

Ibercaja Banco

Senior Preferred Offering

17th May 2022



DISCLAIMER

This document has been prepared by Ibercaja Banco, S.A. (“Ibercaja Banco”, and together with its subsidiaries, the “Ibercaja Banco Group”). For the purposes of this disclaimer, “Presentation” means this document, its contents or any part of it, any oral presentation, any question and answer session and any written or oral material discussed or distributed to present this document or otherwise in connection with it.

The purpose of this Presentation is not to provide financial advice or offer any kind of financial product or service. Ibercaja Banco is not and will not be responsible if any part of this Presentation is considered to form the basis of an investment decision. This Presentation does not constitute, and may not be relied on in any manner as, legal, tax, investment, accounting, regulatory or any other type of advice on, about or in relation to Ibercaja Banco, nor does it constitute or form part of, and should not be construed as, any offer to sell or issue or invitation to purchase or subscribe for, or any solicitation of any offer to purchase or subscribe for, or otherwise acquire, any securities of Ibercaja Banco, nor shall it or any part of it nor the fact of its distribution form the basis of, or be relied upon in connection with, any contract or investment decision. The information and opinions in this Presentation are not based upon a consideration of any particular investment objectives, financial situation or needs.

The information contained in this Presentation does not purport to be comprehensive and has not been independently verified. None of Ibercaja Banco, its shareholders or any of their respective subsidiaries or affiliates, or any of its directors, officers, employees, advisers or agents accepts any responsibility or liability whatsoever for, or makes any representation or warranty, express or implied, as to, and no reliance should be placed on, the truthfulness, fullness, accuracy or completeness of the information contained in or referred to in this Presentation (or whether any information has been omitted from this Presentation) or any other information relating to the Ibercaja Banco Group, whether written, oral or in a visual or electronic form, and howsoever transmitted or made available, and nor do they accept any responsibility or liability whatsoever for any loss howsoever arising from any use of this Presentation or its contents or otherwise arising in connection therewith. Each of such persons accordingly disclaims all and any liability whatsoever, whether, direct or indirect, express or implied, arising in tort, contract or otherwise, in respect of this Presentation or any such information. This Presentation has not been submitted to the Spanish Securities Market Commission (Comisión Nacional del Mercado de Valores) for its approval or registration.

Data, estimates, valuations and forecasts, as well as the rest of the contents of this presentation are published for information purposes only. Neither Ibercaja Banco nor any of its directors, managers or employees are obliged, neither implicitly nor expressly, to ensure that these contents are exact, accurate or complete, to update them or to correct them if they detect any error or omission.

Ibercaja Banco notes that this Presentation may contain forward-looking statements. It should be considered that such forward-looking statements do not guarantee any future results and are only subjective opinions of Ibercaja Banco in relation to the evolution of its business and, as such, there may be different criteria, risks, uncertainties and many other relevant factors that may cause it to evolve very differently. Data relating to past performance or profits cannot be relied upon for future performance or profits.

Without prejudice to applicable legal requirements or any other limitations imposed by Ibercaja Banco, it is expressly prohibited to use this Presentation and the distinctive signs or symbols contained therein, including any sort of copy, distribution, transfer to third parties, public communication or transformation, through any mean or medium whatsoever, without prior and express authorization of its respective owners. Breach of this prohibition may constitute an infringement of current laws and may be sanctioned.

In addition to the financial information prepared under International Financial Reporting Standards (“IFRS”), this Presentation contains certain alternative performance measures (“APMs”) as defined in the Guidelines on Alternative Performance Measures issued by the European Securities and Markets Authority on 5 October 2015 (ESMA/2015/1415). APMs are performance measures that have been calculated using the financial information from the Ibercaja Banco Group but that are not defined or detailed in the applicable financial information framework and therefore they have neither been audited nor are capable of being completely audited. These APMs are being used to allow for a better understanding of the financial performance of the Ibercaja Banco Group but should be considered only as additional information and in no case as a replacement of the financial information prepared under IFRS. Moreover, the way the Ibercaja Banco Group defines and calculates these APMs may differ to the way these are calculated by other companies that use similar measures, and therefore they may not be comparable.

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*

TABLE OF CONTENTS



Section

1. Overview of Ibercaja
 2. Recent P&L Evolution
 3. Strategic Plan: “*Plan Desafio 2023*” Key Targets
 4. Appendix
-



Overview of Ibercaja



A differentiated and resilient business model

1



Simple balance sheet with low-risk profile: Ibercaja has today the strongest balance sheet among peers¹

0.6%
net NPA
% Total assets

2



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

43%
AuM &
Bancassurance
% recurring
revenues

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

c.27%
Market share in
Home Markets

4



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

2nd
global
customer
satisfaction

Source: Company information as of March 31, 2022; ¹Peers include: Bankinter, CaixaBank, Sabadell and Unicaja;



Simple balance sheet with low-risk profile

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

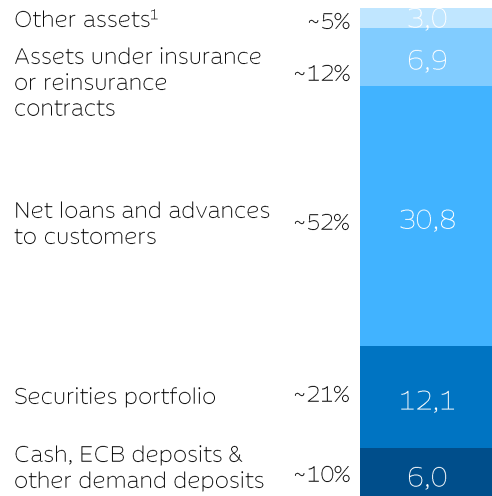
- ▶ Specialist in residential mortgages, which represent 62% of performing loans ex REPOs, with one of the highest quality mortgage portfolios in the sector → NPL ratio stands at 1.4% vs. 3.0% of the sector¹
- ▶ Growing focus on loans to non-real estate activities, mostly SMEs, which account for 25% of performing loans ex REPOs
- ▶ Stable and balanced funding, with LTD ratio of 78%



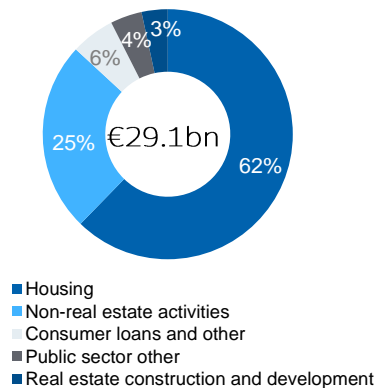
Balance sheet

%, €bn – March 2022

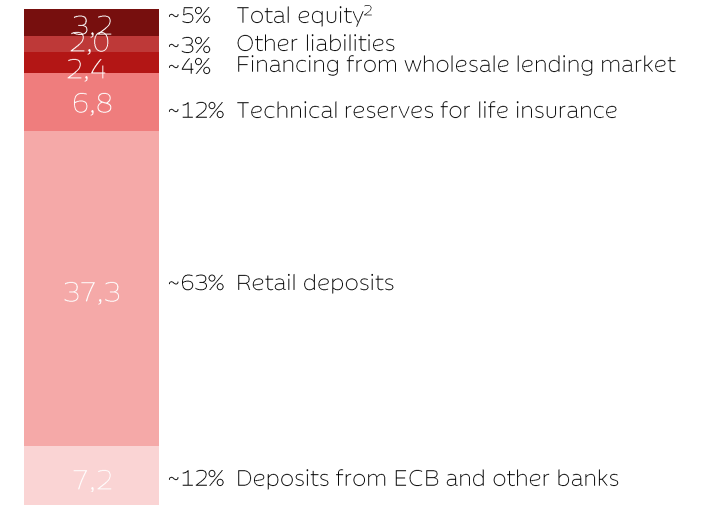
Assets: €58.9bn



Performing loans excluding reverse repurchase agreements



Liabilities and equity: €58.9bn



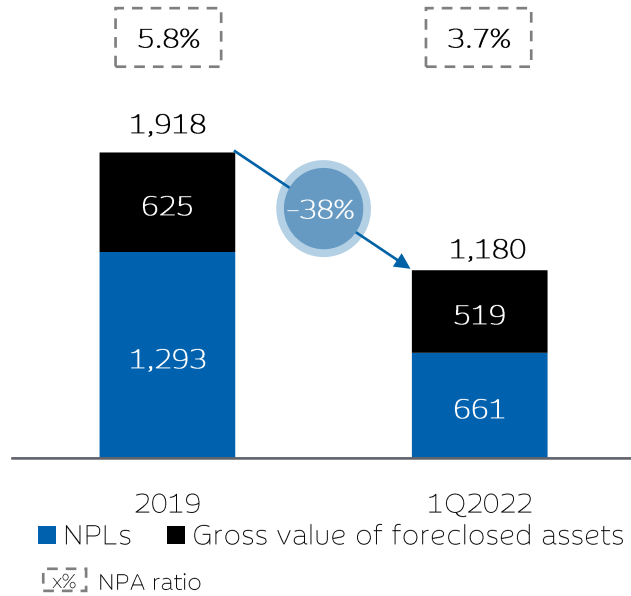
Source: Company information as of March 31, 2022; ¹ Source: Bank of Spain, as of December 31, 2021, latest available data. ² Includes AT1 issuance amounting to €350mn



Significant NPA reduction despite the pandemic

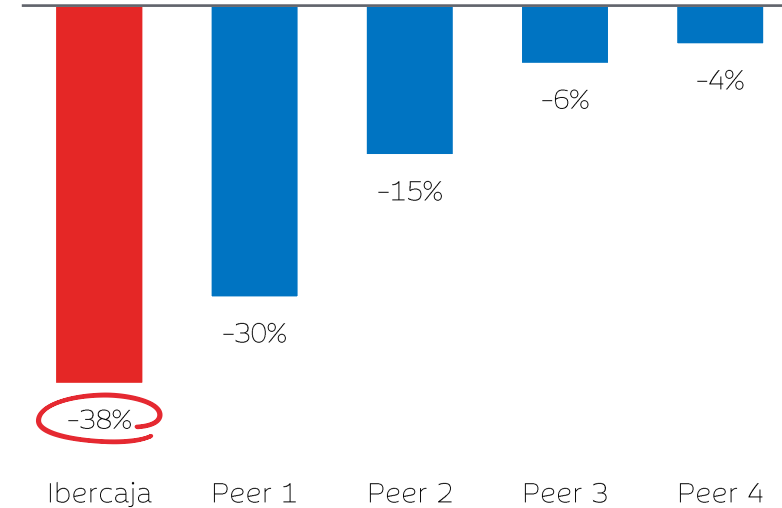
NPAs

€m



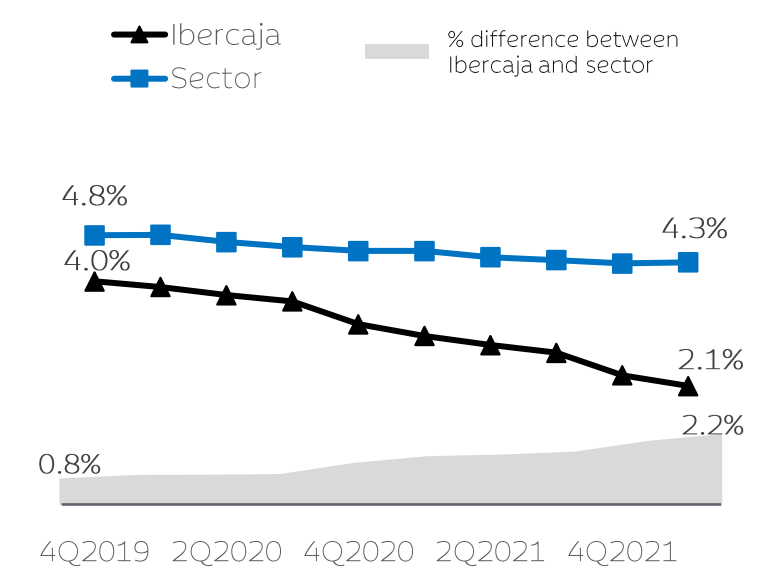
Change of NPAs since 2019¹

%



NPL ratio²

%



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

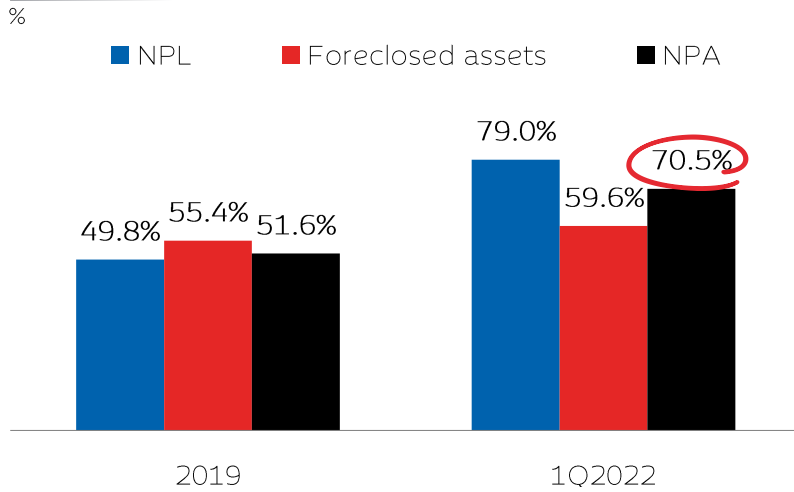
- NPLs have dropped by 49% vs. 2019 (-€632m). NPL ratio has fallen c.186bps reaching 2.1%. Ibercaja has increased the positive gap in NPL ratio vs. sector to 220bps compared to 82bps as of December 2019

Source: Company information as of March 31, 2022; ¹ Peers' publicly available information as of March 31, 2022. Peers include: Bankinter, CaixaBank, Sabadell and Unicaja; ² Source: Bank of Spain, as of February 28, 2022, latest available data

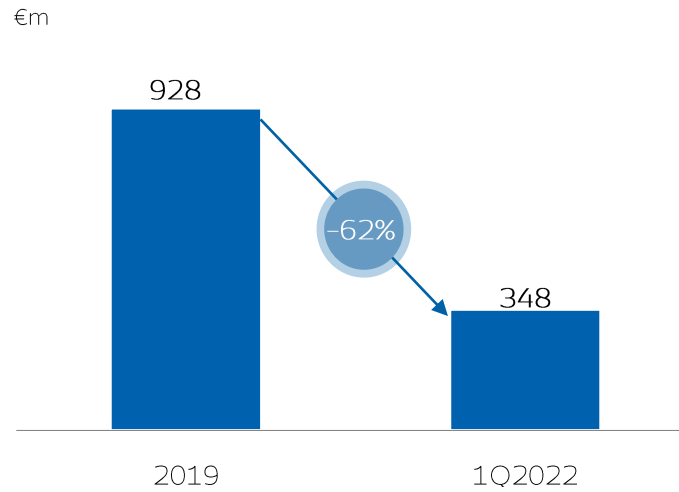


The lowest net NPA exposure among peers

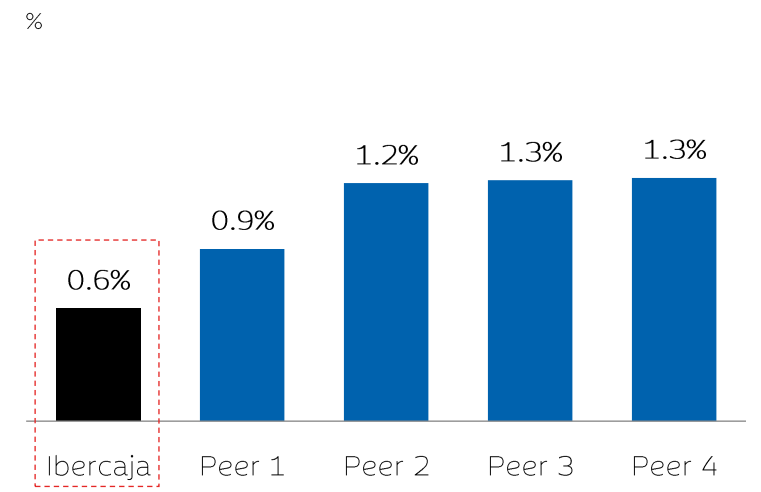
Coverage ratios



Net NPAs



Net NPAs % Total Assets¹



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

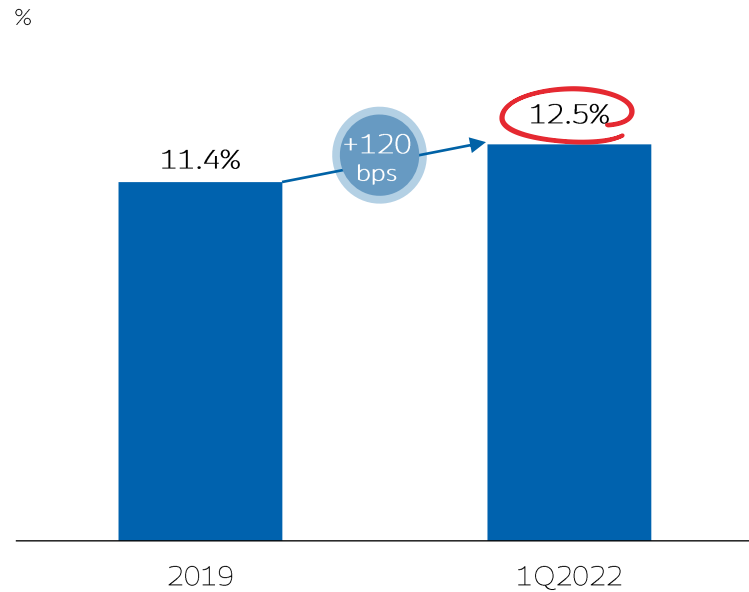
Ibercaja has the lowest net NPA exposures as percentage of total assets among peers¹

Source: Company information as of March 31, 2022; ¹ Peers' publicly available information as of March 31, 2022. Peers include: Bankinter, CaixaBank, Sabadell and Unicaja

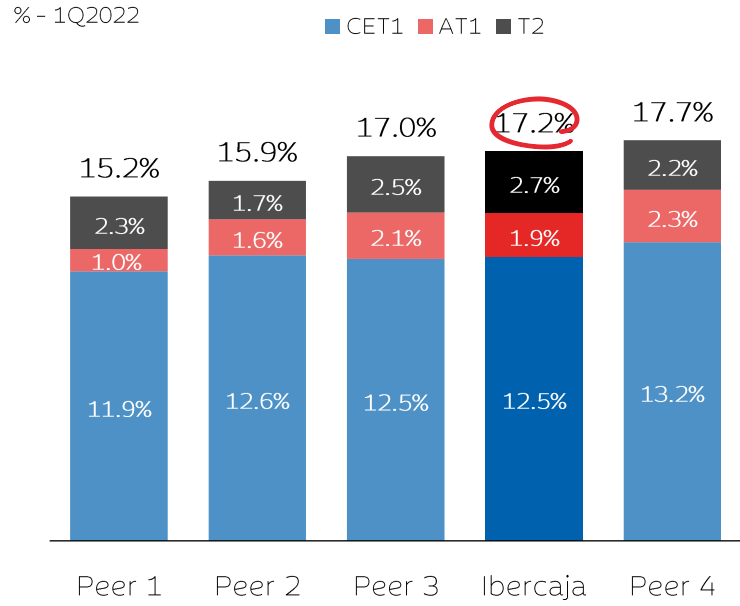


Strong capital ratios based on standard models for RWA calculation

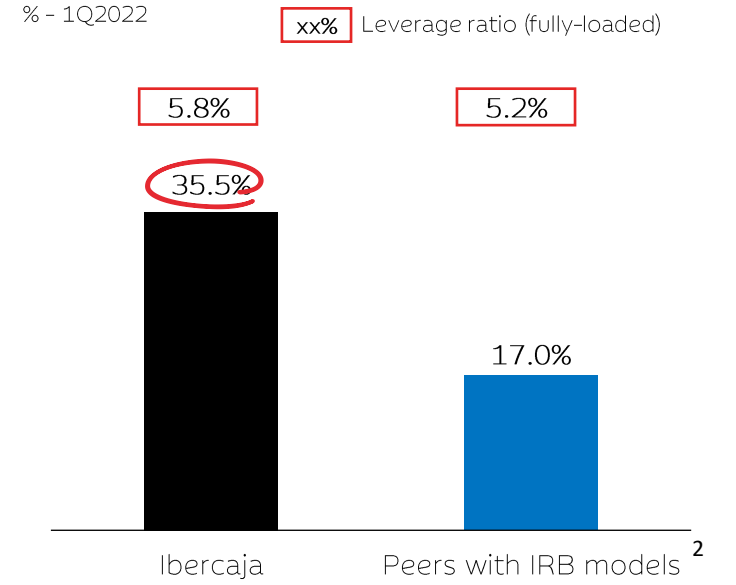
CET1 ratio (fully-loaded)



Total capital ratio (fully-loaded) benchmark¹



RWAs / Exposure for residential mortgages



CET1 ratio (fully-loaded) has increased 120bps to 12.5% since 2019, with total capital ratio (fully-loaded) standing at 17.2%

Ibercaja 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

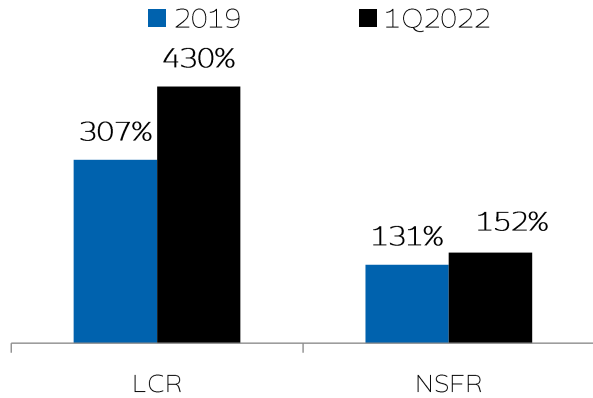
Source: Company information as of March 31, 2022; ¹ Peers' publicly available information as of March 31, 2022. Peers include: Bankinter, CaixaBank, Sabadell and Unicaja; ² Source: EBA Transparency Exercise as of June 30, 2021. Peers with IRB models include Bankinter, CaixaBank and Sabadell. RWAs include total RWAs exposed to residential mortgages



Sound liquidity and manageable MREL requirements

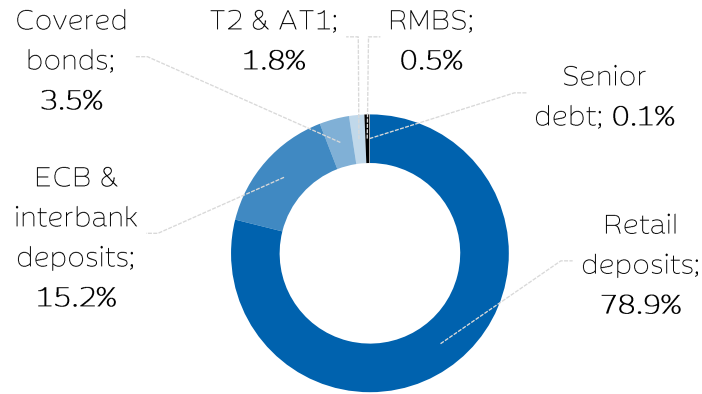
Liquidity & funding ratios

% - 1Q2022



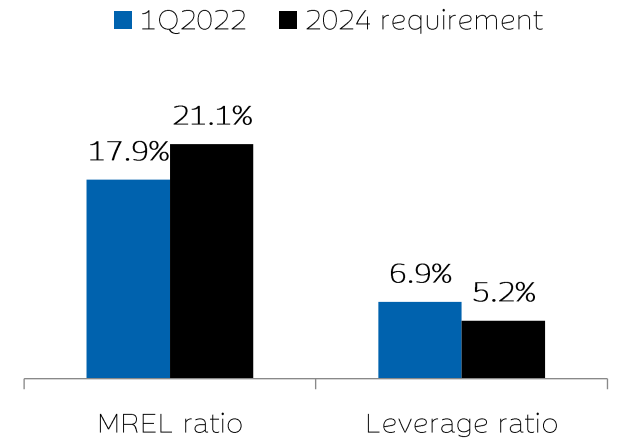
External funding

% - 1Q2022



MREL ratios

% - 1Q2022



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)
- ▶ LTD 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

Source: Company information as of March 31, 2022; * Including the CET1 dedicated to comply with the combined buffer requirement.








High-quality and diversified revenue mix

100%
Owned by Ibercaja

€32.0bn
Asset management and life savings insurance funds

43%
AuM & Bancassurance % recurring revenues

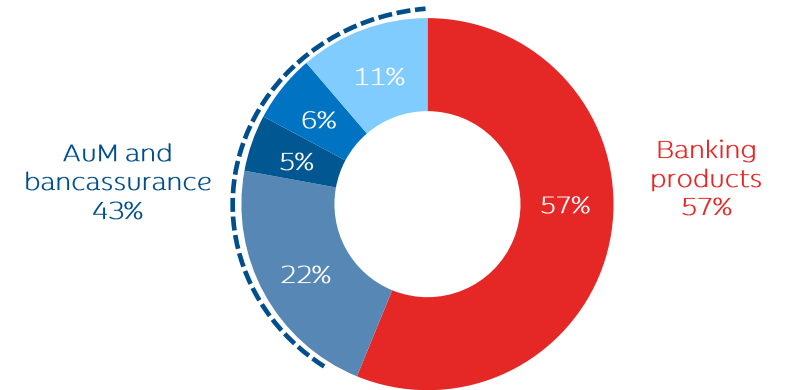
Ibercaja's Financial Group was established in late 80's and is comprised of a group of subsidiaries specialized in the management of mutual funds, pension plans, insurance and leasing-renting businesses

Ibercaja Banco			
<i>(100% owned)</i>			
Ibercaja Gestión	Mutual funds management	€17,8bn AuM ¹	5.8% market share ¹ 
Ibercaja Pensión	Pension funds management	€7,4bn AuM ¹	6.0% market share ¹ 
Ibercaja Vida	Life risk insurance	€6,7bn Tech. Res. ²	3.4% market share ¹ 
Ibercaja Leasing	Leasing & Renting	€0,5bn Portfolio ³	2.3% market share ¹ 
Ibercaja Mediación	Non-life risk insurance broker	€0,3bn Annual Premiums	Alliance with CASER 

Breakdown of recurring revenues by product

% - 4Q2021

- Mutual funds
- Pension plans
- Life savings insurance products
- Risk insurance



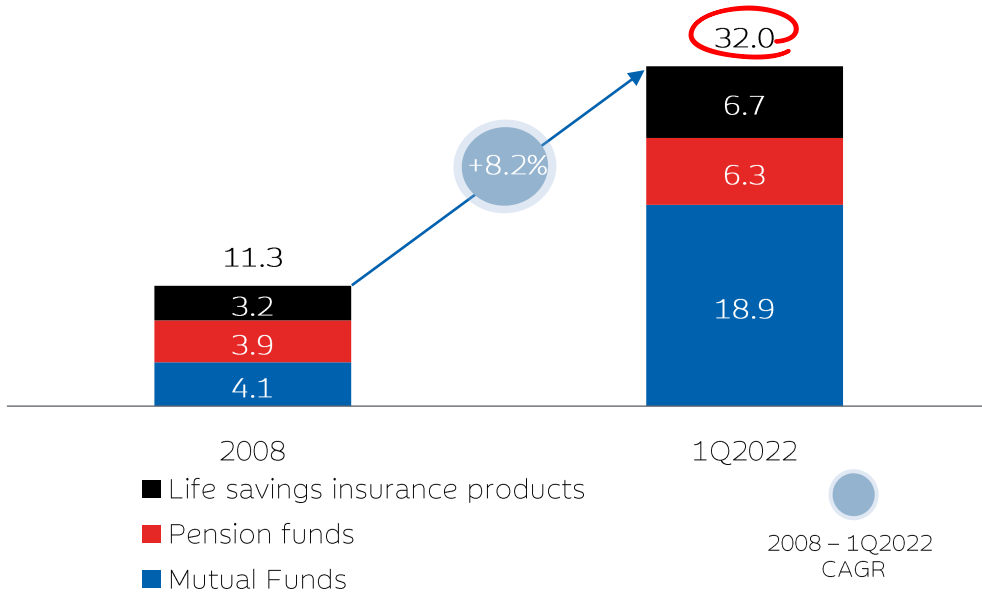
Source: Company information as of March 31, 2022; ¹ Source: Inverco as of March 31, 2022; ² ICEA as of March 31, 2022; ³ Asociación Española de Leasing as of March 31, 2022



Structural growth in assets under management

AuM and life savings insurance products growth

€bn



Ranking by AuM and life savings insurance products¹

€bn

	Mutual Funds	Pension Plans	Life savings Insurance	Total
1 Caixabank	76	42	67	185
2 BBVA	44	23	11	78
3 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

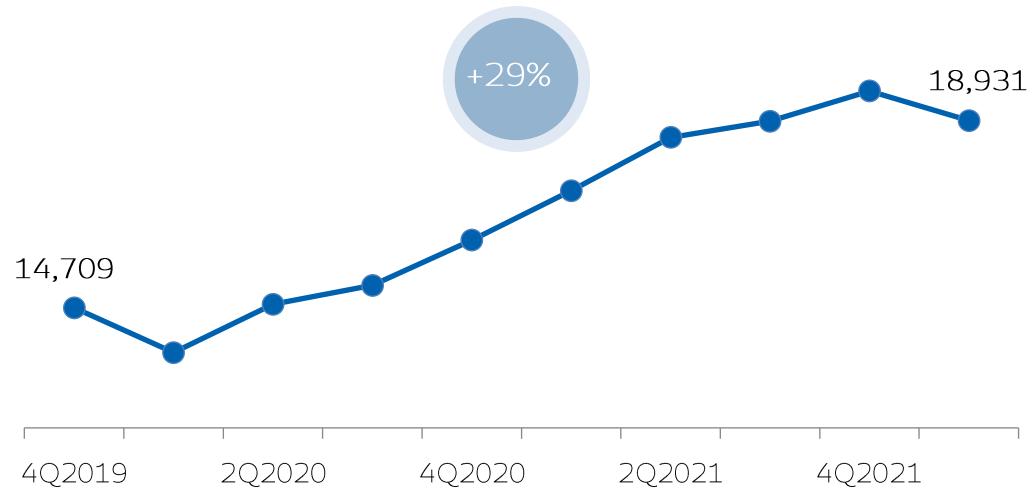
Source: Company information as of March 31, 2022; ¹ Source: Inverco and ICEA as of March 31, 2022; ² Inverco as of March 31, 2022



Outstanding evolution in mutual funds

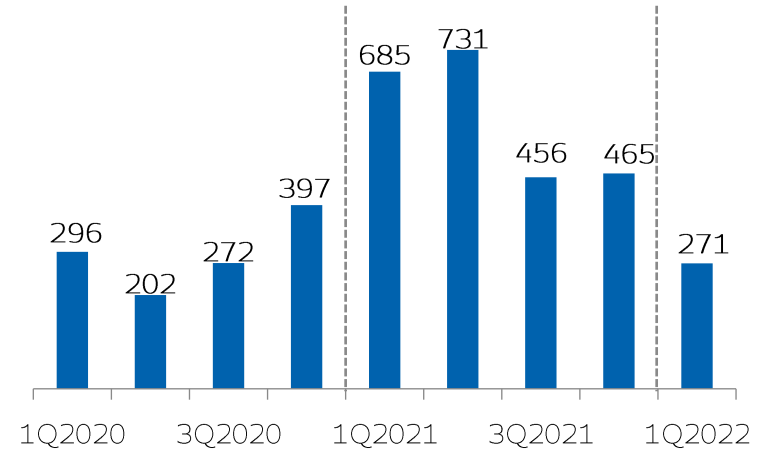
Stock of mutual funds

% -



Net new money into mutual funds

€m - Source: Inverco



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

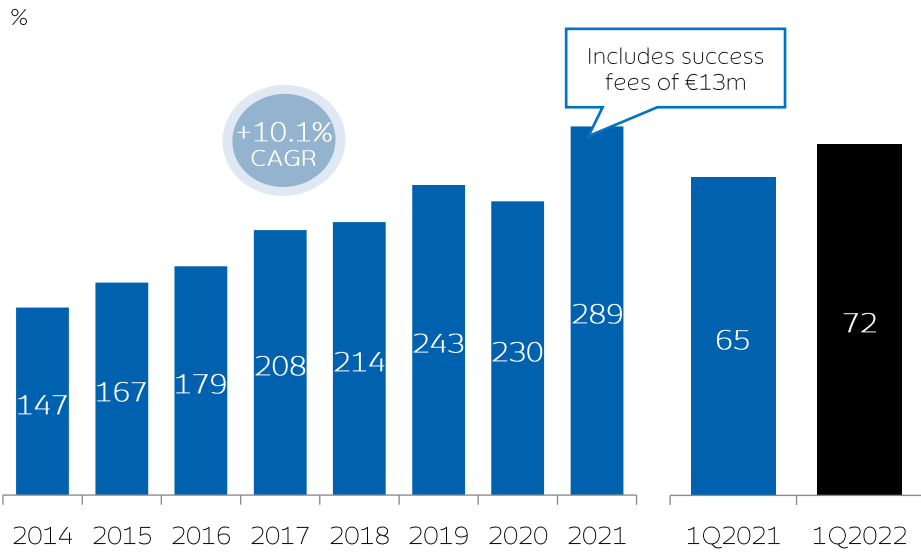
- ▶ High resilience in net new money inflows thanks to Ibercaja’s financial advisory model.
- ▶ In 1Q2022 Ibercaja’s market share in net new money inflows reached 10.7%. Since the start of the pandemic, market share in net new money inflows has been 12.8%

Source: Company information as of March 31, 2022;

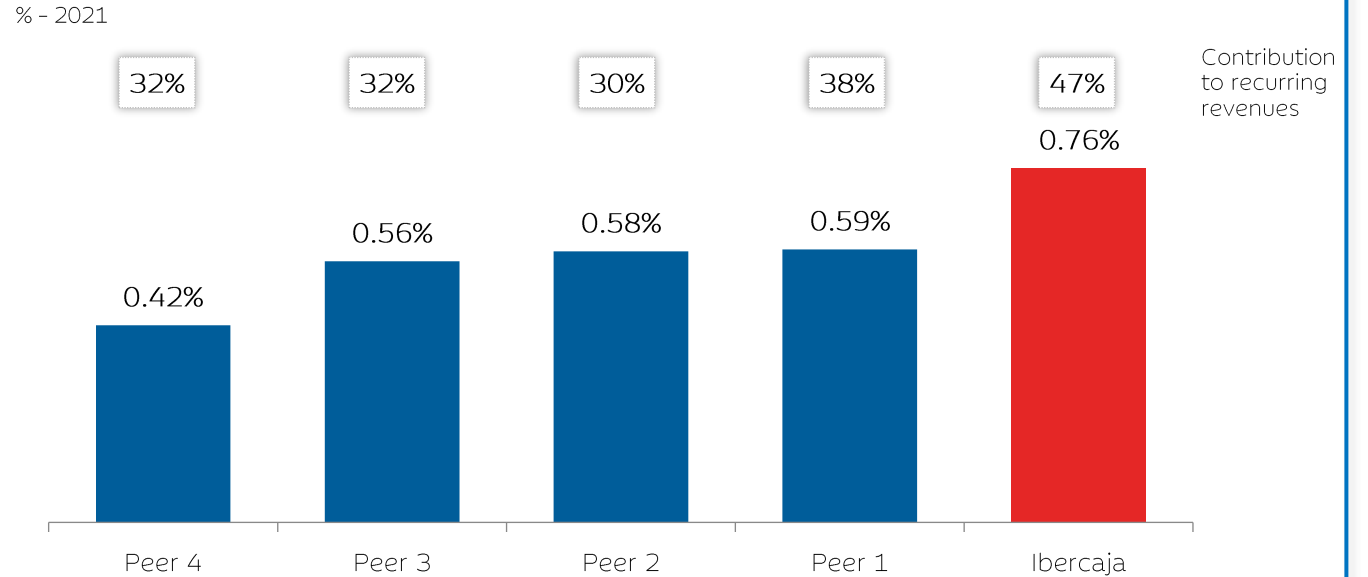


Ibercaja has the most diversified revenue base among peers

Non-banking commissions



Net fee income and exchange differences over average total assets¹



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

Source: Company information as of March 31, 2022; ¹ Peers include: Bankinter, CaixaBank, Sabadell and Unicaja



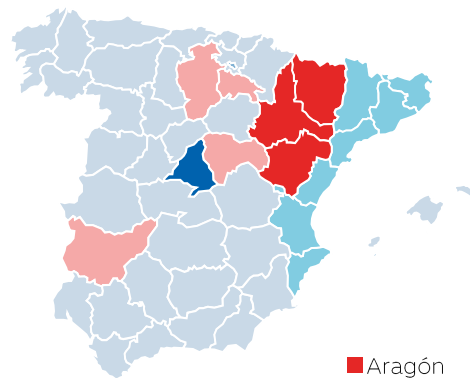
Attractive geographical footprint



Unique geographical mix with a combination of solid leadership in Home Markets¹ 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 average²
- ▶ Ibercaja's Home Markets¹ account for 61.7% of retail business volume³: Ibercaja benefits from a strong regional leadership in these regions, with a 26.7% market share⁴ in terms of loans and deposits (which provide stable and cheap funding)
 - ▶ Undisputable leadership in Aragón with a 37.3% market share⁴ in terms of loans and deposits, which represents 44.2% of retail business volume³
- ▶ Long-established presence in Growth Markets⁵ which account for 29.2% of retail business volume³
 - ▶ Madrid is the second most important market for Ibercaja
 - ▶ Since 2019, retail business volume³ in Growth Markets has increased by 8.1% or €2.2bn

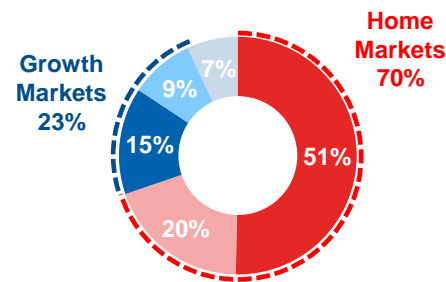
Ibercaja's main markets



■ Aragón ■ Rest of Home Markets ■ Madrid ■ Mediterranean Basin ■ Rest of Spain

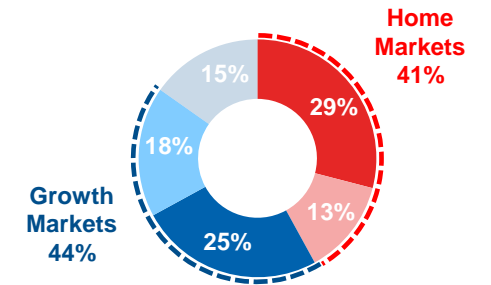
Retail customer funds⁶

% - 4Q2021



Performing loans excluding REPOs

% - 4Q2021



Source: Company information as of December 31, 2021; ¹ 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; ² 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); ³ Performing loans excluding reverse repurchase agreements plus retail customer funds; ⁴ Source: Bank of Spain as of December 2021 (latest available data); ⁵ 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); ⁶ Sum of retail deposits and asset management and life savings insurance funds 16

★★★ Loyal customer base and clear roadmap for digital transformation

20Y
Average customer tenure

7.0
Average products / services per customer

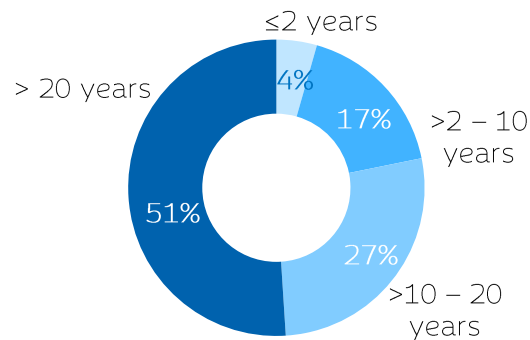
2nd
global customer satisfaction¹

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



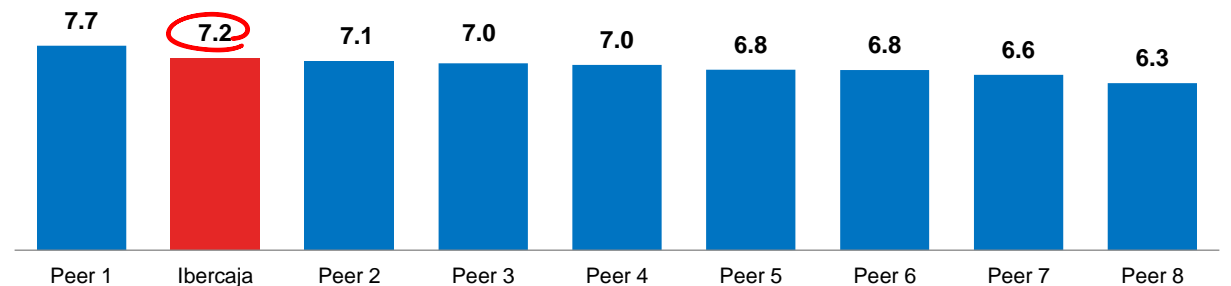
Customer tenure

Years, info for individual customers – December 2021



Global customer satisfaction¹

December 2021



Source: Company information as of December 31, 2021; ¹ 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

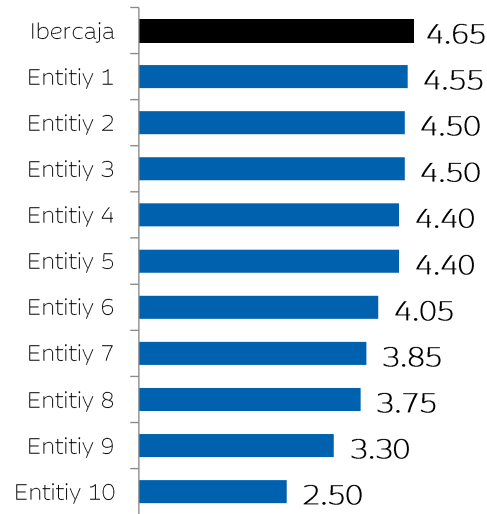
★★★ Loyal customer base and clear roadmap for digital transformation

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



Banking APPs ranking¹

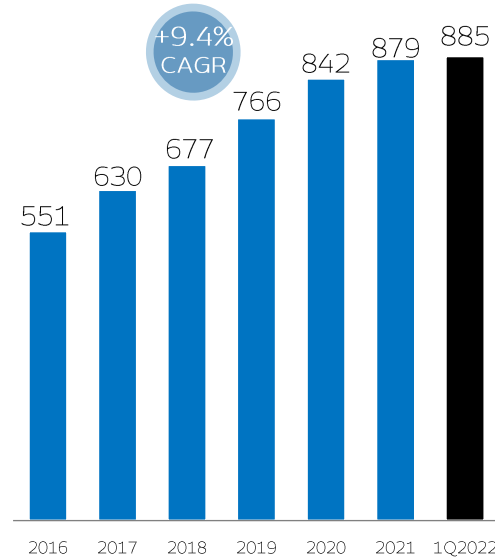
1-5 Scale- Play Store Android and AppStore



Strong customer satisfaction with our digital assets

of digital customers²

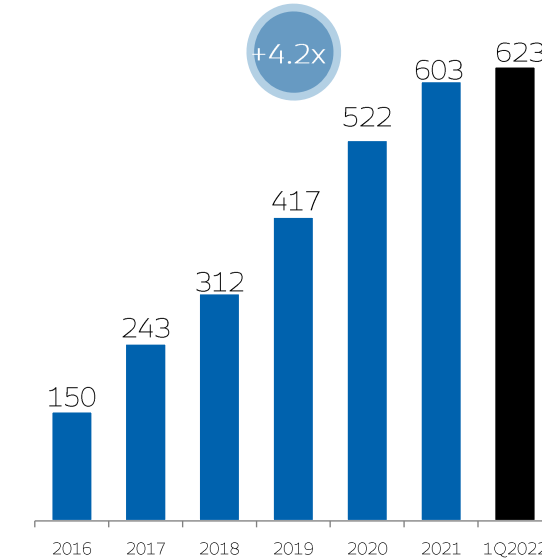
000s



Digital customers have increased 61% since 2016

Mobile banking users

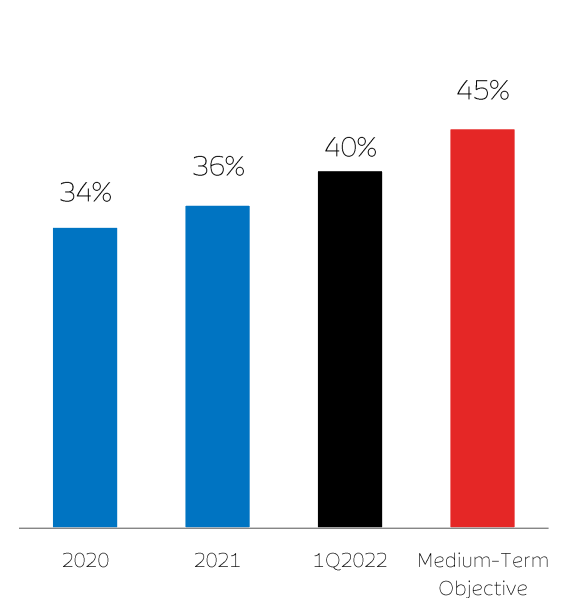
000s



The number of users of Ibercaja App has increased 4.2x

Digital sales³

%



Ibercaja targets 45% digital sales in the medium-term

Source: Company information as of March 31, 2022; ¹ 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; ² Number of customers that have used the web or the app of Ibercaja at least once during the last month; ³ 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

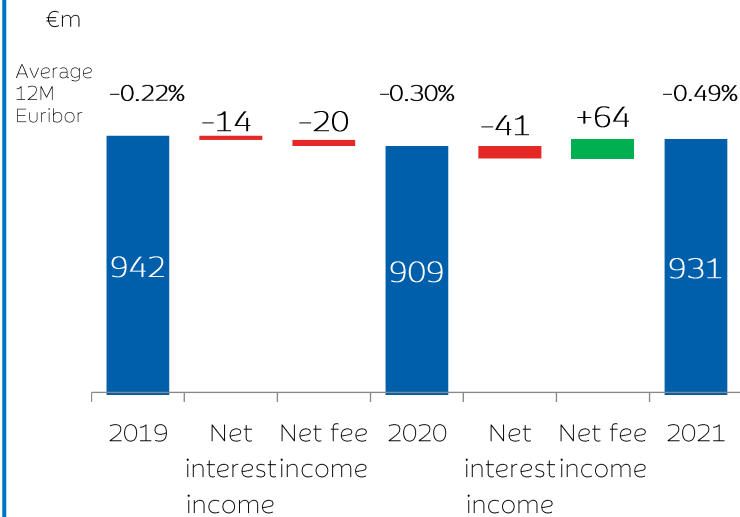


Recent P&L evolution

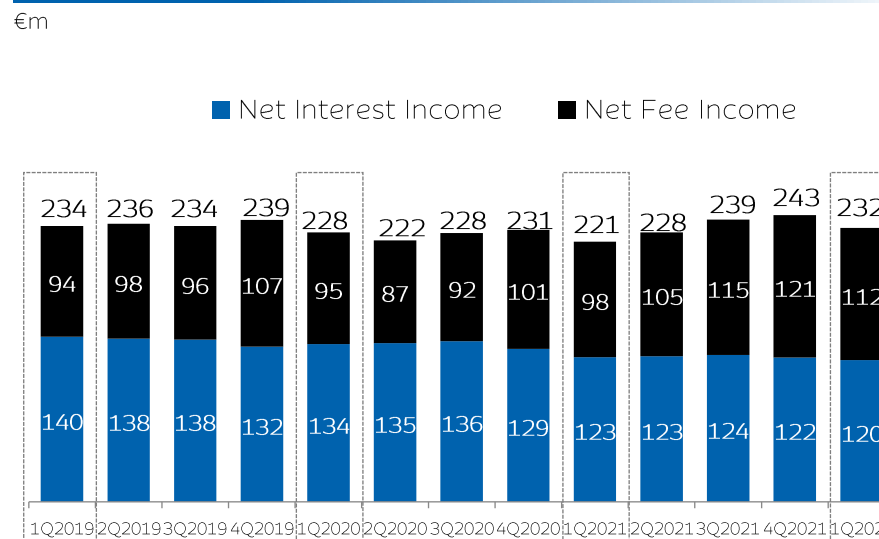


Our diversified and resilient business model has allowed Ibercaja to recover 2019 revenue levels...

Recurring revenues variation

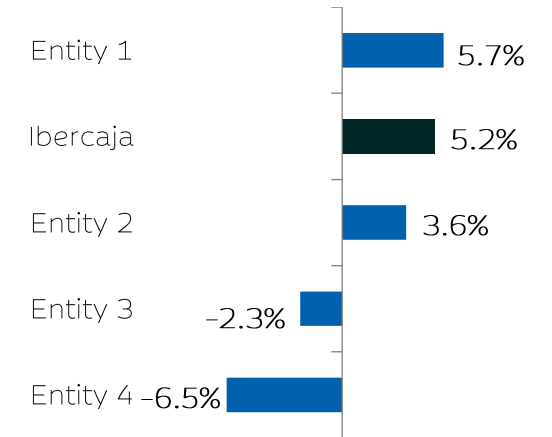


Recurring revenues



Recurring revenues YoY¹

% - 1Q2022 vs. 1Q2021



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.

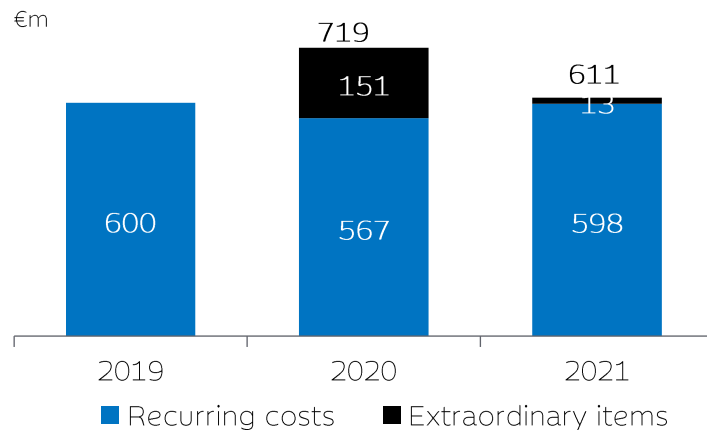
As of March 2022, recurring revenues are up by 5.2% YoY or €12m, the second highest increase among peers.

Source: Company information as of March 31, 2022; ¹Peers include: Bankinter, CaixaBank, Sabadell and Unicaja

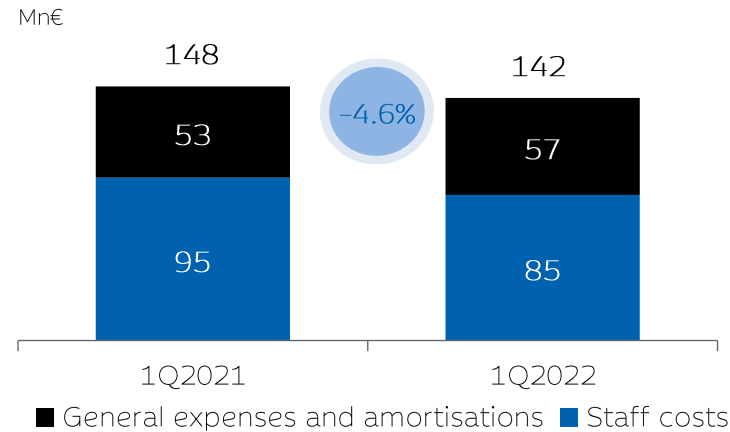


... while cost savings coming from the ongoing redundancy plan are starting to materialize

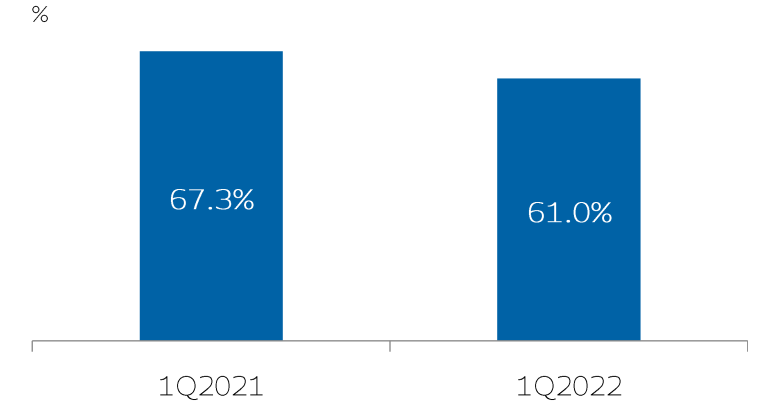
Operating costs



Operating costs



Recurring cost to income ratio



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)

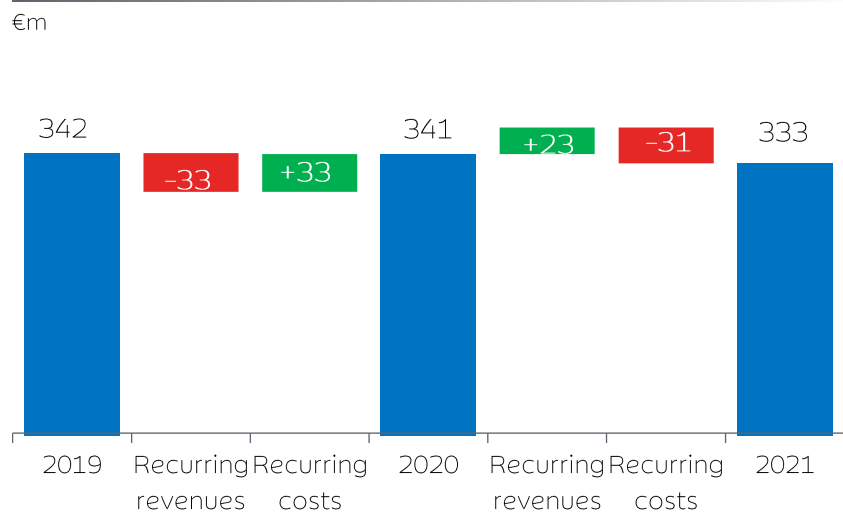
- ▶ As of March 2022, there have been **642 departures**, which represents a degree of execution of 86%. The remaining departures are expected to materialize in 2Q2022. The extraordinary costs associated with this redundancy plan have already been accounted for.

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

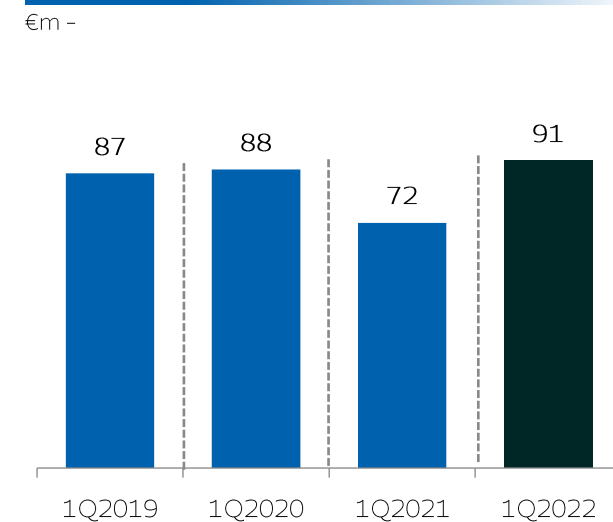
Recurring profit before provisions



Recurring profit before provisions



Recurring profit before provisions



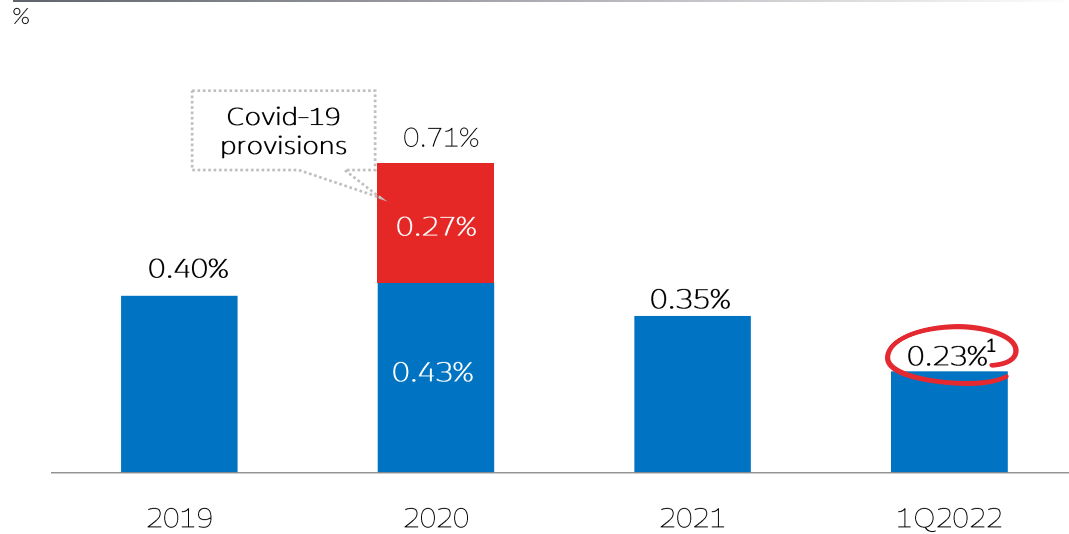
During the pandemic, the increase in fee income and temporary cost reduction measures allowed recurring profit before provisions to remain broadly stable.

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.

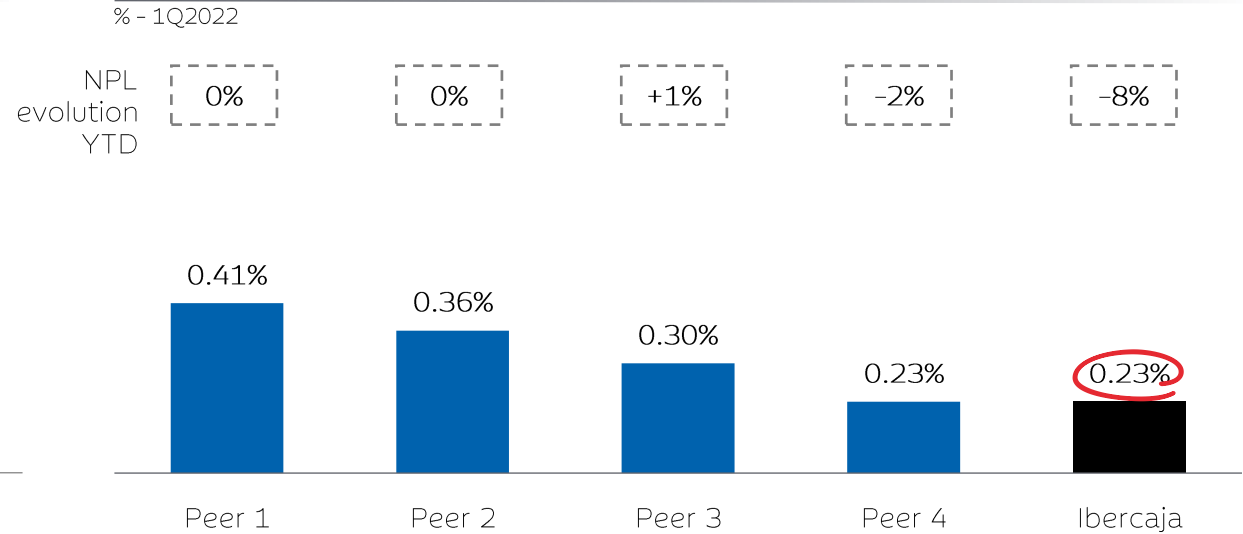


Cost of risk expected to remain low after covid-19 effort

Cost of risk evolution



Cost of risk of Spanish peers²



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.

Source: Company information as of March 31, 2022; ¹ Considers annualized March 31, 2022, provisions and impairment associated with credit risk and foreclosed assets (€18.3m *4 = €73m) divided by the average exposure for the last four quarters (gross loans and advances to customers and gross value of foreclosed assets, €31,803mm); ² Peers' publicly available information as of March 31, 2022. Peers include: Bankinter, CaixaBank, Sabadell and Unicaja. As reported by each institution



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%
1 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%
2 Net Income	55	63	15.2%

1 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

2 Net income grows 15.2% YoY. Annualized ROTE¹ 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)

Source: Company information as of March 31, 2022; ¹Based on 1Q2022 annualized net income. 1Q2021 ROTE does not include the annual contribution to the Deposit Guarantee Fund (DGF) which in 2021 amounted to €52m and mostly takes place in the 4Q.



Strategic Plan:
“Plan Desafío 2023”
Key Targets



Medium-term targets

Profitability

c.9%
ROTE



Asset Quality

c.4%
NPA Ratio

Solvency

12.5%
CET1 Fully Loaded



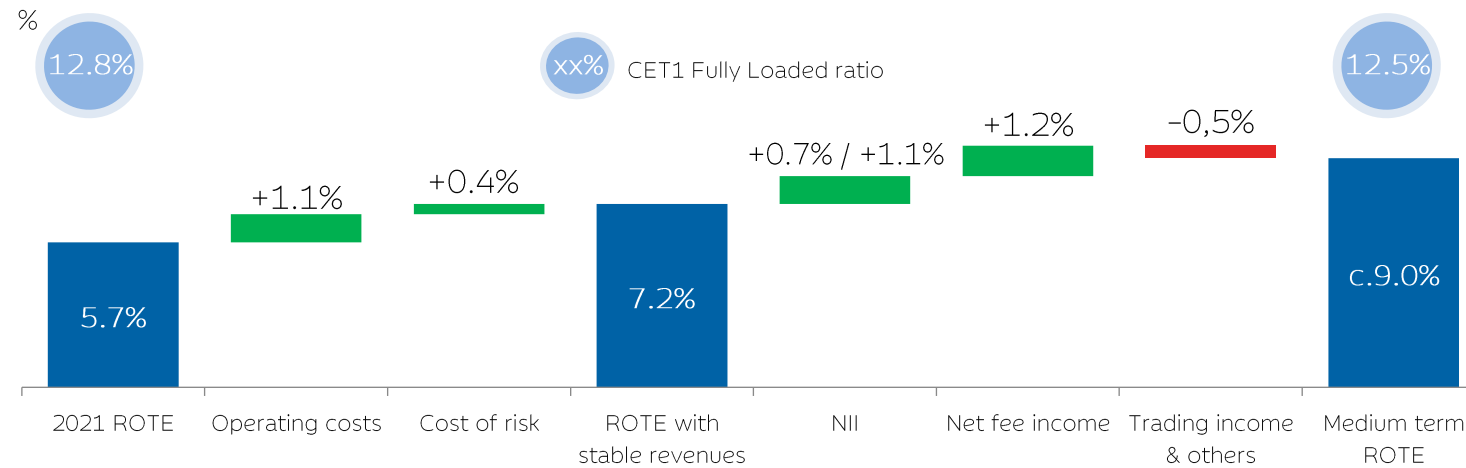
Remuneration
to Shareholders

60%
Payout



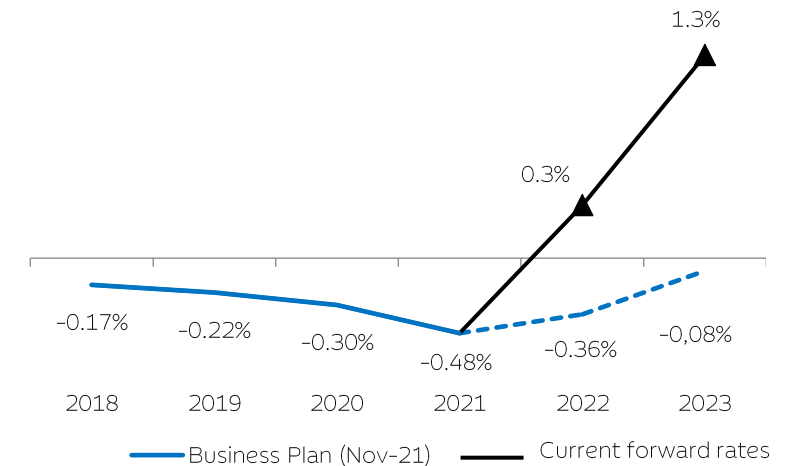
Plan Desafio 2023 is focused on improving our recurring profitability

ROTE*



12M Euribor futures curve (annual average)

% - Bloomberg



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.

Source: Company information ; ¹ As of December 30, 2021; * November 2021 updated

IV

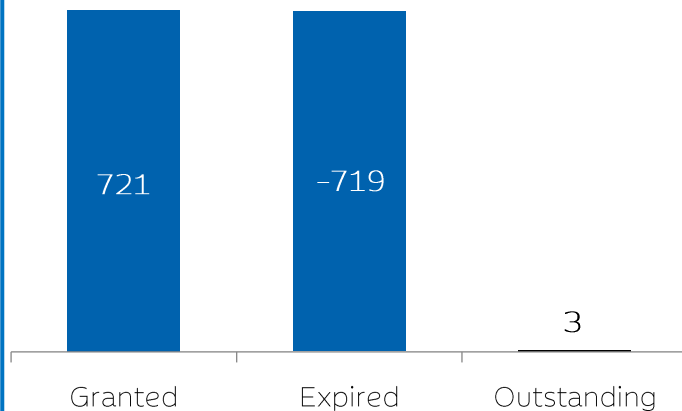
Appendix



Lower risk profile than peers

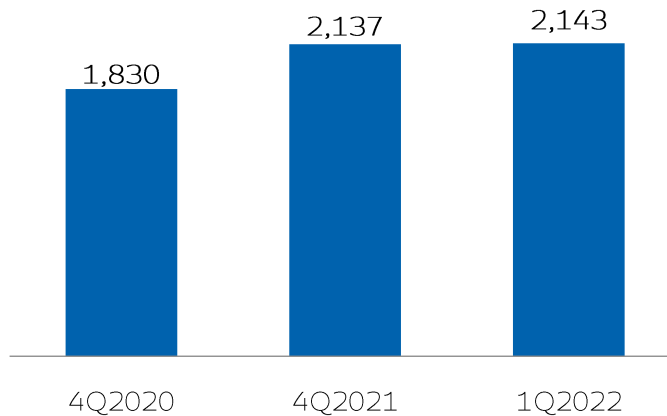
Outstanding granted moratoria

€m – 1Q2022



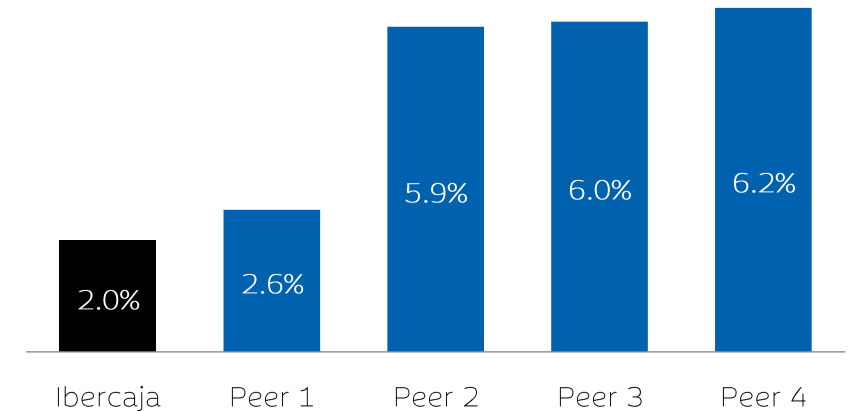
Accumulated evolution of granted ICO lending

€m



Loans to sectors most affected by the covid-19 pandemic¹

% gross loans - Transparency exercise – transport, hospitality², leisure³



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

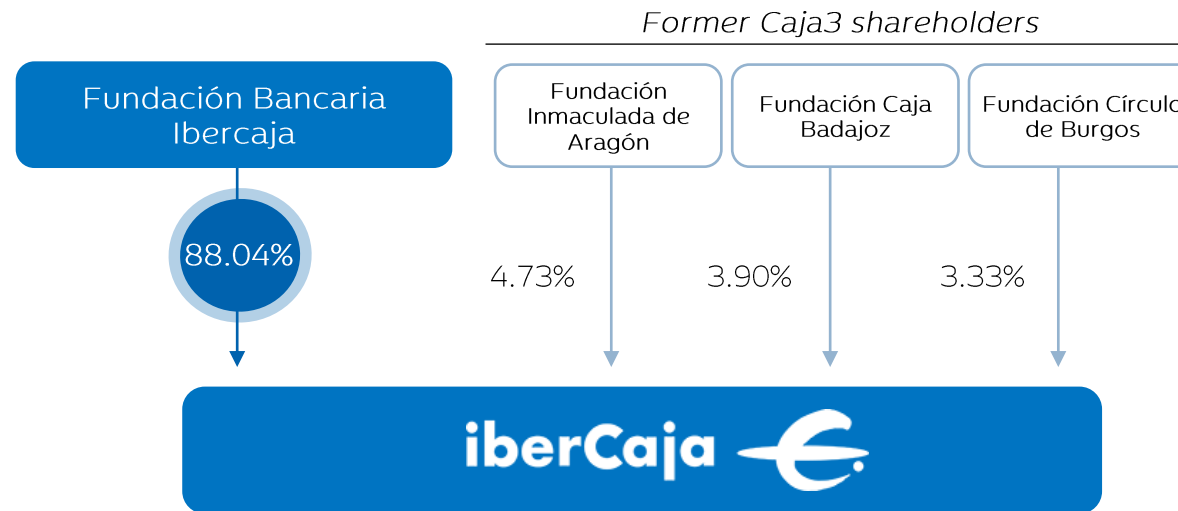
Source: Company information as of March 31, 2022, ¹ Source: EBA Transparency Exercise as of June 30, 2021 for peers and Ibercaja as of December 31, 2021. Peers include: Bankinter, CaixaBank, Sabadell and Unicaja; ² Hospitality refers to accommodation and food service activities and art; ³ Leisure refers to entertainment and recreation



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 fund²



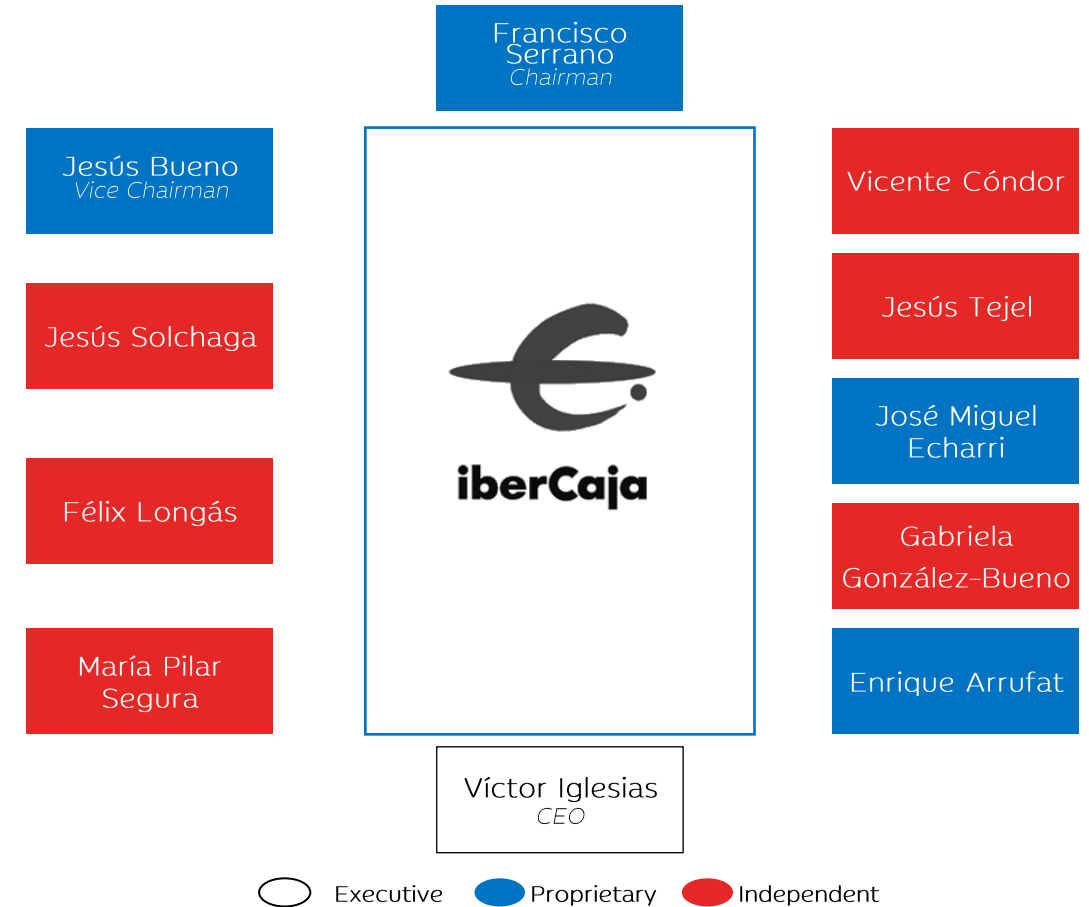
Sound corporate governance and experienced management team

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

Ibercaja Board of Directors



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



Sound corporate governance and experienced management team

79%
NPAs
reduction
since 2014

+709
bps
Total FL
Capital Ratio
since 2014

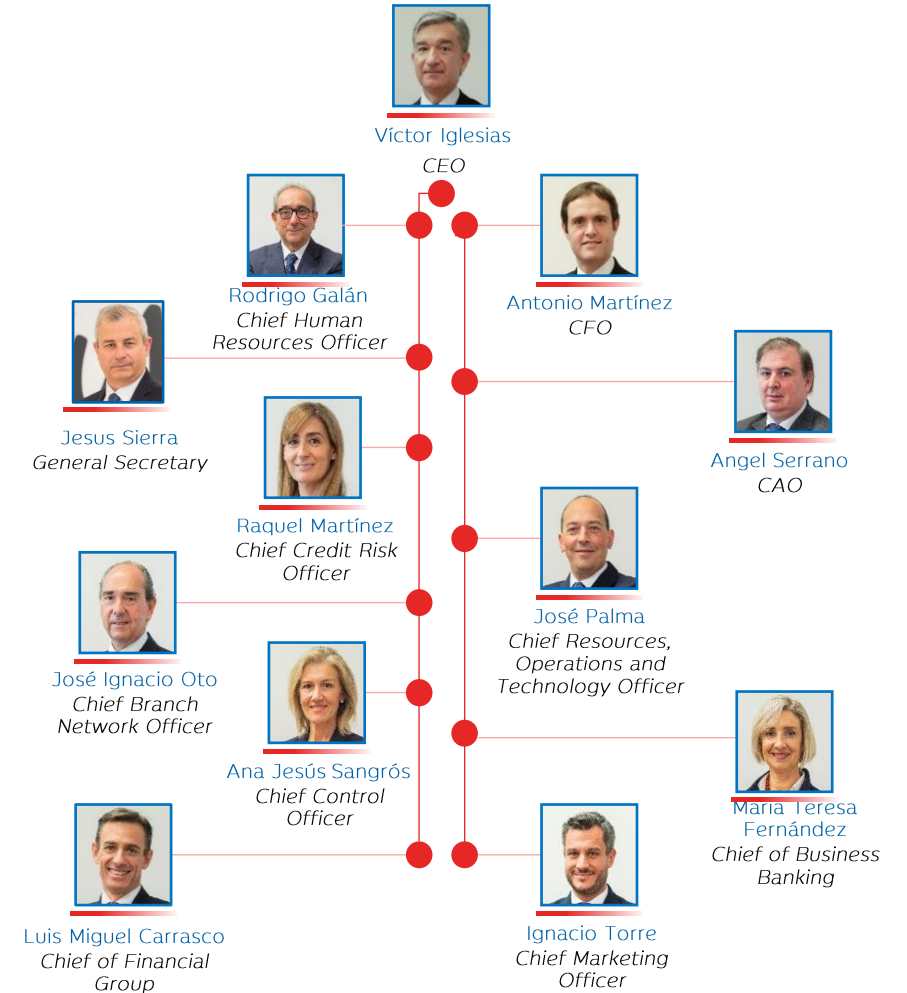
+56%
Retail business
volume per
employee
since 2014

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

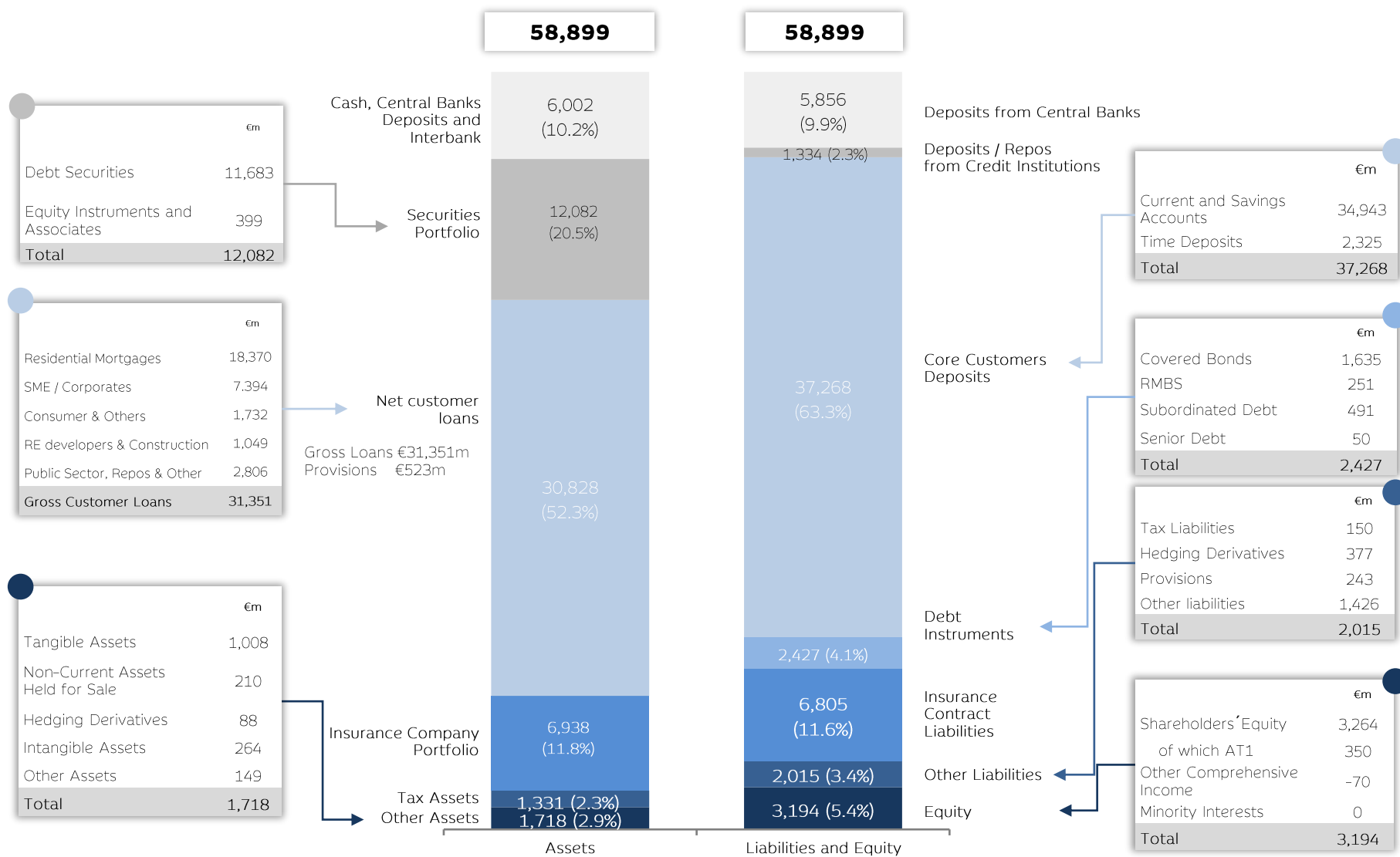
40% of our management positions be held by women by 2023 (31% as of today)



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 revenues¹	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)
<i>of which: recurring operating expenses</i>	(600)	(567)	(598)
<i>of which: non-recurring operating expenses</i>	0	(151)	(13)
Profit before provisions	326	283	341
Provisions and impairments	(185)	(226)	(127)
<i>of which: cost of risk</i>	(134)	(233)	(114)
<i>of which: other</i>	(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 (redundancy 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

