



An ambitious Medium Term Plan combining prudence and performance



A reaffirmed universal customer-focused banking model

A customer-focused development plan in response to the digital revolution





Priority on organic growth and strong synergy development $> \in 8.8$ Bn synergies

An important cost reduction plan > € 900M per annum savings for CASA





An investment programme commensurate with our ambitions $> \in 7.7$ Bn over 4 years

A strategic ambition embedded in four priorities



Plan to simplify the Group's capital structure





Roll out our ambitious
Customer Project enhanced by the digital transformation to serve customers





Strengthen the Group's growth dynamics in its core business lines





Transform the Group to sustainably improve its operational efficiency

