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CAIXABANK IN 2014
LETTERS
ABOUT US
CORPORATE GOVERNANCE
KEY STRATEGIES

[CHAIRMAN](#)

[CEO](#)

OUR VIEW ON BANKING
ACTIVE RISK MANAGEMENT
FINANCIAL REPORTING AND RESULTS
COMMITMENTS IN 2014 AND CHALLENGES IN 2015
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The UN Global Compact Principles GRI: G4-DMA, G4-15, G4-16, G4-33

CaixaBank is a member of the United Nations Global Compact and chairs the Spanish Global Compact Network. The Principles of the United Nations Global Compact covered in the text are presented at the beginning of each section of this report, which also serves as a progress report in that regard.

The complete corresponding Global Reporting Initiative (GRI) indicators (version G4) are also shown. The GRI has established a series of indicators, now global standards, to measure companies' level of commitment to economic, environmental and social issues. For more information on the indicators, please see Appendix 2.

Principle 1	Businesses should support and respect the protection of internationally proclaimed human rights.	Principle 6	Businesses should support the elimination of discrimination in respect of employment and occupation.
Principle 2	Business should make sure that they are not complicit in human rights abuses.	Principle 7	Businesses should take a precautionary approach to environmental challenges.
Principle 3	Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Principle 8	Businesses should undertake initiatives to promote greater environmental responsibility.
Principle 4	Business should support the elimination of all forms of forced and compulsory labour.	Principle 9	Business should encourage the development and diffusion of environmentally friendly technologies.
Principle 5	Businesses should uphold the effective abolition of child labour.	Principle 10	Businesses should work against corruption in all its forms, including extortion and bribery.

NOTE: The non-financial information disclosed in this report has been verified by Deloitte according to the terms set forth in the independent assurance report attached as Appendix 3. Economic and financial information was obtained from the audited 2014 financial statements of the CaixaBank Group, available on our corporate website.



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[CaixaBank in 2014]

GRI: G4-9, G4-EC1

Strong commercial capacity, with a leading multichannel management approach

Go-to bank for nearly 1 in 4 banking customers in Spain



**Most extensive branch
network in Spain**

5,251
branches
9,544
ATMs

Online banking

10.0
million
customers
under contract

Mobile banking

3.4
million active
customers

Payment methods

13.7
million cards
266,240
PoS installed

Employees

31,210
people

Prepared to lead the sector in trust and profitability



Best Retail Bank
for Technology Innovation
2013 and 2014



Technology Products
of the Year 2014
Delivery Channels
Winner



Bank with the Most Innovativ
Spirit in the World 2014
Best Product and
Service Innovation
2013 and 2014



European Certificate
of Excellence
in Management



Best Private Banking
Services in Spain 2015



Commercial strength, boosting market share in main products and services

Total funds

€271,758
million

Chg.
+5.2%

Sector
+3.9%

Gross loans

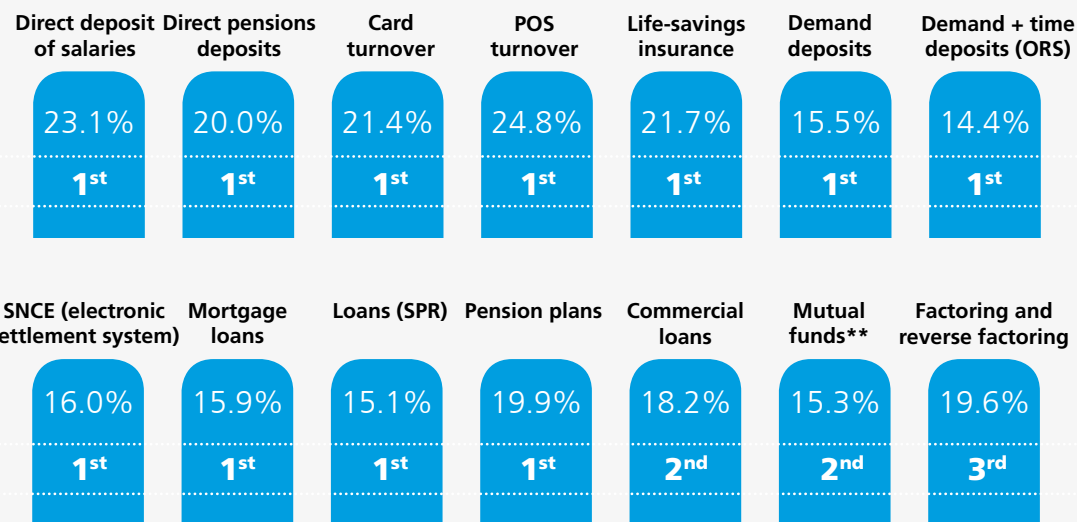
€197,185
million

Chg.
-4.8%

Sector*
-5.2%

*Source: "la Caixa" Research (change in ORS loans + public administration loans)

Market share* and ranking



*December 2014 Source: Bank of Spain

**Ranked #1 including the impact of Barclays Bank SAU

Sustained ability to generate revenue and cut costs

Net interest income

€4,155
million

Chg.
+5.1%

Net fees and commissions

€1,825
million

Chg.
+3.7%

Recurring operating expenses

€3,773
million

Chg.
-4.4%

Recurring pre-impairment income

+18.0%*

Robust results

Profit attributable to the Group

€620
million

Chg.
+96.3% **

*In 2013, did not include €-267 million for the impact of the new recognition of Deposit Guarantee Fund contributions, nor €-839 million in Group restructuring costs.

**The 2013 income statement has been adjusted in accordance with the new recognition of contributions to the Deposit Guarantee Fund, in application of IFRIC 21 and IAS 8.



Prudent risk management with adequate coverage

High coverage ratios

55%

for NPLs

55%

for available-for-sale
foreclosed real estate
assets

Risk management

Reduction in non-performing loans
in the past year

€5,255 M

Real estate commercial activity

€2,512 M

Financially sound: high liquidity and solvency levels

Liquidity

€56,665
million

€30,740 M
Unused ECB discount facility

€25,925 M
Balance sheet liquidity

Loan-to-deposits

104.3%

Solvency

Leverage ratio

5.7%

12.1%
CET1 fully loaded
13.0%
CET1



[CaixaBank shares]

Trend in share price vs. indices / % gain or loss in shares



Gains in CaixaBank shares

15.1%

in 2014

* Spanish banks: Internally-prepared peer share price index (Bankia, Bankinter, BBVA, Popular, Sabadell and Santander), weighted by daily market capitalisation.

Key indicators

Market capitalisation

€24,911

million

Closing Share price

€4.361

Book value per share (fully diluted) (31-12-14) (*)

€4.42

Share price/tangible book value

€1.23

P/TBV fully diluted

*Treasury shares at 31 December 2014 have been deducted.



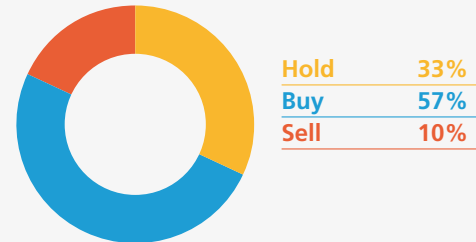
Position in sustainability indices

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



Analysts

30 national and international brokerage companies cover CaixaBank (at 31 December 2014)



Outstanding leadership in retail banking in Spain, a solid franchise, and a healthy balance sheet

90% of analysts have issued "hold" or "sell" recommendations

€4.98 per share: average target price

Shareholder remuneration

Dividend yield

€0.20 per share

4.6% considering share price at 31 December 2014

4.5% above average share price in 2014

Quarterly payout through the scrip dividend programme

CaixaBank scrip dividend programme

Shareholders can choose one of the three options or a combination thereof

Remuneration in shares

Option A (default option)

Receive shares from the bonus share issue
(NO TAX WITHHOLDING)

Remuneration in cash

Option B

Receive cash by selling the free subscription rights allocated in the scrip issue on the market
(NO TAX WITHHOLDING)

Option C

Receive cash by selling the free subscription rights allocated in the scrip issue to CaixaBank
(TAX WITHHOLDING)



I. Fainé

Isidro Fainé Casas

[Letter from the Chairman]

In 2014, the “la Caixa” Group became the new Fundación Bancaria Caixa d’Estalvis i Pensions de Barcelona (the “la Caixa” Banking Foundation), not only adapting to the Laws on Savings Banks and Banking Foundations, but also reinforcing our values and foundational commitment.

As a result of this transformation, the “la Caixa” Banking Foundation now manages the welfare projects directly, while through Criteria CaixaHolding manages all the equity investments. Dividends received by Criteria from its investments provide the funding for the welfare projects.

The welfare projects are the soul of the “la Caixa” Group and CaixaBank its heart and the structure’s main muscle. More than 40 thousand activities were carried out in 2014 benefiting over nine-and-a-half million people. The welfare projects budget for 2015 is once again €500 million, for the eighth consecutive year.

2014 was also a good year for CaixaBank. Amid moderate growth, strong commercial efforts enabled us to sustain business volume and increase net interest income even with interest rates at abnormally low levels.

Significant efforts were also required during the year to strengthen capital, with an increase in the Common Equity Tier 1 (CET1) BIS III ratio of 112 basis points (bp) to 13.0%. On a fully loaded basis, the ratio increased by 79bp to 12.1%. This resilience was underscored in the results of the European Central Bank’s asset quality review and stress tests of European banks. Performing an internal exercise, the same methodology was applied to CaixaBank, leading to one of the best results of the largest European banks by market capitalisation, with a CET1 of 10.3% in the adverse scenario.

As for the share price, CaixaBank has outperformed both the Ibex 35 and its domestic and European peers over the past two years. In 2013, it rose between 19 and 25 percentage points (pp) higher than its benchmark indices. And 2014 was another stellar year, with the stock notching up a 15.1% gain compared to a 2.5% advance by Spanish banks, a 4.9% drop by European banks and a 3.7% increase by the Ibex.

We also completed our 2011-2014 Strategic Plan last year, cemented our leadership in banking in Spain, with 13.4 million customers. By actively managing liquidity and solvency, we have bolstered our financial ratios substantially each year and passed the assessments carried out by the supervisors. We are firmly committed to quality of service, making better use of new technologies. And this has garnered international recognition. We have achieved a more geographically diversified balance sheet and expanded our footprint in non-core areas for the bank, which has been reinforced with the acquisition in early 2015 of Barclays Bank SAU.

Lastly, we have laid the foundations for growth in the new 2015-2018 Strategic Plan, which focuses on quality, reputation and customers. I would particularly like to thank our customers -as well as the rest of our stakeholders- for the trust they have placed in us. Without them, the CaixaBank project would not be able to continue marching forward as strongly as it is.



Gonzalo Gortázar Rotaache

[Letter from the CEO]

The world economy continued to grow in 2014, with significant improvement in advanced economies, but slower growth in emerging market economies. In the eurozone, on top of the positive impact of the drop in oil prices, two other factors are aiding recovery: improved funding conditions and the euro's depreciation. As for the banking system, the key highlight of 2014 was the start of operation of the banking union.

Now, the tail end of the crisis and the start of recovery are taking place simultaneously. Against this backdrop, CaixaBank has continued to reinforce its leadership position in Spain, growing its market shares across the main products and services. This enabled it to keep up its strong commercial efforts last year despite the major private sector deleveraging, with a 5.2% increase in customer funds offsetting a 4.8% fall in the lending portfolio.

Our business model is underpinned by a quality value proposition, specialisation by segment and a unique reach that affords us a huge competitive advantage; i.e. the most extensive network of branch offices and online channels. These channels have been recognised internationally and have achieved higher penetration rates than traditional channels. We also have a keen ability to innovate, with an highly skilled team that has shown its commitment and skill to cope with one of the worst crises ever seen.

CaixaBank continued to launch initiatives targeting specific segments with strong potential in 2014, such as small businesses and the agrarian sector. We also stepped up the digitalisation of processes and the mobility of banking transactions outside the office, so commercial managers can physically go where customers demand and offer full banking functionality.

The intense commercial drive led to a 9% increase in gross income which, combined with a 4.4% reduction in recurring expenses, fed through to a sharp 18% increase in recurring pre-impairment income, to €3,167 million.

Other priorities last year were to strengthen solvency and asset quality. We raised our fully loaded CET1 BIS III ratio by 79bp to 12.1% -one of the highest of any bank in the eurozone- and lowered non-performing loans (NPLs) by 21%, feeding through to a sharp decline in the NPL ratio (of nearly 2pp) for the first time in years.

We have emerged from crisis bigger and ranked number one in the banking market. Looking ahead, we must continue to work in the same direction to retain our leadership in this new chapter in our history.



1 ABOUT US

1.1 Our mission

1.2 CaixaBank Group structure

1.3 Shareholder structure





[1.1 Our mission]

We are not just a bank. We are CaixaBank

“The essence of our mission is to serve people and drive economic and social development in the widest sense in the regions in which we operate.

Isidro Fainé, Chairman



The leading financial group in the Spanish market.
A group that is useful to society, ethically committed,
technically efficient, close to people.

“We want CaixaBank to be the leading bank in terms of quality service, the trust our customers place in us, our commitment to individuals and to our communities, and our long-term vision.

Gonzalo Gortázar, CEO

OUR RAISON D'ÊTRE

Respect for our code of ethics and staying true to our founding values
QUALITY, TRUST AND SOCIAL COMMITMENT

WHAT WE DO

Financial business

Specialised management
Tailor-made value proposal for each segment

Multi-channel management
At the forefront of the sector thanks to our leadership in technological innovation

Diversified business

Internationalisation
We stand side-by-side our customers and diversify risk

Investments
We diversify earnings through investments in strategic sectors

HOW WE DO IT

Excellence

Conscientious management and high-quality service

Innovation

Substantial technological capability and forward-thinking approach

Proximity

Wide reach and dedication to local communities

Talent

Highly-qualified professionals

WHY WE DO IT

Historical commitment to people and society

Positive impact of our activity from an economic, environmental and social perspective

2015-2018 Strategic Plan: Five challenges
Lead the sector in terms of customer trust and profitability

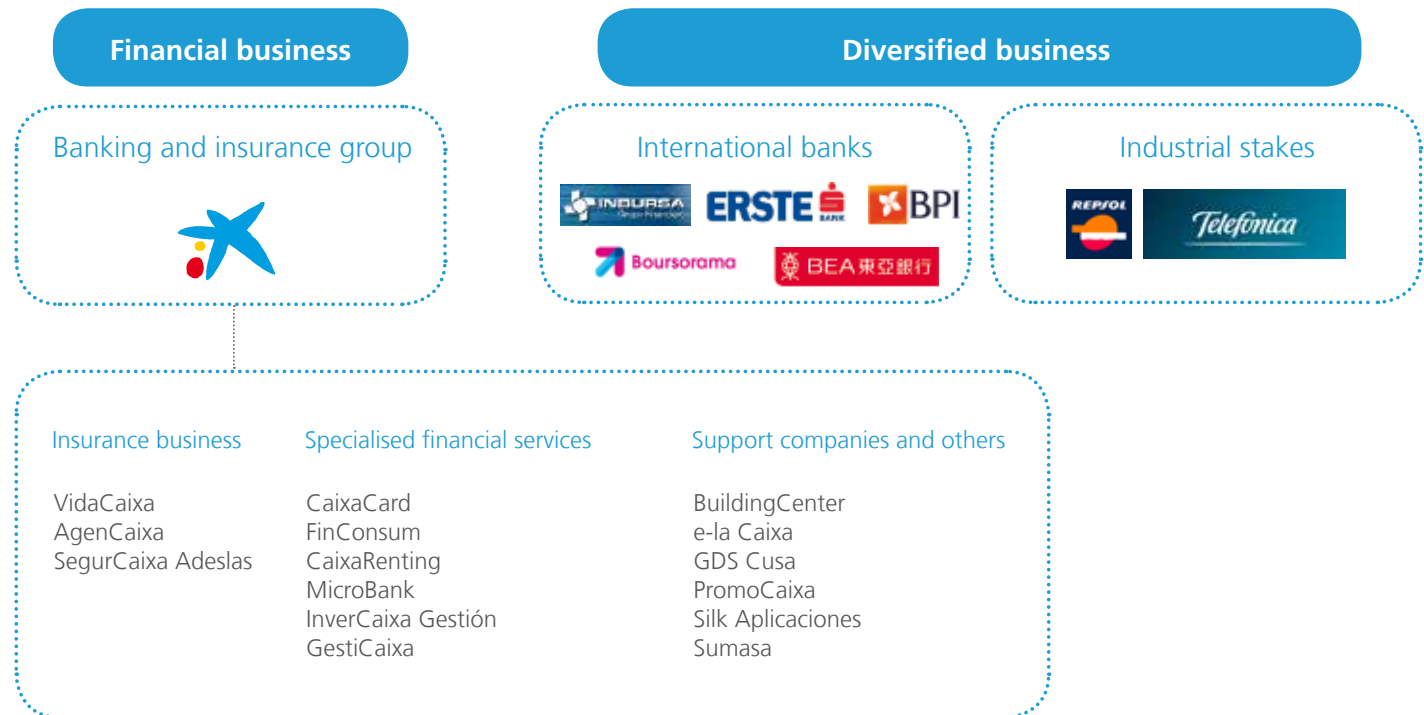


[1.2 CaixaBank Group structure]

CaixaBank is the leading integrated financial group in Spain engaged in banking and insurance activities, while holding stakes in international banks and in leading service sector companies.

CaixaBank provides banking and insurance services through a number of subsidiaries that contribute to achieving the bank's commercial targets and ensuring a high level of customer service excellence, provided through their own operations or by offering operational support to the banking activity.

It also benefits from several support companies that complement and bolster its commercial offering and end-to-end service.





Insurance business

CaixaBank enhances its portfolio of banking products and services with specialised life insurance, pension and general insurance products, through VidaCaixa and SegurCaixa Adeslas.

VidaCaixa

VidaCaixa offers a wide range of insurance and pension plan products, through specific offices, CaixaBank branches and electronic channels. The company personalises its service for individual customers and offers VidaCaixa Previsión Social products for large companies and groups. Its product portfolio includes risk-life insurance for individuals and businesses, and a wide range of pension plan and life-savings insurance products.

At the end of 2014, VidaCaixa had 3.8 million insurance and pension plan customers. It manages €54,856 thousand million, up 10% on the 2013 figure.

VidaCaixa manages its investments in accordance with the United Nations Principles for Responsible Investment (UNPRI).

 FURTHER INFORMATION ON VIDACAIXA AND SOCIALLY-RESPONSIBLE INVESTMENTS IN SECTION 4.1 SPECIALISED MANAGEMENT AND 4.3 TOWARDS A SUSTAINABLE ECONOMY.

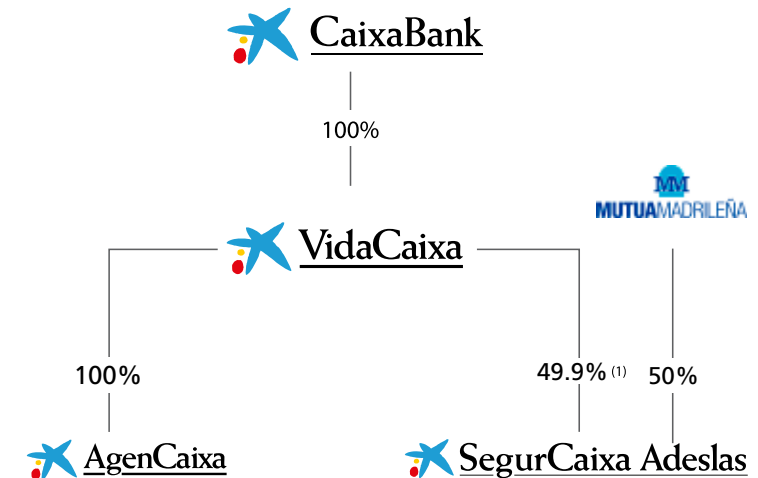
 FURTHER INFORMATION ON VIDACAIXA

SegurCaixa Adeslas

CaixaBank holds an ownership interest in SegurCaixa Adeslas, a non-life insurance company integrated in the Mutua Madrileña Group. SegurCaixa Adeslas is at the forefront of the health insurance sector, with a market share above 27%. It also offers home, accident, auto and funeral insurance, among other products.

At the end of 2014, SegurCaixa Adeslas had 5.3 million customers, 3.4 million of which held health insurance policies.

 FURTHER INFORMATION ON SEGURCAIXA ADESLAS



(1) 0.08% held by non-controlling interests





Specialised financial services

The CaixaBank Group includes a set of companies offering a wide range of complementary fund management services and specialised financing products.

100%	→ CaixaCard, S.A	→ Manages the Group's card business and develops new technologies (such as <i>contactless</i> NFC, pay-by-mobile and e-wallets). Includes <i>Money to Pay</i> , specialised in pre-paid cards.
100%	→ FinConsum	→ Offers consumer financing products, mainly through distributors of goods and services and automobile dealers. Manages a portfolio of €1,250 million, with a business volume of €906 million. In February 2014, FinConsum and Telefónica de España, S.A. incorporated Telefónica Consumer Finance, E.F.C., S.A., with a 50% ownership stake each. The business will offer consumer financing for Telefónica products.
100%	→ CaixaRenting	→ Arranges equipment lease financing through the CaixaBank branch network. At 31 December 2014, FinConsum managed a portfolio of lease agreements of €479 million.
100%	→ MicroBank	→ Specialises in offering microcredits and other financial products with the basic aim of fostering productive activity, job creation, personal and family development and encouraging financial inclusion.
100%	→ InverCaixa Gestión	→ The Group's Collective Investment Schemes (CISs) management company. At 31 December 2014, it handled funds totalling around €34,745 million across a diverse range of products, including mutual funds, SICAVs and portfolios.
100%	→ GestiCaixa	→ Manages asset securitisation, handling 20 securitisation funds at 31 December 2014 with a volume of bonds in circulation of approximately €8,754 million.



Support companies and others

GRI: G4-12

The CaixaBank Group encompasses a number of subsidiaries whose main objective is to provide services to the bank.

100%	→ BuildingCenter	→ Performs real estate investments and sells, administrates and manages properties linked to CaixaBank's activity and its own properties.
100%	→ e-laCaixa	→ Responsible for managing and developing CaixaBank's electronic channels and providing services to other Group companies. e-la Caixa is entrusted with the commercial management and support services of non-physical channels, working in collaboration with the branch network.
100%	→ GDS Cusa	→ Renders operating and support services related to the financial business (management of arrears, banking services, legal operations, etc.) as well as administrative and accounting services to "la Caixa" Group companies.
100%	→ PromoCaixa	→ Entrusted with managing promotional and customer loyalty programmes, purchasing promotional items and performing other marketing activities.
100%	→ Silk Aplicaciones	→ Entrusted with managing the Group's technology architecture and providing IT services to CaixaBank and its subsidiaries, and with the international expansion of this architecture. Its subsidiary, Silc Inmobles (100%), manages the new data processing centre, which houses the Group's data processing equipment and infrastructure. It also holds a 49% interest in IT Now through a strategic alliance with IBM.
100%	→ Sumasa	→ Manages, on behalf of CaixaBank and the "la Caixa" Group companies, services relating to the construction and maintenance of buildings and premises, and their facilities. It operates a marketplace through a proprietary IT platform, and manages logistics services and office and IT supplies procurement on behalf of third parties.



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[1.3 Shareholder structure]



1, 2 and 10 GRI: G4-7

CaixaBank is the tenth-largest Eurozone bank in terms of market capitalisation (€25 thousand million). At 31 December 2014, CaixaBank's capital was represented by 5,714,955,900 shares, with a par value of €1.00 each.

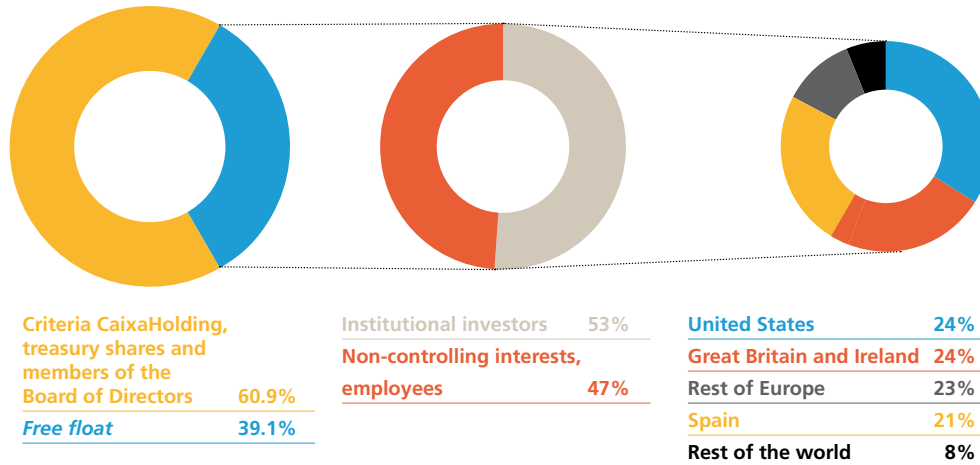
The bank has one core shareholder, Criteria CaixaHolding, which owns 58.96% of its share capital. Criteria CaixaHolding manages all the equity investments of the "la Caixa" Banking Foundation, which owns 100% of the company.

The bank's free float (the portion of share capital not held by the majority shareholder and members of the Board of Directors) is distributed among more than 715,000 shareholders, with over half being held by institutional investors.

CaixaBank has not been informed of any agreements between its shareholders for the concerted exercise of voting rights or that could constrain the free transfer of shares, except for the agreement described on the bank's website.

FURTHER INFORMATION

Shareholder structure



Policy on treasury shares

Transactions with treasury shares (0.05% of total capital at 31 December 2014) must always be for legitimate purposes and in accordance with prevailing regulations, such as supporting the market liquidity of

CaixaBank shares or enhancing regularity in trading. Treasury share transactions must never be carried out in order to intervene in the free market or to benefit certain shareholders of CaixaBank.

FURTHER INFORMATION



"la Caixa" Banking Foundation

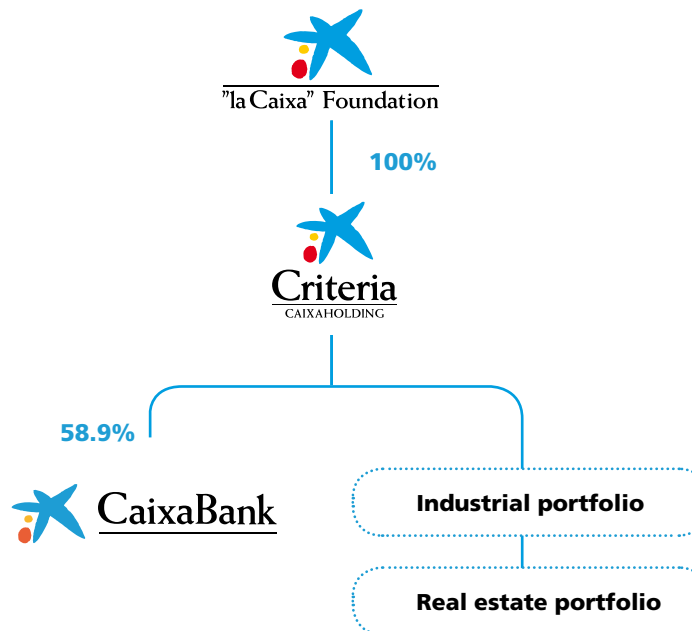
GRI: G4-7, G4-13

CaixaBank's origins are rooted in the banking and financial tradition that began in 1904 with the founding of the Caja de Pensiones para la Vejez y de Ahorros de Cataluña y Baleares, "la Caixa". The bank started by managing family savings and offering its customers pension insurance a full century before this type of social benefit was established.

In June 2014, "la Caixa" became Fundació Bancària Caixa d'Estalvis i Pensions de Barcelona, "la Caixa", in keeping with the Savings Banks and Banking Foundations Law. Since then, the "la Caixa" Banking Foundation manages the welfare projects that have long been a cornerstone of "la Caixa" and, through Criteria CaixaHolding, the "la Caixa" Group's equity investments, including CaixaBank.

The "la Caixa" Banking Foundation is the largest charitable foundation in continental Europe and the third-largest worldwide. The Foundation was created with capital of nearly €5,868 million, equivalent to 0.6% of Spanish GDP at that time, net assets of more than €20,000 million and wealth of approximately €20,000 million. It also manages the welfare projects of "la Caixa", with a sustained annual budget of €500 million over the past seven years.

"la Caixa" Banking Foundation





"la Caixa" Welfare Projects

In October 2014, the "la Caixa" Foundation was fully integrated in the "la Caixa" Banking Foundation. The integration reinforced the bank's commitment to addressing the most pressing social problems and helping the most vulnerable groups.

The welfare projects aim to efficiently respond to the major challenges facing our world today: the struggle against poverty and exclusion, employment, assistance for the elderly and sick, access to housing, support for quality education, the advancement of research, the sharing of culture, and learning and knowledge as the drivers of personal development.

With these objectives in mind, in 2014 the following projects, inter alia, have been supported:

- Incorpora, **a labour market integration programme**, which has helped 18,405 people at risk of exclusion find gainful employment.
- **CaixaProinfancia**, which helps children living in poverty or social exclusion, benefiting 238,000 children and their families in Spain's 11 most populated cities and their metropolitan areas since its creation.
- The programme for **assisting terminally-ill patients** during the final stages of life, serving 14,000 participants and providing invaluable support to more than 19,000 family members.

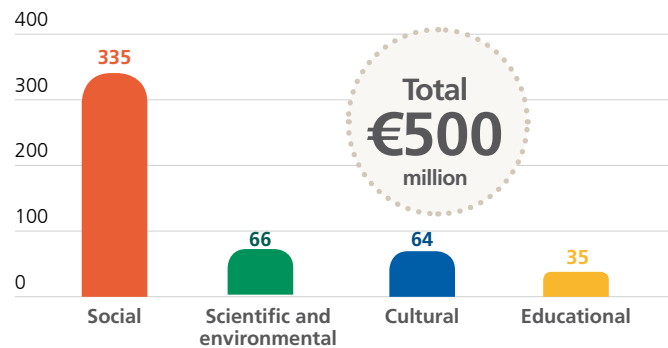
- The active ageing initiative **Gente 3.0**, serving over 760,000 elderly participants.
- The **eduCaixa** platform, a learning initiative for students aged 3-18, providing educational resources to over 2 million users of online and face-to-face activities from 7,755 schools.

The "la Caixa" Foundation is also a long-standing supporter of research, conservation and the improvement of natural areas throughout Spain, sharing of culture and international cooperation.

 FURTHER INFORMATION ON THE WELFARE PROJECTS IN WHICH CAIXABANK COLLABORATES CAN BE FOUND IN [SECTION 4.3 COMMITMENT TO PEOPLE AND SOCIETY](#)

Distribution of budget for welfare projects in 2014

(€ million)



"la Caixa" Foundation in 2014

€500

million budget (for the 7th year running)

40,150

activities

67%

of budget earmarked for social and assistance projects

9.6

million participants



Retail shareholders and institutional investors

CaixaBank's commitment to its retail shareholders is one of the bank's top priorities. This commitment is borne out both by the strong remuneration and the educational initiatives, information services, and other benefits extended to shareholders.

In 2014, the bank launched two new information channels, the mobile portal and the Twitter account @AccionistasCABK, while also enlarging the content of existing channels to bring in new periodic reporting formats. CaixaBank has also forged greater interaction with shareholders through town meeting-style encounters and remote channels.

Institutional investors

GRI: G4-26

Relations with institutional investors and analysts were further nurtured during the year, through close communication. Over 300 meetings were held with institutional investors in the main financial marketplaces (London, Paris, New York, Boston, Frankfurt and Zurich, among others). In addition, CaixaBank was present at 16 banking sector conferences, offering a new point of contact for CaixaBank and these investors. The management team launched a webcast to present the quarterly results, during which analysts and institutional investors were given the opportunity to ask questions.

In 2014, CaixaBank launched LKXA Shareholders, targeting the bank's young shareholders





CaixaBank alongside its shareholders in 2014

GRI: G4-26, G4-27 and G4-37

Accionistas

Personalised service

- 6,554 **exchanges** through the Shareholder Information Service by email and over the telephone.
- 18 **face-to-face meetings**, in order to report on the bank's earnings, shareholder remuneration and all initiatives targeting shareholders.
- 2 meetings of the **CaixaBank Shareholder Advisory Committee**, which comprises 17 members representing the bank's shareholder base.
- **The Shareholder Office**, providing attention on-site in Barcelona and through eight roadshows and bringing 149 shareholders to visit the corporate offices through the Conocer CaixaBank programme.

Multiple information channels

- 221,550 visits to the **Shareholder Services area** on the corporate website.
- 270,000 print copies and 660,000 downloads of the **CaixaBank Shareholder Magazine**, a quarterly publication offering corporate information.
- **CaixaBank Shareholder Handbook** available online, which thoroughly sets out what it means to be a CaixaBank shareholder.
- **New daily, weekly and monthly reports**, available free of charge.
- 4 million **e-mails and text messages** sent out with information of interest.
- **Quarterly earnings report**, available at CaixaBank offices.

Knowledge-building and sharing

- **Aula shareholder training programme**, featuring face-to-face courses on macroeconomic, tax and stock-market issues, conferences with speakers from the academic and financial arenas, and online resources such as videos, handbooks and manuals; all available on the corporate website. In 2014, 1,285 participants took part in 18 Aula courses.
- **LKXA Shareholders**, teaching shareholders aged 18 - 30 the ins and outs of financial markets and the economy. A unique area on the corporate website features information and materials for these shareholders, and LKXA Shareholders events organised during the year were tailored for the interests of this specific age group.

Exclusive advantages

- **Financial benefits**, such as exemption from paying fees for the purchase, administration or custody of CaixaBank shares deposited at the bank, the CaixaBank Share Investment Account, and the CaixaBank shareholder card, which is free for shareholders holding at least 1,000 shares, entitling them to exclusive benefits.
- **Regular offers** on technology products, trips, etc.
- Three **competitions** for shareholders to find out more about the bank, with 5,474 people taking part.
- A variety of **cultural, and sporting events** throughout Spain.

2 CORPORATE GOVERNANCE

2.1 Governance model

2.2 Business ethics





[2.1 Governance model]

GRI: G4-34, G4-38 and G4-39

One of CaixaBank's main objectives is to guarantee the bank's transparency, independence and good governance in order to safeguard and instil confidence the interests of all stakeholders. As set out in the newly-launched 2015-2018 Strategic Plan, CaixaBank aims to be a benchmark in good corporate governance.

At CaixaBank, management and the control of the company is borne by the shareholders in their Annual Meeting, the Board of Directors and the committees. The Chief Executive Officer is tasked with the bank's day-to-day management and ordinary decisions, and is ultimately accountable to the Board and the Executive Committee.

Annual General Meeting

All the bank's shareholders are eligible to exercise their voting rights and appoint a proxy through means of remote communication. Shareholders owning at least 1,000 CaixaBank shares, either individually or pooled with other shareholders, are entitled to attend general meetings in person.

Best governance practices

- One share, one vote.
- Separation of duties between Chairman and CEO.
- Representation on the Board of the different skills and focus areas necessary so that CaixaBank is managed prudently and soundly, in keeping with the heritage values handed down from la Caja de Ahorros y Pensiones de Barcelona, "la Caixa".
- Protection for retail shareholders and incentives to encourage them to get involved with CaixaBank, such as through the Shareholder Advisory Committee.
- Female representation on the Board above the IBEX 35 average.

[CLICK HERE FOR THE 2014 ANNUAL CORPORATE GOVERNANCE REPORT](#)



Annual General Meeting

Board of Directors

CaixaBank's representative and senior decision-making body, except in certain matters reserved for the shareholders at their Annual General Meeting.

Executive Committee

Board steering committee meeting with greater frequency than the Board itself. This committee has been entrusted with all the responsibilities of the Board that may be delegated. Accordingly, those matters reserved for the Board in plenary session are not handled by the Executive Committee.

Audit and Control Committee

Organises monitoring, financial control and risk analysis efforts at CaixaBank. This involves supervising the internal audit systems and ensuring the efficiency and independence of the control systems implemented. The committee also supervises the preparation and presentation of CaixaBank's financial statements.

Risk Committee

The Risk Committee advises the Board of Directors on the bank's risk strategy and global risk propensity, reports on the risk appetite framework and proposes the Group's risk policy to the Board.

Appointments Committee

This committee heads up the appointment of new Board members and provides reports to support proposals for the appointment or removal of senior executives. The Appointments Committee also reports to the Board on matters relating to gender diversity and oversees the bank's conduct in the field of corporate social responsibility.

Remuneration Committee

The Remuneration Committee establishes the general principles and governance framework for the payment policy for directors and senior executives, and reports on the general remunerations policy.

THE FUNCTIONS OF EACH OF THESE GOVERNING BODIES ARE DESCRIBED IN DETAIL IN THE ACCOMPANYING [ANNUAL CORPORATE GOVERNANCE REPORT](#) AND ON THE [CORPORATE WEBSITE WWW.CAIXABANK.COM](#).

GRI: G4-34, G4-35 and G4-46



Board of Directors

Directors at 31 December 2014

GRI: G4-34, G4-38 and G4-LA12



Isidro Fainé Casas
Chairman
Proprietary



Eva Aurín Pardo
Proprietary



Salvador Gabarró Serra
Proprietary



Javier Ibarz Alegría
Proprietary



Maria Dolors Llobet
Maria
Proprietary



Juan Rosell Lastortras
Independent Director



Alejandro García-Bragado Dalmau
Secretary (non-director)



Antonio Massanell Lavilla
Deputy Chairman
Executive



Maria Teresa Bassons
Boncompte
Proprietary



María Amparo Moraleda
Martínez
Independent



Arthur K.C. Li
Other external



Alain Minc
Independent



John S. Reed
Independent



Óscar Calderón de Oya
First Deputy Secretary (non-director)



Gonzalo Gortázar Rotaache
CEO
Executive



Juan Franco Pueyo
Representative of
Fundación Caja Navarra
Dominical



Antonio Sáinz de Vicuña
y Barroso
Independent



Juan José López Burniol
Proprietary



Leopoldo Rodés Castañé
Proprietary



Guillermo Sierra Molina
Representative of Fundación
Monte San Fernando
Dominical



Adolfo Feijóo Rey
Second Deputy Secretary
(non-director)



Xavier Vives Torrents
Independent



Diversity on the CaixaBank Board of Directors



78.9%
men

21.1%
women

Term of office*



63.2%
0-3 years

15.8%
3-6 years

10.5%
6-9 years

10.5%
+9 years

Origin



84.1%
Spain

5.3%
Rest of
Europe

5.3%
Asia

5.3%
America

Independent directors: years served on the Board*



33.3%
0-2 years

16.7%
2-5 years

50.0%
5-7 years



*Uninterrupted, and at the 2014 year end



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Changes to the Board during 2014

- On 27 February 2014, the Board of Directors appointed Antonio Sáinz de Vicuña y Barroso as an independent director, through the co-optation process, to be ratified at the following Annual General Meeting.
- At the Annual General Meeting held on 24 April 2014, the shareholders ratified the co-optation appointment and formally appointed Antonio Sáinz de Vicuña y Barroso to the Board, re-elected Alain Minc as independent director, re-elected Juan Rosell Lastortras as independent director and appointed María Amparo Moraleda Martínez as independent director occupying the vacancy left by Susana Gallardo Torrededia upon completion of her term of office.
- On 30 June 2014, the Board of Directors accepted the resignation submitted by Juan María Nin Génova from his posts as Deputy Chairman and Board Member, after having mutually agreed that he would leave his position as CEO. Subsequently, the Board appointed Gonzalo Gortázar Rotaeché as executive director serving on the Board, through the co-optation process, to be ratified at the following Annual General Meeting, and named him CEO of CaixaBank. The Board also appointed Antonio Massanell Lavilla to fill the vacancy left upon the resignation of Javier Godó Muntañola on the same date, through the co-optation process and pending ratification at the following Annual General Meeting, as executive director until his designation as CaixaBank Deputy Chairman.
- On 20 November 2014, the Board appointed Arthur K.C. Li as member of the Board in the category of "other external directors", through the co-optation process, pending ratification at the following Annual

General Meeting, to occupy the vacancy left upon the resignation of David K.P. Li on 23 October 2014.

Activities and relevant matters covered during the year

GRI: G4-28, G4-42, G4-45

In 2014, the Board met on 14 occasions.

At these Board meetings, there were a total of 16 absences among all of the Board members, with proxies present without specific instructions being counted as absences. This represents non-attendance of 6.08% out of the total votes at Board meetings in 2014.

At each meeting, the Board members are updated by the Chairman and Deputy Chairman of the general state of the domestic and world economy, as well as other matters.

The Board also discusses, examines, reviews and passes resolutions on recurrent matters including:

- The bank's strategy.
- Budget control and risk management.
- Relevant financial transactions and investments.
- Ordinary Annual General Meeting notices and other matters related to these meetings and to shareholders.
- Regulated financial reporting and reports prepared by the bank, which the Board reviews and, where applicable, approves.

- Remuneration of the Board members and executives.
- Targets for principal and core capital ratios.

Other one-off resolutions were also passed in 2014, including:

- Mergers with and acquisitions of other financial institutions.
- Transactions involving the conversion, issuance and/or exchange of securities and treasury share transactions.
- Appointment and removal of CaixaBank senior management and Board members.
- Authorisation to carry out share issues with a charge to distributable reserves under the scrip dividend programme.
- Approval of the reports assessing the directors' suitability.



Board committees

GRI: G4-34 and G4-38

1) Executive Committee

Chairman

Isidro Fainé Casas	<i>Proprietary</i>
--------------------	--------------------

Members

Antonio Massanell Lavilla	<i>Executive</i>
Gonzalo Gortázar Rotaeché	<i>Executive</i>
Javier Ibarz Alegria	<i>Proprietary</i>
Juan-José López Burniol	<i>Proprietary</i>
Maria Dolors Llobet Maria	<i>Proprietary</i>
María Amparo Moraleda Martínez	<i>Independent</i>
Antonio Sáinz de Vicuña y Barroso	<i>Independent</i> ⁽¹⁾

Secretary

Alejandro García-Bragado Dalmau	Secretary (non-director)
Óscar Calderón de Oya	First Deputy Secretary (non-director)
Adolfo Feijóo Rey	Second Deputy Secretary (non-director)

1. Re-elected on 24 April 2014.

2) Audit and Control Committee

Chairman

Xavier Vives Torrents	<i>Independent</i>
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Members

Salvador Gabarró Serra	<i>Proprietary</i>
Alain Minc	<i>Independent</i> ⁽¹⁾

Secretary

Alejandro García-Bragado Dalmau	Secretary (non-director)
Óscar Calderón de Oya	First Deputy Secretary (non-director)
Adolfo Feijóo Rey	Second Deputy Secretary (non-director)

1. Re-elected on 24 April 2014.





GRI: G4-34

3) Appointments Committee

Chairman	
Antonio Sáinz de Vicuña y Barroso	<i>Independent</i> ⁽¹⁾
Members	
María Teresa Bassons Boncompte	<i>Proprietary</i>
María Amparo Moraleda Martínez	<i>Independent</i>
Secretary	
Alejandro García-Bragado Dalmau	Secretary (non-director)
Óscar Calderón de Oya	First Deputy Secretary (non-director)
Adolfo Feijóo Rey	Second Deputy Secretary (non-director)

1. Re-elected and appointed Chairman on 24 April 2014.

4) Remuneration Committee

Chairman	
María Amparo Moraleda Martínez	<i>Independent</i>
Members	
Salvador Gabarró Serra	<i>Proprietary</i>
Alain Minc	<i>Independent</i>
Leopoldo Rodés Castañé	<i>Proprietary</i>
Secretary	
Alejandro García-Bragado Dalmau	Secretary (non-director)
Óscar Calderón de Oya	First Deputy Secretary (non-director)
Adolfo Feijóo Rey	Second Deputy Secretary (non-director)

5) Risk Committee

Chairman	
Antonio Sáinz de Vicuña y Barroso	<i>Independent</i>
Members	
Javier Ibarz Alegría	<i>Proprietary</i>
Juan-José López Burniol	<i>Proprietary</i>
María Amparo Moraleda Martínez	<i>Independent</i>
Juan Rosell Lastortras	<i>Independent</i>
Secretary	
Alejandro García-Bragado Dalmau	Secretary (non-director)
Óscar Calderón de Oya	First Deputy Secretary (non-director)
Adolfo Feijóo Rey	Second Deputy Secretary (non-director)



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Best good governance practices

CaixaBank complies with good governance regulations applicable to credit institutions and listed companies and, voluntarily, with the majority of the recommendations laid out under the Unified Code of Good Governance (June 2013 version).

- The Code advises that boards of directors should have between five and fifteen members in order to be of the appropriate size to function effectively and encourage participation. CaixaBank has 19 members on its Board of Directors. It believes that this size is appropriate for ensuring efficiency, participation and a wealth of perspectives.

This size is also deemed to be suitable given CaixaBank's history, namely that it was previously a savings bank with a 21-director board. Moreover, the size and composition are justified by the need to bring in a certain number of independent directors and to comply with the shareholders' agreements reached in the merger with Banca Cívica. It has also been deemed advisable to provide a Board seat for a representative from BEA, a CaixaBank investee. Lastly, a sufficient number of directors is needed to fill the five different Board committees (required under the new legal standards), so as to avoid, to the extent possible, duplicate rosters on the committees.

- Nine members of the Board represent CaixaBank's controlling shareholder, the "la Caixa" Banking Foundation. Nevertheless, the bank has not fulfilled the recommendation that one-third of directors should be independent directors, given that there are two proprietary directors representing the stakes held by the banking foundations formerly part of Banca Cívica, and because one other external director

cannot be considered independent because he is the Vice-Chairman of BEA, in which CaixaBank holds a significant stake.

- During 2014, two independent directors have been named to cover two vacancies. In addition, one of the directors previously considered as "other external" resumed the category of independent after having ceased serving on the "la Caixa" General Assembly. At 31 December 2014, there were six independent members on the Board of Directors.
- With regard to the presence of female directors on the Board of Directors, selection procedures are not biased in any way that may hinder the appointment of women to the Board. At 31 December 2014, of the 19 members on the Board, four were women.

Although the percentage of women is not equal to that of men and while there is undoubtedly room for improvement, CaixaBank still boasts among the highest female Board representation at IBEX 35 companies. In general, the Appointments Committee takes into account the prestige, knowledge and professional experience of Board candidates in order to meet the suitability requirements for membership on a board of directors of a credit institution. The committee also takes into account gender diversity, although a specific gender diversity target is pending at present.

- CaixaBank partially complies with the recommendation that if a member is forced to miss a Board meeting, he/she must appoint a proxy and provide them with specific instructions. At CaixaBank, Board members only miss meetings if it is absolutely impossible for them to attend. Nevertheless, when proxies are appointed, this is done in writing and specifically for the meeting in question. Proxies do not generally receive specific

instructions, in order to allow the proxy-holder to take into account the outcome of any discussion by the Board.

- The Good Governance Code recommends that in the case of remuneration linked to company earnings, deductions should be computed for any qualifications stated in the external auditor's report. At CaixaBank, deductions for qualifications are not explicitly provided for and therefore no specific decisions were taken one way or another in this regard. Nevertheless, this matter will be addressed in the remuneration policies to be approved in 2015.
- With respect to the possibility of proposing the appointment and removal of members of senior management, CaixaBank goes beyond the recommendation made in the Code. At the bank, both the CEO and the Appointments Committee can propose such changes where deemed appropriate.
- In connection with the recommendation that directors having an interest in or connection with a specific transaction should leave the room while the Board deliberates and votes on the matter, this practice is generally followed at CaixaBank. However, on limited occasions, when there are no doubts as to the appropriateness of the transaction and all independent directors have expressed their support therefor, the directors in question have not had to leave the room.

With respect to the new Good Governance Code of Listed Companies, approved on 18 February 2015, CaixaBank maintains the commitment of being a corporate governance benchmark and explaining all cases in which it diverges from the Code recommendations.



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Remuneration

CaixaBank's remuneration policy for its teams and executives aims to encourage behaviour that ensures that value is generated in the long term, at the same time as attracting, motivating and retaining high-value individuals across all levels of the organisation. The bank also strives to ensure that remuneration policies and practices are in line with shareholders' long-term interests.

The Board strives to ensure that the remuneration of its members is moderate and commensurate with market conditions, that it is distributed in accordance with the effective commitment of the directors, and is calculated in such a way as to offer incentives for the generous commitment of each director without becoming an obstacle to their independence.

CaixaBank's remuneration policy has been developed in accordance with its Bylaws and the Regulations of the Board of Directors.

The remuneration of directors, as foreseen in the corporate Bylaws and the Regulations of the Board of Directors, is in line with the basic rules governing director remuneration stipulated in the Corporate Enterprises Act.

Director remuneration comprises a fixed annual amount determined by the shareholders at the Annual General

Meeting. At the Annual General Meeting held on 24 April, the shareholders approved remuneration of €3,800,000, taking into account the composition of the Board and the Board committees at that time, as well as the future creation of new committees and the fact that greater dedication and time commitment would be required from members. This amount will remain in effect unless shareholders in general meeting agree to modify it, although it may be reduced by the Board of Directors.

Within the limits established at the Annual General Meeting, directors may receive compensation in the form of CaixaBank shares or shares in another publicly-traded Group company, options over such shares, or share-based instruments. This compensation must be ratified at the Annual General Meeting. Where appropriate, such a resolution will list the number of shares to be delivered, the exercise price for the options, the price of the shares taken as reference and the term set for this type of remuneration.

Despite the stipulation in the Bylaws, CaixaBank's director remuneration system compensates board members and committee members on a fixed, equal basis, with no supplementary variable amounts. Directors do not receive compensation in the form of CaixaBank shares or shares in other Group companies, options over these shares or other share-based instruments.

The Chairman of the Board receives additional fixed remuneration for carrying out his duties.

Independently of the above, directors carrying out executive duties at the bank, whatever the nature of their legal relationship, are entitled to receive remuneration for these duties to be determined by the Board of Directors on the basis of a proposal submitted by the Remuneration Committee. This remuneration may be either a fixed amount, an additional variable amount, through incentive schemes, or as benefits that may include pension plans, insurance coverage and, where appropriate, Social Security contributions. In the event of departure not caused by a breach of their functions, directors may be entitled to compensation.

 FURTHER INFORMATION IN THE 2014 REPORT ON THE DIRECTOR REMUNERATION



Management Committee

At 31 December 2014

GRI: G4-34



Gonzalo Gortázar Rotaeché
Chief Executive Officer

General Managers



Tomás Muniesa Arantegui
Chief Insurance and Asset
Management Officer



Juan Antonio Alcaraz García
Chief Business Officer



Pablo Forero Calderón
Chief Risk Officer

Deputy General Managers



Joaquín Vilar Barrabeig
Head of Audit and Internal
Control



Xavier Coll Escursell
Head of Human Resources
and Organisation



Ignacio Álvarez-Rendueles Villar
Head of International Banking*

Executive Directors



Jordi Fontanals Curiel
Head of Resources



Javier Pano Riera
Head of Finance



Jorge Mondéjar López
Head of Financial Accounting,
Control and Capital



María Victoria Matía
Head of International Banking*



Oscar Calderón de Oya
General Secretariat

* On 29 January 2015, the CaixaBank Board of Directors agreed to appoint Ignacio Álvarez-Rendueles as advisor to the executive committee of the Portuguese bank BPI. Accordingly, Mr. Álvarez-Rendueles relinquished his position on the CaixaBank Management Committee. María Victoria Matía, Executive Director of International Banking, was appointed to take his place.



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Changes in the Management Committee in 2014

On 29 May 2014, the Board of Directors approved the resignation of Alejandro García-Bragado Dalmau as General Secretary, remaining as Secretary to the Board of Directors. The Board also appointed Óscar Calderón de Oya as Secretary General, who thereby took a seat on the Management Committee as well, replacing Alejandro García-Bragado Dalmau.

On 30 June 2014, the Board of Directors accepted the resignation submitted by Juan María Nin Génova from his posts as Deputy Chairman and Board member, after having mutually agreed to his resignation as CEO, and approved the appointment of Gonzalo Gortázar Rotaeché and Antonio Massanell Lavilla as CEO and Deputy Chairman, respectively.

On 10 July 2014, the Executive Committee approved changes in the composition of the Management Committee, with the departure from the committee of Jaume Giró Ribas and Ignacio Redondo Andreu and the incorporation of Jordi Fontanals Curiel, as Executive Director of Resources, and Jorge Mondéjar López as Executive Director of Financial Accounting, Control and Capital.

In 2015

At its meeting of 29 January 2015, the CaixaBank Board of Directors agreed to appoint María Victoria Matía Agell to the post of Executive Director of International Banking at CaixaBank, replacing, within CaixaBank's senior management, the Deputy General Manager of International Banking Ignacio Álvarez-Rendueles, who left the Management Committee. These changes are effective as from 16 February 2015.

Areas of action

GRI: G4-42

The Management Committee meets weekly in order to resolve matters relating to implementation of the annual operating plan and organisation of the Group. Occasionally and on a limited basis, the Chairman of the Board also attends CaixaBank Management Committee meetings.

The committee's duties include approving any structural changes, appointments, expense lines and business strategies. All areas and business lines are represented on the committee.





[2.2 Business ethics]



1-10 GRI: G4-DMA, G4-37, G4-56, G4-57, G4-58, G4-LA16

One of CaixaBank's fundamental principles is to ensure that our conduct is in line with our values. The actions of all CaixaBank personnel must be guided by good faith, integrity and common sense, as determined in the Code of Business Conduct and Ethics. They must also comply with the other rules of conduct put in place by the bank and international ethics standards that have been adopted, such as the principles of the United Nations Global Compact.

CaixaBank's Code of Business Conduct and Ethics governs the actions of all employees, executives and officers. The bank also has rules of conduct on specific matters, including the Internal Code of Conduct on matters relating to the Securities Market (IRC), the Telematic Code of Conduct, the anti-corruption policy and the internal code of conduct and policy regarding contribution to the Euribor.

These codes and principles are available for all employees on the corporate intranet. The Code of Business Conduct and Ethics, the Internal Rules of Conduct on matters relating to the Securities Market (IRC), and the anti-corruption policy are available for all stakeholders on the corporate website.

In 2014, CaixaBank finished adapting its internal rules of conduct regarding contribution to the Euribor to the new Euribor Code of Conduct published by Euribor-EBF in October 2013, and revised its internal procedures and the management and control environment accordingly.

In addition, the bank has publicly stated its commitment to uphold and mainstream other international ethical standards, such as the UN Global Compact principles.

Codes of conduct consultation and whistle-blowing channel G4-37

In order to facilitate compliance with the codes of conduct, a confidential internal channel has been set up through which employees can:

- Submit any questions they may have on how to interpret these codes and put them into practice.
- Report possible breaches of the rules set forth in the codes.
- Report irregularities regarding accounting and financial information.

Regulatory Compliance responds to any enquiries and, in the case of complaints, leads any investigations, involving

other areas of the bank as needed. The confidentiality of the person submitting a complaint is ensured at all times and their identity is only revealed if it absolutely essential to the investigation, and only after they have given approval for it to be made known. Subsequently, a collegiate body decides on each case based on the results of the investigations performed.

A total of 12 enquiries on the Code of Business Conduct and Ethics were received during 2014; no enquiries were received in respect of the other codes and regulations. Two complaints regarding the Code of Business Conduct and Ethics were also filed, one of which derived from the channel for the prevention, handling and elimination of workplace and sexual harassment.

Any enquiries or complaints received from customers are processed through the usual customer service channels in place at CaixaBank.

3 KEY STRATEGIES

3.1 Results of the 2011-2014 Strategic Plan

3.2 2015-2018 Strategic Plan





[3.1 Results of the 2011-2014 Strategic Plan]

**1, 2, 3, 6, 8, 9 and 10**

GRI: G4-37, G4-EC1, FS14

The 2011-2014 Strategic Plan "Marking the difference" came to a successful end, having overcome the challenges posed despite the particularly complex backdrop.

Among other areas, CaixaBank's strategic plan focused on proactively responding to the new sector regulations and the resulting corporate restructuring, which began with CaixaBank's IPO in 2011 and concluded in 2014 following the creation of the "la Caixa" Banking Foundation. The bank also shored up its financial soundness, allowing it to easily comply with new solvency and liquidity requirements, as well as to pass the asset quality reviews and stress tests carried out by European banking authorities. This financial strength has been essential to the bank's growth strategy, in turn cementing its leadership in retail banking.

The commitment to quality and customer trust has been critical over recent years, largely underpinned by a flexible service able to swiftly respond to the changing needs of society. While the financial system as a whole has been undergoing major changes and capacity adjustments, CaixaBank has remained fully committed to this process of financial inclusion, thanks to its extensive branch network and the efforts of MicroBank.

As part of the rollout of the Plan, the Group has implemented transversal initiatives in order to improve key processes and to bring the organisation and management of operations in line with the long-term view defined in the Strategic Plan. These efforts helped the Group achieve the 2011-2014 strategic priorities.



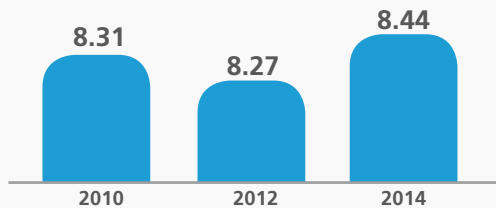


2011-2014 KEY STRATEGIES

1. Provide the best possible customer service

- The level of quality perceived by customers has been undermined in recent years by the waning reputation of the banking industry as a whole amid arising default and mortgage foreclosures, the trigger of “floor” clauses in loans, etc. CaixaBank has gone to great lengths to buck the trend, resulting in considerable improvement in its quality indicators in the last two years of the Plan.

Customer satisfaction index
(scale of 0 to 10)



- Regarding management quality, CaixaBank was awarded the EFQM quality seal in 2012 (with a score of +500). It renewed this seal in 2014 (with a score of +600).

GRI: G4-PR5

2. Conduct business in accordance with the highest ethical and good governance standards

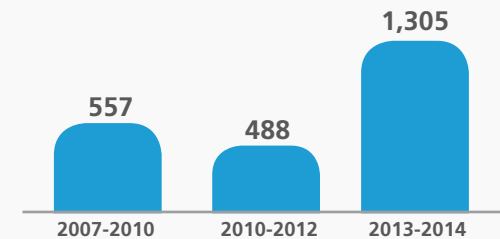
- CaixaBank continues to be a benchmark in transparency and external communication, a member of the Dow Jones Sustainability Index (World and Europe) - the leading yardstick for assessing corporate social responsibility of major companies - and at the top of the key prestige studies.

Ranking in positive media and news items



- MicroBank has granted microcredits beyond the initially-planned targets, thereby helping to bring about the financial inclusion of the most at-risk groups and locking in its position as a European leader in this segment.

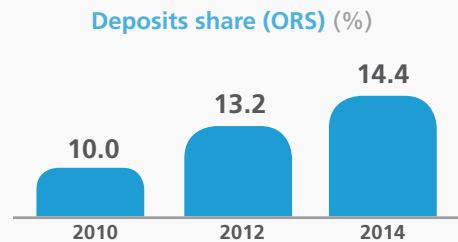
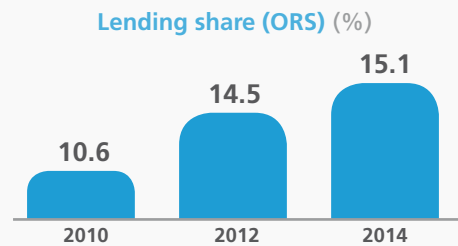
Accumulated microcredits granted (€M)





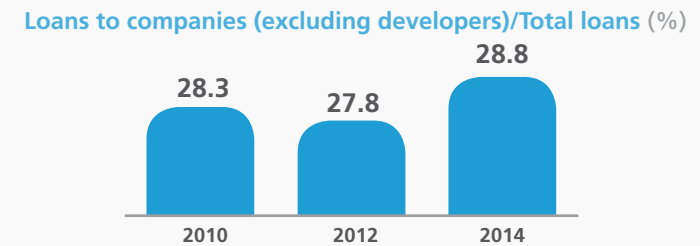
3. Leadership in retail banking in Spain

- Through organic growth and the integration of other entities, CaixaBank has shored up its leadership and secured greater geographic diversification across Spain: CaixaBank is the go-to bank for one in every four Spanish customers.



4. Diversifying the business towards companies

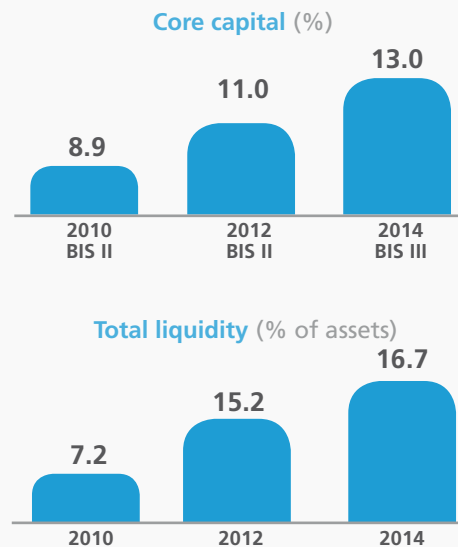
- The share of corporate customers has risen considerably since the Strategic Plan was launched. At the same time, loans to companies have remained steady in recent years despite the fact that, at large, companies are shedding debt considerably faster than households.





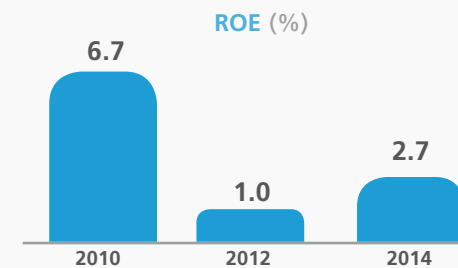
5. Prioritise financial strength

- Active management of liquidity, solvency and NPLs, alongside a prudent risk and coverage policy, has substantially bolstered financial ratios and helped the bank pass the many financial health assessments performed.
- In the ECB's adverse stress test scenario (2014), the "la Caixa" Group and CaixaBank had the highest CET1 capital ratios among the 10 largest European banks in terms of market capitalisation



6. Improve risk-adjusted return

- Active income and cost management has started to boost profitability despite the still challenging backdrop due to low interest rates, falling business volume and a still-high cost of risk.



7. Cultivate managerial leadership

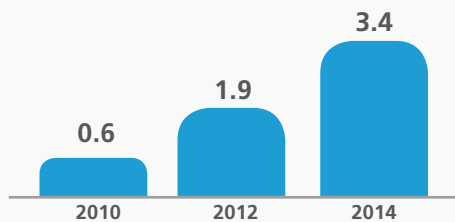
- The Group has promoted managerial leadership by implementing a "transformational leadership" model, the start-up of the Management Development Centre, etc. Moreover, progress has been made in perfecting the talent management and career development policies, systems and processes.



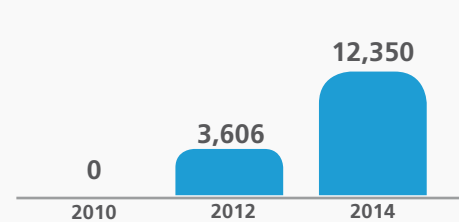
8. Remain at the forefront of innovation

- CaixaBank's commitment to digitalisation, its multi-channel strategy, mobility and the adoption of new technologies geared towards customer service is the key highlight of the Plan. Moreover, internal and external tools for systematic idea generation (e.g. Innova and Inspíranos) have been developed for product and process innovation and the identification of business opportunities.
- These efforts have been recognised externally through a number of international awards, such as the Best Bank for Technology Innovation from Euromoney in 2013 and 2014.

Mobile banking customers (M)



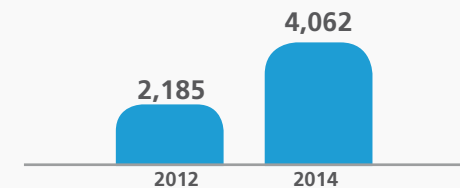
Customer contributions to *Inspíranos*



9. Continue building on international expansion

- One driver of international activity in the rollout of the Plan has been the launch of shared projects and the extraction of synergies alongside the international banking partners.
- CaixaBank has also stepped up its direct activity by securing international funds and, albeit to a lesser extent, increasing lending. The sovereign debt crisis undermined lending growth due to the impact on funding costs.
- In addition, internal capacities have been developed regarding internationalisation thanks to specific training programmes, such as "Move Up!"

Deposits and other funds from abroad (M€)





[3.2 2015-2018 Strategic Plan]



1, 2, 6, 8 and 10 GRI: G4-DMA

With the 2011-2014 Strategic Plan satisfactorily concluded, the CaixaBank Group has developed a new strategic four-year vision, from 2015 through to 2018.

Actions in the coming years will take place against a backdrop of gradual economic recovery, at the same time that the European banking union is launched and with technology and innovation playing an inescapable role in customer relations. The recent recession has left

its mark on the Spanish banking system in two key ways: low profitability and, to an even greater degree, the still tarnished reputation of the sector among the public.

CaixaBank's mission and values: quality, trust and social commitment.

Under the new Strategic Plan for the group -which is now known as the CaixaBank Group- both its mission and values have been fine-tuned and shored up.

- CaixaBank's **mission** is to fully satisfy the financial needs of the greatest number of customers through a suitable and comprehensive range of products and excellent quality of service, with a commitment to provide value to customers, shareholders, employees and society as a whole. This mission bears out CaixaBank's central purpose as a financial entity, namely to meet the needs of customers, and underlines the commitment to the bank's many stakeholders.
- CaixaBank's key **values** have been extended to include quality, defined as wanting to serve customers by offering them excellent service and products best suited to their needs. Trust, a key component of customer relations, and social commitment, the foundational essence of CaixaBank, are the other two top-priority values guiding all the Group's actions.





Forecast backdrop for rolling out the Strategic Plan

GRI: G4-2

Gradual economic recovery

- Reduced growth in business volumes
- Low interest rates
- Normalisation of cost of risk
- Healthier competitors

Banking Union and regulatory pressure

- Higher cost of compliance
- Complex structures fare worse
- Focus on solvency and liquidity
- A more integrated European competitive environment

Digital revolution

- Increase the value of information
- Build greater economies of scale and range
- Empower customers

Customers' changing demands

- Recover trust
- Confidentiality and security
- Greater need for advisory services



CaixaBank's competitive strategy

Based on the Group's strengths:

- Plain and simple retail banking, with solid financial backing
- Global leader in digital banking, with a complete product offer
- Customer-focused, long-term relationships, a franchise of quality



2015-2018 Strategic Plan: "To lead the way in trust and profitability"

In this regard, and drawing from an analysis of the strengths, weaknesses, threats and opportunities facing the bank, CaixaBank has defined five strategic lines for the period 2015-2018. By meeting these strategic objectives, the Group will cement its position as a bank generating sustainable value for its shareholders, recognised for its service excellence and its social commitment, and a leader in digital banking, using new technologies to enhance the customer experience.



1

Keep the focus on customers: be the best bank in terms of quality and reputation

CaixaBank aims to stand out for superior customer satisfaction and to consolidate its reputation as the standard-bearer for responsible and socially-committed banking. This strategic line of action also includes the challenge of becoming a benchmark for corporate governance, from retail investor services to a growing culture of control across all processes.



2

Ensure sustainable profitability above cost of capital

CaixaBank is committed to achieving returns that enable it to pay its shareholders a substantial dividend over time. Revenue will be the main driving force, consolidating CaixaBank's position as the top bank in the Spanish market and promoting its international business. With the Strategic Plan, returns (ROTE or return on tangible equity) should reach around 12% to 14% in 2017, while the efficiency ratio should remain below 45%.



3

Actively manage capital

The consistently high level of solvency, one of the pillars of a robust financial institution, must be underpinned and supplemented by active capital management, so that capital is put to the best possible use. Over the next few years, the proportion of capital allocated to the investments and real estate businesses is forecast to significantly decrease.



4

Lead the way in banking digitalisation

CaixaBank aims to extend its leadership to multi-channel and mobility banking services, and capitalise on the opportunities presented by the digital revolution to provide an enhanced service and strengthen its management capacity across all areas of the organisation. Among other aspects, this will involve implementation of electronic signatures across all areas of the business, consolidation of new methods of interaction with customers and development of Big Data.



5

Retain and attract the best talent: to ensure the best in-house capabilities

CaixaBank will provide training in key professional skills and promote decentralised management. In addition, remuneration and promotion schemes will be adapted to business segments and the culture of performance-based advancement and diversity will be reinforced.



Key financial targets

CaixaBank stand-alone targets¹

		2014	Target	Since ⁴
Profitability	ROTE ²	3.4%	12-14%	2017
	Cost-to-income ratio	56.8%	<45%	2018
Capital	Capital assigned to investments	~16%	<10%	2016
	CET1 FL	11.5%	11-12%	2015
Shareholder returns ³	Cash payout	50%	≥ 50%	2015
	Extraordinary dividend and/or share redemption	n.d.	if CET1FL > 12%	2017

1. All 2014 figures are pro-forma due to the acquisition of Barclays Bank Spain, except ROTE, which is stand-alone for CaixaBank. Returns targets will remain valid if BPI's offer is successful.

2. Tangible equity is defined as the book value (excluding valuation adjustments) less all intangible assets, including goodwill. At December 2014, this would total €23,400 million minus €5,000 million, or €18,400 million. For the purposes of ROTE, the average tangible equity is used. Implicit ROE associated with this ROTE target: 10-12%

3. Capital figures and the cash dividend payment ratio include the pro-forma impact of the Board's proposal of 16 February 2015, to pay the last quarterly dividend for 2014 in cash.

4. Ratios are at the year-end reporting date, except for the CET1FL target (throughout the period) and the payout ratio (profit for the year in question).

4 OUR VIEW ON BANKING

4.1 What we do: the nuts and bolts of our business model

4.2 How we do it: corporate culture

4.3 Why we do it: a commitment to people and society





[4.1 What we do: the nuts and bolts of our business model]



1 and 8

CaixaBank's universal banking model is predicated on the provision of excellent personal customer service underpinned by a value proposition tailored for its over 13.4 million customers. Behind this model stands a team of over 31,000 highly-qualified professionals, a complete catalogue of products and services, and a vast branch network.

Customers can access the bank at any time and from any place, thanks to the large multi-channel distribution model comprising the country's largest branch office and ATM network and cutting edge online banking, mobile banking and e-banking platforms.

CaixaBank's customers can also receive banking services while abroad, through the international network of operational branches and representative offices. As part of its focus on a growing international presence, CaixaBank has forged strategic alliances with banking investees in solid markets. It also holds stakes in service sector companies, thereby further diversifying its earnings.

CaixaBank is committed to a universal banking model, underpinned by tailored service and a clear value proposal

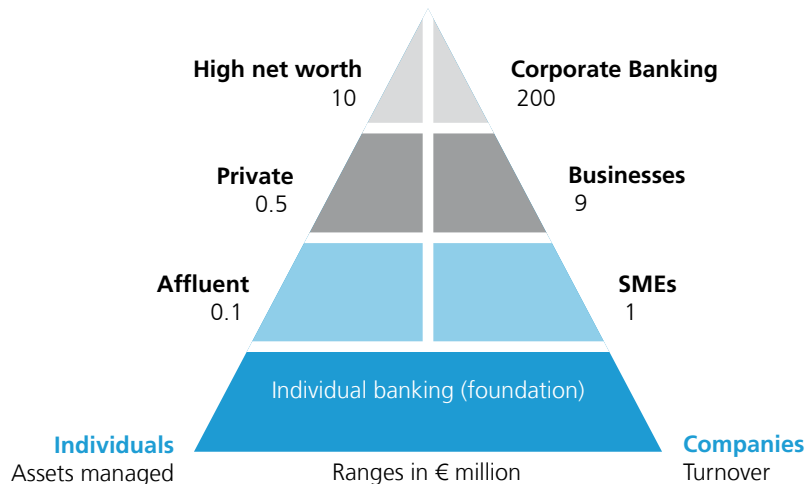




SPECIALISED MANAGEMENT

GRI: G4-4, G4-8, F56

CaixaBank's leadership is underpinned by its universal, personalised, innovative and quality banking model. This model is carefully adapted to each customer segment: each of the bank's six business areas offer a particular value proposal in accordance with the particular profiles and needs of their customers. CaixaBank offers a wide range of financial and non-financial solutions, and a unique branch network with special offices for particular customer groups.



Individual Banking

Targeted at individuals with net worth of up to €100,000 and at businesses (retail establishments, freelance workers, self-employed professionals, micro-companies and farmers) with annual turnover of up to €1 million. This is CaixaBank's legacy business, and the bedrock of the rest of its specialised value propositions.

Over **5,000** branch offices, the most extensive commercial network in Spain

Affluent Banking

Tailored solutions for customers with net worth of between €100,000 and €500,000. The value proposition is based on the ability to adapt solutions to each customer, leverage the multi-channel platform and ensure homogeneous advisory standards.

1,250 specialist managers

Private Banking

Targeted at customers with net worth of more than €500,000, through 35 exclusive centres. For high net worth individuals (over €10 million), the dedicated *Altium* team offers an even more sophisticated wealth management service.

380 exclusively-dedicated professionals
35 centres throughout Spain

SME Banking

Targeted at companies with annual turnover of between €1 and €9 million, and coordinated by the general-purpose and specialised branches, which include SME banking specialists among their staff. Both teams are supported by a group of experts (financing and services, cash management, trade financing and corporate financing).

346 specialised offices
615 SME managers

Business Banking

For the past five years, CaixaBank has had a specialised network of business banking centres serving companies with annual turnover of over €9 million.

85 business centres
1,023 specialist managers

Corporate Banking

The banking business of companies with annual turnover in excess of €200 million is managed from several specific centres located in Madrid and Barcelona. These accounts are handled by relationship managers who coordinate with all other areas of the business.

137 exclusively-dedicated professionals
3 exclusive centres



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During 2014, CaixaBank remained at the forefront of the Spanish banking sector, with a market share of 28% among individual customers. Nearly one in every four banking customers in Spain views CaixaBank as their go-to bank (market share of 23.5%).

CaixaBank further cemented this position with the acquisition of Barclays Bank SAU, completed in early 2015, bringing on the UK bank's retail business, wealth management and corporate banking areas in Spain. Through this deal, CaixaBank shores up its competitive edge in key regions and segments, with an estimated 60 bp increase in customer share.

CaixaBank is the go-to bank for nearly one in every four banking customers in Spain

CaixaBank, at the forefront of retail banking in Spain, with a competitive business model





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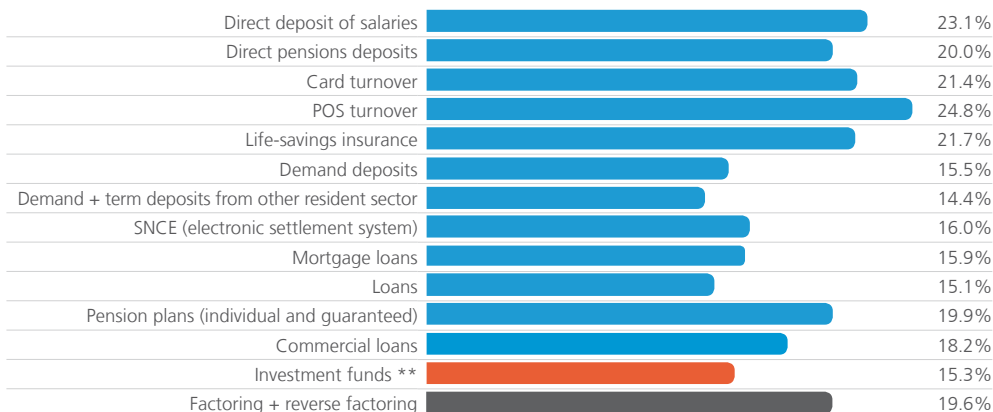
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CaixaBank: leading the pack, for yet another year

Market shares and ranking

(December 2014)



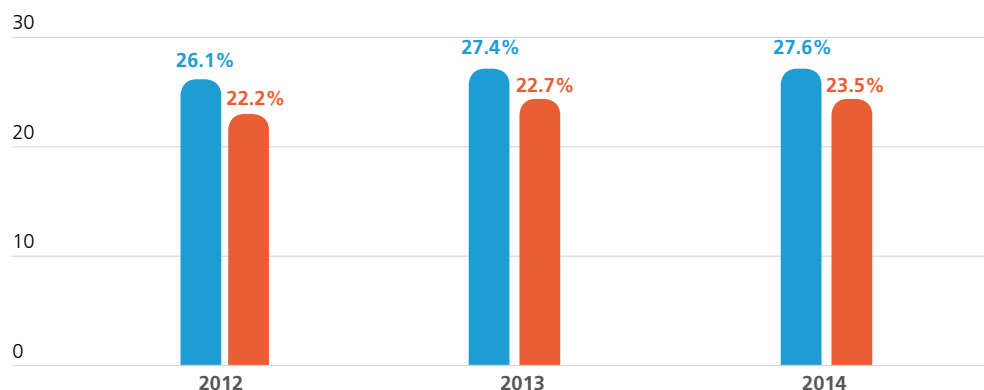
First Second Third

* Source: prepared in-house based on data published by the Bank of Spain, the Social Security authorities, INVERCO, the Spanish Factoring Association (AEF) and ICEA

** #1 considering impact of Barclays Bank SAU

Customers as a % of the Spanish population*

(December 2014)



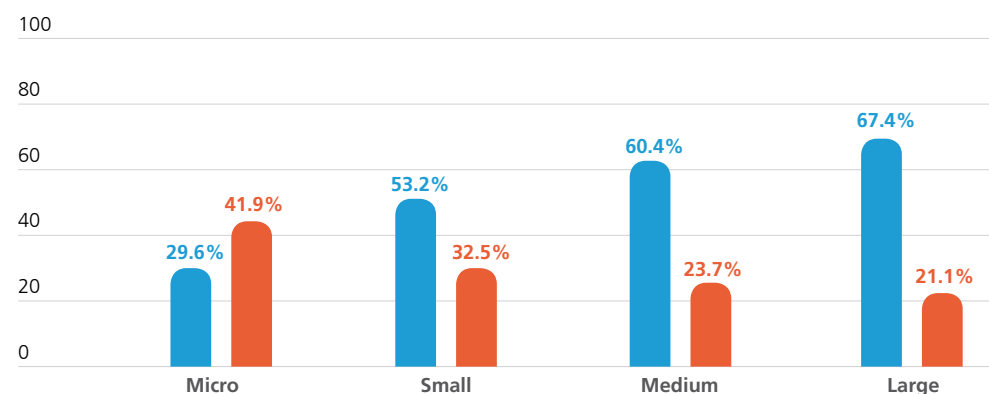
Penetration - individuals over the age of 18

Penetration as primary lender

*Source: FRS 2014

Penetration and bundling of corporate clients

(December 2014)



Penetration businesses*

Bank of Spain's Central Credit Register (CIRBE)**

* Source: Informa and in-house data based on Bank of Spain segmentation.

** Source: Bank of Spain



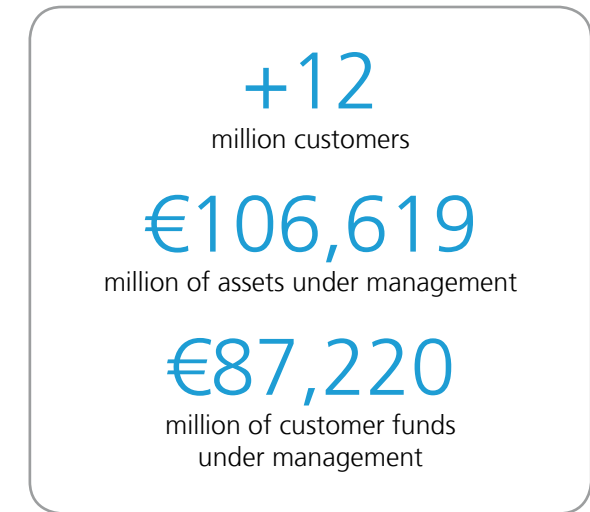
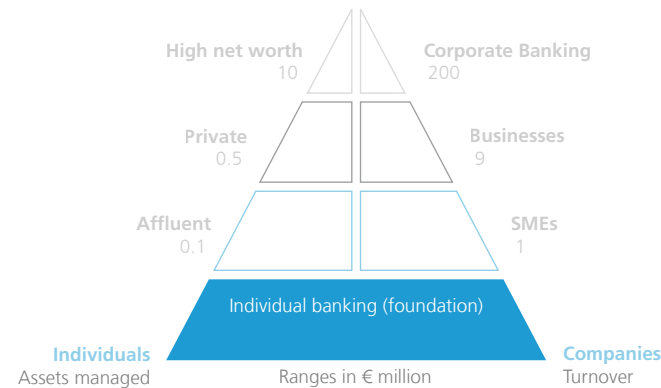
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Individual Banking

The Individual Banking arm strives to be the customer's primary financial provider. To this end, it offers a premium multi-channel platform staffed by teams focused on increasing customer interaction opportunities and boosting sales effectiveness.

CaixaBank offers its customers easy and convenient solutions, structured through a unique and clear-cut offer. This proximity-based approach prioritises commercial actions and regular contact with customers, checking in with them at least once a year. The bank can then ascertain customers' needs so as to best meet them and generate trust and confidence in CaixaBank.





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What we did in 2014 and outlook

In 2014, commercial management focused on bringing in new customers and creating greater banking ties and cross-sales with existing customers. The new customer campaigns were built on three main activities:

- Bringing in **customers with direct deposit of salaries**, through the MultiEstrella programme, which offers reductions on the main services used by customers as well as other financial and non-financial advantages. These benefits are continually reviewed and expanded.
- Bringing in **corporate customers**, through a new value proposition: CaixaNegocios, for self-employed workers, businesses, liberal professionals and micro-companies. This proposal is backed by a team of 960 specialised managers, who bring CaixaBank to the customers' offices. These managers are equipped with smart PCs so that customers can contract any product from the comfort of their own offices or retail centres, using digital signatures.
- Bringing in **customers from the agrarian sector** with the launch of AgroBank, featuring a line of products and services especially adapted for this group. In addition, 386 specialised AgroBank offices are in operation, staffed by professionals trained specifically in the sector and able to travel to the customers' location whenever necessary. The bank also supports the sector through loans, with €2,600 million in pre-approved credit, and through technical workshops and sessions.

In order to build greater ties with existing customers, CaixaBank worked as follows:

- **A push to sell financing products.**
- **Sale of protection solutions.** During the year, over 1.6 policies were sold, making 2014 a record-breaking year. The multiSeguros pack for households became a strong product during the year, offering policyholders progressive discounts based on the number of policies contracted and monthly payments with no surcharges. The multiSeguros pack for businesses was also launched during the year.

- **Launch of Caixafu[Tu]ro**, which aims to position the bank as the customers' top choice entity to plan their retirement.

Thanks to the intense activity carried out in 2014, CaixaBank continued to build its market leadership, bringing in growth in the main market shares and a record increase in customer satisfaction.

CaixaNegocios in 2014

More than
250,000 new customers
31.3% market share in the self-employed workers segment (+1.4% vs. 2013)

Mortgages

+30% more transactions vs. 2013
+34% in volume vs. 2013

MultiEstrella programme in 2014

Nearly **600,000** new direct deposit of salary arrangements
23.1% market share in direct deposits of salaries (+1.4% vs. 2013)

Consumer credit

1,630,000 transactions
+€3,750 million (+19% vs. 2013)



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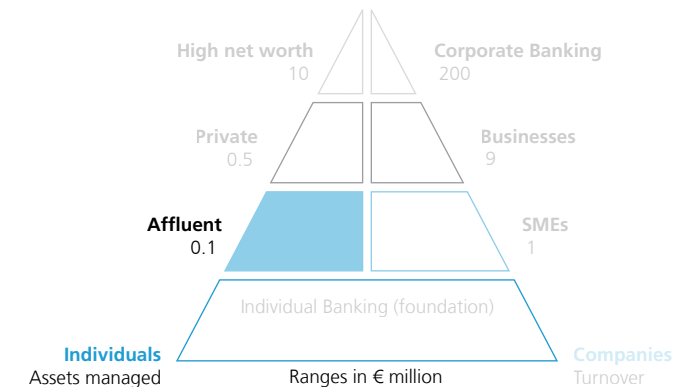
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Affluent Banking

This value proposition is based on an in-house methodology helping the bank to truly get to know its customers, so that it can offer them, through specific products and services, a tailor-made banking experience.

What we did in 2014 and outlook

- Affluent Banking has renewed its AENOR personal banking advisor certification for the second year running, underpinned by its complicit, transparent and professional advisory model.
- Throughout 2014, the bank continued to boost manager-customer proximity and complicity by leveraging the multi-channel platform: over 390,718 contacts were made using the Wall, an online format allowing customers to engage with their managers.
- CaixaBank worked hard to better train its experts. To that end, 5,200 branch office directors and affluent banking managers sat an exam to obtain a post-graduate degree in Financial Advising from the Universidad Pompeu Fabra (UPF) and the international certificate from the Chartered Institute for Securities & Investment (CISI).
- In 2015, the advisory model will be further strengthened, based on a deep and thorough understanding of customers. Target-based portfolios can therefore be adapted based on customer needs, with greater emphasis on the retirement and long-term savings portfolio. Within the CaixaFuturo programme, the focus will be placed on retirement planning and systematic saving by customers. Another line of action will be to bring in new customers and to increase banking ties with customers, while diversifying their product holdings. All these aspects aim to lock in long-term relationships with CaixaBank's customers and to boost the profitability of the business.



Over **710,000**
portfolios under management

€92,881
million in business volume



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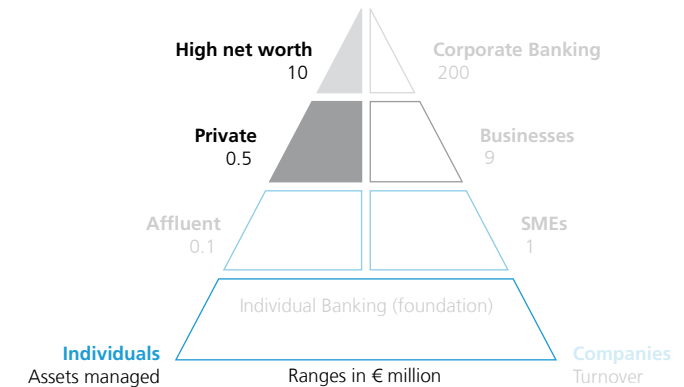
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Private Banking

The value proposition is based on a management and work model inspired by the bank's values, taking the shape of a rigorous advisory process and support for the customer throughout their entire life and in all their projects. The private banking model is enriched by a team of specialised managers and CaixaBank's continually-improved, in-house, innovative working methodology: TIME.

What we did in 2014 and outlook

- The Private Banking area was the first to roll out a multi-channel customer relations service, bringing customers financial advisory services and the ability to formalise transactions through these channels. In that regard, 156,235 customer/manager contacts were made through the Private Banking Wall.
- In 2014, CaixaBank launched its mobility project. This involved equipping its Private Banking managers with smart PCs enabled for trading and contracting, bringing the bank's internal system to customers' location in situ. Customers can now more easily complete transactions and sign the MiFID. The technology, pioneering in the private banking business throughout the world, makes managers' work more efficient and helps customers perform all types of transactions. The paperless technology is also environmentally-friendly.
- During the year, 380 managers, 14 general delegates-commercial directors and 14 Altium segment specialists received training (average management experience of 15 years).
- In 2015, CaixaBank will continue to focus on ongoing training for its staff and on securing the best technology, both of which are key components to customer relations and growth of the business.



Over **44,000**
portfolios under management

€1.1
million in average assets managed

€43,164
million in business volume



**Named the Best Private
Banking Services
in Spain in 2015
by Euromoney**



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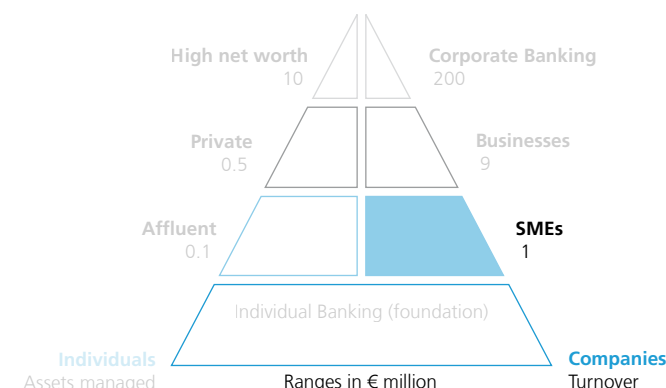
SME Banking

CaixaBank's SME Banking business is managed from two types of offices: where there is a sufficient critical mass of SME clients, through specialised SME banking offices staffed by SME managers, and elsewhere through the branch network's regular offices, with branch managers handling SME relationships.

Both the dedicated SME managers and the branch managers are supported by specialised staff with experience and knowledge of cash management, trade financing, services and corporate financing, bringing high added value to SME customers. Managers also work closely with Group companies offering insurance products and operational leases, among other services.

What we did in 2014 and outlook

- Lending was stimulated through the Investment Stimulus Plan (ISP), helping companies to grow and to expand internationally. The launch of the plan helped boost the investment volume extended, improve service quality and better ascertain the needs and projects of SME customers.
- In order to facilitate proximity for the customer and to improve commercial management, SME managers were equipped with smart PCs. This allows them to more efficiently and effectively share information CaixaBank has prepared for SMEs. The smart PCs are enabled for use with digital signatures, so customers can perform trades and transactions from their own offices.
- The SME Wall was launched as a new Línea Abierta customer relations channel. SME customers can now get in touch with their managers online, including through videoconferencing. Documents and files can also be securely sent between customers and managers using the Wall.
- Several initiatives were carried out during the year to shore up relationships with SME customers, including special events, work sessions and informative sessions on specific products.
- SME managers completed a specific training programme of over 8,500 lecture hours, on specialised financing, commercial activity, operational leases, financial leases, insurance and tax and accounting regulations.
- In 2015, and in accordance with European regulations, economic undertakings with invoicing in excess of €2 million were classified as companies. In order to ensure continuity in the specialised attention given from the SME business, these customers will be henceforth managed mainly through the business centres. In cities and towns without business centres, and to maintain a close relationship with these customers, relationships will be channelled through business managers and managers from the all-purpose branches.





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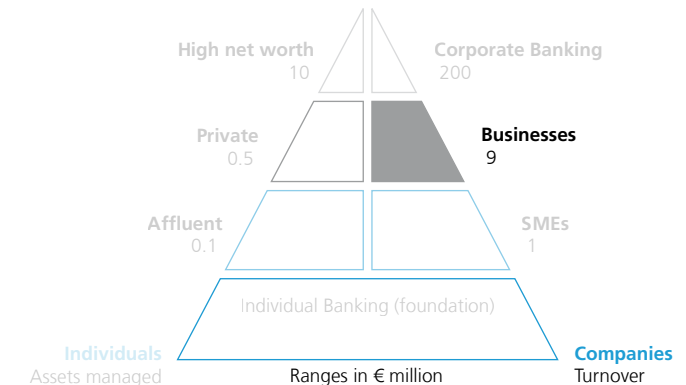
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Business Banking

Over 1,000 professionals work at the 85 business centres under the new specialised CaixaEmpresa model. Business Banking directors are the main contact point for business customers, drawing from the collaboration of administrative support teams and a team of specialists, who prepare financing proposals and advise on the sale of complex products.

What we did in 2014 and outlook

- Continuity and growth of the productive sector has been bolstered through the Investment Stimulus Plan (ISP), and the bank has worked to bring in new business customers. Greater financing has been made available for working capital and the overall quality of customer relations has improved.
- The Coffee & Break meeting format was cemented with over 700 business customers, featuring new talks on the current economic situation by high-profile speakers from the business world. The bank also organised 73 CaixaEmpresa Encounters, held in collaboration with other CaixaBank areas, in order to discuss issues and new developments of interest to these customers. CaixaBank organised the VII Jornadas de Puertas al Exterior ("Open to the World" Sessions) to support business customers in their projects in the countries in which CaixaBank is present, entailing 1,254 one-on-one meetings with 686 companies.
- Enfoque Expert, a new meeting format, was rolled out in the year to share insights and information with customers regarding currency, market and sector trends and outlooks. This format further cements ties with customers, while offering a global service and financial advice at the same time.
- In 2014, new features were added to the Business Wall, first launched in 2013, making it available on tablets and other mobile devices. This enables customers and the bank to exchange documents securely, at the touch of a button. The bank expects to see even more users tap into this channel during 2015.
- To improve accessibility and help managers provide even better service, all Business Banking directors and specialists have been equipped with smart PCs.
- CaixaEmpresa continued collaborating with the Global Alliance for Vaccines and Immunization (GAVI) in supporting the Business Alliance for Child Vaccination, offering Spanish companies the opportunity to participate in GAVI's programme to combat infant mortality in developing countries. Since 2008, business customers have contributed roughly €2 million to this programme.
- The bank launched a training programme helping Business Banking directors and product specialists to secure a post-graduate diploma or course completion in Business Banking through the Universidad Pompeu Fabra. The programme, set to end in 2015, entails 150 and 73 lecture hours under the diploma and course completion formats, respectively. Content includes practical cases of the commercial system, taxation, insolvency law, risk analysis, insurance and specific business transactional banking products.



Over

45,000 customers

€27,153 million in business

293 Business Banking directors

159 volume product specialists and transaction banking experts

178 corporate finance specialists



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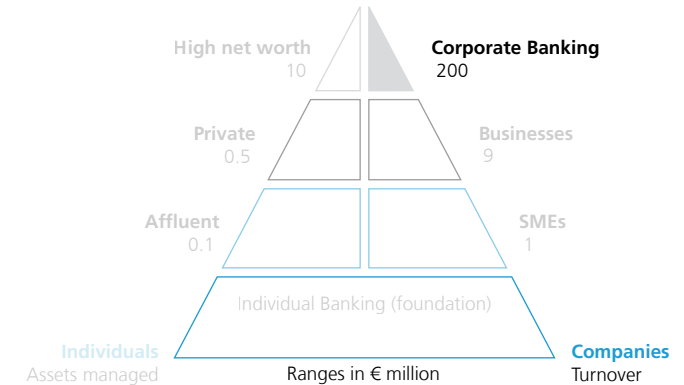
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Corporate Banking

The Corporate Banking division works with 500 groups of companies comprising close to 6,000 customers, to which it offers tailor-made services.

What we did in 2014 and outlook

- In 2014, the bank met the ordinary income target, despite the drop in investment caused by the deleveraging process and the discontinued use of brokers among large corporate groups.
- Other key milestones during the year included the improvement in risk-adjusted returns, the adjustment in capital consumption and the recovery of positive ROA margins.
- Product distribution efforts were stepped up during the year, and factoring transactions increased.
- A new commercial tool designed by the Corporate Banking team was rolled out, enabling clearer internal coordination and helping to optimise commercial effectiveness, while monitoring customer situations and trends.
- In 2014, an executive development programme was offered in collaboration with the IESE Business School. The programme, which rounds out the regular training given to the team, helped identify areas for internal improvement. The improvements identified are currently being implemented.
- In 2015, the bank will continue to generate new transactions to support customers' growth needs. Efforts will be underpinned by innovation and teamwork, focusing on selling products with higher added value for customers. As in 2014, this will be done while always taking into account risk-adjusted returns and within the capital consumption efficiency limits set.





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Insurance Business

GRI: FS6

The insurance business, managed by VidaCaixa, rounds out the banking business and allows customers to choose between a wide range of products, both for individuals and groups or companies. VidaCaixa is a benchmark entity in retirement planning and management.

2014 highlights are as follows:

- The number of customers rose 6.6% compared to 2013, reaching 3.8 million.
- VidaCaixa handles nearly one-third of all private pension payments in Spain. During the year, a total of €3,792 million was paid out to customers.
- 700,379 pensions were collected in the form of annuities, totalling €1,689 million.
- 246,819 benefits were collected in the form of capital, totalling €2,103 million.
- Contributions to individual pension plans rose 42% to €1,759 million, including guaranteed pension plans.
- €5,005 million in savings insurance premiums were brought in from individual customers through Caixafu[Tu]ro, aimed at helping customers become aware of their retirement needs and advising them on the unique solutions on offer.

VidaCaixa pays the highest number of pensions in Spain, second only to the Social Security authorities

Higher-than-market returns

VidaCaixa actively and flexibly manages investments with the over-arching aim of maximising the risk/return ratio. This type of management has helped VidaCaixa gain the best returns in the market for individual pension plans and company pension plans, both in the last year and in the past 3 and 5 years.

Individual pension plans¹



VidaCaixa
Market

Company pension plans²



VidaCaixa
Market

Thanks to active management, 65% of assets under management are within the 1st or 2nd returns quartile.

94% of company insurance plan assets are within the 1st or 2nd returns quartile.

Source: INVERCO

¹ Returns weighted on the basis of VidaCaixa's investment structure. Data excludes guaranteed pension plans.

² Returns weighted on the basis of the amount of each fund.



MULTI-CHANNEL APPROACH

GRI: FS14

CaixaBank's specialised management model is complemented by a leading multi-channel distribution platform nourished by the bank's entrenched culture of innovation and uninterrupted investment in technology.

The digital channels - Internet, mobile platform and social networks, ATMs and payment gateways - allow CaixaBank to offer its customers high-quality, accessible banking, from whenever, wherever. These channels also help build closer and more efficient customer relations, which in turn extends the customer base and creates

greater banking ties with existing customers. Technology and continual innovation are essential components for developing new ways of relating with customers, providing them with the tailored advice they require, and offering high added-value products and services to cover their needs.

 FURTHER INFORMATION IN SECTION 4.2 CORPORATE CULTURE, UNDER INNOVATION

In 2014 Internet and mobile banking grew 24% vs 2013

Branches free to focus on value creation

Transactions by distribution channel



Internet and mobile	55%
Automatic	28%
ATMs	9%
Branch offices	8%

6,860

million transactions (+18% vs. 2013)

+92%

of transactions performed using digital channels

+55%

of transactions made via Internet or mobile banking (+3% vs. 2013)



Online banking

CaixaBank, once again the leading player in online banking services in Spain, ranked #1 in terms of its share of the home market (35.8% in December 2014, Comscore) It also took back the top position in the international ranking in terms of penetration among the users of banking services in each country. For the fifth year running, AQmetrix rated the bank #1 in terms of service quality.

In 2014, CaixaBank created new online and multi-device services: CardBox, for managing card purchases online, and MailBox, for managing multi-channel correspondence. The Business Wall, a Línea Abierta communications tool that facilitates contact between managers and customers, has also been extended to the SME segment.

ReciBox in 2014

During the year, the bank consolidated this online and multi-device service giving customers full control of their online bills and their direct bill payment arrangements.

- Over 1 million users
- Mobile app downloaded +320,000 times
- 18 million alerts sent
- Winning "Product & Service Innovation" project at the BAI Finacle 2014 awards.

Línea Abierta in 2014

900

different transactions available

22

languages

5.5

millions of active online customers

10

million customers under contract

2,260

million transactions

In 2014 CaixaBank received BAI's Honourable Mention for Innovative Spirit in Banking





CaixaMóvil

In 2014, CaixaBank's mobile banking service held its place at the forefront of the sector in Spain, and remained one of the benchmark mobile banking entities worldwide. CaixaBank continued to head AQmetrix's ranking of the quality of these services.

With 1,487 million transactions at the 2014 year end, mobile banking was the second-most popular channel among the bank's customers, after the online banking platform Línea Abierta. In the next four years, CaixaBank expects to see more customers use the mobile service than web-based banking, in line with the exponential growth in the use of mobile devices.

Technology is also trending toward wearable devices, which could trigger another technological revolution in the banking sector. In 2014, CaixaBank developed several apps for these devices (glasses, watches, stickers and bracelets), including apps for finding close-by branches and for converting foreign currencies. It is the first financial entity in Europe to develop a *SmartWatch* app, allowing users to stay abreast of their favourite indices and securities. CaixaBank also developed an app

for contactless payments through stickers and bracelets. Thanks to these technologies, the bank will be able to create new customer relations models, combining digital and non-digital interactions, so as to enhance customer satisfaction and CaixaBank's competitive edge.

Among other developments, in 2014 CaixaBank created new Bolsa Abierta and Stocktactics apps and digital services for smartphones and tablets.

Línea Abierta app in 2014

- New Línea Abierta Live and Wall, the mobile service that enables customers and managers to connect online.
- New Línea Abierta for tablets, using drop-down menus for navigation.

CaixaMóvil in 2014

3.4

million mobile services users

1,487

million transactions

2.9

million app downloads

29.8

million alerts sent

75

free CaixaBank apps, usable on different mobile operating systems

Ranked #2 worldwide by Forrester in terms of mobile banking features (for the second year in a row)





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Social networks

CaixaBank remains strategically committed to the development of native communities, with over 100,000 active users in the different groups.

In 2014, Línea Abierta was launched through Facebook, and a series of new associated apps was rolled out to allow users to enjoy an increasingly personalised banking experience. Lastly, CaixaBank seized the opportunities posed by new technologies, such as gaming, to get its product offer out to customers and to share their investment strategies, facilitating decision-making in Bolsa Abierta.

The bank also maintains an active presence on the main social networks.

 FURTHER INFORMATION IN THE SECTION ON PROXIMITY

Social networks in 2014

- Launch of the new Línea Abierta in Facebook, with associated apps
- Use of gaming technologies to advertise products and services, with games such as Apps Connect and Quiz
- New FinApps Community, connecting customers and mobile industry professionals

ATMs

In 2014, CaixaBank completed the restyling of 100% of its ATMs, making them easier to operate by all users and enabling each customer to customise the ATM experience based on his or her needs. Among other options, customers can use icons making it easier to read and identify the different services available, and menus that have been specially designed for people with certain disabilities, such as the voice-guided menu or the sign language video.

This effort to make the bank's ATMs accessible to all customers is part of the APSIS4all project approved by the European Commission.

At the 2014 year end, CaixaBank had 1,295 Punto Groc ATMs installed. CaixaBank is the only bank to use this ATM model, featuring the latest technological developments.

In 2014, the bank created a service whereby funds can be sent using a code, allowing customers to withdraw cash from the ATM without their card or savings book. Once a customer or another person sends funds to an individual, a code is sent to that person's phone for use at the ATM.

ATMs in 2014

9,544
ATMs

250
different financial transactions enabled

Over 350 features available

15
languages

632
million transactions*

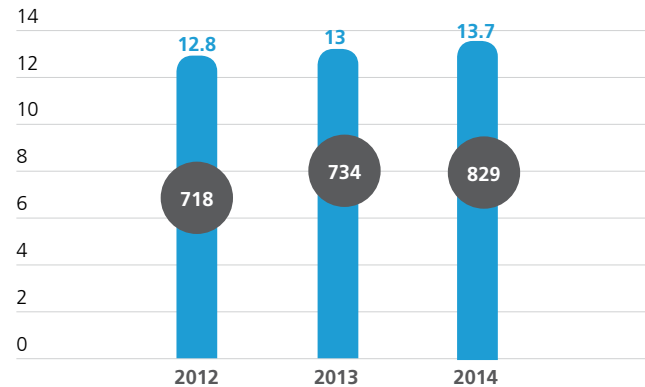
* Data from year end.



Payment methods

CaixaBank is the leading player in payment methods, with 13.7 million cards in circulation, €25,500 million in card purchases, and a market share by billing value of 21.4%.

CaixaBank: leader in the card market (in millions)



Total number of cards (in millions)

Transactions/year (in millions)

CaixaBank cards

21.4%

market share by card billings

54%

market share in contactless cards

€4,000

million in e-commerce sales (+21% vs. 2013)

€2,317

processed each second (cards + retailers)

€49,100

million in retailer transactions and cash withdrawals

Retailer customers

24.8%

market share in card billings

266,240

PoS installed

817

million retailer transactions (+11% vs. 2013)

€31,333

million in billings (+12% vs. 2013)

€4,393

million in e-commerce billings (+14% vs. 2013)



Through its subsidiary CaixaCard, the bank has pioneered the issuance of contactless cards, which work by simply bringing them near an ATM or a point-of-sale (POS) terminal. This technology facilitates low-ticket purchases formerly paid for in cash.

Through its subsidiary M2P, CaixaBank also leads the pre-paid card segment, having issued 1.1 million cards of this type (8% of the total in circulation) and performing 2.9 million top-ups during 2014 (+11% vs. 2013).

The Group's retailer payment operation has been managed by Comercia Global Payments for the past four years. In 2014, regulatory changes called for a drop in interchange fees, which led to more retailers accepting card payments in their establishments. Growth in e-commerce was also locked in during the year.

Contactless cards

At **60%**
of sales points in Spain

Over **4.2**
million cards in circulation

37 million transactions
for a total value of €1,200 million



Contactless bracelets

Over **10,000** units

25,000 purchases, for a total
value of €1 million

#1 bank in Europe selling
contactless bracelets





Secure and top-quality technology

GRI: G4-DMA, G4-PR1

CaixaBank maintains a strong investment in technological infrastructures in order to satisfy customer demands, guarantee growth of the bank, provide access to information around the clock and adapt to emerging business needs.

The bank has a technology manager for each of the business segments, offering support in developing new products and services adapted to the segment's needs. CaixaBank also has a specialised, full-time security and cybersecurity team, which implements and manages innovative solutions to avoid fraud and to prevent outages or other incidents.

Investment in technology in 2014

€178.7

million invested in technology developments

€72

million of which corresponds to R&D and innovation

**An average of
900-1,100
transactions per second**

Information technologies at CaixaBank

IT resources are managed as efficiently as possible in order to comply with regulatory, operating and business standards and to proactively address future needs and events, with an ISO 38,500:2008 governance model.

Security

Protecting the bank's, customers' and employees' information against any internal or external security threat

Quality

Aiming for the highest service excellence (measured using specific control indicators)

Service control

Ensuring that technology is uninterrupted, reducing the impact on customers of any outages or incidents

Regulation

Complying with regulatory requirements



CaixaBank's business continuity plan ensures that operations will not be interrupted by possible high-impact incidents.





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DIVERSIFIED BUSINESS



1 and 2 GRI: G4-DMA, G4-6, G4-8

International expansion: market diversification

International diversification is one of CaixaBank's core strategic targets. This strategy is articulated around a direct presence in the form of operational branches and representative offices as well as through strategic alliances with leading investee banks and long-term relationships with multilateral bodies and central banks.

Direct presence

- CaixaBank has **operational branches** in Poland (Warsaw) and Morocco (Casablanca and Tangier); these offices provide financing and financial services to Spanish companies with interests and activities in those countries and to local businesses with commercial ties with Spain.
- The **representative offices** in Europe, located in Italy (Milan), the UK (London), France (Paris) and Germany (Stuttgart and Frankfurt), provide advisory services to multinationals with subsidiaries in Spain, with respect to the products and services CaixaBank can offer them to meet their financing needs in Spain.

Outside the European Union, CaixaBank has representative offices in China (Beijing and Shanghai), Turkey (Istanbul), Singapore, United Arab Emirates (Dubai), India (Delhi), Egypt (Cairo), Chile (Santiago) and Colombia (Bogota). During 2015, offices will be opened in Brazil (São Paulo) and the United States (New York).

The representative offices advise Spanish companies in respect of their projects abroad and their export businesses. They also serve as a link with local financial institutions and guide customers in their local banking arrangements.

- In countries in which CaixaBank has neither a direct nor an indirect presence through partner banks, it has a **network of correspondent banks** (over 2,900). These correspondent banks help CaixaBank customers with their business operations and investments abroad.





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International expansion strategy

Direct presence

Through operational branches, for Spanish companies with interests abroad or local companies doing business with Spain, and representative offices, for European multinationals with subsidiaries in Spain and for Spanish companies with projects abroad.

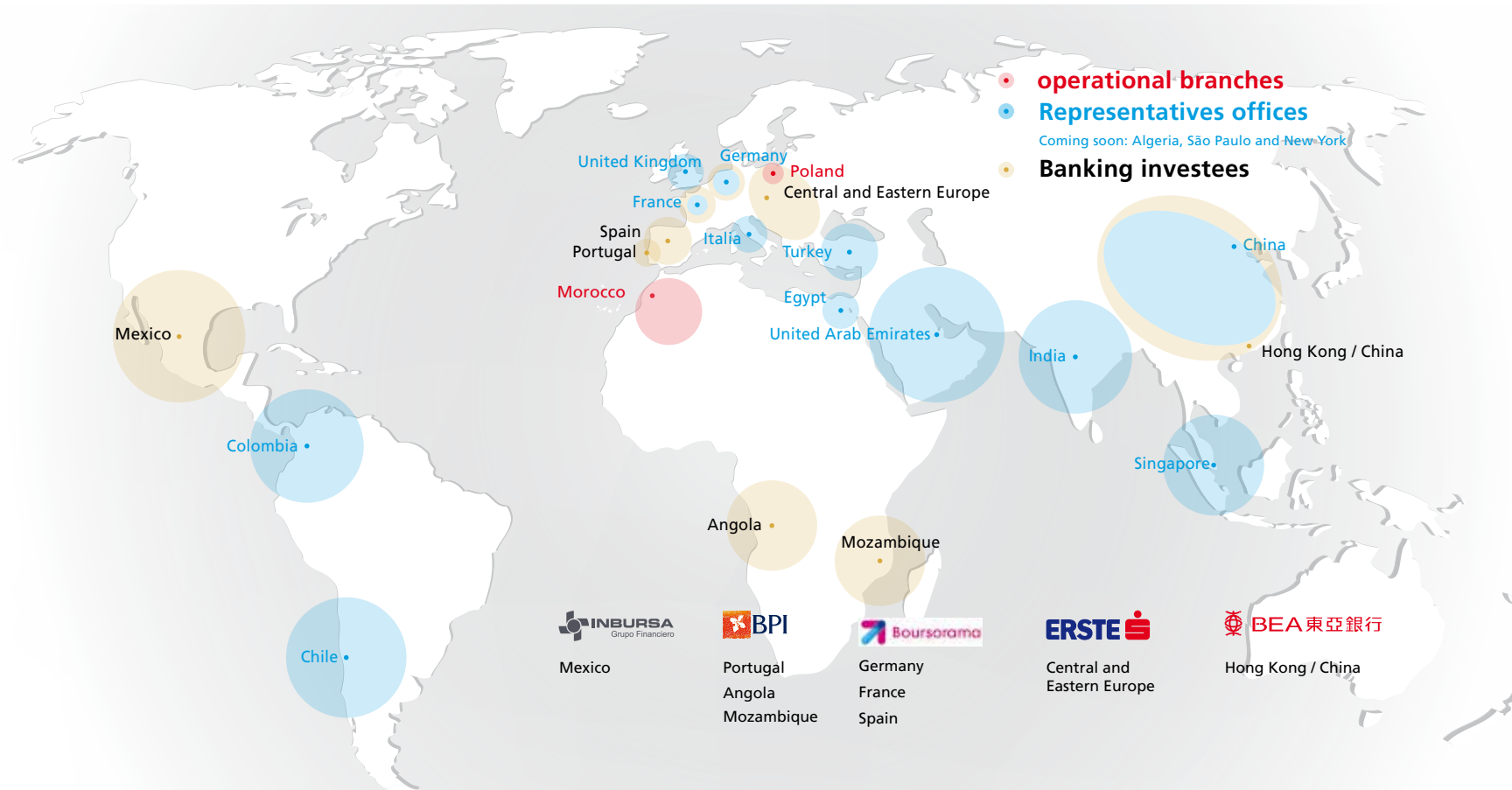
Alliances with leading investee banks

Through strategic stakes in banks operating in high-growth, balanced-risk regions, offering shareholders and investors preferential access to new business opportunities.

Long-term relationships with multilateral bodies and central banks

Strategic long-term relationships to shore up the bank's expansion and to increase its competitive edge worldwide.

CaixaBank's international presence GRI: G4-6, G4-8





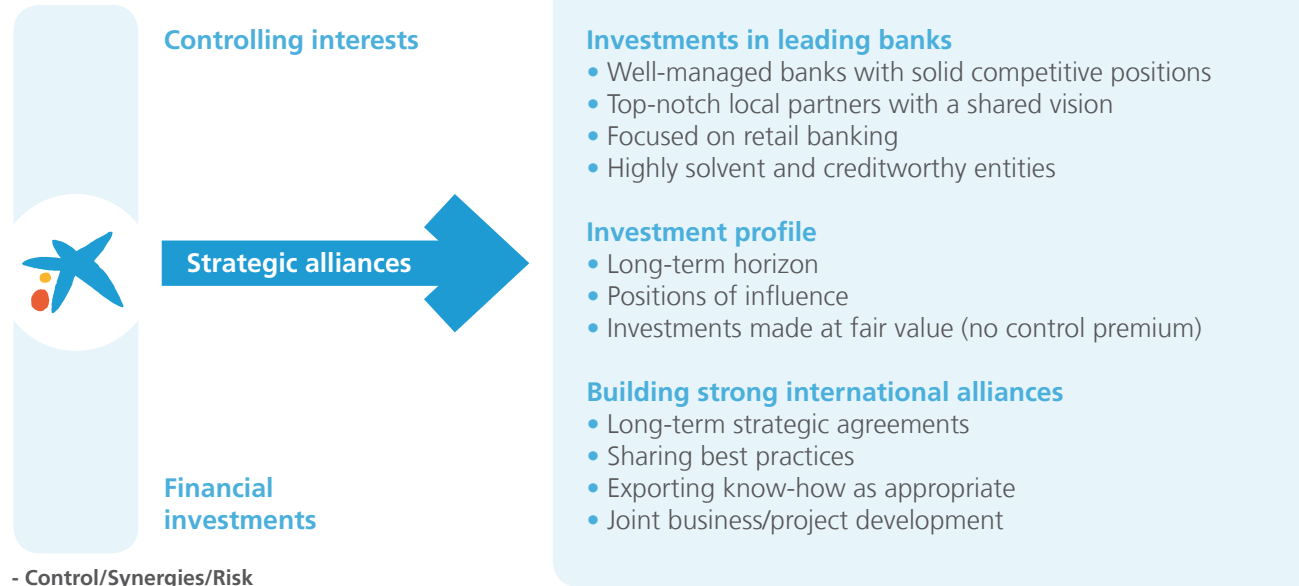
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Strategic alliance model

CaixaBank has strategic stakes in five major banking groups in order to offer shareholders and investors preferential access to new business opportunities in high-growth regions with a balanced risk profile. These financial groups, with combined assets of over €346,000 million, also help CaixaBank customers with their commercial business abroad.

+ Control/Synergies/Risk



FURTHER INFORMATION IN SECTION 2, OF THE ANNUAL REPORT, IN THE CONSOLIDATED FINANCIAL STATEMENTS AND MANAGEMENT REPORT 2014.



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Alianzas estratégicas



(44.1%)

Founded: 1981

Total assets: €42,633 million

Branches: 649 (Portugal) and 186 (Angola)

BPI is the third-largest private financial group in Portugal in terms of business volume. Its core business is commercial banking targeted at companies, institutions and individuals. Through its investment in Banco de Fomento Angola (BFA), this entity is also a leading player in this emerging market. Furthermore, through its 30% stake in Banco Comercial d'Investimentos (BCI), it is also present in Mozambique.

Together with CaixaBank, BPI provides the specialised Iberian Business Solutions service to major groups in Spain and Portugal from shared centres in Madrid and Lisbon.

CaixaBank maintains significant representation in BPI's governing bodies, with four members on the board of directors.



(20.5%)

Founded: 1995

Total assets: €6,013 million

Boursorama is a Société Générale Group company, with 80% of its shares owned by this core shareholder. It is a key player in online banking in Europe, with a presence in three countries: France, where it is the market leader, Germany, and Spain, through a joint venture with CaixaBank. Following Société Générale's delisting offer in 2014, Boursorama ceased public trading.

CaixaBank has two members on Boursorama's board of directors and one on its risk committee.



(18.7%)

Founded: 1918

Total assets: €84,500 million

Branches: 234

Bank of East Asia (BEA) is the leading independent bank in Hong Kong and one of the best positioned foreign banks in China, where its presence dates back to 1920. It offers commercial, affluent, corporate and investment banking services. BEA also serves the Chinese community abroad through its branches in Southeast Asia, North America and the United Kingdom. CaixaBank has one non-executive member on BEA's board of directors.

The collaboration between CaixaBank and BEA extends to co-financing projects led by Spanish and Chinese groups, foreign trade operations and fostering the sharing of know-how. Together with car dealer Brilliance, the entities have also set up a joint venture to finance auto loans in China, slated to be operational in the first half of 2015.

Since 2010, the "la Caixa" Foundation, the Bank of East Asia Charitable Foundation and the Salvation Army Hong Kong and Macau Command have been working together in a palliative care programme for terminally-ill patients in Hong Kong. In 2014, the collaboration agreement was renewed until March 2017 and the second phase of the programme was launched, with a clearer focus on care for the sick.



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(9.92%)

Founded: 1819

Total assets: €196,285 million

Branches: 2,809

Erste Bank is Austria's number two banking group and a leading bank in central and eastern Europe. Its geographic footprint extends to Austria, the Czech Republic, Romania, Slovakia, Hungary, Croatia and Serbia. Erste Bank is the market leader in most of these countries, with 16.4 million customers.

CaixaBank collaborates with Erste Bank to co-finance Spanish business groups and develop new technological innovations. In 2014, Money-to-pay, a joint venture between CaixaBank (80%), Erste (10%) and BPI (10%), was launched to issue pre-paid cards. CaixaBank and Erste Bank actively exchange know-how and even personnel. Since 2011, the institutions have agreements to provide services in their customers' local markets.

CaixaBank has a member on Erste Group Bank's supervisory board and, in order to shore up its strategic agreement, will opt to name a second member during the Annual General Meeting scheduled for the second quarter of 2015.



(9.01%)

Founded: 1965

Total assets: €21,500 million

Branches: 354

Sales force: 16,012 agents

Grupo Financiero Inbursa (GFI) is the largest financial group in Mexico in terms of assets under management/ custody, number six in terms of total assets, and one of the best-positioned entities in the insurance and pension funds segments. A Mexican benchmark in commercial banking, GFI is one of the largest financial and business groups in Latin America by market capitalisation.

In 2014, GFI acquired Banco Standard de Inversiones S.A., gaining a foothold in Brazil. At the 2014 year end, the acquisition was pending regulatory approval.

Certain members of GFI's board of directors have ties to CaixaBank. One of these individuals is also a member of GFI's Corporate and Audit Practices Committee. The second director sits on the Group's Management Committee and acts as liaison for information and technical knowledge between the two entities. CaixaBank also has directors on the boards of GFI's main companies.

Throughout 2014, CaixaBank continued to support GFI's retail banking expansion plan for Mexico by providing know-how and sharing best practices in branch office management, the development of new products, the use of sales tools and the implementation of a culture of service excellence that spurs value creation and enhances customer loyalty. Support for Spanish companies in Mexico was further reinforced by the presence at GFI, since 2013, of a CaixaBank expert.

Lastly, the "la Caixa" Foundation and the Inbursa Foundation work together to articulate and implement community programmes, such as initiatives for combating addiction.



Multilateral bodies and central banks

CaixaBank enters into long-term strategic alliances with international bodies whose areas of influence coincide with the bank's priority growth markets.

In 2014, for example, CaixaBank stepped up its foreign trade transactions through the International Finance Corporation (World Bank Group) and the Asian Development Bank. CaixaBank also secured funds from the European Investment Bank (EIB) and the Council of Europe Development Bank (CEB), enabling it to deliver on its commitment to companies and individuals.

The bank shored up its relationships with central banks and sovereign funds worldwide, gaining a position as a benchmark in the sovereign investment market. CaixaBank offers these entities investment products tailored to their needs, such as deposits, currency transactions, and sovereign and corporate debt.





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Investments: earnings diversification

In order to diversify its sources of income, CaixaBank holds stakes in Repsol and Telefónica, leading companies in their respective sectors offering growth and value stories as well as a strong international presence. Both are strategically committed to attractive shareholder remuneration. Repsol and Telefónica stand out for their environmental pledges, business ethics and CSR policies, and have been acknowledged by the leading sustainability stock indices.



Repsol is a integrated, global energy company operating in more than 30 countries. It has total assets of around €54,000 million (4Q14).

- Repsol's growth is driven by its upstream business (oil and gas exploration and production). Growth is based on increasing production and reserves, maintaining the intense exploration activity, diversifying geographically and securing operating excellence, while maximising returns on assets. Repsol now stands as an international benchmark in oil and gas exploration, recording nearly 50 discoveries since 2008.
- In the downstream business (refining and sale of petroleum-based products, chemicals and liquefied petroleum gas), Repsol operates five refineries in Spain, under one of the best and most efficient refinery systems in Europe. Repsol also has a refinery in Peru and over 4,500 service stations in that country, and is one of the leading retail LPG distributors in the world.

FURTHER INFORMATION



Telefónica is one of the top telecommunications companies in the world in terms of market capitalisation and customer base. Present in 21 countries, at December 2014 Telefónica boasted over 341 million accesses: more than 274 million mobile accesses, over 36 million fixed lines, more than 18 million data accesses and 5 million pay TV subscribers.

The company primarily operates in Spain, Europe and Latin America. The Latin America business is responsible for the bulk of Telefónica's present and future growth.

Telefónica is currently undergoing a long transformation process to become a telecommunications benchmark. To that end, it is focusing its efforts on developing products and innovation, alliances and private equity, new digital services and new operating areas. Hallmarks of the company include the quality of its fixed, mobile and broadband networks, as well as an innovative digital services offer such as Telco Digital.

In 2014, Telefónica generated revenues of over €50,000 million, and had total assets in excess of €122 thousand million.

FURTHER INFORMATION

**Repsol and Telefónica
bring in diversified
revenues and strong
capital generation**

- Earnings diversification
- Financial flexibility: highly-liquid investments
- Potential capital buffer
- Value plays: solid shareholder remuneration fundamentals
- Returns: attractive returns on equity
- Geographic diversification: 70% of earnings generated outside Spain

Market capitalisation: €5,407 million
(at 31 December 2014)



[4.2 How we do it: corporate culture]



1, 2, 6, 9, 10

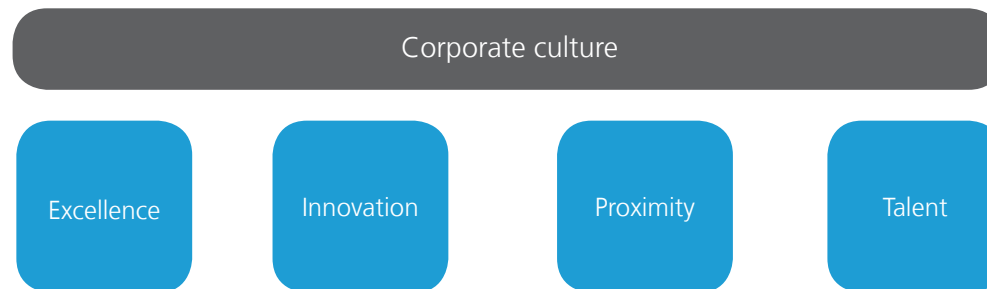
CaixaBank's corporate culture is underpinned by its heritage values of quality, trust and commitment to society, the basic tenets that guide and inspire everything it does.

CaixaBank has built a native culture on the basis of these values; this corporate culture is articulated around innovation, customer proximity, excellence and development of talent.

CaixaBank believes that customer trust is gained in the banking business by speaking frankly and clearly with customers while also ensuring their security. The corporate culture promotes the **talent** and competency of its teams, with consistent and **close** physical and emotional actions to ascertain customers' needs and interests,

which are then taken into account when providing financial and banking advice. The culture also champions **innovation** as a lever for change when continually adjusting products and services to meet the needs of each customer and social group, following the most stringent quality and **excellence** standards.

Thanks to this culture, firmly entrenched in its heritage values, CaixaBank is able to further increase the confidence its customers have placed in the bank.





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EXCELLENCE

Quality service, both in its customer relations and in internal processes, is one of CaixaBank's competitive levers and what sets it above its peers in the banking business. It is also one of CaixaBank's main strategic targets. In this framework, the bank works to secure the greatest possible satisfaction among its stakeholders: customers, employees, shareholders and society at large.

Quality, a shared responsibility

GRI: G4-DMA, G4-PR6

Two of CaixaBank's key management pillars are personalised customer care and a wide range of products and services. To that end, it follows extremely demanding quality guidelines focusing on trust, proximity, efficiency and continual improvements.

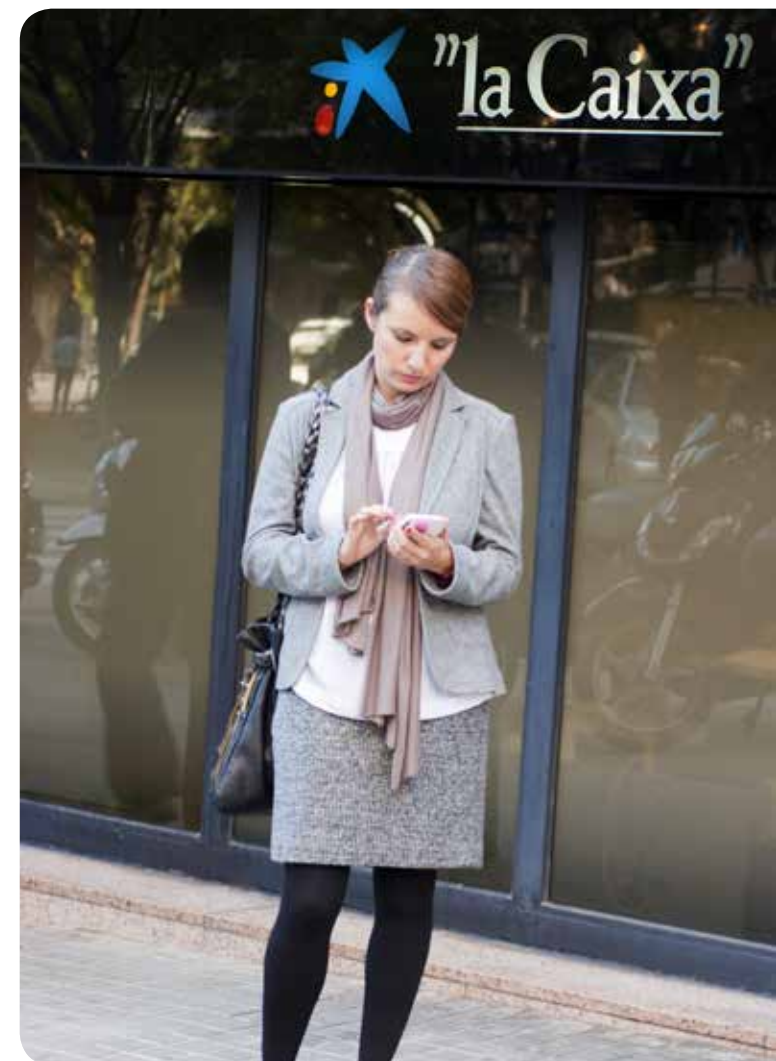
The best quality practices are regularly posted on the corporate intranet, and internal alerts and indicators are published on any processes and services where the quality level dips below CaixaBank standards. This helps the respective areas focus on improving any shortcomings.

In 2014, the contact plan was prioritised for all customers, whereby their in-house contacts sat down with them to put forth CaixaBank's value proposal, adapting it to their individual needs. At the regional delegations with the greatest upside, specific action plans have been implemented through the delegation's quality managers, in order to meet the quality levels demanded by customers and by CaixaBank itself.

Internal processes

During the year, CaixaBank refocused its internal quality measurement approach toward a customer-centred vision. Metrics, indicators and surveys were defined for each service provided to the different stakeholder groups. As such, the bank can obtain qualitative and quantitative information for use in its decision-making processes.

The new measurement model will be rolled out in 2015, and will culminate with the creation of an environment that systematically standardises data through big data techniques. This will also create a permanent feedback loop between the bank's internal areas and departments, aimed at defining improvement plans for all services.





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Relationship management

During the year, the quality managers of each regional delegation visited all centres whose quality levels had dipped below the standards. Following these visits, the centres implemented specific improvement plans, which boosted customer satisfaction rates over a short period of time.

In 2014, CaixaBank launched an internal campaign highlighting one-on-one dealings as one of the key factors behind good service. As a result, CaixaBank improved its positioning vis-à-vis its peers.



Our management model: passing the test



In 2014, CaixaBank secured the EFQM European Seal of Excellence, scoring over 600 points and out-performing its 2012 score by 100 points. To obtain the seal, the bank had to pass an external evaluation process backed by ANEOR and the Management Excellence Club.

In 2015, CaixaBank will continue working in line with the new strategic plan, by rolling out and improving global and transversal initiatives for the CaixaBank Group and its stakeholders.





We listen to our customers

GRI: G4-26, G4-57, G4-58

CaixaBank promotes an active dialogue and direct contact with customers and professionals. Among other initiatives, the bank regularly consults the level of customer satisfaction with services received. Based on this feedback, improvement plans are designed so that the regional delegations and centres can step up excellence in the service in question.

CaixaBank's customers can contact over 30,000 managers and 5,251 branch offices throughout Spain. They can also use several different two-way communications channels, such as the call centre, e-mail, letters and social networks. Since 2011, CaixaBank has had a Twitter account (@laCaixaResponde), which it uses to facilitate enquiry resolution by directing customers to CaixaBank's in-house channels.

At all times, secure and confidential exchanges are guaranteed.

Customer communication channels

+30,000 managers

+5,200 offices

@laCaixaResponde





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Measuring customer satisfaction

GRI: G4-PR5

In order to maintain excellent service, it is vital to measure how customers perceive the service they receive. CaixaBank conducts regular customer satisfaction surveys and has devised an internal service quality indicator for the branch network, called the Customer Satisfaction Index (CSI). This index is fuelled by over 350,000 surveys filled out by retail and corporate customers.

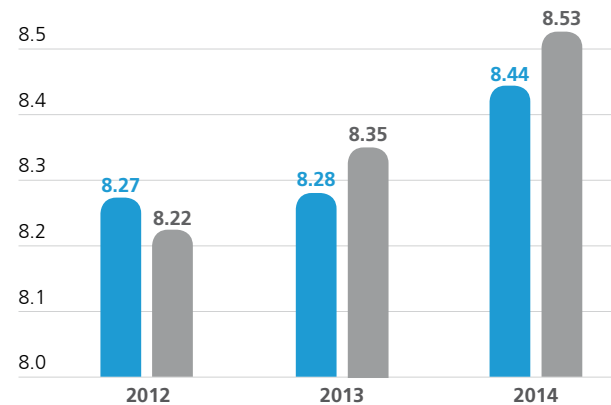
The bank also evaluates the service offered by the Business, SME and Private Banking centres and tracks customer satisfaction using digital channels.

In 2014, despite the adverse economic backdrop, customer satisfaction was on the rise among both individuals and companies.

In addition to these surveys, CaixaBank uses the 'mystery shopper' research method to observe how potential new customers are treated within the bank. Certain branches also carry out specific satisfaction questionnaires with a view to proactively detecting areas for improvement and facilitating quality management.

During the coming years, quality measurements will be improved through customer experience studies, aimed at better pinpointing customer needs, thereby locking in optimal satisfaction levels and long-term relationships with CaixaBank.

Customer Satisfaction Index (CSI)



Individuals

Companies

**Over 350,000
customer
satisfaction
surveys every year**

Components of the Customer Satisfaction Index





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Customer Care Service

GRI: G4-58, G4-27, G4-PR6

CaixaBank makes sure all its customers have access to the various internal communication channels, so that they can help the bank serve them better and present their complaints and claims. In addition to these informal channels, the bank offers official channels as well.

Customer Service Office

The Customer Service Office channels any complaints and claims received from customers and users by means of letters to the General Manager, the toll-free customer service line (900 323 232) and the contact form hosted on the corporate website (www.lacaixa.es). The office handles each and every complaint, claim and suggestion efficiently and with the utmost quality.

In 2014, CaixaBank redefined the complaints resolution process in order to improve its management and effectiveness. The aim is to provide an excellent service to customers in order to enhance their satisfaction after an issue is resolved and to build stronger relationships and dialogue with them. With this objective in mind, the office has worked towards:

- **A personalised approach:** analysing each case individually and personally contacting all customers who submitted complaints or suggestions to the CaixaBank Customer Care Service.
- **Standardised resolutions:** strictly adhering to prevailing regulations on transparency and customer protection in the banking business, the Spanish law on transparency and customer protection, and the individual study of the situation brought forth by the customer.

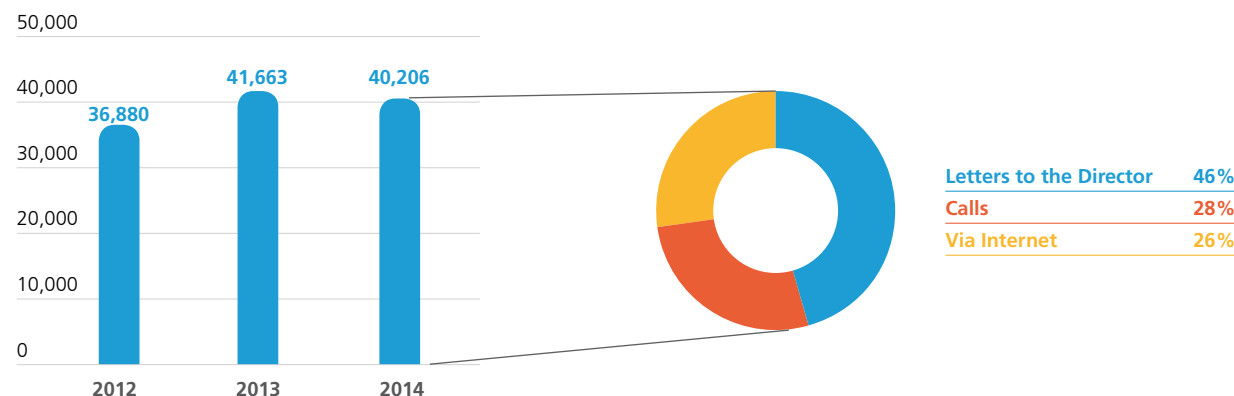
- **Swift response times:** while safeguarding quality in this post-sales service, the bank also looks for efficiency and streamlined processes to minimise, to the extent possible, any customer dissatisfaction.
- **Change in IT tools:** to have a comprehensive vision of its customers, showing a detailed listing and control of all actions taken and full traceability. This helps the Customer Service Office analyse the causes behind the claims and control the impact on the bank at large. The system also allows branch offices to consult the status of claims and details of the steps carried out.
- **Greater scope and access to information** on the results of claims for the branch network and other areas within the bank. This unifies the criteria for handling claims, preventing future claims and possible improvement actions.

- Establishment of a **work procedure** with the different Central Services areas: this project will take final shape in 2015.

The number of claims in CaixaBank fell by 6% in 2014, although claims were up in the sector at large. This reflects the efforts made by the bank's professionals to tackle the strategic challenge of quality, positioning customers and their needs at the centre of CaixaBank's work. Only 0.4% of CaixaBank customers have filed a claim with the preventative services, and a mere 0.01% of claims are through the official channels.

As in 2013, claims primarily related to requests to have floor rate clauses eliminated from mortgage agreements. These claims accounted for 30% of all complaints received by CaixaBank. The bank also received claims regarding the price of products and services. Very few claims were received in respect of the regulatory change regarding the disappearance of the mortgage reference rate dubbed "IRPH-cajas", given that the bank preventively informed customers of the change and the resulting implications.

Enquiries handled by the Customer Service Office





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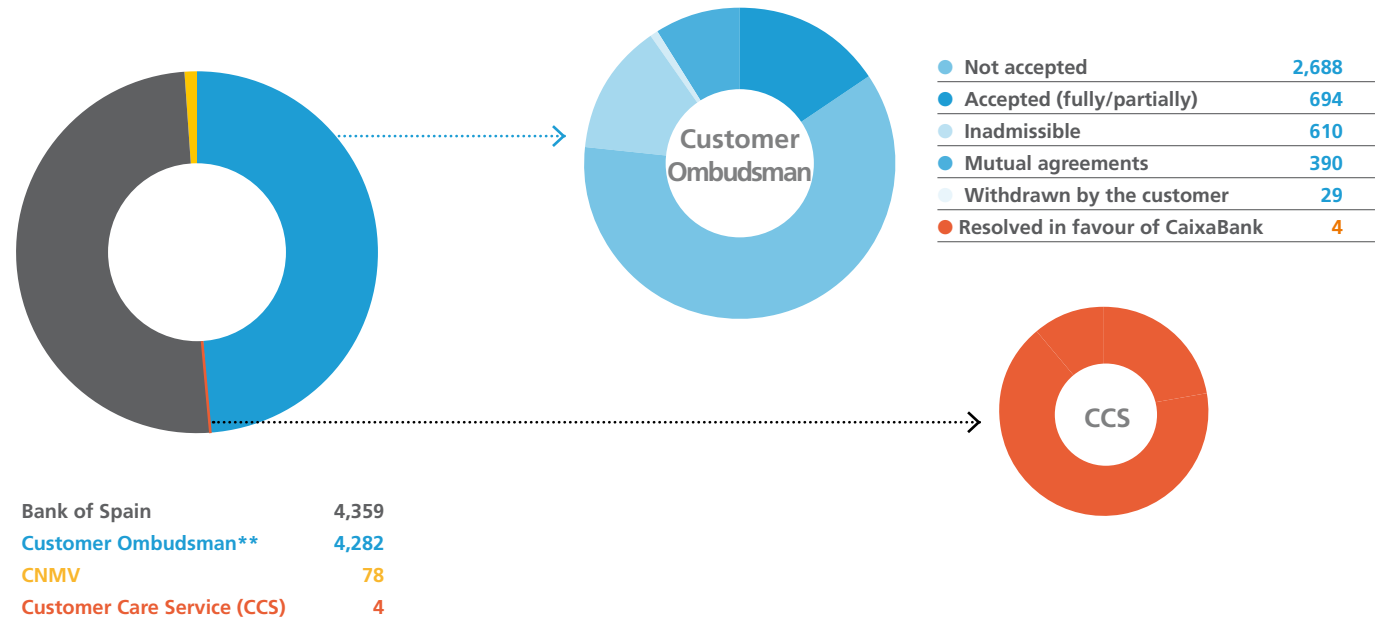
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Official channels

These channels allow customers and users to present their formal complaints. The first course of action is to address the Cecabank Customer Ombudsman (for claims up to €120,000) or the Customer Care Service (for claims of €120,000 or higher). Secondly, customers and users can address the Bank of Spain and the CNMV.

The number of claims received through these official channels rose 9.65% compared to 2013. Claims regarding banking services in general and those related with floor rate clauses in mortgage contracts jumped considerably during the year. As a result, the number of claims filed before the Bank of Spain rose 90% (7% when stripping out claims relating to floor rate clauses in mortgage contracts). In contrast, claims regarding investment services have decreased: during the year, claims made with the CNMV were only 25% of those submitted in the prior year.

Claims presented through official channels in 2014*



*Includes claims submitted to CaixaBank, VidaCaixa, FinConsum, CaixaCard, InverCaixa, Nuevo MicroBank and Credifimo.

**Resolutions include those carried over from the prior year.



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Mortgage Customer Advisory Service

The economic downturn has affected many customers' ability to pay their mortgage commitments. Against this backdrop, CaixaBank is especially aware of the situation of those customers whose primary residence is subject to foreclosure, understanding that the stress and anxiety caused by foreclosure cannot and should not be ignored. As such, in order to detect situations of social risk among customers, in 2013 the bank launched the Mortgage Customer Advisory Service (SACH).

The SACH encourages regular contact, through the branch offices, with customers undergoing mortgage foreclosure processes on their primary residence. The service also handles queries arising during the process (through the toll-free number 900 100 072) and puts forth possible agreements to terminate the foreclosure process.

Through this regular contact, the bank can detect situations where customers face a serious social risk. In exceptional circumstances, an extraordinary procedure has been established to find financial and social solutions that minimise the possibility of a household being put in a position of extreme social vulnerability.

Through the regular alerts system, offices are spurred to contact customers on three occasions: when the claims is being filed, when the auction date has been set and three months from the latest contact. The branches send the message that CaixaBank does not traumatically evict people from their homes, is open to hearing proposals from home-owners and, lastly, if the property is foreclosed, stands ready to offer a rental agreement on the property, where applicable, or relocation to another property. In those cases where customers are clearly unable to pay the proposed rent, the bank considers the possibility that the "la Caixa" Foundation could subsidise 50% of the rental costs.

Moreover, attorneys cannot request an auction without prior approval by the SACH, which first verifies whether any serious circumstances are present that would warrant suspending an auction.



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Responsible commercial communication and sales policy

GRI: G4-DMA, G4-15, G4-56, G4-PR1, G4-PR3

CaixaBank has a **Transparency Committee** on which the Business, Risk Management, Resources, Audit, Finance, Financial Accounting, Control and Capital, and Regulatory Compliance divisions are represented. The Transparency Committee is chaired by the Legal Services division.

The committee determines all transparency-related aspects of the design and marketing of financial instruments, banking products and savings and investment plans.

The committee is tasked with ensuring the transparent marketing of the bank's products by defining and approving policies covering marketing, the prevention of conflicts of interest, the safeguarding of customer assets and better order execution. It also validates the classification of new financial instruments, banking products and savings and investment plans on the basis of their risk and complexity, in accordance with the provisions of MiFID and banking and insurance transparency regulations. Accordingly, the launch of any new product or service requires prior approval by the committee.

Likewise, CaixaBank has a **Marketing Communication policy**, which is based on the bank's heritage values and principles and on prevailing advertising regulations. The policy is underpinned by the belief that the trust of its customers is one of CaixaBank's greatest assets.

The Marketing Communication policy clearly sets out the internal controls and mechanisms in place to ensure that all the bank's advertising activities comply with prevailing standards, principles and criteria:

- **Transparency** in contracting conditions.
- **Clarity** in content and format.
- **Respect** for society.

In 2014, CaixaBank carried out over 600 advertising projects in keeping with these principles; these advertisements were additionally sent to the Bank of Spain-certified advertising self-governance association, Autocontrol, for approval before release.

In order to instil sustainability criteria in its advertising activities, CaixaBank requires all printing firms involved in its print advertising and all suppliers of printing and direct marketing systems to hold Forest Stewardship Council (FSC) certification. This certification ensures that both paper manufacturing and printing processes are sustainable and environmentally friendly.





INNOVATION GRI: G4-2

In an increasingly more competitive and demanding economic environment, innovation is a vital element for identifying and staying ahead of the impact of new technologies and social changes. Innovation is the means to continually raise customer service standards, adapted to their changing needs, and generate new business opportunities.

CaixaBank has an open and participative innovation model, enabling it to identify emerging technologies and potentially disruptive trends in the financial industry and in customer relations.

In 2014, the bank focused on the following technologies:

- Managing data and information in order to personalise services and make sound decisions.
- Cognitive technologies and virtual assistants to support managers.
- Online loan approval platforms, virtual currencies and direct transfers (p2p).
- Mobile technologies and changes in customer relationship and interactions.





CaixaBank's innovation model

Open

CaixaBank works in close collaboration with companies, institutes, universities and organisations across many sectors, all of which are all at the top of their respective fields.

Participative

Customer and employee ideas are leveraged and optimised.

Incorporating new knowledge and technologies

Identification of new ideas and trends

By analysing prevailing trends and collaborating with top-level players, the bank explores emerging technologies and know-how that could be used within the organisation.

Evaluation of new ideas with the business areas

- Trends and new ideas identified are brought before the business areas.
- The technologies are tested through proofs of concept.

Definition of initiatives and projects

Drawing from the best-assessed initiatives, the bank defines projects to be rolled out within the organisation.

Global recognition for CaixaBank's model

- Named the bank most committed to innovation at the Global Banking Innovation Awards.
- Named the Best Retail Bank for Technology Innovation by the UK journal Euromoney, for the second year in a row.
- CaixaBank, recognised as a Global Innovator at the 2014 Efma Accenture Innovation Awards.



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Open innovation

Throughout the year, CaixaBank has continued carrying out activities in collaboration with different partners. A selection of these activities is described below.

IBM-CaixaBank Digital Innovation Centre

Throughout 2014, CaixaBank and IBM continued collaborating to identify and test emerging technologies, as part of their IT infrastructure management alliance.

Among other activities, the companies agreed to co-build a prototype, in Spanish, of the Watson Engagement Advisor foreign trade application.

The work carried out at the Digital Innovation Centre on the text processor and construction of natural language treatment capacities has made CaixaBank a true pioneer in developing cognitive Watson technology in the Spanish language.

Data management

CaixaBank continues working toward the most advanced analytics and data management in order to support the decision-making process and offer excellent service to its customers.

In 2014, the bank began drawing from information input in the data pool (a single repository of information), with the launch of several projects.

In the Risk Management area, machine learning and non-linear information classification techniques are used to better calculate customer and non-customer scores during loan approval processes.

CaixaBank is also working to personalise the commercial offer and prices, in order to provide a unique service adapted to each customer, based on the information previously gathered.

FinApps 2014

During the year, the fourth edition of this 24-hour "hackathon" competition was held for young programmers and developers. The event, taking place in Barcelona and Atlanta, focused on wearable devices.

- 114 participants in 37 teams
- 29 SmartWatch apps and 2 Google Glass apps were presented (financial, regarding corporate social responsibility, and retail-related)





Participative innovation

GRI: G4-26

Customer and employee participation is key to the success of CaixaBank's innovation model, which is designed to spark group intelligence and co-creation. As such, the bank encourages customers and employees to send in their ideas and suggestions; not only does this improve the service offered, it also strengthens bonds with the institution.

Inspíranos

Via the Inspíranos platform, which can be reached from Línea Abierta, all online banking users can submit their ideas for new products and services so that CaixaBank can assess their potential and feasibility.

Since it set up the platform in late 2012, the bank has implemented over 200 customer ideas. These include the MailBox service for improving correspondence and management of customer documents, the possibility of contacting managers directly through Línea Abierta, and the ability to withdraw funds at ATMs without a debit card and to choose among different note denominations.

If the ideas are similar to services or products already on offer, customers are given tailored advice on how to activate them without delay.

Inspíranos:
187,000 visits in 2014





Innova

Another fundamental aspect of CaixaBank's innovation drive is the contribution of ideas and suggestions from employees.

The Innova portal, created in 2012, has become the chief collaboration tool for CaixaBank employees. In 2014, over 85% of the workforce connected to the portal and more than 1,500 employees submitted ideas or commented on the activities proposed. Employees can also submit their ideas for improvement through the suggestions box.

The activities proposed in Innova have helped the bank improve new products prior to their launch, enhance communication with customers, facilitate access to credit, and more.

Conecta

Conecta is the employee interaction and communication tool supporting team work and facilitating the sharing of knowledge. Through transversal groups, employees can bring forth queries and resolve doubts, learn from the experience of others, and share best practices.

Innova in 2014

26,422

employees visited the platform
(85% of staff)

23%

of employees posted ideas or comments

14,378

likes

4,717

suggestions sent

A selection of Innova projects and initiatives in 2014

- Improvements in the CardBox and MailBox platforms.
- New apps for corporate smartphones.
- Development of new property rental and sale tools.
- Extension of the products and services offer for groups.
- Greater ease in accessing credit, with more flexible conditions.



2014: Key digital channel projects

GRI: G4-DMA, G4-4



The Business Wall

This multi-channel service, accessed through Línea Abierta, allows customers and managers to connect online. It also boosts commercial productivity and efficiency. In 2014, the bank rolled out an SME Wall as well.

Digital services:

- **CardBox:** New online, multi-device service allowing customers to see their card purchases automatically classified by type, helping them to better control their spending.

340,000 users in 2014

- **MailBox:** New multi-channel correspondence service allowing customers to manage their correspondence just like in an e-mail account, consult notices and pending transactions, and store documents and contracts.

+1.8 million customers

- **VistaRápida:** New online, multi-device service providing customers with a single space for consulting key features in their main products and services.

+700,000 users



Apps for wearable devices

- Google Glass app for locating branch offices and converting foreign currencies.
- First financial institution in Europe to develop an app for Sony SmartWatch, for staying abreast of favourite securities and indices.
- Stickers and bracelets for making payments using contactless TAP technology.



Mobile apps

- **Transfi app:** new version of the Transfi for Android app, using contactless technology (NFC) for transfers between CaixaBank customers.



- **TAP app:** offers up-to-date information on transactions made using TAP contactless cards (stickers and bracelets).



- **Libreta móvil app:** simulates a physical savings book, with the added advantage of allowing customers to record spending memos.



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PROXIMITY

CaixaBank carries out its financial activity while respecting the values it has held for the past 110 years. In short, it aims to earn the trust of all stakeholders and society at large, by leveraging professionalism, proximity and social commitment. To this end, we strive to remain accessible and close at all times through our extensive branch network, backed by other channels available to customers. By actively listening and getting involved in the regions in which we work, we can stay on the pulse of our customers' concerns and bring them suitable proposals to respond to their needs.

Branch network

GRI: G4-13, FS13

Our branches remain a core component of our customer relationships, facilitating the provision of tailored and top-quality advice, which is then reinforced by the rest of our sales channels. In line with our strategic commitment to remaining close to and complicit with our customers, CaixaBank has articulated the most extensive branch network in the Spanish banking system.

During 2014, with the final absorption of Banco de Valencia, CaixaBank integrated some of the former's smaller or overlapping branches. This streamlining of the network was carried out without abandoning any market or withdrawing services in any regions.

With a view to prioritising customer proximity, CaixaBank has continued adapting its network, bringing the number of Regional Divisions to 14. By leveraging the network structure, the bank creates greater proximity between the branches and the next decision-making level, thereby improving direct internal communications.

With a view to providing the best possible service and to personalise customer management, the business has been segmented. To that end, employees have received specialised training and been provided with the most modern and appropriate mobility tools. Furthermore, the branch network and the office layout have been redesigned to adapt to the different customer profiles.

The branch network in 2014

5,267

offices (including representative offices and Spanish desks)

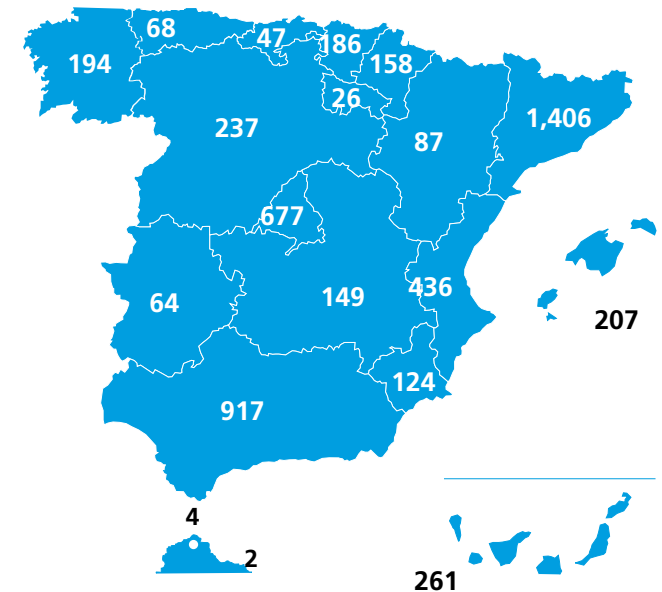
Present in 100%

of cities with more than 25,000 residents

Present in 99%

of towns with more than 10,000 residents

The most extensive branch network in Spain





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The branch network and the "la Caixa" Foundation

The wide reach of CaixaBank's offices makes them ideal partners for the "la Caixa" Foundation. As part of this collaboration, the "la Caixa" Banking Foundation assigns a portion of its budget to the financial network. These funds are directly and independently managed by each office, and used to develop and support actions in line with the Foundation's priority aims, proposed by Regional Divisions, business areas and offices. To that end, the branches collaborate with non-profit organisations to ascertain the problems and concerns in the local community and to discover any emerging needs.

Through this system, which clearly illustrates the commitment of CaixaBank workforce to the Foundation's work, a total budget of €34 million was managed. The funds were used to finance and carry out over 13,000 activities, benefiting roughly 762,400 individuals.

Trust: the basis for our shared future

The experience of CaixaBank professionals is the bedrock on which the bank's future is based. To that end, in 2014 the bank launched an internal campaign encouraging employees to share their ideas and experiences regarding customer trust. This exchange brought to light the knowledge gained by the branch staff while working with customers on a day-to-day basis and applied it to improving the quality of service throughout the institution.

A Offices

The "A Offices" model was created in order to continue improving customer satisfaction and spur sales of the bank's products and services. The new model, with a unique, in-house design, aims to bring innovation and proximity to the contracting experience, while meeting all the customer's needs.

At the 2014 year end, CaixaBank had five A Offices in Santa Cruz de Tenerife, Barcelona, Seville, Pamplona and Valencia.





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Accessibility

GRI: FS13, FS14

As part of its customer proximity pledge, CaixaBank has gone to great lengths to facilitate access to its products and services by as many people as possible.

- With a broad commercial offering, segmented by its various target audiences, the bank understands the accessibility concept in the broadest sense possible.
- With the most extensive branch and ATM network in the country.
- Through MicroBank, its social banking arm, with products adapted for people and groups at risk of social exclusion.

Elimination of physical and sensory-based barriers

- "No barriers" concept for offices: elimination of any steps up or down at office entrances, or, where this is not possible, adding ramps or wheelchair lifts.
- Maximum accessibility for ATM operations: high-contrast screen resolution, sign language video guides, voice-guided options for the blind, simple option menus, etc.
- AA level Internet accessibility guidelines, based on the recommendations issued by the Web Accessibility Initiative (WAI), created by the international consortium.

 FURTHER INFORMATION

2014: An accessible bank

49

barrier-free offices

4,668

offices with wheelchair accessible ground-level entrances

85%

of all offices

64%

of ATMs endowed with accessibility features

99%

of ATMs featuring sign language video guides

AA level

accessibility in Línea Abierta

Building up the financial culture

At CaixaBank, we believe that financial education is key for responding to the need voiced by both customers and consumers in general for improved financial know-how. To that end, in 2014 the bank created an educational section on the corporate website, helping the public to learn about economic and financial topics and providing them with tools for managing their income and personal expenses.

This space, developed as part of the CNMV/Bank of Spain's Financial Education Plan, helps people have a greater knowledge base for making economic and financial decisions, particularly regarding risk exposure, the need to diversify and the optimal use of investment opportunities.

The educational materials have been adapted for different age groups, with specific content for children, young people and adults. Furthermore, there is a special section for schools, prepared in collaboration with the "la Caixa" Foundation.

In 2015, CaixaBank will add more content to the web area, in collaboration with different consumer associations.

 [CLICK HERE TO ACCESS TO THE LEARNING CENTRE](#)



Communication: Another way to get closer to our customers

GRI: G4-SO1

CaixaBank employs transparent and fluid contact with all stakeholders, particularly customers, shareholders and employees. To that end, it carefully and constantly manages interactions with the media.

The bank has a network of communication managers at each regional division, who maintain ties with each area, in line with the goal of remaining closely-linked with local communities.

CaixaBank also has a strong presence on the main social networks. In particular, the bank has corporate profiles for sharing information about the Group, as well as customer and shareholder care profiles in Twitter (@laCaixaResponde) and other segment-specific profiles.

Social networks: Key corporate social media profile stats

(accumulated data at 31/12/2014)



608,500
visits



27,049
followers



109,277
followers



24,461,081
plays



15,147
followers

Relationship with consumer protection associations

G4-26

In order to future strengthen its ties with the public, since 2013 CaixaBank has had a specific department acting as a direct liaison with consumer protection associations. During 2014, a wide-reaching and systematic contact plan was carried out with the main Spanish consumer associations, in order to ascertain the issues of most interest to them in respect of CaixaBank.

Consumer associations have also been offered financial products and services especially adapted to their needs.

Lastly, mediation efforts were carried out in the resolution of claims presented by consumer associations, with a special focus and awareness of mortgage-related issues.



Sponsorship

CaixaBank's aim to create closer ties with the public carries over to its sponsorship activity. CaixaBank's sponsorships reflect the personality behind the brand and the values it represents. Through these arrangements, the bank transmits its corporate culture and invites the public to play a role in our vision, thereby establishing emotional bonds as well.

Nationwide sponsorships with a high media profile, such as of the Spanish national basketball team, FC Barcelona and Atlético de Madrid, shore up the brand positioning on an increasingly global stage. Moreover, in line with our focus on being a complicit entity closely linked with our local communities, the bank has sponsored over 200 local events and activities.

At CaixaBank, we also view sponsorships as a tool for collaborating and supporting cultural, social and economic progress, bearing out our heritage value of commitment to society. CaixaBank is a long-standing sponsor of the Asociación Deportes Olímpicos, the Spanish association to support high-level athletes, of the main Spanish business schools, of cultural institutions such as Seville's Teatro de la Maestranza and Madrid's Teatro Real, and of business forums designed to grow and develop business activity and the well-being of individuals.





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TALENT MANAGEMENT: PEOPLE FIRST G4-DMA

CaixaBank aspires to excellence in everything it does To this end, it employs a proprietary human capital management model to support the professional development of its employees and to ensure their satisfaction and commitment. To ensure its continual fine-tuning, the model is rounded out and benchmarked by means of several measurement mechanisms.

At CaixaBank we place people at the heart of our management model, as we are aware that our strategic goals can only be met if we can call on a satisfied, skilled, motivated and committed team of professionals.

True to our values and principles, CaixaBank's predicates its HR policy on respect for diversity, equal opportunities and non-discrimination on any grounds, including gender, age or disability. As a result, it is firmly committed to ensuring transparency in its hiring and internal promotion decisions, across the board. The bank has defined the following HR management policies and principles:

- Gender equality and work/life balance.
- Career development.
- Performance-based criteria in internal selection processes.
- Variable remuneration directly linked to the delivery of individual and team targets.
- Occupational health and safety.
- Job stability.
- An optimal internal communication effort.

New labour agreement in 2014

Based on the new labour agreement between CaixaBank and employee representatives, applied to all staff, on 1 August 2014 the bank rolled out a new, more competitive salary structure increasing productivity for job creation and activating measurement instruments to best manage working time and a work-life balance.

In 2015, CaixaBank will hire a minimum of 700 new employees, with the commitment of offering 80% of them permanent contracts after a two-year period. At the same time, the bank will launch a voluntary redundancy plan to facilitate the departure of interested older employees, with a view to optimising the workforce.





CaixaBank's human capital

CaixaBank

28,984
2014

29,780 2013

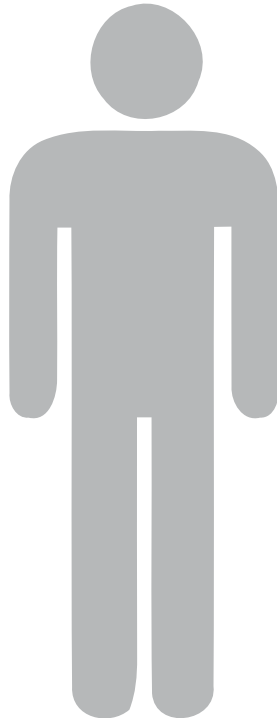
30,442 2012

CaixaBank Group

31,210
2014

31,948 2013

32,625 2012



42

average age

15

average length of service

93.8%

university graduates

99.7%

on fixed, permanent contracts

58

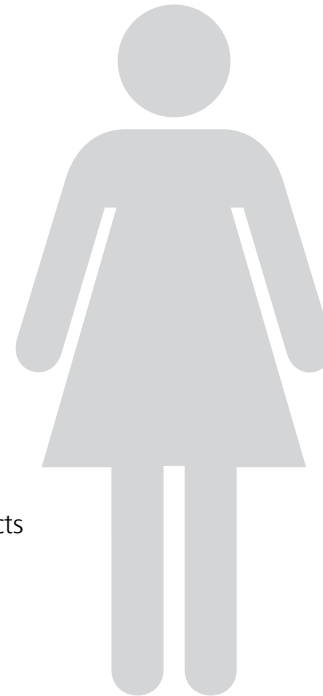
nationalities

98.6%

retention rate

7 out of 10

satisfaction level according to opinion poll



Measurement and continual improvement

CaixaBank uses a number of mechanisms for identifying and prioritising actions for honing employee development, satisfaction and commitment with the bank.

- 7 out of 10: overall result of the follow-up workplace climate survey carried out in 2014 of 2,000 randomly-chosen employees. The results reveal that the bank maintains its good social and working climate, and points to progress in indicators subject to specific improvement plans after the second staff-wide opinion poll carried out in late 2013.
- Ranked #15 among the top 100 companies to work at in Spain, according to the reputation-gauging outfit Monitor Empresarial de Reputación Corporativa. CaixaBank climbed three spots from its 2013 position, coming in third in the banking sector.



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Equality and work/life balance policies

GRI: G4-DMA, G4-15, G4-LA12, G4-LA3

CaixaBank's commitment to equality and work-life balance is evident in its adherence to different initiatives, the certifications it holds, and its signature of a voluntary agreement with the Ministry of Health, Social Services and Equality, to bring about more balanced female representation in executive positions and management committees.



Family-Friendly Firm (since 2010)

- Seal from the Másfamilia Foundation citing continual improvement in the equality and work-life balance model.
- Upon renewal of the certification in 2013, CaixaBank was upgraded to a B rating ("Proactive Company").

Business equality seal (since 2011)

- Distinction bestowed by the Ministry of Health, Social Services and Equality.
- Since it was first created, CaixaBank forms part of the network of businesses holding the equality seal (DIE), which aims to encourage and facilitate the exchange of best practices and information concerning diversity, equality and the work-life balance.

Women's Empowerment Principles (since 2013)

- Global initiative championed by the UN and its Global Compact, whereby CaixaBank assumes a public commitment to make sure its policies support the advancement of gender equality.

Diversity Charter (since 2011)

- Voluntary commitment to support equality of opportunities and anti-discrimination measures.

2014: Equality and work-life balance

5,097

women in executive positions

770

people adhering to the shorter working day scheme

17,933

professionals with flexible working hours

778

people on leave to care for their children or relatives, study, do charity work or for other personal reasons



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Career development

GRI: G4-DMA, G4-LA9

In order to ensure the satisfaction and commitment of all people, CaixaBank has implemented a series of specific programmes for:

- Training and knowledge management
- Performance evaluation and talent management
- Employee participation and recognition schemes

Training and knowledge management

G4-LA10

A well-trained team is critical to guaranteeing excellent customer service and adapting to emerging business and market requirements. For CaixaBank, the know-how of staff is a tremendously valuable intangible asset.

The various training programmes are adapted to the different workplaces and are supported by Virtaula, CaixaBank's e-learning platform, which facilitates the sharing and exchange of knowledge and optimises the time earmarked for learning.

The bank works to structure and transmit this knowledge through different roles, including that of internal trainers and knowledge leaders. Internal social networks have also been rolled out, such as Valora, Conecta and Innova, which facilitate the sharing of information, ideas, opinions and experiences.

Training in 2014

€8.79

million invested in training

100%

of employees received training

48.2

training hours per employee per annum

1,158

employees work as in-house trainers (4%)

89.8%

of training provided online

Among the first to receive the Chartered Institute for Securities & Investment seal of excellence

The European Banking Union is placing greater and greater emphasis on financial advisor certification. CaixaBank has stayed ahead of sector moves in that regard, shifting closer, for several years now, to the Anglo-Saxon model. In 2014, 4,737 branch managers (81% of the total) and 594 Affluent Banking managers (40% of the total) sat tests to receive the degree in Financial Advising from the IDEC-Universidad Pompeu Fabra post-graduate centre.

By sitting this exam, these individuals could also obtain the International Certificate in Wealth & Investment Management, a seal of excellence created by the Chartered Institute for Securities & Investment (CISI). The certificate has been accredited by the Financial Services Authority (FSA), the highest regulatory body in Europe and the leading financial sector benchmark worldwide. CaixaBank is the first, and only, bank in Spain to ever secure this seal.

The 90% of CaixaBank employees that took the test secured both the diploma and the certificate, earning, on average, outstanding marks.



Performance evaluation and talent management

G4-LA11

CaixaBank has consolidated a proprietary model for identifying, evaluating and nurturing executive talent, based on a 180° assessment.

The skills evaluation programmes, which help identify high-potential professionals, have been extended to the entire workforce. Employees from the bank's different areas also participate in specific training and talent development programmes.

In tandem with this initiative, CaixaBank rolled out the *My performance evaluation* document compiling each employee's individual skills and performance assessment, along with a detailed justification for the score received.

Evaluation and talent management programmes

100%

of executives in the executive talent programme

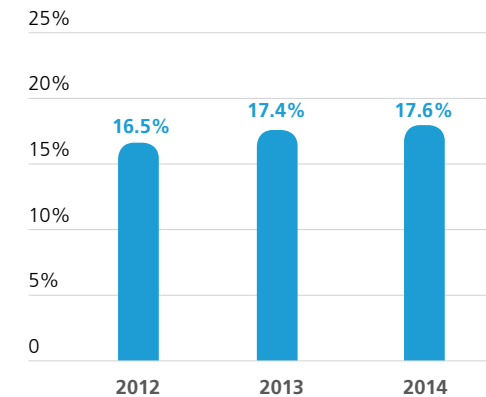
1,009

people in the executive track programme

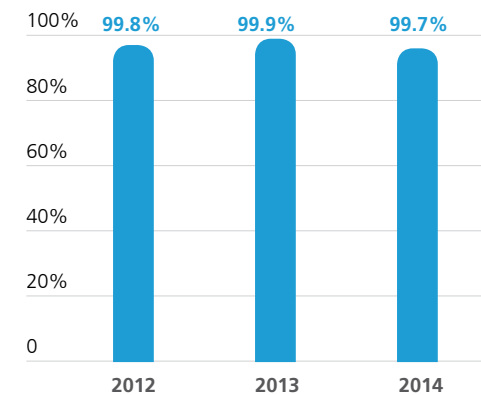
100%

of employees in the skills assessment programme

Trends in internal promotions



Vacancies filled internally





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Transformational leadership model

GRI: G4-37, G4-LA10

This model helps guide team leaders in keeping with both the business strategy and corporate values. The model promotes innovation and creativity, encourages the personal and professional growth of all employees, and empowers individuals and their ideas as the drivers of the bank's transformation.

Management Development Centre (MDC)

The MDC offers continuity programmes, management skills workshops and conference cycles. Participants also receive a monthly newsletter and can access an online forum, the virtual MDC.

The MDC helps to reinforce the key role played by CaixaBank's executives by honing their skills and providing support for the deployment of strategic initiatives. It also reinforces executives' sense of belonging at the bank and their identification with its values and culture, while facilitating networking opportunities. In 2014, 268 executives participated in the MDC (6% more than in the prior year).

Compensation policy

CaixaBank promotes clear information on compensation, remuneration, incentive schemes, and the wide range of benefits of forming part of the bank's team. Against this backdrop, all employees have access to an individual total compensation report, a key tool permitting all employees to know the exact monetary and social benefits comprising their total compensation.

Employee participation and recognition schemes

Recognition for a job well done is crucial to employees' motivation, engagement and commitment with respect to the delivery of individual targets and the contribution to team objectives.

CaixaBank recognises and rewards its employees' attitudes and contributions with individual prizes as well as awards at the team and business segment levels.

The bank's Service Excellence Awards recognise the teams logging the highest quality in their customer care efforts during the year. The top sales teams are also acknowledged through awards for the offices with the best revenues, while top sales people receive individual recognition. In 2014, 673 sales people were acknowledged in front of the 6,000 attendees at the 16 award ceremonies held nationwide.

Social commitment

Social commitment is one of the bank's institutional values. To that end, and because it is essential for the development of its personnel, CaixaBank offers its employees participation-based systems for channelling ideas, initiatives and community outreach endeavours, such as the corporate volunteering programme and the Espacio Solidario [Charity Corner].

 FURTHER INFORMATION IN SECTION "CONTRIBUTION TO THE COMMUNITY"

Internal communication policy

GRI: G4-26, G4-37

Internal communication focuses on the following three aspects:

- Providing information on the business's priorities at all times.
- Disseminating internal policies, best practices and internal and external recognition, both individually and to teams.
- Ascertaining the expectations and concerns of all professionals so that the bank can liaise effectively with them.

To that end, the 'People' section on CaixaBank's Intranet (with over 1.7 million hits a month) provides specific information on strategic and institutional news. The "Trabajar aquí compensa" ("Working Here Pays") employee informative web space sets out up-to-date information on the individual relationship between employees and the bank, and the social benefits to which they are entitled. The internal newsletter *CanalCaixa* features inspiring stories about the bank's people.

Lastly, face-to-face meetings are held with Senior Management to forge tighter relationships with teams. These meetings take different formats and are held with groups of employees from all areas.



[4.3 Why we do it: a commitment to people and society]

CaixaBank marries its leadership and growth ambitions with a commitment to its people and surroundings. To this end, it views its competitiveness and wealth creation as the foundation for making a decisive contribution to society at large.

CaixaBank's ultimate goal, inherited from a tradition of 110 years, is to contribute to the social and economic development of the people and communities in which it does business.

The bank attempts to drive economic growth and help increase private sector productivity, create jobs and raise living standards through its financial activity and through the businesses carried on by the rest of the Group companies. In addition, it helps to publicise and implement the community welfare programmes championed by "la Caixa" Banking Foundation, with a view to contributing to the advancement of people and society through sustainable social transformation and the creation of new opportunities.

[CaixaBank marries its leadership ambitions with a commitment to its people and surroundings]





OUR BUSINESS IMPACT



1,2, 7, 8, 9, 10

G4-DMA

CaixaBank is an integral economic player in society at large, as a provider of financial services to households, businesses, institutions and the public sector. This impact is multiplied when taking into account the payment of dividends to shareholders, the creation of jobs and payment of wages, the purchases made from its suppliers, the payment of levies and taxes and the collection of these on behalf of the national government, support for the business sector and support for financial inclusion and social activity.

The bank's soundness and healthy earnings are key for ensuring its future, the ability to remunerate shareholders (and thus help fund the community work pursued by the "la Caixa" Foundation), safeguard jobs and boost economic growth in our operating markets.

Value added and support for economic activity

GRI: G4-DMA, G4-EC1, G4-EC2, G4-EC8-9

In order to put an economic value on CaixaBank's contribution to the country's economy, it is necessary to look at its financial activity as well as the effect derived from its expenditure on supplies (its indirect contribution). We must also account for the knock-on effect of wages spent in the economy, both by CaixaBank's employees and by the personnel of suppliers, as well as the productive activity generated by the companies and self-employed workers receiving CaixaBank loans (induced contribution).

This overall contribution is difficult to quantify. It is possible to estimate the value added directly by the generation of financial services, namely 0.64% in 2014. This figure represents around 18% of the value added by the financial sector as a whole. Factoring in the value added by its suppliers via the CaixaBank's purchases, this contribution rises to 0.83%.

2014: Contribution to the Spanish economy

Value added by CaixaBank:

€6,737
million

0.83%

direct + indirect contribution (% of Spanish GDP)

Direct contribution: key figures

1,280

million, supplier purchases
(97,7% spanish suppliers)

+€13,467 million in retail funds
(+5.2% vs. 2013)

+26%

new corporate loans (vs. 2013)



Restructuring of the Spanish financial system: CaixaBank's contribution to resolving the crisis

CaixaBank has contributed to the Deposit Guarantee Fund (FGD) and the *Sociedad de gestión de activos procedentes de la reestructuración bancaria* (SAREB), a Spanish financial institution created to hold non-performing assets owned by a state guaranteed bank, and has repaid funding received from the Fund for Orderly Bank Restructuring (FROB). The bank also played an active role in the restructuring process for the Spanish banking system, successfully integrating several entities without resorting to public funds.

CaixaBank's gross contribution since 2008: €3,530 million

- FGD: Contribution since 2008: €1,972 million
- FROB: Repayment of BCIV preference shares: €977 million
- SAREB: Between shares and subordinated debt: €581 million

Active role in restructuring: acquisitions

- Banca Cívica (5 savings banks)
- Caixa Girona
- BankPime
- Banco de Valencia
- Barclays Spain (retail business)





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Job creation

GRI: G4-DMA, G4-EC1, G4-EC8

CaixaBank employs more than 31,000 people, the vast majority of which (99.6%) work under permanent contracts. CaixaBank helps create jobs through the "la Caixa" Foundation's Incorpora programme, which assists people at risk of social exclusion in finding gainful employment.

The bank is also an indirect source of job creation thanks to the multiplier effect of its purchases from suppliers. Moreover, the goods and services consumed by the employees of the Group and of its suppliers also drive job and wealth creation in Spain, as does the financing extended to its customers for the pursuit of their productive activities, including microcredits (induced employment).

2014: job creation

31,210

people working at the CaixaBank Group

31,757

jobs generated indirectly by CaixaBank via purchases from suppliers*

134,821

jobs related to the microcredits extended to fund entrepreneurs since 2007**

86,176

work opportunities created through Incorpora since 2006

*Source: "la Caixa" Research, based on the value added by the Group's business activity, Spanish GDP, employment figures taken from the national accounts, productivity figures per worker and the use of input-output tables.

** See our report on the social impact of microcredits on MicroBank's website





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The Group's tax contribution

GRI: G4-DMA, G4-EC1

CaixaBank's fiscal policy is underpinned by the following principles: responsibility, prudence, transparency, and strict compliance with prevailing legislation.

The bank believes it is duty-bound to contribute via its tax obligations to the public finances that fund public services and infrastructure, which are crucial for society to operate effectively and which enable progress and local development.

CaixaBank pays its taxes in its operating markets. In 2014, the bank generated most of its income in Spain, although the Poland and Morocco branches paid and collected taxes in the amount of approximately €2.5 million as well.

For informative purposes only, the CaixaBank Group's post-tax profit for 2014 stood at €620 million.

About the tax contribution

The figures given in this section are not disclosed in CaixaBank's annual financial statements. Rather, the annual financial statements focus on corporate income tax from the standpoint of income statement tax expense, while the tax actually paid is shown in the entity's cash flow statement. CaixaBank also has unused tax credits which additionally affect current and future tax payments.

Code of best tax practices

During the first quarter of 2015, CaixaBank approved its adherence to the Code of Best Tax Practices published by the Spanish tax authorities. This adhesion underscores the bank's commitment to developing, implementing and complying with the best practices in respect of taxation.





GRI: G4-EC8

CaixaBank's contributions to inland revenue

CaixaBank's payment of taxes and levies

This includes direct taxes (corporate income tax, tax on business activities and property tax), indirect taxes (non-deductible VAT, property transfer tax and stamp duty) and contributions to Social Security (employers' share).



Collections of taxes and levies from third parties on behalf of the tax authorities, in the course of these parties' financial dealings with CaixaBank

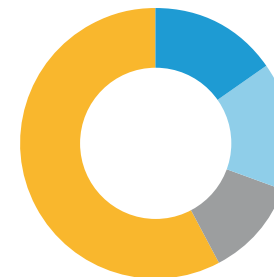
This includes personal income tax payroll withholdings and withholdings from interest and dividend payments, Social Security contributions (employees' share) and the VAT collected on invoices and passed on to the tax authorities.



Facilitates the collection of taxes and levies by the tax authorities and by local and regional tax offices*

Through the branch network and online.

Spain: Taxes paid and collected** (€ million)



Taxes collected 1,576.8

Direct taxes 551.3

Social Security 408.0

Indirect taxes 237.3

€2,773.4 million
in taxes paid and collected

*This function is not included in the figures reported, and the costs associated with funds, human resources and materials that CaixaBank earmarks for rendering this service for the public and for the tax authorities at different levels have not been taken into account.

** Indicators drawn up according to OECD criteria set out in the "Guidance on Transfer Pricing Documentation and Country-by-Country Reporting".





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BOOSTING ECONOMIC ACTIVITY

For yet another year, CaixaBank has kept up its efforts to help boost business productivity, create new jobs and enhance living standards. To that end, the bank offers a wide array of products and services for businesses and self-employed professionals. Through MicroBank, it also supports productive activity and promotes financial inclusion, extending over 82,500 microcredits in 2014. CaixaBank continues to foster innovation through its EmprendedorXXI Prizes, awarded to 40 different companies, and through four private equity entities, which have invested in 53 high-growth potential companies.

Self-employed professionals and businesses

GRI: G4-EC1, G4-EC8, G4-SO2

The construction of a powerful business sector is one of the keys to the economic development of any country. In order to foster productivity and cover their financial needs, CaixaBank offers products and services tailored to the requirements of self-employed professionals and small, medium and large businesses.

During the year, CaixaBank remained at the forefront in market shares of the main financing products: total loans (14.9%), mortgages (15.9%) and factoring and reverse factoring (19.6%). This position underscores the bank's

firm commitment to supporting its customers' projects and to shoring up the nation's productive fabric.

CaixaBank's loan book is diversified, primarily consisting of loans to individuals and SMEs. In 2014, CaixaBank had extended €197,185 million in customer loans. Although this figure was down 4.8% on 2013, the pick-up in loans in the fourth quarter (+1.4%) indicates that the wide-spread deleveraging process under way for several years is beginning to level out. In 2014, new loans grew by 26%, bolstered by the rise in solvent demand.

2014: business financing*

188,300
new transactions (+23% vs. 2013)

€60,788
million extended (+32% vs. 2013)

* Excluding the real-estate sector, the ServiHabitat Group, other legal entities, the public sector and financing for subsidiaries.

2014: Financing for self-employed professionals*

70,388
new transactions (+16.31% vs. 2013)

€1,466
million extended (+4.72% vs. 2013)

* 2013 figures have been recalculated in order to include financing for business purposes only.

**Source: Informa and in-house preparation.

32.5% of Spain's small, medium and large companies are CaixaBank customers**

31.3% market share among self-employed workers (+141 bp vs. 2013)



During the second half of the year, CaixaBank launched the Investment Stimulus Plan, focused on addressing the demand for loans among our customers. At the 2014 year end, new loans, credit accounts, syndicated loans and changes in the commercial loan portfolio, all for businesses, were up 48%, or 65% when looking at figures for the last quarter alone.

During the year, CaixaBank launched the CaixaNegocios commercial strategy in order to build closer ties with retailers, self-employed workers, professionals and microenterprises, engaging 257,700 new customers in the initiative. 2014 also saw the launch of AgroBank, a new business line created to foster growth in the agrarian segment, with specialised managers in nearly 400 branch offices. During its first three months, 28,000 customers signed on to AgroBank.

 FURTHER INFORMATION IN SECTION 4.1 SPECIALISED MANAGEMENT

2014: CaixaNegocios

960

specialists

257,700

new business sign-ups

(+61% vs. 2013)

31.3%

market share among self-employed professionals

(+1.4% vs. 2013)

2014: AgroBank

386

AgroBank offices

468

offices with an in-house specialist

325,000

customers

28%

market share





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MicroBank, an innovative social banking model

GRI: G4-DMA, G4-HR1, G4-EC8, FS7, FS14

MicroBank is the only Spanish bank specialised in microfinance. Since 2007, and through CaixaBank's branch network, MicroBank has offered solutions to different segments of the population whose financial needs are not being sufficiently met. It does this through a range of products and services that are especially adapted to the needs of entrepreneurs, micro-businesses, individuals and families, with the aim of boosting production, job creation, self-employment, personal and household development, and financial inclusion.

MicroBank is well-capitalised and has ample liquidity, through the support of CaixaBank along with European financial institutions. Its loan book is especially healthy as well: at the 2014 year end, the non-performing loan ratio was an acceptable 2.07%, low the sector average in Spain.

According to the *2013 Report on the social impact of microcredits*, compiled by Esade business school and MicroBank, each business financed by a microcredit creates 1.81 jobs on average (including that of the entrepreneur). Since it was established, MicroBank has contributed to creating or safeguarding over 134,821 jobs.

[CLICK HERE TO VIEW THE 2014 REPORT ON THE SOCIAL IMPACT OF MICROCREDITS](#)

Microcredits for every need

For entrepreneurs

- Entrepreneurs and Business Microcredit: targeted at self-employed professionals and micro-businesses looking to start up or expand their businesses or cover working capital requirements.
- Social microcredits: to finance self-employment initiatives pursued by entrepreneurs facing difficulty accessing the traditional lending system. These individuals receive advice from one of 561 collaborating entities.
- EcoMicrocredits: investments in sustainable sectors and environment-enhancing products.

For individuals and families

- To finance projects relating to personal or family development, and one-off or unexpected needs.

For social enterprises

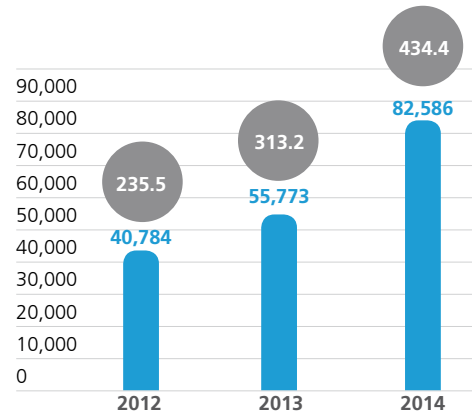
- To fund investments or working capital for the start-up, consolidation or expansion of social enterprises.

Pawn-broking

- For individuals with difficulty in accessing traditional lines of finance and who secure their loans by pledging a piece of jewellery they own.



Trends in microcredits granted

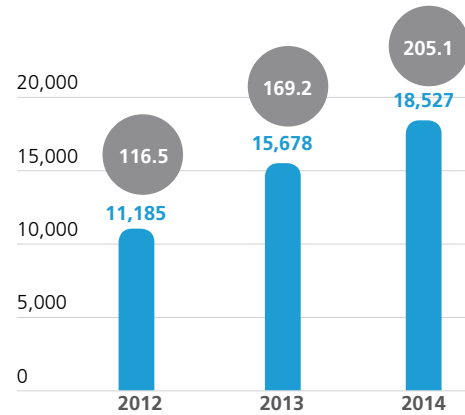


Number

Amount (€ million)

+39% amount loaned vs 2013

Trends in microcredits for entrepreneurs



Number

Amount (€ million)

+21% amount loaned vs 2013

MicroBank in 2014

€5,260
average loan value

€11,070
average loan value for entrepreneurial projects

€671.9
million in the outstanding loan portfolio
(+31% vs. 2013)





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Fostering entrepreneurship

GRI: G4-DMA, G4-15, G4-SO1, FS14

Through Caixa Capital Risc, the “la Caixa” Group invests in the start-up of innovative Spanish companies presenting high growth potential in the biotechnology and life science sectors, in information and communication technology sectors and in other emerging industries.

Caixa Capital Risc manages seven private equity companies, primarily funded by CaixaBank, with a total of €144 million under management:

- Caixa Capital Micro SCR and Caixa Capital Micro II SCR (micro-business start-ups head-quartered in Spain).
- Caixa Capital Biomed SCR and Caixa Innvierte BioMed II SCR (life sciences).
- Caixa Capital TIC SCR and Caixa Capital TIC II SCR (digital technologies).
- Caixa Innvierte Industria SCR (SMEs with a strong strategic focus on technology and international expansion).

Caixa Capital Risc

53

companies in the portfolio

74

participating loans

Nurturing an entrepreneurial spirit

GRI: G4-EC7, G4-EC8, G4-15

One of the key challenges facing any economy, including Spain, is to transfer the know-how developed in universities and research centres to the business arena.

Since 2010 CaixaBank has organised business-creation programmes in emerging sectors, hand in hand with several different institutions. The aim is to help researchers succeed with their business projects, either in a spin-off consortium with their universities or on their own.

These programmes include business management training and focus on promising sectors such as the life science (BioEmprendedorXXI), clean technology (EcoEmprendedorXXI) and gaming (Gamebcn) sectors.

EmprendedorXXI Prizes

The EmprendedorXXI Prizes were created in 2007 in order to identify, acknowledge and accompany innovative Spanish start-up growth stories. This prize is awarded in conjunction with ENISA, the Spanish Ministry for Industry, Energy and Tourism's innovation body.

2014: the EmprendedorXXI Prizes, by category

738

participants in the 8th edition

Creces [You Grow]

- For companies that can show meaningful results, a track record in the market of between two and seven years, an ambitious growth plan and a capable management team.
- Awarded once a year, nationwide 154 participants



Emprendes [You Set Out]

- For start-ups (less than two years in operation)
- Over 120 organising and collaborating entities
- Regional qualifier and nationwide final round 584 participants



GIVING BACK TO THE COMMUNITY

GRI: G4-DMA, G4-EC7, G4-EC8, G4-SO1

Since its foundation, CaixaBank has taken on one of the fundamental aims of the “la Caixa” Group, namely to contribute to the social and economic development of the communities and regions in which it operates. With this objective in mind, CaixaBank collaborates closely with the “la Caixa” Foundation in disseminating and implementing its programmes.

To that end, it uses its extensive branch network to further the Foundation’s targets. This includes the set-up of a welfare projects area at branch offices, featuring a calendar of activities in the region and other information of interest.

The bank’s employees are likewise encouraged to participate in the activities and initiatives under way, either as volunteers, by making small donations or by helping to publicise them in their daily dealings with customers.

In 2014, with a budget of €500 million earmarked the previous year, 9,562,191 people benefited from the activities, programmes and initiatives promoted by the “la Caixa” Banking Foundation.





Labour market integration

GRI: G4-EC7-8, G4-SO1

CaixaBank supports the Incorpora programme, which is managed by the “la Caixa” Foundation, with the aim of bringing gainful employment to people who face particular difficulties in finding work and who are at risk of social exclusion. Since 2006, with the collaboration of 31,207 companies, this programme has generated 86,176 job opportunities for people with some form of disability, immigrants, young people finding it hard to get their first job and victims of domestic violence.

This programme is enabled by the work of 350 social entities and 817 experts who use various workplace integration methods and techniques. CaixaBank, through its country-wide network, helps to publicise the programme and identify job opportunities for these people, and organises seminars with businessmen and businesswoman.

 FURTHER INFORMATION ON INCORPORA

Over 86,100 job opportunities generated through Incorpora

Incorpora programme in 2014

18,405
jobs filled (+25.7% vs. 2013)

69%
persons at risk of exclusion

31%
persons with disabilities

6,966
employers (4,436 new in 2014)





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Vivienda Asequible [Accessible Housing] and Alquiler Solidario [Social Rent] programmes

GRI: G4-DMA, G4-EC7, G4-SO1-2, FS7

The “la Caixa” Banking Foundation has been operating the Accessible Housing programme since 2005 with the aim of providing young people, the elderly and families with access to affordable housing. Through its branch network, CaixaBank actively helps publicise the programme, to reach as many people as possible.

The Social Rent programme was rolled out in 2011 to help people whose economic capacity has been diminished by the recession. In 2014, 2,000 additional homes were added to the programme, bringing the total to 6,000 homes all over Spain.

In the case of the Decentralised Social Rent programme, CaixaBank’s regional divisions manage the rental of up to 4,000 housing units. These rental arrangements are targeted at people who have lost title to their homes due to mortgage foreclosure but are looking to continue to live there, and at those who have deeded their mortgages back to the lender in lieu of foreclosure, similarly with a view to finding a suitable housing solution. This scheme can also accommodate other cases of social concern passed on by the mediators liaising between the bank and its debtors.

Up to 2014, a total of 427,052 applications have been received nationwide, for both the Accessible Housing and the Social Rent programmes.

CaixaBank’s priority is to allow customers who are behind on their mortgage payments to continue to live in their homes. Since 2009, a specific early-intervention Support Plan to Prevent Defaults has been in place, which is designed to make sure the bank is listening to customers’ needs and offering viable and tailored solutions.

FURTHER INFORMATION

Accessible Housing and Social Rent programmes

Accessible Housing, since 2005

- To facilitate access to housing for young people, the elderly and families.
 - Homes throughout Spain, awarded through public drawings.
- Monthly rent of €190-€350 for young people and the elderly, and €300-€500 for families.

3,936 homes delivered



Social Rent, since 2011

- For people whose income has been affected by the current recession.
- Maximum monthly rent of €300, 50% subsidised by the “la Caixa” Foundation: final maximum rent of €150.

4,798 homes under formal contracts.



Decentralised Social Rent, since 2012

- For people whose homes have been foreclosed or taken in lieu of payment.
- Three to five year contracts, subsidised by the “la Caixa” Foundation during the first two years, up to a maximum of 50%.

3,698 homes with formal contract

Over 12,400 home rentals subsidised by the “la Caixa” Foundation in 2014



Measures to help mortgage holders experiencing financial difficulties

GRI: G4-DMA, G4-EC7, G4-EC8, G4-SO1, G4-SO2, FS8, FS14

In 2009, CaixaBank rolled out its Support Plan to Prevent Defaults, which aims to help customers facing difficulties make their mortgage payments on their primary residences. The plan foresees several measures for adapting mortgage payments to the income available to people in circumstantial financial difficulties. Since its roll-out and at the 2014 year end, the plan has provided families with over 421,000 debt relief measures.

The bank aims to offer solutions to avoid evictions or accord and satisfaction arrangements, situations in which customers end up losing their homes. With this objective in mind, CaixaBank has become the first entity in Spain to create a task force charged with offering tailored case-by-case solutions.

Mortgage Customer Advisory Service

Since 2013, CaixaBank has had an advisory service for customers whose homes are subject to a foreclosure notice.

 FURTHER INFORMATION IN THE SECTION ON EXCELLENCE





Assistance programme for retail mortgage holders

GRI: G4-EC7, G4-EC8

This plan was created specifically for households that have been meeting their payment obligations but suddenly find themselves at risk of default due to the loss of work by one of the mortgage holders, illness, a temporary drop in income, or other circumstantial factors.

The measures take varying forms depending on the individual needs of each customer, albeit all with the aim of restructuring the debt burden on their primary residence. Customers are also offered the possibility of a second mortgage or to make additional drawdowns on the Hipoteca Abierta [Open Mortgage] product in order to settle outstanding payments.

If customers are unable to refinance their mortgage, they may deed their mortgage back to the lender in order to settle their debt, thereby avoiding legal action. This option entails handing the mortgaged home back to the bank in exchange for the write-off of all of the borrower's debt. At CaixaBank, this course of action may include the option of the former mortgage holder continuing to live in the property under a lease agreement tailored to their circumstances.

In extreme cases of severe physical or mental disability or risk of social exclusion, the "la Caixa" Foundation may, after studying the case in detail, decide to subsidise part of the rent over a certain period of time.

Through its Social Rent programme, CaixaBank offers over 8,598 housing units subsidised by the "la Caixa" Foundation to people whose income has diminished in the wake of the economic crisis or who have been forced to deed back their mortgages in lieu of foreclosure.

Assistance programme

5,585

deed backs in 2014

20,103

deed backs (2009-2014)

67%

with rental arrangement

8,598

affordable housing units delivered

1,323,806

retail mortgages outstanding (at year end)

**Over 421,000
assistance measures
since 2009***



*Number of interventions in effect and terminated, recalculated in 2014. Since a given contract may have been subject to more than one kind of intervention, there may be an overlap.



Other initiatives

GRI: G4-EC7

- Since 2012, CaixaBank has adhered to the government-approved **Code of Good Practices** for the viable restructuring of mortgage loans on primary residences. The code mirrors one of the bank's own core objectives: its long-standing fight against social and financial exclusion.

The purpose of the code is to protect families at risk of social exclusion, particularly when all family members are out of work and their mortgage payments exceed 50% of the household's take-home pay, among other criteria.

- Since 2012, CaixaBank is a signatory of the **mediation agreement with the regional government of Catalonia** for the prevention of evictions. The aim here is to champion mediation processes to prevent foreclosure when payment defaults are caused by economic troubles.

- CaixaBank has contributed 1,447 rental homes to the **State Social Housing Fund**, which is well above the number of homes the Fund called for from the CaixaBank Group (943).

These homes are provided to families evicted as a result of enforcement proceedings brought by the contributing mortgage lender and are made available to families whose situation is considered especially precarious. At CaixaBank, given the scant number of foreclosures (underscoring the bank's desire to avoid such drastic

measures), the homes it has contributed will also be made available to families that have lost their home through foreclosures enforced by other entities. There is also scope for subsidising these rents under one of the bank's programmes.

At the 2014 year end, through the "la Caixa" Group's various programmes helping people secure affordable housing, over 26,300 homes had been made available, at below-market prices, to low-income individuals and families.





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Child vaccination drive

GRI: G4-15, G4-EC7

The “la Caixa” Group collaborates with the Global Alliance for Vaccines and Immunization (GAVI), an international body created in 2000 to improve access to vaccination for children in the world’s poorest countries. Up to 2013, GAVI has helped vaccinate over 440 million children, avoiding approximately 6 million premature deaths, according to World Health Organization (WHO) calculations.

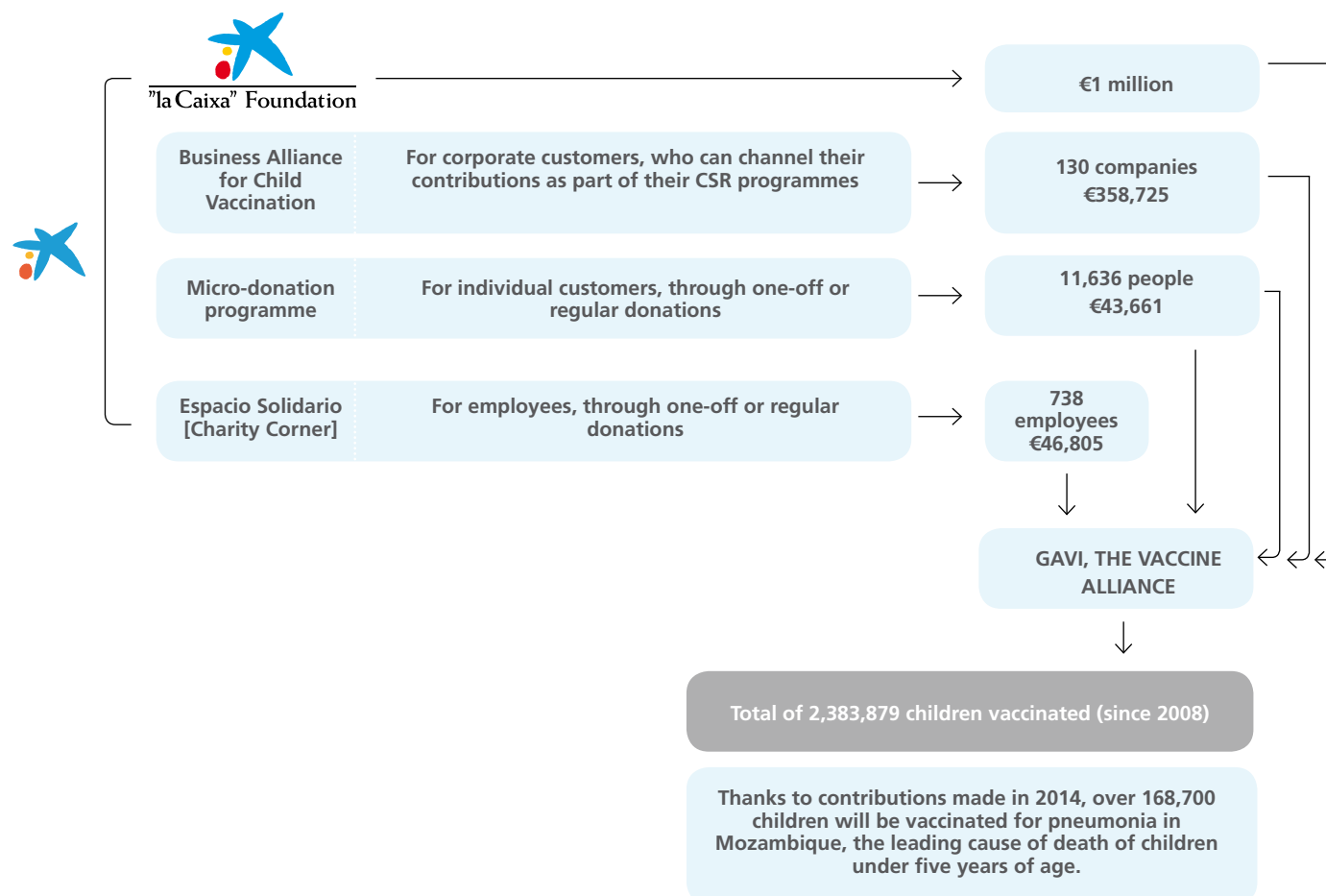
The “la Caixa” Group, through its welfare projects, is one of GAVI’s leading private partners in Europe. Since 2008, the Group promotes the Business Alliance for Child Vaccination. Through this alliance, CaixaBank offers Spanish companies the chance to collaborate, as part of their corporate social responsibility programmes, on this campaign to boost access to vital vaccines and protect citizen health.

CaixaBank runs several campaigns to make as many Spanish companies as possible aware of and familiar with the initiative, with the support of the Business Banking, Corporate Banking and CaixaRenting divisions. The “la Caixa” Foundation’s international programmes monitor the project to ensure that all donations go in full to child vaccination.

In October 2014, the Barcelona Institute for Global Health (ISGlobal), of which the “la Caixa” Foundation is a founding partner, signed on as a strategic collaborator with the Business Alliance for Child Vaccination. ISGlobal’s mission is to improve the health and development of the most vulnerable populations, by generating, managing, transferring and applying knowledge.

- FURTHER INFORMATION ON THE BUSINESS ALLIANCE
- FURTHER INFORMATION ON GAVI, THE VACCINE ALLIANCE

The “la Caixa” Foundation’s Business Alliance for Child Vaccination, in collaboration with GAVI





A giving staff

GRI: G4-EC7

The "la Caixa" Corporate Volunteering programme was created in 2005 to channel employees' altruistic concerns for the well-being of others. Among other activities, there are many volunteering opportunities connected with the "la Caixa" Banking Foundation's programmes, which contributes its know-how and experience to the initiatives.

In 2014, the bank launched a new Volunteers portal, providing stakeholders with detailed information on the activities available to them, measuring the impact of the activities, and sharing success milestones for the programme.

 FURTHER INFORMATION ON VOLUNTEERING

"You don't know what it means to be hungry until you've truly been without food" Food Drive

The drive brought in 500 tonnes of foodstuffs, thanks to the collaboration and contribution of "la Caixa" employees, basic foodstuff production and transformation companies, and the bank's customers. "la Caixa" volunteers distributed all the food collected to the different target locations.

Volunteering in 2014

40

associations

6,214

volunteers

40

volunteers in international cooperation projects

1,185

volunteer actions

148,111

beneficiaries





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TOWARDS A SUSTAINABLE ECONOMY



1, 7, 8, 9

CaixaBank manages its business, projects, products and services within the framework of its commitment to respect and protect the planet and its people. To this end, it finances projects that help boost energy efficiency and foster long-term environmental sustainability. In 2014, it earmarked nearly €9 million to financing energy-efficiency projects. In parallel, it works to ensure that corporate responsibility criteria are upheld in its supply chain and to foster socially-responsible investing.

ecoFinancing

GRI: G4-DMA, G4-EN7, G4-EN19, G4-EN27, FS8

CaixaBank has developed several financing lines to support the most environmentally-conscious projects that help prevent, mitigate and address climate change. Through MicroBank, the bank also offers a line of ecoMicrocredits and offers customers the Green Account option, allowing them to collaborate with environmental conservation efforts.

[CLICK HERE FOR INFORMATION ON THE MANAGEMENT OF SOCIAL AND ENVIRONMENTAL RISKS IN PROJECT FINANCE](#)

ecoFinancing in 2014*

ECOLOANS

To enable the purchase of more environmentally-friendly vehicles and home appliances, and to introduce energy-efficient features to homes.

Over 2,500 transactions
€5.2 million extended

+

ECOFINANCING FOR THE AGRARIAN SECTOR

To fund sustainable development farming projects related with energy efficiency, efficient use of water, organic farming, renewable energies, waste management and the development of rural areas.

33 transactions
Nearly €1 million extended

+

ECOMICROCREDITS

Personal loans for investments to improve resource consumption efficiency or reduce environmental impacts.

1,152 transactions
Over €1.9 million extended

For businesses, to support investments or finance the working capital of self-employed professionals or micro-companies that produce or sell ecological products or services, such as ecotourism, the production and distribution of sustainable products, recycling, waste treatment, etc.

115 transactions
Over €900,000 extended

GREEN ACCOUNTS

MicroBank collaborates with the World Wildlife Fund (WWF)'s environmental conservation and sustainable development efforts, through its own financial contributions and those of its customers, via the Green Account.

25,791 Green Accounts opened

*Latest available data (March 2015).



Environmental management at CaixaBank

GRI: G4-DMA, G4-EN19, G4-EN27

The Environmental Committee oversees CaixaBank's environmental policy, certified under ISO 14001 and the European quality seal 1221/2009 EMAS. Both certifications are renewed yearly and extend to Central Services and the development of financial products and services.

Ongoing certification of the environmental management system guarantees our stakeholders' compliance with the bank's voluntary and binding environmental commitments, framed by a pledge to continually do better while providing excellent customer service.

[CLICK HERE FOR THE ENVIRONMENTAL POLICY](#)

CaixaBank has been participating in the Carbon Disclosure Project (CDP) since 2012. In 2014, the bank scored 98A, the highest mark in the Spanish financial sector. This achievement earned CaixaBank a spot on the Carbon Disclosure Leadership Index (CDLI), which recognises transparency and reporting quality in respect of climate change. Thanks to the actions carried out to reduce its carbon footprint, the bank also forms part of the Carbon Performance Leadership Index.

[FURTHER INFORMATION ON CAIXABANK'S ENVIRONMENTAL MANAGEMENT](#)

CaixaBank, a leader in the Spanish financial sector according to the Carbon Disclosure Leadership Index

Promoting the use of more efficient vehicles

GRI: G4-EN19, FS8

Through advertising campaigns, CaixaRenting promotes the use of fuel-efficient vehicles, with lower CO₂ emissions, as well as hybrid and electric technologies. In 2014, CaixaRenting launched 61 such campaigns, in which 65% of the vehicles included had low CO₂ emissions.

CaixaRenting has also rolled out an action plan to promote the Spanish government's PIMA Aire Plan for encouraging a widespread shift by Spanish drivers towards more fuel-efficient and environmentally-friendly vehicles.





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2014: Cornerstones of environmental management at CaixaBank

MEASURING THE ENVIRONMENTAL FOOTPRINT

- In 2014, for the fourth year running, CaixaBank audited the greenhouse gases emitted by its business activities in order to calculate its carbon footprint and establish plans for minimising these effects.
- The bank discloses its carbon footprint on its website.
- The findings obtained help the bank respond to questionnaires issued by the Dow Jones Sustainability Index (DJSI) and the CDP.

MINIMISING ITS IMPACT ON THE ENVIRONMENT

- CaixaBank's power provider, Gas Natural Fenosa, has promised to certify that 100% of the power it supplies, 97% of total electricity consumption, is generated from renewable sources or produced at co-generation facilities.
- Electricity usage narrowed by 7% compared to the prior year.
- 99% of the paper consumed was recycled.
- The ecoCaixa website was revamped to include CaixaBank's "green products".
- Promotion of online banking and the Ready to Buy feature, with more than 109,800 transactions completed online (+20% vs. 2013).
- Support, through the "la Caixa" Foundation, of projects such as Ciudad Ciencia [Science City] and Climadat.

EMISSION OFFSETTING

- 658 tonnes of greenhouse gas emissions generated by the activities of the Central Services head office in Barcelona were offset in 2014, thanks to participation in a wind energy project in Colombia.
- The Central Services head office in Barcelona is a 'net zero emissions' building.

Click here for the

 ENVIRONMENTAL FOOTPRINT

 CDP REPORT

 ENVIRONMENTAL WELFARE PROJECTS

 ECOCAIXA

GRI: G4-DMA, G4-EN3, G4-EN6, G4-EN7, G4-EN16, G4-EN17, G4-EN18, G4-EN19



Socially Responsible Investing (SRI)

GRI: G4-DMA, G4-15, G4-EN27, G4-HR1, G4-EC8, FS7-8, FS10

Sustainability and return targets can indeed be married through an investment strategy that takes into account ethical, social, environmental and good governance criteria for filtering investment opportunities.

In this regard, CaixaBank has two dedicated SRI funds, while VidaCaixa, the Group's insurance company and investment manager, handles all investments in strict accordance with the United Nations Principles for Responsible Investment (UNPRI).

Mutual funds

With the support of MicroBank, CaixaBank offers the following funds:

- MicroBank Fondo Ecológico [Ecological Fund], a non-guaranteed international equity fund that invests in a selection of environmentally-responsible funds (renewable energies, water treatment, pollution control, etc.).
- Since 2011, MicroBank Fondo Ético [Ethical Fund], a mixed, ethical and social-minded fund that seeks returns while applying socially-responsible criteria. The fund invests in sustainable companies and excludes investments in the arms sector or in companies that violate basic human rights.

In addition, the fund has a charity-minded component, giving 25% of its management fee to non-profit organisations. In parallel, the "la Caixa" Banking Foundation matches this sum with a donation to an international cooperation project.

MicroBank Ethical Fund

1,670

participants

€23.47

million total volume

0.08%

of the total funds managed

€49,773

of management fees donated

MicroBank Ecological Fund

581

participants

€4.55

million total volume

0.02%

of the total funds managed

Green Bond Principles

In late 2014, CaixaBank approved the adoption, in 2015, of the Green Bond Principles as a placement agent (observer). These voluntary guidelines aim to enable capital-raising and investment exclusively for projects to mitigate and adapt to climate change and to bring about other environmental benefits.

 FURTHER INFORMATION ON THE GREEN BOND PRINCIPLES



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United Nations Principles for Responsible Investment (UNPRI)

GRI: G4-DMA, G4-15, FS10, G4-EC8

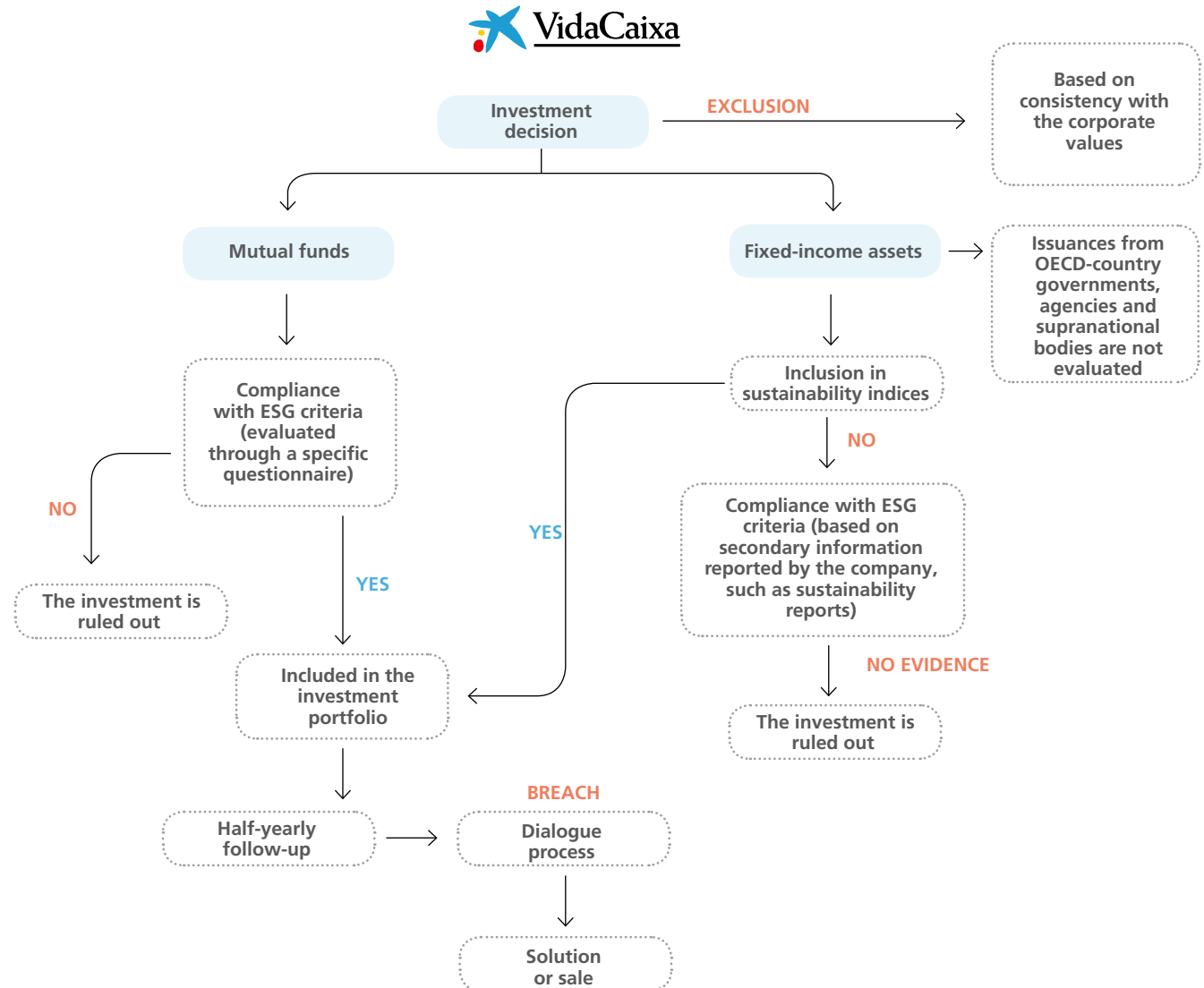
VidaCaixa, CaixaBank's insurance and pension management company, has been a signatory of the UNPRI since 2009. As such, it manages its investments (over €44,253 million) in accordance with environmental, social and governance (ESG) criteria. To ensure these criteria are upheld, VidaCaixa follows an internal procedure that varies depending on whether it is contemplating an investment in a mutual fund or in a fixed-income asset. All fixed income investments issued by governments, agencies and supranational bodies from OECD countries are automatically deemed to comply with ESG criteria.

VidaCaixa actively promotes these principles among its customers, suppliers and asset managers. To this end, it trains customers and potential customers from the corporate and public institution segments. VidaCaixa also manages the pension fund for the employees of "la Caixa" Group, a UNPRI signatory fund since 2008. At year end, this fund had invested €4,067 million.

Arms sector financing policy

CaixaBank, in keeping with its Code of Business Conduct and Ethics and its corporate values, does not finance the purchase or export of arms for military use. The bank also refrains from entering into any form of business relationship with companies involved in the production or sale of land mines or cluster bombs.

Application of ESG criteria in the investment management process





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Responsible purchases

GRI: G4-12, G4-DMA, G4-HR4, G4-HR9, G4-56, G4-LA14, G4-LA15

CaixaBank believes that responsible value chain management implies a duty to ensure transparent and rigorous supplier relations. The sustainability pledge also drives efficiency improvements and cost streamlining.

In that regard, CaixaBank, its subsidiaries and the rest of the “la Caixa” Group companies include a binding clause in their contracts by which suppliers warranty awareness and observation of the UN Global Compact Principles and the entity’s environmental management policy.

Since 2013, potential suppliers must be registered in the “la Caixa” Group Supplier Portal in order to offer their products and services. They must first accept the Group’s ethical, social and environmental criteria and provide information on the environmental and workplace safety certifications they hold.

[CLICK HERE FOR THE SUPPLIER PORTAL](#)

[CLICK HERE FOR THE GROUP’S ETHICAL, SOCIAL AND ENVIRONMENTAL CRITERIA FOR SUPPLIERS](#)

CaixaBank also sponsors CaixaExchange, an electronic marketplace for the purchase and sale of goods and services by companies, including Group companies and the market in general. CaixaExchange makes it easier for potential suppliers to present their credentials and other required documentation, and ensures maximum transparency in the contracting process, which is channelled through auctions and requests for bids.

In 2014, PromoCaixa, a Group subsidiary that manages promotional material, completed the audit of six China-based suppliers manufacturing exclusive products for CaixaBank and other Group companies. Three of these audits revealed anomalies; two were remedied a posteriori and one supplier was declared unsuitable. In the latter case, the bank sought an alternative home market producer.



5 ACTIVE RISK MANAGEMENT

5.1 Global risk management

5.2 Credit risk

5.3 Market risk

5.4 Interest rate risk

5.5 Liquidity risk

5.6 Operational risk

5.7 Compliance risk

5.8 Reputational risk

5.9 Actuarial risk

5.10 Legal and regulatory risk

5.11 Equity position risk

5.12 Risk control





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[5.1 Global risk management]



1, 7 GRI: G4-2, G4-14, G4-DMA

At CaixaBank, risks are managed with a view to optimising the return/risk ratio and to make sure the Group remains one of the most solid banks in the Spanish financial sector. To that end, risks are identified, measured, assessed and taken into account in all business decisions, while always remaining within the approved risk appetite and safeguarding quality in customer service.

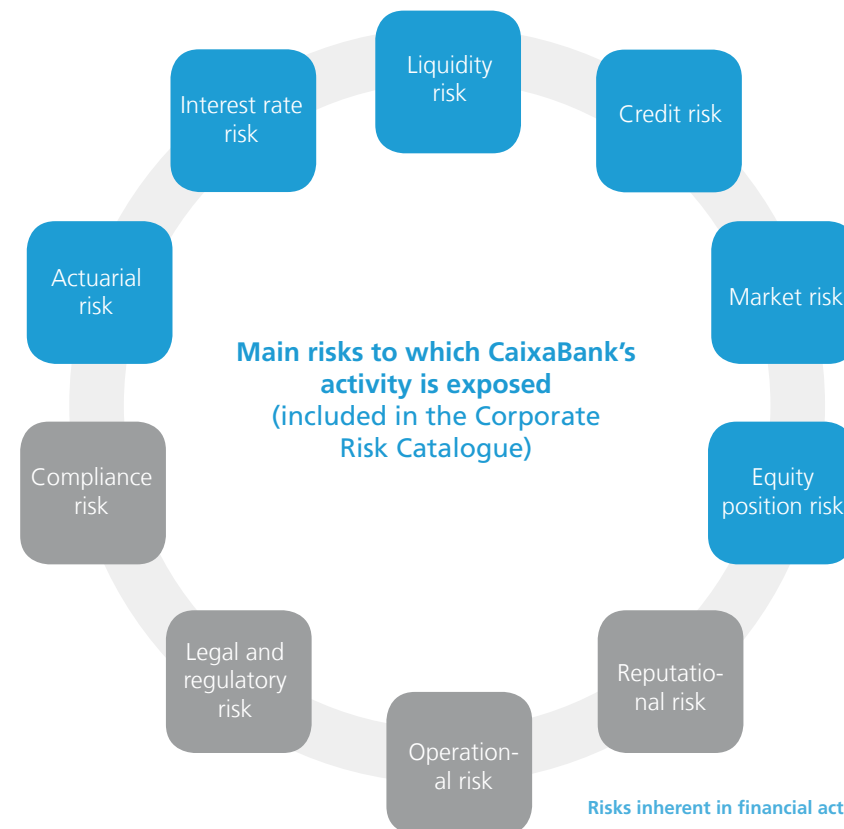
CaixaBank measures risks in accordance with the most advanced methodologies recommended by the Basel Committee, which have been reviewed and validated by the Bank of Spain under the guidance of the European Central Bank (ECB), and are in line with best market practices.

In October 2014, the official results of the global assessment of European banks, carried out by the ECB in collaboration with the European Banking Authority (EBA) were published: the "la Caixa" Group passed with flying colours.

FURTHER INFORMATION: SECTION 6.5 CAPITAL MANAGEMENT, WITHIN 2014 FINANCIAL REPORTING AND RESULTS

The CaixaBank's management model is based on approval authorisations, depending on the amount of transactions and the fundamental risk variables. This allows the bank to quantify risks through capital consumption and expected loss scenarios.

Risk management, monitoring and control is carried out separately of the risk-taking areas, thereby furthering the independence of the risk function.





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Structure and organisation

The CaixaBank **Board of Directors** is the Group's highest risk-policy setting body. It delegates its powers to **senior executives**, all of whom are members of the different risk management committees.

In 2014, the Group's governing structure was further re-inforced with the creation of the **Risk Committee**. The committee's main duty is to propose CaixaBank's risk policies to the Board. It also ensures that CaixaBank's actions are consistent with the risk tolerance defined. To that end, it establishes and systematically reviews the global limits to the main risk exposures.

CaixaBank has a **General Division** in charge of all Group risks. Its objectives include identifying, assessing and integrating exposures and the risk-adjusted return of each activity from the global perspective of the CaixaBank Group and in accordance with its business strategy. Under the guidance of the General Division, the **Corporate Global Risk Management Division** is responsible for monitoring the health of assets and the solvency and collateral mechanisms in place.





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Risk Appetite Framework (RAF)

In 2014, the Group formalised its risk appetite framework, with the Board of Directors determining the risk threshold and risk types deemed acceptable and necessary to secure the bank's strategic objectives.

The framework is in line with recommendations issued by regulators and by financial sector consultative bodies, as well as with the best sector practices.

It sets out management mechanisms and metrics for efficient and consistent management of the business and risks, within four priority areas related to the main risks, included in the Corporate Risk Catalogue, potentially affecting the bank:

- Loss buffer
- Stable and diversified liquidity and financing
- Appropriate make-up of the business
- Compliance with the highest regulatory and ethical standards, with a structural commitment to operating excellence

FURTHER INFORMATION IN SECTION 5.12 RISK CONTROL

Risk culture

Within the banking sector, it is imperative that executives and managers take into account the long-term impact of commercial decisions. Regulators and other influential banking sector bodies, including the Basel Committee and the Financial Stability Board have come to regard this good practice as a requirement and good governance standard.

CaixaBank's risk management culture is deep-rooted and secure. Since 2011, when assessing candidates for promotion to management positions or reviewing such postings, the bank takes into account, among other aspects, the quality of credit risk management carried out by employees within the branch network, regional divisions and business segments.

General risk management principles

Approved by the Board of Directors

- The Board of Directors bears ultimate responsibility for risks.
- Medium-low target risk profile.
- Risks are managed across the entire institution and throughout the full cycle of transactions.
- The risk function is independent of the business and operating units.
- Approvals are based on the borrower's repayment capacity, factoring in an appropriate return.
- Standard criteria and tools are employed across the institution.
- Risks are measured and analysed using advanced methods and tools in accordance with sector best practices, and with the appropriate workforce, professional level and technical resources.

FURTHER INFORMATION ON GLOBAL RISK MANAGEMENT IN THE 2014 CONSOLIDATED ANNUAL FINANCIAL STATEMENTS AND MANAGEMENT REPORT



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[5.2 Credit risk management]

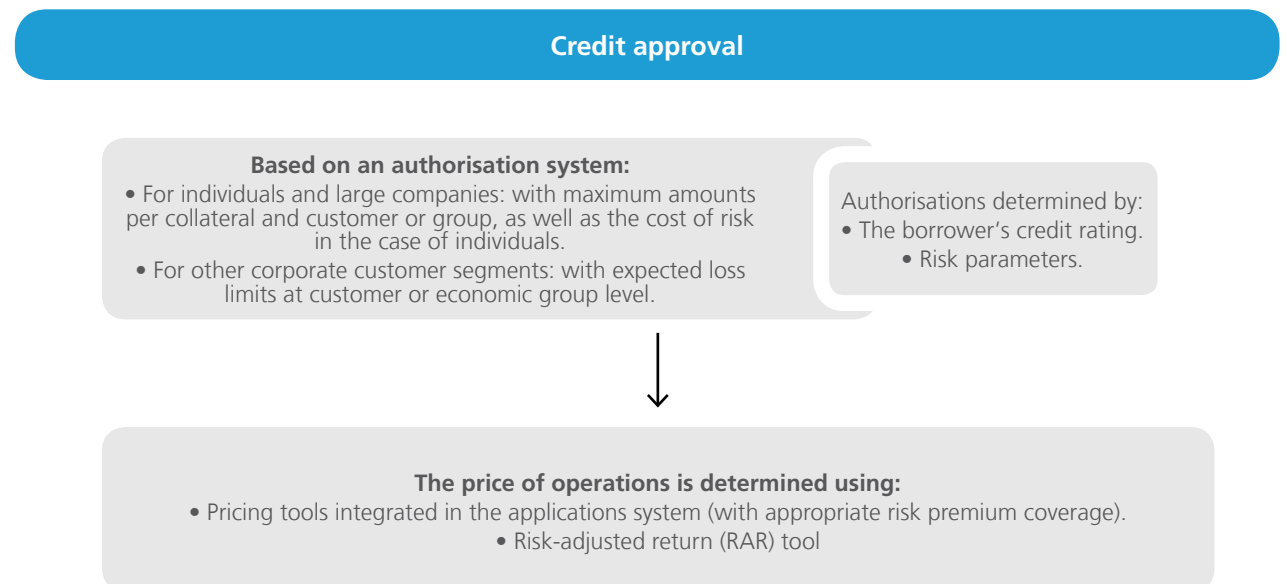


Credit risk refers to a potential loss in value of CaixaBank Group assets due to uncertainty in a counterparty's ability to meet its obligations.

Credit approval processes and organisation

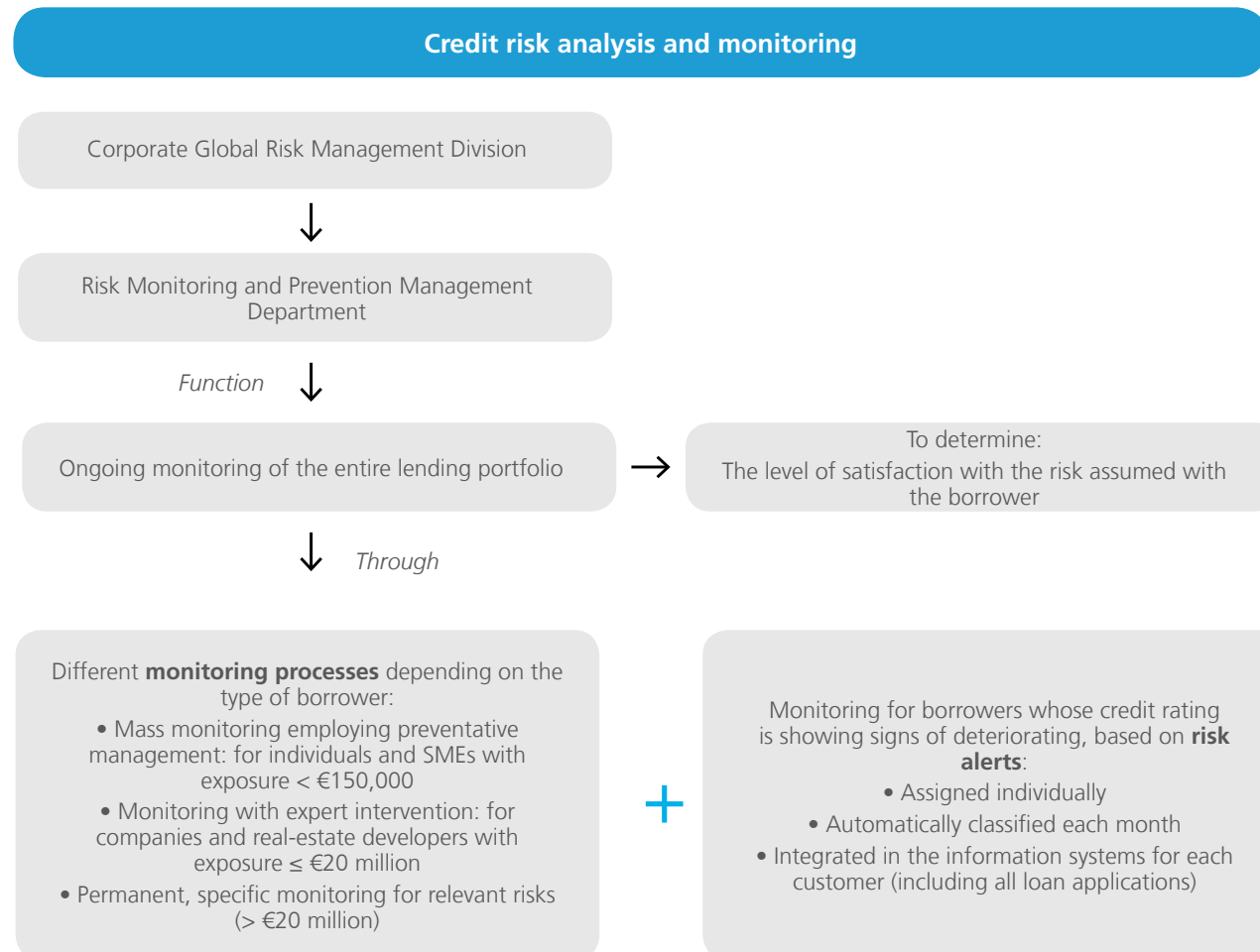
Throughout 2014:

- New management models have been implemented in order to continually improve the predictive capability of the credit risk management tools used. The bank periodically updates the financial statements and qualitative information of its corporate customers to achieve the maximum internal ratings based coverage ratio. Virtually the entire specialised financing portfolio has been reviewed in that regard.
- Risk policies have been streamlined to gain efficiency in risk approval processes. This means that more transactions can be approved at branch-level, while maintaining the same level of risk control.
- The RAR tool has been developed and rolled out, enabling the bank to know and manage risk-adjusted returns on customers and portfolios. As such, the bank has greater control over the balance between risk and returns.
- The commercial offer has been extended to include CaixaNegocios, offering specific products at lower prices based on the degree of cross sales made.





Credit risk analysis and monitoring



Following the monitoring process, action plans are established for each of the borrowers analysed. These plans are in addition to the rating generated by the alerts feature and, at the same time, guide future approval policies.

In accordance with the new European single banking supervision framework and, specifically, the Asset Quality Review (AQR), this monitoring allows CaixaBank to quantify impairment on those assets that are individually significant.

Recoveries management

CaixaBank has continued efforts to reverse the rise in the NPL ratio, carefully implementing the measures necessary to effectively collect debts that are challenging to recover.

In 2014 the bank maintained measures to mitigate the impact of the crisis on individual customers. Throughout this process, CaixaBank has kept in strict compliance with internal risk approval procedures.

FURTHER INFORMATION IN SECTION 4.3 CONTRIBUTION TO THE COMMUNITY (ASSISTANCE PROGRAMME FOR RETAIL CUSTOMERS)



Credit risk measurement and rating

CaixaBank has a specific department entrusted with:

- Building, maintaining and monitoring the credit risk measurement systems.
- Ensuring and guiding use of these systems.
- Ensuring that decisions taken on the basis of measurements are in line with the area of application.

CaixaBank is authorised by the Bank of Spain to use methods based on internal rating-based (IRB) models to calculate the minimum capital requirements for credit risk. At December 2014, 93% of all credit risk exposure in segments that can be assessed using advanced methodology was evaluated using advanced internal rating models.



FURTHER INFORMATION IN SECTION 3, "CREDIT RISK MEASUREMENT AND RATING" OF THE ANNUAL REPORT, IN THE CONSOLIDATED FINANCIAL STATEMENTS AND MANAGEMENT REPORT 2014.





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Management of social and environmental risks in project finance



1-10 GRI: G4-DMA, G4-14, G4-15, G4-56, G4-EC2, FS10

CaixaBank continuously strives to optimise the risk/return ratio and avoid, minimise, mitigate or remedy, insofar as possible, those factors that could entail a risk for the environment or community.

In general, CaixaBank's activity should be consistent with its corporate values, internal rules of contact and main risk principles. Specifically, project finance requires a prior analysis of the risks potentially affecting the environment and community:

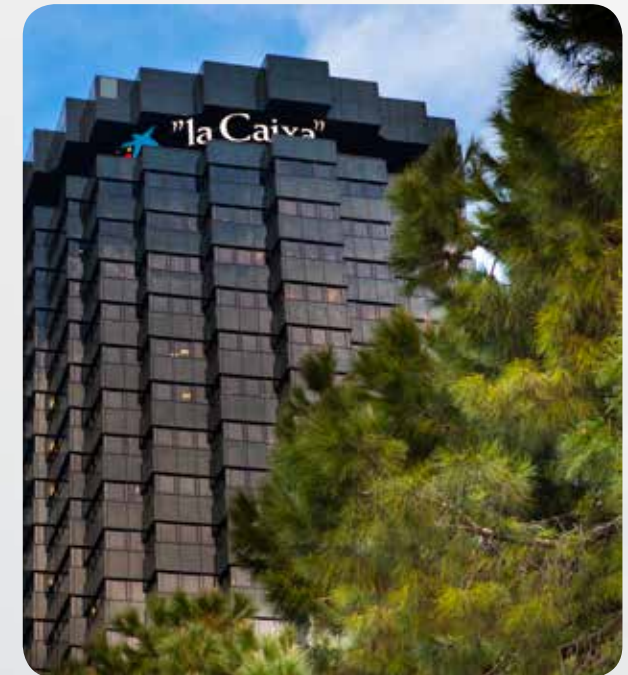
- Projects with potentially high and irreversible risks and impacts for which a viable action plan cannot be foreseeably established, or those that contradict corporate values, are rejected.
- In all other cases, an independent external expert evaluates the customer's environmental management plan and system. Projects are then classified in one of three categories (A, B or C), based on the potential risks and impacts detected during the due diligence

carried out by commercial area teams, risk teams and independent external experts.

Projects classified under category A, and some of those under category B, may have potentially significant adverse risks. In these cases, an action plan is designed to help prevent, minimise, mitigate and offset adverse social and environmental impacts.

In 2014, eight projects were assessed in accordance with the Equator Principles entailing total investment of €2,383 million, of which CaixaBank contributed more than €230 million. One was classified under category A, four under category B and the remaining three under category C.

In addition, following the bank's internal procedure, five syndicated deals were evaluated for a combined amount of over €360 million. Of these, two were classified under category B and the other three under category C.





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Equator Principles

GRI: G4-EC2, G4-EN27, G4-HR1, FS10, FS11

Project finance is carried out under the Equator Principles, which CaixaBank has adhered to since 2007. Accordingly, an analysis is required of the potential environmental and social risks of the projects, pursuant to the standards established by the International Finance Corporation (IFC) for:

- Project finance entailing an overall investment of more than US \$10 million.
- Project-related corporate loans in excess of US \$100 million overall.

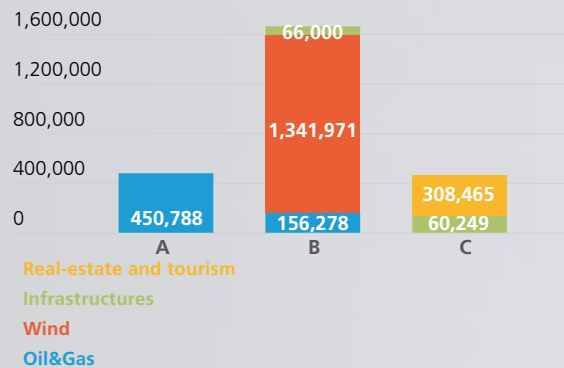
- Project finance bridge loans and advisory services.
- CaixaBank also voluntarily applies this procedure to project bonds exceeding €7 million.
- Since 2011, an internal procedure has been in place for syndicated operations for projects exceeding €7 million.

During 2014, CaixaBank reviewed and reinforced its project finance monitoring procedures and adopted the Equator Principles III. Professionals within the areas involved have received appropriate training.

In 2015, CaixaBank will continue to run these training sessions and to extend the reach of social and environmental management to include other financing transactions.

Global volume by sector and category

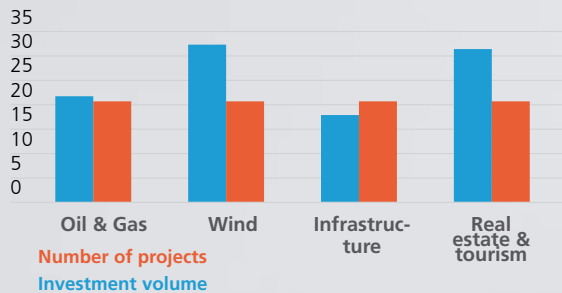
(in thousand euros)



CaixaBank's participation and number of projects

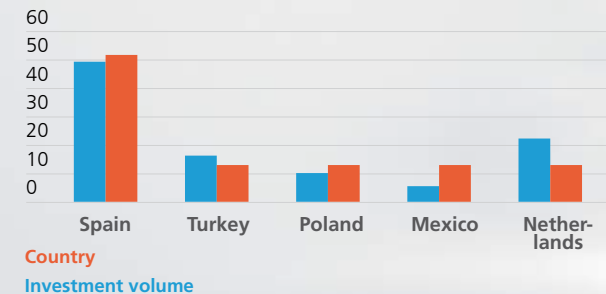
By sector

(% of total amount financed)



By country

(% of total amount financed)





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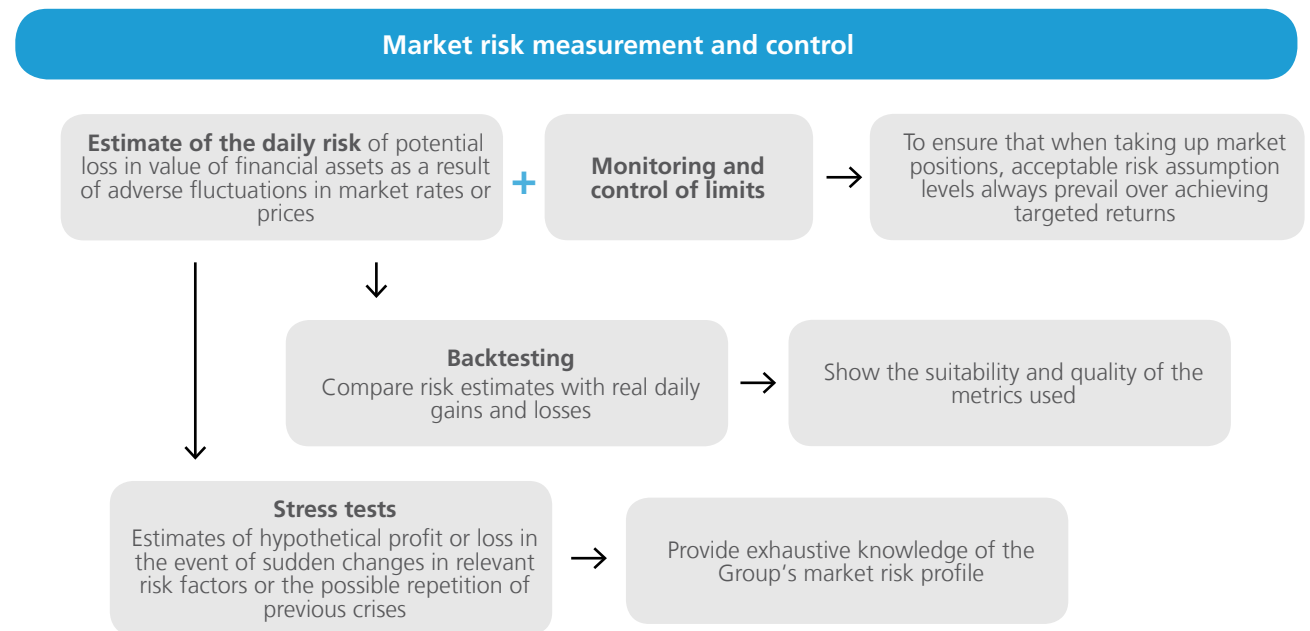
[5.3 Market risk management]

Market risks refers to a potential decrease in the value in the Group's assets held for trading or an increase in the value of its liabilities held for trading, due to fluctuations in interest rates or prices in the market where the assets/liabilities are traded.

The Group is exposed to market risk, generally through the activity of its treasury desk in financial markets, in respect of potential unfavourable movements in interest rates, exchange rates, share prices, commodities prices, inflation and volatility, and movements in the credit spreads on private fixed income positions.

In 2014, the levels of market risk assumed were moderate, with an average risk of €5 million.

FURTHER INFORMATION ON BALANCE SHEET MARKET RISK MANAGEMENT AND PORTFOLIO MARKET RISK MANAGEMENT IN THE CONSOLIDATED FINANCIAL STATEMENTS AND MANAGEMENT REPORT 2014





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Management model

CaixaBank has a specific area entrusted with valuing financial instruments and measures, controlling and monitoring the associated risks. The area also estimates counterparty risk and operational risk arising in respect of financial market activity. This area:

- Monitors trades daily.
- Calculates the gains or losses market fluctuations have on positions (daily gains/losses are marked to market).
- Quantifies the market risk assumed.
- Monitors compliance with limits.
- Analyses the risk/return relationship.

Counterparty risk

CaixaBank estimates and monitors the losses that could derive from an insolvent counterparty's failure to settle its obligations:

- The maximum authorised credit risk exposure for a given counterparty is determined.
- Both listings of shares and of protection insurance (CDS) of counterparties are monitored in order to detect any impairment of their solvency.

In the event of controversial situations, management has the power to immediately lower risk exposure limits to below the thresholds contemplated in the model.

- Counterparty risk is controlled by an integrated real-time system that provides up-to-date information of the available limit for any counterparty, by product and maturity. Risk is therefore measured both in respect of current market value and future exposure.

The adequacy of the related contractual documentation is also monitored.

- To mitigate exposure to counterparty risk, CaixaBank has a solid base of collateral agreements.





[5.4 Interest rate risk management]

Interest rate risk refers to the effect of a negative impact on the economic value of the balance sheet or results, arising from changes in the structure of the interest rate curve or exchange rate fluctuations.

CaixaBank efficiently, prudently and conservatively manages balance sheet interest rate risk and strictly controls this risk by foreseeing a large number of scenarios.

The bank manages interest rate risk so that:

- Net interest income is optimised within the volatility limits of the RAF.
- The economic value of the balance sheet is preserved, at all times within the range established in the RAF.

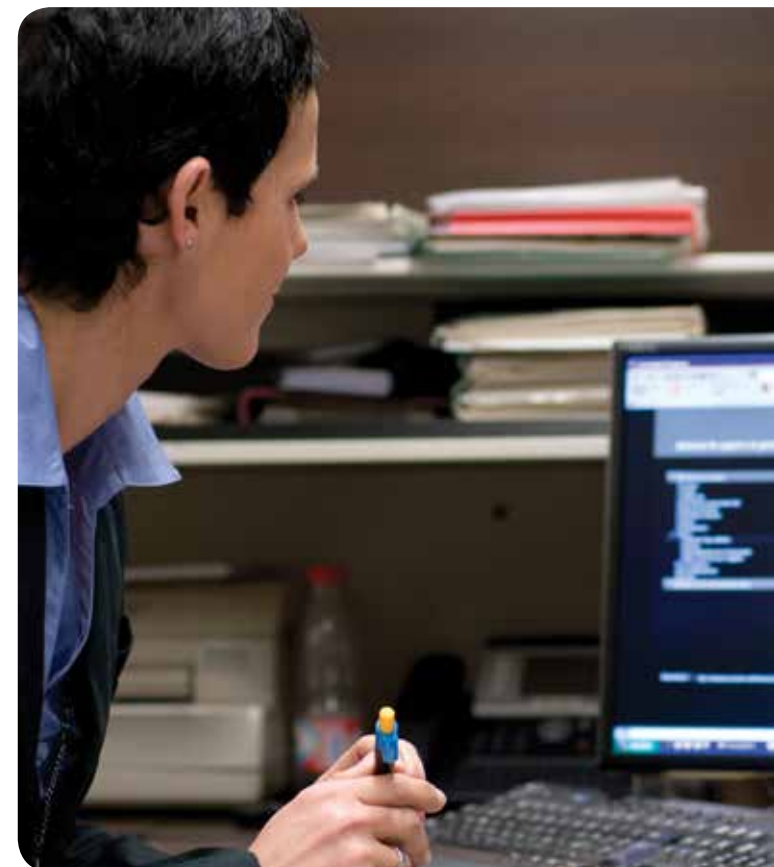
In late 2014, CaixaBank had established risk limits for:

- The sensitivity of net interest income at one or two years to different scenarios (increases and decreases in interest rates).

- The economic value of the balance sheet in VaR limit terms and in terms of sensitivity to changes in interest rates.

CaixaBank arranges hedges in financial markets in addition to the natural hedges generated on the balance sheet.

The ALCO is entrusted with optimising the CaixaBank Group's balance sheet financial structure and ensuring its profitability. To that end, it analyses risk and makes recommendations to the different business areas, always in accordance with established management targets and the RAF. Currency risk is managed in order to minimise currency risks assumed; accordingly, the CaixaBank Group's exposure to this risk is low or virtually nil.





[5.5 Liquidity risk management]

Liquidity risk refers to the risk of insufficient liquid assets, due to outflows of funds or market closure, to meet contractual maturities of liabilities, regulatory requirements or the needs of the business.

Governance structure

CaixaBank's Asset-Liability Committee (ALCO) is in charge of managing, monitoring and controlling liquidity risk. In order to take suitable corrective measures, on a monthly basis the ALCO monitors compliance with the risk appetite framework (RAF), the long-term financing plan, liquidity figures, expected deviations in the balance sheet structure and the indicators and alarms in place to pro-actively warn of a liquidity crisis. It also analyses the potential liquidity levels under each of the hypothetical crisis scenarios.

The Asset-Liability Management (ALM) Analysis and Financing Division is responsible for analysing and managing liquidity risk. The division attempts to minimise the structural liquidity risk inherent in the banking business, under the premises set by the ALCO. Short-term liquidity is managed by the Liquidity Division.





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Risk management

The Group aims to maintain sufficient liquidity levels at all times, so that it can comfortably meet all its payment obligations on time and to prevent its investment activities from being affected by a lack of lendable funds. This management is always carried out within the risk appetite framework defined by the Board of Directors.

Features of this management include:

- A centralised liquidity management system that includes a segregation of duties to ensure optimum control and monitoring of risks.
- Maintenance of an efficient level of liquid funds to meet obligations assumed, fund business plans and comply with regulatory requirements.
- Active liquidity management.
- The principles of sustainability and stability of funding sources, drawing from two pillars:
 - Customer deposits, as the primary financing structure.
 - Capital market funding, as the secondary structure.

CaixaBank approves mechanisms such as debt issuance programmes, mortgage- and public sector-covered bonds issuance capacity, and discounting with the ECB. The bank also actively manages its balance sheet, staying within its prudent and conservative liquidity management framework.

CaixaBank has diversified its sources of financing and its maturities. Reliance on wholesale markets is low, since 74% of financing is obtained from customer deposits, which brings stability to the balance sheet and reflects the trust placed in the bank.

Premises for liquidity management

- **Active liquidity management**, involving constant, daily monitoring of the balance sheet structure, by maturity, to pro-actively detect possible inadequate short- and medium-term liquidity structures.
- A **liquidity risk contingency plan**, which analyses liquidity risk both under normal market conditions and in crisis situations. The plan includes action measures for each crisis scenario established and incorporates a second line of liquidity that acts as a buffer for extraordinary situations.
- A **strategy that provides flexibility and stability** to the sources of financing and has a wide variety of ordinary financing programmes covering a number of maturity periods.
- An **issuance policy** that focuses on limiting reliance on wholesale markets, ensuring a balanced distribution of maturities, and diversifying the instruments used.
- Maintaining **significant financing capacity** on the market through instruments of the highest quality such as mortgage or public-sector covered bonds.
- Maintenance of **collateralised assets with the ECB** that allow for immediate liquidity, as a prudential measure and in order to address potential tensions or crisis situations.
- **Generation of liquid assets** that provide sufficient liquidity to cope with extremely adverse situations in wholesale and/or retail financing markets.



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Actions in 2014 and outlook for 2015

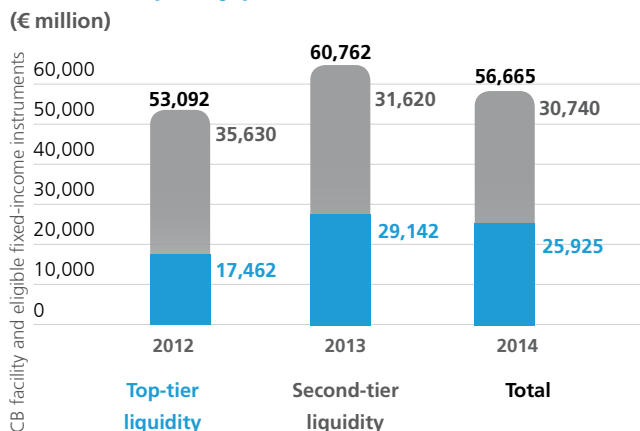
Throughout the year, CaixaBank reduced its liquidity position by €4,097 million, impacted by:

- Early repayment of €15,480 million of ECB financing under the long-term refinancing operations (LTRO) framework. Since the beginning of 2013, and taking into account the inclusion of Banco de Valencia, a balance of €34,084 million has been repaid.
- €6,868 million in ECB financing under the targeted longer term refinancing operation (TLTRO) framework, maturing on 28 September 2018.
- Wholesale maturities of €8,300 million versus new issuances of €1,300 million in mortgage covered bonds.

At the 2014 year end, CaixaBank had a very comfortable liquidity position, at €56,665 million (16.7% of total assets).

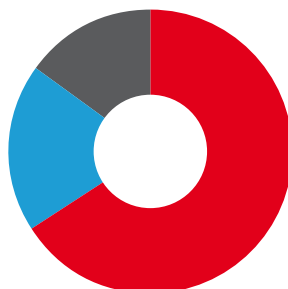
FURTHER INFORMATION IN THE CONSOLIDATED FINANCIAL STATEMENTS AND MANAGEMENT REPORT 2014

Excellent liquidity position



Diversification of financing sources

(%) (31/12/14)



Customer deposits	74%
Institutional issuance	17%
Net interbank	9%





Institutional debt maturities

The liquidity position at 31 December 2014 was sufficient to cover all expected maturities.

Wholesale financing maturities (net of own securities acquired)

(€ thousand)

	Up to 1 month	1-3 months	3-12 months	1-5 years	> 5 years	Total
Promissory notes	100,000	100,000	0	0	0	200,000
Mortgage covered bonds	0	2,384,742	2,985,453	15,609,470	9,125,068	30,104,733
Public sector covered bonds	0	0	0	50,000	0	50,000
Senior debt	0	886,000	400,000	2,572,851	131,500	3,990,351
Subordinated debt and preference shares	0	0	48,600	159,300	907,756	1,115,656
Convertible bonds	0	0	0	564,300	0	564,300
Total	100,000	3,370,742	3,434,053	18,955,921	10,164,323	36,025,040

Issuance capacity

Available capacity to issue mortgage- and public sector-covered bonds currently stands at €6,358 million.

Covered bond issuance capacity

(€ thousand)

	31/12/2014	31/12/2013
Mortgage covered bond issuance capacity	4,211,018	885,280
Public sector covered bond issuance capacity	2,147,365	1,217,600



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[5.6 Operational risk management]

Operational risk comprises the risk of losses arising from inadequate or failed internal processes, people and systems or from external events. This risk is inherent in the business and cannot be fully eliminated; it can, however be managed, mitigated and, in some cases, externalised through insurance policies.

Operational risk rises as the banking business becomes more reliant on factors such as the intensive use of IT, outsourcing, and the utilisation of complex financial instruments.

An expert workforce and the procedures, systems and controls in place help mitigate operational risk at CaixaBank.

Management

The Global Risk Committee defines the strategic lines of action and monitors operational risk. The Operational Risk Committee, which reports to the Global Risk Committee, is responsible for handling CaixaBank's operational risk and its implications on the management of solvency and capital.

CaixaBank applies an integral measurement and control model, shared throughout the Group, using the standard method of calculating the regulatory capital needed for operational risk.

The overall objective is to improve the quality of business management, based on information on operational risks, and comply with the tolerance level set in the RAF. This

helps CaixaBank to take the appropriate decisions to ensure long-term continuity of the bank and to improve customer service processes and quality. In addition, it supports constant compliance with the regulatory framework and optimisation of capital consumption.

Actions in 2014 and outlook for 2015

In 2014, CaixaBank launched a project to shift from the standard method to advanced risk management methods. This will enable the bank to achieve its two-fold objective of implementing best operational risk management practices and, at the same time, calculating regulatory capital requirements with risk-sensitive approaches.

The IT systems infrastructure supporting the area has also been improved by adding a comprehensive management system and the use of big data environments.

 FURTHER INFORMATION ON THE MANAGEMENT MODEL AND POLICIES IN NOTE 3 IN THE CONSOLIDATED FINANCIAL STATEMENTS AND MANAGEMENT REPORT 2014

 FURTHER INFORMATION ON THE ORGANIZATIONAL MODEL IN THE INFORMATION OF PRUDENTIAL RELEVANCE (PILAR III REPORT)





Continuous operational risk management process

Identification and detection of existing and potential risk

- Definition of the operational risk profile, using qualitative techniques (the opinion of process experts, risk indicators, extreme scenarios of operational losses) and other procedures.
 - Valuation based on expected loss and VaR.
- The most relevant operational risks are reassessed and remeasured on an annual basis.



Quantitative risk assessment

- Maintenance of a repository of real data on losses recorded in the bank.
- Exchange of operational losses data with other financial institutions, through the international consortium ORX, of which CaixaBank is a member. This exchange engenders a more complete vision of the financial sector's risk profile, and enables banks to pro-actively prevent or manage the losses incurred by peers.



Active management of risk profile

- Monitoring of the main risks, both qualitative and actual losses.
 - Establishment of corrective measures and action plans.
 - Reporting throughout the organisation.

This allows the possible causes of risk to be foreseen, assisting with decision-making in order to mitigate risk and reduce its economic impact.

Distribution of operational risk events in 2014

(%)



Execution, delivery and process management 54.88%

Damage to physical assets 12.46%

External fraud 11.11%

Customers, product and business practices 10.59%

Internal fraud 5.67%

Employment and occupational health and safety practices 5.19%

Interruption in the business and system failures 0.11%



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[5.7 Compliance risk management]

GRI: G4-S03, G4-SO4

Compliance risk is defined as risk arising from deficient procedures that generate actions or omissions that are not aligned with the legal or regulatory frameworks or with the internal codes and rules, and which could result in administrative sanctions or reputation damage.

CaixaBank works to minimise the likelihood this risk would materialise and, should this happen, be able to swiftly detect, report and resolve weaknesses.

Regulatory compliance risk management is not entrusted to a specific area, but rather is mainstreamed throughout the organisation: all employees must ensure compliance with prevailing regulations.

Management

The regulatory compliance risk management model is based on a distribution of functions and responsibilities, structurally organised around three lines of control:

- 1st line of control: The business and management areas, including internal committees, act as expert front-line control in detecting possible risks and implementing mitigation measures.

- 2nd line of control: The Regulatory Compliance area supervises and takes responsibility for ongoing control. It advises front-line areas in implementing controls, reviews established procedures and, when compliance risks are detected, urges the roll-out of mitigation measures. The area also ensures that personnel are suitably trained and experienced, issues activity reports to management and administrative bodies, which in turn advise on compliance matters, and coordinates CaixaBank's responses to supervisor and regulator requests, following up on these responses as well.

The Internal Control Area is also involved in the second line of control, coordinating the corporate risk map, which includes regulatory compliance risk.

- 3rd line of control: Internal Audit's action plans include performance of controls on regulatory compliance activity. The area also collaborates with the Compliance Area in relevant matters.

 FURTHER INFORMATION IN THE RISK CONTROL SECTION





The structure also comprises internal and external experts providing specialised advice both to the business and management areas and to Regulatory Compliance.

The Board of Directors and the management bodies supervise compliance risk, monitoring the risk map and Regulatory Compliance reports on the result of work carried out. Lastly, a culture of compliance is promoted top-down throughout the entire organisation, and risks detected and mitigation measures implemented are monitored monthly.

Actions in 2014 and outlook for 2015

In 2014, the bank advanced in the preparation of the regulatory compliance risks map. The map is to be integrated in the corporate risks map during 2015, allowing the bank to better assess compliance risk and efficiently assign resources to controlling and managing the most relevant risks in this regard.

CaixaBank also worked to prepare the compliance function policy and the Regulatory Compliance Charter, which the Board of Directors approved in 2015.



FURTHER INFORMATION MANAGEMENT MODEL AND POLICIES IN THE 2014 CONSOLIDATED ANNUAL FINANCIAL STATEMENTS AND MANAGEMENT REPORT





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[5.8 Reputational risk management]



1-10 GRI: G4-58

Reputation risk refers to the possibility that CaixaBank's competitive edge could be reduced due to the loss of trust in the bank by some of its stakeholders, based on their assessment of actions or omissions, real or purported, by the bank, its senior management or governing bodies.

Management

CaixaBank proactively manages its reputation and potential reputational risks, adopting best practices in listening, evaluation, prevention and management, with a view of creating value for the bank and its stakeholders.

Responsibility for CaixaBank's reputation falls to each and every employee, who are called to act in accordance with the corporate values and with the Code of Business Conduct and Ethics.

The Corporate Social Responsibility and Reputation area, in collaboration with the Reputation Committee, is entrusted with monitoring those reputational risks which, should they arise, could adversely affect CaixaBank's image, understood to be the stakeholders' perception of and expectations for the institution.

The area also proposes new initiatives to shore up the bank's key image points, such as training sessions on the Code of Ethics or the establishment of new ways of relating with stakeholders in order to ascertain how they perceive the bank.

CaixaBank's reputational risk map identifies the risks with the highest potential impact on its image and the degree to which preventative measures are being applied. For each relevant risk, the map sets out a series of indicators that allow the effectiveness of the preventive measures implemented to be periodically monitored. These indicators are periodically submitted to the Reputation Committee, which in turn reports them to the Management Committee.



Key aspects of CaixaBank's reputation, defined through an internal process led by the Management Committee and through comparison with external reputation monitors. These aspects are actively managed.



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Actions in 2014 and outlook for 2015

During 2014, CaixaBank worked to improve certain critical indicators included in the reputation risk map. The Customer Care Service was reorganised to allow it to respond to customer claims and enquiries more swiftly and thoroughly. Contacts with consumer protection associations and platforms have also been made through direct and personalised attention, and intense communications efforts have been made to know and optimise CaixaBank's main corporate and business milestones.

In 2015, the process of defining the periodic monitoring indicators for risks with a potentially high impact on reputation will be completed.

In addition, the bank will complete the project launched in 2014 to prepare a reputation scorecard serving as a global management tool. This scorecard will enable the bank to continually monitor reputation indicators in order to gain a global metric taking into account all stakeholders and enabling data comparison over time and in view of market conditions.

Measuring CaixaBank's reputation GRI: G4-24, G4-25, G4-26, G4-27





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[5.9 Actuarial risk management]

Actuarial risk reflects the risk of an increase in the value of commitments assumed through insurance contracts with customers and employee pension plans due to differences between the claims estimates and actual performance.

For life insurance, the main variables determining actuarial risk are mortality, survival and disability rates. For all other branches, the claims ratio is the essential variable.

Management

Actuarial risk is managed on the basis of compliance with regulations set by the Directorate General of Insurance and Pension Funds (DGSFP). Within this framework, technical trends in products are monitored, fundamentally in respect of actuarial factors (primarily deaths).

The position and control of the insurance group's risks are monitored regularly by VidaCaixa's Management, Investment and Global Risk Committees and CaixaBank's Global Risk Committee and ALCO.

This long-term, stable management model is reflected in the following actuarial risk management policies:

- **Subscription:** Risk acceptance is based on the main actuarial variables (age, insured sum and duration). For life insurance, additional variables are considered, such as accumulated risk per person and their health.
- **Rate-setting:** Rates are established using the mortality tables permitted by prevailing legislation. Mortality tables are compared with the bank's own experience.

- **Claims:** Risk is diversified among different reinsurance companies with sufficient capacity to absorb unexpected losses.

Technical provisions are estimated using specific procedures and systems. Technical provisions are thus quantified, and their sufficiency is individually evaluated at policy level.

To that end, the Group operates in a highly mechanised process environment involving integrated systems. New contract operations, regardless the channel through which they were contracted, are registered through the different contracting, benefits management and provisions calculations applications. Investment software is used to manage and control the investments backing the company's insurance activity.

All these processes and operations are accounted for automatically in the accounting support software. The Group also has a series of support applications, including data processing software and report generation applications.





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EQUITY POSITION RISK RISK
RISK CONTROL

Actions and outlook: Solvency II

In 2013, the European authorities set 1 January 2016 as the application date of the Solvency II directive. In 2014, the Omnibus II directive, which modifies the Solvency II directive, was approved. This new directive completes the new European Union insurance regulation and supervisory framework and empowers the European Insurance and Occupational Pensions Authority (EIOPA) to finalise the Solvency II project.

Throughout the year, CaixaBank began applying the four preparatory guidelines issued by the EIOPA so that insurance companies can progressively phase in certain aspects before the official entry into force of the regulations. These guidelines cover:

- Systems of governance.
- Internal, forward looking assessment of own risk.
- Pre-application for internal models.
- Submission of information to National Competent Authorities.

The CaixaBank Group is working towards full compliance with the guidelines and implementation of the Solvency II project. Since the onset of the project, the Group has participated in insurance sector working groups and in the quantitative and qualitative impact tests carried out by supervisors.

CaixaBank has also begun developing the necessary improvements and changes in systems and in management. In 2014, work began on a solvency and risk datamart as a support tool for compliance with all the requirements of the Solvency II directive as from the application date. Work on these fronts will continue in 2015.





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[5.10 Legal and regulatory risk management]



10 GRI: G4-16

Legal and regulatory risk is defined as the potential loss or decrease in the CaixaBank Group's profitability as a result of the changes to the regulatory framework or court rulings that are unfavourable to the bank.

Management

In recent years, the financial sector has undergone numerous regulatory reforms, aimed to simplify earlier over-regulation. Consequently, an appropriate management and monitoring framework must be established to manage regulatory compliance risks. Such a framework should allow banks to know, at all times, what regulations are applicable, what regulations are expected to apply in the near future, what expectations regulators hold, and which risks are inherent in non-compliance.

At CaixaBank, this risk is managed as follows:

- The **Regulation Committee**, which reports to the Management Committee, works to stay abreast of regulatory changes and to facilitate the CaixaBank Group's adaptation to new regulatory requirements. To that end, the committee:
 - Monitors the regulatory environment and analyses its impacts.
 - Sets the strategic positions in respect of different regulatory or pre-regulatory proposals.

- Determines the strategy to be followed for the positions, including overseeing how the bank's interests are represented before regulatory bodies.
- The **Regulation Division**, a part of the Legal Services Area, constantly monitors regulatory changes, handles regulatory alerts, and coordinates with other areas to set the bank's positions.
 - Prepares and coordinates with affected areas in the analysis of regulatory impacts of new approved and applicable regulations. New regulatory requirements and their impact on processes, documentation and internal rules are identified and systematised.
- Following the initial impact analyses, **Corporate Legal Services** and **Business Legal Services** participate in implementing the new regulations. To that end, they:
 - Determine interpretation criteria and establish procedures to adequately manage regulatory risks in respect of securities markets, transparency in banking and collective investment schemes, anti-money laundering and counter terrorist financing, and data protection, among others.

- Carry out thorough analyses of regulations and their impact.
- Promote and coordinate the process of drafting and reviewing contracts, standards, and internal procedures and policies that mainstream applicable regulations into internal documentation.

CaixaBank actively participates in sector-wide debates regarding the consultation documents issued by the different regulators, in order to help improve, to the extent possible, the new regulatory framework. This participation is carried out on an international level (with the European Commission, the Basel Committee, the European Banking Authority (EBA), the European Securities and Markets Authority (ESMA), and the European Insurance and Occupational Pensions Authority (EIOPA), among others), as well nationally (including the Ministry of Economy, the Bank of Spain, the National Securities Market Commission (CNMV) and the Directorate General of Insurance and Pension Funds). Debates are usually channelled through the sector associations of which the Group is a member, particularly the Spanish Confederation of Savings Banks (CECA) and the European Savings Banks Group (ESBG).



Actions in 2014 and outlook for 2015

During the year, CaixaBank continued implementing the Capital Requirements Directive (CRD IV), the Capital Requirements Regulation (CRR) and the delegated acts and technical standards of the Bank Recovery and Resolution Directive (BRRD). The bank also analysed the implications of the new Markets in Financial Instruments Directive (MiFID), the Markets in Financial Instruments Regulation (MiFIR) and modifications to the regulation regarding OTC derivatives, central counterparties and trade repositories (EMIR).

CaixaBank is analysing and monitoring implementation of regulations regarding customer protection and anti-money laundering and counter terrorist financing.

In 2015, the bank will continue its pro-active focus on regulatory issues, especially in the international arena. In particular, CaixaBank will place great emphasis on capital requirements regulations and securities market conduct, banking services and insurance services rules.



FURTHER INFORMATION ON 2014 ACTIONS AND THE 2015 OUTLOOK IN THE MANAGEMENT REPORT





[5.11 Equity position risk management]

This risk refers to a restriction in the CaixaBank Group's ability to adapt its level of capital to regulatory requirements or to a change in its risk profile.

Management

In accordance with the RAF, CaixaBank has set an objective of maintaining a medium-low risk profile and a comfortable level of capital to strengthen its position as one of the soundest entities in the European banking market.

With that target in mind, the Board of Directors determines the Group's risk and capital policy. The Management Committee oversees management at the highest level, in accordance with the strategies set by the Board.

The Financial Accounting, Control and Capital Division is entrusted with monitoring and controlling the bank's equity.

 FURTHER INFORMATION ON 2014 ACTIONS AND THE 2015 OUTLOOK [IN SECTION 6.5 UNDER FINANCIAL REPORTING AND RESULTS 2014](#)





[5.12 Risk control]



1, 2 and 10

GRI: G4-DMA, G4-SO3, G4-SO5, G4-SO6

Developments in the financial system, macroeconomic trends and the transformation of the regulatory framework bear out the growing importance of assessing risk and the control environment of entities, imposing greater demands and responsibility on senior management and the governing bodies.

CaixaBank's Internal Control Framework is aligned with guidelines issued by the regulator and industry best practices, and provides a reasonable degree of certainty that the Group's objectives will be met.

 FURTHER INFORMATION IN NOTE 3 RISK MANAGEMENT TO THE CONSOLIDATED FINANCIAL STATEMENTS 2014

The Internal Control Framework is structured under a "three lines of defence" model.

- The 1st line of defence (the Group's business units and support areas) are responsible for identifying, measuring, controlling, mitigating and reporting the key risks derived from the business.
- The 2nd line of defence (Global Risk Management, Regulatory Compliance and Internal Control areas, among others) is entrusted with:
 - Identifying, assessing, monitoring and reporting the Group's material risks.
 - Establishing systems to manage and control these risks and designing compliance policies.
 - These areas act independently of business and support units.
- The 3rd line of defence (Internal Audit) is responsible for assessing the effectiveness and efficiency of risk management and the internal control systems, applying principles of independence and objectivity.





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Internal Control

The Internal Control Area's mission is to provide reasonable assurance to management and the governing bodies that the necessary controls are in place, designed correctly and operating efficiently to manage the Group's risks. The area provides a transversal vision of the main risks assumed by the Group, assesses the Internal Control Framework, and reports systematically to senior management and the Audit and Control Committee.

In 2014, work continued on the corporate risks map (CRM) project, systematically laying out the CaixaBank Group's corporate activities and the associated risks. The CRM project established a Catalogue of Corporate Risks, approved in 2014 by the Board of Directors, which facilitates monitoring and internal and external reporting on the bank's risks.

In 2015, the Group plans to complete the CRM Project, implementing a methodology for assessing the critical nature of the main risks, as well as for evaluating the control environment.

Regulatory Compliance

GRI: G4-DMA, G4-58, G4-SO3, G4-SO4

Regulatory Compliance is entrusted with supervising, monitoring and reporting on the risk that the CaixaBank Group's reputation could be damaged or the Group could be fined due to failure to comply with the legal or regulatory framework or the internal rules and codes of contact. The area also advises and assists management and administrative bodies in regulatory compliance matters. The Regulatory Compliance area promotes training and awareness-raising among personnel, as well as the Group's compliance culture.

The area establishes controls that detect possible procedural weaknesses. If any such weaknesses are detected, the areas affected are urged to develop and apply improvement action proposals, under periodic monitoring until they are effectively implemented.

Regulatory Compliance operates independently and in no case is involved in the management decisions or operations of the activities it supervises.

2014 regulatory compliance milestones include the following:

- The Regulatory Compliance Function Policy and the Regulatory Compliance Charter were updated in the year, to be approved by the Board of Directors in 2015.
- The Anti-Corruption Policy and internal rules of conduct for contributing to the Euribor have been incorporated as issues open for consultation and/or whistle-blowing through the confidential consultation and whistle-blowing channel.

- Replies have been coordinated to requests and requirements received from supervisors, primarily the Spanish National Securities Market Commission (CNMV), the Bank of Spain, and the Executive Service for Anti-Money Laundering and Monetary Offences Commission (SEPBLAC).
- Online training was offered on several different regulatory compliance topics. Among others, this includes courses on the internal code of conduct and the MiFID for specific groups. And for the entire workforce, courses on the code of ethics, the Anti-Corruption Policy and the Telematic Code of Conduct.

FURTHER INFORMATION IN SECTION 5.7 COMPLIANCE RISK MANAGEMENT

78% of the workforce completed the ethical conduct and anti-corruption policy course. 65% of employees have taken the course on the computer and the Telematic Code of Conduct

GRI: G4-HR2, G4-SO4



Anti-money laundering and counter terrorist financing

GRI: G4-DMA, G4-SO4

At CaixaBank, the sole mission of the Anti-Money Laundering and Counter Terrorist Financing Operating Unit (AMLOU) is to enforce compliance with the anti-money laundering obligations to which credit institutions are subject.

The AMLOU, which forms part of the Regulatory Compliance Area, is an independent unit reporting to senior management and to the Audit and Control Committee. The unit is directed and supervised by the "la Caixa" Group's Anti-Money Laundering and Counter Terrorist Financing Committee (ALM/CFT), by which it has been delegated certain functions, such as:

- Analysing communications received from commercial areas and controlling and reporting suspicious transactions to the Executive Service for Anti-Money Laundering and Monetary Offences Commission (SEPBLAC).
- Presenting, within the time limit and the manner stipulated, the regular statements required under prevailing regulations.
- Promptly, safely and efficiently complying with information requests from anti-money laundering authorities.

Anti-money laundering and counter terrorist financing in 2014

12

employees dedicated solely to this area

664

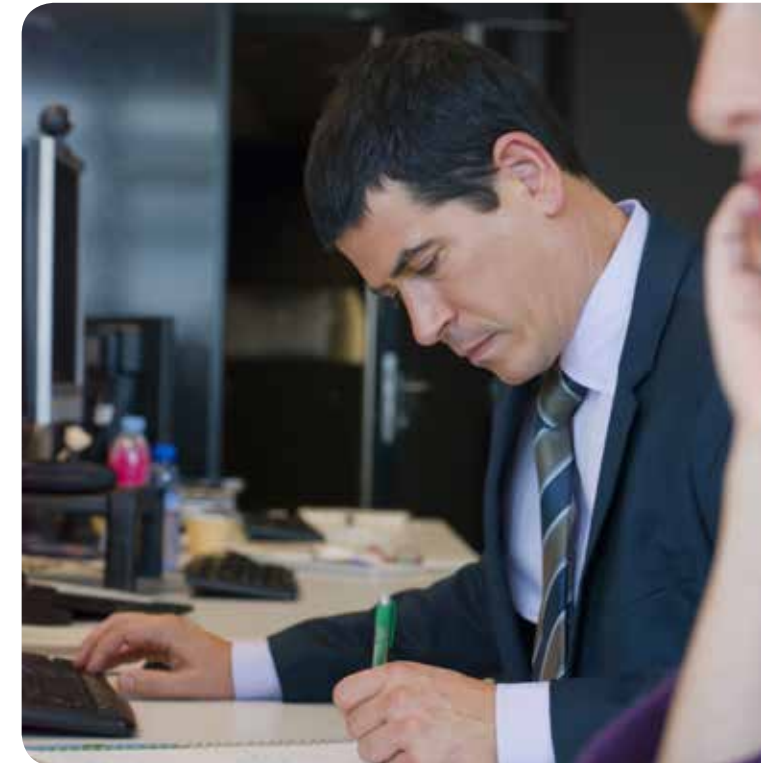
suspicious transactions investigated by the AMLOU

>1,100

alerts reviewed

127

transactions reported to SEPBLAC





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Internal Audit

Internal Audit evaluates the effectiveness and efficiency of risk management, control and corporate governance processes. The area also provides assurance and consultation services under the principles of independence and objectivity, thereby giving reasonable certainty to senior management and the governing bodies that the CaixaBank Group will meet its objectives.

During 2014, Internal Audit's work primarily involved rolling out the Annual Plan approved by the Audit and Control Committee. The area also conducted specific audits on the main risks detected during the year in respect of relevant projects undertaken by the Group or derived from regulator requests or regulatory changes. In both instances, the aim was to identify the possible existence of significant risks to which the bank is exposed, and oversee their appropriate control and management.

Audit also updated its function charter and created an area-wide code of conduct, thereby reinforcing its governance structure. The ongoing audit approach was also furthered with the design and use of advanced-level management alerts.

During the third quarter of 2014, Internal Audit was subject to an external Quality Assessment of its function by The Institute of Internal Auditors (IIA). The assessment was completed in January 2015, and the department received the International Quality Certificate in Internal Auditing, with the highest score in the three areas assessed:

- Attribute standards: governance, management and audit personnel
- Performance standards: application of audit methodology
- Code of ethics: compliance with ethical principles

During 2015, Internal Audit will focus on:

- Carrying out the Annual Audit Plan and other projects relating to new risks flagged as requiring the bank's attention.
- Adapt procedures to the new European Central Bank supervisory model.

- Consolidating the Quality Improvement and Assurance Plan by creating control and monitoring indicators.
- Unlocking synergies with other CaixaBank assurance activities (second lines of defence and external auditors).
- Continuing to define and roll out an audit systems plan to maximise the effectiveness and efficiency of audit reviews.

Audit secured the Quality Assessment issued by the Institute of Internal Auditors (IIA)



6 FINANCIAL REPORTING AND RESULTS

6.1 Milestones during the year

6.2 Results

6.3 Business activity

6.4 Quality of loan book

6.5 Capital management

6.6 Ratings





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[6.1 Milestones during the year]

GRI: G4-DMA, G4-EC1

CaixaBank has cemented its leadership in banking in Spain, with high market shares across the main retail products and services. In 2014, profit attributable to the Group totalled €620 million. Growth was logged in banking revenues, recurring pre-impairment income (+18% vs. 2013) and the cost-to-income ratio.

• Growth in revenues, streamlined costs and better efficiency

Gross income stood rose 9.0% to €6,940 million. Core revenues were also higher: net interest income +5.1%, and fees and commissin income +3.7%.

Thanks to efforts to streamline costs and unlock synergies, recurring expenses decreased 4.4%. Recurring pre-impairment income¹ was pushed up by €3,167 million (+18%).

Managing efficiency was a strategic focal point in 2014. Thanks to these efforts, the recurring cost-to-income ratio¹ fell 5.1 percentage points to 54.4%.

• Solid solvency levels

Common Equity Tier 1 (CET 1) of 13.0%, fully loaded CET1 of 12.1% and leverage ratio of 5.7%.

The Asset Quality Review and the stress tests were successfully passed. The reviews were carried out by the European Banking Authority (EBA) on "la Caixa" Group level.

• Excellent liquidity level and solid financing structure

At 31 December 2014, banking liquidity stood at €56,665 million, all of which was immediately available (16.7% of Group assets).

The loan-to-deposits ratio fell 5.6 percentage points to 104%, reflecting the solid structure of retail financing.

In 2014, the bank repaid, in advance of the maturity schedule, all ECB LTRO financing (€15,480 million). During the year, the bank received €6,868 million under the ECB's new targeted longer-term financing operation (TLTRO).

 **FURTHER INFORMATION ON THE LIQUIDITY LEVEL** IN SECTION 5.6 LIQUIDITY RISK MANAGEMENT

1. In 2013, did not include €267 million for the impact of the new recognition of Deposit Guarantee Fund contributions, nor €839 million in Group restructuring costs.

2014: key indicators

€338,623

million in total assets

€620

million in profit attributable to the Group

13.0%

Common Equity Tier 1

€56,665

million in liquidity



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[6.2 Results]

GRI: EC1

Profit attributable to the Group in 2014 amounted to €620 million, driven by growth in revenues, streamlined costs and lower insolvency allowances.

Income statement

€ million	2014	2013 ¹	Chg. (%)
Financial income	8,791	9,301	(5.5)
Financial expenses	(4,636)	(5,346)	(13.3)
Net interest income	4,155	3,955	5.1
Dividends	185	107	73.4
Share of profit/(loss) of entities accounted for using the equity method	306	339	(9.8)
Net fees and commissions	1,825	1,760	3.7
Gains/(losses) on financial assets and liabilities and exchange differences	640	679	(5.8)
Other operating income and expense	(171)	(475)	(64.0)
Gross income	6,940	6,365	9.0
Recurring operating expenses	(3,773)	(3,947)	(4.4)
Non-recurring operating expenses		(839)	
Pre-impairment income	3,167	1,579	100.5
Recurring pre-impairment income²	3,167	2,685	18.0
Impairment losses on financial and other assets	(2,579)	(4,329)	(40.5)
Gains/(losses) on disposal of assets and others	(386)	1,770	
Profit/(loss) before tax	202	(980)	
Income tax	418	1,288	(67.6)
Consolidated profit for the period	620	308	101.1
Profit attributable to non-controlling interests		(8)	
Profit attributable to the Group	620	316	96.3

1. The 2013 income statement has been restated in accordance with the new recognition of contributions to the Deposit Guarantee Fund, in application of IFRIC 21 and IAS 8.

2. In 2013, did not include €-267 million for the impact of the new recognition of Deposit Guarantee Fund contributions, nor €-839 million in Group restructuring costs.





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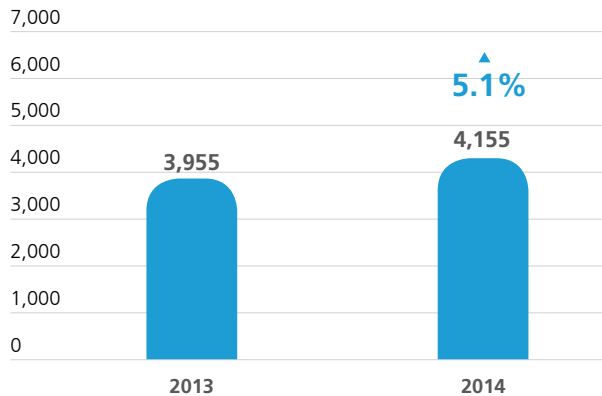
Net interest income

Against a macroeconomic backdrop of very low interest rates, net interest income stood at €4,155 million (+5.1% in 2014). The solid performance illustrates the bank's retail banking focus, with the sharp drop in the cost of maturity deposits enabling it to cushion the impact of the loan portfolio deleveraging and the lower returns on loans as interest rates continue to fall.

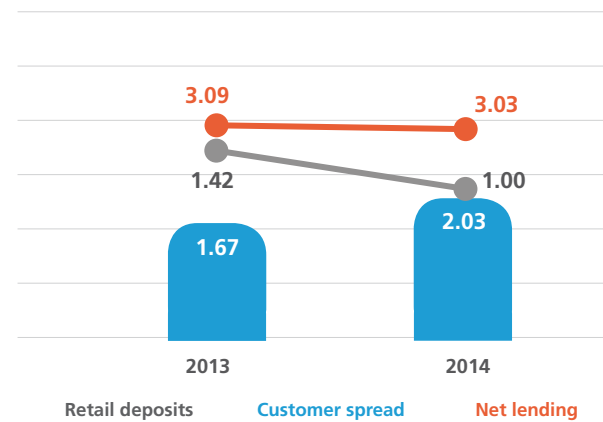
The customer spread continued to improve, on trend since the second half of 2013, rising to 2.03% (2014 average).

- The main improvement that stemmed from the commercial drive was the 42 bp reduction in retail customer deposit costs over the year, to 1.00%. Maturity deposits were carefully managed, both in terms of volume and returns, with an ongoing improvement in the cost of new production. All this has helped lower the cost of the maturity deposits portfolio by 1.76% (-63 bp in 2014).
- Yields on the lending portfolio stood at 3.03% (-6 bp in 2014).

Net interest income (€ million)



Customer spread (%)





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Gross income

Gross income totalled €6,940 million (+9% vs. 2013).

- **Fee and commission income** rose to €1,825 million (+3.7%), reflecting the strength of the branch network and the diversified and complete product and service offer.

Banking, securities and other fees and commissions include income on securities transactions and fees on other transactions, as well as fees relating to risk activities, fund management and payment methods. Income from one-off securities transactions increased in 2014. Conversely, income suffered somewhat due to the impact of Royal Decree Law 8/2014, which placed a cap on interchange fees, and to the reduction in transactional activity revenues.

Fees and commissions from the sale of insurance and pension plans rose 21.2% to €315 million, following successful sales campaigns and the increase in pension plan assets under management.

Mutual fund fees and commissions rose to €244 million (+38.4%), due to the higher volume of assets under management (+34.1%).

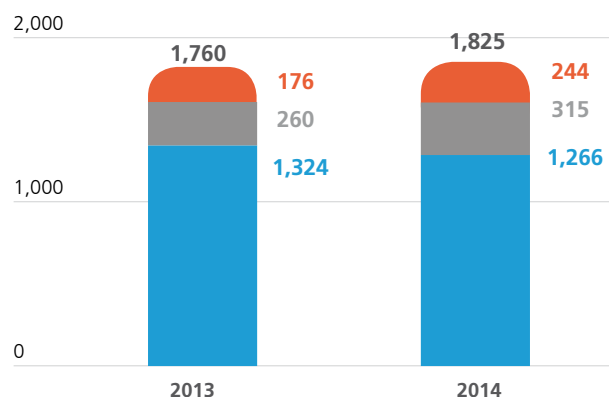
- **Income on the equities portfolio** in 2014 was mainly affected by the higher dividend received from Telefónica and recognition of extraordinary losses attributed to Erste Group Bank. In 2013, it reflected the impact of Repsol's contribution from the compensation agreement for nationalisation of 51% of YPF.

- **Gains/(losses) on financial assets and liabilities and exchange gains** amounted to €640 million. Market opportunities allowed the Group to harness underlying capital gains derived mainly from available-for-sale financial assets and the hedging of issuances.
- **Other operating income and expense** reflects the success of sales campaigns, which boosted insurance activity revenue by 49.6%.

In 2013, this included a higher cost of contribution to the Deposit Guarantee Fund (€267 million), primarily corresponding to the one-off extraordinary shortfall of 2013¹.

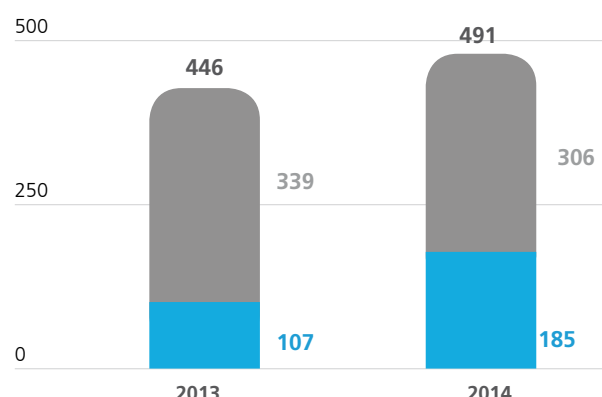
1. The 2013 income statement has been restated in accordance with the new recognition of contributions to the Deposit Guarantee Fund, in application of IFRIC 21 and IAS 8.

Fees and commissions (€ million)



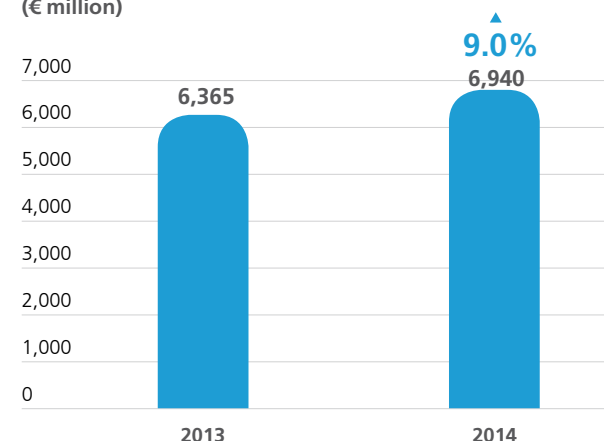
Banking, securities and other fees and commissions
Insurance and pension plan sales
Mutual funds

Return on equity instruments (€ million)



Income from companies accounted for using the equity method
Dividends

Gross income (€ million)





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Pre-impairment income and expenses

The effort to contain and streamline costs led to a 4.4% decrease in recurring operating expenses.

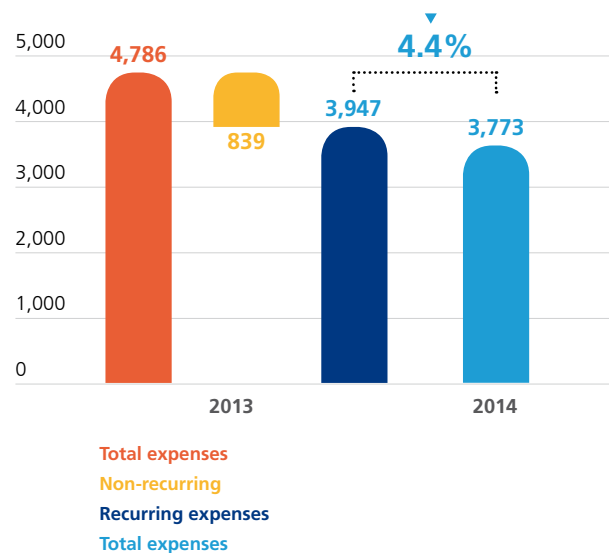
In 2013, total extraordinary costs, primarily associated with the CaixaBank workforce restructuring plan, came to €839 million.

Managing efficiency was a strategic focal point in 2014. Thanks to these efforts, the recurring cost-to-income ratio¹ fell 5.1 percentage points to 54.4%.

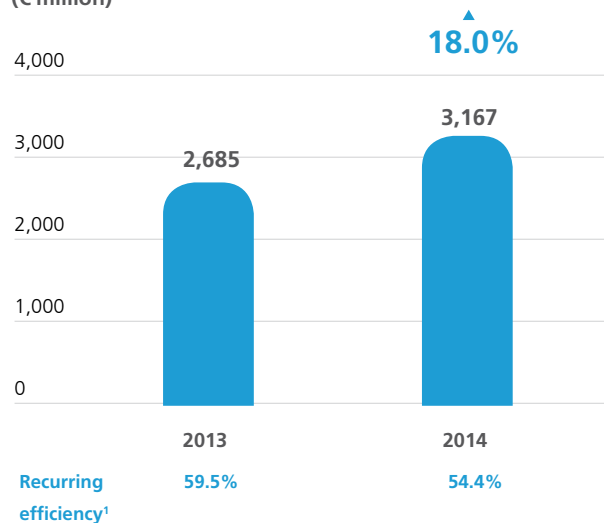
Core Operating Income² grew 24.8%

Recurring pre-impairment income rose 18%

Operating expenses (€ million)



Recurring pre-impairment income¹ (€ million)



1. In 2013, did not include €267 million for the impact of the new recognition of the Deposit Guarantee Fund, nor €839 million in Group restructuring costs.

2. Net interest income + fees and commissions - recurring expenses





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Allowances and non-recurring impacts

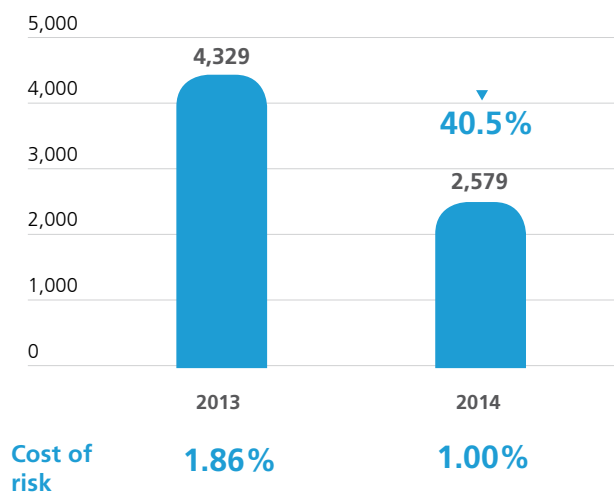
- Significant reduction in insolvency and other allowances: -40.5%. This decrease was brought about by the improved quality of the loan book in 2014, supported by a healthier economic backdrop and one-off impacts booked in 2013, primarily the recognition of €902 million to cover 100% of the real-estate risk provisioning requirements derived from Royal Decree Law 18/2012.

As such, in the past 12 months the cost of risk decreased by 86 bp, to 1.00%.

In 2014, a €195 million provision was made to cover early retirements set for 2015, based on the labour agreement reached during 2014.

- Gains/(losses) on disposal of assets and others was shaped by non-recurring impacts in 2013, including the negative goodwill from Banco de Valencia and other gains secured on M&A transactions.
- In terms of income tax and, specifically, income from stakes and gains on M&A transactions (including the negative goodwill from Banco de Valencia in 2013), the double taxation avoidance principle is applied. Following approval of the tax reform in 2014 and the change in taxation of gains on the sale of stakes, the bank derecognised certain deferred tax assets and liabilities booked in previous years, primarily as a result of M&A transactions during the "la Caixa" Group reorganisation.

Impairment losses on financial and other assets (€ million)





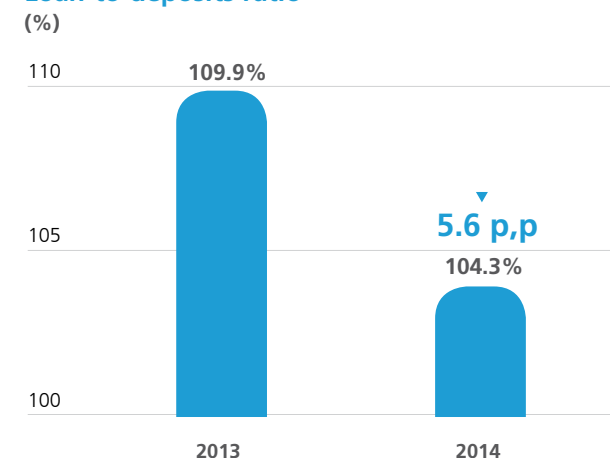
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[6.3 Business activity]

Consolidated public balance sheet

€ million	2014	2013	Change	
			Absolute	%
Cash and deposits at central banks	4,157	6,968	(2,811)	(40.3)
Financial assets held for trading	12,257	10,002	2,255	22.5
Available-for-sale financial assets	71,101	56,450	14,651	26.0
Loans and receivables	195,731	206,846	(11,115)	(5.4)
Loans and advances to credit institutions	4,377	5,891	(1,514)	(25.7)
Loans and advances to customers	188,762	198,079	(9,317)	(4.7)
Debt securities	2,592	2,876	(284)	(9.9)
Held-to-maturity investments	9,608	17,831	(8,223)	(46.1)
Non-current assets held for sale	7,248	6,215	1,033	16.6
Investments	9,266	8,774	492	5.6
Tangible assets	6,404	5,518	886	16.1
Intangible assets	3,635	3,629	6	0.2
Other assets	19,216	18,087	1,129	6.2
Total assets	338,623	340,320	(1,697)	(0.5)
Liabilities	313,391	316,374	(2,983)	(0.9)
Financial liabilities held for trading	11,975	7,891	4,084	51.8
Financial liabilities at amortised cost	247,539	263,201	(15,662)	(6.0)
Deposits from central banks and credit institutions	25,919	41,232	(15,313)	(37.1)
Customer deposits	180,200	175,162	5,038	2.9
Marketable debt securities	32,920	37,938	(5,018)	(13.2)
Subordinated liabilities	4,396	4,809	(413)	(8.6)
Other financial liabilities	4,104	4,060	44	1.1
Liabilities under insurance contracts	40,434	32,028	8,406	26.2
Provisions	4,371	4,321	50	1.2
Other liabilities	9,072	8,933	139	1.6
Equity	25,232	23,946	1,286	5.4
Shareholders' equity	23,373	23,259	114	0.5
Profit attributable to the Group	620	316	304	96.3
Non-controlling interests and valuation adjustments	1,859	687	1,172	170.6
Total liabilities and equity	338,623	340,320	(1,697)	(0.5)

Loan-to-deposits ratio



Balance sheet management with improved retail financing structure

€338,623
million in total assets



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Loans and advances to customers

GRI: FS6

Gross customer loans and advances, calculated using management criteria, stood at €197,185 million at 31 December 2014, -4.8% in the year. This decrease was impacted mainly by the sector-wide deleveraging process, reduced exposure to the real estate development sector (-29.6%) and arrears management. Stripping out loans to real estate developers, the drop stood at just 1.7% for the performing loan portfolio.

By segment:

- **Residential mortgage loans** (-4.7% in the year) continued to be impacted by the deleveraging of households, with new loans issued coming in below repayments.

- **Other loans to individuals** were down 7.3%.
- Financing for **productive sectors (excluding real estate developers)** dropped 3.2% in 2014, affected by the economic cycle and by one-off transactions performed in the last quarter of the year. CaixaBank implemented measures to detect solvent business opportunities as well as the financing needs of customers in this segment, reflecting the commitment to financing the productive fabric.
- Loans to **real-estate developers** decreased by €5,911 million in the year (-29.6%) following strident measures to handle problematic assets.

Contained 1.7% reduction in the performing portfolio (excluding real estate developers)

Market shares

15.1%

loans to other resident sectors

15.9%

mortgages

19.6%

factoring and reverse factoring

Loans and advances to customers

	2014	2013	Year-on-year change (%)
Loans to individuals	111,350	117,760	(5.4)
Residential mortgages	80,421	84,412	(4.7)
Other	30,929	33,348	(7.3)
Loans to companies	72,276	79,305	(8.9)
Productive sectors (exc. real-estate developers)	56,793	58,667	(3.2)
Real estate developers	14,069	19,980	(29.6)
Criteria CaixaHolding and the "la Caixa" Banking Foundation	1,414	658	114.9
Public sector	13,559	10,166	33.4
Total gross customer loans and advances (pre-provisions)	197,185	207,231	(4.8)
Of which: Performing loans ex-real estate developers	171,111	174,144	(1.7)



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Customer funds

In 2014, customer funds rose by €13,467 million (+5.2%), to reach €271,758 million.

Trends in balance sheet funds were impacted by the management of margins on new deposits and the channelling by customers of funds from savings products to off-balance sheet products on maturity, through a diversified product offer.

Off balance sheet funds jumped strongly, by €8,480 million (+15.2%), following the rise in mutual fund assets (+34.1%, with the largest number of participants), and the strong performance of pension plans.

5.2% growth
in customer funds

Total customer funds

€ million	2014	2013	Year-on-year change (%)
Financial liabilities	175,034	171,491	2.1
Customer funds	172,551	168,374	2.5
Demand deposits	93,583	80,482	16.3
Term deposits	72,682	81,216	(10.5)
Marketable debt securities	2,933	3,075	(4.6)
Retail subordinated debt	3,353	3,601	(6.9)
Repurchase agreements and other accounts	2,483	3,117	(20.3)
Liabilities under insurance contracts	32,275	30,831	4.7
On-balance sheet funds	207,309	202,322	2.5
Mutual funds, portfolios and SICAVs	37,482	27,952	34.1
Pension plans	19,941	16,797	18.7
Other accounts	7,026	11,220	(37.4)
Off-balance sheet funds	64,449	55,969	15.2
Total customer funds	271,758	258,291	5.2

Market shares

21.7%
insurance savings products

15.3%
mutual funds

19.9%
pension plans



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[6.4 Quality of loan book]

Quality of credit risk

- Steady reduction in the NPL ratio, -2 percentage points to 9.7%, dropping across all business segments. This improvement was impacted by the €5,255 million drop in non-performing loans (NPLs) in 2014, offsetting the effect of deleveraging.

The greatest contributor to the bank's problematic assets continued to be real-estate sector NPLs. When stripping out this segment, CaixaBank's NPL ratio stood at 6.4% (-40 bp in 2014).

The NPL ratio for residential mortgage loans remained at considerably reduced levels (4.1%).

- CaixaBank maintains a solid coverage ratio, at 55%.

Organic decrease in new NPLs (-40% vs. 2013)²

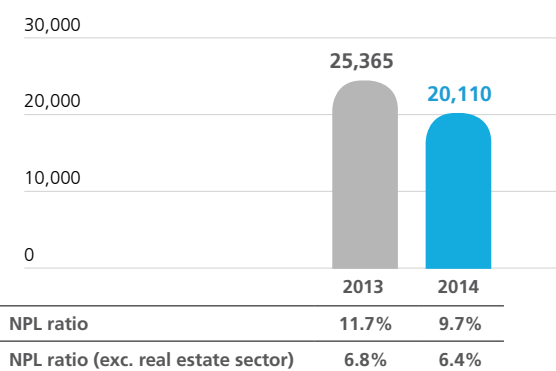
NPL ratio, by segment

	2014	2013	Total change
Loans to individuals	5.3%	5.5%	(0.2)
Residential mortgages	4.1%	4.3%	(0.2)
Other	8.3%	8.6%	(0.3)
Loans to companies	18.9%	23.1%	(4.2)
Productive sectors (exc. real-estate developers)	10.6%	10.9%	(0.3)
Real estate developers	54.6%	59.4%	(4.8)
Public sector	0.9%	1.8%	(0.9)
NPL ratio (loans + guarantees)	9.7%	11.7%	(2.0)
NPL ratio (exc. real estate sector)	6.4%	6.8%	(0.4)

Non-performing loans

NPLs¹

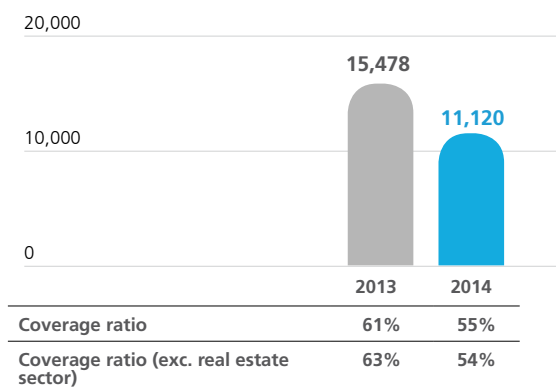
(€ million)



Provisions

Coverage¹

(€ million)



1. Loans and contingent risks

2. In 2013, excludes the impact on classification criteria for refinanced operations and Banco de Valencia



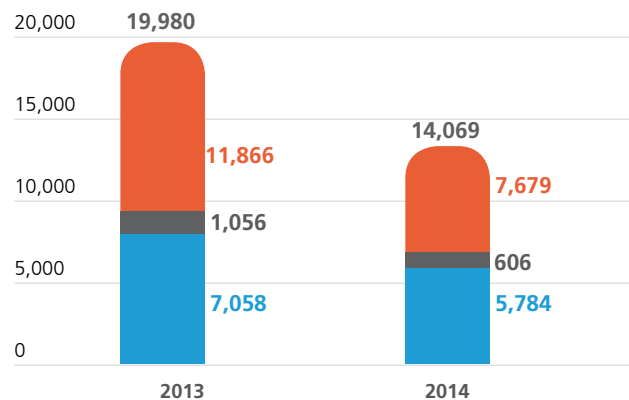
CAIXABANK IN 2014	OUR VIEW ON BANKING	MILESTONES DURING THE YEAR
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Loans to real-estate developers

In 2014, financing for the real-estate sector decreased by €5,911 million (-29.6%), maintaining a high coverage level for problematic assets (doubtful and substandard), at 53%.

Change in lending to real-estate developers

(€ million)



Doubtful
Substandard
Performing

Foreclosed real-estate assets

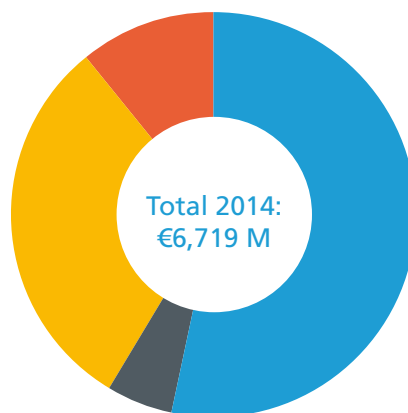
In 2014, sales and rentals of foreclosed properties totalled €2,512 million, up 15.3% on the same period of the prior year.

Sales and rentals were especially aided by the fact that 54% of the available-for-sale foreclosed real estate assets were finished buildings.

The coverage ratio for available-for-sale foreclosed real-estate assets stood at 55%.

At year-end 2014, CaixaBank's real estate assets held for lease stood at €2,771 million, net of provisions.

Breakdown of net real-estate assets available for sale



Finished buildings	3,600
Buildings under construction	353
Land	2,050
Other	716





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[6.5 Capital management]

At December 2014, CaixaBank's Common Equity Tier 1 (CET1) BIS III stood at 13.0%, as per the phase-in criteria in force that year and in accordance with the definitions set out in Bank of Spain Circular 3/2014 of 30 July. CET 1 rose 112 bp in 2014 due to capital generation, after applying the one-off extraordinary shortfall of 2013 and early payment of ordinary fund contributions in 2014 and 2013 to the Deposit Guarantee Fund as expenses in 2013 and 2012, respectively.

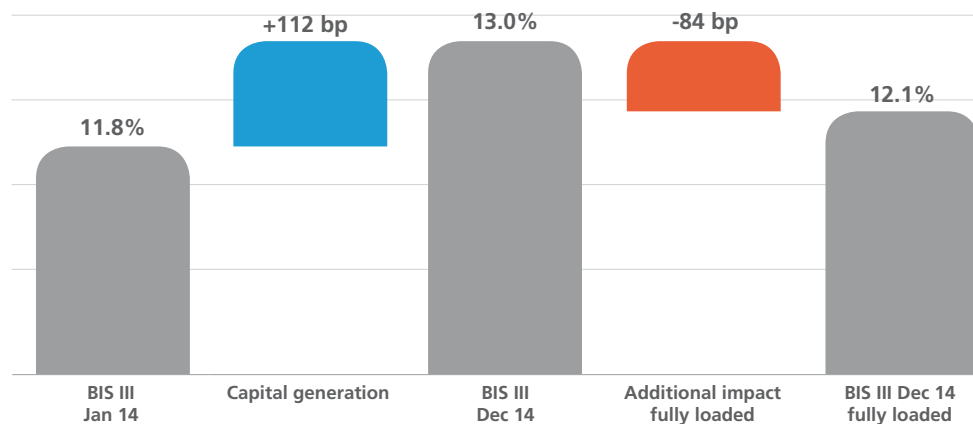
Total eligible equity (Tier Total) was 16.1%, up 146 bp since 1 January 2014.

Under new BIS III standards, the CRR set a minimum CET 1 ratio under Pillar 1 of 4.5% in 2014, maintaining Total Tier at 8%. At the year end close, CaixaBank had a capital surplus of €11,807 million, of the highest quality (CET1), and an €11,272 million surplus in Total Tier (11.9% higher than in January).

Risk-weighted assets stood at €139,729 million. This represents a decrease of €12,773 million on the December 2013 figure, primarily due to the slowdown in lending activity.

Applying the criteria set for the end of the transitory period, CaixaBank's CET1 fully loaded would be 12.1%, entailing a €7,033 million surplus above the minimum fully loaded regulatory Pillar 1 ratio of 7%, which includes a 2.5% capital buffer.

Common Equity Tier 1 (CET 1)



Including the impact of the Barclays Bank, SAU acquisition, CaixaBank's pro-forma regulatory and fully-loaded CET1 ratios and end-December 2014 were 12.4% and 11.5%, respectively.

During 2014, the European Central Bank, in collaboration with the European Banking Authority, carried out a global assessment of Europe's banks, comprising an asset quality review and stress tests on banks' 31 December 2013 balance sheets. According to the official results published in October, the "la Caixa" Group passed the assessment with flying colours, with a CET1 ratio of 9.3% in the adverse scenario.

As part of an internal study, the same methodology was applied to CaixaBank, obtaining a CET1 ratio of 10.3% in the adverse scenario. This means that CaixaBank has the highest CET1 ratio among the ten companies with the largest market capitalisation in the eurozone. CaixaBank's greater capitalisation compared to the "la Caixa" Group is primarily due to the contribution from the banks' retail shareholders and to the impact on capital of Criteria CaixaHolding's non-financial stakes.

At 31 December 2014, the leverage ratio stood at 5.7% (5.3% fully loaded).



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Key solvency indicators

	BIS III (Regulatory)		BIS III (fully loaded)	
€ million	01/01/14	31/12/2014	01/01/14	31/12/2014
CET1 instruments	21,079	23,268	23,883	24,922
Deductions	(3,038)	(5,173)	(6,743)	(8,254)
CET1	18,041	18,095	17,140	16,668
Tier 1 additional instruments	1,886	-	-	-
Deductions	(1,886)	-	-	-
Core capital (Tier 1)	18,041	18,095	17,140	16,668
Tier 2 instruments	4,404	4,517	4,404	4,517
Deductions	(172)	(162)	-	-
Supplementary capital (Tier 2)	4,232	4,355	4,404	4,517
Eligible equity (Total Tier)	22,273	22,450	21,544	21,185
Risk-weighted assets	152,502	139,729	151,407	137,643
CET1 surplus¹	11,178	11,807	6,542	7,033
Capital surplus¹	10,073	11,272	5,646	6,732
<i>CET1 ratio</i>	11.8%	13.0%	11.3%	12.1%
<i>Tier 1 ratio</i>	11.8%	13.0%	11.3%	12.1%
<i>Total tier ratio</i>	14.6%	16.1%	14.2%	15.4%
<i>Leverage ratio</i>	5.4%	5.7%	5.2%	5.3%

[13.0%]
CET BIS III (regulatory)

[12.1%]
CET BIS III (fully loaded)

(1) Above minimum Pillar 1

NOTE: Data for 01.01.2014 have been re-estimated to include the new booking corresponding to the 2013 charge against reserves for the Spanish Deposit Guarantee Fund. The capital ratios includes retained profit obtained within the fiscal year.



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[6.6 Ratings]

	Long term	Short term
STANDARD & POOR'S	BBB	A-2
FitchRatings	BBB	F2
Moody's Investors Service	Baa3	P-3
DBRS	A (low)	R-1 (low)

Fitch (positive), DBRS (stable), Moody's (under review, positive) and S&P (under review, negative).

Date: March 19, 2015





COMMITMENTS IN 2014 AND CHALLENGES FOR 2015



[7.1 Commitments in 2014]



1-10

GRI: G4-PR3

This section sets out the challenges published in the 2013 Integrated Corporate Report, all of which are addressed in the 2011-2014 Strategic Plan, and describes the degree of completion thereof.

Corporate	Challenges set for 2014	Progress during 2014	Degree of completion
Commercial efforts [G4-PR3, G4-PR6]	Bolster the bank's customer loyalty programmes (for different customer groups), ensuring they offer greater added value and improving customer awareness and perceptions of these programmes.	Customer and employee familiarity with and knowledge of these programmes has increased.	●
	Create effective, memorable campaigns targeting consumers' needs that help to underpin the branch network's day-to-day commercial effort.	The advertising impact of all the key campaigns was higher than the sector average and the average for the bank's own campaigns from the prior year.	●
	In the corporate and business banking arena, increase communication with companies and small businesses by exploiting technological advances and supporting managers in the emerging area of relational marketing.	- The new CaixaNegocios brand was launched in early 2014, through a key campaign and entailing significant investment costs. - Business account managers are equipped with smart PCs, which allow them to perform banking transactions at customers' own offices, using electronic signatures.	●
Risk management [G4-2, FS10-11]	Tighten up controls over environmental and social risks associated with major project finance transactions by training up contract managers.	- The procedure has been strengthened through a new project monitoring application. - Managers involved in project finance have undergone training, and additional training sessions have been planned for 2015.	●



Corporate	Challenges set for 2014	Progress during 2014	Degree of completion
Ramp up remote banking and multichannel offering	Maximise the quality of the online services available to customers.	- For the fifth consecutive year, CaixaBank leads in terms of quality, according to AQmetrix. - There has been no reduction in the customer claims ratio for online channels.	
	Boost commercial activities through electronic channels, establishing them as a sales channel.	- The number of units sold through electronic channels increased during the year (+28% vs. 2013). - The online digital signature application was made available for use on additional products.	
	Increase the weight of transactions carried out through electronic channels, i.e. Línea Abierta (internet and mobile) and ATMs.	64% of transactions were carried out through Línea Abierta (internet and mobile) and ATMs (+2% vs. 2013).	
	Maintain leadership in services offered to customers through CaixaMóvil.	- Over 3.4 million customers (+22% vs. December 2013) regularly use mobile banking. - Mobile banking is the fastest-growing channel in terms of transaction volume (+58% vs. 2013) and accounts for 22% of CaixaBank's total transactions. - According to Forrester, CaixaBank's mobile banking services scored the second-highest in the world and, according to the AQmetrix, number one in Spain in terms of quality.	
	Increase communication with companies and small businesses by exploiting technological advances and supporting advisors in the new area of relational marketing.	- The SME Wall has been launched as a new online channel for interacting with small and medium-sized enterprise customers. - Additional functions have been added to the Business Wall, rolled out in 2013, while it is also now available to smaller companies.	
Good governance [G4-SO3, G4-58]	Extend the scope of the confidential whistle-blowing channel for employees to report breaches of or submit questions on the anticorruption policy and the policy and internal code of conduct relating to contributions to the Euribor panel.	The internal regulations setting out the confidential consultation and whistle-blowing channel were updated to include this new scope.	
	Obligatory online training for the entire workforce to increase knowledge of the bank's Code of Ethics and Anticorruption Policy.	A course was held in June.	



Corporate	Challenges set for 2014	Progress during 2014	Degree of completion
Technological infrastructure and organisation	Bolster the mechanisms for exchanging information with customers and partners using tools that are secure and easy to use.	The bank rolled out new technological solutions for ensuring the safe transfer of information.	
	Ramp up development and use of virtual relationship tools for customers and employees.	- The digital office was opened. - More virtual "walls" were made available for customers and managers through Línea Abierta.	
	- Continue to bolster the Group's technological structure: - Extend the roll-out of the big data technological solutions through new tools for handling data and decision-making. - Consolidate the datamart: stores of specific data for business areas that help improve access to data and decision-making between different users. - Improve the document digitalisation infrastructure.	- Construction began on a second data processing centre replacing the current contingency centre. - Several datamarts were integrated in big data. - Digital contracting options were extended.	
Efficient supplier management	Reach the target that 80% of suppliers billing the Group are included in the new Suppliers' Portal to create better and more advanced responsible supply chain management.	65% of suppliers have been included in the portal. In 2015, the bank will continue to work towards securing the 80% target.	



Corporate culture	Challenges set for 2014	Progress during 2014	Degree of completion
Service excellence	Obtain a score of 8.5 on the Customer Satisfaction Index (CSI) through a raft of measures such as a programme of visits to branches with the greatest room for improvement to put specific solutions in place.	- Although the CSI score rose to 8.4 (on a scale from 1 to 10), the target of 8.5 was not met. - The office visit programme is under way.	
	- Drive improvements to the Customer Care Service: - Effectively resolve complaints by obtaining a complete view of and direct contact with customers. - Standardise replies to customers. - Boost response times for resolving complaints.	- Improvements were rolled out, including direct contact with customers and agreements with branches and areas on actions to be taken. - Replies to customers and the reply circuit have been standardised for all contact channels. - Replies were given within the target time in 70% of cases.	
	Renew EFQM certification.	The seal was renewed, with a score of +600 points.	
Innovation	Develop a centre that identifies, analyses, tests and develops new technological solutions to be meshed with CaixaBank's systems.	The IT Lab is fully operational.	
	Continue to extend the open innovation model through existing virtual platforms such as Innova and Inspíranos.	- Inspíranos logged 187,000 visits in the year (+32% vs. 2013). - Over 85% of staff has connected to the Innova platform, with more than 1,500 employees submitting ideas and comments.	
Proximity	Open new branches using the Insignia model and optimise tools, content and image of other branches in the network.	Five "A" offices are now operational.	
	Develop a new sales model under the umbrella of the CaixaNegocios programme, the philosophy of which is: CaixaBank brings its banking services to you.	The CaixaNegocios programme was launched, with a team of 960 specialised managers.	
	Maintain and further close relationships with customers through activities such as corporate customer events.	- New talks were organised as part of the Coffee & Break initiative. 73 CaixaEmpresa encounters were held during the year for discussing issues and new developments of interest to corporate customers. - The VII Jornadas de Puertas al Exterior ("Open to the World" Sessions) were held in 12 cities, entailing 1,254 one-to-one meetings with more than 600 companies.	



Corporate culture	Challenges set for 2014	Progress during 2014	Degree of completion
Advanced human resource management	Update the organisational culture project to foster attitudes among staff to help meet the goals of the CaixaBank Strategic Plan.	The initial diagnostic phase was carried out, and the initiatives to be held as part of the Cultural Development Programme were identified. These initiatives will be launched and closely monitored in 2015-2018.	
	Introduce a system for monitoring the social and working environment so as to more actively listen to personnel.	- An improvements plan based on the results of the workplace climate survey was been designed and implemented, with regular monitoring of the plan's impact. - The use and analysis of perception indicators has been improved. - Processes have been established to ascertain employees' perceptions regarding salient issues for the bank and to improve existing processes and tools.	
	Contribute to the business's sustainability through the workforce restructuring plan launched in 2013.	The workforce restructuring plan launched in 2013 was concluded, with 2,600 employees voluntarily leaving the Group between 2013 and 2014.	
	Contain labour costs to drive up the cost-to-income ratio.	Labour costs fell 2% in 2014, due to the impact of the workforce restructuring plan and the salary contention and staff optimisation policies.	
Training and development of employee talent [G4-LA9]	Roll out the Valor programme across all regions to contribute to achieving business targets.	- The programme was implemented in all regional delegations selected. - A system was designed to measure the impact on earnings.	
	Enhance the programmes for rewarding the attitudes and achievements of individuals and teams.	The recognition policy was formalised and cemented, creating annual awards for the best teams and awards for service quality and the best innovative ideas. In 2015, even more actions to solidify this culture of recognition will be carried out.	
	Improve the knowledge and skills of personnel, which is a competitive advantage for the bank.	- The professional development programmes envisaged have been designed and implemented. - Over 5,000 professionals have received training in order to secure certification as financial advisors.	



Corporate culture	Challenges set for 2014	Progress during 2014	Degree of completion
Work-life balance and equality [G4-LA9, G4-LA12]	Reach the goal of 45% of directorships being filled by women (objective set in the CaixaBank Equality Plan).	- The target established in the Equality Plan has been reached. - Voluntary agreements have been signed with the Ministry of Health, Social Services and Equality to secure a greater percentage of females in executive and junior executive positions. - An agreement has been reached to participate in the government programme <i>Promociona</i>, helping women to access executive positions, management committees and boards of directors.	
	Put new energy into the work-life balance and equality management system.	- The role of Equality Agent has been created in each delegation; this agent receives special training on equality of opportunities and work-life balance. - A labour agreement was signed to improve the management of work time and other work-life balance issues. - A new social benefit was rolled out for the entire workforce: FamiliaFácil, an online search engine for personal and family assistance services. - The bank actively participated in specialised observatories and forums (socially-responsible companies forum, the network of companies bearing the equality seal, etc.) and will step up this participation even further in 2015 by involving the bank's Equality Agents.	



Shareholder structure	Challenges set for 2014	Progress during 2014	Degree of completion
Enhance loyalty of shareholder base	Launch new initiatives for all shareholders and other specific groups (such as young people).	The LKXA Shareholders programme was launched, targeting younger shareholders.	●
	Introduce new benefits for shareholders.	22 exclusive offers have been added for shareholders.	●
	Expand the Aula shareholder training programme.	New courses on taxation have been added, along with existing courses on equity and macroeconomics.	●
Strengthen lines of communication	Improve awareness among shareholders of services and benefits available to them.	- The bank has instituted new weekly reports on initiatives offered for shareholders. - Ten e-newsletters on specific shareholder advantages were sent out in the year. - The @AccionistasCABK Twitter profile was created.	●
	- Reinforce flows of information about shareholders: - By applying ideas and suggestions put forward by branch staff. - Through new channels of information: - For the market in general - For the bank's branch network - For potential shareholders, to provide them with information on the bank and its results	- A perception study was carried out within the CaixaBank network regarding shareholder relations. - The CaixaBank shareholders' mobile portal was created. - New quarterly earnings reports were made available at CaixaBank branch offices. - New daily market reports were made available online.	●



Commitment to people and society	Challenges set for 2014	Progress during 2014	Degree of completion
MicroBank [G4-15, SO1, FS7]	• Award microcredits amounting to €360.6 million.	• €434.4 million has been extended in microcredits.	●
	• Achieve an outstanding microcredit book of over €600 million.	• The outstanding microcredit book stood at €672 million.	●
	• Encourage the granting of microcredits to young entrepreneurs, raising the figure awarded to this group by 25%.	• €35.2 million was awarded to young entrepreneurs (+26% vs. 2013).	●
Sustainable products and services [FS8]	• Expand the portfolio of products and services with an environmental component (2014-2015) and ramp up commercialisation of the existing offering (+10%).	• Financing for projects to improve environmental efficiency rose from €4.7 million to €9 million (+91% vs. 2013). • The bank has approved its adherence to the Green Bond Principles.	◐
Support for the community [G4-SO1]	• Bolster CaixaBank corporate volunteering, increasing participation and developing new activities related with entrepreneurship and the culture of finance.	• A new volunteer portal was created to provide greater information on volunteer opportunities and to bring new energy to the programme in order to boost the number of participants.	●
	• Reinforce awareness of the culture of finance among investors and consumers through training and teaching and information on financial concepts and products.	• A web area was launched with educational resources on financial subjects, classified by age of the user (information appropriate for children, young people and adults) and with a special section for schools.	●
	• Offer SMEs the opportunity to participate in the Business Alliance for Child Vaccination, and continue promoting the alliance through the branch network with the support of the bank's business areas.	• Participation in the Business Alliance has been opened to SMEs. • Several events introducing the Business Alliance have been held for groups of corporate customers.	●



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Commitment to people and society	Challenges set for 2014	Progress during 2014	Degree of completion
Efficient environmental management [G4-EN6, G4-EN16-17, G4-EN19]	Cut paper consumption by 2.5% and general waste by 2.5%.	- Paper consumption has been reduced in Central Services (-20% vs. 2013), although it has risen in branch offices (+18 kg consumed/employee) due to the mandatory paperwork requirements set out under the new Transparency Law implementing regulations. The bank will continue working to reduce paper consumption. - General waste was down 10%.	
	Reduce energy consumption (-2%).	Energy use was lowered by 7% overall (8.2% in Central Services), due to initiatives such as awareness raising and the upgrade to more efficient computer and air conditioning/heating equipment.	
	Encourage adoption of best environmental practices by suppliers serving Central Services (Barcelona).	Individual meetings were held with suppliers, who implemented the improvements suggested for their processes.	
	Carry out a study on emissions associated with corporate travel, evaluate the measures introduced to curb emissions, and roll out new measures.	The study was carried out and the bank evaluated possible measures to be introduced to limit travel and to promote virtual meetings, which increased +36% vs. 2013.	



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[7.2 Challenges for 2015]



CaixaBank has defined five strategic challenges for the period from 2015 to 2018 (see section 3.2 2015-2018 Strategic Plan). The following challenges are included in the plan and complement those already announced in previous sections.

Corporate governance and business model	
Commercial activity	- Continue to drive lending growth through the Investment Stimulus Plan (ISP), helping companies to grow and to expand internationally. - Increase the features offered on the Business Wall as an online customer relations channel, including videocalls. - Incorporate specialised technicians (in transactional banking: foreign trade, financing and cash management services) in the Business Centres to support managers in their duties.
Ramp up remote banking and multichannel offering	- Maximise the quality of the online services available to customers. - Boost commercial activities through digital channels, establishing these as a sales channel. - Boost use of digital channels. - Maintain leadership in services offered to customers through CaixaMóvil.
Technological infrastructure and organisation	- Security: Maintain an efficient defence against computer attacks. - Mobility: Increase the capacity to perform transactions outside the office and using digital signatures. - Big data: Increase digital management of processes. - Quality: Continue to enhance the quality of IT services, staying at the forefront in terms of availability of digital channels and reducing the number of incidents. - Carry out the technological integration of Barclays banking business, without adversely impacting new customers.
Good governance	- Adhere to the code of best tax practices. - Raise employee awareness on regulatory compliance through intranet memorandums. - Update the Regulatory Compliance section on the intranet.
Efficient supplier management	Include all suppliers billing CaixaBank in the Suppliers' Portal to create better and more advanced responsible supply chain management.



Shareholders	
Effective communication with shareholders	Promote digitalisation of content.
	Redesign information to better fit communication needs, both in terms of format and contents/channels.
	Encourage direct communication with shareholders, through various event formats.
	Strengthen communication with shareholders through the branch network.
Corporate culture	
Service excellence	Improve the Customer Satisfaction Index score to 8.6 (on a scale of 1 to 10).
	Reduce the number of customer claims by over 5%.
Cultivating talent	Adapt training to the particular needs of the different business segments.
	Enhance training aimed at developing critical skills.
	Build up the programmes for rewarding the attitudes and achievements of individuals and teams.
Decentralised management model	Shore up the transformational leadership model through direct development programmes.
	Encourage empowerment and delegation of responsibilities.
	Boost interdepartmental mobility and a transversal vision of the business.
	Review assessment models to integrate all desired conduct.
Compensation and career paths	Increase the weight of earnings-linked variable remuneration.
	Adapt remuneration and promotion models to the needs of each segment.
Merit-based system and diversity	Shore up the performance-based assessment culture.
	Carry out the Equality Plan commitments.
	Incorporate management of diversity in all human resources policies.



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Commitment to people and society	
MicroBank	• Award microcredits amounting to €471.2 million. • Achieve an outstanding microcredit book of €790.3 million. • Shore up and carry out activities that have a greater contribution to society. • Develop a financial education programme that helps improve the financial situation of individuals and families at risk of financial difficulties.
Support for the community	• Continue supporting the Business Alliance for Child Vaccination by organising a public event.
Sustainable products and services	• Adherence of CaixaBank to the Green Bond Principles. • Increase the scope of social and environmental risk management in project finance. • Enlarge the sustainable commercial offer with a new eco-product. • Reduce energy consumption by 2%. • Cut paper consumption in the branch network by 5%. • Increase use of virtual meetings by 10%.

A blurred photograph of four business professionals walking in a modern office hallway. On the left, a man in a dark suit and a woman in a grey dress walk together. In the center, a woman in a white shirt and dark trousers walks towards the right. On the far right, a man in a dark suit and glasses walks towards the left, carrying a briefcase. The background consists of light-colored glass partitions and a ceiling with a grid of recessed lights. The overall image has a motion blur effect, suggesting a fast-paced environment.

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1 [Assessment of materiality]

Scope and content of this report

GRI: G4-32

This appendix is a supplement to the 2014 CaixaBank Integrated Corporate Report, providing an overview of the bank's position, its management model and strategies.

In preparing the report, the guidelines set under the Global Reporting Initiative (GRI, Version G4) have been taken into account, under the comprehensive option. Further details on the information set out herein can be found on the corporate website www.CaixaBank.com.

Scope

GRI: G4-17

This report refers to CaixaBank and its financial, insurance and support subsidiaries. The economic and financial information disclosed has been taken from the consolidated financial statements of the CaixaBank Group and subsidiaries¹.

Where deemed appropriate, information on other entities in the supply chain and on other "la Caixa" Group companies is included.

Except where otherwise indicated, information in the "Talent" and "Towards a sustainable economy" sections refers to CaixaBank as an individual entity. For the GRI indicators, express indication is given regarding the specific CaixaBank Group company, or other entity in the supply chain, to which the information relates.

Methodology to determine content

GRI: G4-18, G4-19, G4-24-27, G4-37

This report aims to address those topics influencing CaixaBank's ability to create value in the short, medium and long term, which are also of interest to the bank's stakeholder groups.

To identify which topics to include and in accordance with AccountAbility's AA1000 standard, the bank has carried out a process involving CaixaBank's stakeholders, taking into consideration direct and indirect sources of information.

Upon completion of the process and once the topics to be included and their degree of relevance were determined, the bank decided to report on all those topics that are highly relevant both for the entity and for its stakeholder groups.

1. The consolidated financial statements and management report for 2014, together with the auditors' report of 27 February 2015, which contains an unqualified opinion, can be consulted on the website of the Spanish National Securities Market Commission (www.cnmv.es).





Identification of topics

1. Starting point: CaixaBank's 2011-2014 Strategic Plan and relevant topics included in the previous report.
2. Analysis of:
 - questionnaires and recommendations of the main sustainability indices
 - IIRC publications
 - relevant topics for the financial sector, as per the GRI document Sustainability Topics for Sectors: *What do stakeholders want to know?*



List of relevant topics



Classification in one of six categories

- Business strategy
- Customers
- Ethics and integrity
- Employees
- Environment
- Relationship with society

Evaluation and prioritisation

Determine the degree of relevance and the order of priority, based on a quantitative and qualitative analysis of internal and external sources **GRI: G4-26**

Relevance for stakeholders

Review of **national/international press publications** from the past year, in order to identify the main issues covered in connection with the bank and with the sector at large.



Study of documents prepared by **national and international benchmark organisations**, both at sector level and in terms of sustainability.



Surveys among groups representing **customers, shareholders and employees**.

- Nearly 800 telephone surveys of customers and shareholders, to ascertain their opinion on the bank's performance and areas for improvement.
- Over 1,200 online workplace climate surveys filled out by employees.



Quantification, through questionnaires, of the relevance of the topics, according to managers of areas having the closest relationships with stakeholders.



Analysis of the **2011-2014 Strategic Plan**, given that it sets out the issues of greatest importance to CaixaBank.



Comparison against the integrated reports of benchmark companies in order to identify those topics most commonly reported.



Internal validation with the areas responsible for coordinating and preparing the report, based on their experience and on the 2015-2018 Strategic Plan.



Putting the degree of importance into context

Interviews with experts in sustainability and in the banking sector, and with stakeholder representatives:

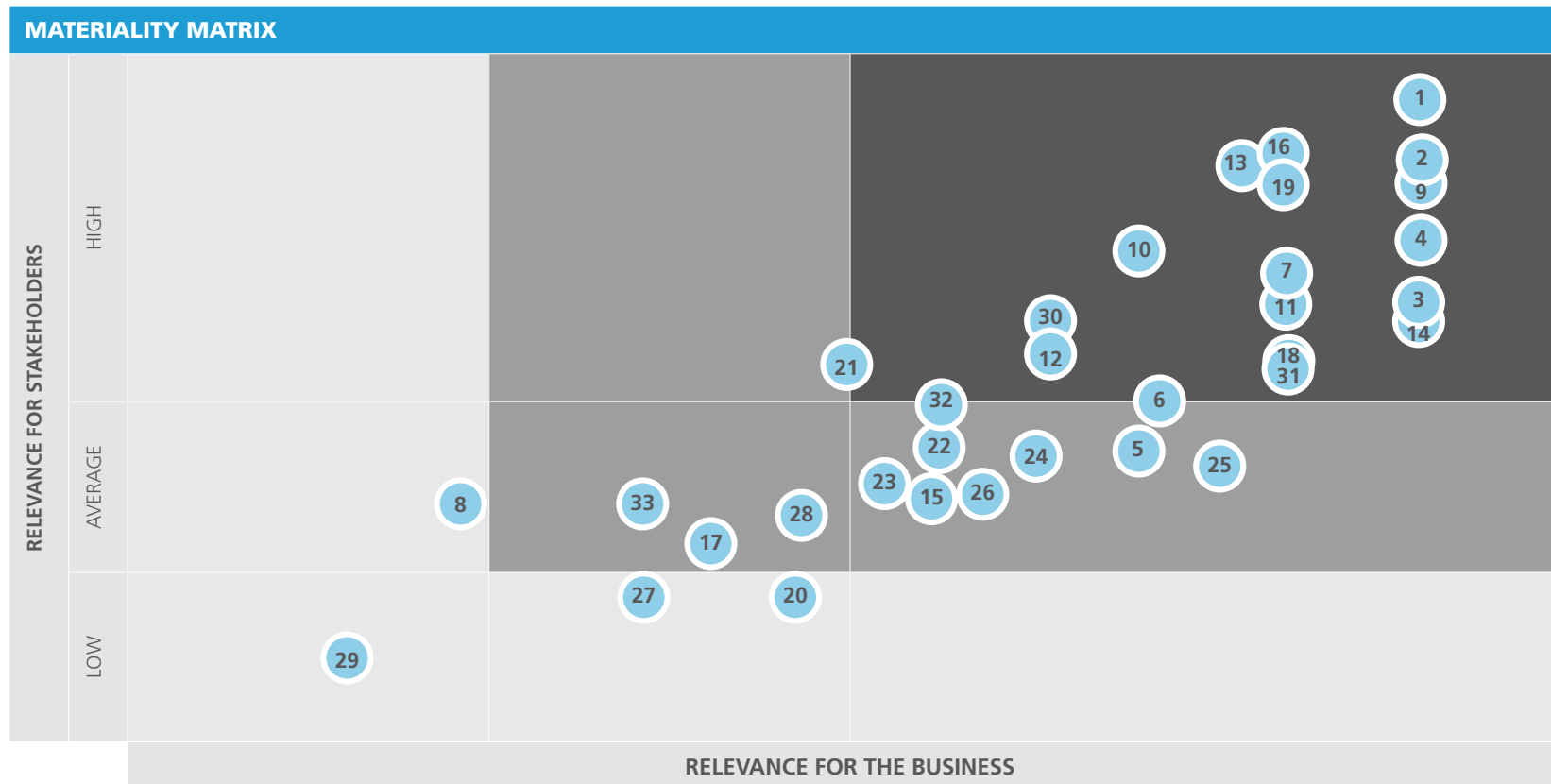
- Leaders of consumer, investor, financial analyst, and sustainability associations in order to ascertain their opinion on the 2013 Integrated Corporate Report, CaixaBank's performance and areas for improvement.
- Internal panel of experts from KPMG, with extensive knowledge of the banking sector, to clearly define the challenges facing the financial sector, assess CaixaBank's performance, and identify improvements for the 2014 report.



Classification of topics by importance, depending on their materiality



GRI: G4-19, G4-27



BUSINESS STRATEGY

- 1 Economic performance, profitability and solvency
- 2 Regulatory compliance and adaptation to regulatory changes
- 3 Leadership in retail banking
- 4 Diversification of the business toward corporate customers
- 5 Support for entrepreneurship, SMEs and self-employed workers
- 6 International expansion
- 7 Risk control and management
- 8 Government assistance
- 9 Business model and key strategies
- 10 Inclusion of good governance, social and environmental aspects in investing, divesting and customer financing policies

- 11 Product and service innovation
- 12 Corporate Governance (organisational structure)
- 13 Transparency of information disclosed to the market

CUSTOMERS

- 14 Quality in customer service, including measurement of customer satisfaction and management of grievances
- 15 IT security and data protection
- 16 Transparency of information on products and services given to customers and responsible marketing practices
- 17 Adaptability of spaces and services to the needs and requirements of users with disabilities
- 18 Multiple channels (especially online banking)
- 19 Business ethics, prevention of corruption and money laundering, and presence in tax havens

- 20 Procurement and purchasing practices and responsible management of the supply chain

EMPLOYEES

- 21 Human resources management policies
- 22 Promotion of equality and a work-life balance
- 23 Occupational health, safety and well-being
- 24 Training
- 25 Attracting and retaining talent and ensuring professional development
- 26 Employee satisfaction and complaint mechanisms

ENVIRONMENT

- 27 Use of resources (electricity, paper, water, etc.)
- 28 CO₂ emissions and climate change
- 29 Waste generated

RELATIONSHIP WITH SOCIETY

- 30 Social initiatives (including investment in the community)
- 31 Microcredits and other financial inclusion measures
- 32 Mechanisms and channels for engaging with stakeholders
- 33 Corporate volunteering



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Summary of material topics, GRI aspects, impact in the value chain and location in the report*

GRI: G4-20, G4-21

Presence in the value chain

- The "la Caixa" Group / core shareholder
- CaixaBank
- Subsidiaries (scope of consolidation)
- Other investees
- Financial investees
- Industrial investees
- Suppliers and partners

Material topics identified	Related GRI aspects	GRI indicators (version G4)	Relevant impact in the value chain	ICR chapter/section
Economic performance, profitability and solvency	Strategy and analysis Economic performance Indirect economic impacts	DMA: Economic G4-1-2, G4-EC 1, G4-EC4, G4-EC7-8	● ● ● ● ● ● ● ● ● ●	3 Key strategies 5 Active risk management 6 2014 financial reporting and results
Regulatory compliance and adaptation to regulatory changes	Regulatory compliance	DMA: Risks DMA: Product and social responsibility G4-PR9, G4-SO8	● ● ● ● ● ● ● ● ● ●	5.10 Legal and regulatory risk management 5.7 Compliance risk management
Leadership in retail banking	Strategy and analysis Organizational profile Economic performance	DMA: Business model and Strategy G4-1-4, G4-6, G4-8-9, G4-EC 1	● ● ● ● ●	3 Key strategies 4.1.1 Banking business 4.2.2 Innovation 6 2014 financial reporting and results
Diversifying the business towards enterprises	Economic performance Product portfolio	Management system and strategy G4-EC 1, FS6	● ● ● ● ● ● ● ● ● ●	3 Key strategies 4.1.1 Banking business 4.3.2 Stimulating business activity: with the business sector and entrepreneurs 6 2014 financial reporting and results
Risk control and management	Strategy and analysis (basic general content)	Main risks and risk management and control mechanisms G4-1-2	● ● ● ● ● ● ● ● ● ●	3.2 2015-2018 Strategic Plan 4.3.4 Towards a sustainable economy 5 Active risk management
Business model and key strategies	Strategy and analysis Economic performance	Business model and strategy G4-1, G4-EC 1	● ● ● ● ● ● ● ● ● ●	1.2 CaixaBank Group structure 3 Key strategies 4.1 What we do: the nuts and bolts of our business model 4.3.1 Impact of our activity 6 2014 financial reporting and results

*DMA = Disclosures on Management Approach



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Material topics identified	Related GRI aspects	GRI indicators (version G4)	Relevant impact in the value chain	ICR chapter/section
Inclusion of good governance, social and environmental aspects in investing, divesting and customer financing policies	Economic performance Emissions Product portfolio Audit Active management of shareholding rights / investment	DMA: Financing policies and social and environmental risk management G4-EC2, G4-EN16, G4-HR1, FS6-FS8, FS10-FS11	● ● ● ● ● ● ● ● ● ●	4.3.2 Stimulating business activity: with the business sector and entrepreneurs 4.3.4 Towards a sustainable economy 5.2 Credit risk management
Product and service innovation	Innovation	DMA: Innovation strategy	● ● ● ● ●	3.1 Results of the 2011-2014 Strategic Plan 4.1.1 Multichannel management 4.2.2 Innovation
Corporate Governance (organisational structure)	Governance (basic general content)	Governance G4-34-55	● ● ● ● ● ● ● ● ● ●	1.2 CaixaBank Group structure 2.1 Governance model
Transparency of information disclosed to the market	Economic performance	Risks and business model, regulatory compliance (information provided to regulators and markets) G4-EC1	● ● ● ● ● ● ● ● ● ●	1.3 Shareholder structure 5.10 Legal and regulatory risk management
Quality in customer service, including measurement of customer satisfaction and management of grievances	Product and service labelling	DMA: Customers G4-PR3-PR5	● ● ● ● ●	4.2.1 Excellence 4.3.3 Giving back to the community 5.7 Compliance risk management
Transparency of information on products and services given to customers and responsible marketing practices	Customer health and safety Marketing communications Compliance	DMA: Marketing, sale of products and services and collections management G4-PR1-2, G4-PR6-7, G4-PR9	● ● ● ● ●	4.2.1 Excellence 5.10 Legal and regulatory risk management
Multiple channels (especially online banking)	Product portfolio	Business model Strategy and management and analysis	● ● ● ● ●	3. Strategic Plan 4.2.1 Excellence 4.2.2 Innovation 4.2.3 Proximity



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Material topics identified	Related GRI aspects	GRI indicators (version G4)	Relevant impact in the value chain	ICR chapter/section
Human resources management policies	Economic performance Employment Employee/management relations Market presence Investment Labour practices grievance mechanisms	DMA: Labour practices: remuneration policies, social benefits, hiring and turnover Labour practices grievance management G4-EC3, G4-EC5, G4-EC6, G4-LA1-LA4, G4-HR2, G4-LA16	● ● ● ● ●	2.2 Business ethics 4.2.4 Talent
Business ethics, prevention of corruption and money laundering, and presence in tax havens	Ethics and integrity (basic general content) Anti-corruption Public policy Anti-competitive practices	DMA: Anti-corruption policy and prevention of money laundering G4-S6-58, G4-SO3-SO7	● ● ● ● ● ● ● ● ● ●	2. Governance model
Social initiatives (including investment in the community)	Economic performance Local communities	DMA: Strategy for investing in the community (including volunteering) G4-SO1, G4-SO2, FS7	● ● ● ● ●	1.2. The "la Caixa" Group 4.3.3 Giving back to the community
Microcredits and other financial inclusion measures	Local communities Product portfolio	DMA: Support for financial inclusion measures FS7, FS13-FS14	● ● ● ● ●	4.3.3 Giving back to the community
International expansion	Economic performance Procurement Practices	Strategy and analysis G4-1	● ● ● ● ●	3.1 Results of the 2011-2014 Strategic Plan 4.1.2 Diversification of the business
Other relevant material aspects*	Related GRI aspects	GRI indicators (version G4)	Relevant impact in the value chain	ICR chapter/section
Support for entrepreneurship, SMEs and self-employed workers	Market presence Indirect economic impacts Product portfolio	G4-EC8, FS6-7, FS14	● ● ● ● ●	3.1 Results of the 2011-2014 Strategic Plan 4.3.2 Boosting economic activity
Attracting and retaining talent and ensuring professional development	Employment Training and education Diversity and equal opportunity Equal remuneration for men and women	G4-LA1, G4-LA9-13	● ● ● ● ●	3.2 2015-2018 Strategic Plan 4.2.3 Talent: people at the heart of the business
Mechanisms and channels for engaging stakeholders	Stakeholder engagement Labour/management relations Compliance	G4-18, G4-24-26, G4-53, G4-58, G4-LA4, G4-LA16, G4-HR12, G4-PR5, G4-EN29, G4-EC9	● ● ● ● ● ● ● ● ● ●	1.3 Ownership structure (retail shareholders and institutional investors) 2.2 Business ethics 4.2 How we do it: corporate culture Appendix 1: Materiality study

*Selection of matters with medium relevance for stakeholders but high relevance for CaixaBank's strategy. The report includes information on the remaining aspects of high importance for CaixaBank.



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2 [Summary of GRI indicators]

G4 Guidelines comprehensive “in accordance” option**

General standard disclosures				
Indicator	Description	Page/direct response	Omission, reason and explanation (where applicable)	External assurance
Strategy and analysis				
G4-1	Statement from the Chairman	10; 44		✓
G4-2	Description of key impacts, risks and opportunities	43; 125		✓
Organisational profile				
G4-3	Name of the organisation	218		✓
G4-4	Primary brands, products, and services	48; 87 See the bank's commercial website		✓
G4-5	Location of the organisation's headquarters	218 See Note 1 to the 2014 Consolidated Financial Statements		✓
G4-6	Names of countries and location where the company has significant operations or that are especially relevant	66; 67		✓
G4-7	Nature of ownership and legal form	18; 19 See Note 1 to the 2014 Consolidated Financial Statements		✓
G4-8	Markets served (including geographic breakdown, sectors served, and types of customers/beneficiaries)	48; 66; 67 CaixaBank operates in the Spanish market, and virtually all its income and expenses are generated in this market. Over 13.4 million customers are served in the bank's markets.		✓
G4-9	Scale of the organisation: number of employees, number of operations, net sales, capitalisation and quantity of products or services provided	5-8		✓

* DMA = Disclosure on Management Approach. The content of this Summary of indicators is also considered part of the CaixaBank progress report.

Click here for the [Memorandum of Understanding](#) between the GRI and the UN Global Compact, which details the connections between the indicators and the 10 Global Compact principles.

** As a result of the materiality study, certain indicators have been considered immaterial/irrelevant for CaixaBank. A list of omitted indicators is provided at the end of this appendix, along with the reason for the omission and a brief explanation.



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Indicator	Description	Page/direct response	Omission, reason and explanation (where applicable)	External assurance
G4-10	Number of employees by employment contract and gender	94 See the table showing "Breakdown of workforce by gender and employment contract"		✓ Information is provided exclusively on own personnel.
G4-11	Percentage of employees covered by collective bargaining agreements	100% of employees at CaixaBank and its subsidiaries are covered by the collective bargaining agreement applicable to them.		✓
G4-12	Description of the organisation's supply chain	17; 123 CaixaBank is an integrated banking and insurance group. The supply chain comprises those goods and services that allow the Group's professionals to perform their work. Suppliers include, inter alia, companies providing rentals, office supplies, advertising services, computer equipment, technology and telecommunications services, security services and other professional services. 97.7% of CaixaBank's procurement volume is purchased from Spanish suppliers. The Group bases its actions on the values of quality, trust and social commitment. In line with these values, when acquiring products and services CaixaBank aims to work with suppliers that guarantee high standards of quality and security and that are socially and environmentally responsible. Click here for the Supplier Portal Click here for the "la Caixa" Group's ethical, social and environmental standards for suppliers		✓
G4-13	Significant changes during the reporting period regarding the organisation's size, structure, ownership or supply chain	19; 88 See Notes 1 and 7 to the 2014 Consolidated Financial Statements See page 10 of the Management Report accompanying the 2014 Consolidated Financial Statements (with respect to the simplification process)		✓
G4-14	Information on how the precautionary approach or principle is addressed by the organisation, where applicable	125; 131		✓
G4-15	Externally developed economic, environmental and social charters, principles, or other initiatives to which the organisation subscribes or which it endorses	3; 95; 116; 121; 122; 131 See the Corporate Responsibility section of corporate website (Initiatives and Alliances section)		✓
G4-16	Memberships in associations and national or international advocacy organisations	3; 148		✓
Material aspects and boundaries				
G4-17	Entities included in the organisation's consolidated financial statements or equivalent documents	184 For further information, see Note 1 and Appendices 1, 2 and 3 to the 2014 Consolidated Financial Statements		✓
G4-18	Process for defining the report content and the aspect boundaries, and how the organisation has implemented the reporting principles for defining report content	184		✓



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Indicator	Description	Page/direct response	Omission, reason and explanation (where applicable)	External assurance
G4-19	List of material aspects identified in the process for defining report content	184; 186		✓
G4-20	Aspect boundary within the organisation for each material aspect	187 The information set out in the tables under the "CaixaBank Group" refers to CaixaBank as an individual entity and to the following subsidiaries and investees: CaixaRenting, e-laCaixa, FinConsum, GDS Cusa, InverCaixa, Nuevo MicroBank, PromoCaixa, Silk Aplicaciones, Sumasa and VidaCaixa (including, within its group, VidaCaixa Mediación and AgenCaixa). This scope covers approximately 99.03% of the CaixaBank Group's workforce. The remaining 0.97% mainly correspond to the subsidiaries incorporated into the Group through the merger with Banca Cívica. Only economic and financial information is provided on these companies.		✓
G4-21	Aspect boundary outside the organisation for each material aspect	187 See G4-20		✓
G4-22	Effect of any restatements of information provided in previous reports, and the reasons for such restatements	See Note 1 to the 2014 Consolidated Financial Statements		✓
G4-23	Significant changes in the scope and aspect boundaries from previous reporting periods	In 2014, there were no significant changes in the scope, the aspect boundaries or the valuation methods applied in the report with respect to previous periods. Nevertheless, a more in-depth materiality study was carried out in accordance with GRI requirements as set out in version G4 (2014 is the first year for reporting under version G4), and the organisation attempted to bring the scope in line with the materiality study performed.		✓
Stakeholder engagement				
G4-24	List of stakeholder groups engaged by the organisation	145; 184		✓
G4-25	Basis for identification and selection of stakeholders with whom to engage	145; 184 Stakeholders are identified and selected through an internal reflection process by the executive team. Once stakeholders are selected, the processes and channels required to ascertain and meet their expectations and CaixaBank's needs are established. The Corporate Social Responsibility and Reputation area continually reviews the stakeholders identified and establishes the necessary processes to identify their needs.		✓
G4-26	Approaches to stakeholder engagement, including frequency of engagement by type and by stakeholder group	21; 22; 85; 76; 94; 145; 185		✓



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Indicator	Description	Page/direct response	Omission, reason and explanation (where applicable)	External assurance
G4-27	Key topics and concerns that have been raised through stakeholder engagement and description of how the organisation has responded to those key topics and concerns, including through its reporting	22; 78; 145; 184; 186		✓
Report profile				
G4-28	Reporting period	2014 calendar year		✓
G4-29	Date of most recent previous report (if any)	The 2013 Integrated Corporate Report was published in April 2014.		✓
G4-30	Reporting cycle	Annual		✓
G4-31	Contact point for questions regarding the report or its contents	218		✓
G4-32	The 'in accordance' option the organisation has chosen, the GRI content index for the chosen option, and reference to the external assurance report	184		✓
G4-33	The organisation's policy and current practice with regard to seeking external assurance for the report	3		✓
Governance				
G4-34	Governance structure of the organisation	29; 30 For further information, see the 2014 Annual Corporate Governance Report		✓
G4-35	Description of the process for delegating authority for economic, environmental and social topics from the highest governance body to senior executives and other employees	25 According to article 4.2 of the Regulations of the Board of Directors, the Board should ensure that CaixaBank abides by current law in its dealings with stakeholders; fulfils its explicit and implicit contracts and obligations in good faith; respects the customs and good practices of the sectors and territories in which it does business; and upholds any additional social responsibility principles the Company has subscribed to voluntarily. In addition, in accordance with the above-referenced article, among other duties the Board may not delegate, the Board is solely entrusted with approving the corporate social responsibility policy. Article 14 of the Regulations states that the Appointments Committee is responsible for supervising the bank's actions in respect of corporate social responsibility and submitting to the Board any proposals deemed pertinent in that regard. In addition, the Corporate Division of Communication, Institutional Relations, Brand and CSR is entrusted with environmental and social matters, and reports directly to the bank's CEO. The bank's Risk Committee supervises, among other aspects, management of reputational risk. For further information, see the 2014 Annual Corporate Governance Report		✓



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G4-36	Executive-level position or positions with responsibility for economic, environmental and social topics, and whether post holders report directly to the highest governance body	CaixaBank's Management Committee represents all business areas and lines. The committee meets weekly in order to resolve matters relating to implementation of the annual operating plan and organisation of the Group. This includes approving structural changes, appointments, expense lines and business strategies. Occasionally and on a limited basis, the Chairman of the Board of Directors attends CaixaBank Management Committee meetings. In addition, CaixaBank has a Corporate Division of Communication, Institutional Relations, Brand and CSR, which reports directly to the bank's CEO. For further information, see the 2014 Annual Corporate Governance Report		✓
G4-37	Processes for consultation between stakeholders and the highest governance body on economic, environmental and social topics	35; See the Regulations of the Board of Directors (articles 34-37). As set out in these articles, the Board of Directors will arbitrate in the appropriate channels in order to ascertain the proposals submitted by shareholders in respect of company management. In addition, the Board will establish appropriate mechanisms for exchanging information on a regular basis with the institutional investors forming part of the bank's ownership structure. For further information, see the 2014 Annual Corporate Governance Report		✓
G4-38	Composition of the highest governance body and its committees	24; 26; 29 Limitations have been placed on the number of other boards on which the members of the Board of Directors may serve, in compliance with the Law on the regulation, supervision and solvency of credit institutions. For further information, see the 2014 Annual Corporate Governance Report		✓
G4-39	Information on whether the chair of the highest governance body is also an executive officer	24 At CaixaBank, the functions of Chairman and CEO are different and complementary, and there is a clear division of responsibility between the two. The Chairman is the highest representative of the bank and the head of the Board of Directors. Additionally and complementarily, the CEO is the chief executive entrusted with implementing the Group's strategy, always within the mandate established by the governing bodies. For further information, see the 2014 Annual Corporate Governance Report		✓
G4-40	Nomination and selection processes for the highest governance body and its committees, and the criteria used for nominating and selecting highest governance body members	The Appointments Committee analyses and proposes candidate profiles for filling posts on the Board of Directors. To that end, it takes into account criteria such as professional and personal reputation, knowledge and professional experience, and gender equality, to ensure that candidates are suitable for such positions in a credit institution. For further information on the appointment and selection process, see section D.6 of the Annual Corporate Governance Report. In 2013, the bank established a protocol on procedures for selecting and assessing the suitability of post appointments. Further information in the Annual Report on the Remuneration of the Members of the Board of Directors For further information, see the 2014 Annual Corporate Governance Report		✓
G4-41	Processes for the highest governance body to ensure conflicts of interest are avoided and managed	For further information, see section D.6 of the 2014 Annual Corporate Governance Report		✓



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G4-42	Highest governance body's and senior executives' roles in the development, approval, and updating of the organisation's purpose, value or mission statements, strategies, policies, and goals related to economic, environmental and social impacts	28; 34 In 2014, the Management Committee and the Board of Directors approved CaixaBank's 2015-2018 Strategic Plan. For further information, see the 2014 Annual Corporate Governance Report		✓
G4-43	Measures taken to develop and enhance the highest governance body's collective knowledge of economic, environmental and social topics	Prior to each Board meeting, the directors receive information on the main issues to be discussed and on any economic, environmental and social matters coming before the Board. In 2014, the bank launched a training programme for directors, carried out by independent external trainers. The training sessions were open to all members of the Board of Directors. In addition, specific knowledge-building sessions were held for the Remuneration, Audit and Control and Risks Committees, although these sessions were open to all Board members as well. In effect, Board members that did not sit on the respective committees attended the training sessions. These sessions will continue in 2015, both for all members of the Board of Directors in general and specific sessions for members of the different Board committees (Audit and Control and Appointments Committees). CSR and environmental issues will be included in these sessions in connection with how they affect a company such as CaixaBank. For further information, see the 2014 Annual Corporate Governance Report		✓
G4-44	Processes for evaluation of the highest governance body's performance with respect to governance of economic, environmental and social topics	CaixaBank's directors perform a self-assessment of the performance of the Board. In 2015, the assessment process will be carried out by an independent external firm. For further information, see the 2014 Annual Corporate Governance Report (section C.1.19)		✓
G4-45	Highest governance body's role in the identification and management of economic, environmental and social impacts, risks, and opportunities	28 The structure of the CaixaBank Board of Directors is described under indicator G4-34. The Board committees perform a supervisory role in respect of economic, environmental and social issues. This includes supervision of risks and opportunities, as well as compliance with international agreements, codes of conduct and guiding principles. In carrying out these duties, the Board committees avail of independent external advisers, as well as of in-house information gathered from meetings held with different company executives. For further information, see the 2014 Annual Corporate Governance Report (section C)		✓
G4-46	Highest governance body's role in reviewing the effectiveness of the organisation's risk management processes for economic, environmental and social topics	25 For further information, see the 2014 Annual Corporate Governance Report (section C.2)		✓
G4-47	Frequency of the highest governance body's review of economic, environmental and social impacts, risks, and opportunities	These risks are reviewed at least once a quarter. CaixaBank has a Risks Committee, which is a Board of Directors committee. For further information, see the 2014 Annual Corporate Governance Report (section C.2)		✓



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G4-48	Highest committee or position that formally reviews and approves the organisation's sustainability report	The Corporate Division of Communication, Institutional Relations, Brand and CSR is entrusted with coordinating the Integrated Corporate Report with respect to materiality. The report is subsequently reviewed by the Management Committee. Lastly, the Appointments and Remuneration Committee is responsible for supervising the bank's actions in respect of corporate social responsibility and submitting to the Board any proposals deemed pertinent in that regard.		✓
G4-49	Process for communicating critical concerns to the highest governance body	The Management Committee is entrusted with informing the Board of Directors about the annual operating plan, including any critical aspect considered relevant and appropriate. This committee meets weekly. For further information, see the 2014 Annual Corporate Governance Report		✓
G4-50	Nature and total number of critical concerns that were communicated to the highest governance body and the mechanism(s) used to address and resolve them	Critical concerns of any nature (economic, financial, environmental, social, etc.) are communicated to the Board of Directors on a regular basis, and whenever this is deemed necessary. The bank's progress in the strategic plan and its economic, social and environmental results are evaluated at both the Management Committee's weekly meetings and at Board of Directors meetings. Based on the evaluation, a decision is made to either maintain or modify the strategy. For further information, see the 2014 Annual Corporate Governance Report (see p.28)		✓
G4-51	Remuneration policies for the highest governance body and senior executives	32 See the 2014 Annual Report on the Remuneration of the Members of the Board of Directors		✓
G4-52	Process for determining remuneration	The amounts receivable are determined in accordance with the criteria set out in the Remuneration Policy. See the 2014 Annual Report on the Remuneration of the Members of the Board of Directors		✓
G4-53	How stakeholders' views are sought and taken into account regarding remuneration, including the results of votes on remuneration policies and proposals, if applicable	The 2014 Annual Report on the Remuneration of the Members of the Board of Directors will be submitted to the shareholders for a consultative vote at the Annual General Meeting. With respect to establishment of directors' remuneration in 2013, at the Annual General Meeting held on 24 April 2014 (at which 77.1% of capital was represented), the proposal made garnered 98% votes in favour, 0.68% votes against and 1.31% abstentions. For further information, consult the documentation posted on the corporate website regarding the Annual General Meeting. For further information, see the 2014 Annual Corporate Governance Report		✓
G4-54	Ratio of the annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median annual total compensation for all employees (excluding the highest-paid individual) in the same country	See the 2014 Annual Report on the Remuneration of the Members of the Board of Directors See Note 35 to the 2014 Consolidated Financial Statements		- No information is given on the ratio.



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G4-55	Ratio of percentage increase in annual total compensation for the organisation's highest-paid individual in each country of significant operations to the median percentage increase in annual total compensation for all employees (excluding the highest-paid individual) in the same country	In 2014, the average total annual remuneration for staff was increased (1%, in accordance with the prevailing collective labour agreement). In addition, the total annual remuneration of the highest-paid individual was reduced during the year. Nevertheless, since the highest-paid person in 2014 was different from that in 2013, the figures for the two years are not comparable. See the 2014 Annual Report on the Remuneration of the Members of the Board of Directors See Note 35 to the 2014 Consolidated Financial Statements		- No information is given on the ratio.
Ethics and integrity				
G4-56	Values, principles, standards and norms of behaviour such as codes of conduct and codes of ethics	35 See the CaixaBank Code of Ethics		✓
G4-57	Internal and external mechanisms for seeking advice on ethical and lawful behaviour, and matters related to organisational integrity, such as helplines or advice lines	35; 76		✓
G4-58	Internal and external mechanisms for reporting concerns about unethical or unlawful behaviour, and matters related to organisational integrity, such as escalation through line management, whistle-blowing mechanisms or hotlines	35; 76		✓



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Category: Economic				
Economic performance				
G4-DMA	Disclosure on Management Approach	10; 11; 156		✓
G4-EC1	Direct economic value generated and distributed	5; 100; 102; 103; 105; 156; 157 See the table showing "Economic value generated, distributed and retained by the CaixaBank Group" Data concerning the economic value generated and distributed were obtained from the Consolidated Financial Statements of the CaixaBank Group and subsidiaries. The country breakdown is not relevant to CaixaBank since Spain is the bank's main country of operation.		✓
G4-EC2	Financial implications and other risks and opportunities for the organisation's activities due to climate change	CaixaBank considers the direct impact of this risk to be minimal. Risks and opportunities are disclosed in the Carbon Disclosure Project report, which is publicly-available on the CDP website. Information for 2014 will be made available during 2015.		✓
G4-EC3	Coverage of the organisation's defined benefit plan obligations	CaixaBank's defined benefit plan commitments are externalised and are implemented through a pensions plan and additional policies taken out with several insurance companies. CaixaBank's employee pension plan is operated in addition to the public pensions system (Social Security), and is a combined defined-contribution plan (defined contribution for retirement and defined benefit for disability and death). The plan meets the bank's commitments as initially established in the "la Caixa" Labour Agreement on pension provisions of July 2000 which, subsequently and due to the Group's business reorganisation process, were set forth in the Labour Agreement of July 2011 whereby the "la Caixa" Pensions Plan was transformed into the "la Caixa"/CaixaBank Combined-Promotion Pensions Plan. During 2014, CaixaBank contributed over €110 million to pension plans and €89 million in other social benefits for its employees, including health plans, education grants, life and accident insurance and advantageous borrowing terms. Lastly, the number of days' leave for maternity leave (one or more children in single birth), paternity leave and breast-feeding time are those set forth by law and applicable as per the corresponding labour agreements. At CaixaBank (individual) this leave amounts to 132, 150 and 23 days, respectively. Employees of e-la Caixa, GDS Cusa, MicroBank, PromoCaixa and VidaCaixa are also entitled to 15 days paternity leave. At CaixaBank, 778 employees took some form of leave (821 in the Group) and 770 employees opted to work part-time or to reduce their hours, representing 2.7% of the workforce (914 employees in the Group). See Note 24 to the 2014 Consolidated Financial Statements		✓
G4-EC4	Financial assistance received from government	See appendix 6 to the 2014 Consolidated Financial Statements		✓



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Market presence				
G4-DMA	Disclosure on Management Approach	10; 11; 66; 187		✓
G4-EC5	Ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	CaixaBank primarily operates in Spain, and has only 57 employees (0.20% of the total headcount) working abroad. The starting salary for employees, regardless of their geographic location, is higher than the legal minimum wage established in the country in question. In 2014, the ratio between the standard entry level wage and the local minimum wage in Spain, for both males and females, was 1.25.		✓
G4-EC6	Proportion of senior management hired from the local community at locations of significant operation	There are no specific procedures for the local hiring of senior management.		-
Indirect economic impacts				
G4-DMA	Disclosure on Management Approach	100; 102; 103		✓
G4-EC7	Development and impact of infrastructure investments and services supported	109; 110; 111; 112; 113; 114; 115; 116; 117		✓
G4-EC8	Significant indirect economic impacts, including the extent of impacts	100; 102; 104; 105; 107; 108; 109; 110; 113; 114; 121; 122		✓
Procurement practices				
G4-DMA	Disclosure on Management Approach	123		✓
G4-EC9	Proportion of spending on local suppliers at significant locations of operation	In 2014, CaixaBank procured goods and services in the amount of €1,280 million, paid through over 663,900 bills. The level of compliance with payment conditions on these bills stood at 93.2%, within the maximum legal deadline for all suppliers. 97.7% of billing volume corresponds to local suppliers (those with an operational base in Spain, as per CaixaBank criteria).		✓
Category: Environmental				
Energy				
G4-DMA	Disclosure on Management Approach	119; 187 Consult the CaixaBank environmental policy Consult the CaixaBank 2012-2015 environmental plan		✓



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G4-EN3	Energy consumption within the organisation	120 Click here for information on the carbon footprint, on the corporate website		* Information relates to CaixaBank
G4-EN4	Energy consumption outside of the organisation	120 One of the most relevant uses of energy outside the organisation relates to transport of employees. CO ₂ emissions from these activities are reflected under indicator G4-EN17. Click here for information on the carbon footprint, on the corporate website		* The information included in CaixaBank's carbon footprint is partial, and limited to consumption of which CaixaBank is aware.
G4-EN5	Energy intensity	Not material		-
G4-EN6	Reduction of energy consumption	179		* Information is provided on overall variations in consumption
G4-EN7	Reductions in energy requirements of products and services	The CaixaBank products and services are not subject to energy requirements.		* Information relates to CaixaBank
Emissions				
G4-DMA	Disclosure on Management Approach	118; 119; 120; 121; 122; 187 Consult the environmental policy Consult the CaixaBank's 2012-2015 environmental plan		✓
G4-EN15	Direct greenhouse gas (GHG) emissions (scope 1)	Not material		* Information relates to CaixaBank
G4-EN16	Energy indirect greenhouse gas (GHG) emissions (scope 2)	120; 179 Click here for information on the carbon footprint, on the corporate website		* Information relates to CaixaBank
G4-EN17	Other indirect greenhouse gas (GHG) emissions (scope 3)	120; 179 Click here for information on the carbon footprint, on the corporate website		* Information relates to CaixaBank The information included in CaixaBank's carbon footprint in respect of this aspect is partial and limited to the emissions of which CaixaBank is aware.



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G4-EN18	Greenhouse gas (GHG) emission intensity	Not material		-
G4-EN19	Reduction of greenhouse gas (GHG) emissions	120; 179 Click here for information on the carbon footprint, on the corporate website		* Information relates to CaixaBank
G4-EN20	Emissions of ozone-depleting substances (ODS)	Not material		-
G4-EN21	NO _x , SO _x and other significant air emissions	This indicator is not relevant in view of CaixaBank's low consumption of fossil fuels.		-
Products and services				
G4-DMA	Disclosure on Management Approach	118; 121; 131		✓
G4-EN27	Extent of impact mitigation of environmental impacts of products and services	118; 119; 121; 132		✓ Qualitative information is provided
G4-EN28	Percentage of products sold and packaging materials that are reclaimed by category	This indicator is not applicable, given the sector in which CaixaBank operates.	N/A	-
Compliance				
G4-DMA	Disclosure on Management Approach	120; 131		✓
G4-EN29	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	CaixaBank did not receive any major fines or sanctions in relation to compliance with environmental regulations.		✓
Transport				
G4-DMA	Disclosure on Management Approach	120; 131 Click here for information on the carbon footprint, on the corporate website		✓
G4-EN30	Significant environmental impacts of transporting products and other goods and materials used for the organisation's operations, and transporting members of the workforce	Significant transport, from an environmental standpoint, is that of personnel, as this transport impacts the CO ₂ emissions figures. CaixaBank's travel policy sets out information on emissions associated with business trips. The carbon footprint derived from this type of transport is included under indicator G4-EN17, and the carbon footprint is available for consultation on the corporate website. CaixaBank does not have any information on the impact of transporting funds or products or services purchased by the organisation.		✓
Overall				
G4-DMA	Disclosure on Management Approach	120 Consult the CaixaBank environmental policy		✓
G4-EN31	Total environmental protection expenditures and investments by type	In 2014, environmental protection expenditures and investments were not significant.		✓



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Environmental grievance mechanisms				
G4-DMA	Disclosure on Management Approach	CaixaBank considers that this aspect is immaterial given the minimal environmental impact generated by the bank's activity.		✓
G4-EN34	Number of grievances about environmental impacts filed, addressed and resolved through formal grievance mechanisms	No significant grievances were made in connection with environmental issues.		✓
Sub-category: Labour practices and decent work				
Employment				
G4-DMA	Disclosure on Management Approach	93		✓
G4-LA1	Total number and rates of new employee hires and employee turnover by age group, gender, and region	See table showing "Total number and rate of new employee hires and employee turnover by age group, gender, and region" CaixaBank's main country of operations is Spain.		✓ Information relates to CaixaBank
G4-LA2	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	Benefits do not vary from one work centre to the next. Pension plans are not offered to temporary staff at CaixaBank. At FinConsum, life insurance and advantageous borrowing terms are not offered to employees on this type of contract. Pension plans, education grants and healthcare benefits are not provided at GDS Cusa. The latter two concepts are not offered at Silk or at Sumasa, where life insurance is also not provided. VidaCaixa offers the same social benefits to permanent and temporary staff. At e-la Caixa, CaixaRenting, Nuevo MicroBank, PromoCaixa and InverCaixa all employees have permanent contracts. Part-time employees receive benefits in proportion to hours worked.		✓
G4-LA3	Return to work and retention rates after parental leave, by gender	95 At CaixaBank, 2,546 employees (1,658 women) took maternity/paternity leave in 2014. At CaixaBank, all employees return to work after their leave, unless they request voluntary redundancy or unpaid leave, and therefore no reincorporation rates are disclosed. In 2014, 448 employees applied for leave to care for dependants (family members, children or other dependants). Across the entire Group, 2,651 employees (914 men) took maternity/paternity leave.	CaixaBank does not report the number of employees who returned to work after parental leave ended who were still employed twelve months after their return to work, by gender. This information is not available due to technical reasons.	✓



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Labour/management relations				
G4-DMA	Disclosure on Management Approach	93		✓
G4-LA4	Minimum notice periods regarding operational changes, including whether these are specified in collective agreements	The minimum period of notice is the same as that generally established in common employment legislation (Workers’ Statute and other legislation applicable), namely 45 days.		✓
Occupational health and safety				
G4-DMA	Disclosure on Management Approach	93		✓
G4-LA5	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programmes	CaixaBank has two Occupational Health and Safety Committees representing 100% of employees. The first is the Single Occupational Health and Safety Committee, which has equal representation of management and workers’ representatives. The second is the Occupational Risk Prevention Coordination Committee. This internal committee is composed of the representatives of the Under-Directorate General responsible for General Services, and the Human Resources, Efficiency and Audit Area Managers. It is responsible for defining, establishing and revising the bank’s health and safety targets, as well as ensuring compliance with prevailing legislation.		✓
G4-LA6	Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities, by region and by gender	See the table showing "Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities, by gender" CaixaBank’s activity is primarily carried out in Spain. The rate of absenteeism at CaixaBank is 5.89%, 2.68% due to common illness (1.56% men and 3.78% women), and 0.06% due to accidents (0.05% for men and 0.08% for women). No deaths resulted from these accidents.	No information is given on independent contractors working on-site to whom CaixaBank is liable for the general safety of the working environment, given that independent contractors are engaged rarely and therefore this indicator is considered inapplicable.	✓



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G4-LA7	Workers with high incidence or high risk of diseases related to their occupation	CaixaBank's activities are not deemed to entail any high risks to the health of its employees. Among other functions, the Occupational Risk Prevention Service arranges information campaigns in relation to prevention, the promotion of health and healthy lifestyles. In 2014, employees were provided, through the corporate intranet, courses on the prevention of high blood pressure, help to quit smoking, prevention of obesity, early detection of breast cancer, prevention of backaches, emergency medical care, first aid, road safety and heart disease prevention. The department responsible for monitoring health carried out 836 health checks of CaixaBank employees and, through Adeslas, performed general medical check-ups on 5,409 people. Workers also received training on occupational risks, road safety and risks associated with bank hold-ups. A first-aid guide has also been published, and the associated webpage supplies advice on lipoatrophy, road safety and self-medication. In 2014 22,683 employees received occupational risk prevention training (17,528 in 2013).		✓
G4-LA8	Health and safety topics covered in formal agreements with trade unions	In addition to the Collective Agreement of Savings Banks and Financial Savings Entities, CaixaBank also operates internal agreements between management and trade unions to improve working conditions for its employees. The bank has two Occupational Health and Safety Committees representing 100% of employees. The first is the Single Occupational Health and Safety Committee, which has equal representation of management and workers' representatives. The second is the Occupational Risk Prevention Coordination Committee. Since 2010, CaixaBank has also operated a Protocol for the Prevention, Management and Elimination of Sexual and Workplace Harassment.		✓
Training and education				
G4-DMA	Disclosure on Management Approach	96		✓
G4-LA9	Average hours of training per year per employee by gender, and by employee category	96; 176 See: Table on "Average hours of training per year per employee, by employee category" In 2014, CaixaBank invested over €8.8 million in training (of which, €3.7 million relate to paid training) and €9.7 million in the Group. A total of 48.2 training hours per employee were given (54.73 hours per male employee and 42.04 hours for females). Click here for the Human Resources report		✓
G4-LA10	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	96; 98 No disclosures are made on lifelong learning to assist employees in managing the end of their career path at CaixaBank. With respect to the CaixaBank personnel restructuring agreement, employees are informed about the general conditions of the agreement, while the employees portal and information pack provided to employees at the end of their contract provide the specific conditions that would apply in their particular case. The aforesaid agreement also offers the possibility that affected employees may sign up to an External Reinsertion Plan to receive ongoing and one-to-one support for a minimum of six months.		✓



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Specific standard disclosures	Page/direct response		Omission, reason and explanation (where applicable)	External assurance
G4-LA11	Percentage of employees receiving regular performance and career development reviews, by gender and by employee category	97 The performance of 100% of employees is assessed on a regular basis.		✓
Diversity and equal opportunity				
G4-DMA	Disclosure on Management Approach	95		✓
G4-LA12	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	26; 94; 95; 176 See: Table showing "Total number of employees, rate of new employee hires and average turnover by age group, gender, and region" . CaixaBank's activity is primarily carried out in Spain. Records of ethnic minority status are not kept since the bank's human resources policy is based on the non-discrimination principle. For further information, see the 2014 Annual Corporate Governance Report		✓ No information is provided in respect of minority groups.
Equal remuneration for men and women				
G4-DMA	Disclosure on Management Approach	95		✓
G4-LA13	Ratio of basic salary and remuneration of women to men by employee category, by significant locations of operation	Professionals at CaixaBank are paid in accordance with their professional status and the functions performed, regardless of their gender or origins. In equal categories and seniority, the basic wage of men and women is the same, for all employment categories at the bank. While remuneration is increasingly performance-based, changes in employee category due to seniority and the three-year wage rises laid down in the collective labour agreement have led to salary differences by gender (average seniority: 17 years for men and 14 years for women). Thus, the ratio of total remuneration of men with respect to that of women at senior management level is 104%, at middle-management level, 114%, and for the rest of the workforce, 121%. In contrast, the ratio of total remuneration of men with respect to that of women for employees under 30 years of age is 97%. Ratios have been calculated based on the median.		✓ Quantitative information referring to CaixaBank
Labour practices grievance mechanisms				
G4-DMA	Disclosure on Management Approach	93		✓
G4-LA16	Number of grievances about labour practices filed, addressed and resolved through formal grievance mechanisms	35. See G4-HR3.		✓ Information provided only on the consultations made and grievances filed with respect to the Code of Ethics



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Specific standard disclosures	Page/direct response		Omission, reason and explanation (where applicable)	External assurance
Sub-category: Human Rights				
Investment				
G4-DMA	Disclosure on Management Approach	3; 35; 122; 123; 131 Click here for the "la Caixa" Group's ethical, social and environmental standards for suppliers		✓
G4-HR1	Total number and percentage of significant investment agreements that include human rights clauses or that underwent human rights screening	121; 132 In 2014, no significant investment agreements including human rights clauses existed because it is felt there are no risks that make them necessary.		✓
G4-HR2	Total hours of employee training on human rights policies or procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	152		✓ Information referring to CaixaBank
Non-discrimination				
G4-DMA	Disclosure on Management Approach	93		✓
G4-HR3	Total number of incidents of discrimination and corrective actions taken	CaixaBank has a Protocol for the Prevention, Management and Elimination of Sexual and Workplace Harassment. In 2014, seven measures were taken through independent mediators to address cases of potential workplace harassment. As established in the Protocol, these mediators prepared reports on the formal complaints, with the following results: one shelving of the complaint and six recommendations for measures to improve workplace relations.		✓ Information referring to CaixaBank. Information provided on the percentage of employees receiving training on the Code of Ethics and the anti-corruption policy
Freedom of association and collective bargaining				
G4-DMA	Disclosure on Management Approach	35; 187 CaixaBank's code of conduct assumes and respects the principle that employees are entitled to trade union representation. Trade union elections are held on a regular basis. CaixaBank has also adhered to the UN Global Compact. With respect to suppliers, CaixaBank had not detected any situations of risk given that its activity and the majority of its suppliers are located in Spain and comply with prevailing Spanish regulations in that regard.		✓



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Specific standard disclosures	Page/direct response		Omission, reason and explanation (where applicable)	External assurance
G4-HR4	Operations and suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and measures taken to support these rights	123 This identification was carried out for suppliers of PromoCaixa.		✓
Assessment				
G4-DMA	Disclosure on Management Approach	3; 35; 187 CaixaBank had not detected any situations of risk given that its activity and the majority of its suppliers are located in Spain and comply with prevailing Spanish regulations in that regard. Click here for the "la Caixa" Group's ethical, social and environmental standards for suppliers		✓
G4-HR9	Total number and percentage of operations that have been subject to human rights reviews or impact assessments	123 This identification was carried out for suppliers of PromoCaixa.		✓
Human rights grievance mechanisms				
G4-DMA	Disclosure on Management Approach	187 In view of CaixaBank's area of activity, no risk activities or operations have been identified in this regard. Nevertheless, CaixaBank undertakes to analyse any grievances that may be filed in connection with human rights.		✓
G4-HR12	Number of grievances about human rights impacts filed, addressed and resolved through formal grievance mechanisms	In 2014, CaixaBank received no significant human rights grievances.		✓
Sub-category: Society				
Local communities				
G4-DMA	Disclosure on Management Approach	42; 107; 110; 187		✓
G4-SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programmes	109; 110; 111; 178		✓ Qualitative information is provided



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Specific standard disclosures	Page/direct response		Omission, reason and explanation (where applicable)	External assurance
G4-SO2	Operations with significant actual and potential negative impacts on local communities	105; 106; 113		✓
FS13	Accessibility in areas of small populations or economically disadvantaged areas	88; 90		✓
FS14	Initiatives to improve access to financial services by disadvantaged groups	90; 107; 109		✓
Anti-corruption				
G4-DMA	Disclosure on Management Approach	35; 123; 153; 187 See CaixaBank's Anti-corruption policy		✓
G4-SO3	Total number and percentage of operations assessed for risks related to corruption and the significant risks identified	143; 151; 152 This information is not available as no specific analysis has been performed. In 2013, the bank's anti-corruption policy was updated, and it is envisaged that the associated risk will be analysed in the future.		✓ Qualitative information is provided
G4-SO4	Communication and training on anti-corruption policies and procedures	152; 153		✓
G4-SO5	Confirmed incidents of corruption and actions taken	151 In cases where employees engaged in behaviour that could be classified as fraud/corruption in the exercise of their functions, it may be considered that they have committed a very serious misdemeanor pursuant to the collective agreement, and a number of the sanctions envisaged in the agreement may be applied depending on the specific circumstances of each case. In that regard, some of the sanctions foreseen for very serious misdemeanors in section 2.3 of article 81 of the subject agreement could apply: total loss of seniority for the purposes of promotion; definitive disqualification from promotions; demotion (one level); suspension without pay (between three and six months); or disciplinary dismissal.		✓ Information is provided exclusively in relation to the present policies.
Public policy				
G4-DMA	Disclosure on Management Approach	151; 187		✓
G4-SO6	Value of political contributions, by country and recipient/beneficiary	151 CaixaBank's anti-corruption policy establishes that "donations to political parties and related foundations are prohibited. Debt forgiveness agreements may be arranged with political parties and their related foundations where so permitted by law and providing the agreement does not contravene the bank's general risk criteria."		✓ Information is provided exclusively in relation to the present policies.



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Specific standard disclosures	Page/direct response		Omission, reason and explanation (where applicable)	External assurance
Anti-competitive behaviour				
G4-DMA	Disclosure on Management Approach	187 In accordance with its Code of Ethics, CaixaBank undertakes to compete honestly and fairly in markets. CaixaBank also undertakes to contract suppliers based on free competition and disregard any relationship or interference outside its interests.		✓
G4-SO7	Total number of legal actions in relation to anti-competitive behaviour, anti-trust, and monopoly practices and their outcomes	In 2014, there were no legal actions of this nature that significantly affected the bank's business.		✓
Compliance				
G4-DMA	Disclosure on Management Approach	35; 125; 151; 187		✓
G4-SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	The obligations that could derive from administrative and legal proceedings arising in the normal course of business are prudently estimated using reasonable provisions, as disclosed in Note 24 to the bank's annual financial statements and management report.		✓
Grievance mechanisms for impacts on society				
G4-DMA	Disclosure on Management Approach	187 In view of CaixaBank's area of activity, no risk activities or operations have been identified in this regard. Nevertheless, CaixaBank undertakes to analyse any grievances that may be filed in connection with impacts on society.		✓
G4-SO11	Number of grievances about impacts on society filed, addressed and resolved through formal grievance mechanisms	In 2014, CaixaBank received no significant grievances about impacts on society.		✓
Sub-category: Product responsibility				
Customer health and safety				
G4-DMA	Disclosure on Management Approach	65; 187		✓
G4-PR1	Percentage of significant product and service categories for which health and safety impacts are assessed for improvement	65; 81		✓ Qualitative information is provided
G4-PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	No significant incidents of this nature occurred in 2014.		✓



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Product and service labelling				
G4-DMA	Disclosure on Management Approach	81		✓
G4-PR3	Type of product and service information required by the organisation's procedures for product and service information and labelling, and percentage of significant product and service categories subject to such information requirements	81 CaixaBank applies the Markets in Financial Instruments Directive (MiFID), an EU directive governing the provision of investment services, and thus this directly affects the way in which the bank informs customers or potential customers, advises or sells such products to them.		✓ Qualitative information is provided
G4-PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labelling, by type of outcomes	No significant sanctions or adverse rulings were received in 2014 with respect to non-compliance with regulations or voluntary codes concerning published product information.		✓
G4-PR5	Results of surveys measuring customer satisfaction	38; 77		✓ Information referring to CaixaBank
Marketing communications				
G4-DMA	Disclosure on Management Approach	81		✓
G4-PR6	Sale of banned or disputed products	78; 79		✓ Information referring to CaixaBank
G4-PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship, by type of outcomes	No incidents of non-compliance occurred in 2014 that have given rise to significant sanctions in that regard.		✓
Customer privacy				
G4-DMA	Disclosure on Management Approach	CaixaBank has the duty to protect the personal and private information of its customers and employees to the maximum, as set forth in its Code of Ethics and prevailing legislation on privacy, data protection and bank confidentiality. Data protection and the right to privacy are considered in all aspects of the bank's management. Strict internal rules are in place and staff are provided with specific training on this matter. CaixaBank also enters all files containing personal data it handles in the General Data Protection Register, and all staff have access to a security document setting forth the necessary measures for ensuring the security of files containing personal data and data processing centres. Furthermore, personnel are not provided access to consult customer data unless this information is strictly necessary for the task at hand. Any employee gaining such unnecessary access would be subject to sanctions, even if the information was not disclosed outside the bank.		✓



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Specific standard disclosures	Page/direct response		Omission, reason and explanation (where applicable)	External assurance
G4-PR8	Number of substantiated complaints regarding breaches of customer privacy and losses of customer data	In 2014, CaixaBank received no significant sanctions in that regard.		✓
Compliance				
G4-DMA	Disclosure on Management Approach	152		✓
G4-PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	No significant outright fines arising from non-compliance with regulations concerning the provision and use of the bank's products and services were incurred in 2014. See Note 25 to the 2014 Consolidated Financial Statements		✓
Financial services sector disclosures				
Product portfolio				
G4-DMA	Disclosure on Management Approach	109, 112; 113; 118; 121; 122; 131; 187		✓
FS6	Percentage of the portfolio for business lines by specific region, size (e.g. micro/SME/large) and by sector	48; 58; 108; 163		✓
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	107; 112; 113; 121; 144; 178		✓
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line broken down by purpose	118; 131; 132; 178		✓ Qualitative information is provided
Audit				
G4-DMA	Disclosure on Management Approach	131; 187		✓
Active ownership				
G4-DMA	Disclosure on Management Approach	121; 122; 131; 187		✓
FS10	Percentage and number of companies held in the institution's portfolio with which the reporting organisation has interacted on environmental or social issues	122; 131		✓ Qualitative information is provided
FS11	Percentage of assets subject to positive and negative environmental or social screening	132		✓

✓: Content verified. The assurance report is provided on page 216-217

✗: Not verified

*: Information undergoing verification by an external certifier, as per UNE ISO 14.064-1



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EC1 Direct economic value generated, distributed and retained by the CaixaBank Group

(€ thousands)	2012	2013	2014
How much have we generated?	7,690,385	6,388,830	6,602,479
Gross income	6,737,473	6,631,756	6,939,605
Gains on disposal of assets not classified as non-current assets held for sale	871,888	363,377	(28,149)
Profit / (losses) on non-current assets held for sale	81,024	(606,303)	(308,977)
How have we distributed it?	2,984,493	3,157,368	3,133,305
Other general administrative expenses (excluding tax)	760,024	897,871	811,170
Personnel expenses	2,426,255	3,421,549	2,577,893
Income tax and taxes included in other general administrative expenses	(252,247)	(1,162,052)	(383,373)
Dividends	50,461 ⁽¹⁾	68,391 ⁽²⁾	127,615 ⁽³⁾
How much have we retained?	4,705,891	3,231,462	3,469,174

(1) This amount of 2012 dividends corresponds entirely to the estimated acquisition of bonus subscription rights from shareholders under the Scrip Dividend programme. Total dividends associated with 2012, including cash paid to shareholders and the fair value of the deliverable shares, total €504,270 thousand.

(2) This amount of 2013 dividends corresponds entirely to the estimated acquisition of bonus subscription rights from shareholders under the Scrip Dividend programme. Total dividends associated with 2013, including cash paid to shareholders and the fair value of the deliverable shares, total €991,770 thousand.

(3) This amount of 2014 dividends corresponds entirely to the estimated acquisition of bonus subscription rights from shareholders under the Scrip Dividend programme.

G4-10 Breakdown of workforce by gender and employment contract	CaixaBank						CaixaBank Group	
	2012		2013		2014		2014	
	Total	Women	Total	Women	Total	Women	Total	Women
Total number of employees on payroll	30,442	49.49%	29,780	50.71%	28,984	51.42%	30,919	15,940
% of employees with a fixed or indefinite-term contract (as a % of total workforce)	99.89%	49.49%	99.90%	50.70%	99.72%	51.29%	99.64%	51.40%
Full-time, fixed or indefinite-term contract	99.72%	49.45%	99.80%	50.69%	99.59%	51.23%	99.42%	51.25%
Part-time, fixed or indefinite-term contract	0.28%	64.29%	0.20%	56.90%	0.13%	48.65%	0.22%	68.66%
% of employees with a temporary contract	0.11%	45.45%	0.10%	61.30%	0.28%	46.34%	0.39%	48.36%
Total number of interns	17		18		28		63	



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G4-LA1 Total number and rates of new employee hires and employee turnover by age group, gender, and region

Distribution of employees by region	2012	2013	2014
Spain	30,382	29,724	28,927
Rest of Europe	33	27	21
South America	3	3	6
Africa	14	17	19
Asia	10	9	11
TOTAL	30,442	29,780	28,984

Employees by age group	2013					2014				
	Less than 30 years	30 to 39 years	40 to 49 years	50 to 59 years	Over 60 years	Less than 30 years	30 to 39 years	40 to 49 years	50 to 59 years	Over 60 years
Employees (% of total workforce)	706 (2.37%)	14,255 (47.87%)	9,899 (33.24%)	4,891 (16.42%)	29 (0.10%)	386 (1.33%)	12,671 (43.72%)	10,997 (37.94%)	4,896 (16.89%)	34 (0.12%)
Total number of new hires (% of total hires)	12 (27.27%)	20 (45.45%)	10 (22.72%)	2 (4.54%)	0 (0.00%)	51 (43.22%)	47 (39.83%)	18 (15.25%)	2 (1.69%)	0.00
Employee hires through selection process	12	20	10	2	0	51	47	18	2	0
New hires rate	0.04	0.06	0.03	0.01	0.00	0.18%	0.16%	0.06%	0.01%	0.00%
Number of employees leaving CaixaBank (% of total leaving organisation) ⁽¹⁾	12 (0.63%)	229 (12.08%)	216 (11.39%)	1,393 (73.47%)	46 (2.43%)	2 (0.23%)	56 (6.32%)	68 (7.67%)	759 (85.67%)	1 (0.11%)
Average employee turnover	2.69%	1.66%	2.18%	28.48%	162.07%	0.52%	0.50%	0.60%	15.50%	2.90%

Employee turnover	2012	2013	2014
Full	2.11%	6.42%	3.10%
Average (men)	3.17%	9.04%	4.80%
Average (women)	1.03%	3.87%	1.50%

Employee hires	2012	2013	2014
Total hires	6,227	931	118 ⁽¹⁾
Men (% of total)	51.58%	48.00%	38.98%
Women (% of total)	48.42%	52.00%	61.02%
Employee hires through selection process	31	44	118 ⁽²⁾
Men (% of total)	54.84%	31.80%	38.98%
Women (% of total)	45.26%	68.20%	61.02%

(1) In 2013, a restructuring plan was agreed with all workers' representation unions,

(2) All new hires refer to hires made through selection processes.



G4-LA6 Type of injury and rates of injury, occupational diseases, lost days, and absenteeism, and total number of work-related fatalities, by region and by gender	CaixaBank						CaixaBank Group	
	2012		2013		2014		2014	
Absenteeism due to accidents in the workplace ⁽¹⁾	Total	Women	Total	Women	Total	Women	Total	Women
Total number of days lost due to accidents	5,826		6,892		6,896	4,148	7,786	4,825
Total number of accidents	340		379		402		600	
Accidents with sick leave	140	84	172	122	148	97	178	115
Accidents in transit with sick leave	96		92		81		(2)	
Accidents without sick leave	200		207		254		274	
Accidents in transit without sick leave	80		66		68		(2)	
Absenteeism due to common illnesses								
Total number days of leave due to common illnesses	6,770		7,586		7,505		8,107	
Total number of days lost due to common illnesses	223,248		276,541		293,077		295,743	

(1) Data not available for GDS Cusa, CaixaRenting, e-la Caixa, MicroBank, PromoCaixa and Sumasa.

(2) Data not available.

G4-LA9 Average hours of training per year per employee by gender, and by employee category		
Hours of training per employee by gender at CaixaBank	Men	Women
	55	42

Hours of training per employee by employee category at CaixaBank	2012	2013	2014
Senior management	25	25	27
Middle management	61	61	73
Other employees	47	47	32

	CaixaBank			CaixaBank Group
	2012	2013	2014	2014
Total investment in employee training (€)	11,427,860	10,213,663	8,794,896	9,704,881
Total grants received for employee training (€) ⁽¹⁾	3,340,800	4,237,646	3,744,893	3,749,785
Total number of employees trained	29,120	29,621	28,943	30,645
Total number of training hours provided (% of online training hours)	1,607,334 (90.89%)	1,529,665 (86.28%)	1,397,129 (89.84%)	1,490,688 (88.92%)
Total number of employees receiving occupational risk prevention training	14,194	16,658	22,683	23,323

(1) Only available for CaixaBank and GDS Cusa.



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Immaterial / irrelevant DMA and indicators

Category	Indicators	Explanation of the omission
- Water - Biodiversity - Effluents and waste - Materials	DMA G4-EN8-EN10 G4 EN11-EN14 G4 EN22-EN26 G4 EN1-EN2	- The aspect was not identified as material for stakeholders in the materiality study. Moreover, CaixaBank does not consider that it is a relevant aspect given the bank's sector of activity. - In addition, CaixaBank holds EMAS and ISO14001 certifications and is a signatory to the Equator Principles. Click here to view CaixaBank's environmental policy
- Supplier environmental assessment - Supplier assessment for labour practices - Supplier assessment for impacts on society - Supplier human rights assessment	DMA G4-EN32, G4-EN33 G4-LA14, G4-LA15, G4-LA16 G4-SO09, G4-SO10 G4-HR10, G4-HR11	- CaixaBank carries out the bulk of its business in Spain, and 97.7% of the invoicing volume corresponds to Spanish suppliers. New suppliers must be registered in the Suppliers Portal, citing their credentials and certifications. The qualification system is unified, and takes into account technical and solvency aspects as well as safety, health and environmental issues. - Activities involving suppliers with a greater potential environmental risk include those associated with construction works carried out by Sumasa. The bank considers that no significant risks derive therefrom, given the environmental management system in place. - Activities involving suppliers with a greater potential social risk include those associated with PromoCaixa suppliers located outside the European Union. These suppliers are subject to specific audits (giving rise, where necessary, to corrective action plans). Further information on page 123 Click here for the Supplier Portal Click here for the "la Caixa" Group's ethical, social and environmental standards for suppliers Access to the Sumasa Corporate Social Responsibility report Access to the PromoCaixa Corporate Social Responsibility report
- Child labour - Forced or compulsory labour - Security practices - Indigenous rights	DMA G4-HR5, G4-HR8	- These risks are not considered significant, given that CaixaBank carries out the bulk of its business in Spain, and 97.7% of the invoicing volume corresponds to Spanish suppliers. Prevailing legislation applicable to these suppliers foresees these aspects, and no breaches thereof have been detected (legal sanctions). In addition, on-site audits have been carried out for those suppliers located in areas with greater potential risk (China and Bangladesh), who prepare CaixaBank advertising material. The purchasing volume and the number of these suppliers is not significant. - Compliance with CaixaBank's Code of Business Conduct and Ethics is mandatory for all employees, the management team and the members of the administrative bodies, all of whom are called to respect the values, principles and standards set out therein and apply them to their professional activity and their internal and external relations. The bank has an internal confidential consultation and whistle-blowing channel in connection with its codes of conduct. Customers can submit their consultations or claims to the Customer Service Office and the official channels. CaixaBank has also adhered to international ethical standards such as the United Nations Global Compact and the Equator Principles in respect of project finance. All Group companies include a binding clause in their contracts by which suppliers warranty awareness and observation of the United Nations Global Compact Principles and the bank's environmental policy. Further information on pages 123 and 131-132 Click here for the Supplier Portal Click here for the "la Caixa" Group's ethical, social and environmental standards for suppliers



3 [Assurance report]

G4-31, G4-33



Translation of a report originally issued in Spanish. In the event of a discrepancy, the Spanish-language version prevails.

Independent Assurance Report on the Corporate Responsibility information of the 2014 Integrated Corporate Report of CaixaBank

To the Management of CaixaBank:

Scope of our work

We have performed an assurance engagement, with a reasonable level of assurance of the Corporate Responsibility (CR) information included in the 2014 Integrated Corporate Report (ICR) of CaixaBank, the scope of which is defined in the section "Summary of GRI Indicators" and covers CaixaBank and its main subsidiaries. Our work consisted of the review of:

- The adherence of the content of the CR information to the GRI Sustainability Reporting Guidelines version 4 and the performance indicators and the financial services sector supplement proposed in the aforementioned guidelines.
- The CR information included in the ICR relating to the application of the principles of inclusivity, materiality and responsiveness set out in the AccountAbility's AA1000 AccountAbility Principles Standard 2008 (AA1000APS).

Assurance standards and procedures

We conducted our assurance engagement in accordance with International Standard on Assurance Engagements Other than Audits or Reviews of Historical Financial Information (ISAE 3000) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) in order to obtain reasonable assurance. Also, we have applied *AccountAbility's 1000 Assurance Standard (2008) (AA1000AS)* to provide high level of assurance on the application of the principles established in standard AA1000APS and on the sustainability performance indicators (type 2 high assurance).

Our work consisted of the application of the necessary procedures to provide a basis for our conclusions and reduce the risk of error to an acceptably low level. These procedures are the following:

- Meetings with personnel of CaixaBank and subsidiaries that have taken part in the ICR preparation to ascertain the principles, systems and management approaches applied.
- Analysis of the processes to gather and validate the CR information presented in the ICR including the review and carrying out of effectiveness tests of the controls implemented in the information systems used to gather, load and process the information.
- Review of the security and completeness of the CR information gathering system used by CaixaBank.
- Review of the steps taken in relation to the identification and consideration of the stakeholders during the year and of the stakeholder group participation processes through the analysis of the available internal information and third-party reports.
- Analysis of the coverage, materiality and completeness of the CR information included in the ICR on the basis of the understanding of CaixaBank of its stakeholder groups' requirements in relation to the relevant issues identified by the organisation and described under "Materiality study" included in the chapter "Appendices".
- Review of the information relating to the management approaches applied to each group of contents.
- Analysis of the adherence of the CR contents of the ICR to those recommended in the G4 of GRI Guidelines. Verification that these contents agree with those recommended by the GRI G4 Guidelines and the financial services sector supplement.
- Review, by means of specific review tests, on a sample basis, of the quantitative and qualitative information relating to the GRI indicators described in the document "Summary of GRI indicators" and of the adequate compilation thereof based on the data furnished by the information sources of CaixaBank and subsidiaries.

Deloitte Advisory S.L.
Avda Diagonal, 654
08034 Barcelona
España

Tel: +34 932 80 40 40
Fax: +34 932 80 28 10
www.deloitte.es

Responsibilities of CaixaBank management and of Deloitte

- The preparation and contents of the ICR is the responsibility of the Communication, Institutional Relations, Brand and CSR of CaixaBank, which is also responsible for defining, adapting and maintaining the management and internal control systems from which the information is reported.
- Our responsibility is to issue an independent report based on the procedures applied in our assurance engagement.
- This report has been prepared in the interests of CaixaBank management in accordance with the terms and conditions of our Engagement Letter. We do not accept any liability to any third party other than CaixaBank management.
- We conducted our work in accordance with the independence standards required by the Code of Ethics of the International Federation of Accountants (IFAC).
- Our team consisted of a combination of professionals with assurance qualifications in economic, social and environmental area.

Deloitte Advisory S.L. inscrita en el Registro Mercantil de Madrid, tomo 29.897, sección 8ª, folio 21, hoja M-538045, inscripción 1ª. C.I.F.: B-86466448.
Domicilio social: Plaza Pablo Ruiz Picasso, 1, Torre Picasso, 28020, Madrid.

Member of Deloitte Touche Tohmatsu



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Conclusions

Based on the work performed we conclude that, except for the limitations on scope or on the coverage of the indicators described in the document "Summary of GRI indicators", the Corporate Responsibility Information included in the 2014 ICR was prepared, in all material respects, in accordance with the guidelines of the Global Reporting Initiative Sustainability Reporting Guidelines version 4.

Also, the 2014 Corporate Responsibility Information included in the ICR was prepared, in all material respects, in accordance with the principles of inclusivity, materiality and responsiveness set out in the AA1000 APS 2008:

- **Inclusivity:** CaixaBank has developed a participation process for stakeholders that facilitates their involvement in the development of a responsible approach, as described in the sections "Materiality study" of the chapter "Appendices".
- **Materiality:** the process of determining materiality requires an understanding of important or relevant issues for CaixaBank and its stakeholders, as described in the section "Materiality study" of the chapter "Appendices".
- **Responsiveness:** CaixaBank responds with specific actions and commitments to the material matters identified, and monitors its progress, as described in the section "Commitments in 2014 and challenges for 2015".

Observations and recommendations

In addition, we presented to the management of CaixaBank our recommendations relating to the areas for improvement in Corporate Responsibility and in the application of the principles of inclusivity, materiality and responsiveness. Following is the summary of the most significant recommendations, which do not modify the conclusions presented in this report.

Inclusivity and materiality

In 2014 CaixaBank continued to improve its annual materiality analysis, carrying out specific surveys aimed at different stakeholders (shareholders, analysts, customers, employees and CSR experts), comparative analysis with other industry companies and internal consultations in key areas of the organisation. At the same time, it worked on the adaptation of the Integrated Corporate Report to the G4 Guidelines on CSR reporting. This version of the GRI Guidelines requires that the materiality analysis takes into consideration not only the organisation itself, but also its value chain, understood as other organisations in which it holds an interest or with which it cooperates or interacts. In this connection, CaixaBank must continue to perform its materiality analysis in greater depth in order to identify the main impacts on CSR associated with its value chain, mainly in the financial and the insurance businesses.

Responsiveness

CaixaBank's response to its new business challenges is illustrated in its 2015-2018 Strategic Plan. In this connection, CaixaBank must work on adapting its current CSR-specific lines of work, objectives and indicators that contribute to the achievement of the aforementioned plan and enable the Bank to respond efficiently to the relevant aspects identified in the materiality study.

In 2014 CaixaBank made further progress towards the integration of its financial and non-financial information, reporting key indicators on the social impact of its activities. CaixaBank also continued to make progress with regard to other regulated and unregulated annual corporate information. Taking into consideration the importance of the recent regulatory changes and the reporting requirement trends of the various stakeholders, and the recommendations in the new Code of Best Practice (Corporate Governance) for listed companies, analysis of the current documents that comprise the annual corporate information and adaptation of the contents thereof to the new requirements is recommended. Duplications must be avoided to the extent possible in the aforementioned adaptation, and efforts must be made to facilitate the understanding of the business model's key elements.

Deloitte Advisory, S.L.

Barcelona, March 19th, 2015





Avda. Diagonal, 621
08028 Barcelona
Tel: (+34) 93 404 60 00

www.CaixaBank.com

GRI: G4-3, G4-5 and G4-31