership in Aragón with a 37.3% market share<sup>4</sup> in terms of loans and deposits, which represents 44.2% of retail business volume<sup>3</sup>
- ► Long-established presence in Growth Markets<sup>5</sup> which account for 29.2% of retail business volume<sup>3</sup>
  - Madrid is the second most important market for Ibercaja
  - Since 2019, **retail business volume**<sup>3</sup> in Growth Markets has increased by **8.1% or €2.2bn**



Source: Company information as of December 31, 2021; <sup>1</sup> Autonomous regions or provinces that were originally serviced by the Ibercaja Savings Bank, namely, Aragón, La Rioja and Guadalajara, together with, as result of the integration of Banco Caja3, Burgos and Badajoz; <sup>2</sup> Regional GDP weighted by retail business volume in all Ibercaja regions as of March 31, 2022. Source: INE, GDP per capita 2018 (latest available data); <sup>3</sup> Performing loans excluding reverse repurchase agreements plus retail customer funds; <sup>4</sup> Source: Bank of Spain as of December 2021 (latest available data); <sup>5</sup> Growth Markets refer to the autonomous regions or provinces where we expanded our business starting in 1989, namely, Madrid and the Mediterranean basin (Catalonia and Valencian Community); <sup>6</sup> Sum of retail deposits and asset management and life savings insurance funds 16

## \*\*\* Loyal customer base and clear roadmap for digital transformation



Ibercaja has developed a strong commercial model, recognized and awarded by a number of institutions, that provides best-in-class customer service levels. This customer-focused strategy has resulted in an average customer tenure of 20 years, with high cross-selling ratios reaching 7.0 products/services per customer on average











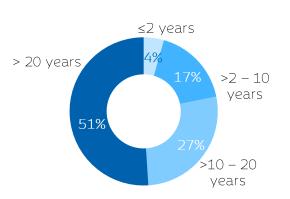




#### Customer tenure

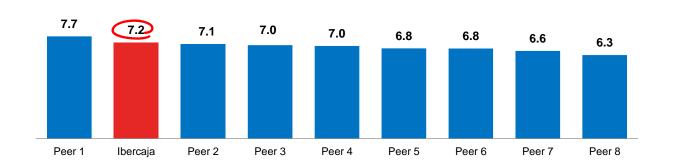
Years, info for individual customers – December 2021





#### Global customer satisfaction<sup>1</sup>

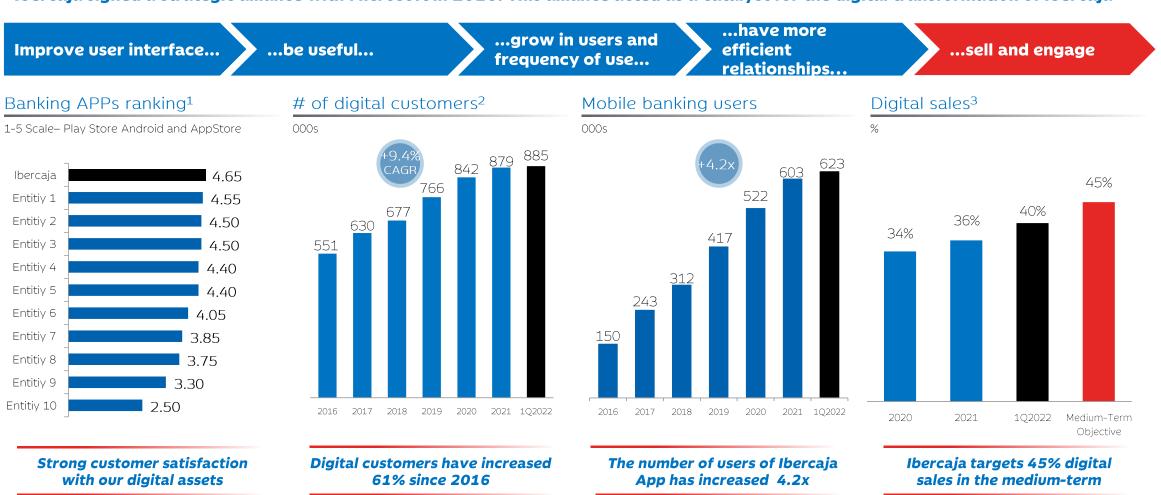
December 2021



Source: Company information as of December 31, 2021; Data as of December 31, 2021; Source BMKS Stiga. The survey is named "Benchmarking Customer Satisfaction in the financial sector." This question is asked at the end of the survey when the respondents have been asked about all the questions: Taking into account all the above, value your Global Satisfaction as a customer of (Entity) from 0 to 10. Other domestic banks include: Abanca, Bankinter, BBVA, CaixaBank, Kutxabank, Sabadell, Santander and Unicaja

## \*\*\* Loyal customer base and clear roadmap for digital transformation

Ibercaja signed a strategic alliance with Microsoft in 2016. This alliance acted as a catalyst for the digital transformation of Ibercaja



Source: Company information as of March 31, 2022; <sup>1</sup> Other domestic banks' information as of March 31, 2022. The calculation of the score is a weighted average between the scores received from users of the Android and IOS Apps. Peers: Abanca, Bankia, Bankinter, BBVA, CaixaBank, Kutxabank, Liberbank, Sabadell, Santander and Unicaja; <sup>2</sup> Number of customers that have used the web or the app of Ibercaja at least once during the last month; <sup>3</sup> Remote sales are those made through digital channels, telemarketing or through digital managers taking into account the main products of the entity of private customers (cards, pre-qualified consumer loan, mortgage financing, non-life risk insurance, securities, pension plans and investment funds)



# A differentiated and resilient business model focused in further improving its profitability levels









Simple balance sheet with low-risk profile

High-quality and diversified revenue mix

Attractive geographical footprint

Loyal customer base and clear roadmap for digital transformation



After having successfully reinforced its balance sheet in the last years, Ibercaja is leveraging on its key strengths to further improve its profitability levels

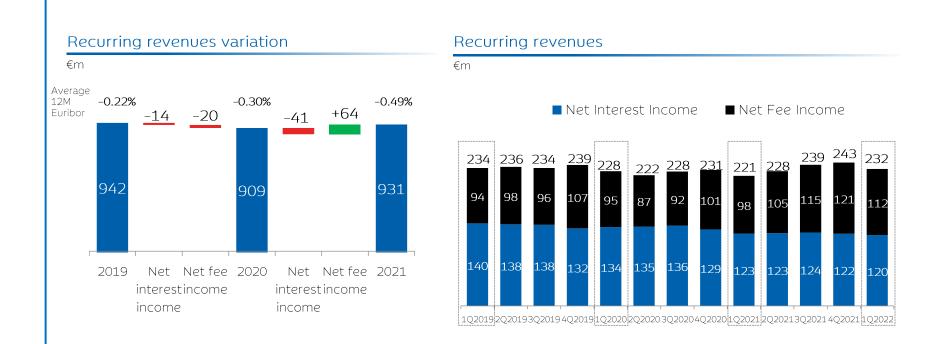








# Our diversified and resilient business model has allowed Ibercaja to recover 2019 revenue levels...



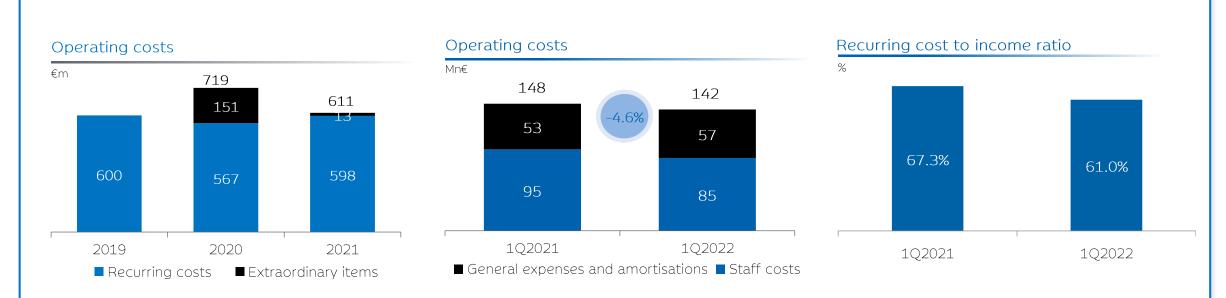


Despite a 27 b.p. fall in 12M Euribor since the start of the pandemic Ibercaja has been able to recover 2019 revenue levels in 1Q2022 thanks to the increase in net fee income.

As of March 2022, recurring revenues are up by 5.2% YoY or €12m, the second highest increase among peers.



# ... while cost savings coming from the ongoing redundancy plan are starting to materialize



After the extraordinary cost reduction in 2020, due to the impact of the pandemic, cost base has returned to 2019 levels.

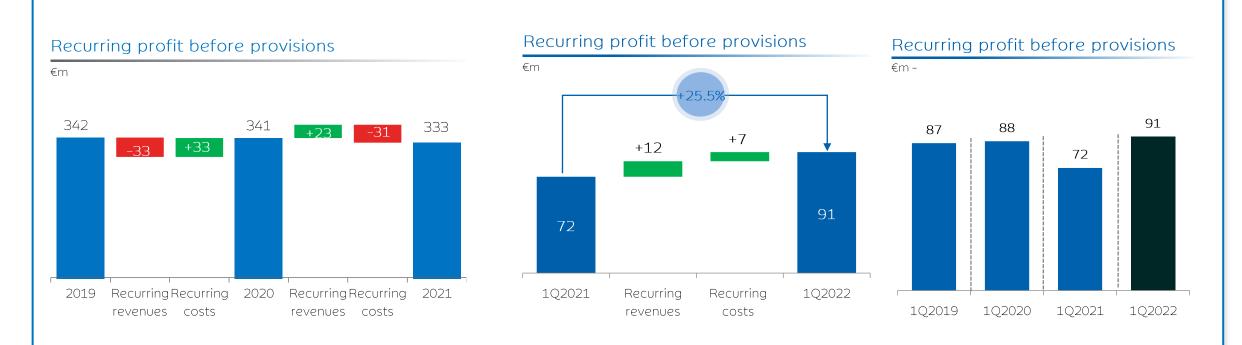
Ibercaja is executing a redundancy plan that affects 750 employees (15% of the employee base as of 2020)

As of March 2022, there have been **642 departures**, which represents a degree of execution of 86%. The remaining departures are expected to materialize in 2Q2022. The extraordinary costs associated with this redundancy plan have already been accounted for.

In 1Q2022 recurring costs decrease 4.6% YoY or €7m as a result of 10.5% reduction in staff costs. Recurring cost to income ratio improves 6 p.p. to 61%.



#### Recurring pre-provision profit stands above pre pandemic levels

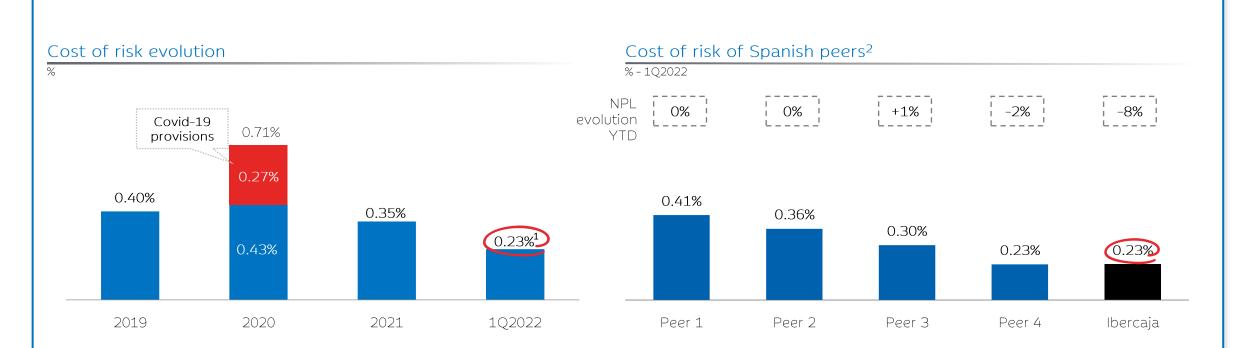


During the pandemic, the increase in fee income and temporary cost reduction measures allowed recurring profit before provisions to remain broadly stable.

In 1Q2022 recurring profit before provisions amount to €91m a 25.5% increase vs. 1Q2021 and exceeds the levels that Ibercaja generated before the pandemic thanks to the increase in revenues and the costs savings from the redundancy plan.



#### Cost of risk expected to remain low after covid-19 effort



#### Ibercaja's remains at low levels after the extraordinary covid-19 provisioning effort carried out in 2020

► Cost of risk in 1Q2022 stood at 0.23%¹. Ibercaja has achieved the biggest reduction in NPLs among peers YTD, while posting one of the lowest reported costs of risk

Ibercaja maintains an unused post-model adjustment of €52m.



### In summary: on track to achieve our medium-term profitability target

	1Q2021	1Q2022	YoY
Net Interest Income	123	120	-2.1%
Net Fee Income	98	112	14.4%
Recurring Revenues	221	232	5.2%
Gains/Losses on Financial Assets and Liabilities	35	5	-86.2%
Other Operating Income (Net)	8	3	-65.9%
Gross Operating Income	263	240	-8.9%
Operating Expenses	-148	-142	-4.6%
Pre-Provision Profit	114	98	-14.4%
Total Provisions	-34	-22	-36.4%
Other Gains and Losses	-1	10	n/a
Profit Before Taxes	80	86	8,7%
Taxes	-25	-24	-5.4%
Net Income	55	63	15.2%

- Recurring revenues account for 98% gross operating income and prove the recurrence of Ibercaja's revenues
  - ► Gross operating income falls 8.9% due to the absence of trading income
- Net income grows 15.2% YoY. Annualized ROTE<sup>1</sup> as of March 2022 stands at 9.5%
  - ► The increase in revenues and the reduction in operating expenses and provisions drive the increase in recurring profitability
  - 1Q annualized ROTE doesn't include the contribution to the Deposit Guarantee Fund (€52m in 2021, which mostly takes place in 4Q)



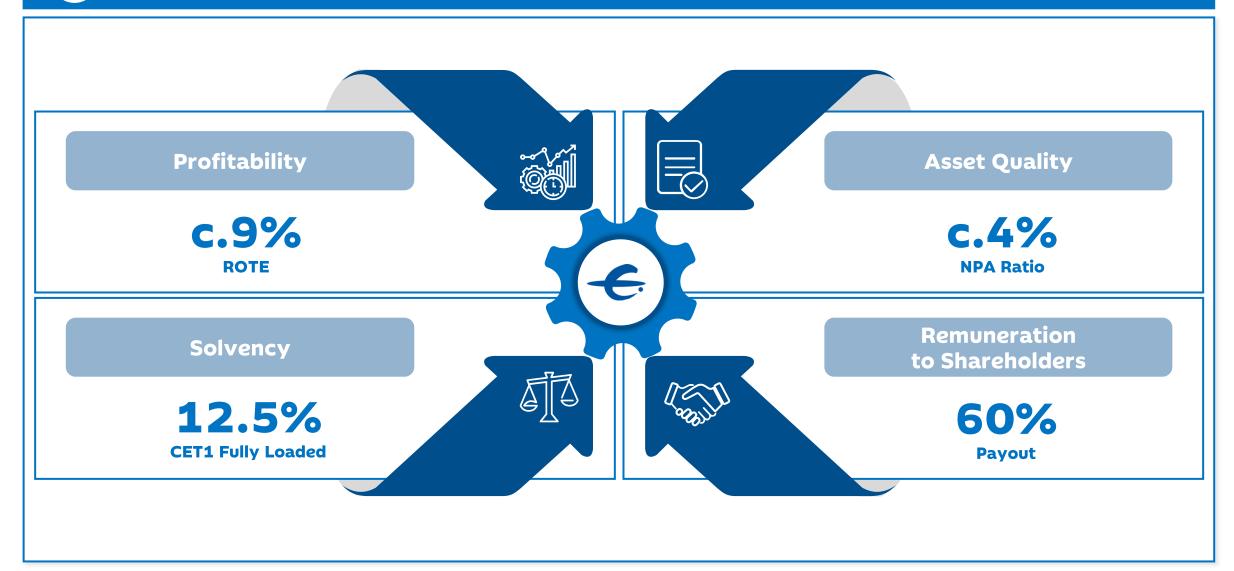


# Strategic Plan: "Plan Desafio 2023" Key Targets



# 6

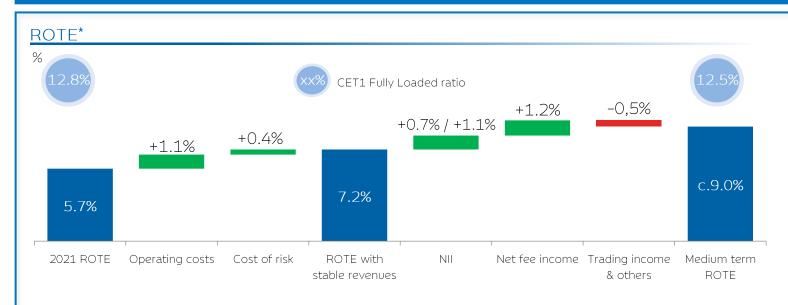
# **Medium-term targets**

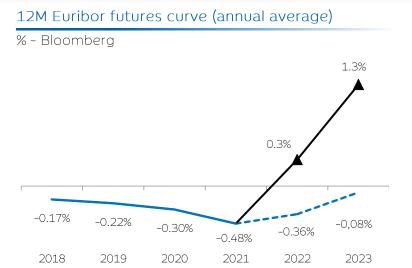


Source: Company information



#### Plan Desafio 2023 is focused on improving our recurring profitability





Business Plan (Nov-21)

Current forward rates

#### ROTE improvement is based on 4 diversified levers:

- ► Reduction in cost base by €40m thanks to the Redundancy Plan 2021-2022 execution
- Cost of risk of 30 bps
- ► Gradual recovery of net interest income towards pre-covid levels based on a -0.08% 12M Euribor
- ► Annual net fee income increase by 5.5% based on growth in non-banking commissions

#### Ibercaja is highly sensitive to Euribor increases

► An increase of 50 basis points, would have an impact on our net interest margin of 11% in year 2¹.

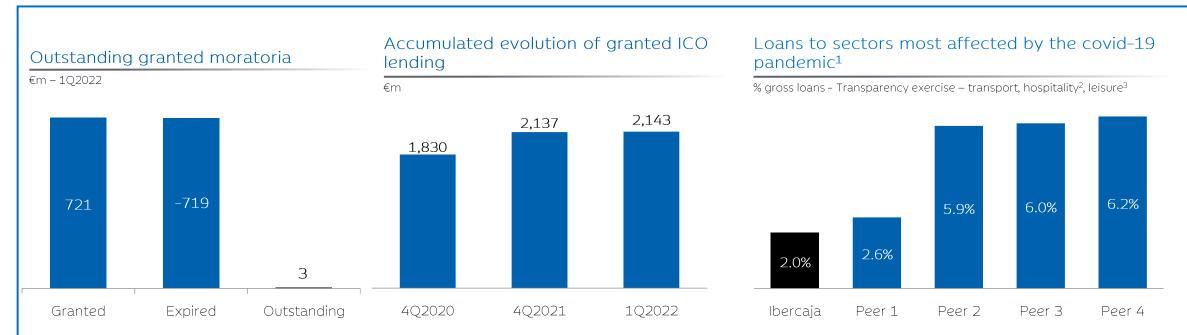


# Appendix



# B

## Lower risk profile than peers



#### As of 1Q2022, outstanding moratoria is residual.

The impact of this measure on the bank's asset quality has been marginal: only 3.2% has been classified as Stage 3 (€23m, 0.1% of the portfolio)

#### Ibercaja has granted €2,143m in loans with ICO guarantees. Outstanding ICO financing stands at €1,637m (20.1% of loans to companies).

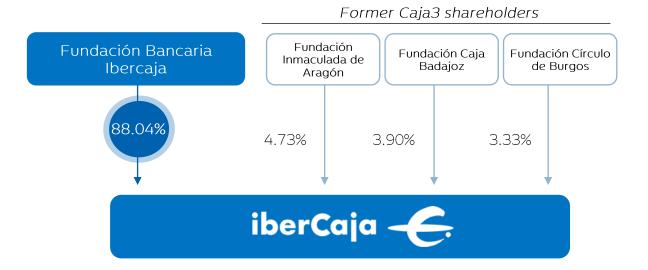
- ► 42.5% of ICO loans are already amortising capital.
- ► 2.4% of ICO financing is considered NPL and 18.5% is classified in Stage 2.

#### Ibercaja has the lowest exposure to economic sectors most affected by the pandemic



## A simple shareholder structure

#### Ibercaja's current shareholder structure



Simple shareholder structure: Fundación Bancaria Ibercaja is the main shareholder with an 88.04% stake

► Former Caja3 shareholders own 11.96% of Ibercaja

As a banking foundation, Fundación Bancaria Ibercaja needs to reduce its stake in Ibercaja Banco below 50% before Dec. 2022 or establish a reserve fund<sup>2</sup>



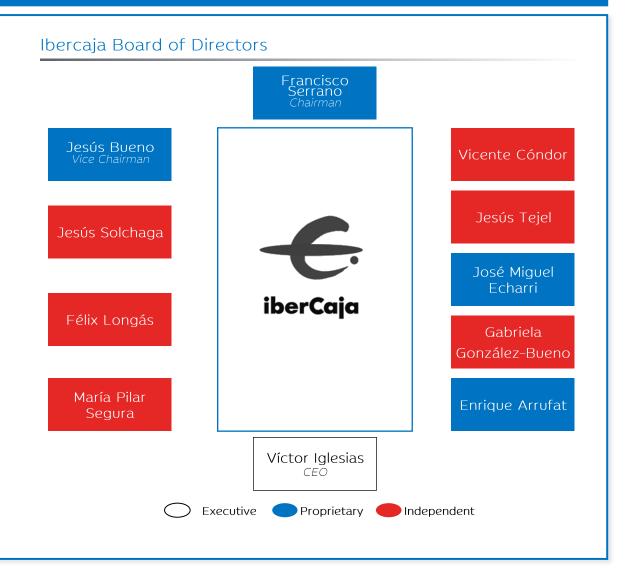


## Sound corporate governance and experienced management team

Sound corporate governance, already complying with the main recommendations of the Spanish Corporate Governance Code

- ✓ Separation between executive CEO and non-executive chairman roles
- ✓ Board composed of 55% independent directors
- ✓ All relevant board committees¹ chaired by an independent director

# WE HAVE A CLEAR GOVERNANCE STRUCTURE



Source: Company information as of March 31, 2022; <sup>1</sup> Audit and compliance, appointments, compensation and large risks and solvency committees



### Sound corporate governance and experienced management team



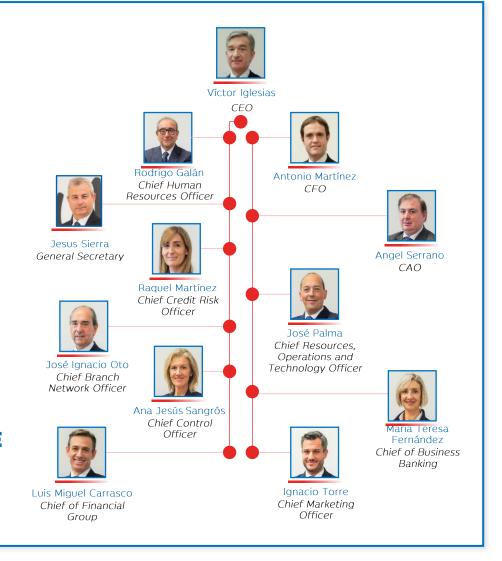
+709
bps
Total FL
Capital Ratio
since 2014



## Experienced and aligned management team that is transforming Ibercaja

- ✓ Completed Caja3 integration and paid back €407mm of Caja3 CoCos with organically generated capital
- ✓ Active and disciplined strengthening of the balance sheet
  with no dilution to its shareholders
- ✓ One of the first regional banks in Europe to have completed its hybrid capital buckets
- ✓ Reducing the cost base of Ibercaja (-17% since 2014), while boosting its commercial franchise thanks to digital transformation

# WE HAVE A COHESIVE MANAGEMENT TEAM WE ARE FULLY ALIGNED TO CREATE VALUE FOR OUR SHAREHOLDERS





## Ibercaja has a clear commitment to sustainability

#### HELPING PEOPLE TO BUILD THEIR LIFE STORY, BECAUSE THEIR STORY WILL BECOME OURS

# Corporate culture

Sustainability is intrinsically tied to our origins and our 145 years of history (Former Savings Bank) High involvement of our management team, with a Sustainability Committee chaired by our CEO and a Sustainability Policy approved by the Board of Directors.





# Strong linkage with our regions

The current shareholders of Ibercaja are Foundations whose social commitment reinforces the positioning of the Bank

In 2021, the Ibercaja Banking Foundation:

- Devoted €14m to welfare programmes covering education, cultural and social actions
- Close to 1m people benefited from Fundación Bancaria Ibercaja welfare programs

# Recent milestones and commitments

Founding member of Net-Zero Banking Alliance, aligned with the Sustainable Development Goals, enrolled in the UN Responsible Banking Principles, adherence to TCFD recommendations

Sustainable AuM reach €2.2bn (+147% versus 2020)

Ibercaja is already carbon neutral (scope 1 & 2): 100% of energy consumed is green and the bank has avoided 6.721tn of CO2 emissions.

4,569 employees trained in sustainability

40% of our management positions be held by women by 2023 (31% as of today)





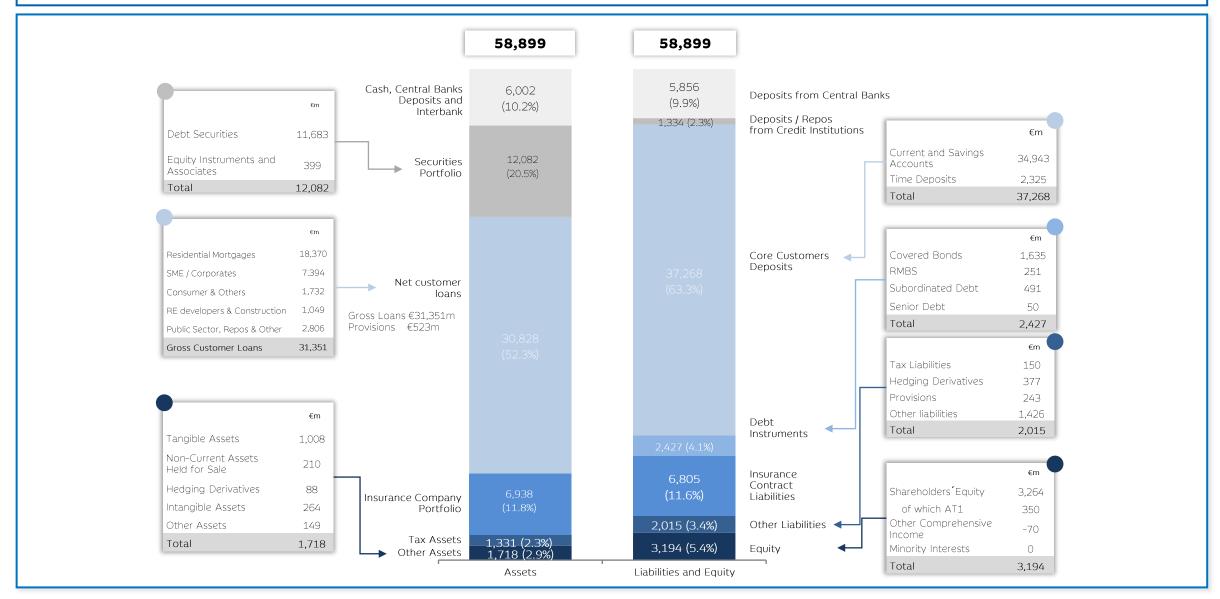




### Overview of the P&L account

€m	2019	2020	2021
Net interest income	547	534	493
Net fee income and exchange differences	395	375	439
Recurring revenues <sup>1</sup>	942	909	931
Net profit from financial assets and liabilities	7	119	47
Other operating inc. / exp. (net)	(22)	(26)	(26)
Gross income	927	1,002	952
Operating expenses	(600)	(719)	(611)
of which: recurring operating expenses	(600)	(567)	(598)
of which: non-recurring operating expenses	0	(151)	(13)
Profit before provisions	326	283	341
Provisions and impairments	(185)	(226)	(127)
of which: cost of risk	(134)	(233)	(114)
of which: other	(51)	7	(13)
Other gains and losses	(13)	(4)	1
Profit before taxes	129	53	215
Taxes and minorities	(45)	(30)	(64)
Profit attributable to the Group	84	24	151

#### Balance sheet – March 31, 2022



# **Glossary**

Ratio / APM	Definition
Recurring Revenues	Net interest income plus net fee and commission income plus net exchange differences
Recurring Costs	Personnel expenses plus other administration expenses plus amortisation and depreciation minus extraordinary expenses (redundanc plan)
Recurring Profit before Provisions	Recurring revenues minus recurring costs
NPL ratio	Doubtful balances in loans and advances to customers divided by gross loans and advances to customers
NPL coverage ratio	Loans and advances to customers impairments divided by balances in loans and advances to customers
Foreclosed Assets coverage ratio	Foreclosed assets impairment losses (since loan origination) divided by gross foreclosed assets
Non-performing Assets ("NPAs")	Sum of doubtful balances in loans and advances to customers and gross foreclosed assets
Net NPAs	Sum of doubtful balances in loans and advances to customers and net foreclosed assets
NPA ratio	Gross non-performing assets divided by gross loans and advances to customers plus gross foreclosed assets
NPA coverage ratio	Sum of foreclosed assets impairments and loans and advances to customers impairments divided by gross non-performing assets
Cost of Risk	Sum of impairments associated with credit risk and foreclosed assets divided by the average balance of the sum of gross loans and foreclosed assets
Liquid Assets % Total Assets	Total liquid assets divided by total assets. Liquid assets include unencumbered public debt + available & eligible fixed income assets (after ECB haircut applied)
Loans-to deposits ratio	Net customer loans (ex. repos) divided by customer deposits (ex. repos and covered bonds)
Net Stable Funding Ratio	Amount of available stable funding relative to the amount of required stable funding
Liquidity Coverage Ratio	High quality liquid assets divided by net outflows during the following 30 days

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