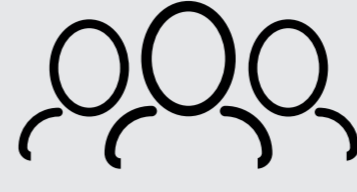


## Redundancies



**6,452** employees **(-1,839)** employees  
vs the initial proposal



**14.5%**  
of total

## Branch closures



**1,500**  
branches



**28.7%**  
of total

## Cost



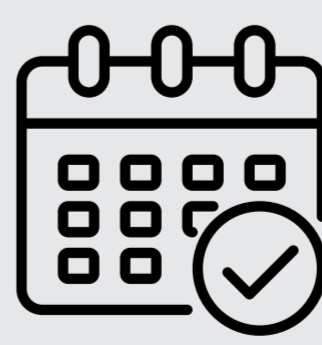
**€1.9Bn**  
(gross)

## Cost synergies



Minimum of  
**€770M**

## Roll-out



Until end of  
**2022**