

Agenda

Time	*Please note that all times are in CET (Madrid time)
2:30 pm	Opening Remarks Rafael Salinas, Chief Financial Officer Patricia Bueno, Head of Investor Relations
2:35 pm	Accelerating profitable growth Carlos Torres Vila, Chairman Onur Genç, Chief Executive Officer
3:20 pm	<i>Q&A Session & Break</i>
4:10 pm	Leading the industry transformation David Puente, Head of Client Solutions
4:30 pm	Sustainability as a business growth opportunity Javier Rodríguez Soler, Head of Sustainability
4:50 pm	<i>Q&A Session & Break</i>
Accelerating profitable growth in our main markets	
5:20 pm	Spain Peio Belausteguigoitia, Country Manager Spain
5:40 pm	Mexico Eduardo Osuna, Country Manager Mexico
6:00 pm	Turkey Recep Baştuğ, Country Manager Turkey
6:20 pm	<i>Q&A Session & Break</i>
6:55 pm	Closing Remarks Carlos Torres Vila, Chairman