

Strategic Plan

2022-2024

Close to our customers

- The new Strategic Plan continues CaixaBank's commitment to society, with a unique banking model that aims to offer the best possible service to all customers.
- CaixaBank embarks on this plan from a position of strength, with significant profitability potential in an environment in which interest rates will increase.
- The strategic priorities are focused on growing our business, developing the best possible customer service model adapted to client preferences, and to lead the energy transition, making CaixaBank a European benchmark for sustainability.



BUSINESS GROWTH

Developing the best value proposition

>3%

CAGR 2022-24E

LONG-TERM SAVINGS FUNDS

To maintain our leading position in long-term savings and to become the benchmark in financial investment and advisory services

+50%

2022-24E

NEW MORTGAGE PRODUCTION

To increase new mortgage production and to fulfil the potential of the MyHome ecosystem, increasing growth while maintaining the full value proposition

>1.5%

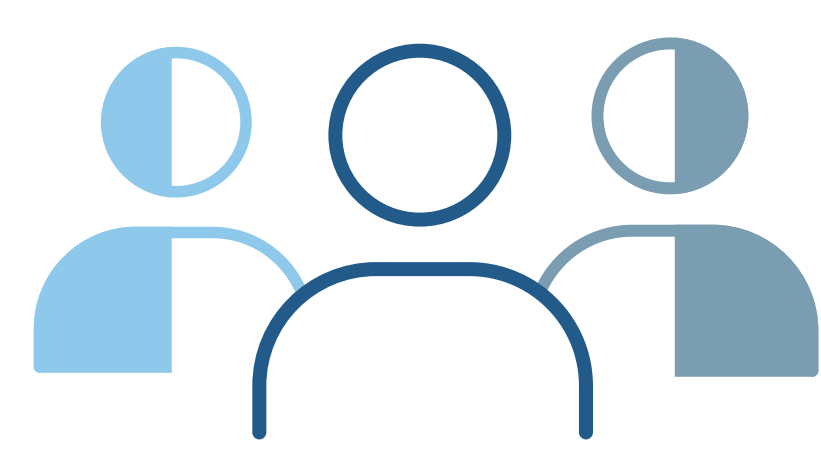
CAGR 2022-24E

BUSINESS LOAN BOOK

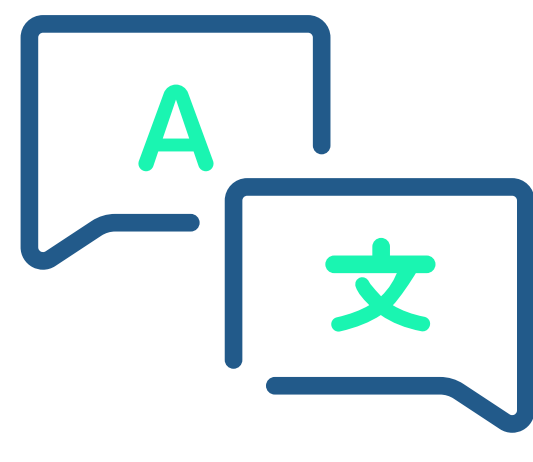
To reinforce business specialization and the development of new solutions, becoming the go-to bank for more companies

CUSTOMER SERVICE

Efficient and adapted to client preferences



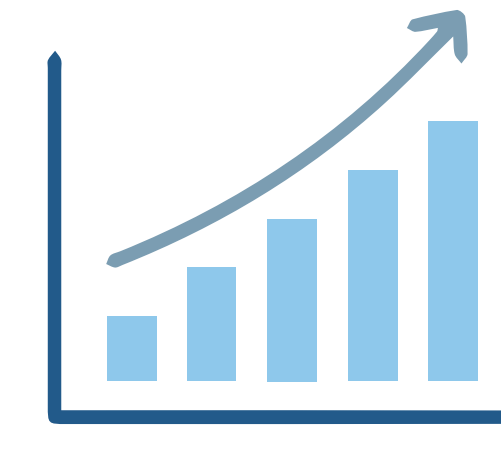
To offer the best customized customer service and experience



To intensify relationships and accessibility



To create all possible value opportunities

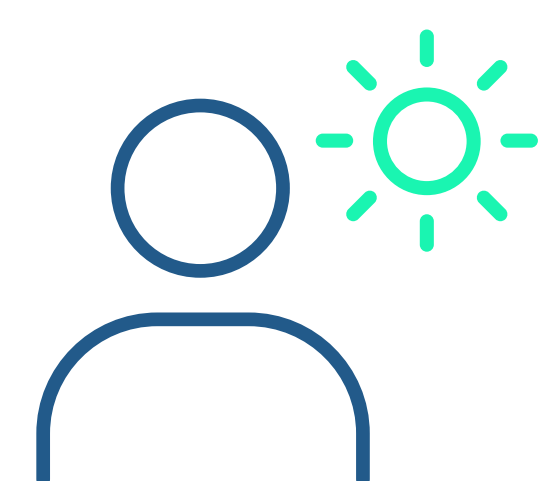


To keep boosting operational and commercial efficiency

BENCHMARK FOR SUSTAINABILITY

To help facilitate the energy transition of companies and society as a whole

To support clients in their energy transition



≈ **€ 64billion** mobilised in Sustainable Finance (2022-24E)

To encourage positive social impact and promote financial inclusion



+36% new microcredit production (up to ~€3.5 billion 2022-24E)

To promote a responsible culture and to be a benchmark for governance



To maintain the **"Best in class"** position in ESG ratings

FINANCIAL STRENGTH

To continue strengthening CaixaBank's financial position and to maintain our leading role among Spain's biggest banks

Capital generation: around **€9 billion**

>12%

%ROTE

2024E

Profitability over cost of capital

>50%

%CASH PAYOUT

2022E-24E

Attractive shareholder remuneration

<3%

NPLs

2024E

Balance sheet strength and normalisation of cost of risk

11-12%

%CET1

Excluding IFRS9 transitory adjustments

Maintaining a strong capital position at all times