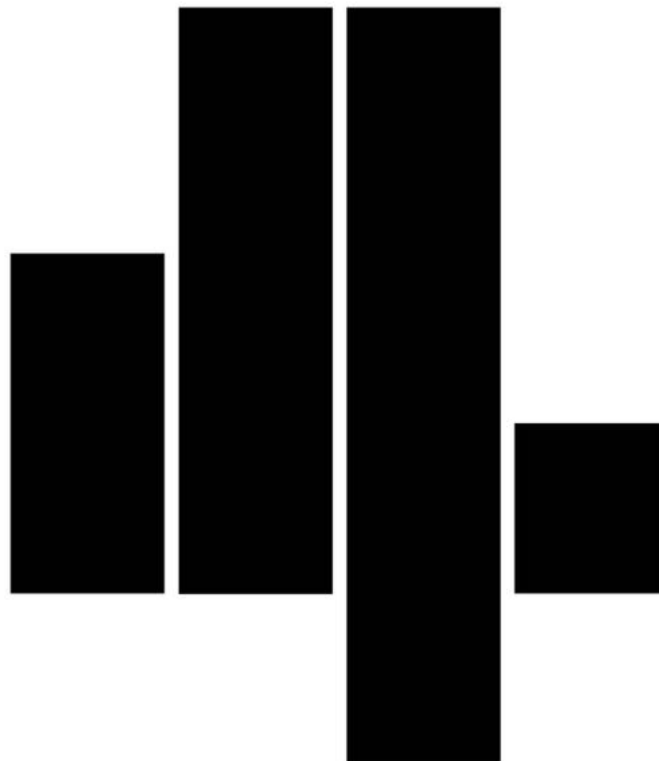


Businesses



- 98 Banking Business Spain
- 131 Banking Business United Kingdom
- 135 Banking Business Mexico

Businesses

The key financial figures associated with the Group's largest business units are shown below, in line with the segment information described in Note 38 to the consolidated annual financial statements for the financial year 2025.

4.1 Banking Business Spain

4.1.1. Key figures

Net profit in 2025 amounted to 1,394 million euros, representing a year-on-year decrease of 8.1%, as 2024 included 115 million euros net of non-recurring impacts. Not including these impacts, net profit would be in line with the previous year.

Net interest income amounted to 3,411 million euros as at the end of 2025, falling by 6.6% year-on-year, mainly as the result of a reduced credit yield and a smaller contribution by credit institutions, which were impacted by lower interest rates.

Net fees and commissions stood at 1,268 million euros, 3.0% more than at the end of 2024, mainly due to the increase in asset management and insurance fees.

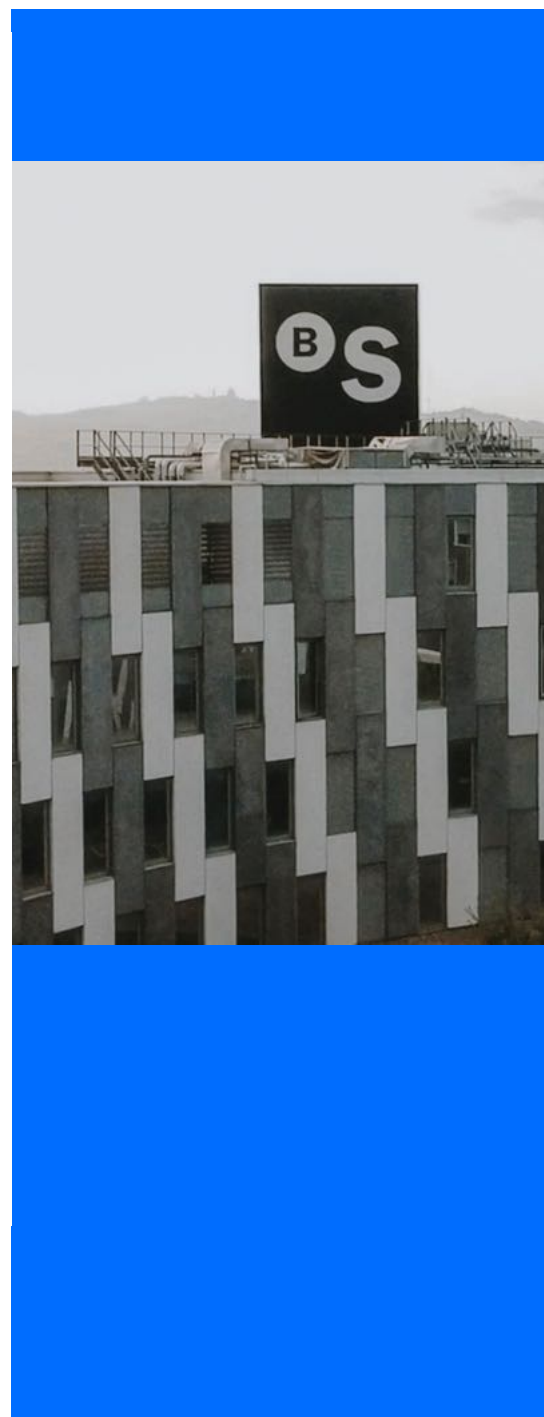
Profit or loss on financial operations and exchange differences fell by 22 million euros, mainly due to an offer to buy back subordinated bonds and the currency hedge on the sale price of TSB.

Equity-accounted income and dividends showed year-on-year growth of 8.9%, due mainly to the increased contribution of the insurance business.

The positive year-on-year variation is mainly attributable to the bank levy, whose last year of validity was 2024, and which generated an expense of 192 million euros in that year. In 2025, the tax on net interest and commission income of certain financial institutions came into effect, amounting to 123 million euros, which was recognised under the Corporation tax line item.

In addition, after the strategic deal signed between Nexi S.p.A. and Banco Sabadell (see Note 2 to the consolidated annual financial statements for 2025) came to an end in October 2025, certain expenses related to the assets of the subsidiary Paycomet, which in 2024 were recognised under provisions, were instead recognised as depreciation expenses as at the end of 2025.

Provisions and impairments amounted to 472 million euros, down by 27.6% year-on-year, mainly due to the improvement in both credit provisions and real estate provisions.



Million euro

	2025	2024	Year-on-year change (%)
Net interest income	3,411	3,652	(6.6)
Net fees and commissions	1,268	1,231	3.0
Core revenue	4,679	4,883	(4.2)
Profit or loss on financial operations and exchange differences	(22)	36	(161.3)
Equity-accounted income and dividends	181	166	8.9
Other operating income and expenses	(82)	(249)	(67.0)
Gross income	4,755	4,836	(1.7)
Operating, depreciation and amortisation expenses	(2,154)	(2,071)	4.0
Pre-provisions income	2,601	2,765	(5.9)
Provisions and impairments	(472)	(652)	(27.6)
Capital gains on asset sales and other revenue	(34)	(14)	137.7
Profit or loss before tax	2,096	2,098	(0.1)
Corporation tax	(700)	(579)	20.8
Profit or loss attributed to minority interests	2	2	(0.9)
Profit attributed to the Group	1,394	1,517	(8.1)
Cumulative ratios			
ROTE (net return on tangible equity)	14.4 %	15.9 %	
Cost-to-income (administrative expenses / gross income)	45.3 %	35.1 %	
NPL ratio	2.7 %	3.3 %	
Stage 3 coverage ratio, with total provisions	69.9 %	66.3 %	

Gross performing loans increased by 4.9%, growing across all segments, particularly the mortgage book.

On-balance sheet customer funds increased by 3.5% year-on-year, while off-balance sheet funds grew by 14.0%, mainly due to mutual funds and third-party insurance products.

Million euro

	2025	2024	Year-on-year change (%)
Assets	186,300	177,348	5.0
Gross performing loans to customers	114,669	109,291	4.9
Non-performing real estate assets, net	434	497	(12.8)
Liabilities and equity	186,300	177,348	5.0
On-balance sheet customer funds	128,598	124,235	3.5
Wholesale funding in capital markets	19,531	21,135	(7.6)
Allocated own funds	11,375	12,161	(6.5)
Off-balance sheet customer funds	52,656	46,171	14.0
Other indicators			
Employees	13,617	13,525	0.7
Branches and offices	1,149	1,152	(0.3)

Details of the main business lines within Banking Business Spain are given here below.

4.1.2. Retail Banking

4.1.2.1. Business overview

Retail Banking is Banco Sabadell's business unit that offers financial products and services to individuals for personal use. The business is based on a banking model that combines processes typical of a digital bank for interactions that require the autonomy, immediacy and simplicity that only digital channels can offer with specialised and personalised commercial management for those interactions where expert support is needed, provided through the branch network, both in brick-and-mortar branches and remotely.

Among the main products offered, it is worth noting investment and financing products in the short, medium and long term, such as consumer loans and mortgages. As for funds, the main products on offer are customer term and demand deposits, savings insurance, mutual funds and pension plans. In addition, the value proposition is supplemented with essential services such as payment methods, particularly cards, and a comprehensive suite of various kinds of insurance products.



4.1.2.2. Management milestones in 2025 and priorities for 2026

Retail Banking bases its activity on the following pillars that contribute to the objective of increasing the base of transactional customers, gaining market share in key products and providing first-class services to customers:

- Product-based organisation, which makes it possible to focus on customers' needs and to offer specialised and personalised products and services, enabling greater autonomy, immediacy, agility and simplicity.
- The specialised sales force, supported by the branch network, allows a superior customer support model to be offered for products where customers require more advice or support from experts, such as mortgages, protection insurance and savings/investment.
- The development of digital capabilities in relation to servicing, the attraction of digital demand, and the generation of digital sales in self-service and remote channels.

In that regard, in 2025 the Retail Banking business has continued with its transformation, moving forward in the following areas:

- Continue to expand the customer base, focusing on digital onboarding whilst also improving customer experience across all channels.
- Consolidate the new direct banking capabilities, with a value proposition adapted to new customer habits and an increase in scalability and efficiency.
- Serve the Bank's customers through their preferred channel. On this point, it is worth noting the popularity of the mobile app, which has consolidated itself as the primary interaction channel for serving customers.
- A remarkable improvement in customer experience rankings, enhancing the quality of interactions with them, which forges long-lasting and quality relationships whilst promoting the brand, increasing its visibility and awareness to gain market share.

It is clear that the transformation has been consolidated in 2025, with Retail Banking now undeniably a profitable business, with improved customer perception and a solid foundation from which to grow steadily going forward.

In 2026, the business priorities centre around continuing to grow in a profitable way, leveraging the transformation to that end and with a larger number of engaged customers during the first few months of the relationship. In addition, the focus will remain on continuing to improve brand appeal and customer experience in all channels.

4.1.2.3. Main products

The main Retail Banking products are described here below:

Mortgages

In 2025, the mortgage market was characterised by expansion, with the amount granted through new mortgage loans growing by a cumulative 17%.

This growth was driven by lower interest rates, in terms of both the 12-month Euribor and the mortgage rates offered by financial institutions. This development helped to ease the burden of monthly loan instalments, thus enabling the growth of the real estate market.

Against this backdrop, fixed-rate mortgages in Banco Sabadell cemented their position as the preferred product of its customers, accounting for 90% of total new mortgage contracts as at the end of 2025. This preference is explained by customers' search for stable

borrowing conditions, given the uncertain economic environment, as well as protection against future hikes in benchmark rates. Similarly, discount mortgages, including both fixed-rate and floating-rate, represented 86% of the total as at the end of 2025.

Banco Sabadell has continued to strengthen its competitive position in the mortgage market by adopting several key initiatives:

- Larger market share: the Institution has managed to increase its market share, thanks to competitive mortgage deals adapted to the needs of customers and backed by an effective commercial strategy.
- Specialised distribution model: all of the Bank's branches have been brought into the model of mortgage specialists, firmly committing to remote management. At present, 234 specialists operate remotely, covering 100% of the branch network, which allows for greater capillarity and operating efficiency.
- Overhauled mortgage process: progress has been made in digitalising and simplifying the mortgage application process, shortening processing times and improving customer experience, providing greater agility to the management of demand and help to optimise internal resources.
- Enhanced digital experience: new technological and business intelligence capabilities have been added to the initial phase of customers' digital journey, intended to optimise customer onboarding and increase lead conversion rates, thereby making the customer experience more efficient and personalised.

Consumer Loans

In terms of consumer loans, 2025 was characterised by a 20% increase in volume in the Retail Banking segment, driven by the expansion and improvement of digital product arrangement capabilities, particularly in reactive products, and the adaptation of the product range to the needs of the end-consumer through the use of advanced intelligence models, always ensuring adequate risk management and segmentation.

At present, 87% of origination takes place through remote channels (58% in digital self-service), while pre-approved loans account for 84% of total origination in euros.

Payment Services

2025 has been a good year in terms of the growth of payment card activity, with a 6% year-on-year increase in net turnover, reaching 21,846 million euros.

In 2025, the instant card issuance process was further consolidated, allowing customers who apply for a new card to have it immediately available for use in e-commerce and mobile payment transactions. Furthermore, in July the possibility of immediate card activation was introduced across all in-branch channels, thereby enhancing the agile and digital experience. The percentage of card activations executed via digital channels already accounts for 56% of total activations, while 25% of purchases are made with mobile payments.

With regard to the Bizum payment system, Banco Sabadell has more than 1.7 million registered users.

Demand Deposits

In 2025, Banco Sabadell consolidated its position in the demand deposits market, strengthening its ability to attract new customers and create engaged customers, thanks to a competitive proposition both in the digital channel and in its network of branches.

After launching the digital onboarding process in 2023, which improved its business productivity and customer experience, the Sabadell



Online Account was revamped in 2024, expanding its scope to also cover the self-employed segment. This helped turn the account into a comprehensive solution for customers looking for their main bank to cater to both their personal and professional needs.

This strategy was consolidated in 2025, with sustained growth in digital applications for products and improved levels of customer engagement, thanks to an offer that combines simplicity, accessibility and added value. The proposal was reinforced with specific campaigns and improved user experience in digital channels, remote channels, and in-person channels.

The main demand deposit accounts offered are the following:

- Sabadell Online Account: aimed at new retail customers and self-employed professionals, with a 100% digital opening process.
- Sabadell Account: for retail customers, available through all channels.
- Key Account: designed for non-resident foreign customers.

There is also still a complementary offer for groups with specific needs, such as minors, non-residents and people at risk of financial exclusion, through the Basic Payment Account.

Savings and Investment

The market volatility brought about by the announcement of further tariff increases in the international context, together with the actions taken by the main central banks, in turn closely linked to the publication of economic data, have shaped asset performance and, by extension, the profitability of investment funds.

In mutual funds, the main milestones during the year were the following:

- The mutual funds range was adapted to the market situation and to customer demand by incorporating the following types of products:
 - Guaranteed products: in 2025, the guaranteed funds programme centred on the *Sabadell 12M Garantizado* guaranteed product range, comprising daily-liquidity funds. This range was supplemented with the launch of two new vehicles, *Sabadell 12M Garantizado Marzo* and *Sabadell 12M Garantizado Octubre*, and the guarantees on *Sabadell 12M Garantizado* and *Sabadell 12M Garantizado Diciembre* were renewed for another year.
 - Discretionary fund portfolio management: a key service for the funds on offer. The revitalised portfolio management service, *Cartera Sabadell*, is now even more important for customers wishing to delegate their investment decisions to specialists, according to their risk profile and objectives. Three different types of portfolios are available to start investing, with the option to choose between five strategies with different levels of risk:
 - Sabadell Portfolio (*Cartera Sabadell*): with a percentage of equities of 25%, 50% and 75%.
 - Sabadell Plus Portfolio (*Cartera Sabadell Plus*): with a percentage of equities of 10%, 25%, 50% and 75%.
 - Sabadell Private Portfolio (*Cartera Sabadell Privada*): with a percentage of equities of 10%, 25%, 50%, 75% and 90%.

An exclusive investment option for Sabadell Private portfolios (profiles: 50, 70 and 90) and Sabadell Plus portfolios is also now available.

- Charitable products: in order to boost the *Sabadell Inversión Ética y Solidaria* charitable fund, given the growing interest in this type of fund, its contribution to charitable causes has been increased and the management fee percentage has been reduced, at the same time expanding the opportunities available to customers to increase their returns.



— Workflows have continued to be worked on, in order to enhance customer experience in the digital channel.

In relation to savings insurance products, these saw an increase in 2025, especially insurance products with a guaranteed interest rate, mainly the Sabadell Savings Insurance (*Seguro de Ahorro Sabadell*) product, thanks to promotional campaigns. This insurance product guarantees a net interest rate that is revised every six months, with full and partial availability, flexible contributions, and zero costs or fees. Promotional campaigns have also been launched to encourage applications via remote channels and combinations with protection insurance.

With regard to the pensions business, as well as guaranteed return insurance plans, the trend followed by interest rates has boosted demand for Insured Retirement Plans (IRPs) with longer payback periods. To sell individual pension plans, campaigns have been continued, offering very competitive incentives to acquire pension plans from other institutions. This year saw the consolidation of sales of simplified occupational pension plans for the self-employed, first brought to market in 2024, which permit higher contributions than individual plans and are promoted by the Professional Union of Self-Employed Workers (Unión Profesional de Trabajadores Autónomos, or UPTA) and the General Council of Economists (Consejo General de Economistas).

With regard to deposits, this year Banco Sabadell has consolidated its value proposition, maintaining a stable range of products adapted to the needs of customers, both in the branch network and on the digital channel. The Bank offers products that combine profitability, simplicity and easy access.

The strategy has focused on offering term savings, especially to customers with a digital profile, strengthening the online channel as the preferred means of applying for these products, thanks to its agility and the continuously improving user experience.

The key products during the year include the *Depósito Crecimiento* and *Depósito Líder* deposits, which offer flexible options for different savings horizons. The offer is completed with the *Depósito Sabadell Bonificado* product, a deposit that pays more interest the higher the level of customer engagement, measured by the products that they hold either at the time of opening the deposit or that they acquire thereafter.

Similarly, the range of online deposits has been expanded, with new terms to maturity now available, consolidating the digital channel as a key lever in the Bank's commercial transformation strategy.

Lastly, throughout the year, the range of structured deposits has been kept in line with the target levels of both deposits gathered and deposits retained.

Protection Insurance

The products offered by the insurance business are designed to meet various protection needs, in relation to both personal liability and assets, always seeking to adapt each type of product to the profile of each Retail Banking customer. The insurance business also focuses on obtaining the highest levels of customer satisfaction every time a product is used.

Customers mainly subscribe to the insurance products distributed by the Group through the insurers in which the Group holds a 50% stake thanks to the agreement between Zurich Group, BanSabadell Vida and BanSabadell Seguros Generales. The first of these insurers, which has the largest business volume, occupies the top spots of insurance firm rankings, based on premiums issued and technical provisions. In addition, BanSabadell Seguros Generales has entered into co-insurance agreements with Sanitas and Meridiano Seguros for health insurance and funeral insurance, respectively.

These products are marketed by various qualified figures, notably by insurance specialists, and through various channels, both on-site and remote.

In 2025, the business has continued to grow steadily in protection premiums (which are up 10% on the previous year), the main products that contribute to this business being life insurance, home insurance and health insurance, which recorded growth rates compared to the previous year of 10%, 10% and 18%, respectively.

In addition, in order to keep offering customers high-quality products and services, towards the end of the year a new range of life and home insurance products was launched, offering various options and premium payment formulas in order to offer the best coverage according to the existing needs of each customer. Within this new product range, it is worth mentioning Zenit, which allows customers to keep the same premium during the first three years, without it increasing.

Sabadell Consumer Finance

Sabadell Consumer Finance is the Group's company specialising in consumer finance at the point of sale. It carries out its activity through various channels and lines of business via cooperation agreements.

In 2025, activity in the automotive business continued to record growth in the region of 7%, and the alliances with big dealer groups were also reinforced.

Progress continues to be made in the realm of digital transformation, consolidating the levels of finance granted directly through the Institution's point-of-sale devices through Instant Credit.

In 2025, Sabadell Consumer Finance executed more than 245,000 new transactions through more than 18,000 points of sale located throughout Spain, which translated into an inflow of new investments amounting to 1,797 million euros. With this, the total outstanding exposure of Sabadell Consumer Finance comes to 2,860 million euros.

4.1.3. Business Banking

4.1.3.1. Business overview

The Business Banking unit offers financial products and services to legal and natural persons for business purposes, serving all types of companies with turnover of up to 200 million euros, as well as the institutional sector. The products and services offered to companies are based on short- and long-term funding solutions, solutions to manage cash surpluses, products and services to guarantee the processing of day-to-day payments and collections through any channel and in any geographical area, as well as risk hedging and bancassurance products.

Banco Sabadell has a clearly defined relationship model for each business segment, which is innovative and sets it apart from its peers and which allows it to be very close to its customers, acquiring in-depth knowledge of its customer base whilst at the same time offering a strong level of engagement.

Companies with turnover in excess of 2 million euros are mainly managed by specialised branches. All other companies, which include SMEs, small businesses and self-employed persons, are managed by standard branches. All of these companies have relationship managers who specialise in their respective segments, as well as access to expert advice from product and/or sector specialists.

This all enables Banco Sabadell to be a yardstick for all companies, as well as a leader in customer experience.



4.1.3.2. Management milestones in 2025 and priorities for 2026

In 2025, the Business Banking unit focused its management efforts on strengthening the strategic courses of action established for each segment, in accordance with the Strategic Plan. This approach is reflected in a significant improvement in the profitability and specialisation of the large corporates and SMEs segments, through specialised solutions tailored to customers, and in the framework's enhancement and the risk function's rapid optimisation of the portfolio's credit profile. The branch network's specialisation has helped to improve the business's cost of risk and Return on Tangible Equity (ROTE).

Furthermore, the development and enhancement of the sector's commercial offering aimed at small businesses and self-employed persons constituted another key management milestone during 2025, successfully consolidating the Bank's position as a leading specialist in the market for this segment.

In 2026, Business Banking will face a series of key challenges that will set the course for its strategy in the coming years. Efforts will be made to boost the growth of the customer base and the profitability of the various segments, endeavouring to optimise operational efficiency and the range of specialised products and services so as to meet the specific needs of each customer. Particular emphasis will be placed on improving cost of risk, implementing proactive measures to mitigate risks and make the portfolio more robust.

In addition, the Institution's commitment to excellence in customer experience will be a core pillar. Significant initiatives will be undertaken, designed to improve customer interactions and satisfaction across all segments, from large corporates to self-employed persons.

Lastly, the Institution aims to consolidate and cement its position as the leading bank for its business customers. This goal will be achieved with high-quality financial solutions, the cornerstones of the approach being innovation, specialisation, and customer centricity and proximity.

The different segments, specialists and commercial products that fall within Business Banking are described here below.

4.1.3.3. Segments

Corporates & SMEs

2025 has been the year in which the changes to the management model implemented in early 2024 have solidified. The main pillars of the management model are the following:

- Branches for large corporates: 32 branches specialised in companies with turnover in excess of 10 million euros, staffed with 200 relationship managers, some of them with a portfolio specialised in companies from the most representative sectors within their area of activity.
- Business teams: 31 teams with over 300 relationship managers dedicated to strengthening the management of companies with turnover between 2 and 10 million euros, with commercial strategies focused on their needs. These teams also include startup managers, who are specialists in this customer segment.
- These managers and companies are also supported by more than 200 product specialists and experts on the agricultural and tourism sectors.
- Business operation centres: a servicing model that fosters a stable, trustworthy personal relationship with each company through a dedicated expert, ensuring agile and professional communication.

- The Preferential Care Service for Business Banking Customers (*Servicio de Atención Preferente Empresas*, or SAPE): a centralised service that allows companies to reach team members specialised in their day-to-day transactions and operations, either by phone or through the Customer Care Space via BSONline for text-based support. These managers respond to requests immediately. Most of these requests are regarding their online transactions and activities.
- Risk acceptance models: designed so that managers can be proactive when offering solutions and are able to respond to loan applications more quickly and efficiently.

This specialised management model is underpinned by a continuing education plan for relationship managers. This plan notably includes the Expert Programme for business banking managers, jointly developed and taught by the Business Institute, and the Sector Specialisation Programme.

2025 saw the launch of a new application designed to acquire companies in the 2-10 million euro turnover segment, leveraging artificial intelligence. The application generates a relationship manager sheet summarising key information on potential customers, making acquisition easier and more effective. This has boosted business customer acquisition in this segment by 50% compared to 2024.

In an economic environment marked by the geopolitical situation, this comprehensive customer management service has made it possible to support companies by adapting to their circumstances. Banco Sabadell has offered customers with liquidity needs access to both basic financing solutions and complex solutions with 360° value propositions. In addition, it proactively managed companies with surplus cash.

For customers that are growing, Banco Sabadell has remained by their side with specialised lending solutions typical of the middle market, acting either alone or in a pool with other credit institutions. In this respect, structured finance transactions have been boosted in the areas of corporate finance, property and commercial real estate finance, LBOs, and project finance for energy and infrastructure. Services in the Investment Banking area have also been expanded, offering advice on transactions involving direct lending, M&As, bonds and commercial paper, among others.

All this has been reinforced with a communications and media plan to strengthen Banco Sabadell's position and leadership as the bank for corporates. This leadership is widely acknowledged by the industry and the market. To that end, the brand has been featured repeatedly in national and regional economic media. This presence has been accompanied by the ceremony for the 2025 Banco Sabadell Business and Entrepreneur Awards, held in partnership with various editorial groups.

Customers recognise the customer-driven approach and the value of the people who interact with corporates, as reflected by the internal satisfaction surveys. A testament to this is that, during 2025, customers rated both their relationship managers and branch servicing staff above 9 on average.

Banco Sabadell has been by the side of corporates, managing the full gamut of needs of its customers to help them make the best financial decisions. In 2026, the sector-specific approach will be further enhanced, providing knowledge of the sector and of the market to customers, with a greater level of professionalism, adding more value for both parties. All these initiatives have been implemented with the aim of supporting companies in order to become their main financial partner.

Small Businesses

Banco Sabadell continues to support self-employed persons, retailers and small businesses, assisting both during their daily activities and with their new projects. The Bank remains focused on enhancing the value proposition for customers, strengthening its position as a specialist in the minds of customers of this segment. This is underpinned by the promotion and consolidation of a business methodology whose key component is a differential offering specifically designed for each activity sector.

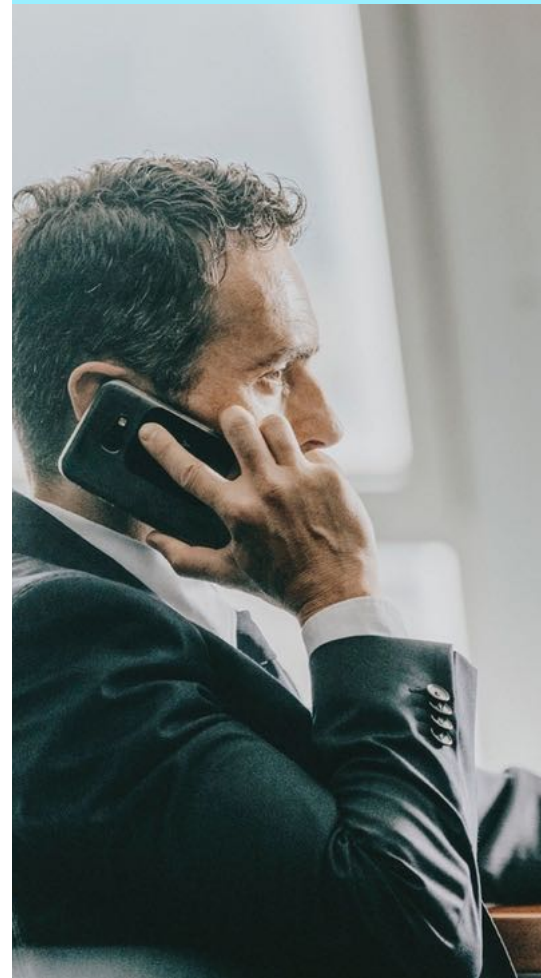
The aim is to be able to offer each customer the solution that is best suited to them based on an understanding of the unique factors that shape their day-to-day activities, building a product offer by actively listening to customers and branch managers, professional groups and sector representatives, and ensuring that they really meet the identified needs. At present, the catalogue of specific solutions considers 36 different activity sectors, prioritising those that offer the greatest potential in the current economic environment.

In accordance with this sector specialisation framework and in order to apply it to the market in a tangible way, the approach to both existing and potential customers was enhanced in 2025 with the launch of sector campaigns. These initiatives serve to galvanise the commercial activity of specialist managers and help to give a much clearer and more powerful message about the Bank's value proposition for this segment, by specifically targeting an audience with common needs and interests. Clear examples of this have been the multi-sector campaign or the campaign aimed at the health and wellbeing sector, which delivered significant year-on-year increases in customer acquisition for these sectors. Both marketing campaigns had as a common denominator the concept of proximity and have been supported by the Smart PoS terminal and its wide range of solutions, such as the Smart Dual-Screen PoS or the Smart Mini PoS, the SoftPOS (an app that turns mobile phones into PoS terminals), as well as Instant Credit, a solution that makes it possible for merchants to finance their customers' sales directly through the PoS terminal.

In addition, during 2025, relationship managers specialised in assisting self-employed workers, retailers and small businesses were once again the most numerous and representative management figure of the entire branch network, thus demonstrating the Bank's clear vocation for and commitment to a customer segment that attaches great value to proximity and personalised assistance. New features were added to the management support system available to these relationship managers, designed to help them better understand the key aspects of each sector, thus providing the best response to customers' specific needs, including a university-accredited expert training programme on how to advise businesses and self-employed workers.

In parallel, and in line with the development and consolidation of new financial service consumption habits, Banco Sabadell continued to drive the digitalisation of customers, responding to their needs to transact and apply for new products and services using self-service channels, for example, by offering them the option to set up and access an online credit line for instant payments, and enhancing the remote customer care service for self-employed persons and small businesses (known as ANA), with excellent service and query resolution indicators.

On this topic, it is worth mentioning the consolidation of a digital channel to attract and engage self-employed customers launched during 2024, allowing the Bank not only to significantly increase its sources of customer acquisition but also to fill a gap in the market with a 100% online process for this segment, offering the best conditions in the market. It should also be noted that, during this year, customers were



able to arrange and draw funds from the LIPO credit line for instant payments via the Institution's digital channels.

In 2026, the main challenges in relation to this segment involve strengthening the specialisation of both the offering and managers; consolidating a digital model for the support, management and engagement of self-employed and small business customers that can guarantee the best customer experience by combining it with the capillarity of the Bank's branch network; and continuing to drive forward the sophistication of the value proposition in collections and payments, positioning it as a key product for this segment.

SabadellUrquijo Banca Privada

2025 marked the consolidation of the business model implemented in 2023. Banco Sabadell has set itself the objective of continuing to grow steadily in Private Banking and, to that end, it has undertaken an in-depth review of the value proposition, encompassing all products and services, making significant investments in technology, products, training and events, among other things.

The main growth vector has been the acquisition of new clients. With regard to the review of the value proposition, special attention has been paid to differentiated Private Banking products, such as alternative investments and discretionary portfolio management. Amundi, the Bank's strategic partner, has continued to play a key role, being instrumental in services such as Cartera Sabadell (Sabadell Portfolio), which continues to be extensively taken up by customers thanks to specialised management, adaptability to customers' risk profiles and its diversification. Following the launch of the new Cartera Sabadell service in April 2024 this service has, in 2025, become a key component of the value proposition, underpinned by strong business momentum that has increased the number of customers that already have this service in their portfolios. At the same time, the Bank has continued to improve the service by launching new communication channels with customers and upgrading the reporting features of the self-service channels, to make professional portfolio management simpler for customers.

With regard to the investment funds on offer, there are Sabadell Asset Management funds, with exclusive products for Banco Sabadell customers, and also Amundi Group funds, in addition to an extensive range of third-party funds. In 2025, the interest rate environment presented opportunities across the entire fixed-income spectrum. Money market funds and fixed-income funds with durations of up to three years, focused on investment-grade corporate bonds, have been the cornerstone of this offering. Because of this, the range of target return funds was expanded, offering different levels of risk. Additionally, a new range of 12-month guaranteed funds with daily availability of liquidity has been rolled out, which represents a novelty in the Spanish mutual fund market.

In parallel, new equity funds have been added to the range of options to encompass all the investment ideas proposed by the Strategy division, including themes such as the space economy, gold and the near-shoring of supply chains to developed countries.

In relation to savings insurance products, these saw an increase in 2025, especially insurance products with a guaranteed interest rate, selling more life annuities as part of a very competitive product range, supplemented with solutions for not paying capital gains tax on property transfers.

In terms of the transactional offer, products such as accounts and cards exclusively for Private Banking clients have been maintained, combined with the best benefits on offer in the Bank's product range. With regard to financing products, Private Banking clients have continued to have access to special prices, thus ensuring that these transactions

remain competitive for those clients, where financing transactions are a differentiating element and help to capture new funds from those clients. In addition, the specific risk management workflows created in 2023 for staff specialised in Private Banking have been operating efficiently and with excellent transaction approval times.

Urquijo Gestión continued to solidify its business model in 2025. This marks the second anniversary of the implementation of the new organisational structure, which involves a clear-cut assignment of responsibilities between the investment team and the customer management team. This segregation of duties enables greater specialisation and efficiency, augmenting the value proposition for customers.

With this new model, the custom discretionary portfolio management service consolidates its position as the core component of the product offer for high-net-worth Private Banking clients. These portfolios rest upon two fundamental pillars: active management, geared towards generating returns in the medium term; and a personalised premium service, led by an investment expert that adapts each portfolio to the specific profile of each customer. This approach makes offering truly individualised solutions possible. Currently, Urquijo Gestión manages over 1,450 unique portfolios, reflecting its commitment to personalisation and service excellence.

Business in 2025 has been particularly intense, both as regards its evolution – with strong growth in the number of portfolios and assets under management – and in proactive customer support. It is worth noting that this proactive support has been especially meaningful during times of financial market instability, where the role of the portfolio manager has been pivotal to maintain trust.

Being close to clients is key for SabadellUrquijo Banca Privada. In order to accompany them in their journeys, more than 160 events aimed at current and potential customers were organised in 2025. These activities included economic, cultural, sport and recreational experiences, reflecting its commitment to service excellence and personalised support and strengthening the relationship between client and banker.

Furthermore, in 2025, the Bank has been recognised by prestigious international organisations such as the Global Private Banking Awards, which recognised the Bank's work in the following categories: Private Banker of the Year – Europe, Best Private Bank for Multi-Asset Products, Best Discretionary & Advisory Service Offering, and Outstanding Client Experience in Wealth Management. These awards celebrate the outstanding work propelling Private Banking.

The enhanced value proposition has been reflected in indicators assessing client satisfaction with both their banker, rated with 9.30, and the Private Banking service, achieving a seven-point improvement in its NPS compared with 2024.

The Private Banking segment is a driver for Banco Sabadell's growth, and the Bank continues to be a leading institution in Spain when it comes to Private Banking.

Institutional Business

The goal of the Institutional Business division is to develop and enhance business with public and private institutions, positioning Banco Sabadell as a leading institution in this market.

Managing this line of business requires the specialisation of products and services in order to offer a comprehensive value proposition to government agencies, financial institutions, insurance firms and mutual insurance companies, as well as religious and third-sector organisations.

2025 was a very busy year for all institutional businesses. The high level of lending activity to government agencies and the management of customer funds in an environment of fierce price competition between the

main financial institutions were particularly noteworthy. The division had set itself the goal of increasing the volumes of lending and customer funds, improving the profitability of the various business lines. Banco Sabadell's position in these segments was strengthened, with greater commercial activity, more proximity and a wider range of proposed solutions, which resulted in an increase in customer onboarding, in the volume of business and in the margin generated through the offering of products with more added value for customers and for the Institution.

Public Institutions

Public institutions' economic activity in 2025 was marked by the growth of borrowing activity, driven by the growth in lending to the autonomous communities. It is also worth highlighting the increase in liquidity of the various general governments.

As regards deposits, it should be noted that there was a moderate fall in market share due to fierce competition in the market.

During 2025, the autonomous communities recovered credit thanks to the State's restructuring of debt operations with financial institutions, thus improving the cost of funding of those operations, which increased the CIRBE quota (quota of outstanding risk, provided by the Bank of Spain Central Credit Register) of the autonomous communities participating in the Autonomous Liquidity Fund.

Financial Institutions and Insurers

The Financial Institutions and Insurers division channels Banco Sabadell's range of value-added investment products aimed at this segment. In 2025, given the economic environment, the focus was placed on boosting the marketing of alternative products. Generally speaking, the division managed the accounts' adjustment to lower interest rates, with a high percentage of conversions from fixed-rate accounts to indexed or variable-rate accounts. With regard to investment products, falls in interest rates have increased the appeal of long-duration bonds, especially in segments such as sovereign bonds, investment-grade credit and private debt.

Similarly, illiquid assets – such as infrastructure, real estate and private equity – have gained weight in portfolios due to their long-term profile, diversification benefits and lower correlation with traditional markets. Consequently, this division promoted the marketing of direct investment in renewable infrastructure and private debt among customers of this segment. In terms of investments via alternative funds, it is worth noting the launch of the fund of venture capital funds, Necta, as well as the positioning in relevant operations of the CRISAE senior debt fund and of the AURICA IV private equity fund.

Finally, there was a significant increase in investment in discretionally managed portfolios by customers of this segment.

Religious Institutions and the Third Sector

The Religious Institutions and Third Sector division offers customers a range of products and services adapted to the unique characteristics of these groups. They cover everything from transactions to specialist advice on financial assets.

Uptake of the DONE system for collecting charity donations, which works with contactless technology, continued to grow throughout the territory, helping non-profit organisations to raise funds for their projects. As at the end of December 2025, there are more than 1,000 installed devices that have received over 10 million euros in donations since this service was launched in 2019.

The Religious Institutions and Third Sector division coordinated the delivery of financial aid for the charitable causes supported by the Sabadell Inversión Ética y Solidaria, FI fund, managed by Sabadell Asset Management, and it also managed the payments made together with beneficiary offices and entities. This year, for the 24 charitable projects of the 24 entities selected by the Ethics Committee in 2024, almost 342 thousand euros were delivered, bringing the cumulative figure since this Committee was established in 2008 to over 3.6 million euros.

Furthermore, in 2025, the Ethics Committee selected a total of 22 humanitarian projects primarily focused on addressing risks of social and labour exclusion, improving the living conditions of people with disabilities and meeting their basic needs in terms of food, healthcare and education. Sabadell Asset Management will distribute this aid to these projects in 2026.

2025 also saw the completion of the network specialisation project for the Religious Institutions and Third Sector segment. Currently, there is a specialised branch in the Central Territorial division in Madrid with four specialists; a specialised branch in the Catalonia Territorial division in Barcelona with five specialists; and six specialists in the Eastern Territorial division, located across the Valencia, Castellon, Alicante, Murcia, Majorca and Ibiza branches.

4.1.3.4. Segment specialists

BStartup

Banco Sabadell's BStartup, a pioneer in the Spanish banking industry, is a company specialised in financial services for startups and scaleups. Since this unique project was launched 12 years ago, it has offered a comprehensive service of specialised banking and equity investment and it plays a very active role in the country's innovative entrepreneurial ecosystem.

Specialising in banking has been BStartup's mainstay from the outset. Its customers have a strong level of engagement; they are very international and their activities are often complex; they come from all segments and all sectors and have different business models, development pathways and financing needs. At present, specialisation is delivered by a team of 26 managers dedicated exclusively to startups and scaleups in the Territorial Divisions with the highest concentration of this type of company, in addition to 13 mixed managers, as well as its own risk team of 5 members and a team of 4 specialists that drive the business throughout Spain.

BStartup Hub Madrid, the first Banco Sabadell branch dedicated exclusively to startups, scaleups and their investors, celebrated its first year. A space of more than 600 square metres for entrepreneurs and technology, accommodating a team of 12 professionals who provide a comprehensive financial service specialised in startups. The space was also designed to serve as a meeting point for Madrid's entrepreneurial ecosystem, featuring an auditorium, meeting rooms and hot desks for customers. In its first year, it hosted 59 events (both its own and those organised by the entrepreneurial ecosystem) with over 3,400 attendees.

In terms of equity investment activity, BStartup is aimed mainly at early-stage tech-related companies with strong growth potential and with scalable and innovative business models. It invests in all types of sectors, above all in digital companies, and focuses on two specific verticals: BStartup Green, for startups which, through technology or digitalisation, contribute to the transition to a more sustainable world; and BStartup Health, already a firm leader in investment in early-stage healthcare industry startups. This year, the eighth call for proposals was launched and received support from the leading healthcare investment funds in the country, reaching a record 201 companies analysed. During this year, it has invested in 6 startups, increasing the total number of investments

made by BStartup10 to over 100. Its investment portfolio has been rated very positively and has already yielded significant returns, consolidating itself as one of the most active seed-stage investors in the country. During the year, BStartup exited its stakes in 6 portfolio companies.

Over the year, BStartup's team organised or actively participated in almost 130 entrepreneurship events in various Spanish cities, boosting Banco Sabadell's renown and position as a leading financial institution for startups and scaleups. As an example of this position, attention is drawn to BStartup's more than 1,000 mentions in different media outlets (offline and online press). The company has reached over 15,710 social media followers across X and LinkedIn (with a new LinkedIn profile launched in June 2025).

Franchising

Banco Sabadell was the first financial institution in Spain to adopt the franchise system. For 29 years, its Franchising division has supported both franchising brands and their franchisers, consolidating itself as a leader and standard-bearer in the sector. This sector, which is becoming increasingly professionalised, has seen constant growth in revenue, job creation and number of brands.

Banco Sabadell currently has more than 11,500 franchising customers, working with more than 1,330 franchised brands, most of which have signed collaboration agreements. The Bank offers a wide range of products and services specifically designed for this sector. These collaboration agreements include preferential conditions in terms of financing, transactionality and security, managed through the branch network with the support of sector-specialised franchise managers.

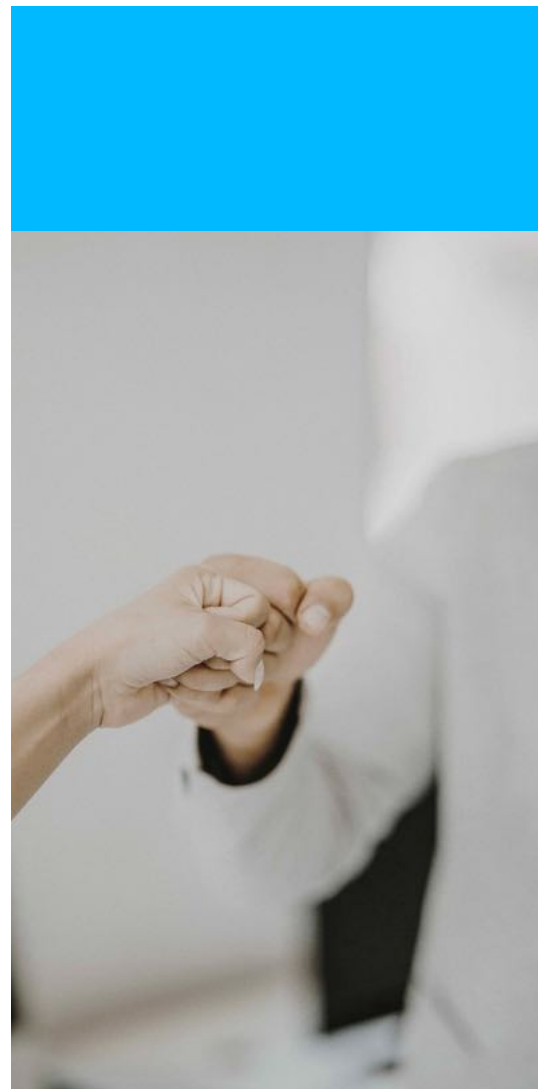
The Franchising division has morphed into a partnership model that is key to business generation and customer satisfaction, in order to achieve synergies, energise the commercial offer and increase business generation. This has entailed a radical change to boost collaborative work with other cross-cutting divisions of the Bank, identifying new business opportunities and creating global value propositions for customers.

Banco Sabadell works closely with the Spanish Franchisors' Association (Asociación Española de la Franquicia, or AEF) and was the first bank to secure a partnership with this association and together they drive this business model.

In 2025, the Sabadell Franchising division took part in several important initiatives organised for the franchising sector:

- Exclusive sponsor of Franquishop, an event held in various locations in Spain.
- Participation in the second edition of the Franchise Innovation Summit.
- Sponsorship of the National Franchise Awards in Spain.
- Sponsorship and participation in the Entrepreneurs Forum.

In addition, Sabadell Franchising has published articles in the press and in specialist magazines, collaborating with different franchising experts, and has carried out numerous activities disseminated through social networks. These initiatives reinforce Banco Sabadell's renown and leadership in the franchising arena.



Agriculture Segment

In 2025, Banco Sabadell's Agriculture segment, which includes the agricultural, livestock, fishing and forestry subsectors, has more than 300 specialised branches and a team of 14 specialists located throughout the country. This team provides comprehensive support to the sector, having expanded its range of sector-specific financial products and services adapted to customer needs and demands.

In this vein, Banco Sabadell was recognised in 2025 by the prestigious specialised publishing house Qcom.es as the most innovative bank for the producing sector. This distinction celebrates the effort, work and dedication of many Banco Sabadell professionals.

Banco Sabadell's strong commitment to the sector, especially its tailored customer support, has led to an increase in turnover of over 8.1% compared to 2024. This achievement is underpinned by customers' trust. It should be mentioned that the customer base increased by over 6% compared to the previous year.

During 2025, Banco Sabadell's Agriculture Segment participated in 3 agrifood fairs and sponsored 44 events throughout the nation.

Banco Sabadell's Agriculture segment seeks to support its customers in their digitalisation and sustainability journeys.

Hotel and Tourism Business

Back in 2013, Banco Sabadell became the first Spanish financial institution to specialise in the tourism business in order to understand, identify and meet the needs of Spain's top sector in terms of contribution to GDP, namely the tourism industry. The Bank has consolidated itself as one of the top banks, a leader in the sector, offering expert advice with the highest standards of quality.

The value proposition is primarily based on offering specialised financial solutions to a group that is heterogeneous and highly fragmented. This value proposition is built on three basic pillars: expert advice, a specialised product range, and a rapid response.

Since 2023, the tourism industry has performed remarkably well, beating previous records for international tourist arrivals year after year. In 2025, Spain welcomed approximately 100 million visitors, consolidating its position as the world's second most popular tourist destination. Average daily spending is also on an upward trajectory, as is the number of overnight stays and occupancy rates, reflecting the strong performance of tourism indicators. Against this backdrop, in 2025 Banco Sabadell's Tourism Business division achieved a figure close to 1.15 billion euros, and it will continue to support both the acquisition of hotels or new hotel projects and the upgrading and repositioning of the existing hotel sector stock.

The Tourism Business division also has the institutional recognition and participation of leading entities in the industry, as a voting member on the board of Spain's Tourism Council (Consejo Español de Turismo, or Conestur), the Tourism Commission of the Spanish Confederation of Business Organisations (Confederación Española de Organizaciones Empresariales, or CEOE) and the Tourism Commission of the Spanish Chamber of Commerce.

As it is every year, Banco Sabadell was present at the main international tourism fair (FITUR) with its own stand. More than 70 Banco Sabadell employees took part in running the stand, which received its highest ever number of visitors. These visitors hailed from companies in the hotel sector, travel agencies, hospitality sector suppliers and consulting companies.

Sustainability has been established as a core pillar for the development and transformation of the tourism industry. The Bank incentivises the sector to attain sustainability objectives by signing



agreements with companies, incorporating a set of commitments based on metrics linked to ASG targets by means of a document annexed to the loan agreement.

Sabadell Professional

The Bank's unit specialised in supporting professional and business associations, along with their members, continues to solidify its position as a national standard-bearer in this field. With a track record spanning three decades, it develops and applies a relationship model built on proximity and specialisation.

Its value proposition focuses on offering specific financial products and services tailored to the needs of both organisations and their member professionals and companies, simplifying day-to-day transactions and contributing to their economic development.

Through regional specialists, the Bank maintains a direct, stable and qualified link to over 3,800 groups across the country, being a bridge of sorts between the Bank and the business fabric. This network makes it easier to spot opportunities, generate business, channel the Bank's cross-cutting solutions, and build and reinforce long-lasting institutional relations, in line with the Institution's global strategy.

During this year, the division undertook a number of initiatives:

- Signed more than 350 agreements with professional associations, general councils and business associations, both at the national and regional levels.
- Participated in over 600 events, forums and conferences, organised together with groups from all sectors.
- Increased the customer base acquired through the management of the various agreements.
- Consolidated the growth in home renovations financing, with an increase in the amount arranged through the branch network compared to the previous year, reinforcing the Bank's commitment to sustainability and the improvement of the Spanish housing stock.

These indicators reflect the division's qualitative and quantitative impact in terms of relationship, positioning and cross-business generation.

As part of its 35th anniversary, Sabadell Professional has strengthened its visibility through its own initiatives and an active presence at key industry events. The Sabadell Professional Forums stand out, held across different regions, featuring leaders of professional associations and influential institutional figures. The "*Profesiones y Futuro*" (Professions and the Future) series of meetings was launched with a sector focus on the major challenges facing the professions. Additionally, it has been present at the main conferences of strategic groups such as economists, pharmacists, social science graduates, the hospitality industry, and the self-employed, among others.

This visibility has been reinforced with content in the specialised press and an active presence on platforms such as LinkedIn, which contribute to positioning the Bank in the professional environment.

Throughout the year, the relationship model has been in constant change to adapt it to professionals' new habits, adding digital channels to acquire new customers, while keeping the division's flagship approachable support intact.

Sabadell Professional carries out its activities in coordination with the other divisions of the Bank, contributing to business generation and the reinvigoration of the business proposition across key segments. Through joint campaigns, it acts as a cross-cutting player capable of generating opportunities beyond its immediate area.

Sabadell Professional will further solidify its role as one of the Bank's strategic units in the professional and business association landscape,

expanding its network of alliances, evolving towards a more efficient hybrid model, and strengthening its collaboration with the branch network.

The goal is to continue positioning the Bank as a leading partner for professionals and their associations across all regions of Spain.

Real Estate Business

The Real Estate division focuses on comprehensively developing the residential real estate development business through a specialised and highly consolidated management model.

In 2025, the number of approved applications increased compared to 2024, surpassing the stock of this product in the previous year.

The Investment Property division not only focuses its efforts on generating new business, but also monitors the success of the financed development projects.

The main strategy is to maintain a market share above that in which the Bank would naturally stand, prioritising the best sales opportunities by pinpointing the most notable projects and most solid customers, minimising risk and maximising profit for Banco Sabadell.

Sabadell Partners

The activity of Sabadell Partners as a customer acquisition lever, through partnership agreements with referral agents, is focused on providing services to the branch network for Commercial Banking, Business Banking and Private Banking, offering value propositions to facilitate access to Banco Sabadell's range of financial solutions, seeking customer satisfaction and referral agent satisfaction, at all times, as well as service excellence.

The sustained growth over time of the Sabadell Partners division means that it played an essential part in the mortgage results generated in 2025, reaching 45.2% of the Bank's total mortgage origination. Sabadell Partners' top branches deserve special mention, due to the significance of their contribution to new transactions, stemming from their expert advisory services and their specialisation in managing relationships with key mortgage partners.

4.1.3.5. Commercial Products

Business services

Business Finance

In short-term lending, there was a slight decrease in new credit facilities during 2025, although the balance recorded growth above that of 2024.

With regard to other working capital financing products, the growth of reverse factoring seen during the previous year continued into 2025, with an increase in market share in a landscape in which the Bank is growing more than the market. On the other hand, there was a decrease in the need to finance receivables through specialised solutions such as factoring. By sector, manufacturing continues to make up the largest portion of the factoring and reverse factoring business – almost double the volume of the following industry.

In terms of medium- and long-term financing, new lending items continued to perform positively compared to the previous year, with significant increases in both loans and mortgages for business purposes, including the public sector.

In relation to financing for purposes aligned with the Bank's Sustainable Financing Framework, during 2025 the Institution had mobilised more than 4.6 billion euros for projects related to renewable energies, energy efficiency, sustainable transportation, and water & waste management in the corporates and SMEs segment.

As part of its commitment to support businesses in their transition towards decarbonisation, Banco Sabadell also offers financing linked to the company's sustainability goals, which encourages the inclusion of sustainability goals in their business strategy. In 2025, more than 3 billion euros in corporate financing of this kind was mobilised.

Banco Sabadell works tirelessly so that its customers can make the most of the opportunities offered by sustainable financing and, in particular, the European funds. Consequently, these options are explained to companies through sessions at the Sabadell Companies Hub, with customers and specialists in attendance.

International

In 2025, the International Business division's activities focused on three key areas.

Firstly, capturing working capital transactions in the international segment, both in terms of the products most typically required by companies, import/export financing and international bill discounting, and in terms of the consolidation of working capital facilities and international guarantees covered by CESCE, which are more complex but offer more added value for businesses. This has allowed us to meet the most stringent needs of customers and to play an active part in the international payments and collections that are linked to the financing.

Secondly, enhancing the customer experience of corporate digital services through the redesign mainly of international transfers made via BSOonline. This upgrade has enabled us to add new services such as the traceability of international transactions through GPI Tracking, which gives customers real-time visibility of the status of their transfers. In addition, the option for companies to finance international transfers has been automated and made simpler through BSOonline. This has clearly improved the customer experience.

Thirdly, acknowledging the importance of specialisation and the constant geopolitical changes, the Bank honed in on training. For one thing, with the eighth edition of the Sabadell International Business Program, which continues to be an absolute success every year, providing technical and business training to companies to prepare an internationalisation plan. For another, training for international business managers continues to be important, ensuring high levels of expertise to support companies in their internationalisation processes.

In terms of international business in documentary transactions, the Bank continues to have a very large market share in both export letters of credit and import letters of credit, demonstrating the high level of quality offered by the Institution in more complex transactions.

In terms of markets, it should be noted that the Bank once again is well positioned in preferred markets for Spanish companies, such as Algeria, which after a temporary closure has now reopened for some sectors. The Bank reacted quickly to capture value operations in this market.

Finally, in terms of visibility, reporting and training for companies, the Bank has carried on with the dynamic of the "International Business Wednesdays" sessions held at the Companies Hub, with discussion of matters including logistics, foreign markets and foreign trade products. All told, 13 activities were held with a high level of interest.

Payment Services

In 2025, Banco Sabadell has reinforced its commitment to innovation in payment services, expanding its range of solutions for shops and stores with new smart devices. The range of Smart PoS devices has been enhanced with three different models: Smart PoS, Smart Mini PoS and Smart Dual-Screen PoS terminals. These devices not only process payments, but also integrate advanced features such as split payments, delivery of receipts through digital channels, passport scanning for duty-free purchases and inventory management. In addition, new features have been introduced, including transaction views by time slot, automatic emails with the day's totals, faster return processing and payments via QR codes.

One of the main new features has been the full deployment of the Instant Credit solution in the Smart PoS terminals. This tool, which was developed by Sabadell Consumer Finance, enables merchants to offer finance to any customer, regardless of whether they are a customer of the Bank or not. The entire application process is completely digital. This solution had a strong reception in sectors such as healthcare, training, home, opticians, orthopaedic shops and driving schools.

During 2025, Banco Sabadell's strategy has focused on improving profits and ensuring the long-term sustainability of the business. This focus on economic efficiency has aligned costs with actual service use and strengthened the overall profitability of the payment services business, in an environment of sustained and moderate growth of the transaction volume.

The volume managed has increased slightly compared to the previous year, driven by the new range of devices and momentum in domestic consumption.

Corporate Credit Cards

The corporate credit cards business performed well, with year-on-year increases in turnover and profit margins.

During 2025, in line with the commitment *vis-à-vis* customers to offer solutions that are more tailored to their needs, improvements were made in risk granting for credit cards, and digital functionalities were implemented for arranging and changing delivery addresses for company credit cards. In this regard:

- The approval of credit cards for self-employed persons has been enhanced by anticipating the calculation of the credit limit for new customers. This led to an increase in the potential customer base and furnished relationship managers with a customer engagement and servicing tool.
- Several new functionalities have been developed, most notably the fully online business credit card application service for the self-employed.

Company Insurance

In 2025, Banco Sabadell has strengthened its leadership position in the protection against insurable risks for companies, small businesses and self-employed persons, offering a comprehensive, competitive and high-quality value proposition.

Noteworthy aspects during the year include:

- Collective health cover: new dental insurance aimed at employees and executives of business customers, in the form of both fringe benefits and flexible benefits.
- Sector specialisation: development of solutions adapted to the specific needs of each business or industry.

- Specialised team: building and strengthening of the team of managers specialised in company insurance throughout the nation, providing support to the branches within their area in the commercial management with value offers and processing of customer policies.
- Asset protection: core products (multi-risk, civil liability and specialised solutions) remain the cornerstone for safeguarding assets and managing third-party liabilities.

With these initiatives, Banco Sabadell takes another step toward its objective of offering insurance solutions that provide value, certainty and confidence for the benefit of its customers.

Retirement Planning

Through the Retirement Planning unit, Banco Sabadell Group offers solutions and responses to customers to help them better implement and manage their retirement plans.

In 2025, the demand for these plans among small and medium-sized enterprises, in particular collective retirement insurance and joint pension plans, continued to grow. Life cycle-based investment policies, designed to complement its profiled investment funds, represent an innovative and distinctive solution in the market that deserves special mention.

In addition, pension plans exclusively aimed at self-employed workers are marketed through agreements with professional associations, taking advantage of the higher contribution limits for these groups.

It is also worth calling attention to the *Sabadell Flex Empresa* product, which consists of a fully digital platform for flexible benefit plans that allows companies to optimise their remuneration model and employees to increase their net disposable income through tax planning.

Leasing and Rental of Capital Goods

In terms of leases, during 2025 there was a slight increase in investment demand for both movable and immovable property. This growth contrasts with the sharp decline in transactions of big-ticket items, which tend to show high year-on-year variability.

There was a slight decline in the Bank's market share, partly due to customers shifting towards other financial products. To boost product reach, initiatives are being developed to strengthen the foothold in growing sectors and revamp the product offering, so as to improve agility and adaptability.

As regards rentals of capital goods, the market experienced remarkable growth, primarily driven by the momentum in the automotive sector, although industrial equipment also performed well.

From the Bank's standpoint, there was a healthy increase in market share, driven both by increased demand for business finance and by customers moving away from traditional products to more innovative financing solutions that offer additional advantages.

It is worth noting that sustainable financing, across both leasing and rental segments, continues to gain momentum and accounts for a growing share of total lending arranged.

Vehicle Leasing

The vehicle leasing market is still in its growth phase, with companies and individuals driving sustained demand. This momentum is creating new opportunities in the sector, especially in segments that value flexibility and operational efficiency.

The Bank is successfully capturing part of this market buoyancy thanks to the work done in product development, which is already being reflected in an increase in new leases.

This has been possible thanks to a process of continuous improvement focused on service quality, with the aim of always offering a competitive value proposition, tailored to each segment, under good terms and conditions and with the flexibility that customers need.

Official Agreements and Guarantees

The Official Agreements and Guarantees division continues to manage agreements with various public bodies with which the Bank maintains a relationship. The Bank has signed new partnership agreements that enable it to meet the financing needs of its customers.

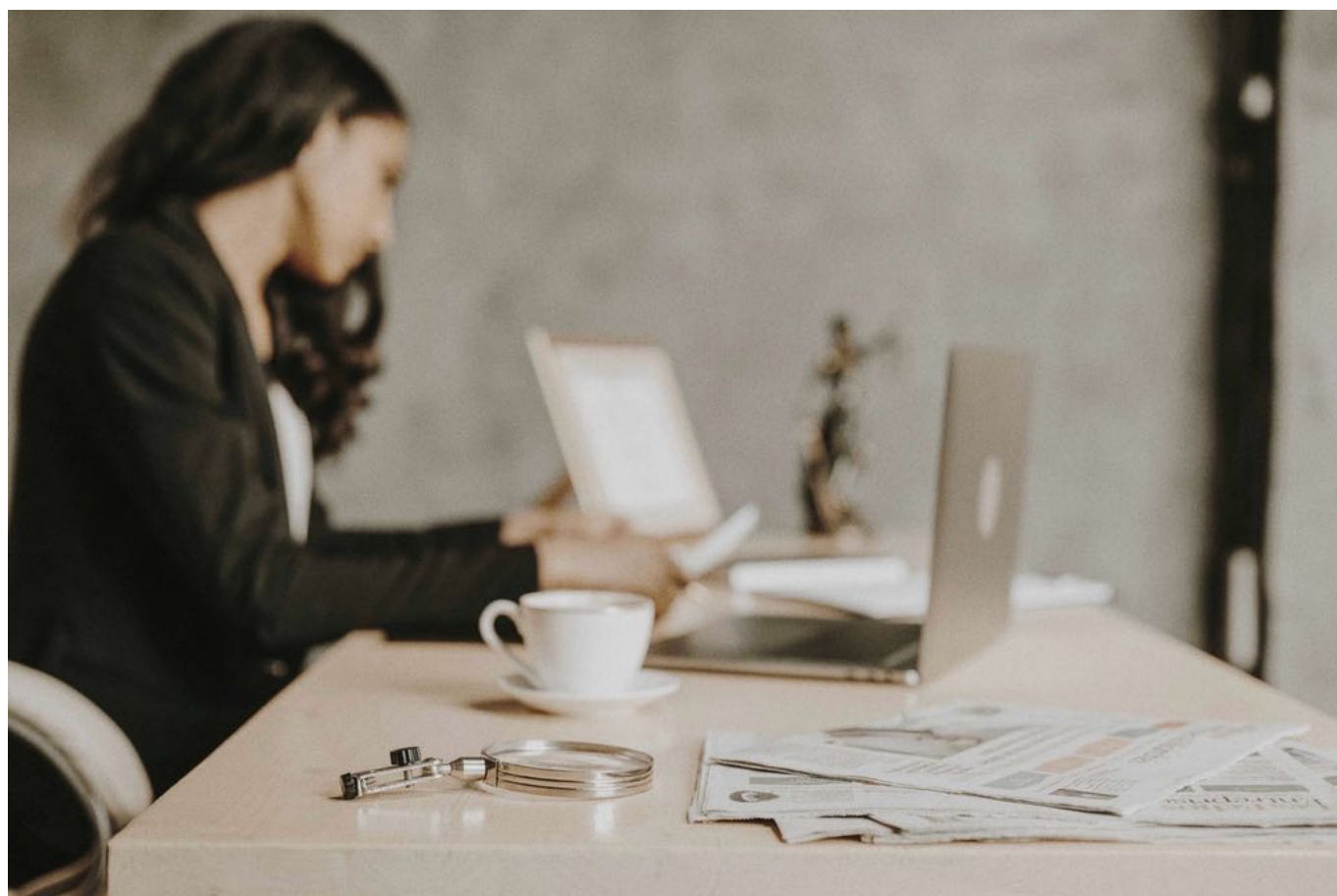
In May 2025, the Bank joined the ICO Tariffs line, an initiative aimed at providing finance under advantageous terms to cover costs stemming from the tariff measures. This product offers customers a significant financial improvement by reducing the cost of funding associated with their import operations, thus strengthening their international competitiveness and their operational liquidity.

The Bank's agreements with Mutual Guarantee Societies (MGSs) were also revised. As part of this review, agreements with CREA SGR, Avalis de Catalunya, Avalmadrid, Aval Castilla-La Mancha, Afin and Elkargi, among others, were renewed.

In 2025, a large number of applications for the various EIB facilities made available to customers was submitted.

In September 2025, two new special agreements were signed with the EIB to allocate 500 million euros of new finance to SMEs and 270 million euros to ecological projects in Spain.

One of the main goals for 2025 was to boost finance through the ICO MRR lines, which offer customers products with the best terms and conditions to fund their projects.



4.1.4. Corporate & Investment Banking

4.1.4.1. Business overview

Corporate & Investment Banking is the business unit that offers financial solutions and advisory services to large corporates and financial institutions, both in Spain and internationally, with a presence in 11 countries.

It is one of the Bank's three core units, alongside Retail Banking and Business Banking. It is a division structured around the different needs of customers and the capabilities of each of these three distinct banking business lines to best meet those needs.

It structures its activity around two pillars, the first of which is the customer. It aims to serve its customers to meet the full range of their financial needs. This pillar is determined by the nature of those customers and includes large corporations classed under the Corporate Banking umbrella, financial institutions, Private Banking clients in the United States. The second pillar is specialised businesses, which group together the venture capital business run through BSCapital, and the activities of Structured Finance, Treasury, Investment Banking, and Trading, Custody and Research. Its goal is to advise, design and execute custom operations that anticipate the specific financial needs of its customers, be they companies or individuals, with its scope of activity ranging from large corporations to smaller companies and customers, insofar as its solutions are the best way to meet their increasingly complex financial needs.



4.1.4.2. Management milestones in 2025 and priorities for 2026

Corporate & Investment Banking remains focused on prioritising the creation of value for its customers, thus contributing to their growth and future earnings. To do this, it has continued to innovate and promote its specialist capabilities, fundamentally in the areas of Investment Banking and Structured Finance, which are able to continue meeting 100% of their customers' financial needs. In the same way, the international coverage of the teams is constantly being improved and expanded, always serving the markets in which their customers invest or where they have business interests.

The key areas through which to create value for customers are the following:

- Knowledge: the Corporate Banking teams, located in the different countries in which the Bank operates, have not only specialisation in the large corporations segment but also knowledge and penetration differentiated by activity sectors in order to better understand and serve customers according to their own and their sector's singular characteristics.
- Coordination: unique and specialised solutions are required to meet the needs of large corporations, and these can be provided as a result of the participation and collaboration of several areas within the Bank (specialist teams and even teams operating in different geographies). Coordination between all these teams is crucial for providing and bringing value to customers.
- Specialisation: there are units that develop custom products for large corporations and financial institutions (corporate finance, project finance, project bonds, syndication, commercial paper programmes, debt issuance, M&A, asset finance, derivatives, risk hedging, etc.). The units responsible for developing this entire range of products do so for the entire Banco Sabadell Group, extending their capabilities to the Corporate and Institutional Banking segment.
- Innovation: transitioning from idea to action is vital to grow in such a dynamic and demanding market as that of specialised lending and large corporations. The necessary spaces and mechanisms are created to allow teams to dedicate part of their time to innovation, understood in its broadest sense: innovation in products, in operations and also in the way of collaborating and interacting with others.
- Sustainability: customers are offered support and advice to move towards a more sustainable economy, generating solutions through specialised products and services.

As regards the measurement of the key figures regarding the performance of Corporate & Investment Banking, the focus is placed on monitoring the income statement (monitoring net profit in general and the main revenue items in particular), return on capital (ROTE and RAROC metrics), strict risk tracking and monitoring, as well as proactive action when faced with early signs of potential impairment.

Lastly, the priorities for 2026 are set out in detail in the following sections of this report.

4.1.4.3. Customer pillar

Corporate Banking Europe

Corporate Banking Europe is the customer unit, within Corporate & Investment Banking, responsible for managing the business segment that caters to large corporations which, given their size, uniqueness and complexity, require a tailored service, complementing the range of the more traditional financial products and transaction banking products with services provided by specialised units, thereby offering an end-to-end solution to their needs. The business model is based on a close and strategic relationship with customers, providing them with end-to-end solutions adapted to their needs and requirements, taking into account the specific aspects of their economic activity sector and the markets in which they operate.

This unit covers various branches, notably including the London, Paris, Casablanca and Lisbon foreign branches, which support and cater for the international activity of domestic customers and where the international Corporate Banking business is carried out.

2025 was a year marked by active support to customers focused on finding the best solutions, adapting them to their needs, in an environment of lower interest rates.

As a result of this active support, volumes of lending in Corporate Banking Spain have increased by 10.36% compared to the previous year. Similarly, at the international level, at year-end lending had increased by 10.29% in comparison with the previous year.

2026 presents a series of opportunities in an environment of low interest rates, in which the Spanish economy is well positioned in a complex and uncertain global context. Corporate Banking is responding to this backdrop by supporting its customers with a range of products that covers 100% of their financing needs, in both the short and long term, to cope with the current macroeconomic situation.

The contribution of value to customers in the large corporations segment and the improved profitability for shareholders are the two fundamental management pillars of this unit, which next year will continue to focus on optimising capital consumption, with the aim of increasing the return on capital employed.

Corporate Banking and Private Banking USA

2025 marked Banco Sabadell's thirty-second year operating in the United States through its branch in Miami and through Sabadell Securities USA, which was set up in 2008 and has been operational ever since. These units manage the financial business activities of Corporate Banking and international Private Banking in the United States and Latin America.

The Banco Sabadell Miami Branch is the largest international branch in Florida. It is one of the few financial institutions in the area with the experience and capability to provide all types of banking and financial services, from the most complex and specialised services for large corporations to international Private Banking products, including the products and services required by professionals and businesses of all sizes.

As a way of complementing its structure in Miami, through this branch the Bank manages representative offices in New York and in the Dominican Republic.

Sabadell Securities USA, for its part, is a stockbroker and investment advisor in the securities market that complements and strengthens the business strategy aimed at Private Banking clients residing in the United States, meeting their needs by providing advice on investments in capital markets.

President Trump's second term in office began in early 2025, and the measures taken in many areas added more uncertainty to the American macroeconomic environment. The Federal Reserve remained focused on inflation and employment. An improvement in inflation and a weakening job market made it possible to cut the official interest rate in the last quarter of the year.

Despite assets already starting to reflect the interest rate cuts at the end of 2024, the branch was able to manage and improve its net interest margin throughout the year through strict discipline in deposit price control and by actively managing the banking book. Following on from previous years, the high level of interest paid in the banking market and the competitive rates of US treasury bills triggered a migration of balances from non-interest-bearing deposits to money market accounts, term deposits and to investments in securities that offered higher yields. This process led to a high cost of deposits, which was insufficient to fully offset the fall in interest rates.

In the international Private Banking business, strong performance in the main US stock market indices, robust sales of structured products, proactive advisory services and effective transaction fee management more than offset the downward trend in average fees, driven by the change in composition of customers' investment portfolios, which focused more on funds with greater exposure to US Treasury bonds and money market instruments.

With regard to the key financial figures of the business in the USA, in an environment of uncertainty over the projected performance of the US economy, turnover increased at rates above 10% in US dollars.

The Private Banking business was a mixed bag, with deposits remaining stable and portfolios of investments in securities recording double-digit growth.

The Corporate Banking business continued to be impacted by the rise in loan prepayments, despite the fact that the average official interest rate for the year was slightly lower than in the previous year. Notwithstanding, this business unit has increased lending to double digits, growing in the target segments with adequate profit levels, which has also contributed to generating fees and commissions comparable to the previous year.

In any event, net interest income in the year grew compared to the previous year, on the back of the increase in turnover and good liabilities management. Net fees and commissions also increased compared with the previous year, driven by the business's solid performance. All of this benefited the gross income which, combined with a contained reduction of administrative, depreciation and amortisation expenses, had a positive impact on net profit, which grew around 7% in US dollars compared to the previous year.

The process of operational improvements continued during 2025, with completion of the stages of the project to update the IT platform in order to improve the features available to customers and to the business and support units.

4.1.4.4. Specialised businesses

Structured Finance

The Structured Finance division encompasses the Structured Finance and Global Financial Institutions units. This division operates globally and has teams in Spain, the United States, the United Kingdom, Mexico and France.

Structured Finance's activity focuses on the study, design and origination of corporate finance products and transactions, leveraged buyouts (LBOs), project & asset finance, global trade finance and commercial real estate, with the capacity to underwrite and syndicate transactions at the national and international levels, as well as being active in the primary and secondary syndicated loan markets.

The Global Financial Institutions unit manages the commercial and operational relationship with the international banks with which Banco Sabadell has collaboration and correspondent agreements (some 3,000 correspondent banks around the world), thus guaranteeing maximum coverage for Banco Sabadell Group customers in their international transactions. This allows it to ensure that it provides customers with optimal support in their internationalisation processes, in coordination with the Group's international network of branches, subsidiaries and investees.

In 2025, thanks to its policy of supporting customers and adapting to their needs so as to seek the best way to meet their credit requirements within the possibilities offered by the credit markets in the specific macroeconomic environment, Banco Sabadell has improved its leadership position in Spain, as well as in Mexico and the United States. In 2025, a new structure was created to concentrate the business in EMEA, particularly in operations in the United Kingdom, France and Portugal, with the aim of increasing activity in these geographies and taking a more active role in European one-off transactions.

The Bank's top priority continues to be supporting customers by designing long-term financing structures for new projects, acquisitions and internationalisation, among other things, as well as syndicated transactions that ensure stable and complete debt that can be restructured, where appropriate, assessing the positive potential of possible solutions combined with Investment Banking, Treasury or BSCapital products, to which end the development of a better commercial system, carried out jointly with Business Banking and Corporate Banking, is essential.

BSCapital

BSCapital carries out the Group's venture capital and private equity activities. Its activity involves acquiring temporary stakes in companies and venture capital funds, with the aim of maximising the return on its investments. In addition, it offers support to companies through alternative financing (senior debt fund, venture debt and mezzanine loans).

BSCapital actively managed its portfolio, engaging in its traditional capital and debt-related activities, with the materialisation of investment and disinvestment operations and portfolio revaluations.

It has continued to follow a strategic approach to its investments in private equity funds, the divestment of some of the most significant Aurica III fund investees being particularly noteworthy. The Aurica IV fund, of which Banco Sabadell is anchor investor, continues to make new investments.

In the area of venture capital, the launch of Necta, a venture capital fund of funds, stands out, with Banco Sabadell as co-manager and anchor investor. The project was developed in close collaboration with



Private Banking, enabling the delivery of a distinctive product that has been very well received by clients.

BSCapital continues to carry out transactions guaranteed under the InvestEU programme for renewable loans, venture debt and mezzanine facilities granted by the European Investment Fund (EIF).

In renewables, it continues to seek investment opportunities suited to the current action framework, focusing on Spain and Latin America, and it is analysing potential asset sales. It is also working on the definition of a new action framework for the next five years.

The debt fund Crisae continues to originate and execute transactions to offer funding to companies in the Spanish midmarket. Crisae is owned by Banco Sabadell Group and institutional investors.

Throughout 2026, BSCapital will continue to invest in capital and debt, with the support of international bodies such as the EIF, and it will continue to focus on optimising capital consumption. It will also keep managing the current portfolio to generate long-term value.

Funding opportunities will continue to be sought, in accordance with the frameworks of investment in mezzanine debt and renewable energies, with the expansion of the latter.

Focus will be placed on venture debt activity and the rotation of the venture capital portfolio through divestments that produce capital gains.

Crisae will continue to originate and execute transactions aimed at increasing the size of the debt fund, in addition to managing the current portfolio.

Treasury & Markets

Treasury & Markets is responsible, on one hand, for structuring and selling treasury products to the Group's customers, through the Group's units assigned for this purpose, both from commercial networks and through specialists and, on the other hand, for managing the Bank's short-term liquidity, as well as managing its regulatory ratios and ensuring they are compliant. It also manages the risk associated with the trading of interest-rate, forex and fixed-income products, which mainly arises due to flows of transactions originated by the activities of the structuring and distribution units with both internal and external customers, and by activities related to short-term liquidity management.

In 2025, the Treasury & Markets division continued to work on the digitalisation and optimisation of its transactions with customers, seeking to expand its range of services and improving customer experience. Furthermore, the division continued to expand the range of products and solutions it has on offer, adapting it to new customer needs arising from a changing market. The focus was also placed on optimising costs and capital consumption associated with the unit's activities.

Looking ahead to 2026, the goal for the distribution business is to provide customers with a sufficiently broad range of product solutions to enable them to manage their risks as efficiently as possible. With regard to commercial segments, the focus will be placed on increasing capacity in order to provide services to large enterprises and corporates. In trading activity, the aim is to continue to build up the capacity to manage risk in the Bank's own books, reducing hedging transactions with other institutions, and to continue to improve collateral management in order to obtain the highest possible returns.

Investment Banking

Investment Banking forms part of the Corporate & Investment Banking division, which offers the Bank's customers value-added products and services that do not involve the Bank's balance sheet. The activity of this division can be broken down into three different teams:

The Corporate Finance division, which combines the following activities: (i) Mergers & Acquisitions (M&As), (ii) Equity Capital Markets (ECM), and (iii) Alternative Financing.

The M&A activity consists of offering advice on company acquisitions and sales, corporate mergers and the incorporation of new shareholders. In an environment in which buyers and sellers have delayed or ruled out transactions in light of economic and geopolitical uncertainties, the Bank has successfully advised on significant transactions in the Spanish education sector.

The activities of the Equity Capital Markets division include, among others, activities related to corporate capital transactions and IPOs. In 2025, the number of transactions in the Spanish market continued to follow a downward trend, exacerbated by the unfavourable stock market performance of securities placed over the previous year, which dampened investor appetite. The Sabadell team, however, was able to participate in the successful capital increase of a technology company and issued the first convertible bond for a customer in France.

Lastly, the Alternative Financing division coordinates the channelling of liquidity of institutional investors wishing to take on risk in situations where banking institutions typically do not. Investment Banking continues to focus on offering tailor-made financing solutions, in any format, in various sectors, from real estate to infrastructure, focusing particularly on renewable energy projects and corporate finance in the domestic mid-corporates segment.

All the above activities were merged into one single division, Corporate Finance, to offer Banco Sabadell customers all of the value-added solutions available according to their corporate needs, in terms of both capital and debt.

The second division, Debt Capital Markets (DCM), encompasses activities involving the origination and structuring of public instruments in trading markets. In terms of the Bank's participation in transactions involving corporates, those involving public sector and financial issuers, in both long- and short-term financing operations, with a particular focus on sustainability-labelled issues, are considered particularly noteworthy. One of the markets in which the Bank is most active is that of commercial paper programmes, participating in the programmes of 50 different issuers.

In 2025, this market was shaped by an environment in which financial institutions sought to offset interest rate cuts with more lending, which resulted in fierce competition for customers' issuances in public capital markets. Despite this, the Debt Capital Markets unit had record activity, as it participated in the largest number of customer issuances in recent years.

Also worthy of note is the Bank's participation in issuances of the autonomous communities, which once again involved significant volumes, and lastly, its participation in 67 issuances by financial institutions. Furthermore, noteworthy activity in Spain's alternative fixed-income market (MARF) included an upturn after the summer, during which the Institution led bond and commercial paper programmes.

Lastly, the third division, Syndicate & Sales, encompasses the distribution of private debt originated by the Structured Finance teams among banking and institutional investors, both domestic and international.

The division faced a year of stiff competition in this area of activity, as the appetite for funding bilateral transactions with corporates increased; in view of this, the division pivoted towards increasing its share of secondary market purchasing activity, thereby also increasing the credit exposure of the Bank's balance sheet. Notwithstanding the foregoing, the Bank underwrote transactions for 2 billion euros. It also completed its first underwriting of a renewable energy project finance transaction in the United States and achieved a record number of loan underwritings in Mexico, primarily in the hotel sector.

On a separate note, it has continued to seek alternative third-party financing for certain corporate customers' investment projects, increasing the number of providers approached for this type of financing and reaching new agreements with funds to expand the range of situations in which this type of loan might be obtained (renewables, machinery, real estate, among others).

Overall, Investment Banking continues to develop and expand its capacity to offer a broader range of value-added solutions, helping the Bank to position itself as the leading financial institution for companies seeking funding in all situations.

Trading, Custody & Research

Trading, Custody & Research is the unit responsible for the Group's equity, as product manager. Its main services notably include the execution of transactions in organised markets, in both domestic markets, in which it acts as member, and international markets, in which it is an intermediary.

It has a research department whose aim is to offer guidance and recommendations for investors to make informed decisions. Customers can access this service through a variety of means, including podcasts, webinars, videos, daily reports, sectoral reports, company factsheets, etc.

In 2025, a number of initiatives and projects were implemented focused on improving the experience offered to customers, supplementing the range of brokerage products, and attracting new customers.

Commercial activity with Private Banking clients who frequently trade in securities has continued, in order to boost the exclusive direct access service through the trading desk, for both execution services and recommendations.

In 2025, Banco Sabadell maintained a brokerage share on the Spanish Stock Exchange (BME) similar to 2024, standing at 8.5% compared to 8.3% the previous year.

A very high percentage of transactions carried out through self-service channels was observed, with over 90% of orders channelled directly by customers using tools provided by Banco Sabadell, the mobile app being the preferred channel for these transactions.

The main objective for 2026 will be to maintain and increase brokerage volumes in equity markets, taking full advantage of the new Sabadell Broker platform that will provide greater research information, as well as better and more sophisticated brokering capabilities and services.

In terms of income, 2025 built on the positive trend of the previous year, with fees and commissions recording double-digit growth. The outlook for 2026 is optimistic, although the potential for volatile market conditions cannot be ruled out, which could impact volumes and income.



4.2 Banking Business United Kingdom

4.2.1. Business overview

TSB (TSB Banking Group plc) offers a range of retail banking products and services to its customers in the United Kingdom. The entity has a multi-channel distribution model, including fully digital capabilities (internet, mobile and video) and telephony channels, in addition to a network of branches throughout Great Britain.

This multi-channel offer creates an opportunity for TSB to serve customers better. Customers want a bank that gives them access to both skilled people and simple digital tools to meet their banking needs and this, in turn, improves confidence in managing their money. TSB continues to invest in digital products and services that meet current and future customer needs. To that end, the entity combines the best that digital banking has to offer with a high-street presence. This enables TSB to serve its customers in a personal way when it matters most.

As described above, in relation to this investee, following receipt of a binding offer from Banco Santander to acquire TSB, the Board of Directors of Banco Sabadell, at its meeting of 1 July 2025, agreed to submit the offer for approval at an Extraordinary General Meeting, at which, on 6 August 2025, shareholders approved the sale of all shares representing the share capital of TSB to Banco Santander. The closing of the transaction, which is expected to take place during the second quarter of 2026, is subject to obtaining regulatory authorisations from the competent authorities.

4.2.2. Management priorities in 2025

During 2025, TSB became a more competitive, confident and collaborative bank, guided by its purpose – Money Confidence. For everyone. Every day.

The entity has become more attuned to its customers' needs, offering improved products and services that give more people a reason to bank with TSB, and rewarding their loyalty when they do so. As a result of these strong actions, TSB has established a continued trend of record financial performance, reflecting continued cost management discipline and improved income while remaining focused on delivering for customers.

4.2.2.1. Executing the strategy

TSB's record performance was achieved through a relentless focus on delivering "Money Confidence. For everyone. Every day".

During the year, TSB has invested in improving its capability, upgrading its technology infrastructure, further improving its agile capability within teams, enhancing its approach to risk management, and progressing actions as a responsible business supporting customers, colleagues and communities.

In 2025, TSB:

- Reported a 9.5% increase in mortgage completions and won What Mortgage Award's Best Direct Lender for the fifth year running, and Best Fixed-Rate Lender for the sixth year running.

- Improved the credit card application journey by introducing a new eligibility checker for customers, with lending increasing by 6%.
 - Provided more rewards for customers than ever before, with over 4.4 million pounds sterling paid in cashback.
 - Made over 1,300 improvements across its digital channels, including making it easier for customers to organise their accounts, manage transactions, and apply for new products.
 - Enhanced its fraud detection capability – preventing an additional 37% of fraudulent payments from taking place.
 - Helped more than 5,000 people through its Money Confident Communities Programme – with 23% of employees volunteering their skills.
 - Became an even more diverse business – including 43% of senior roles being held by women (against a 2025 target of 40%).
 - Supported more than 400 customers and employees to escape from an abusive situation through its industry-leading Emergency Flee Fund and its partnership with the Hollie Guard personal safety app.
- In an extraordinary year for TSB, it has continued to step up and deliver on its purpose, remaining highly relevant and attractive to customers, and its strength is underpinned by its robust capital and liquidity position.

4.2.3. Key figures

TSB's contribution to net profit came to 318 million euros as at 2025 year-end, representing strong year-on-year growth on the back of improved net interest income, lower costs, and a positive impact of 35 million euros related to a netting arrangement negotiated with Lloyds Banking Group plc.

Net interest income came to a total of 1,232 million euros, growing by 5.9% year-on-year, as a result of a higher credit yield and underpinned by the contribution of the structural balance sheet hedge.

Net fees and commissions amounted to 90 million euros as at the end of 2025, representing a year-on-year reduction of 16.0% due to a decline in card fees.

Other operating income and expenses improved by 47.3% year-on-year due to the recognition of the aforementioned 35 million euros.

Total costs amounted to 849 million euros, falling by 4.3% compared to the previous year due to an improvement across all items, particularly general expenses. Recurrent costs also decreased, by 2.0%.

Provisions and impairments came to 55 million euros, thereby increasing by 18 million euros year-on-year, as 2024 included a positive impact as a result of updated macroeconomic scenarios.

Million euro

	2025	2024	Year-on-year change (%)
Net interest income	1,232	1,163	5.9
Net fees and commissions	90	107	(16.0)
Core revenue	1,322	1,270	4.1
Profit or loss on financial operations and exchange differences	24	39	(37.7)
Equity-accounted income and dividends	—	—	—
Other operating income and expenses	(12)	(23)	(47.3)
Gross income	1,334	1,286	3.7
Operating, depreciation and amortisation expenses	(849)	(887)	(4.3)
Pre-provisions income	485	399	21.6
Provisions and impairments	(55)	(37)	46.9
Capital gains on asset sales and other revenue	1	(8)	—
Profit or loss before tax	431	353	22.0
Corporation tax	(112)	(100)	11.7
Profit or loss attributed to minority interests	1	—	—
Profit attributed to the Group	318	253	25.7
ROTE (net return on tangible equity)	15.3 %	12.0 %	
Cost-to-income (administrative expenses / gross income)	63.7 %	59.5 %	
NPL ratio	1.5 %	1.5 %	
Stage 3 coverage ratio, with total provisions	32.1 %	34.3 %	

(*) The exchange rates applied to the income statement are EUR/GBP 0.8566 (average) and EUR/GBP 0.8463 (average) in 2025 and 2024, respectively.

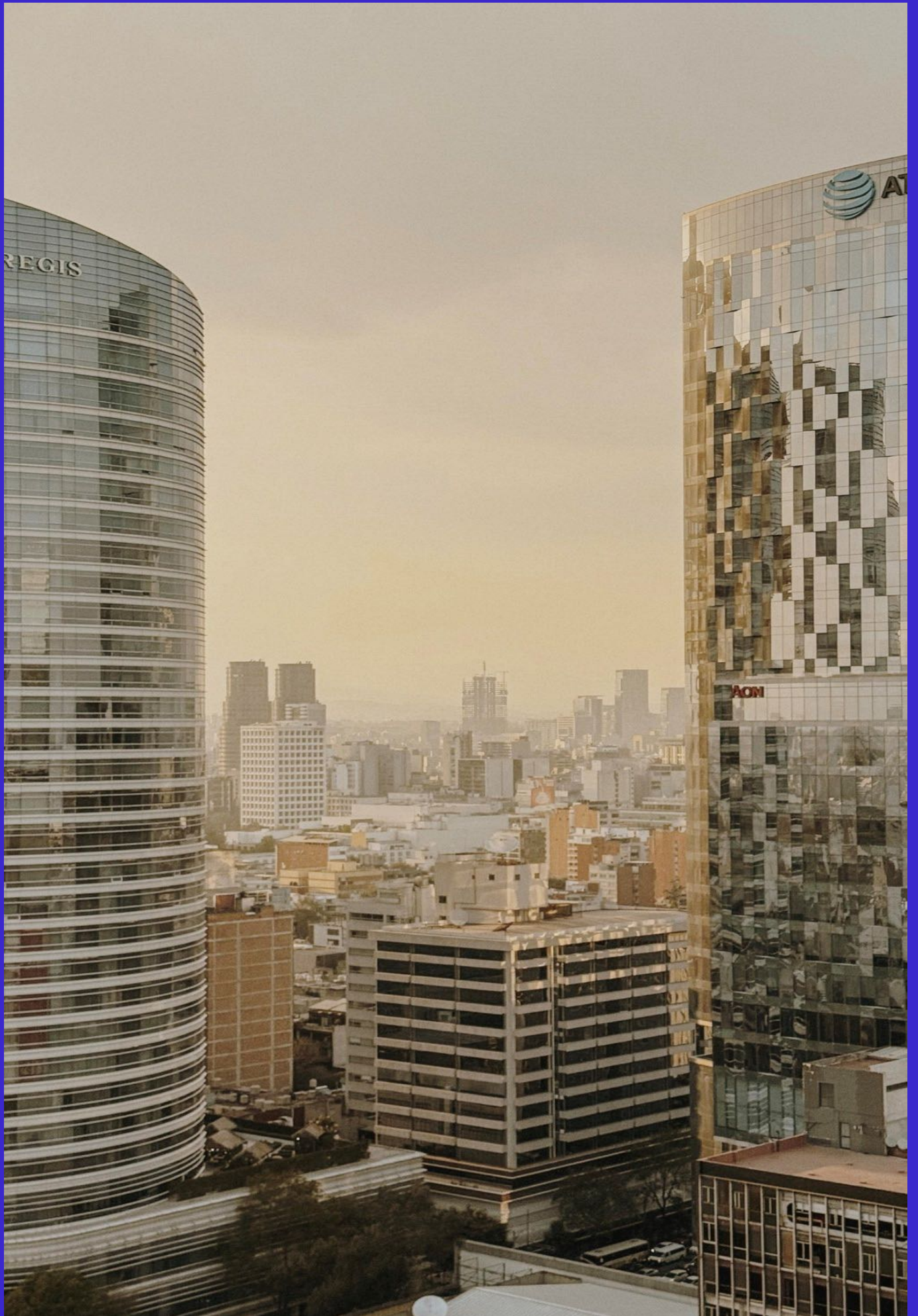
Gross performing loans were down by 5.3% year-on-year, impacted by the depreciation of the pound sterling. At constant exchange rates, this reduction was 0.3%.

On-balance sheet customer funds fell by 4.5% compared to 2024, while at constant exchange rates they increased by 0.5%, with the growth in term deposits being particularly noteworthy.

Million euro

	2025	2024	Year-on-year change (%)
Assets	51,884	55,604	(6.7)
Gross performing loans to customers	41,093	43,380	(5.3)
Liabilities and equity	51,884	55,604	(6.7)
On-balance sheet customer funds	40,229	42,123	(4.5)
Wholesale funding in capital markets	5,884	5,859	0.4
Allocated own funds	2,488	2,543	(2.2)
Off-balance sheet customer funds	—	—	—
Other indicators			
Employees	4,619	4,729	(2.3)
Branches and offices	175	186	(5.9)

(*) The EUR/GBP exchange rate applied to the balance sheet is 0.8726 as at 31 December 2025 and 0.8292 as at 31 December 2024.



4.3 Banking Business Mexico

4.3.1. Business overview

The business was established in Mexico through an organic project with the creation of two financial vehicles: first, a SOFOM (multi-purpose financial company), which commenced operations in 2014, and subsequently a bank. The banking licence was obtained in 2015 and the Bank began operating in Mexico at the beginning of 2016.

On 1 January 2025, through a unanimous resolution of the shareholders, the merger of the two entities was approved, with the SOFOM being dissolved by merger with effect from 1 January 2025. This transaction was approved by the National Banking and Securities Commission (CNBV), the regulator in Mexico, on 17 December 2024. The main objective of the merger was to streamline administrative and corporate governance processes, optimise technology investment, reduce operational risk, minimise duplication, and strengthen capital and liquidity indicators.

Banco Sabadell operates under a customer-centric model, with agile processes, digital channels and with no branches. Business capabilities have been rolled out across ten entities in Mexico. The business in this country encompasses the following business lines:

- Corporate Banking, aimed at corporates and large enterprises, with specialisation in different sectors.
- Business Banking, which mimics the Group's original business banking relationship model.
- Retail Banking, with an entirely digital product for customer acquisition, which pays interest with no minimum balance, has zero fees, and offers 24/7 availability of funds.



4.3.2. Management priorities in 2025

The Mexican subsidiary delivered positive performance over the year, driven primarily by close monitoring of the impaired portfolio, which had a favourable impact on the estimation of provisions for loan losses. It also achieved savings in administrative expenses.

During 2025, the Mexican subsidiary continued to focus on growth, financial self-sufficiency and profitability. It is worth noting the following initiatives implemented during the year:

- In Corporate Banking, the Fiduciary division was strengthened, and activity in derivative financial instruments was also expanded by introducing new products, such as options or currency forward transactions, leading to a more comprehensive service offering for structured finance transactions and reinforcing customer relationships.
- In Business Banking, the improvement in transactional capabilities was consolidated, maintaining a high-quality service, which has set it apart since the segment was first launched.
- During 2025, the Bank continued to work on the Retail Banking project to attract new customers, offering attractive interest rates and the ability to access funds at any time.

In 2025, in order to enhance value creation, the entity undertook financial planning aligned with the Group to better define Banco Sabadell's strategic courses of action in Mexico. The main pillars were to (a) increase income generation without consuming capital by boosting fee and commission income with greater loan book placement while promoting products such as derivatives, currency trading and fiduciary services, and (b) develop new treasury strategies to obtain a better return on investments and repo transactions.

On 17 June 2025, HR Ratings ratified the credit rating of Banco Sabadell Mexico of HR AAA long term and HR+1 short term with a stable outlook, based on the operational and financial support that it receives from the parent company in Spain, its sound solvency position, and the improved cost-to-income ratio due to lower administrative expenses. It also underscores the entity's performance on environmental, social and corporate governance factors.

On 1 September 2025, Standard & Poor's upgraded the long-term rating to mxAA+ with the short-term rating remaining at mxA-1+, both with a stable outlook. The credit rating is based on the entity's strategy of focusing on profitability, which is expected to lead to a growing trend in operating income and stable capitalisation levels derived from the gradual improvement in profitability indicators and a conservative dividend policy.

4.3.3. Key figures

The contribution to the Group's net profit as at 2025 year-end amounted to 64 million euros, representing a year-on-year increase of 13% (22.9% at a constant exchange rate), due to reduced costs and lower provisions.

Net interest income stood at 193 million euros, falling by 6% year-on-year, affected by the depreciation of the Mexican peso. At constant exchange rates, this item increased by 2.9%, mainly driven by the lower cost of liabilities.

Net fees and commissions amounted to 27 million euros as at the end of 2025, showing strong growth due to increased business activity.

Total costs stood at 97 million euros, representing a year-on-year decrease of 15.2% at a constant exchange rate, mainly driven by lower general expenses, particularly advertising costs.

Provisions and impairments amounted to -18 million euros as at the end of 2025, reflecting a decline over the year driven by lower provisions for single-name borrowers.

Million euro

	2025	2024	Year-on-year change (%)
Net interest income	193	206	(6.1)
Net fees and commissions	27	18	46.2
Core revenue	220	224	(1.8)
Profit or loss on financial operations and exchange differences	2	13	(80.9)
Equity-accounted income and dividends	—	—	—
Other operating income and expenses	(27)	(21)	27.9
Gross income	195	216	(9.4)
Operating, depreciation and amortisation expenses	(97)	(126)	(22.6)
Pre-provisions income	98	90	9.1
Provisions and impairments	(18)	(24)	(23.1)
Capital gains on asset sales and other revenue	(4)	(4)	(2.0)
Profit or loss before tax	76	62	22.0
Corporation tax	(12)	(6)	110.4
Profit or loss attributed to minority interests	—	—	—
Profit attributed to the Group	64	57	12.8
ROTE (net return on tangible equity)	10.0 %	9.7 %	
Cost-to-income (administrative expenses / gross income)	49.8 %	51.2 %	
NPL ratio	2.7 %	2.8 %	
Stage 3 coverage ratio, with total provisions	59.8 %	59.5 %	

(*) The exchange rates applied to the income statement are EUR/MXN 21.6668 (average) and EUR/MXN 19.7732 (average) in 2025 and 2024, respectively.

Gross performing loans rose by 16.6% year-on-year, impacted by the depreciation of the US dollar, the increase at constant exchange rates standing at 23.5%.

On-balance sheet customer funds rose by 7.5% year-on-year, mainly due to an increase in demand deposits.

Million euro

	2025	2024	Year-on-year change (%)
Assets	7,208	6,646	8.4
Gross performing loans to customers	4,946	4,242	16.6
Liabilities and equity	7,208	6,646	8.5
On-balance sheet customer funds	3,439	3,199	7.5
Allocated own funds	768	686	12.0
Off-balance sheet customer funds	—	—	—
Other indicators			
Employees	500	515	(2.9)
Branches and offices	12	12	—

(*) The EUR/MXN exchange rate applied to the balance sheet is 21.118 as at 31 December 2025 and 21.5504 as at 31 December 2024.