



**Corporate Presentation**

**June 2019**

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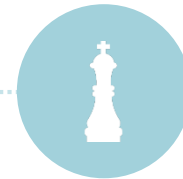
**CAIXABANK**  
AT A GLANCE

2.



COMPETITIVE  
STANCE

3.



STRATEGIC  
PLAN


4.



ACTIVITY &  
RESULTS

## Key figures<sup>(1)</sup>

Mar-2019

	<b>Total customers (M), 26.3% as main bank in Spain<sup>(2)</sup></b>	<b>15.6</b>	<b>Leading retail franchise in Iberia</b>
	<b>Consolidated balance sheet (€ Bn)</b>	<b>404.1</b>	
	<b>Customer loans and advances (€ Bn)</b>	<b>226.4</b>	
	<b>Customer funds (€ Bn)</b>	<b>369.5</b>	
	<b>Market capitalisation (€ Bn)<sup>(3)</sup></b>	<b>17</b>	<b>Solid balance sheet and P&amp;L metrics</b>
	<b>1Q19 Attributable profit (€ M)</b>	<b>533</b>	
	<b>CET1/Total capital ratios (%)</b>	<b>11.6%/15.3%</b>	
	<b>Long Term Ratings<sup>(4)</sup></b>	<b>Baa1/BBB+/BBB+/A</b>	
	<b>Employees</b>	<b>37,503</b>	<b>Unique omni-channel distribution platform</b>
	<b>Branches (#)<sup>(5)</sup></b>	<b>5,033</b>	
	<b>ATMs (#)<sup>(6)</sup></b>	<b>9,335</b>	
	<b>Digital clients<sup>(7)</sup> as % of total clients</b>	<b>58.5%</b>	

(1) Figures refer to CaixaBank Group unless otherwise noted.

(2) Market penetration-primary bank among Spanish retail clients. Source: FRS Inmark 2018.

(3) Share price multiplied by the number of issued shares excluding treasury shares at closing of 31 March 2019.

(4) Moody's, Standard&Poor's, Fitch, DBRS.

(5) # of branches in Spain and Portugal, of which 4,326 are retail branches in Spain.

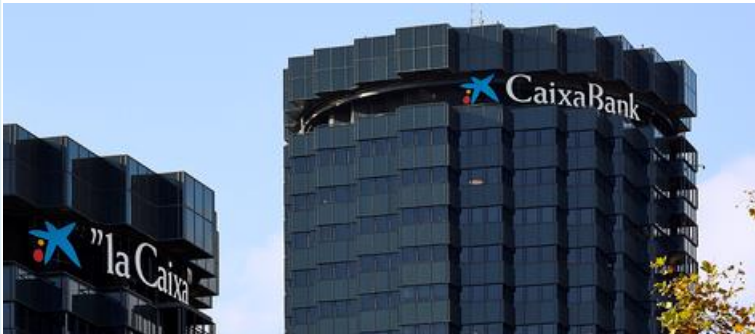
(6) # of ATMs in Spain.

(7) Customers aged 20-74 years old with at least one transaction in the last 12 months.



## Flagship Group in Iberian retail banking

### Leading bancassurance franchise



- ▶ **Main banking** relationship for 26.3% of Spaniards<sup>(1)</sup> and **leader in online & mobile** banking in Spain
- ▶ **15.6M clients**; 13.7M in Spain, 1.9M in Portugal
- ▶ **5,033 branches<sup>(2)</sup>; 9,335 ATMs<sup>(3)</sup>**: best-in-class omni-channel platform
- ▶ **Highly-rated brand**: based on trust and excellence in quality of service

### Robust financials



- ▶ **€17 Bn Market capitalisation<sup>(4)</sup>**. Listed since 1 July 2011
- ▶ **Net profit 1Q19: €533M**; 8.7% RoTE; 9.9% Bancassurance RoTE<sup>(5)</sup>
- ▶ **Solid capital metrics**: CET1 B3 at 11.6%; Total Capital at 15.3%
- ▶ **Outstanding NPL Coverage** ratio: 54%
- ▶ **Ample liquidity**: €86 Bn in liquid assets
- ▶ **Stable funding structure**: LTD ratio 102%

### Solid heritage & values



- ▶ Aiming at a **sustainable and socially responsible banking model**
- ▶ Included in **leading sustainability indices** (MSCI Global Sustainability, DJSI, FTSE4Good, Ethibel Sustainability Index (ESI), STOXX® Global ESG Leaders)
- ▶ **Proud of our heritage: over 115-year history**, 78 acquisitions
- ▶ **Deeply rooted values**: quality, trust and social commitment

(1) Retail clients in Spain aged 18 or above. Source: FRS Inmark 2018.

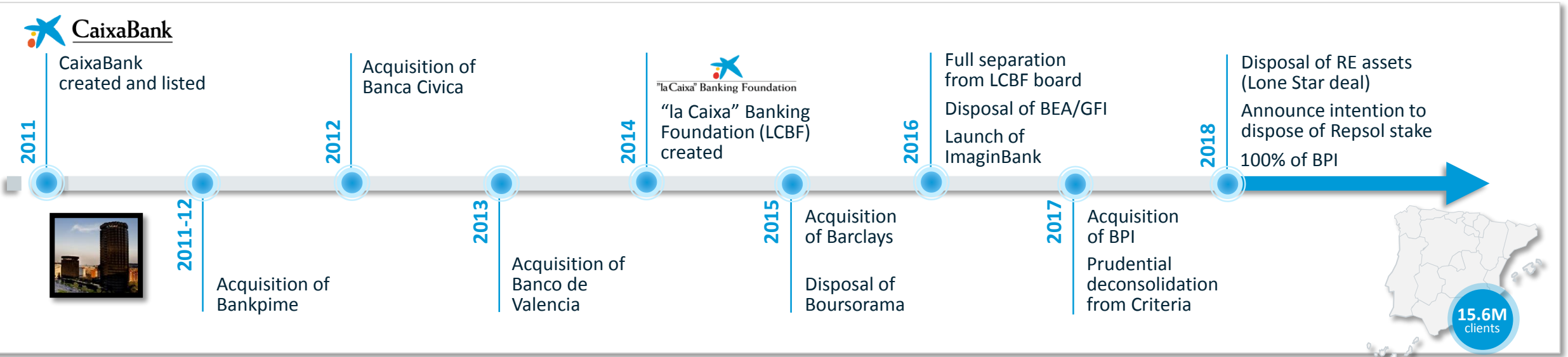
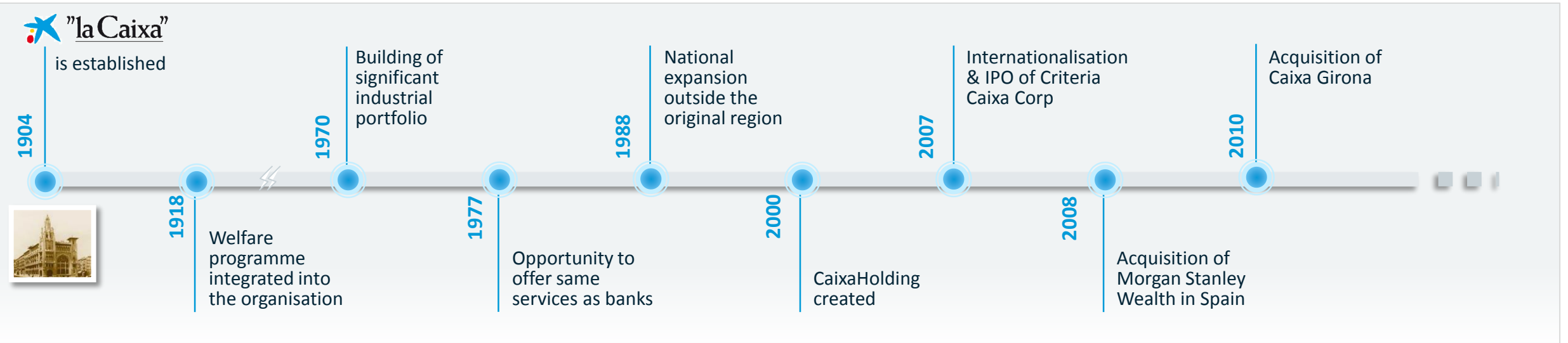
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(4) Share price multiplied by the number of issued shares excluding treasury shares at closing of 31 March 2019.

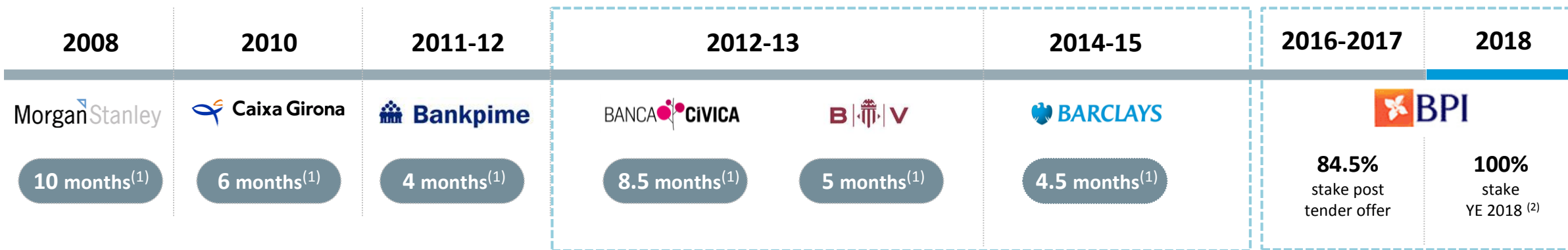
(5) Trailing 12 months RoTE excluding extraordinary items. It includes the AT1 coupon accrued in the last 12 months (-€87M post-tax).

## A history that spans over 115 years



## Organic growth has been reinforced by well-timed acquisitions

### Proven integration track record

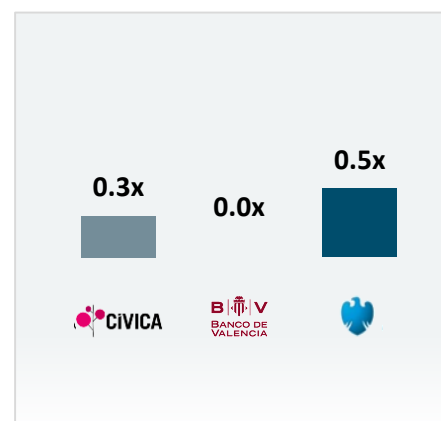


### Strict financial discipline for acquisitions

Effective delivery of synergies exceeding targets and earlier than expected. In €M

	Synergies as % of initial costs		Synergies 2016 (€M)	Timing (begin/completed)
	Initial target	Achieved		
BANCA CIVICA	59%	<b>63%</b>	580	2012/2015
B V	52%	<b>62%</b>	101	2013/2015
BARCLAYS	45%	<b>57%</b>	189	2015/2016

Attractive P/BV multiples



2017 tender offer



P/TBV	Total synergy target
<b>0.68x</b>	<b>€122 M</b> By 2020+

May-Aug 2018

Acquisition of 8.425% stake from Allianz Group + stock market purchases → reaching 95% stake

Dec 2018

Post de-listing squeeze out (remaining 5% stake)

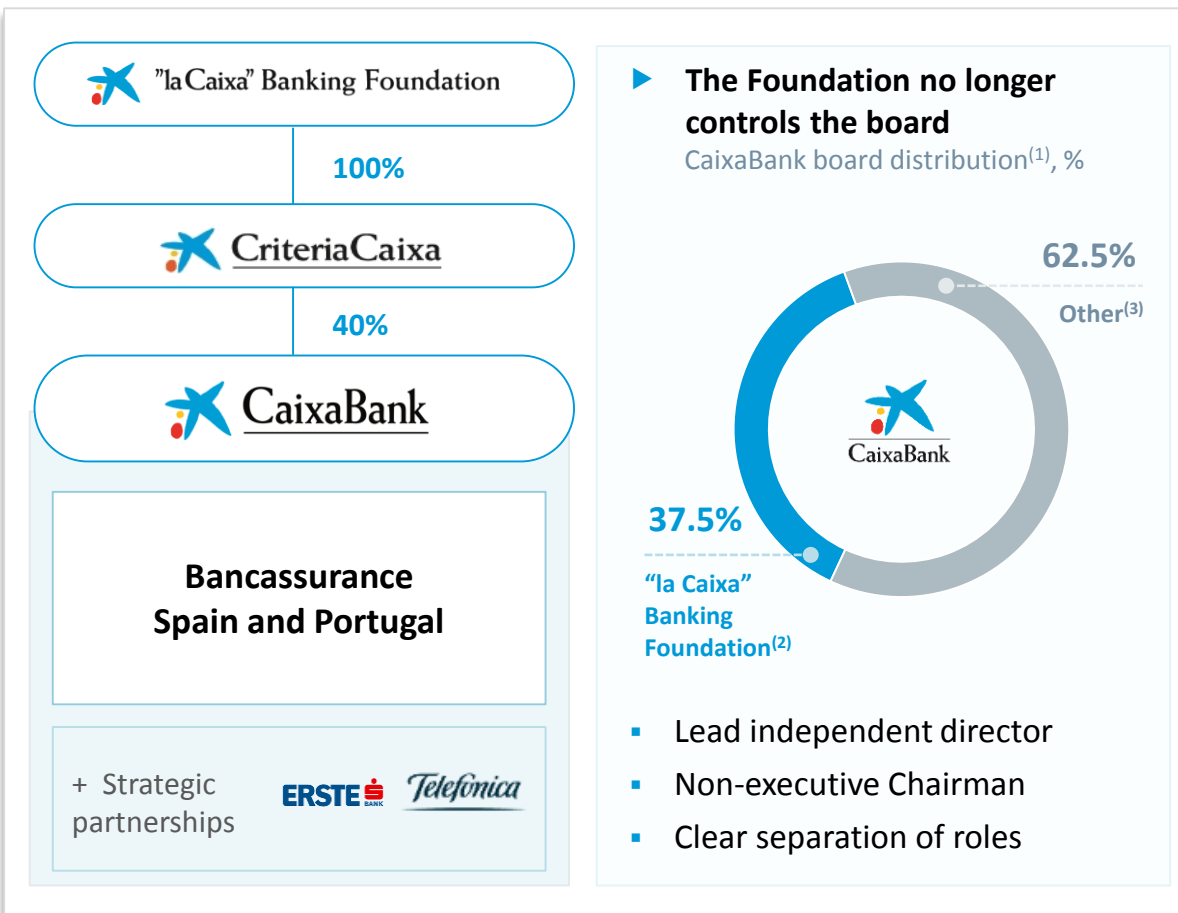
(1) Time lapsed from closing, legal merger or acquisition agreement until completion of IT integration. The integration of Banca Civica involved completing 4 sequential integrations.

(2) Post de-listing squeeze out exercised on 27 December 2018.



## A streamlined structure facilitates full attention on our bancassurance model

### Reorganisation of “la Caixa” Group



### Increased focus on our core business

**▶ Decreasing weight of non-strategic assets**

- Boursorama (2015)
- BEA & Inbursa (2016)
- Repsol (2018) <sup>(4)</sup>
- NPAs: -67% 2014-1Q19 <sup>(5)</sup>



**▶ Taking control of BPI**

- Fully integrated into our bancassurance activity
- Opportunity to replicate CABK model in Portugal



(1) Includes all the changes agreed at the AGM on the 5<sup>th</sup> April 2019. Refer to Significant Event number 276874 (CNMV) for additional information.

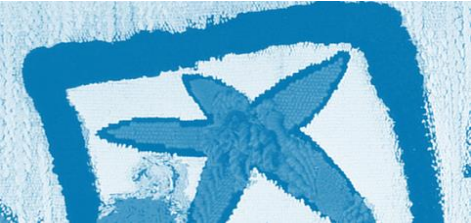
(2) Includes 6 proprietary directors representing “la Caixa” Banking Foundation.

(3) Includes 7 independent directors, 1 proprietary director proposed by Mutua Madrileña, 1 proprietary proposed by the banking foundations formerly comprising Banca Cívica and the CEO.

(4) 1.1% as of 29 April 2019.

(5) NPLs (including contingent liabilities) + OREO. CABK ex BPI, March 2019 vs. 2014 PF Barclays Spain (gross value).

# Premium brand reputation with ample external recognition



**Premium brand reputation**



**Best Bank in Spain 2019**  
**Best Bank in Western Europe 2019**  
*Global Finance*



**Bank of the Year in Spain 2018**  
*The Banker*



**Best Private Bank in Spain 2019 for Philanthropic Advice and ESG/Social Impact Investing**  
*Euromoney*



**European Seal of Excellence +500**  
*Score of over 650 points*



**Dow Jones Sustainability Index**  
*Among world's top banks in ESG*



**Most responsible financial institution & best corporate governance**  
*Merco*



**Wide recognition of leading IT infrastructure**



**Most Innovative Financial Institution in Western Europe 2019**  
*Global Finance*



**Western Europe's Best Digital Bank 2018**  
*Euromoney*



**Best Mobile Technology Project of the year 2018**  
*The Banker*



**Best Private Bank for use of technology in Europe 2018**  
*Professional Wealth Management (PWM)*



**Innovative Touchpoints & Connected Experiences 2018 (CaixaBank Now App)**  
*BAI*



**Best Consumer Digital Bank in Western Europe 2018**  
*Global Finance*



**Innovation of the Month Award**  
*EFMA & Accenture*



**Premium brand and innovation recognitions**



**Most Trusted Bank Brand in Portugal 2019**  
*Reader's Digest*



**Best Bank in Portugal 2018**  
*Euromoney*



**Best Digital Bank Portugal 2019**  
*5 estrelas*



**Excellence Brand 2018**  
*Superbrands*



**Best Digital Team 2018**  
*IDC - Negócios*

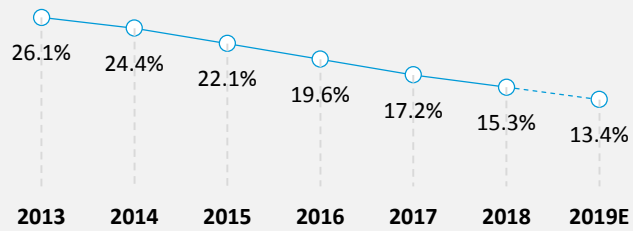


**Digital Transformation in Financial Services 2018**  
*OutSystems*

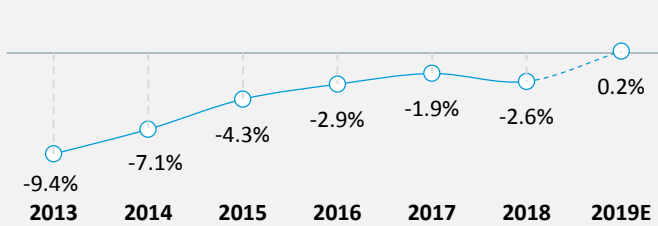
## Geared to performance of the Iberian economies

### SPAIN

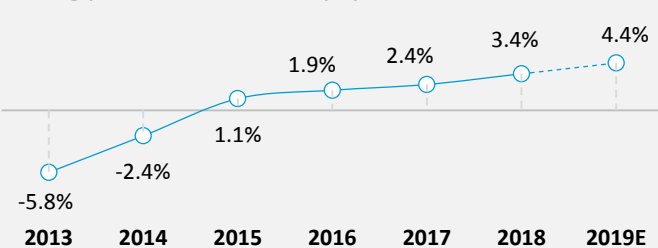
Unemployment rate, %



Credit<sup>(1)</sup> (industry), % yoy

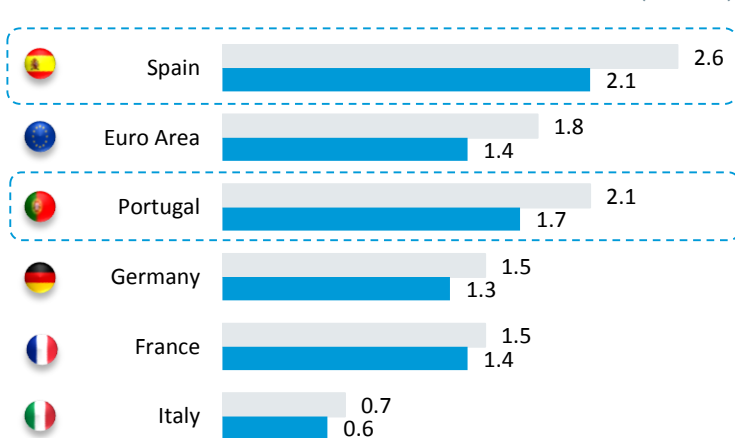


Housing prices (nominal), % yoy

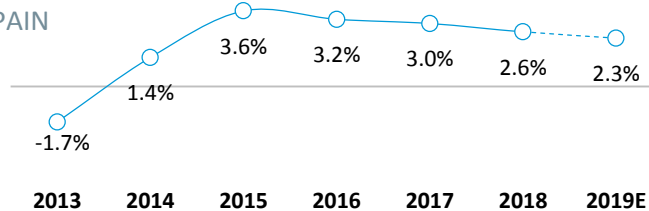


### Solid economic recovery

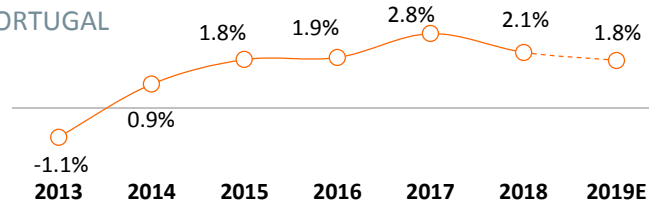
GDP growth, % yoy



#### SPAIN

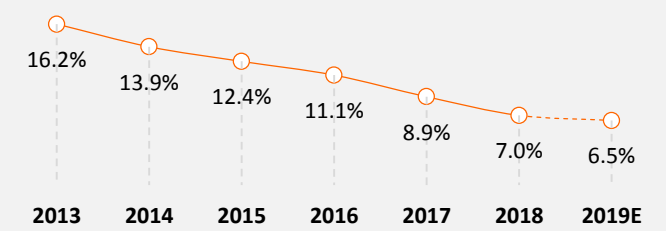


#### PORTUGAL

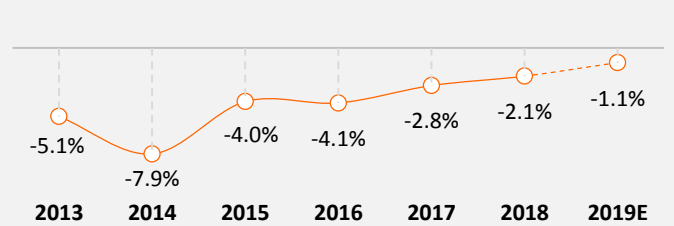


### PORTUGAL

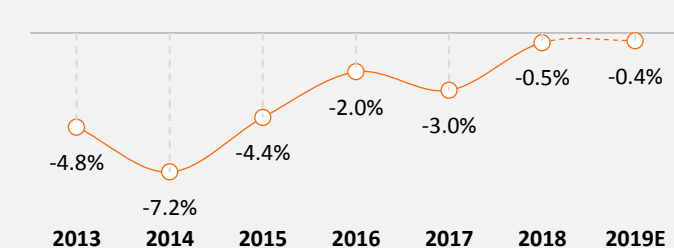
Unemployment rate, %



Credit<sup>(1)</sup> (industry), % yoy



General government balance, % of GDP



(1) Loans to the "Other Resident Sectors" excluding to financial services companies (Bank of Spain and Bank of Portugal statistics).

Sources: Eurostat (GDP growth), Bank of Spain and Bank of Portugal (credit and deposits growth), INE Spain and Portugal (unemployment rate and general government balance), Spanish Ministry of Public Works. (housing prices), and CaixaBank Research (all forecasts 2019E). Forecasts as of 30 May 2019.

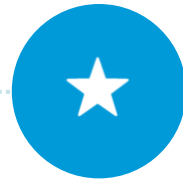
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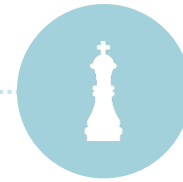
CAIXABANK  
AT A GLANCE

2.



**COMPETITIVE  
STANCE**

3.



STRATEGIC  
PLAN

4.



ACTIVITY &  
RESULTS

## A one-stop shop for lifetime finance and insurance needs

*"Much more than just a bank"*

**Scale and capillarity**  
Proximity/ customer intimacy

**13.7M** clients in Spain  
**4,326** retail branches in Spain  
**9,335** ATMs in Spain

**Comprehensive offering**  
Wide and bespoke with 100% owned factories

**#1 Insurance** Group in Spain  
**#1 Asset Management** Group in Spain  
**#1 Payments** in Spain

**IT and digitalisation**  
Mobility and big data

**58.5%** of our clients are digital<sup>(1)</sup>  
**31.6%** penetration in digital<sup>(2)</sup>

**Advisory**  
Focus on capabilities and quality of service

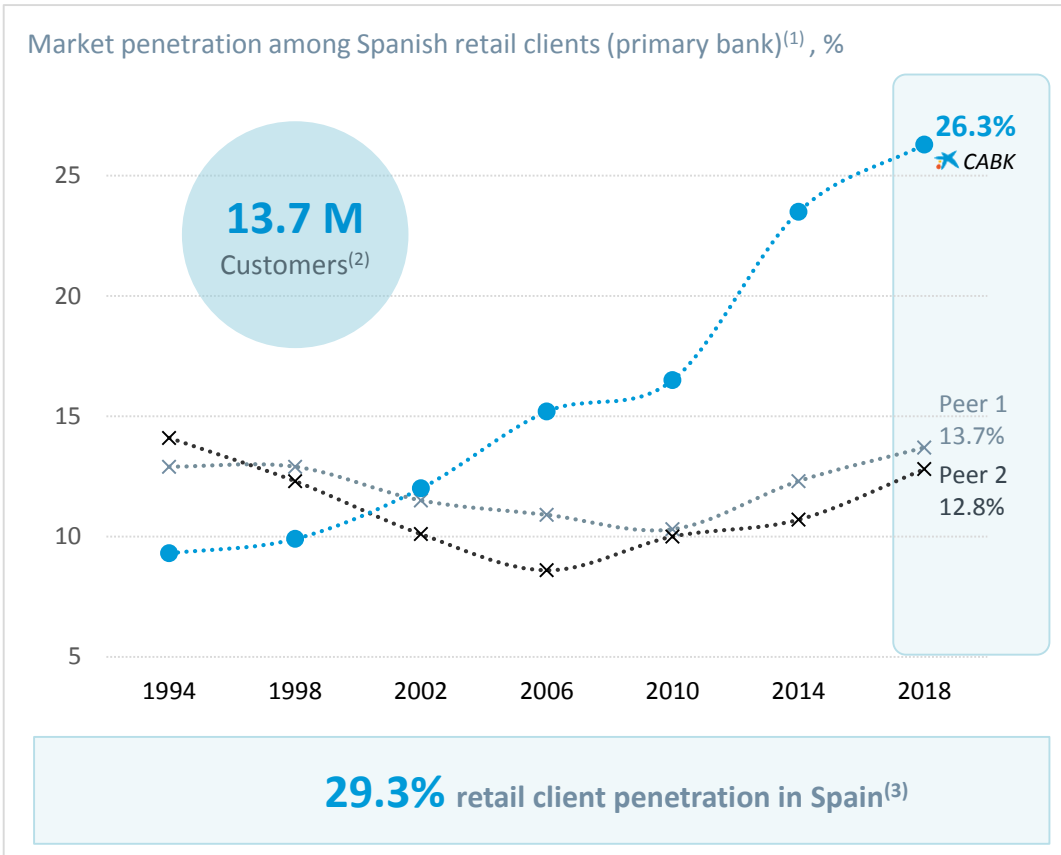
**~14,000** certified advisors in Spain  
**1.7M** affluent banking clients in Spain  
**>110,000** private banking clients in Spain

**Provides unique advantages in current operating environment**

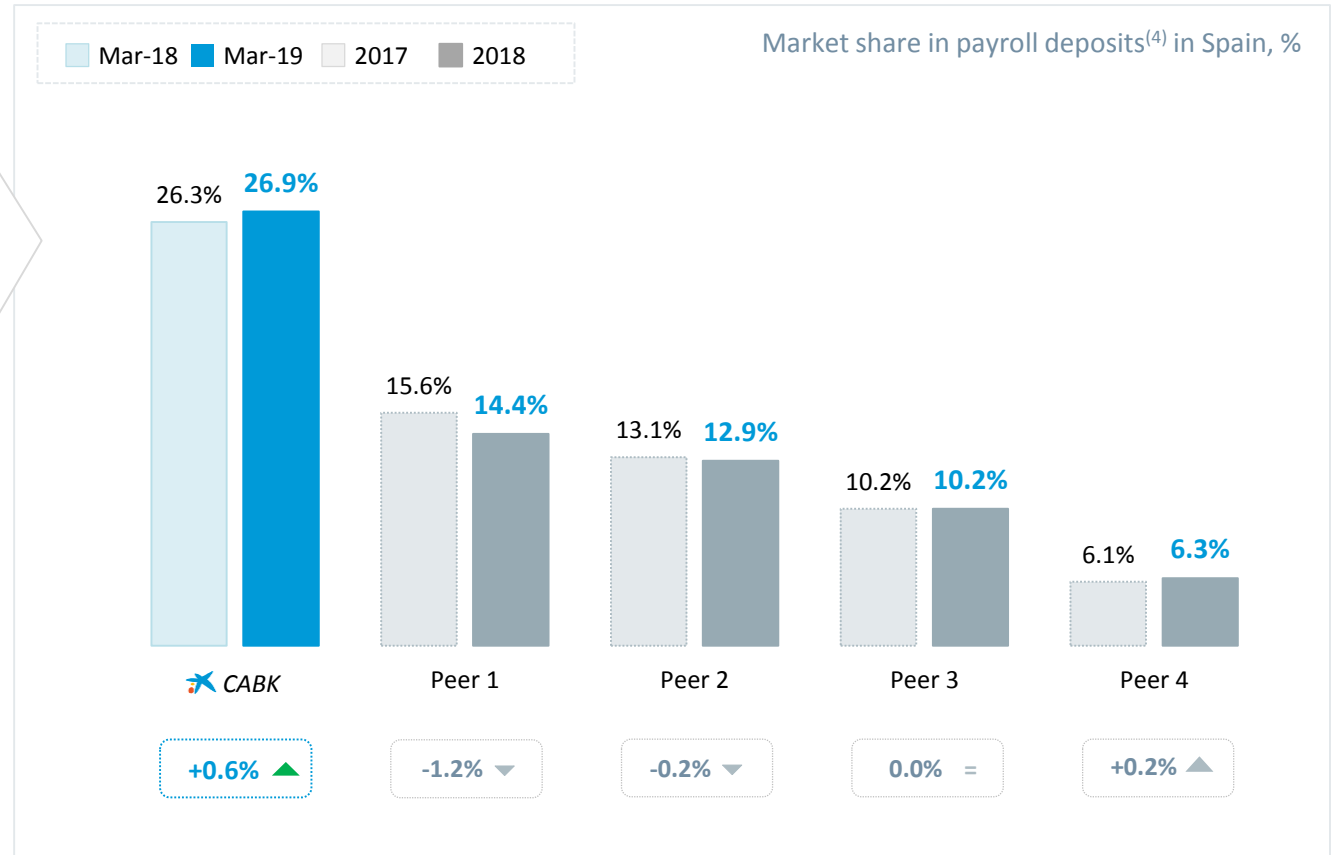
(1) Customers aged 20-74 years old with at least one transaction in the last 12 months.  
(2) 12 month average, latest available data as of March 2019. Source: ComScore.  
Sources: Bank of Spain, ICEA, Inverco, Comscore.

## The “bank of choice” for Spanish retail customers

### Market share in line with two closest peers combined...



### ... and growing organically more than peers in key anchor products



**Leadership in income flows is key to generate further relationship value**

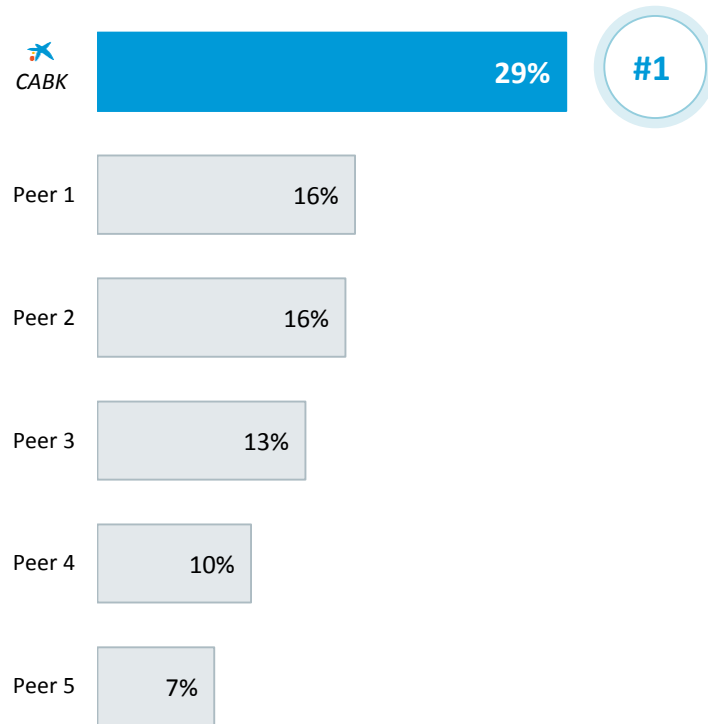
(1) Retail clients in Spain aged 18 or above. Peer group includes: Banco Santander, BBVA. Source: FRS Inmark 2018.  
 (2) In Spain.  
 (3) Spanish customers older than 18 years of age. Source: FRS Inmark 2018.  
 (4) Peers include Banco Sabadell, Banco Santander, Bankia, BBVA. Sources: for CaixaBank, Social Security; peers: FRS Inmark 2018.



## Our leading market position generates valuable network effects

### Leading franchise in Spanish retail banking

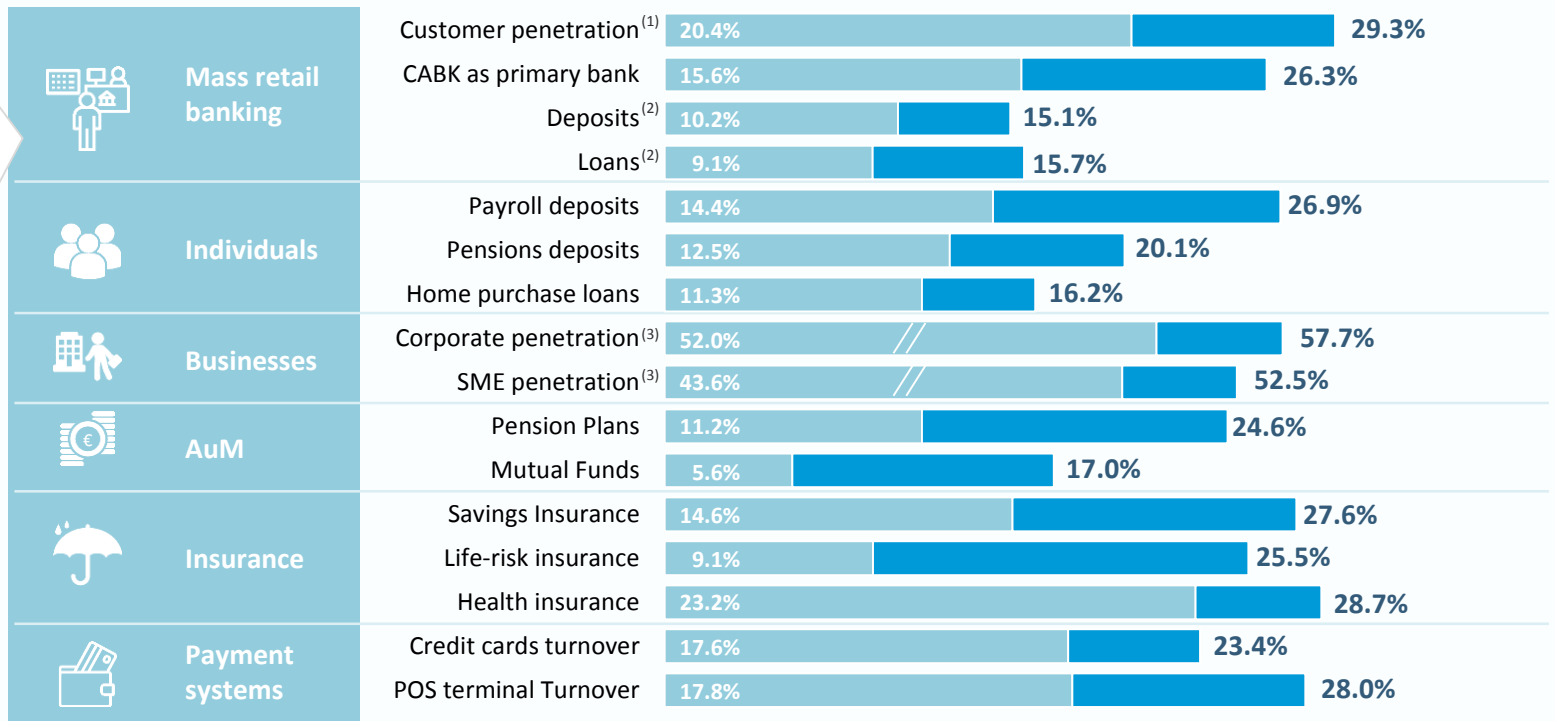
CABK Market penetration among retail clients in Spain<sup>(1)</sup>, %



### Strong market shares across the board

2007 market share | Growth since 07

CABK Market share by key products in Spain, %



(1) Spanish customers older than 18 years of age. Peers include BBVA, Bankia, Cajas Rurales, Sabadell and Santander.

(2) Deposit included demand and time deposits and loan data to the other resident sectors as per Bank of Spain data.

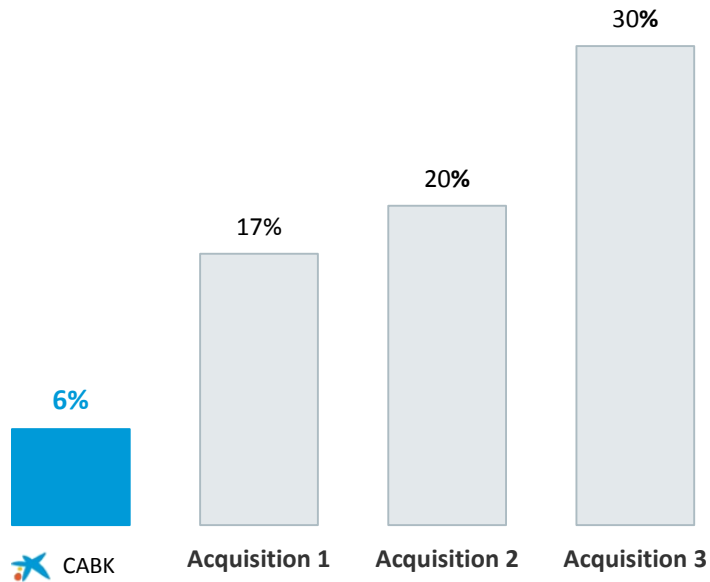
(3) SMEs: Firms with turnover <€50M. Latest data for 2017; initial data for 2008 (bi-annual survey). Corporate: firms with turnover >€50M. Latest data for 2017; initial data for 2008 (bi-annual survey). For firms with turnover €1-100M, market penetration was at 48.0% in 2017 according to FRS Inmark survey.

Latest available data. Source: FRS Inmark 2018, Social Security, BoS, INVERCO, ICEA, AEF and Cards and Payments System.

## Economies of scale and technology are key drivers of operational efficiency

### Minimal HQ staff

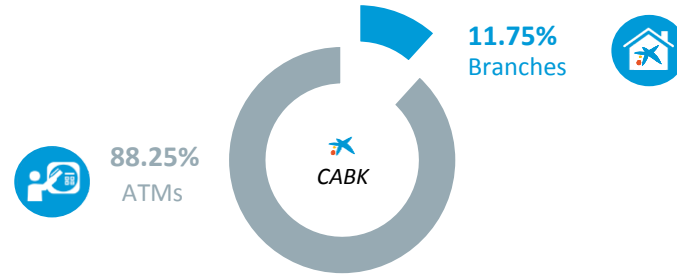
HQ staff as % of total employees<sup>(1)</sup>



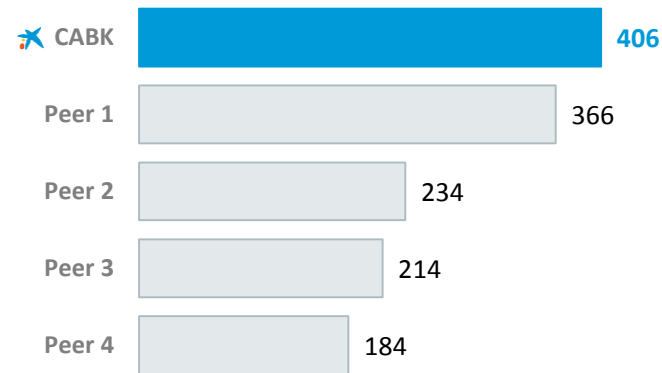
**Economies of scale**

### Scalable and efficient sales-oriented network

CABK (ex BPI) Task absorption at the branch<sup>(2)</sup> (%)



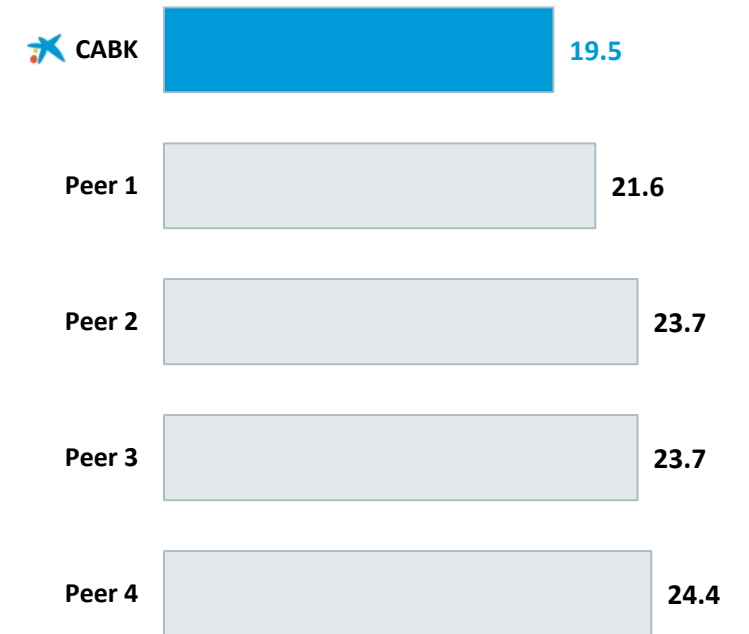
Retail customers per employee<sup>(3)</sup>



**Sales force focused on value creation**

### Scale economies result in significant cost benefits

General expenses<sup>(4)</sup>/gross income, in %



**Very competitive general expenses**

(1) Data as of December 2016 for CaixaBank ex BPI and own estimates as of the acquisition date for the acquired entities (Banca Cívica, Banco de Valencia and Barclays).

(2) During branch opening hours. Last data available.

(3) Source: FRS Inmark 2018 Report on the financial behavior of individuals and reports from companies (Spain). Peers in Spain, including: Bankia, BBVA, SAB and SAN.

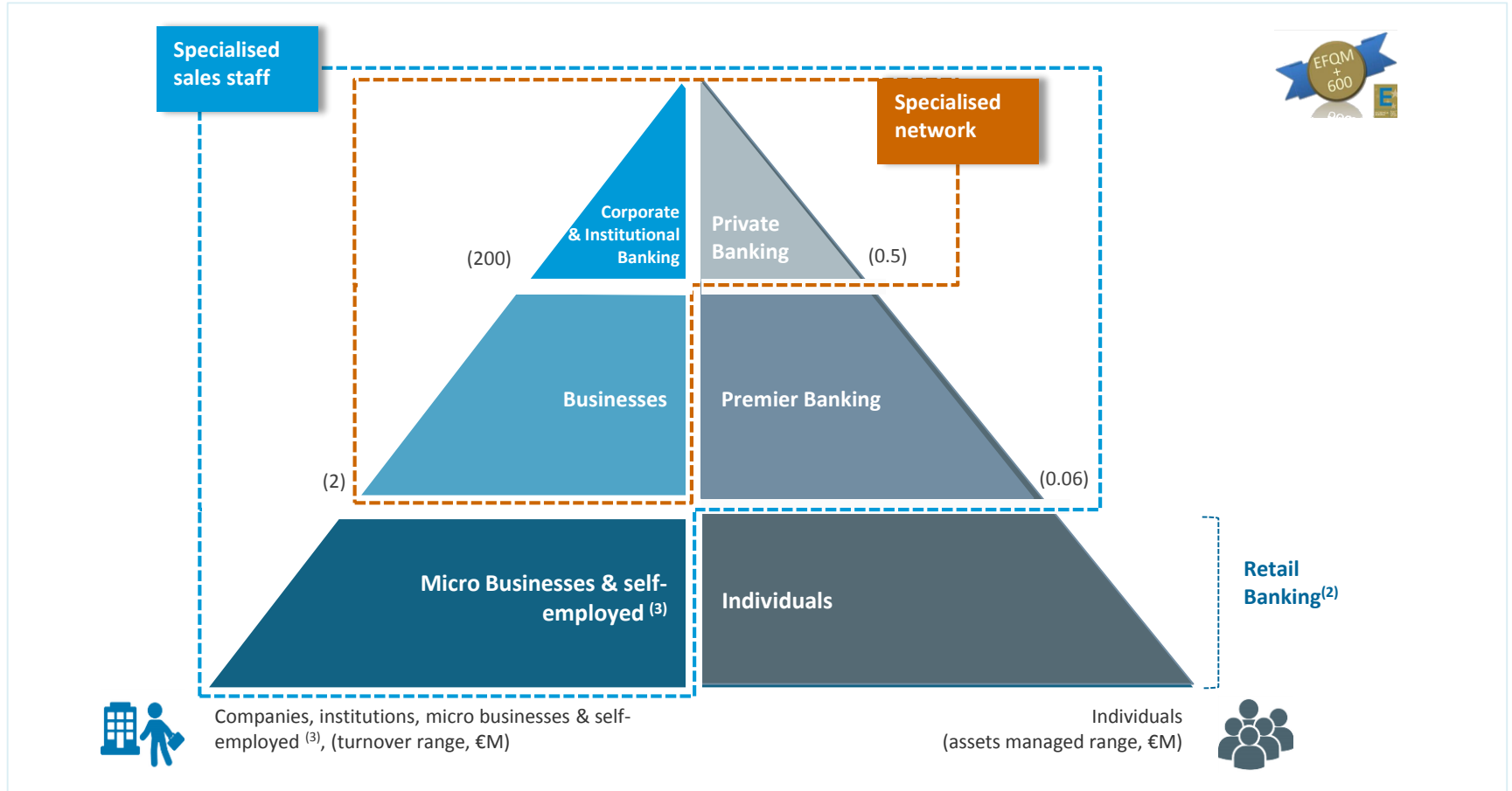
(4) General expenses and amortizations last 12 months. Recurrent expenses for CABK and SAB. 1Q19 for CaixaBank (ex BPI) and peers. Peers include: Bankia, Bankinter, BBVA Spain + RE business, Sabadell (ex TSB).

A highly segmented business model based on specialisation and quality of service

One of the largest customer bases



Segmentation is key to better serving client needs<sup>(1)</sup>



(1) There is additional market segmentation (including, for instance, real estate developers and public sector & non-profits) not shown in the pyramid.  
 (2) Retail banking includes individuals, micro businesses, self-employed, retail establishments, freelance professionals and agribusinesses.  
 (3) Also including retail establishments, freelance professionals and agribusinesses.  
 (4) Total customers: CaixaBank + BPI.

## Best-in-class omni-channel distribution platform with multi-product capabilities

### The largest physical footprint in Spain



### Leader in digital channels in Spain

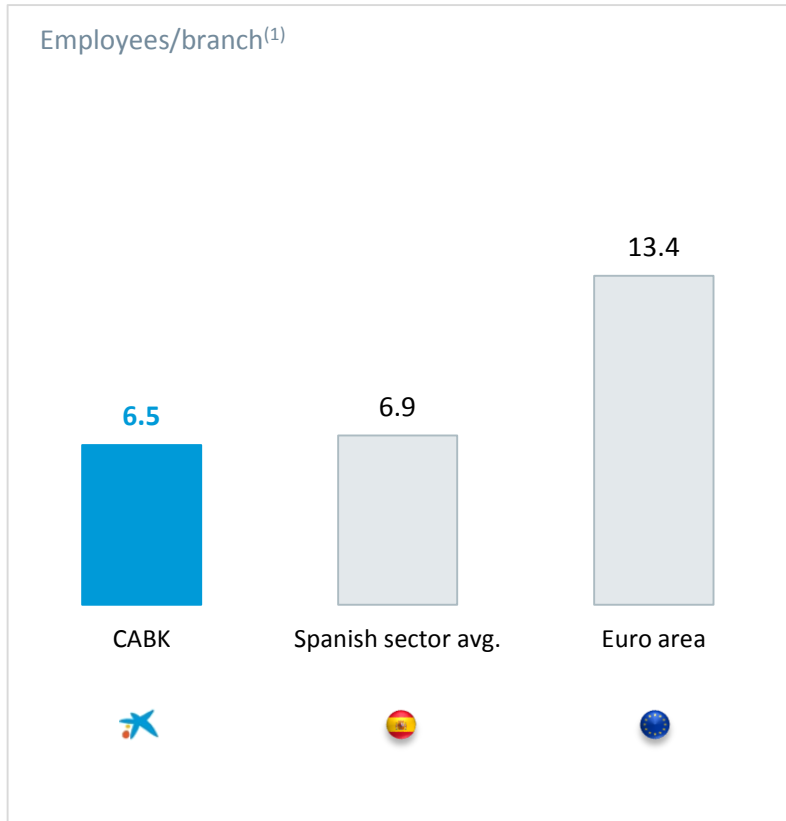


**Staff time is freed-up to concentrate on client interaction and innovation**

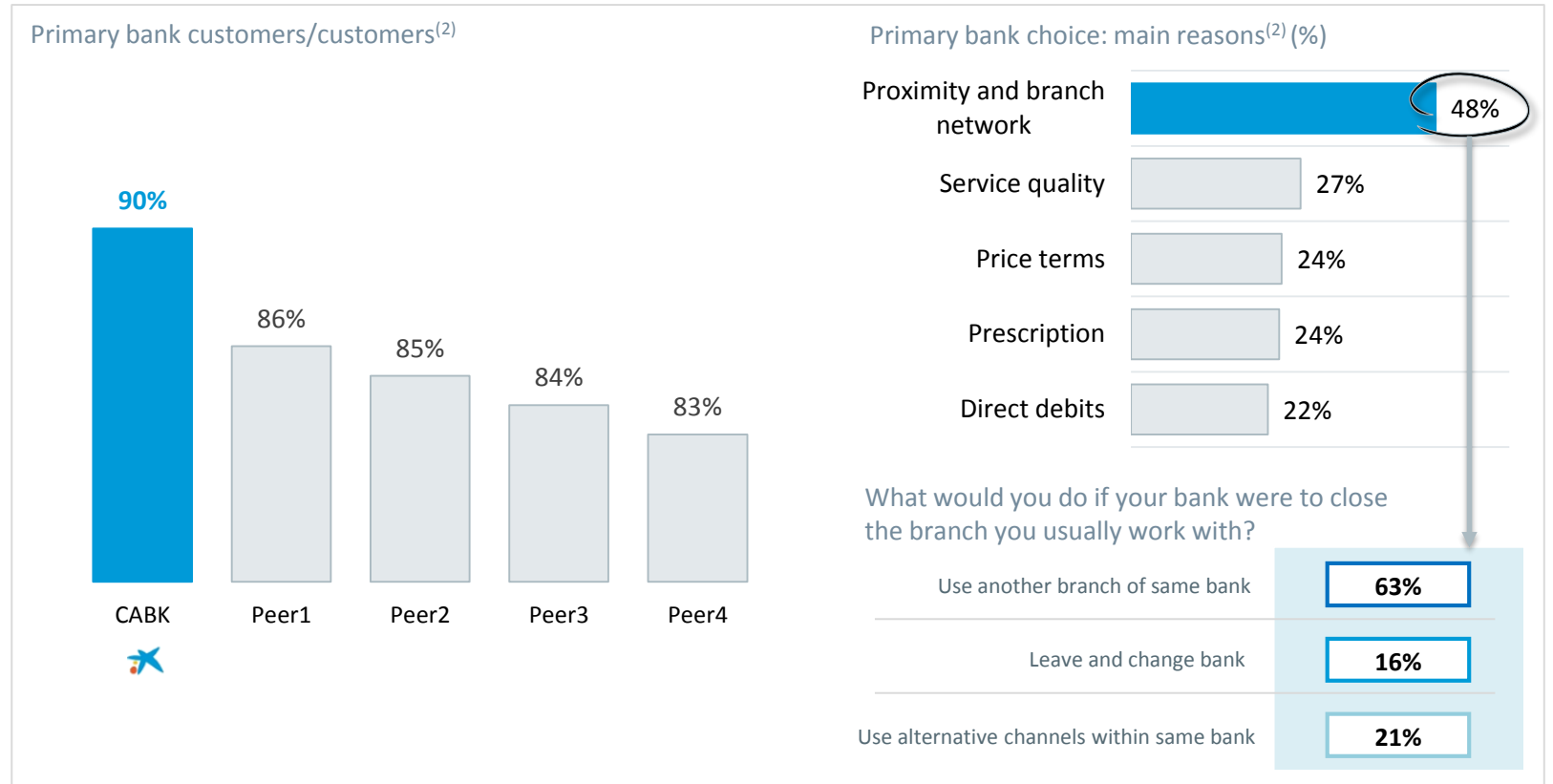
(1) Source: Bank of Spain.  
 (2) Customers aged 20-74 years old with at least one transaction in the last 12 months.  
 (3) 12 month average. Latest available data as of March 2019. Source: ComScore.

## An efficient and effective branch model which evolves over time

### Light branch model...



### ...very effective in a geographically-dispersed country



**Proximity continues to be the most important factor for choosing a bank**

(1) CaixaBank ex BPI figures as of March 2019 and Spanish sector avg. and euro area figures as of 2017.

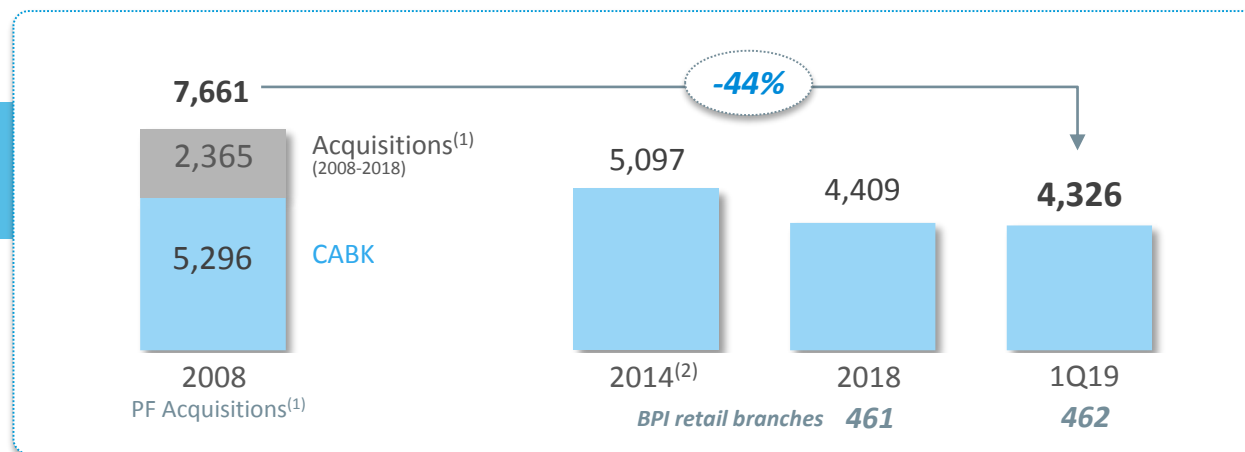
(2) FRS Inmark 2018 (Spain). Peers: SAN, BBVA, SAB, BKIA.

## 2008-2018: ten years of segmenting and rightsizing the distribution network

Constant evolution of the distribution network: concentration of retail branches, creation of specialised branches and development of the best digital offering



### Retail branches in Spain



### Specialised branches/managers in Spain

### + Digital and remote channel development (e.g., CaixaBankNow, imaginBank, inTouch)



(1) BCIV, Barclays Spain, Banco de Valencia, Caixa Girona  
 (2) Barclays Spain retail branches are not included (#261)



## Transforming branches into advisory hubs by rolling out the “Store” concept

▶ **Store concept to reach >600 branches by 2021**

▶ **Specialisation and greater service capabilities**

*Specialised account managers*

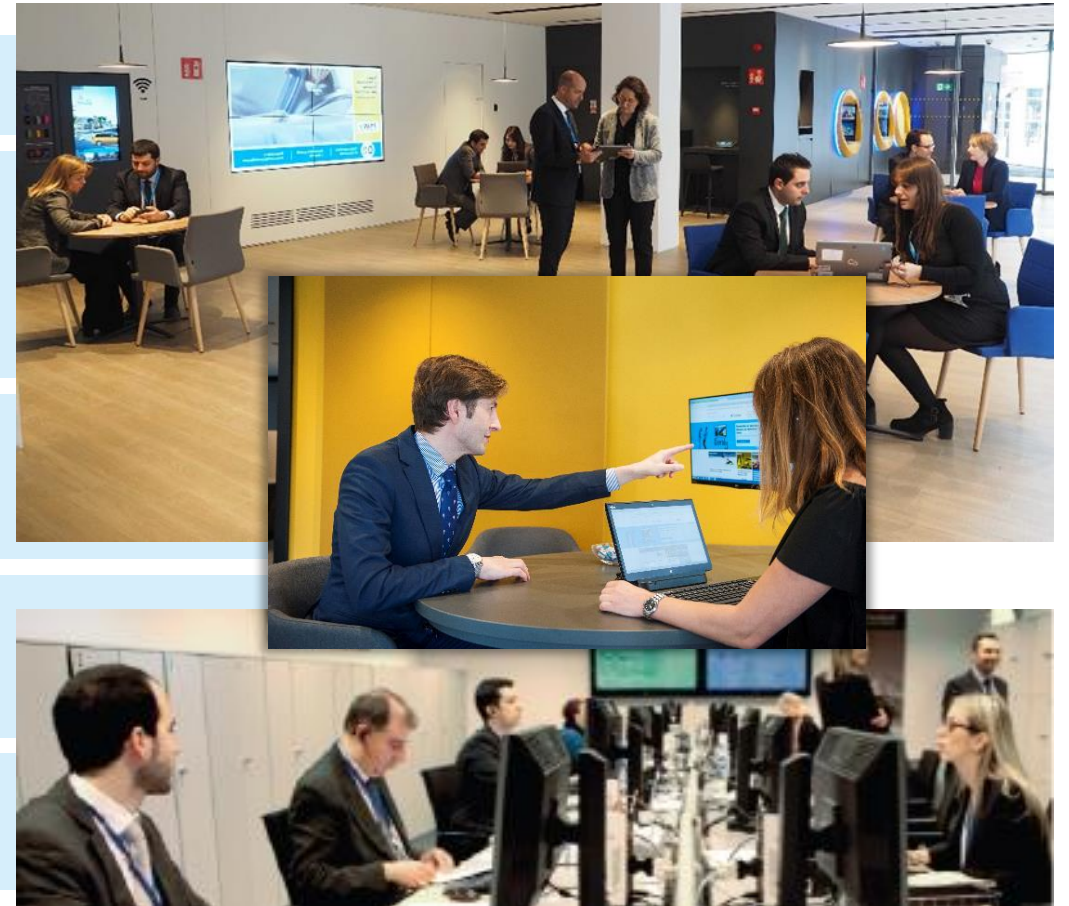
*Longer opening hours*

*No cash till*

▶ **Tech-supported customer intimacy:**  
*transparency and bespoke service*

▶ **More efficiently organised:** *open spaces, new teams, shared sales agenda, agile and dynamic work methods*

▶ **Higher proactivity and better time management**  
*(interactions with clients are scheduled)*



***Positive assessment from both customers and employees***

## Supporting clients internationally and developing joint business initiatives

### Representation offices & international branches to better serve our clients<sup>(1)</sup>



18

#### Representative Offices

Milan, Beijing, Shanghai, Dubai, New Delhi, Istanbul, Singapore, Cairo, Santiago de Chile, Bogotá, New York, Johannesburg, Sao Paulo, Hong Kong, Lima, Algiers, Sydney, Toronto

5

#### International branches (7 offices)

Warsaw  
 Morocco with three offices:
 

- Casablanca
- Tangier
- Agadir

 London  
 Frankfurt  
 Paris

2

#### Spanish Desk

Mexico City  
 Vienna

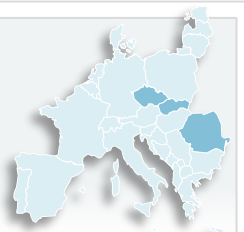
### Non-controlled International Banking Stakes

**ERSTE Group**  
 % stake: **9.92%**

- ▶ Influential position
- ▶ Building strategic alliances
- ▶ Sharing best practices
- ▶ JVs and project development

#### JV with Erste and Global Payments

Payment services    Czech Rep., Slovakia, Romania    EBG: 49%    Global Payments + CABK: 51%



(1) As of 30 May 2019.

# Digital channels are a complement that result in improved customer experience and higher sales

### CaixaBankNow

**6.1M**  
digital clients<sup>(1)</sup>

Of which,  
**5.4 M**  
mobile clients<sup>(1)</sup>

4,4  
 4,7  
 Núm. 1 en Finanzas

% digital clients, 20-74 years old individuals

1Q19: **58.5%**      2021 ambition **~70%**

### Powerful relationship channel

1Q19		yoy
<b>58.5%</b>	Digital clients	<b>+4.3pp</b>
<b>1.5M</b>	Clients connecting daily	<b>+29%</b>

### Becoming a sales and lead generation channel<sup>(2)</sup>

Digital sales	20% of clients <b>have purchased</b> through Now
<b>x4.5</b> Since 2014	<b>High digital sale rates in relevant targets: &gt; 40% consumer lending<sup>3</sup></b>

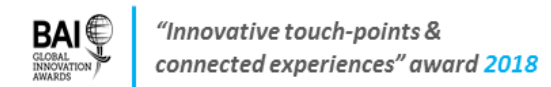
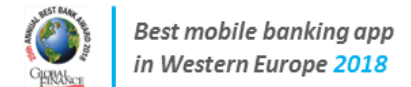
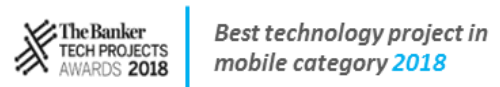
Improvement of simulation capabilities 15% of customers that get a mortgage have previously simulated online	Conversion rate improvement +40% in consumer lending
---	---

### Increasing own and third-party value-added services

**Mis Finanzas**  
4.1M customers

**Aggregator**  
Especially valuable for affluent clients

**Booking.com**  
Launched July18



(1) Active digital clients, last 12 months. Individual clients 20-74 years old.  
 (2) As presented in Invertor Day in November 2018.  
 (3) Customers up to 40 years old



**imaginBank is our mobile-only offering to compete with neo banks and new entrants**



**#1 mobile-only bank in Spain**

Launched  
Jan 2016

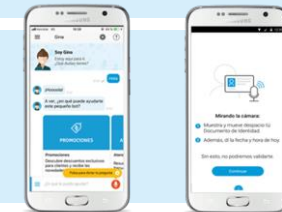
**1.2 M customers**  
o/w 60% with recurrent income

*Average age of customers is 23*

*Customers engage every 3 days with the bank*

**Constant product and functionality developments**

*"Gina" Chatbot , instant loans, insurance...*



**4,6**  
★★★★★

*One of the top financial apps rated by customers, aligned with best fintech solutions*

► **Strong customer base and further plans to grow in insurance and consumer lending**

Partnerships with third parties

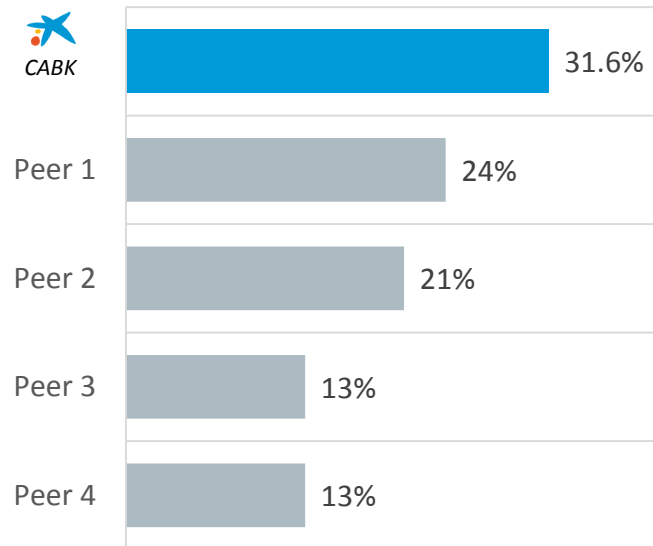
**CaixaBank has 2.7M customers under 30**

Note: Figures as presented in Invertor Day in November 2018.

## At the forefront of digitalisation

### The highest digital penetration

Market penetration among digital clients<sup>(1)</sup> in %



**58.5%** of our clients are digital<sup>(2)</sup>

### Innovative products and services



>1.2 M clients



4.1 M users



### Leveraging IT for commercial effectiveness...



SMART PCs

~ 100%



NEW BRANCH FORMAT (STORES)<sup>(3)</sup>

**377**

With extended opening hours



DIGITAL SALES

**38.5%**

of consumer loans<sup>(4)</sup>

### ...while boosting efficiency and facilitating compliance



DIGITAL PROCESSES <sup>(5)</sup>

~ 100%



DIGITAL SIGNATURES

**99%**



AUTOMATION

**19.5%** administrative tasks in branches vs. 42% in 2006

**Not just “anytime, anyplace, anywhere” but also a bespoke offering**

(1) 12 month average, latest available data as of March 2019. In Spain. CaixaBank ex BPI; peer group includes: Bankia, Banco Sabadell, Banco Santander, BBVA. Source: Comscore.















(2) Customers aged 20-74 years old with at least one transaction in the last 12 months.

(3) Includes 65 store branches being executed. Opening hours for store opened in 2019 are still standard pending the conclusion of negotiation with unions.

(4) Sales executed via electronic channels (web, mobile and ATM).

(5) % of documentation related to product acquisition that is digitalised.

## Captive product factories facilitate innovation and agility

Business		Company		% ownership
Life insurance			€87.2 Bn assets #1 in Spain	100%
Non-life insurance			€1.0 Bn premia <sup>(1)</sup> #1 in Health ins. <sup>(2)</sup>	49.9%
Asset management			€61.2 Bn AuM #1 in Spain	100%
Consumer Finance			€0.6 Bn new business <sup>(3)</sup> €3.7 Bn assets	100%
Credit cards			€6.9 Bn turnover <sup>(4)</sup> #1 in Spain	100%
Payments at point of sale			€7.6 Bn turnover <sup>(4)</sup> 412,814 PoS	49%
Microcredit			>60% new microcredit to households (yoy)	100%

***A resilient model for a low rate environment***

(1) January-March 2019. Premia Non-Life insurance.

(2) In Spain.

(3) January-March 2019.

(4) January-February 2019.



## A trustworthy brand

### Socially Responsible Banking Plan - Main corporate responsibility aims

#### Integrity, transparency and diversity:

Ethical and responsible behaviour & Simple and transparent language

#### Governance:

Best governance practices, Reputational Risk Management & Responsible policies

#### Environment:

Incorporating social and environmental criteria in risk analysis, products and services

#### Financial inclusion:

Microcredits, Accessible, close and multi-channel banking & Financial culture

#### Social commitment:

Corporate volunteering & Alliance with the “la Caixa” Banking Foundation

#### CORPORATE VALUES



Quality



Trust



Social Commitment

#### Main highlights & COMMITMENTS

- **MicroBank**, CaixaBank’s social bank, **one of the main European institutions** by volume of **microcredit loans** granted
- **Present in 100% of the towns** of more than 10,000 inhabitants and in 94% of the towns of more than 5,000 inhabitants
- **Signatories of the Principles for Responsible Banking. Members of the UNEP FI**
- **Equator Principles’ signatory**: consideration of social and environmental impacts in financing large projects
- **UNPRI signatories**: Pension plans and Funds are managed under ESG criteria
- **22,000 flats** in social rent, the **main private social housing stock in the country**
- **€44 M** budget of the “la Caixa” Banking Foundation, channelled through the CaixaBank commercial branch network to cover **local social needs**
- **Corporate Volunteering** programme with more than **14,500 employees** as active participants
- **Chairing the Spanish Network of the United Nations Global Compact** since 2012.

MEMBER OF  
**Dow Jones Sustainability Indices**

In Collaboration with RobecoSAM

MSCI

2018 Constituent (1)  
MSCI ESG  
Leaders Indexes

FTSE4Good

EURONEXT  
vigeo  
INDICES  
Europe 120

CDP  
DRIVING SUSTAINABLE ECONOMIES

## Contents

1.



CAIXABANK  
AT A GLANCE

2.



COMPETITIVE  
STANCE

3.



**STRATEGIC  
PLAN**

4.



ACTIVITY &  
RESULTS

## Emerging from the crisis and the 2015-18 period as a clear winner

### **1. Excellent commercial performance**

*Reinforcement of the leading Iberian retail-banking franchise*

### **2. Profitability already covers the cost of capital**

*With bancassurance segment as the main contributor*

### **3. Simplification and reorganisation of the Group**

*Fully-focused on the core business in Spain and Portugal*

***A proven  
business model  
in a negative  
rates  
environment***

## Delivering on 2018 strategic financial targets

	2018 Target <sup>(1)</sup>	2018
<b>Profitability</b>	RoTE	9-11% → 9.3%
	Recurrent C/I ratio	~55% → 53%
	Core revenues CABK <sup>(2)</sup>	~4% CAGR 2017-18 → 6%
	Rec. operating exp. CABK <sup>(3)</sup>	Flat 2014 → ~0% vs FY14
	Cost of risk <sup>(4)</sup>	<40 bps → 4 bps
<b>Capital</b>	CET1 FL %	11-12% → 11.5%
	Total Capital FL %	>14.5% → 15.3%
<b>Cash dividend pay-out</b>		≥50% → 55% <i>Avg. 2015-18</i>

### Solid economic recovery but...

- **Negative interest rates for 3 years of the Plan**
- **Subdued loan volumes → lower than expected**
- **Mortgage floor removal**
- **Competitive pressures in certain segments**
- **Regulation → more... and more demanding**



**Building our 2019-21 Strategic Plan on solid foundations**

(1) Targets revised in the mid-term review of the plan (December 2016).  
 (2) NII + Fees + insurance revenues from life-risk premia and equity accounted income from SegurCaixa Adeslas.  
 (3) Recurrent administrative expenses, depreciation and amortization. 2014 PF w/Barclays Spain.  
 (4) Trailing 12M.

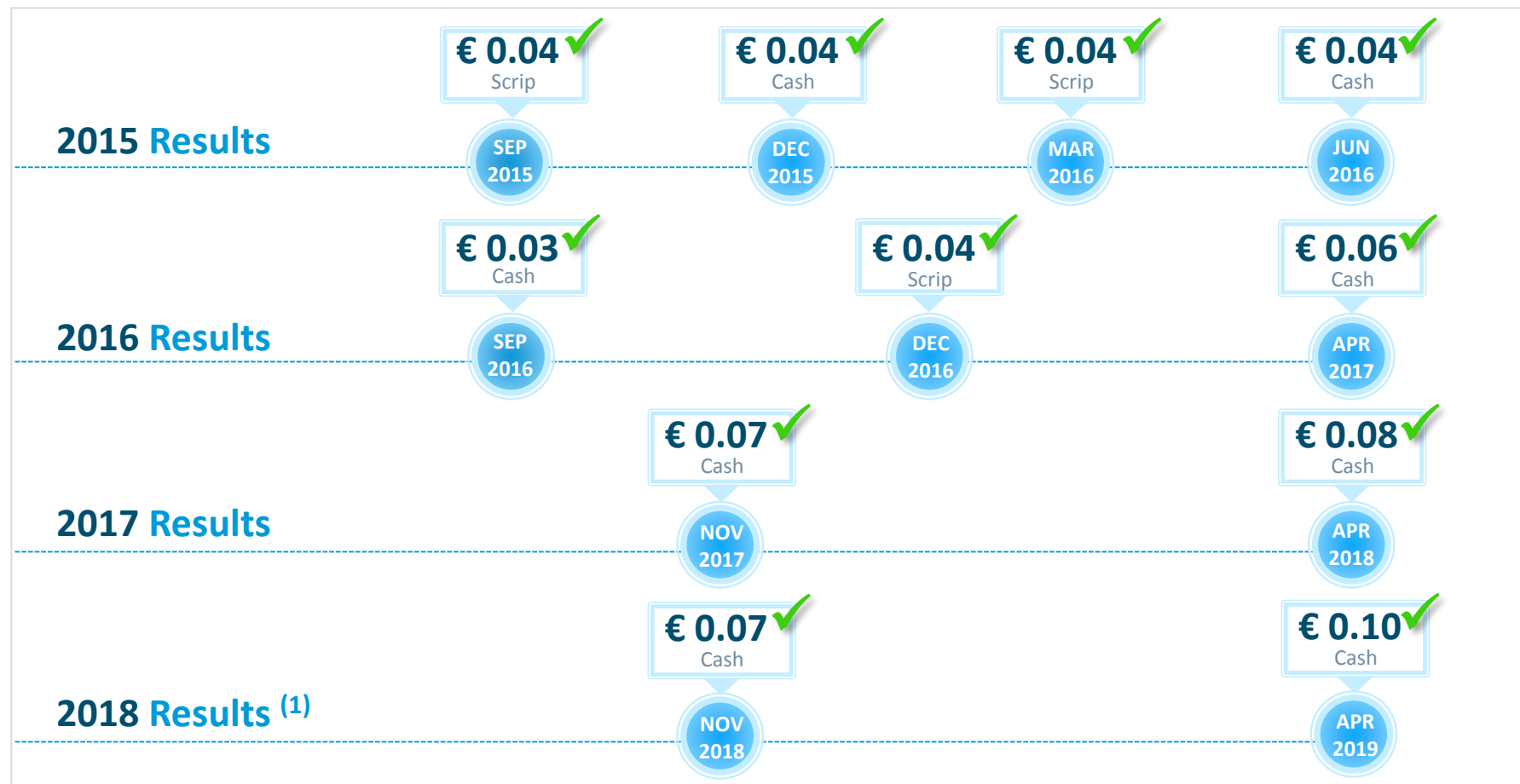
## Actively seeking to return capital to shareholders

### Shareholder Remuneration Policy



### 2015-18 Strategic Plan

- ▶ Cash dividend payout  $\geq$  **50%** from 2015
- ▶ Transition to **full cash** dividend in 2017



(1) Total shareholder remuneration for 2018 has been €0.17/share (gross), equivalent to a pay-out of 51% of consolidated net profit, in line with the 2015-18 Strategic Plan.

Note: The Board of Directors approved a change in dividend policy from 2019 (included) whereby shareholder remuneration will take place through a single cash payment, which will be paid once the fiscal year has been closed, around the month of April. See further details in the Significant Event #274380.

## Strategic priorities 2019-2021

# 5

*Strategic  
Priorities*

**2019-2021**



**1** Offer the best customer experience



**2** Accelerate digital transformation to boost efficiency and flexibility



**3** Foster a people-centric, agile and collaborative culture



**4** Attractive shareholder returns and solid financials



**5** A benchmark in responsible banking and social commitment

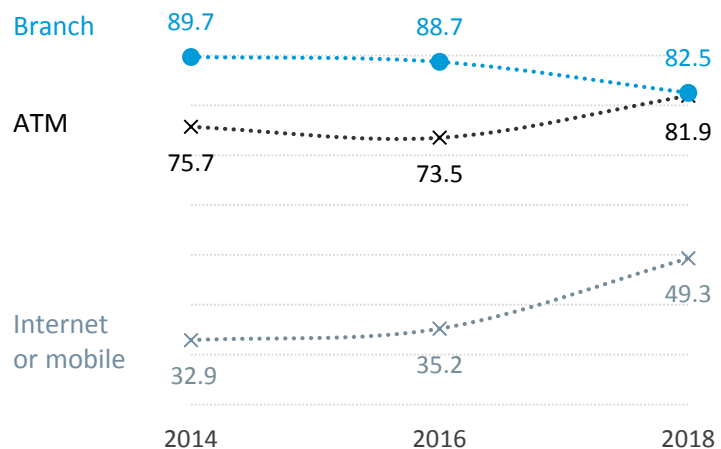


😊 Strategic Priority #1

## Customer behaviour is changing rapidly but branches are still critical

### Digital channels grow but branches continue to play a key role

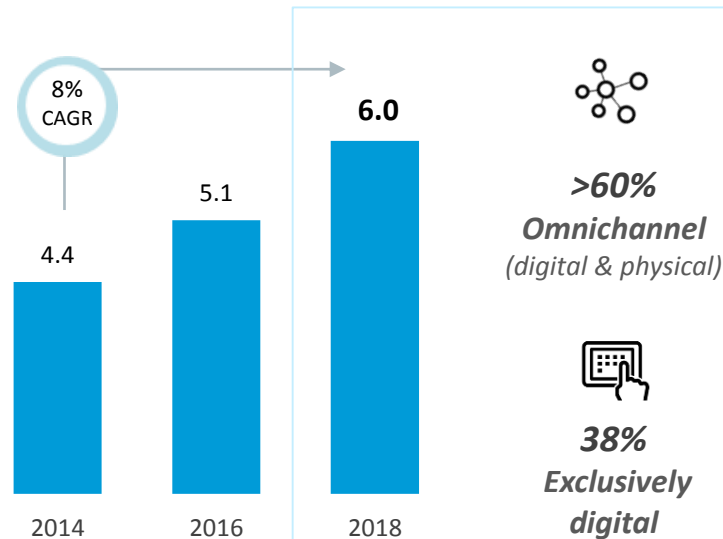
Market- Spain. % of customers using each channel with primary bank over the past 12 months



Average contacts/month (sector): 7.56

### Digital clients grow steadily...

CABK- Spain. Digital clients (M)



### ...particularly through mobile

84% Digital clients use mobile

+47% Annual growth in mobile transactions



Note: Figures as presented in Invertor Day in November 2018.  
Source: FRS Inmark

## Levers to fuel growth and drive our Customer Experience strategy



**1**

**Continue to transform the distribution network to provide higher added value to the customer**

**2**

**Strengthen the remote and digital customer relationship model**

**3**

**Partnerships to broaden offering and build an ecosystem “beyond banking”**

**4**

**Segmentation and focus on customer journey**

We will continue to promote our specialised offering in combination with a wider product range and the best digital service

Expand the “Store” model in urban areas (>600 by 2021)

Consolidate and promote the AgroBank model in rural areas

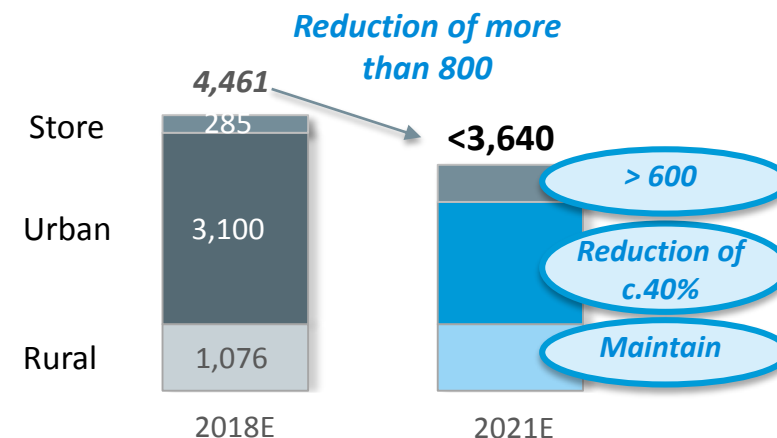
Build on our remote account manager (“inTouch”) relationship model

Distribution of business volumes in retail network<sup>1</sup>

	Today	2021E
Store branches	24%	53%
Other urban	65%	36%
Rural branches	11%	11%
<b>Total retail</b>	<b>100%</b>	<b>100%</b>
<i>o/w inTouch<sup>2</sup></i>	3%	9%

Reduction in mostly urban branches within 3 years. Rural network to remain the same

Number of retail branches. Spain



(1) CaixaBank, exBPI. Loans+ customer resources. Specialised branches are not included

(2) Customers managed by inTouch service continue to be accounted for in branches.

Note: Figures as presented in Investor Day in November 2018.

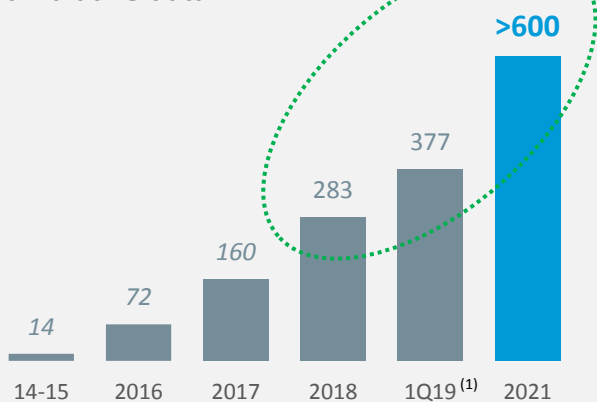
😊 Strategic Priority #1

# Leading to an improvement in commercial efficiency and productivity

1

## Store

Store branches  
Cumulative data



### Current Store branch

Employees /branch	<b>11.9</b>	<b>x2.8 vs other retail branches</b>
Customers /branch <sup>(2)</sup>	<b>~7,800</b>	

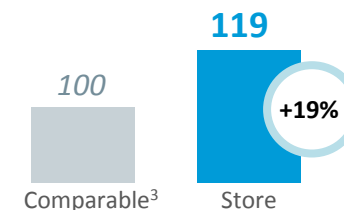
**Improvement in efficiency:**  
Positive synergies<sup>(2)</sup>:  
**~1.6 employees/  
Store branch**

*Store branches are created by consolidating pre-existing branches*



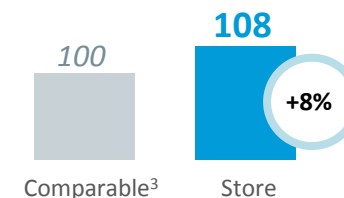
### More productive

Core income/employee (Mar.19)  
*Figures Rebased. Comparable=100*



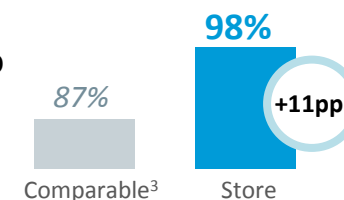
### Faster commercial pace

Core income from new business in 1Q19 per employee (Mar.19)  
*Figures Rebased. Comparable=100*



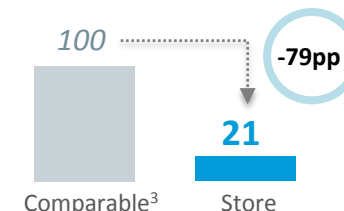
### Higher ATM absorption ratio

Absorption ratio during opening hours (Mar.19)



### Less cash activity

Monthly transactions/100 customers (Dec.18)  
*Figures Rebased. Comparable=100*



(1) Includes 65 store branches being executed. Opening hours for store branches opened in 2019 are still standard, pending the conclusion of negotiations with unions.

(2) As of 31 December 2018.

(3) Sample: Stores opened before Dec'17. Comparison group: branches with >6 employees and >4,000 customers in urban areas where Stores are present.

## Remote account manager service

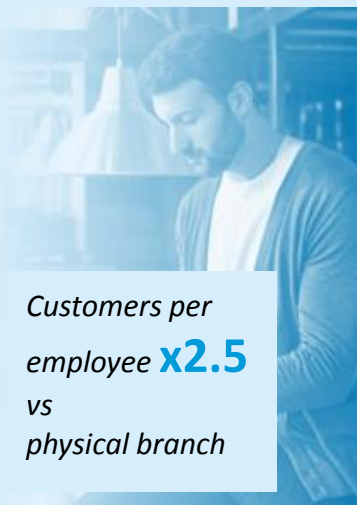
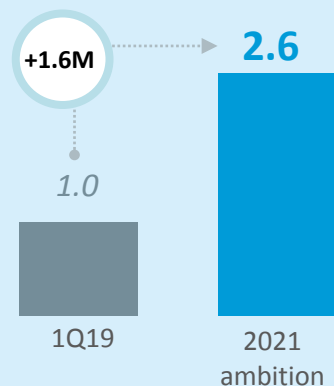
inTouch



Customer with a digital profile, infrequent branch access and limited time availability

- ▶ Remote relationship model with benefit of own account manager
- ▶ Longer opening hours
- ▶ Focus on customer relationship and commercial drive

Customers using this service, millions



Customers per employee **x2.5** vs physical branch

Critical mass and new sales systems result in significant productivity improvement while offering a high quality service

*Opportunity to seize new growth through a hybrid model*

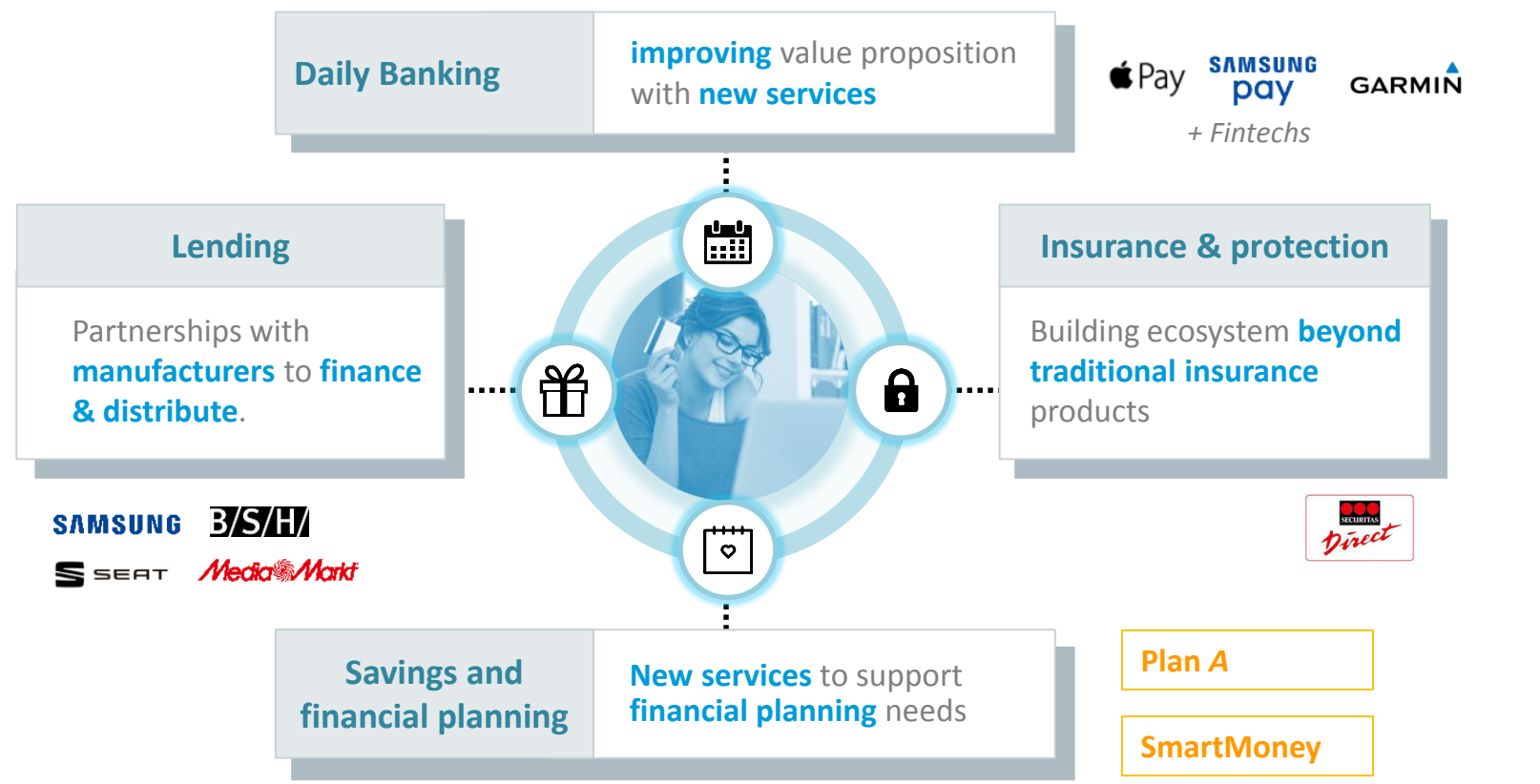
😊 Strategic Priority #1

We have developed a banking and insurance ecosystem that is now being complemented with partners to go beyond bancassurance

3

Enriching the ecosystem in collaboration with world-class partners that create value for the customer and for CaixaBank

With c.14M clients in Spain, over 5M direct interactions a day and over 10bn transactions a year, CaixaBank is a powerful platform on which to generate value through different alliances



IT IS ALREADY A REALITY

- Development and integration capabilities already in place
- High growth and high potential observed

- Moving successfully along the learning curve
- The ecosystem enriches our client knowledge and database

Note: As presented in Investor Day on November 2018.





### Redesign of processes and interaction

- Focus on customer needs (vs. technical needs)
- Ensure omnichannel relationship from start
- Implement best practices in interaction
- Continuous measurement of customer feedback
- Implement transparent tracking of the process.

### Benefits

- **Improve customer satisfaction (NPS) and sales conversion**
- **Improve process and relationship management (execution steps, expectations, commitments,...) and the ability to anticipate future customer needs.**
- **Increase employee performance and satisfaction**

### Example: *I-want-to-buy-a-property* journey

**Esta es tu hipoteca ideal**

MÁXIMO VIVIENDA <b>135.000€</b>	HIPOTECA HASTA <b>108.000€</b>	PLAZO MÁXIMO <b>30 años</b>
------------------------------------	-----------------------------------	--------------------------------

Para la compra de una vivienda habitual:

- El importe de la hipoteca puede cubrir hasta un **80% del valor** de tasación de la misma.
- Deberás aportar de tus ahorros el **20% restante**

Puedes modificar la aportación inicial y recalcular tu hipoteca ideal

HIPOTECA HASTA <b>108.000€</b>	APORTACIÓN INICIAL <b>27.000€</b> Recalcular
-----------------------------------	---

80%      20%

- ▶ Anticipate conditions of the mortgage
- ▶ Lead sent to the branch or remote centre
- ▶ Full tracking available to both customer and branch
- ▶ App for branch employees to guide customers when in-branch visit and/or follow-up on mortgage initiated digitally

**NPS at 60% as of Oct '18**

***We aim to significantly improve NPS and conversion rates***

Note: As presented in Investor Day in November 2018.

**Strategic Priority #2****We will continue to improve flexibility, scalability and efficiency of IT infrastructures****Continue shifting to cloud processing and solutions***(to ~ 50% cloud adoption)***Progressively migrate to an internal  
– API based IT architecture****Extend scope and use of agile methodology****Continue to invest in cybersecurity****Build an additional Data Centre****Foster use of collaborative tools across the organisation**

## Benefits

- ▶ **Cost-efficiency**
- ▶ **Outsourcing diversification**
- ▶ **Time-to-market reduction**
- ▶ **Increase cadence of releases**
- ▶ **Flexibility and scalability**
- ▶ **Resilience**
- ▶ **Ability to extend to ecosystems**

*Moreover, systematic application of Data Analytics across all the organisation  
Data and Analytics are a bedrock that supports our transformational journey*

 Strategic Priority #3

Talent development is and will continue to be a top priority



■ We have been heavily investing in talent development

Masters in Advisory  
Leadership capabilities

School of Risk Mgmt  
School of Leadership

**~14,000**  
employees

■ A significant proportion of employees has been reskilled

■ Business managers  
■ Private Bank managers  
■ Affluent Bank managers  
■ CIB managers  
■ “Intouch”

**~6,400**  
employees

■ We have redesigned processes to favour meritocracy and attract and develop talent

Promotion, incentives, appraisal, communication

**100%**  
employees

**Goals**



**Organisational redesign**  
**Foster agility culture**  
(extensive application of agile methodologies)



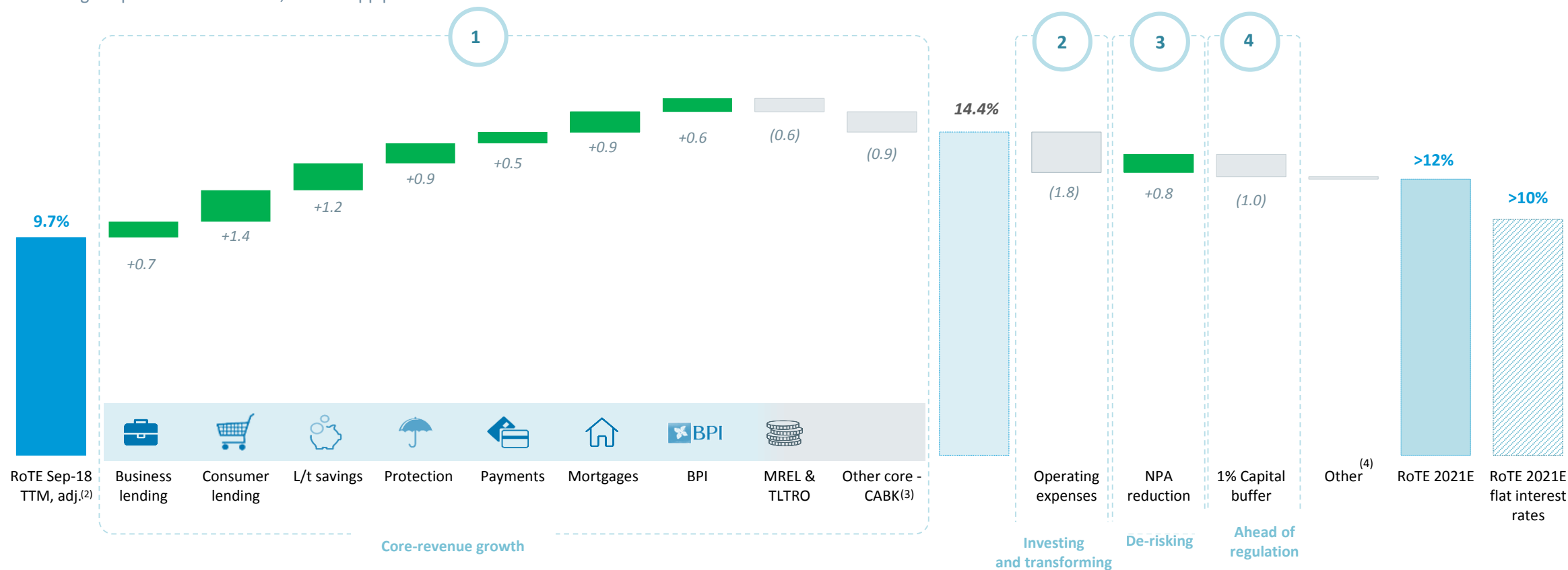
**Value to the client**  
**and time-to-market**

Note: As presented in Investor Day in November 2018.

Strategic Priority #4

Core revenue growth and lower NPA costs drive RoTE improvement

RoTE<sup>(1)</sup> bridge Sep-2018 TTM – 2021E, in % and pp post-tax



**BFA results are not included in projections**

- (1) Tangible equity redefined as own funds (including valuation adjustments) minus intangible assets.
- (2) RoTE adjusted for one-offs (REP disposal, ServiHabitat repurchase and extraordinary provision write-back in 3Q18) and pro-forma excluding REP and BFA earnings.
- (3) Includes other core revenues (CABK) not included in previous categories and other than funding costs (which are allocated among previous categories).
- (4) Including other P&L and equity impacts.

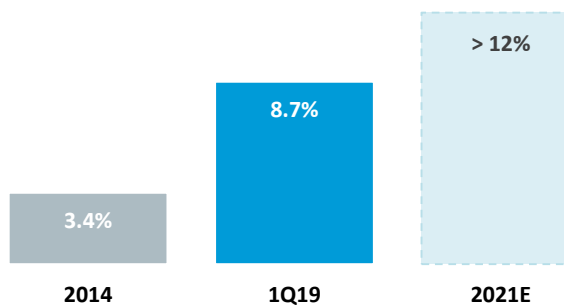
Cash payout:  
from  $\geq 50\%$  2015-18 to  
**>50%**  
2019E-21E

**55%**  
Average 2015-18

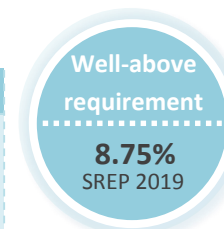
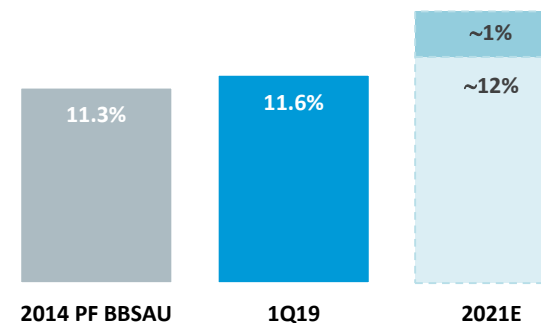
For FY 2019, the Board <sup>(1)</sup> approved a cap of 60%

Reinforced cash-payout capacity

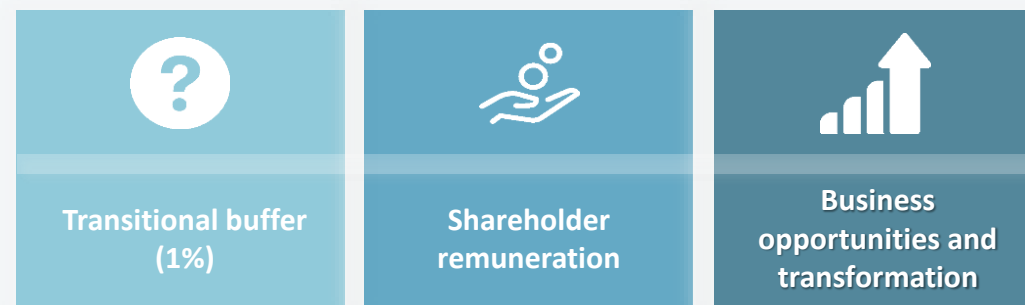
RoTE<sup>(2)</sup>, in %



CET1 B-III, %



Use of capital generation



(1) At the beginning of each year, when reporting the results of the previous financial year, the Board of Directors may set a cap on cash payout for dividend accrual purposes in regulatory capital. For FY2019, refer to Significant Event number 274380 (CNMV).  
 (2) RoTE 2021E based on new definition, including valuation adjustments in tangible equity. RoTE 1Q19 include AOCI in the denominator. RoTE 2014 as reported.


Strategic Priority #4

## Financial targets



### Profitability

Core revenues

~5%

CAGR 2019E-21E

Core C/I ratio

<55%

2021E

RoTE

>12%

2021E



### Balance sheet

Performing loans

~1%

CAGR 2019E-21E

AuM + insur. funds

~5-6%

CAGR 2019E-21E

NPL ratio / CoR

<3% / <0.30%

2021E

2019E-21E



### Capital & liquidity

CET1 FL - BIII

~12% + 1pp

2021E

Cash payout

>50%

2019E-21E

LCR

>130%

2021E





CABK shareholders



**40%** owned by “la Caixa” Banking Foundation

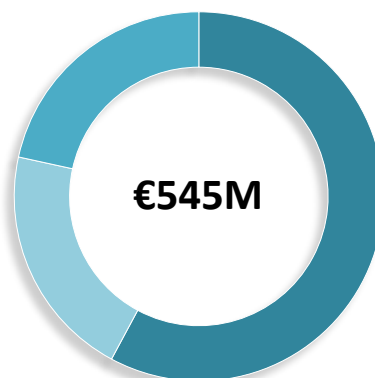
“la Caixa” Welfare Trust

Social Welfare Budget 2019 <sup>(2)</sup>: **€545 M**

Breakdown by main categories, in %

**22%**  
Culture and education

**21%**  
Research



**57%**  
Social

Main programmes:	Beneficiaries since inception <sup>(3)</sup>
<b>Child poverty</b>	<b>&gt;303,900</b>
<b>Job access</b>	<b>&gt;223,800</b>
<b>Palliative care</b>	<b>&gt;365,300</b>



**~600,000** Retail shareholders



**Institutional investors**

(1) For FY2019, the Board of Directors approved a cap of 60%. Refer to Significant Event number 274380 (CNMV) for additional information.

(2) Source: “la Caixa” Banking Foundation.

(3) As of 31 December 2018.

A firm commitment to Society: our CSR plan

PRIORITIES 2019-21



**Reinforce our culture of transparency**

**Build the most diverse and talented team**

**Maintain our commitment to financial inclusion**

**Foster responsible and sustainable financing**

**Improve financial education**

**Promote social initiatives at local level**

## Contents

1.



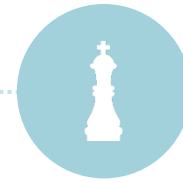
CAIXABANK  
AT A GLANCE

2.



COMPETITIVE  
STANCE

3.



STRATEGIC  
PLAN

4.



**ACTIVITY &  
RESULTS  
1Q19**

## Resilient core revenues and cost savings from RE disposal drive underlying profitability improvement



*NII growth supported by better loan volumes and margins*

NII	Performing loans	Customer spread
<b>+2.9%</b> yoy	<b>+0.9%</b> ytd	<b>227</b> bps
+0.1% qoq	vs. 0.0% ytd in 1Q18	+4bps vs. 4Q18



*Core revenues up yoy despite lagging impacts from 4Q market correction*

Core revenues	AM <sup>(1)</sup> fees	AuM <sup>(1)</sup>
<b>+0.9%</b> yoy	<b>-3.2%</b> yoy	<b>+4.4%</b> ytd
-0.4% qoq	-5.8% qoq	1Q19 avg. balance -1% vs. 1Q18



*Pre-impairment income (adjusted) grows as savings from RE disposal more than offset cost increases*

Pre-impairment income adj. <sup>(2)</sup>	RE expenses <sup>(3)</sup>	Recurrent costs
<b>+2.7%</b> yoy	<b>-86.2% / -€75M</b> yoy	<b>+4.7% / +€55M</b> yoy
+36.3% qoq	-58.6% qoq	+3.1% qoq



*Strong balance-sheet metrics further reinforced*

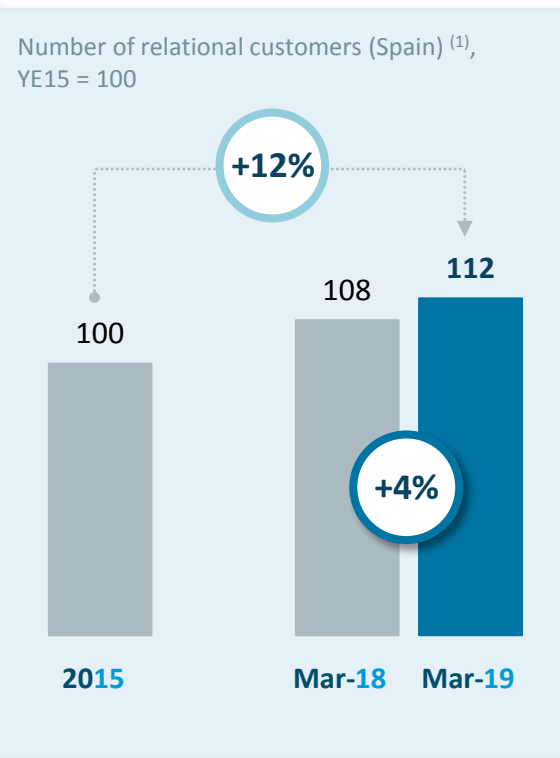
CET1	MREL ratio <sup>(4)</sup>	NPL ratio
<b>11.6%</b> +9 bps ytd	<b>20.2%</b> +132 bps ytd	<b>4.6%</b> -13 bps ytd
SREP 2019: 8.75%	MREL req. 2021: 22.5%	NPLs: -1.9% ytd

**Net income: €533 M (-24.3% yoy / +4.3% adj. <sup>(2)</sup> yoy) with Group RoTE<sup>(5)</sup> at 8.7%**

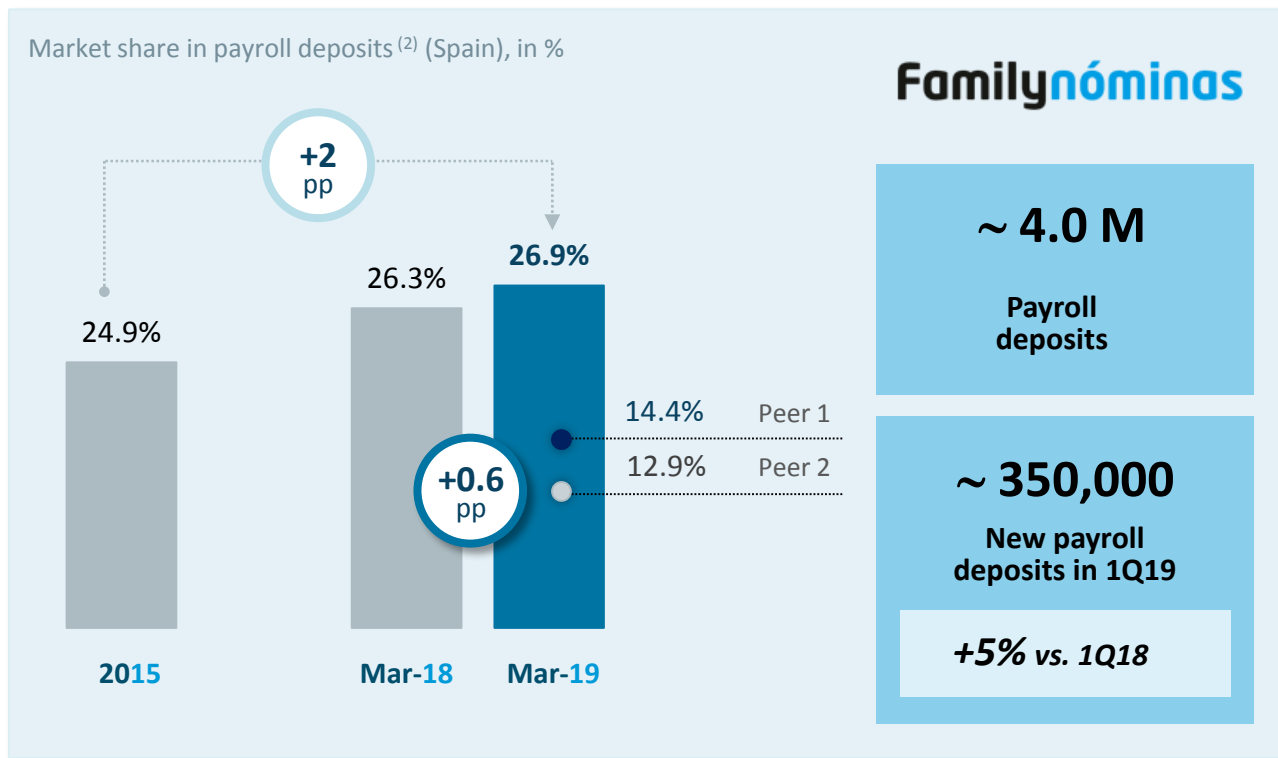
(1) Including mutual funds, managed portfolios, SICAVs, pension plans and unit linked. (2) 2018 adjusted for REP, BFA and Viacer contributions (€229M gross, €193M net attributed in 1Q18). (3) Other RE operating expenses minus other RE operating income. (4) As % of RWAs. Our best estimate according to the current eligibility criteria of the SRB, on a consolidated basis. (5) Trailing 12 months. As of 2019, RoTE calculations include AOCI in the denominator, with 2018 restated.

## Steady reinforcement of our competitive positioning

### Growing relational customer base



### Undisputed and growing leadership in key anchor products



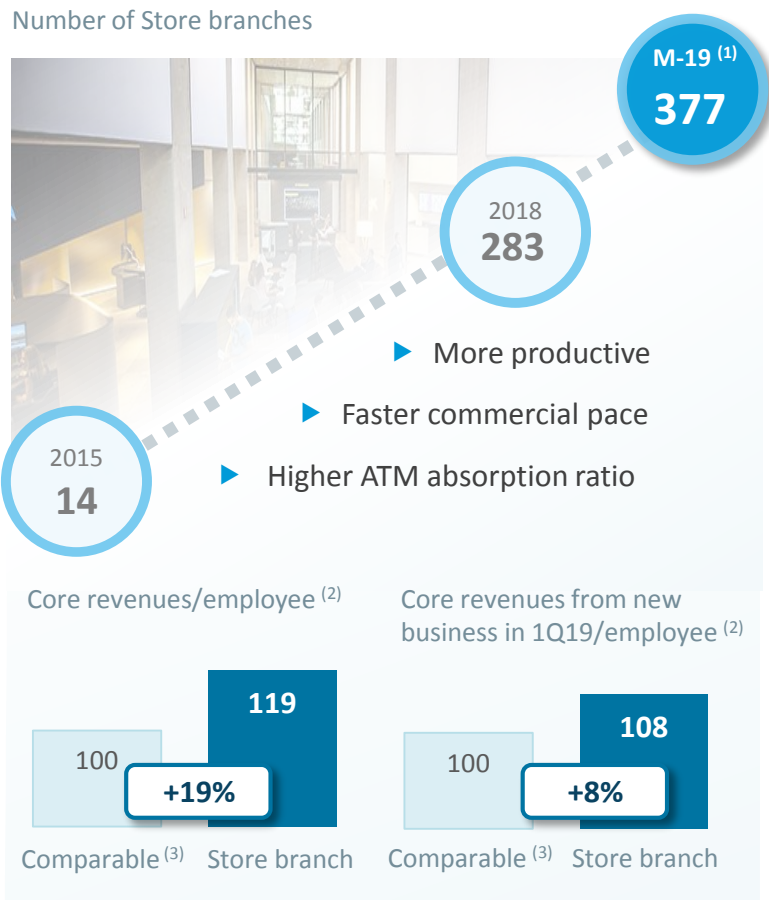
Best Bank in Spain (for the 5th consecutive year) and Best Bank in Western Europe 2019

Capturing key income flows to generate further relationship value

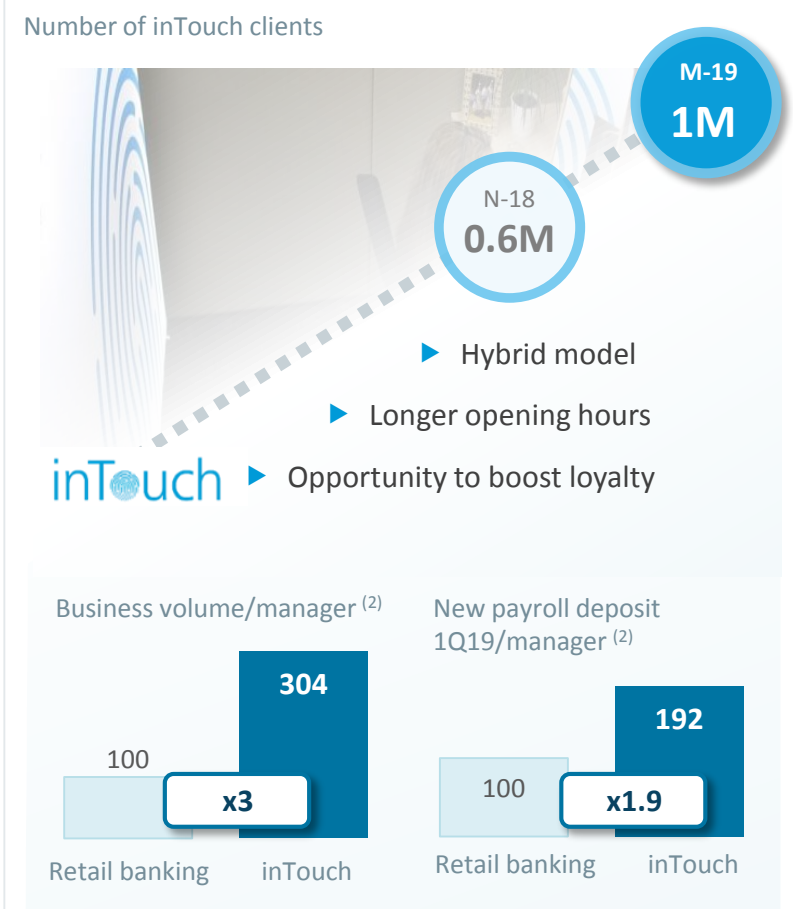
(1) Retail clients with 3 or more product families.  
(2) Source: Social Security for CaixaBank, FRS Inmark 2018 for peers (BBVA and B. Santander).

# Swiftly executing our distribution strategy

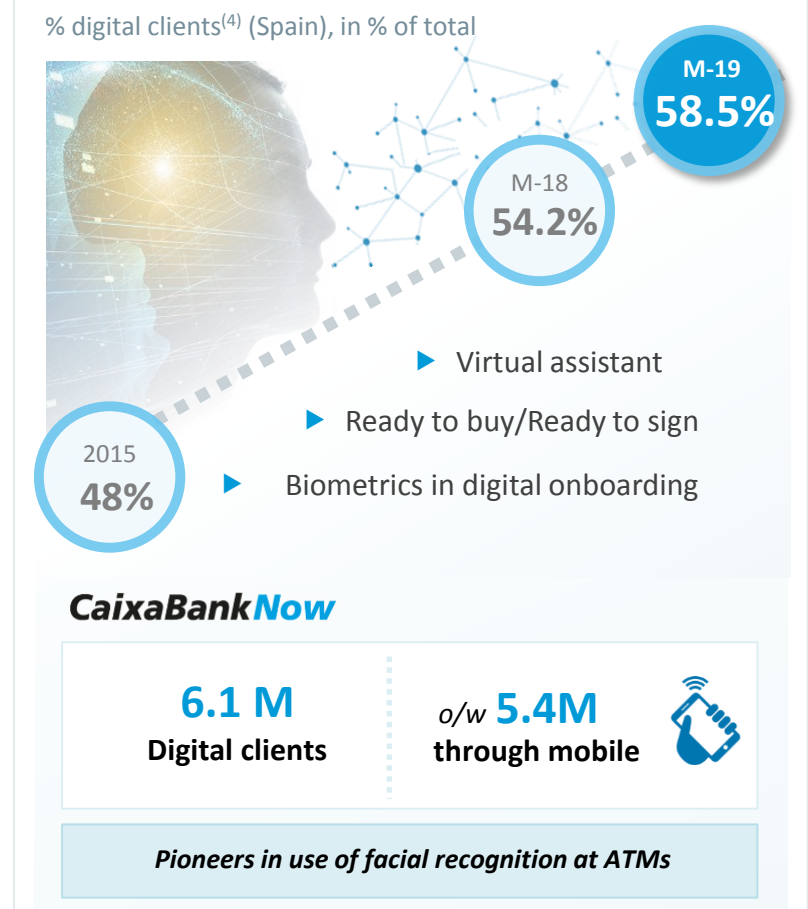
## Transforming branches into advisory hubs



## Pushing our remote relationship model



## Steady progress in our digital strategy



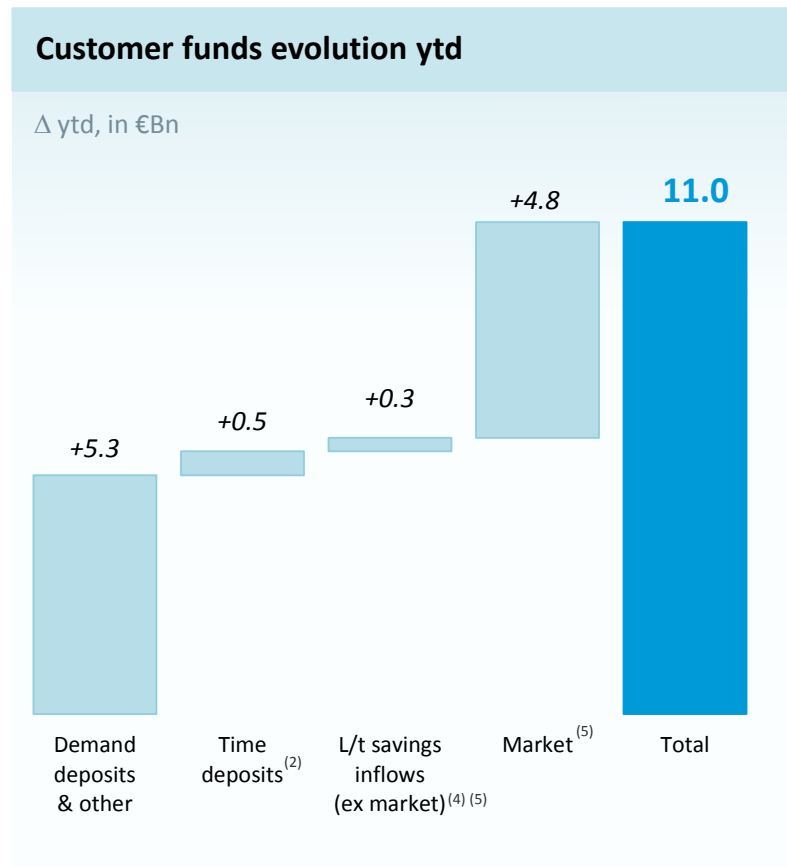
(1) Includes 65 store branches being executed. Opening hours for store branches opened in 2019 are still standard, pending the conclusion of negotiations with unions.  
 (2) Data for 1Q19. Rebased to 100 (comparable in comparison versus store branches; retail banking in comparison vs. inTouch branches).  
 (3) Sample: Store branches opened before Dec-2017. Comparable group: branches with >6 employees and >4,000 clients in urban areas covered by the Store network.  
 (4) Customers aged 20-74 years old with at least one transaction in the last 12 months.



## Market recovery supports structural growth in client funds

### Customer funds

Breakdown, in €Bn	31 March 2019	% ytd
<b>I. On-balance-sheet funds</b>	<b>266.7</b>	<b>2.8</b>
Demand deposits <sup>(1)</sup>	180.0	3.3
Time deposits <sup>(2)</sup>	31.3	1.8
Insurance	54.0	3.1
<i>o/w unit linked</i>	10.1	11.1
Other funds	1.4	(33.3)
<b>II. Assets under management</b>	<b>97.5</b>	<b>3.7</b>
Mutual funds <sup>(3)</sup>	66.5	3.0
Pension plans	31.0	5.3
<b>III. Other managed resources</b>	<b>5.3</b>	<b>4.4</b>
<b>Total customer funds</b>	<b>369.5</b>	<b>3.1</b>



- ▶ Solid customer fund growth (+3.1% ytd/+1.7% ytd ex market impacts)
- ▶ Demand deposit growth shows commercial strength
- ▶ Long-term savings<sup>(4)</sup> (+3.5% ytd) benefit from inflows and market recovery after 4Q18 lows

(1) ytd evolution affected by seasonality (extraordinary payroll effects in 4Q).

(2) Includes retail debt securities amounting to €1,780M at 31 March 2019, of which €950M correspond to a 5y retail note issued in 1Q19.

(3) Including SICAVs and managed portfolios.

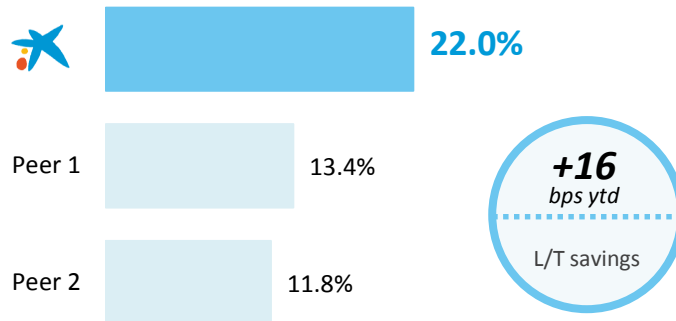
(4) Long-term saving products include mutual funds (with SICAVs and managed portfolios), pension plans, unit linked and other insurance funds.

(5) Market impacts in mutual funds, pension plans and unit linked insurance.

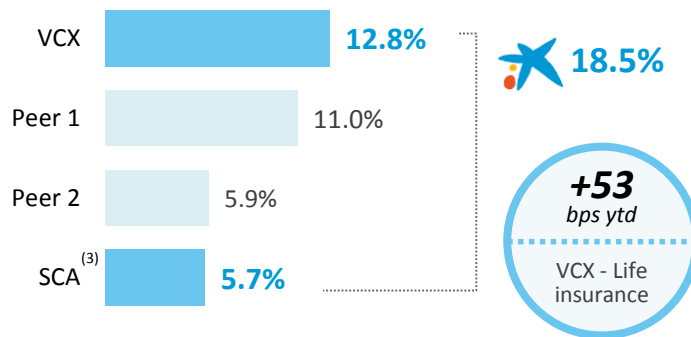
## Market share gains in AM and insurance supported by innovative offering

### Leadership in long-term savings and insurance reinforced

Market share in l/t savings by managed funds <sup>(1)</sup> (Spain), in %



Market share in total premia life+ non-life (Spain) <sup>(2)</sup>, in %



Gradually reinvigorating our commercial offering...



Smart Money

- A unique advisory model
- Innovative solutions
- Specialised offering

~14,000 employees certified



CaixaBank AM mutual funds under discretionary management in % of total mutual funds AuMs <sup>(4)</sup>

**42%**  
**+9 pp vs. 1Q18**

**MyBox**

Launched in March-April 2019

- Bundled offering: life and non-life insurance
- Annual renewal with 3y flat-price
- Payable in monthly instalments

**Familyseguros**



MyBox: # of new contracts

**~50,000**  
Since launched in **March 2019**

... to create long-term relational value

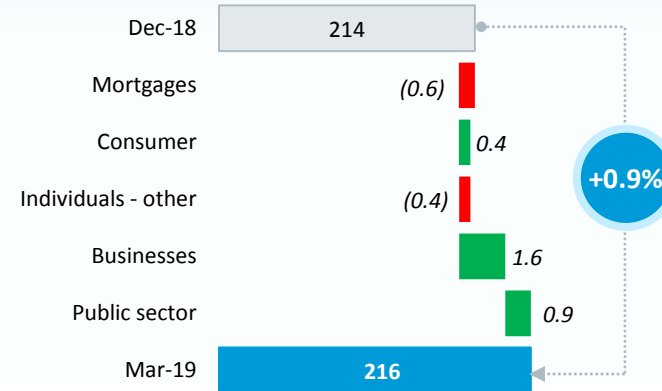
## Another solid quarter in business and consumer lending

### Loan book

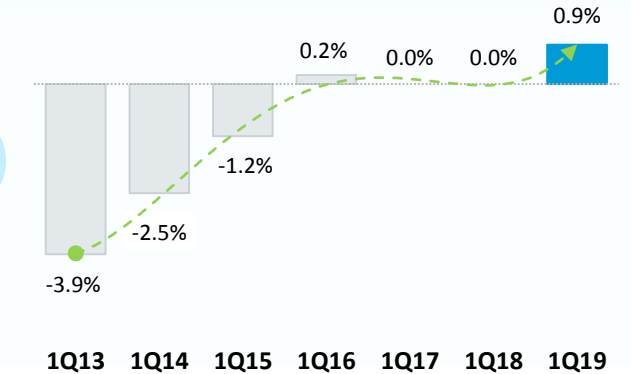
Breakdown, in €Bn	31 March 2019	% ytd
<b>I. Loans to individuals</b>	<b>126.4</b>	<b>(0.5)</b>
Residential mortgages	91.0	(0.7)
Other loans to individuals	35.4	0.0
<i>o/w: consumer loans <sup>(1)</sup></i>	13.4	3.4
<b>II. Loans to businesses</b>	<b>87.2</b>	<b>1.7</b>
Corporates and SMEs	80.9	1.8
Real Estate developers <sup>(2)</sup>	6.3	0.0
<b>Loans to individuals &amp; businesses</b>	<b>213.7</b>	<b>0.4</b>
<b>III. Public sector</b>	<b>12.7</b>	<b>7.7</b>
<b>Total loans</b>	<b>226.4</b>	<b>0.8</b>
<b>Performing loans</b>	<b>215.9</b>	<b>0.9</b>

### Performing loan book

In €Bn ytd



Performing loans, % ytd (organic)



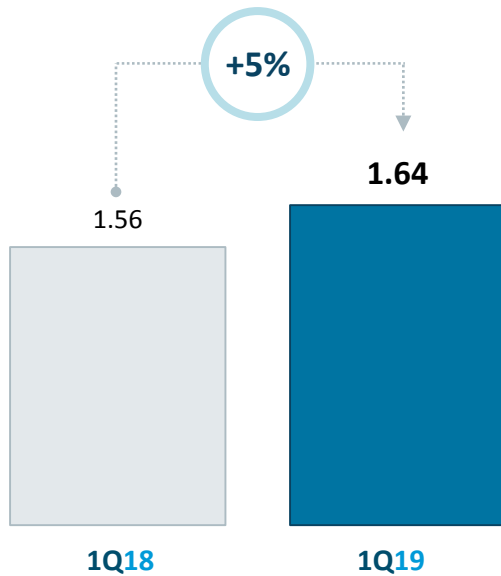
- ▶ Q1 trend cautiously supports an inflection point in aggregate loan volumes
- ▶ Sustained growth in consumer and business lending with support from large corporates...
- ▶ ... more than offsets the structural deleveraging in mortgages
- ▶ Credit to the public sector up ytd on short-term large transactions

(1) Unsecured loans to individuals, excluding those for home purchases. Includes personal loans from CaixaBank and BPI, MicroBank and CaixaBank Consumer Finance, as well as revolving credit card balances (CaixaBank Payments) excluding float.  
 (2) Impacted at BPI by homogenisation to Group criteria at closing of 2018 which entailed a reclassification (€527M) from RE developers mostly to Corporates and SMEs. YE2018 figures have been re-expressed for comparability purposes.

## Strength of franchise and innovative offering underpin positive lending dynamics

### New residential mortgage lending

New residential mortgage lending (CABK ex BPI), in €Bn



Supported by innovative, all-inclusive offering

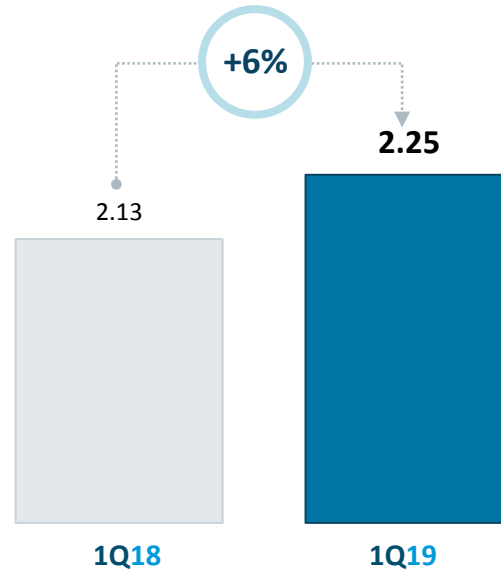


~66%

of new lending <sup>(1)</sup> at fixed rates, 1Q19

### New consumer lending

New consumer lending (CABK ex BPI), in €Bn



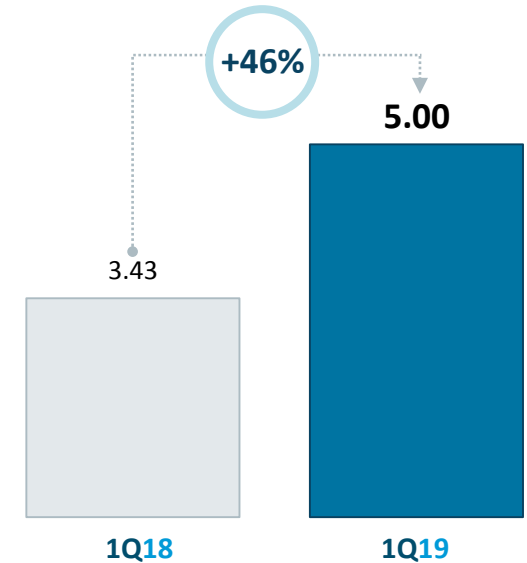
Strategic agreements with key partners

Familyilusiones



### New business lending

New business lending (SMEs and corporates) <sup>(2)</sup> (CABK ex BPI), in €Bn



Specialisation and segmentation are key advantages



(1) New residential mortgages to individuals.  
 (2) Including RE developers.

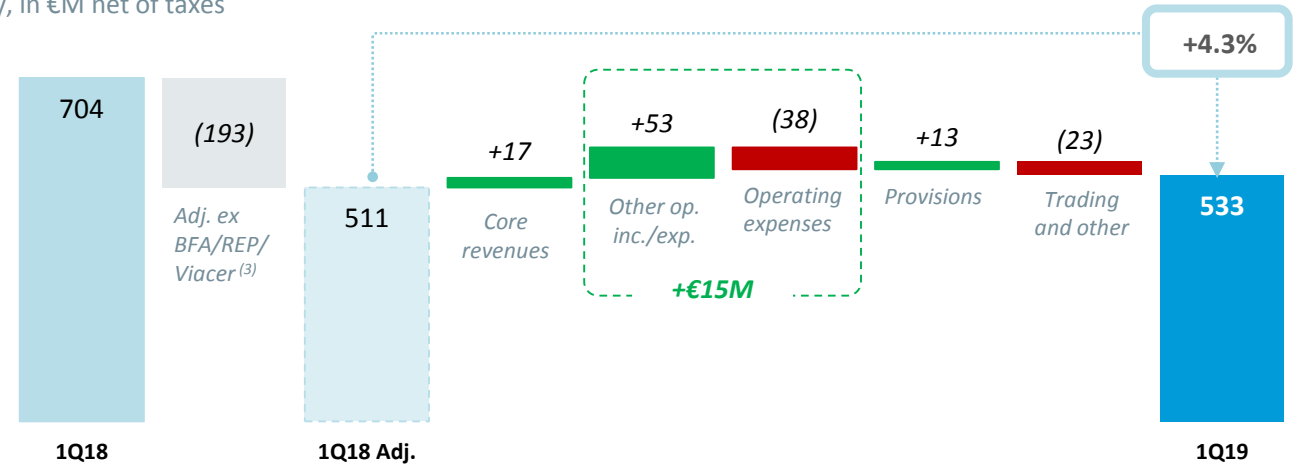
## Higher-quality revenues and lower RE expenses contribute to 4.3% yoy growth in adjusted net income

### Consolidated Income Statement

In €M	1Q19	% qoq	% yoy	% yoy adj. <sup>(3)</sup>
<b>Net interest income</b>	<b>1,237</b>	<b>0.1</b>	<b>2.9</b>	
Net fees	612	(5.2)	(2.2)	
Dividends and equity acc.	117	(6.2)	(56.4)	
Trading	48		(65.6)	
Income and exp. from insurance <sup>(1)</sup>	130	(1.5)	(5.8)	
Other operating income/exp.	(35)	(84.7)	(68.6)	
<b>Gross income</b>	<b>2,109</b>	<b>13.0</b>	<b>(6.8)</b>	<b>+3.7%</b>
Recurring operating expenses	(1,204)	3.1	4.7	
Extraordinary operating expenses		(99.1)	(95.7)	
<b>Pre-impairment income</b>	<b>905</b>	<b>32.2</b>	<b>(18.5)</b>	<b>+2.7%</b>
LLPs	(123)		(11.2)	
Other provisions	(48)	(66.7)	(6.3)	
Gains/losses on disposals and other	(16)	(93.7)		
<b>Pre-tax income</b>	<b>718</b>		<b>(21.9)</b>	
Tax, minorities & other <sup>(2)</sup>	(185)			
<b>Net income</b>	<b>533</b>	<b>146.4</b>	<b>(24.3)</b>	<b>+4.3%</b>

### Net income adjusted

Δ yoy, in €M net of taxes



### YoY:

- ▶ Core revenues up as strong NII more than offsets weakness in other core revenues—on lagging effects from 4Q market, cap on pension plan fees, and timing of insurance product roll-outs
- ▶ Lower trading gains and divs/eq acc. income mostly reflecting REP/BFA/Viacer
- ▶ Cost-savings from RE sale exceed cost increases
- ▶ Lower loan-loss provisions reduce CoR (ttm) to 3 bps

(1) Equity accounted income from SegurCaixa Adeslas and other bancassurance stakes from BPI (which are part of core revenues) are included in “Dividends and equity accounted”.

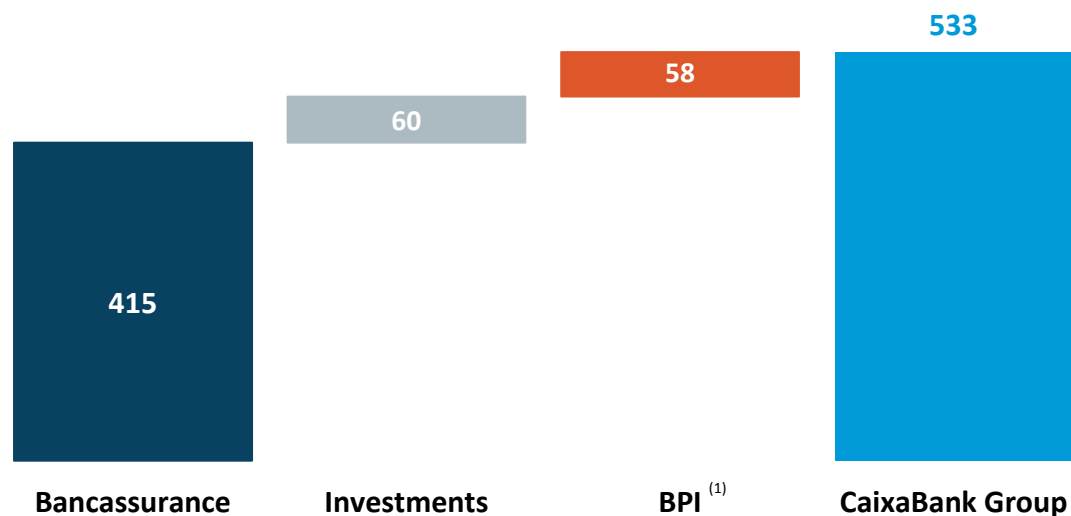
(2) In 4Q18 includes -€24M from discontinued operations related to ServiHabitat contribution to consolidated earnings from its acquisition in July 2018 until closing of the real estate business disposal in December 2018.

(3) 1Q18 adjusted for REP, BFA and Viacer contributions (€229M gross, €193M net attributed).

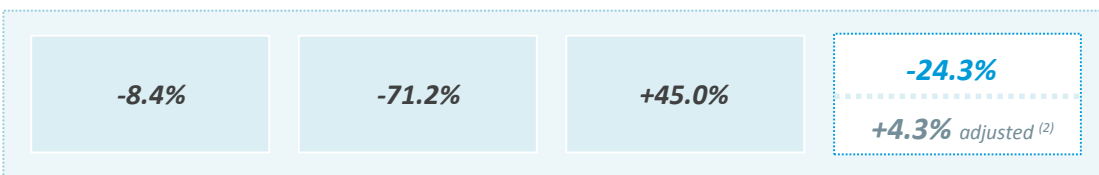
## Bancassurance and BPI segments now make up c.90% of Group profits

### Group P&L by segment

1Q19 Profit attributable to the Group, breakdown by segment in €M



1Q19/1Q18, in %



- ▶ New segment reporting: non-core segment integrated into bancassurance post RE business disposal
- ▶ Bancassurance RoTE<sup>(3)</sup> at **9.9%** with evolution in 1Q yoy mostly reflecting higher core revenues (+1.5% yoy) and RE cost-savings offset by cost increases and lower trading income
- ▶ Contribution from investments (-71.2% yoy) reduced by REP disposal, BFA reclass and Viacer one-off in 1Q18
- ▶ BPI contribution grows at double-digit (+45.0% yoy) despite transfer of product “factories” to CABK in 2018

**Bancassurance RoTE<sup>(3)</sup>**

**9.9%** +40 bps yoy

(1) Note that % attributed from BPI has increased from 84.5% in 1Q18 to 100% in 1Q19.

(2) 1Q18 adjusted for REP, BFA and Viacer contributions (€229M gross, €193M net attributed).

(3) Trailing 12 months RoTE excluding extraordinary items. It includes the AT1 coupon accrued in the last 12 months (-€87M post-tax). Note that from 2019, the scope of the segment has changed and that the denominator in RoTE now includes AOCI. 2018 figures have been restated.



## Positive operating and asset-quality trends boost contribution from BPI segment

### BPI segment P&L

BPI <small>BPI Segment P&amp;L<sup>(1)</sup>, in €M</small>	1Q19	1Q18	% yoy
<b>Net interest income</b>	<b>99</b>	<b>97</b>	<b>2.2</b>
Net fees and commissions <sup>(2)</sup>	60	75	(19.2)
Other revenues	10	16	(37.5)
<b>Gross income</b>	<b>169</b>	<b>188</b>	<b>(10.6)</b>
Recurring operating expenses	(115)	(118)	(2.8)
Extraordinary operating expenses		(3)	
<b>Pre-impairment income</b>	<b>54</b>	<b>67</b>	<b>(20.9)</b>
Impairment losses & other provisions	23		
Gains/losses on disposals and other	2		
<b>Pre-tax income</b>	<b>79</b>	<b>67</b>	<b>17.9</b>
Income tax, minority interest & others	(21)	(27)	(22.2)
<b>Net attributable profit</b>	<b>58</b>	<b>40</b>	<b>45.0</b>

- ▶ BPI segment contributes **€58M** to 1Q Group results
- ▶ NII +2.2% yoy despite lower day count
- ▶ Fees reflect changes in scope and reclassifications (+4.7% yoy like-for-like)<sup>(2)</sup>

### Trends reflect improved customer experience and quality offering

BPI - Activity (stock) – BPI reporting criteria, in % ytd

<b>Mutual funds AuM</b>	<b>+2.4%</b>	<b>Active digital clients <sup>(4)</sup></b>	<b>43%</b> +4pp yoy
<b>Consumer lending <sup>(3)</sup></b>	<b>+3.1%</b>	<b>Penetr. digital indiv. clients <sup>(5)</sup></b>	<b>#1</b>
<b>Credit to businesses</b>	<b>+0.6%</b>	<b>Penetr. digital businesses <sup>(5)</sup></b>	<b>#1</b>

#### BPIFamily



**Most Trusted  
Bank Brand in  
Portugal 2019**



**Best Digital  
Bank Portugal  
2019**

### Rating upgrade by S&P in March 2019

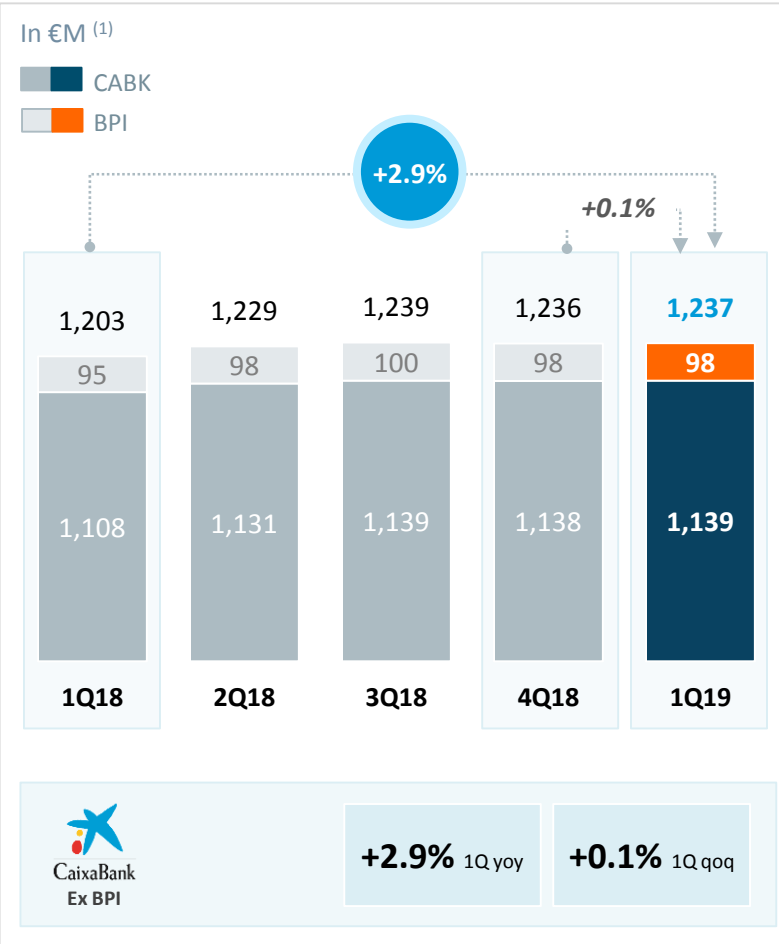


- ▶ Up 1 notch by S&P in March → BBB, stable outlook
- ▶ BBB from S&P and Fitch; Baa2 from Moody's
- ▶ Covered bond issuance (€500M-5yr) in March 2019

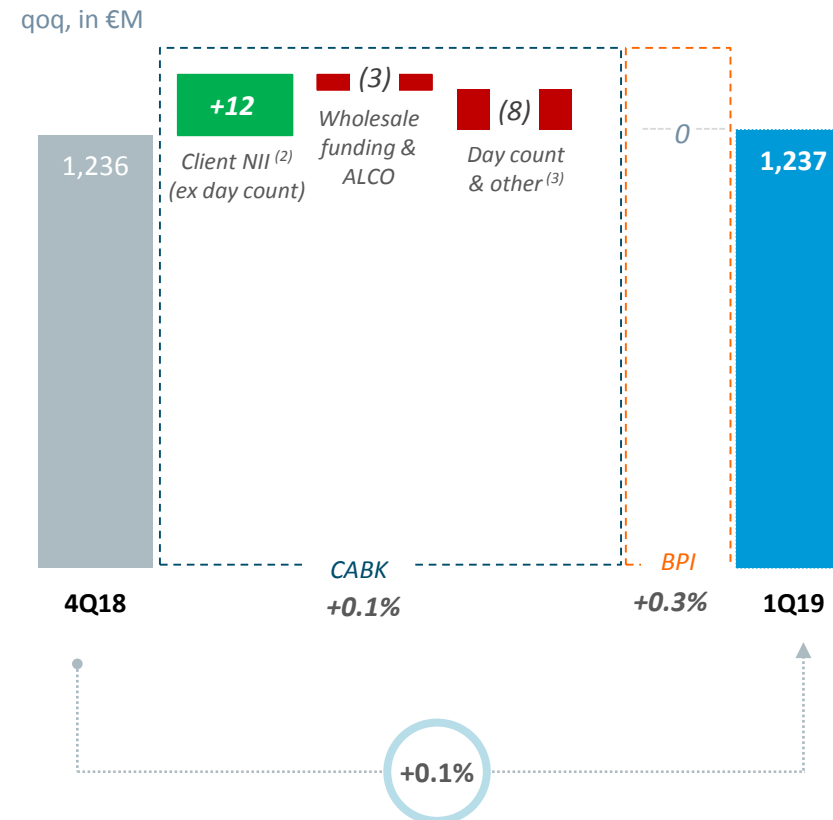
(1) BPI Segment P&L excludes contribution from BPI stakes, which is assigned to the "Investments" business segment. NII in BPI segment excludes cost from funding BFA and BCI which is included in "Investments" segment. Note that the % attributed has increased from 84.5% in 1Q18 to 100% in 1Q19. (2) Impacted by changes in scope and reclassifications (-€17M yoy) including: -€11M from the sale of business to CABK (Asset management and credit card), -€3M from sale of acquiring business, and -€3M from a reclass related to application of group accounting standards. (3) Consumer lending and other credit to individuals. (4) Active clients, main holder of the account, retail and businesses. (5) Penetration among businesses (Source: DATAE, 2018) and among individuals (Source: BASEF, Feb-2019, trailing 12M). Ranking of main banks in Portugal.

## Higher volumes offset seasonality and high cash balances at ECB

### NII evolution



### NII bridge



### NII broadly stable both at CABK and BPI CABK qoq underpinned by:

- ▶ Positive contribution from:
  - Higher average loan balances
  - Wider customer spread
  - Life-saving insurance
  - Increased ALCO
- ▶ Offset by:
  - Reduced bond yields
  - Impact from cash balances (€21Bn in ECB deposit facility) <sup>(4)</sup>
  - Lower day count
  - IFRS 16 (c. -€5M) <sup>(5)</sup>

(1) Application of IFRS 9 from January 1<sup>st</sup> 2018.

(2) Including NII from life-savings insurance.

(3) Mainly including negative impact from seasonality (2 fewer days relative to 4Q), impact from IFRS 16 and non-recurrent one-off in 4Q (timing adjustment related to pension contingencies).

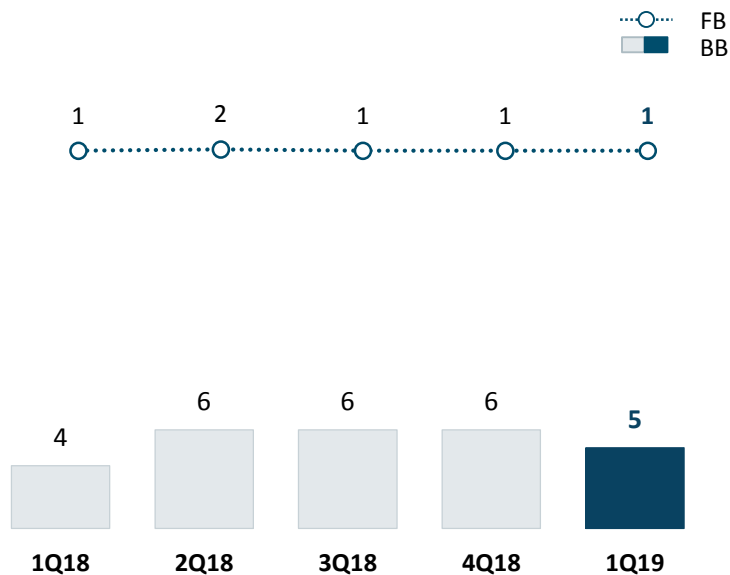
(4) Group as of 31 March 2019.

(5) -€4.6M CaixaBank ex BPI; -€4.8M Group.

## Customer spread and loan yields improve slightly

### Deposit repricing

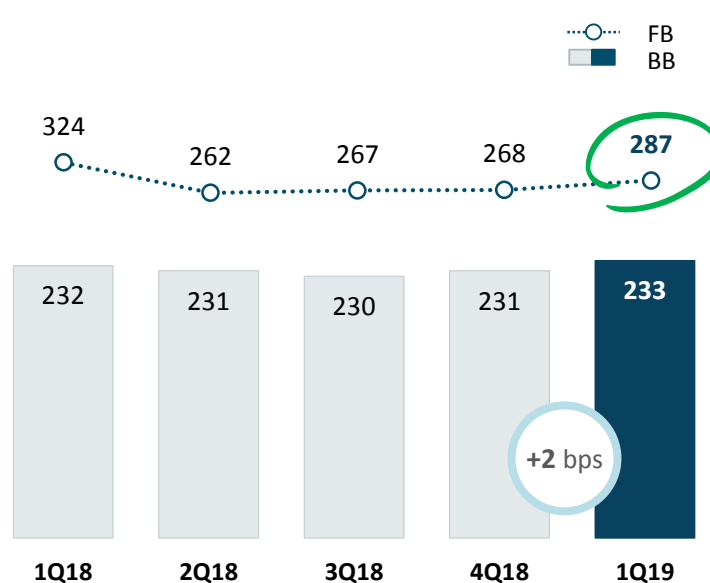
Time deposits: front book vs. back book yield<sup>(1)</sup> CABK ex BPI (bps)



▶ Both FB and BB yields remain stable at very low levels

### Loan yields

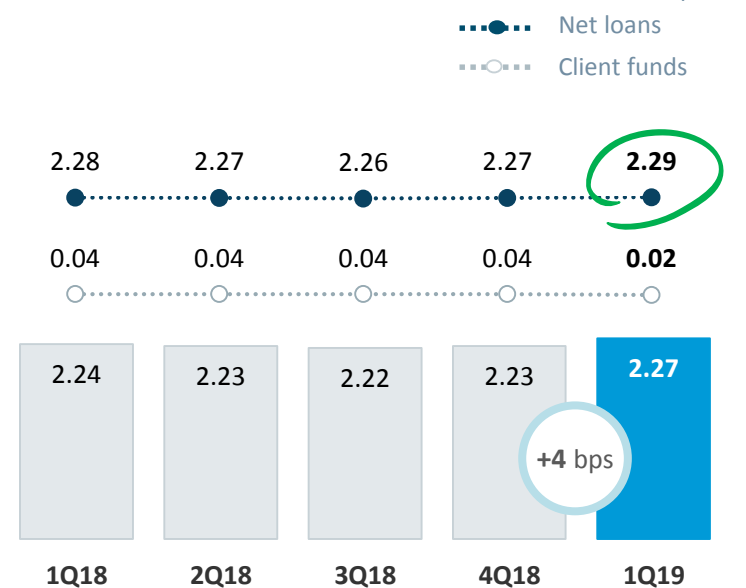
Loan-book: front book vs. back book yield<sup>(2)</sup> CABK ex BPI (bps)



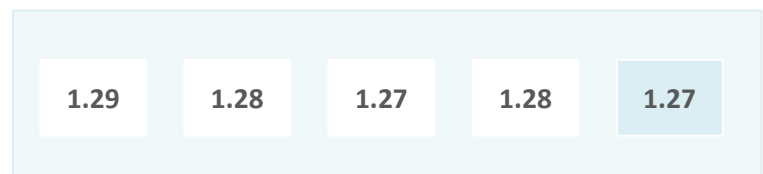
▶ FB yields qoq underpinned by higher weight of consumer lending and better CIB margins

### Customer spread

Group customer spread, in %



Group NIM, in %



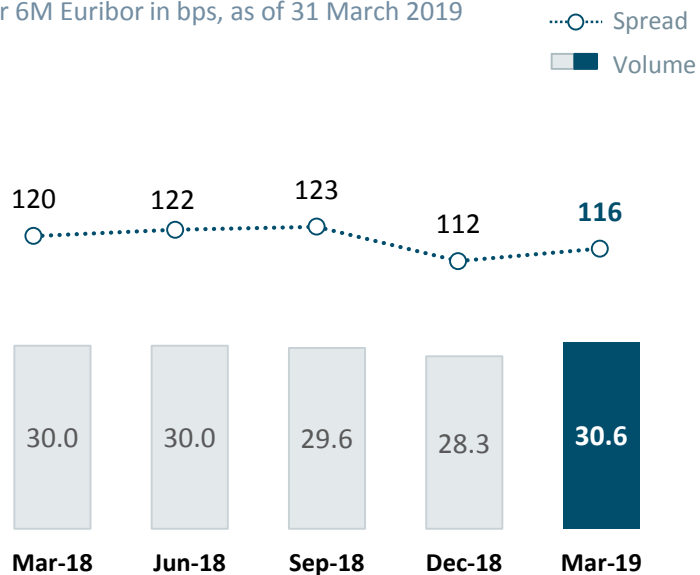
(1) Front book includes only Euro-denominated deposits while back book includes all deposits.

(2) Front book excludes public sector. Back book includes all segments.

## ALCO book increased in a low yield environment while wholesale funding costs remain stable

### Wholesale funding costs

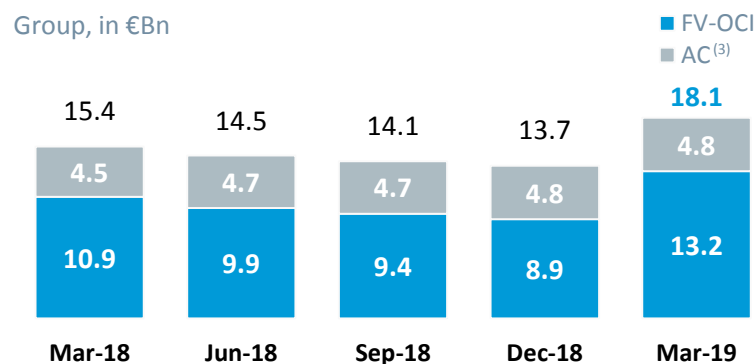
CABK ex BPI <sup>(1)</sup> wholesale funding back-book<sup>(2)</sup> in €Bn and spread over 6M Euribor in bps, as of 31 March 2019



► BB +4 bps ytd reflect new issuances; -4 bps yoy as expensive maturities more than compensate for new issuances

### Structural ALCO portfolio

Group, in €Bn

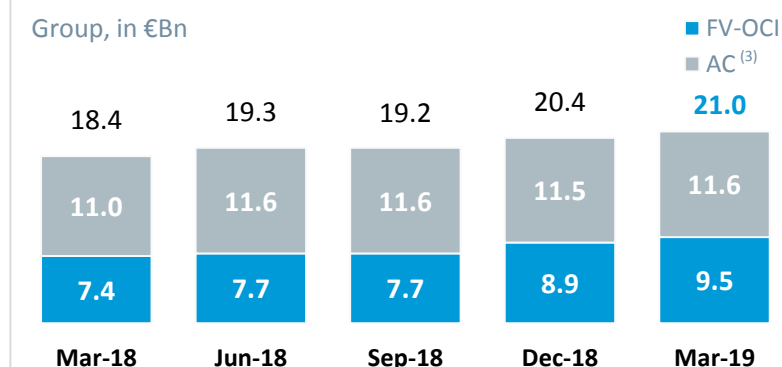


Period	Yield, %	Average life, yrs	Duration, yrs
Mar-18	2.0	4.8	2.5
Jun-18	2.1	4.0	2.7
Sep-18	2.1	3.8	2.6
Dec-18	2.1	4.0	2.6
Mar-19	1.9	5.1	3.8

► Larger ALCO in a low-rate environment with surplus liquidity

### ALCO liquidity management portfolio

Group, in €Bn



Period	Yield, %	Average life, yrs	Duration, yrs
Mar-18	0.2	3.3	3.2
Jun-18	0.2	3.2	3.0
Sep-18	0.2	2.9	2.8
Dec-18	0.2	2.6	2.5
Mar-19	0.2	2.4	2.3

► Liquidity ALCO book increases in the quarter as TLTRO II maturity approaches

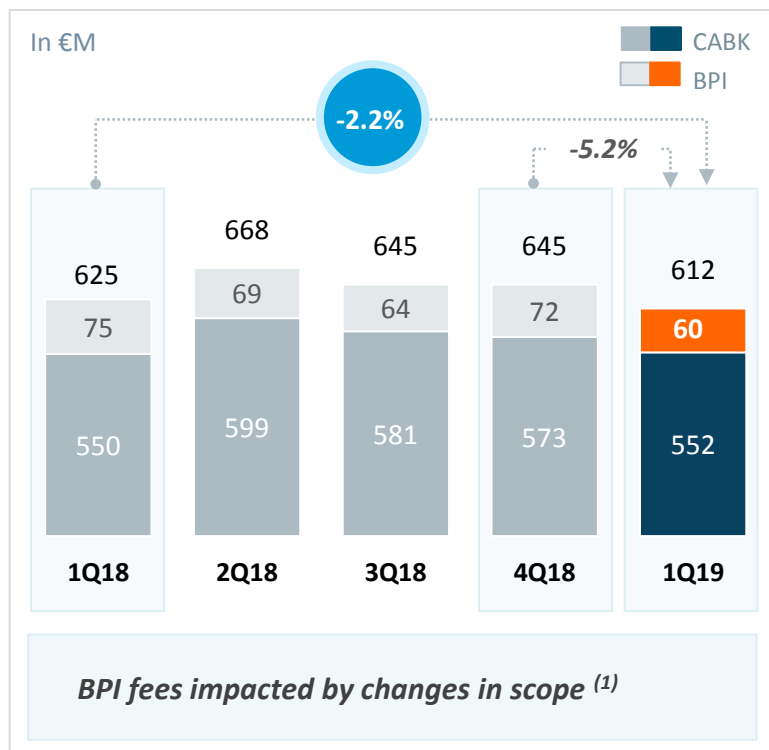
(1) In 1Q19, BPI issued €0.5Bn Covered Bond at MS +25 bps.

(2) Includes securitisations placed with investors and self-retained multi-issuer covered bonds. It does not include the AT1 issued in June 2017 and in March 2018.

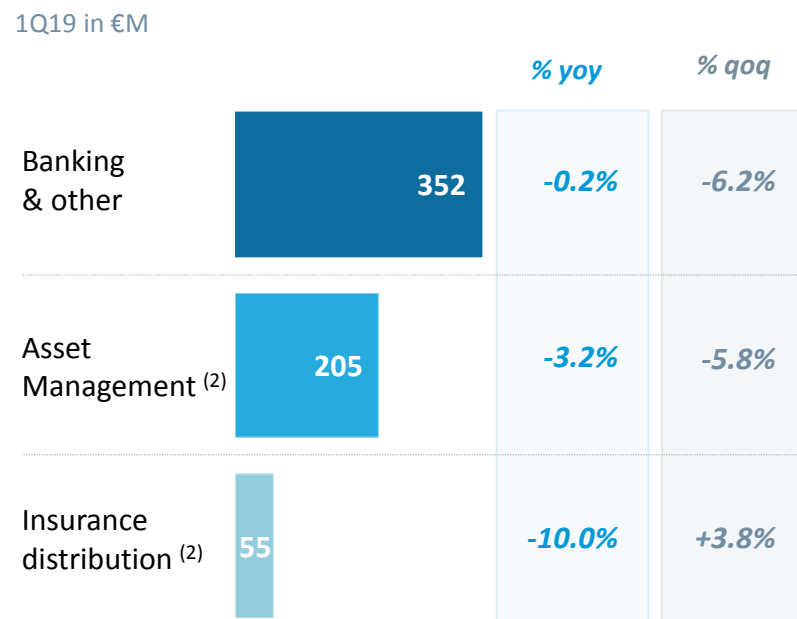
(3) Securities at amortised cost.

## Fees impacted by 4Q market volatility

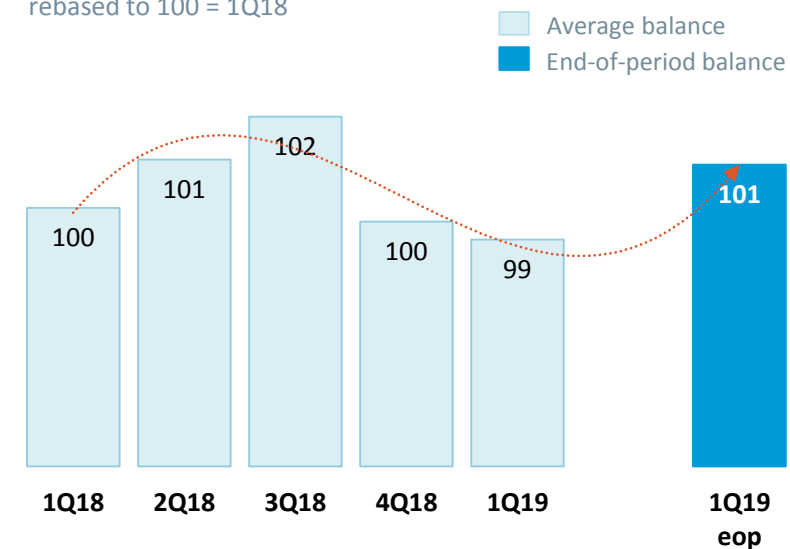
### Net fees



### Fee breakdown by main category



AuM <sup>(3)</sup> average balances vs. eop balance at 31 March 2019, rebased to 100 = 1Q18



- ▶ **Banking & other:** Resilient yoy with support from payments and CIB; affected qoq by seasonality
- ▶ **AM <sup>(2)</sup>:** affected yoy by cap on pension plan fees and other one-offs; dragged qoq by market effects on average AuMs, seasonality and 4Q success fees
- ▶ **Insurance distribution<sup>(2)</sup>:** impacted yoy by timings of new product rollout; qoq growth already showing improvement

(1) Impacted by changes in scope and reclassifications (-€17M yoy) including: -€11M from the sale of business to CABK (Asset management and credit card), -€3M from sale of acquiring business, and -€3M from a reclass related to application of group accounting standards. 1Q19/4Q18: -€7M due to change in scope.

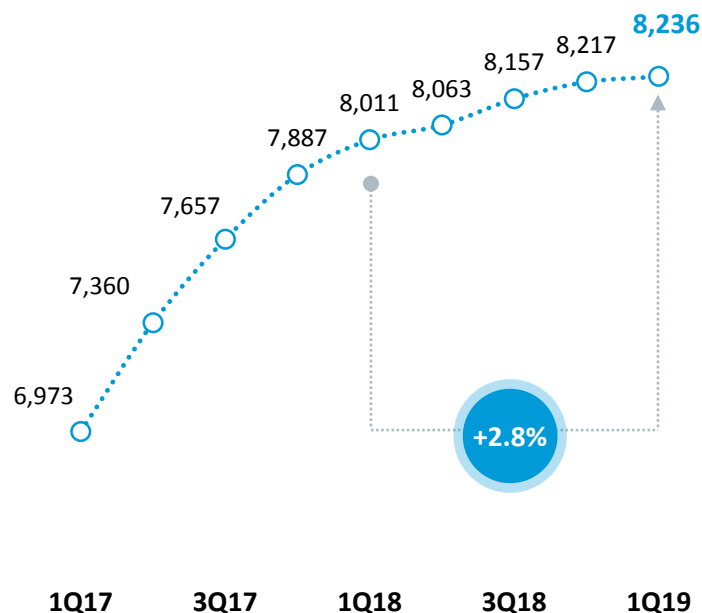
(2) Note that unit linked fees are now included in AM fees (in previous reporting, they were included in “insurance fees” together with non-life distribution fees). 2018 figures have been restated accordingly.

(3) Including mutual funds, managed portfolios, SICAVs, pension plans and unit linked.

## Insurance business remains a key contributor to core revenues and results

### Core revenues

Core revenues, trailing 12M in €M



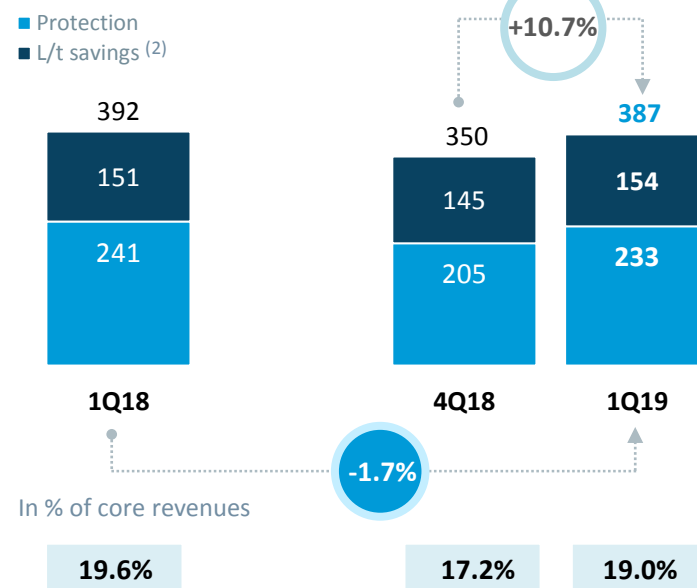
**Core revenues in % of 1Q19 Gross Income**

**96%**

+7 pp yoy

### Consolidated revenues from insurance

Insurance revenues (l/t savings and protection) <sup>(1)</sup>, 1Q19 in €M



- YoY**
- ▶ Protection reflects timing in new product rollout
  - ▶ L/T savings impacted by cap on pension plans
- QoQ**
- ▶ L/T savings affected by day count and markets

### Bancassurance P&L: contribution from insurance

1Q19, in €M

	Bancassur.	o/w Insurance <sup>(3)</sup>	Insur. % yoy
<b>Net interest income</b>	<b>1,176</b>	<b>75</b>	<b>4.2</b>
Net fees and commissions	552	(19)	(51.4)
Income and exp. insurance	130	130	(5.8)
Dividends & inc. associates	59	43	4.6
Other revenues	(42)	2	(33.3)
<b>Gross income</b>	<b>1,875</b>	<b>231</b>	<b>7.4</b>
Recurring operating expenses	(1,088)	(31)	13.6
<b>Pre-impairment income</b>	<b>787</b>	<b>200</b>	<b>6.5</b>
LLPs & other provisions	(194)		
Gains/losses on disp. & other	(18)		
<b>Pre-tax income</b>	<b>575</b>	<b>200</b>	<b>6.5</b>
Income tax & minority int.	(160)	(46)	5.9
<b>Net attributed profit</b>	<b>415</b>	<b>154</b>	<b>6.6</b>

- ▶ Insurance net income grows yoy supported by life-savings NII and SCA performance

(1) L/T saving revenues include: unit linked and pension plan fees plus NII from life-savings insurance. Protection revenues: non-life distribution fees, life risk premia and equity accounted income from SCA and other bancassurance stakes from BPI.

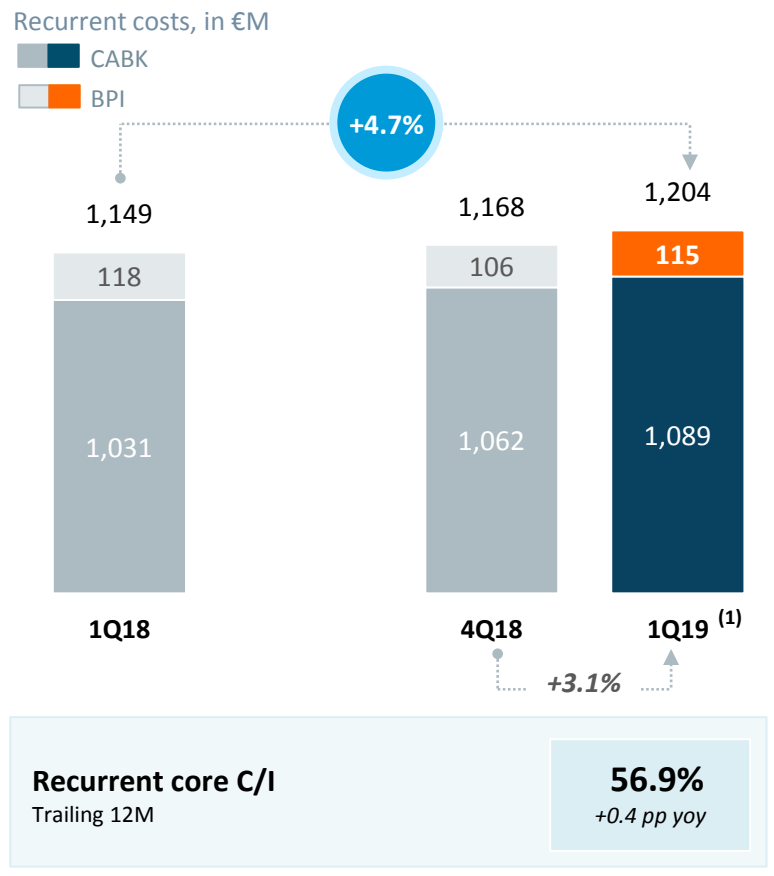
(2) YoY evolution impacted by regulatory cap on pension plan fees (c. -€3M yoy). QoQ evolution includes positive one-off in 4Q from year-end success fees (-€2M qq).

(3) VidaCaixa P&L prior to consolidation. Does not include the fees paid by SegurCaixa Adeslas to the bancassurance business for non-life insurance distribution.

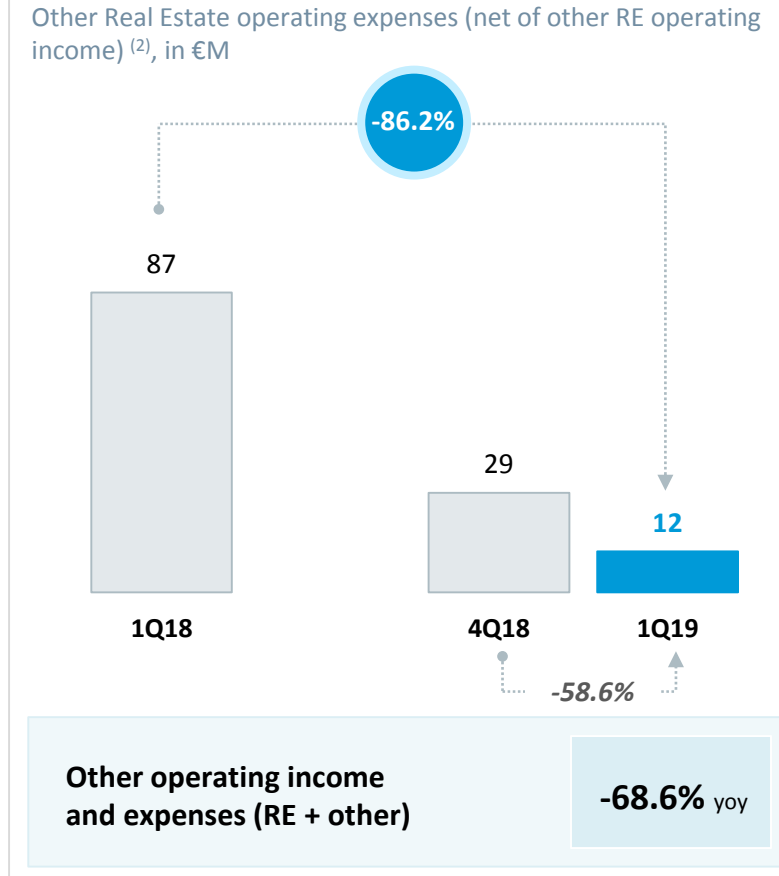


## Cost-savings from RE sale more than offset recurrent cost increases

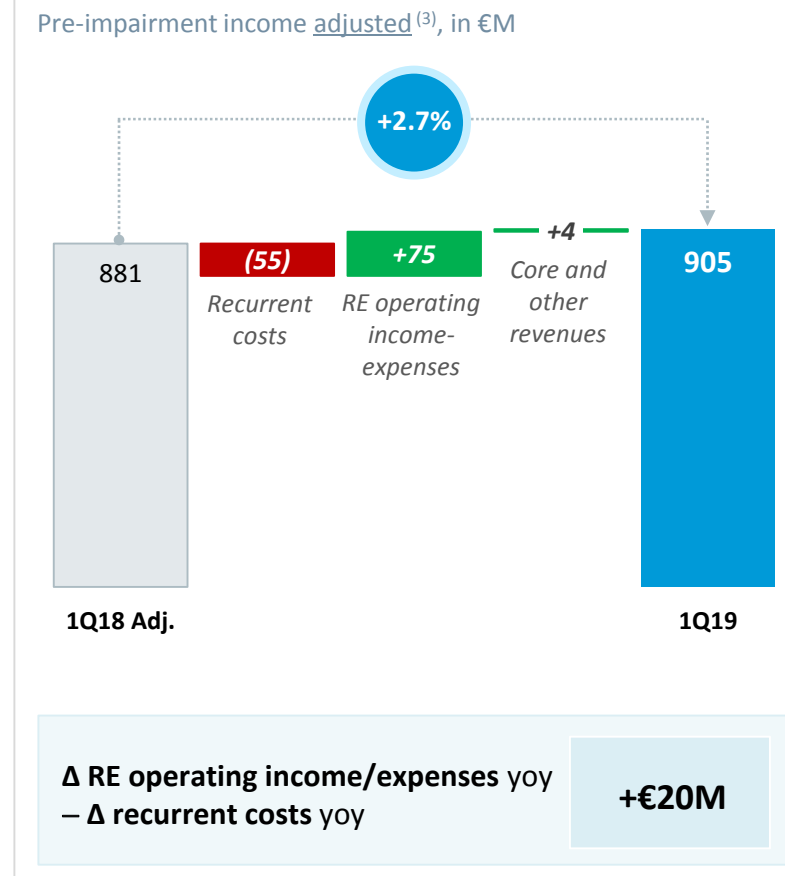
### Recurrent costs evolve as expected...



### ...offset by large RE cost-savings post disposal



### ... supporting pre-impairment income



**Restructuring negotiations with unions expected to finalise in coming weeks**

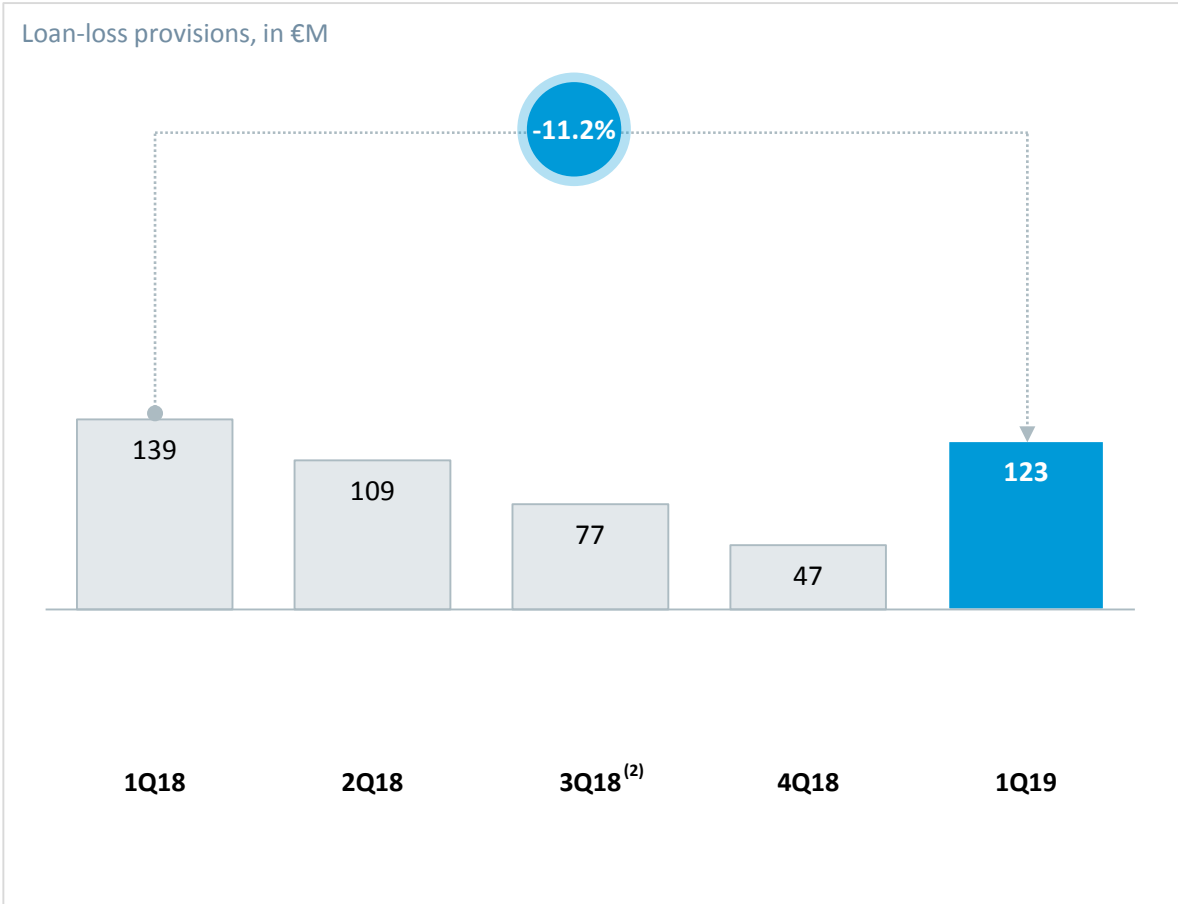
(1) Personnel costs yoy/qq include one-off social security impact in Spain (€14M from RD 28/2018) while mix in other expenses affected by IFRS16.

(2) Other RE operating expenses minus other RE operating income. Note that in 1Q are impacted by RE property tax.

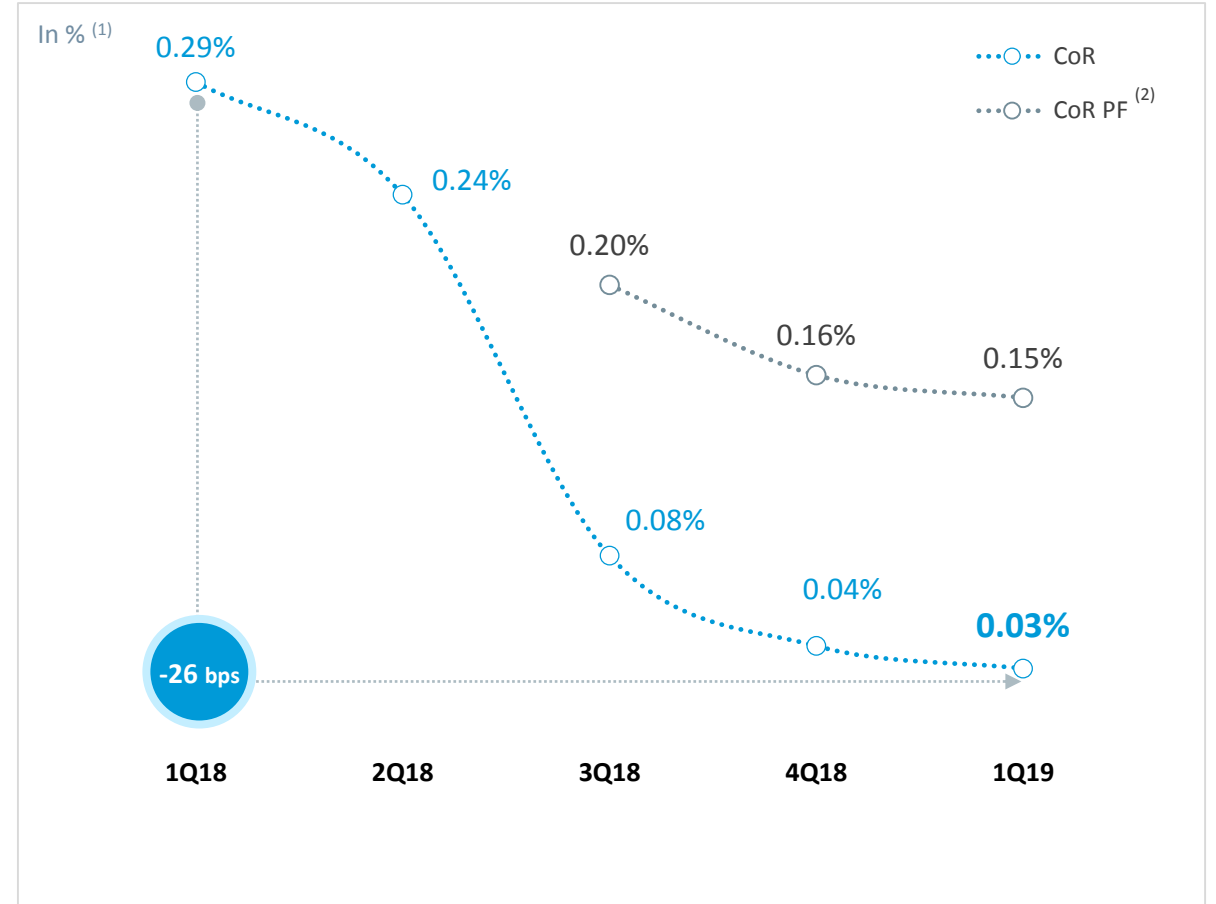
(3) 1Q18 adjusted for REP, BFA and Viacer contributions (€229M gross).

# CoR<sup>(1)</sup> remains stable at low single digits

## LLPs



## CoR trailing 12M

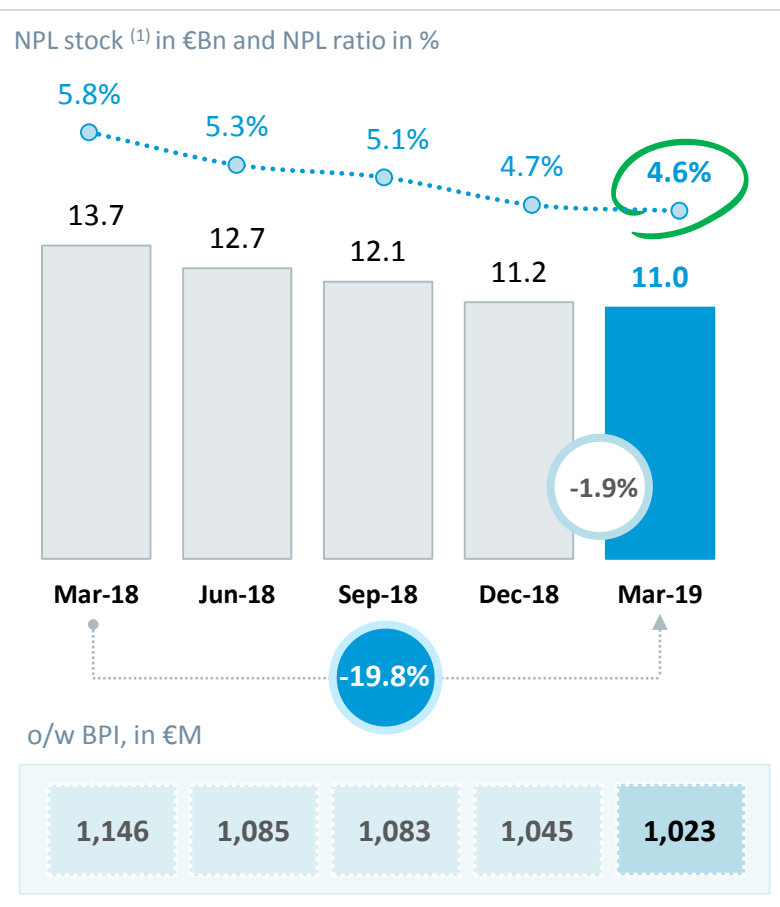


(1) Trailing 12 months.

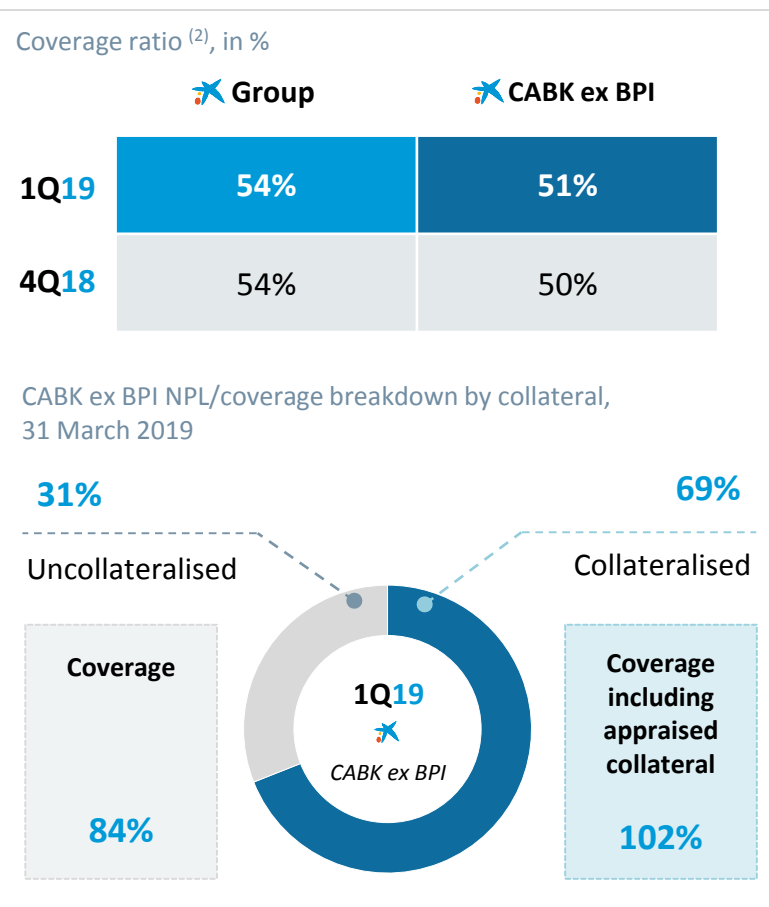
(2) PF excluding an extraordinary provision release in 3Q18 (c.€275M) derived from updating the recoverable value of a large credit exposure.

# NPL reduction and loan growth bring NPL ratio down to 4.6%

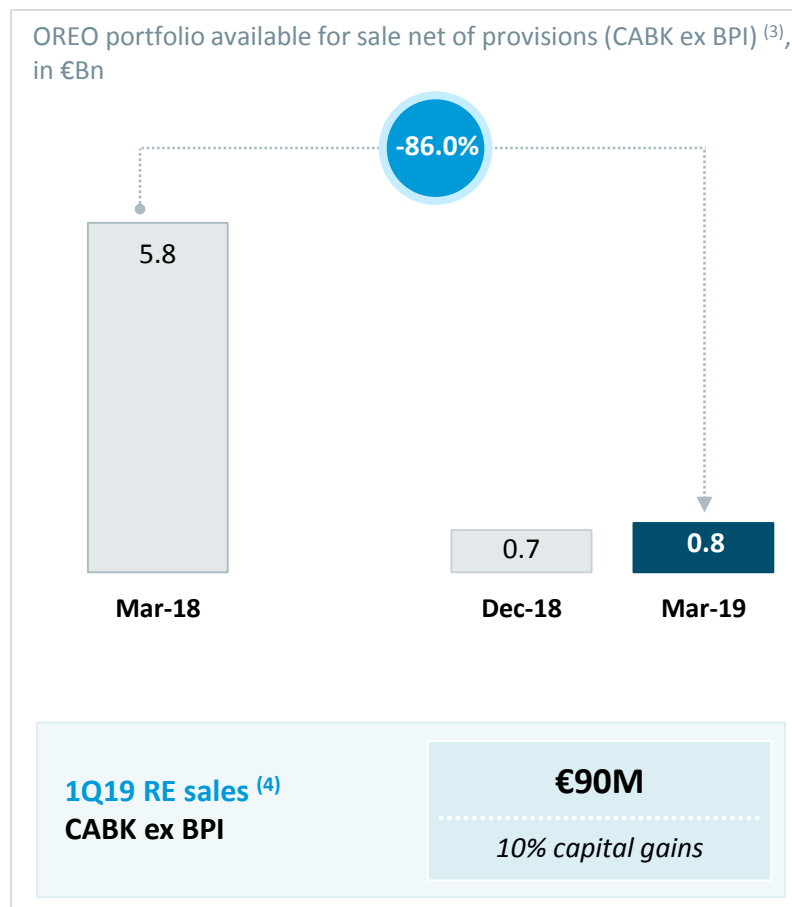
## NPL stock and ratio reduced further



## NPL coverage stable at comfortable levels



## OREO exposure is non-material



(1) Includes non-performing contingent liabilities (€465M in 1Q19, including BPI).

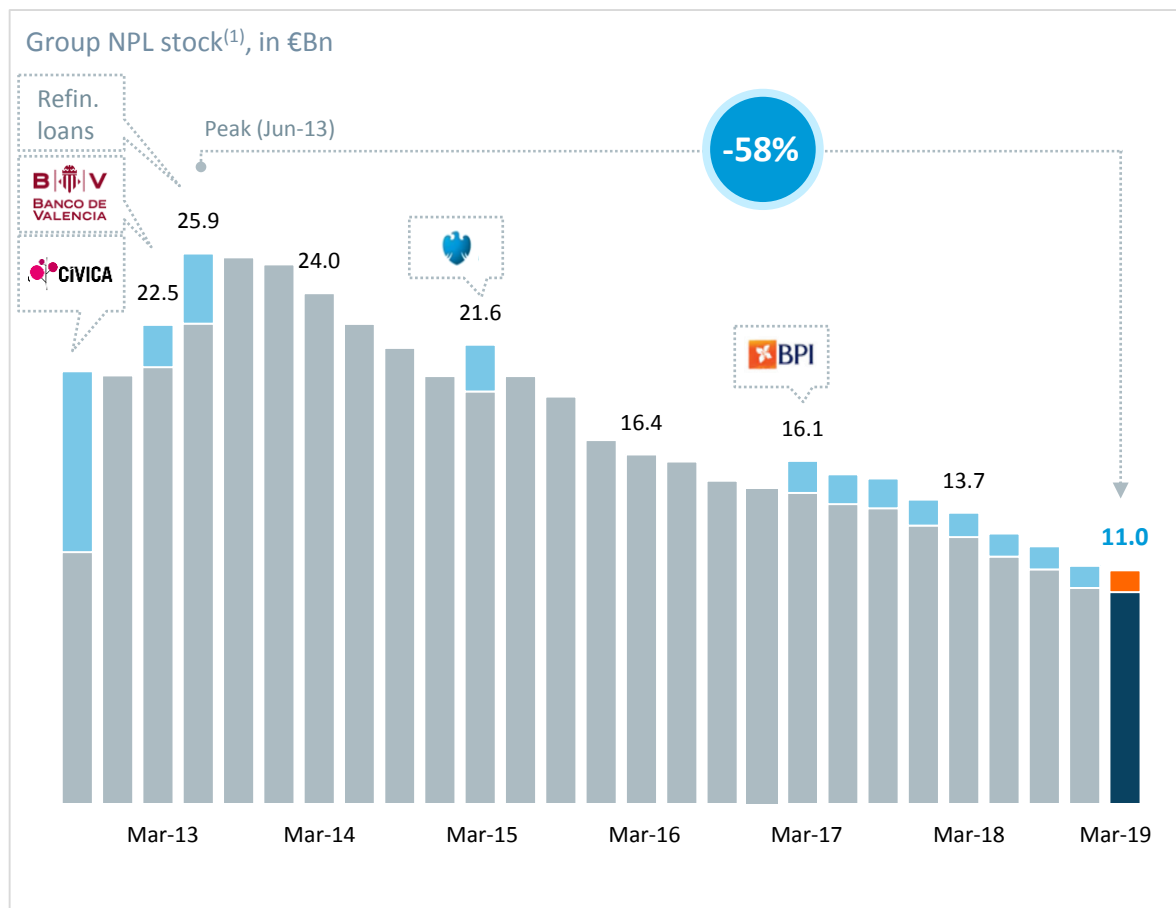
(2) Ratio between total impairment allowances on loans to customers and contingent liabilities over non-performing loans and advances to customers and contingent liabilities.

(3) BPI OREO portfolio net of provisions amounts to €25M as of 31 March 2019 (versus €27M as of 31 December 2018).

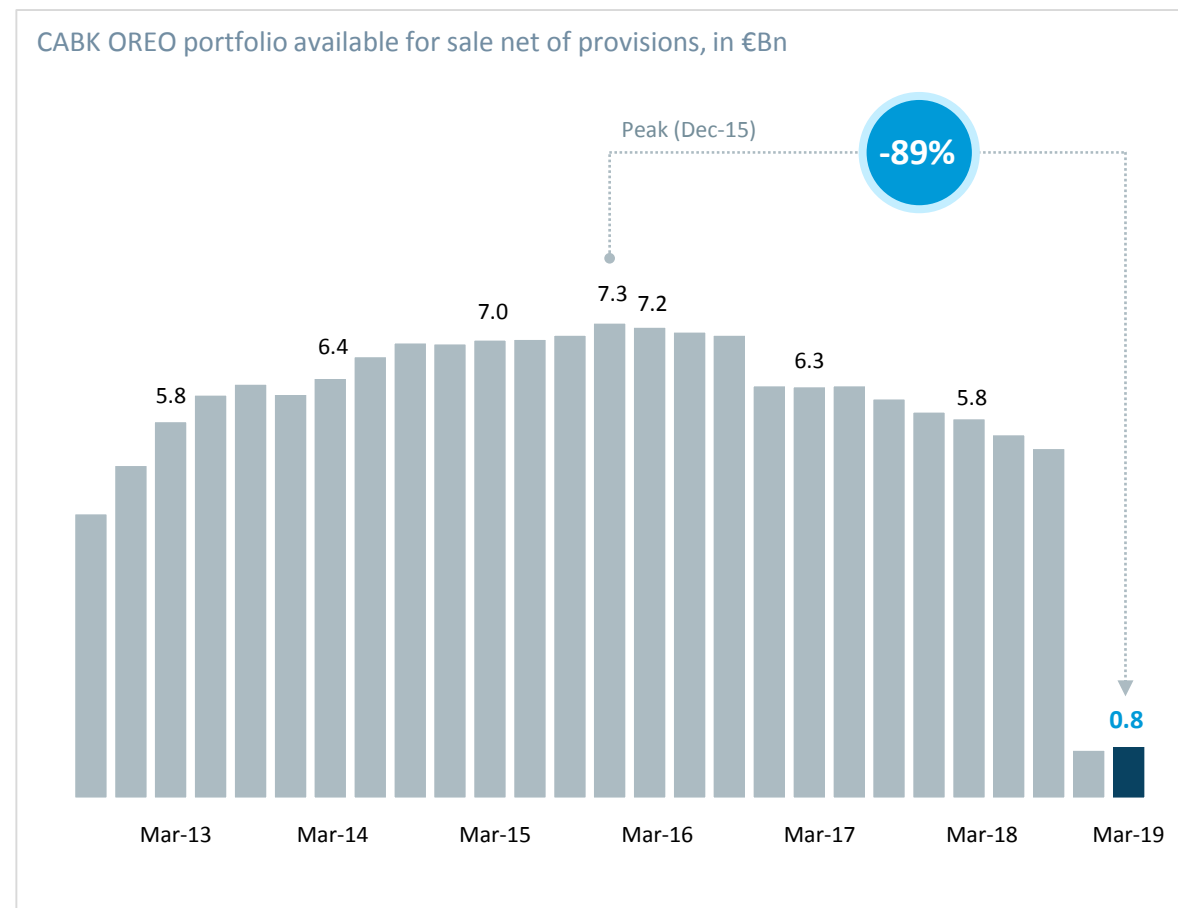
(4) At sale price. Include sales of rental assets.

## Significant NPA reduction since peak in 2013

### NPL stock on a steady downward trend



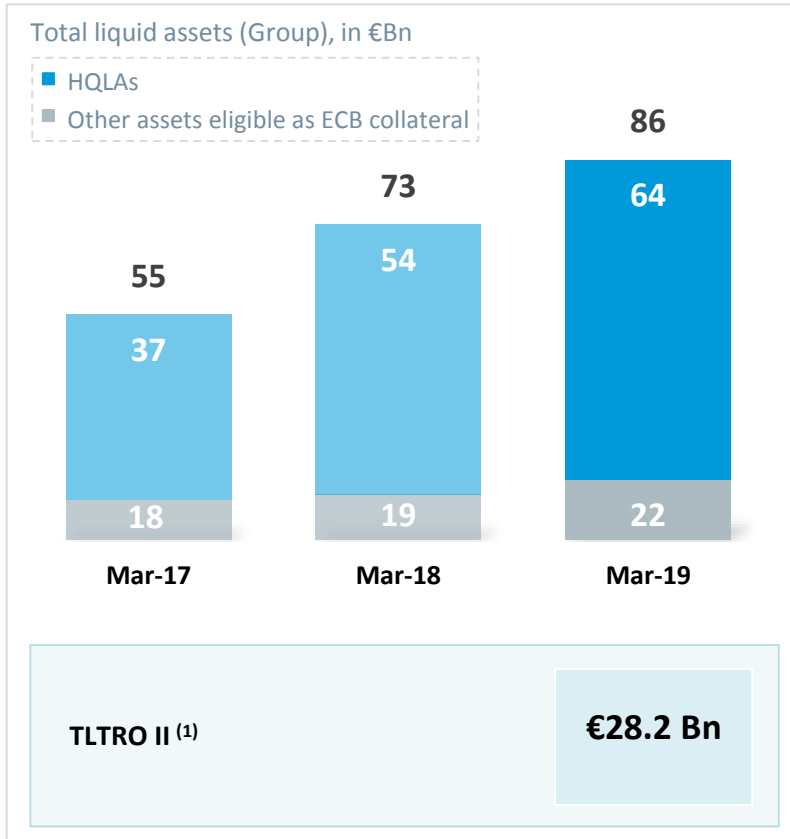
### Net OREO exposure



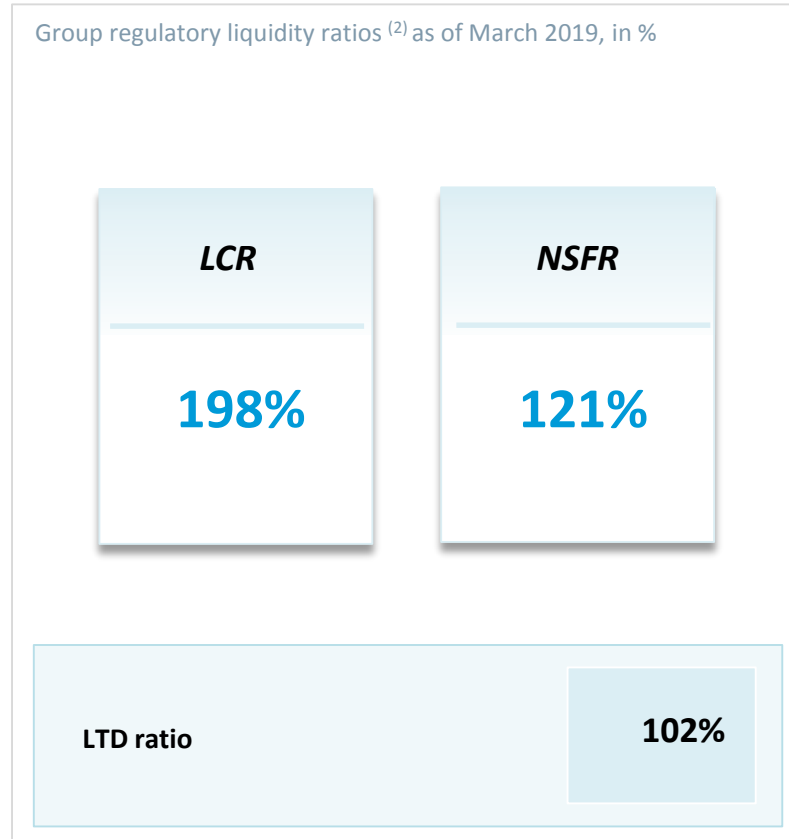
(1) Including non-performing contingent liabilities.

# Strong liquidity position further reinforced

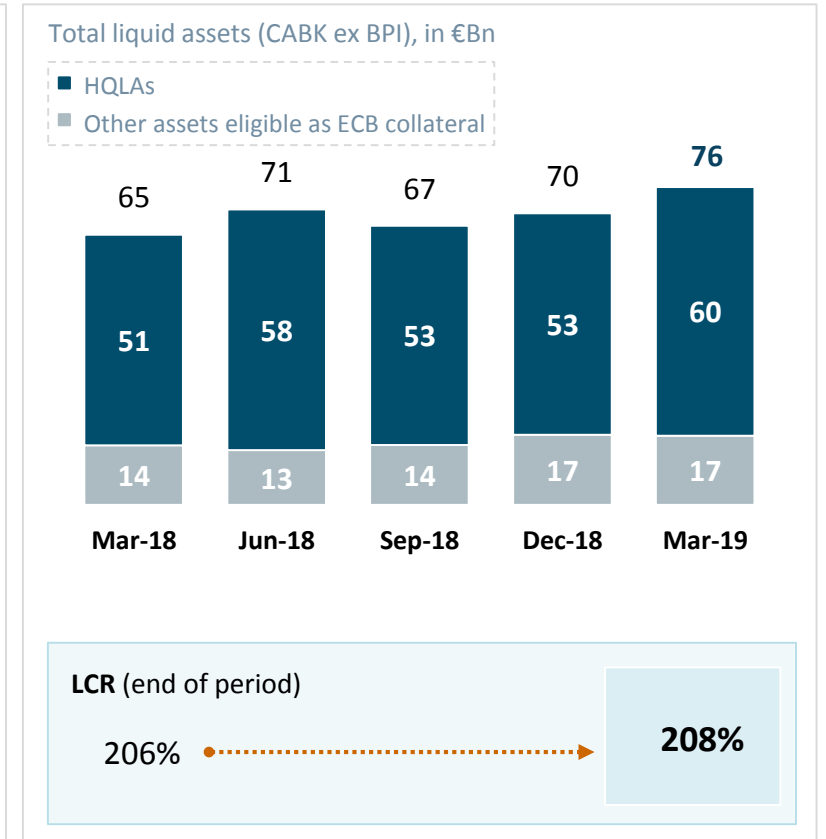
## Record high liquidity ahead of TLTRO maturity



## Liquidity ratios well above requirements



## CABK liquidity metrics

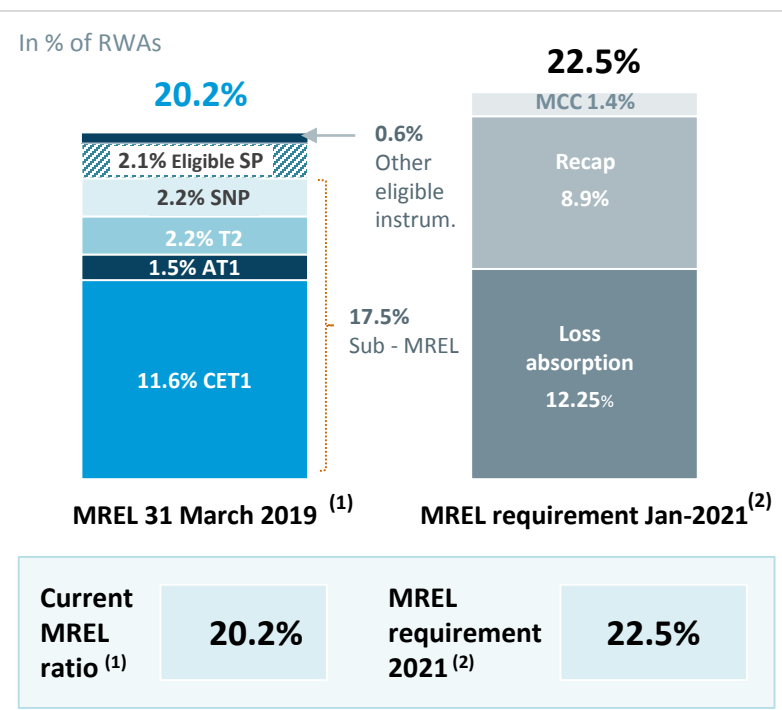


(1) Includes €1.4Bn from BPI, all TLTRO 2.

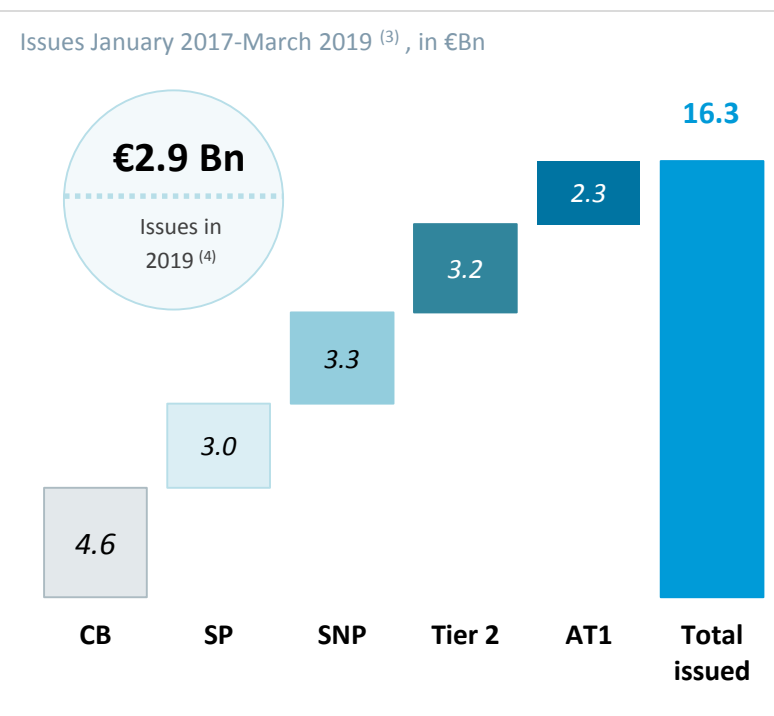
(2) LCR 12 month average (LCR as of 31 March 2019 stands at 206%). NSFR end of period: pending final definition.

## Current MREL of 20.2% a solid base to achieve 22.5% requirement

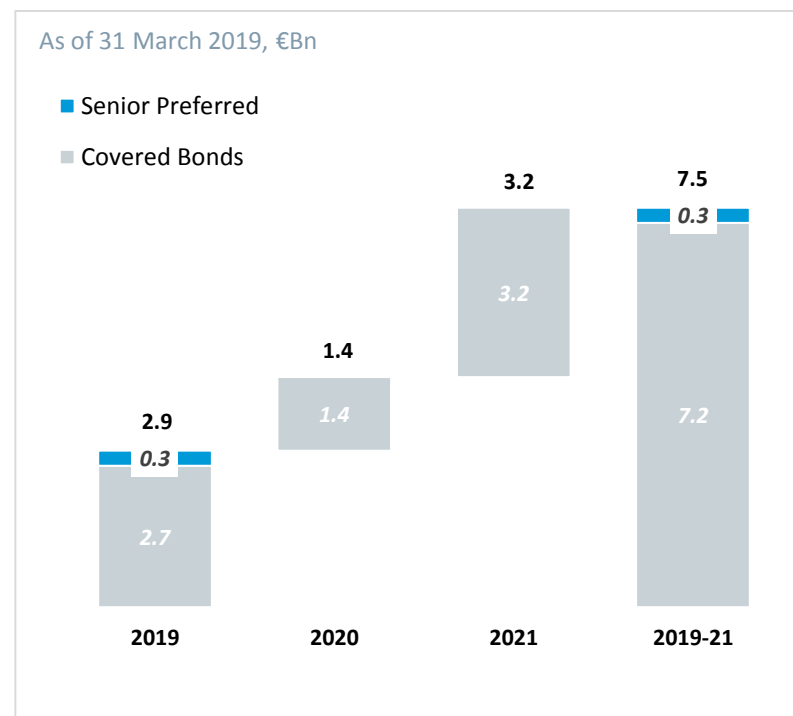
### MREL requirement versus capital stack



### Continued and successful market access



### 2019-2021 wholesale maturity profile



- ▶ Strong total capital base with full T1 and T2 buckets and no refinancing needs in the near future
- ▶ MREL requirement aligned with our expectations and consistent with funding plan described in 2019-2021 Strategic Plan
- ▶ This Plan considers roll-over of c. €7.5 Bn of wholesale debt, through issuance of MREL eligible liabilities, primarily of a subordinated nature

(1) As of 31 March 2019, in % of RWAs. Our best estimate according to the current eligibility criteria of the SRB, on a consolidated basis.

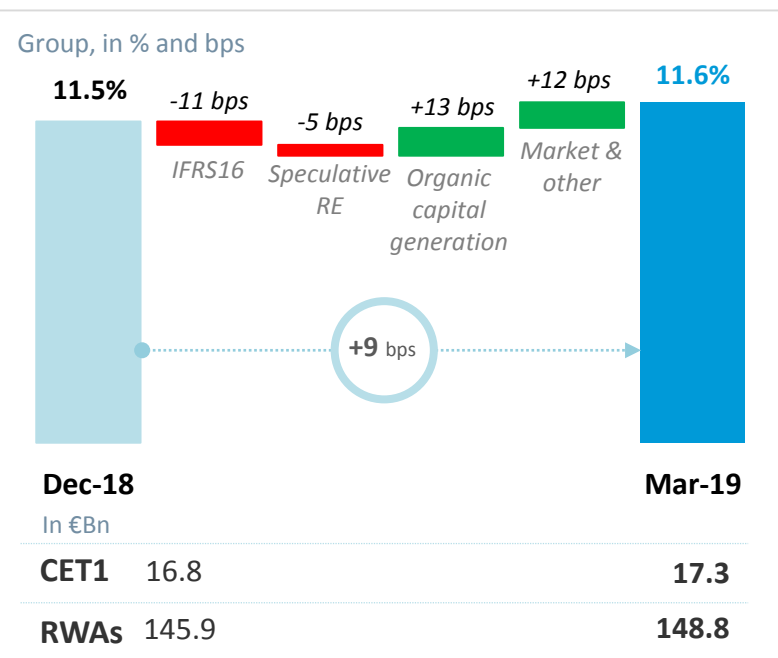
(2) CaixaBank has been required to reach, by 1 January 2021, an amount of own funds and eligible liabilities on a consolidated basis equal to 10.6% of its consolidated total liabilities and own funds as of 31 December 2017, equivalent to 22.5% in terms of consolidated RWAs as of 31 December 2017.

(3) Issues in euros by CABK and BPI, including private placements.

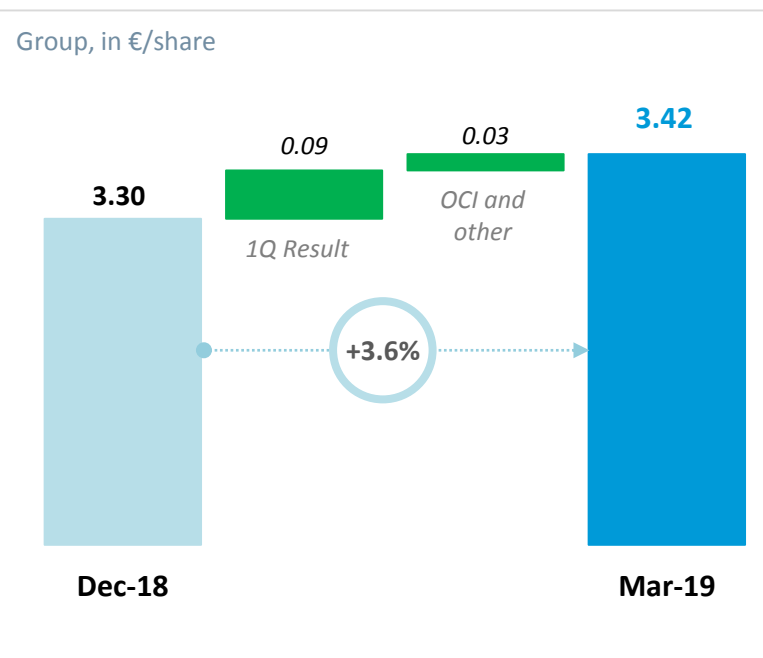
(4) €2Bn by CABK (€1Bn 5yr SNP at MS + 225 bps and €1Bn 7yr SP at MS + 90 bps) and €0.5Bn by BPI (5yr CB at MS + 25 bps). Additionally, there were four private placements of mortgage covered bonds by CABK for a total of €420M.

## Strong capital generation in a quarter with several one-offs

### CET1 ratio evolution



### TBVPS evolution



### Capital ratios and requirements

Group<sup>(1)</sup>, in % as of 31 March 2019

CET1	11.6%
Tier 1	13.1%
Total Capital	15.3%
Subordinated MREL	17.5%
MREL <sup>(2)</sup>	20.2%
Leverage ratio	5.5%

2019 CET1 SREP	8.75%	MREL requir. 2021 <sup>(3)</sup>	22.5%
----------------	-------	----------------------------------	-------

- ▶ Capital generation more than offsets one-offs from IFRS 16 and speculative RE
- ▶ “Market and other” include positive OCI contribution and RWA release from reducing REP stake to 2% by end of March<sup>(4)</sup>
- ▶ SNP issuance in January raises sub-MREL ratio to 17.5%
- ▶ TBVPS +0.12€ ytd (+3.6%) to €3.42/share
- ▶ Final dividend of €0.10/sh paid in April; for a total 2018 payout of 51%<sup>(5)</sup>

(1) CABK CET1 ratio on a solo basis as of 31 March 2019 is 13.1%. BPI CET1 ratio as of 31 March 2019 is 13.5% (13.1% on a solo basis).

(2) Our best estimate according to the current eligibility criteria of the SRB, on a consolidated basis.

(3) In terms of consolidated risk weighted assets, as of 31 December 2017.

(4) The stake in Repsol has been further reduced post closing of 1Q, to 1.1% as of 29 April 2019.

(5) With no impact on 1Q solvency metrics since it was already incorporated in YE2018 capital ratios.



## Resilient core revenues support underlying profitability despite negative market impacts

**NII growth underpinned by better loan volumes and margins**

**Core revenues up yoy despite lagging impacts from 4Q market correction**

**Pre-impairment income (adjusted) <sup>(1)</sup> grows as RE savings more than offset cost increases**

**Solvency, liquidity and credit-risk metrics further reinforced**

***Good progress in rolling out new distribution strategy***

(1) 2018 adjusted for REP, BFA and Viacer contributions.



## *Appendix*

## 2019 Core revenues set to grow while investments take a toll on costs

### 2019 Guidance for CaixaBank Group

### Main drivers

<b>NII, % yoy</b>	<b>~2%</b>	<ul style="list-style-type: none"> <li>▶ Pricing discipline and selective growth</li> <li>▶ Lessened drag from Euribor resets</li> </ul>
<b>Fees, % yoy</b>	<b>~3%</b>	<ul style="list-style-type: none"> <li>▶ Growth in assets under management and insurance funds</li> <li>▶ Seizing business opportunities in payments</li> </ul>
<b>Core revenues, % yoy</b>	<b>~3%</b>	<ul style="list-style-type: none"> <li>▶ NII and Fees</li> <li>▶ Protection business</li> </ul>
<b>Recurrent expenses, % yoy</b>	<b>~5%</b>	<ul style="list-style-type: none"> <li>▶ 2019-21 SP “Invest and transform” front-loaded</li> <li>▶ Bulk of cost savings expected from 2020</li> <li>▶ <b>~2%</b> CAGR 2020E-21E for a <b>~3%</b> CAGR 2019E-21E</li> </ul>
<b>Cost of Risk, trailing 12M</b>	<b>&lt;20 bps</b>	<ul style="list-style-type: none"> <li>▶ Supportive macro conditions</li> <li>▶ Comfortable coverage of existing NPL stock</li> </ul>
<b>NPL ratio</b>	<b>&lt;4%</b>	<ul style="list-style-type: none"> <li>▶ Supportive macro conditions</li> <li>▶ Proactive early delinquency management</li> </ul>

## 1Q19 P&amp;L

## Consolidated Income Statement

In €M	1Q19	1Q18	% yoy
<b>Net interest income</b>	<b>1,237</b>	<b>1,203</b>	<b>2.9</b>
Net fees and commissions	612	625	(2.2)
Dividends and equity accounted	117	271	(56.4)
Trading income	48	136	(65.6)
Income and exp. from insurance	130	138	(5.8)
Other operating income & expenses	(35)	(111)	(68.6)
<b>Gross income</b>	<b>2,109</b>	<b>2,262</b>	<b>(6.8)</b>
Recurring operating expenses	(1,204)	(1,149)	4.7
Extraordinary operating expenses		(3)	(95.7)
<b>Pre-impairment income</b>	<b>905</b>	<b>1,110</b>	<b>(18.5)</b>
LLPs	(123)	(139)	(11.2)
Other provisions	(48)	(50)	(6.3)
Gains/losses on disposals and other	(16)	(2)	
<b>Pre-tax income</b>	<b>718</b>	<b>919</b>	<b>(21.9)</b>
Income tax	(185)	(182)	1.4
<b>Profit for the period</b>	<b>533</b>	<b>737</b>	<b>(27.7)</b>
Minority interests & other		33	(99.9)
<b>Profit attributable to the Group</b>	<b>533</b>	<b>704</b>	<b>(24.3)</b>

## Income statement by consolidated perimeter (CABK / BPI)

1Q19 CABK	% yoy	1Q19 BPI	% yoy
<b>1,139</b>	<b>2.9</b>	<b>98</b>	<b>3.3</b>
552	0.1	60	(19.2)
109		8	(92.2)
42	(29.5)	6	(93.0)
130	(5.8)		
(35)	(67.9)		(90.9)
<b>1,937</b>	<b>1.4</b>	<b>172</b>	<b>(51.1)</b>
(1,089)	5.6	(115)	(2.8)
			(95.7)
<b>848</b>	<b>(3.5)</b>	<b>57</b>	<b>(75.3)</b>
(146)	5.1	23	
(48)	(6.6)		
(18)		2	
<b>636</b>	<b>(7.6)</b>	<b>82</b>	<b>(64.4)</b>
(164)	6.5	(21)	(25.2)
<b>472</b>	<b>(11.7)</b>	<b>61</b>	<b>(70.1)</b>
<b>472</b>	<b>(11.7)</b>	<b>61</b>	<b>(64.2)</b>

## Segment reporting: additional information

## Income statement by segment

In €M <sup>(1)</sup>	Bancassurance		Investments		BPI	
	1Q19	% yoy	1Q19	% yoy	1Q19	% yoy <sup>(2)</sup>
<b>Net interest income</b>	<b>1,176</b>	<b>2.7</b>	<b>(38)</b>	<b>(5.7)</b>	<b>99</b>	<b>2.2</b>
Net fees and commissions	552	0.1			60	(19.2)
Dividends and equity accounted	59	11.2	54	(74.7)	4	95.3
Trading income	(7)		49	(18.5)	6	(69.0)
Income and exp. from insurance	130	(5.8)				
Other operating income & expenses	(35)	(67.9)				
<b>Gross income</b>	<b>1,875</b>	<b>2.0</b>	<b>65</b>	<b>(71.9)</b>	<b>169</b>	<b>(10.6)</b>
Recurring operating expenses	(1,088)	5.6	(1)		(115)	(2.8)
Extraordinary operating expenses						
<b>Pre-impairment income</b>	<b>787</b>	<b>(2.7)</b>	<b>64</b>	<b>(72.2)</b>	<b>54</b>	<b>(20.9)</b>
LLPs	(146)	5.1			23	
Other provisions	(48)	(6.6)				
Gains/losses on disposals & other	(18)				2	
<b>Pre-tax income</b>	<b>575</b>	<b>(7.0)</b>	<b>64</b>	<b>(72.2)</b>	<b>79</b>	<b>17.9</b>
Income tax	(160)	(3.3)	(4)		(21)	15.7
Minority interest & others						
<b>Net attributed profit</b>	<b>415</b>	<b>(8.4)</b>	<b>60</b>	<b>(71.2)</b>	<b>58</b>	<b>45.0</b>

(1) BPI Segment P&L excludes contribution from BPI minority stakes, which is assigned to the "Investments" business segment.

(2) Note that evolution yoy is impacted by changes in scope related to the sale of businesses in 2018. Moreover, the % attributed from BPI has increased from 84.5% in 1Q18 to 100% in 1Q19.

## CaixaBank standalone: additional information (I/II)

### Income Statement: 1Q19

In €M	1Q19	% qoq	% yoy
<b>Net interest income</b>	<b>1,139</b>	<b>0.1</b>	<b>2.9</b>
Net fees and commissions	552	(3.8)	0.1
Dividends and equity accounted	109		
Trading income	42	(178.0)	(29.5)
Income and exp. from insurance	130	(1.5)	(5.8)
Other operating income & expenses	(35)	(84.8)	(67.9)
<b>Gross income</b>	<b>1,937</b>	<b>16.4</b>	<b>1.4</b>
Recurring operating expenses	(1,089)	2.6	5.6
Extraordinary operating expenses			
<b>Pre-impairment income</b>	<b>848</b>	<b>40.7</b>	<b>(3.5)</b>
LLPs	(146)	8.1	5.1
Other provisions	(48)	(67.4)	(6.6)
Gains/losses on disposals & other	(18)	(80.7)	
<b>Pre-tax income</b>	<b>636</b>	<b>183.9</b>	<b>(7.6)</b>
Income tax	(164)		6.5
Minority interest & others <sup>(1)</sup>		(99.9)	
<b>Net attributed profit</b>	<b>472</b>	<b>101.3</b>	<b>(11.7)</b>

### Fee breakdown by main category

1Q19 in €M	% yoy	% qoq
Banking & other	2.1%	(4.3%)
AM <sup>(2)</sup>	0.0%	(5.3%)
Insurance distribution <sup>(2)</sup>	(12.4%)	9.5%

(1) In 4Q18 includes -€24M from discontinued operations related to Servihabitat's contribution to consolidated earnings since its acquisition in July 2018 and until the completion of the sale of the real estate business in December 2018.

(2) Note that unit linked fees are now included in AM fees (in previous reporting, they were included in "insurance fees" together with non-life distribution fees). 2018 figures have been restated accordingly.

## CaixaBank standalone: additional information (II/II)

### Customer funds <sup>(1)</sup>

Breakdown, in €Bn		
	31 <sup>st</sup> March 2019	% ytd
<b>I. On balance-sheet funds</b>	<b>240.7</b>	<b>2.9</b>
Demand deposits	166.8	3.3
Time deposits	21.0	(1.8)
Debt securities	1.8	143.9
Insurance	49.8	3.1
<i>o/w unit linked</i>	7.7	14.2
Other funds	1.4	(33.6)
<b>II. Assets under management</b>	<b>89.3</b>	<b>3.9</b>
Mutual funds	61.2	3.3
Pension plans	28.0	5.5
<b>III. Other managed resources</b>	<b>3.4</b>	<b>8.5</b>
<b>Total customer funds</b>	<b>333.4</b>	<b>3.3</b>

### Loan book

Breakdown, in €Bn		
	31 <sup>st</sup> March 2019	% ytd
<b>I. Loans to individuals</b>	<b>113.8</b>	<b>(0.5)</b>
Residential mortgages	79.9	(0.7)
Other loans to individuals	33.9	(0.1)
<i>o/w: consumer loans <sup>(2)</sup></i>	12.2	3.3
<b>II. Loans to businesses</b>	<b>78.1</b>	<b>1.7</b>
Corporates and SMEs	72.0	1.8
Real Estate developers	6.1	
<b>Loans to individuals &amp; businesses</b>	<b>191.9</b>	<b>0.4</b>
<b>III. Public sector</b>	<b>11.1</b>	<b>8.9</b>
<b>Total loans</b>	<b>203.1</b>	<b>0.8</b>

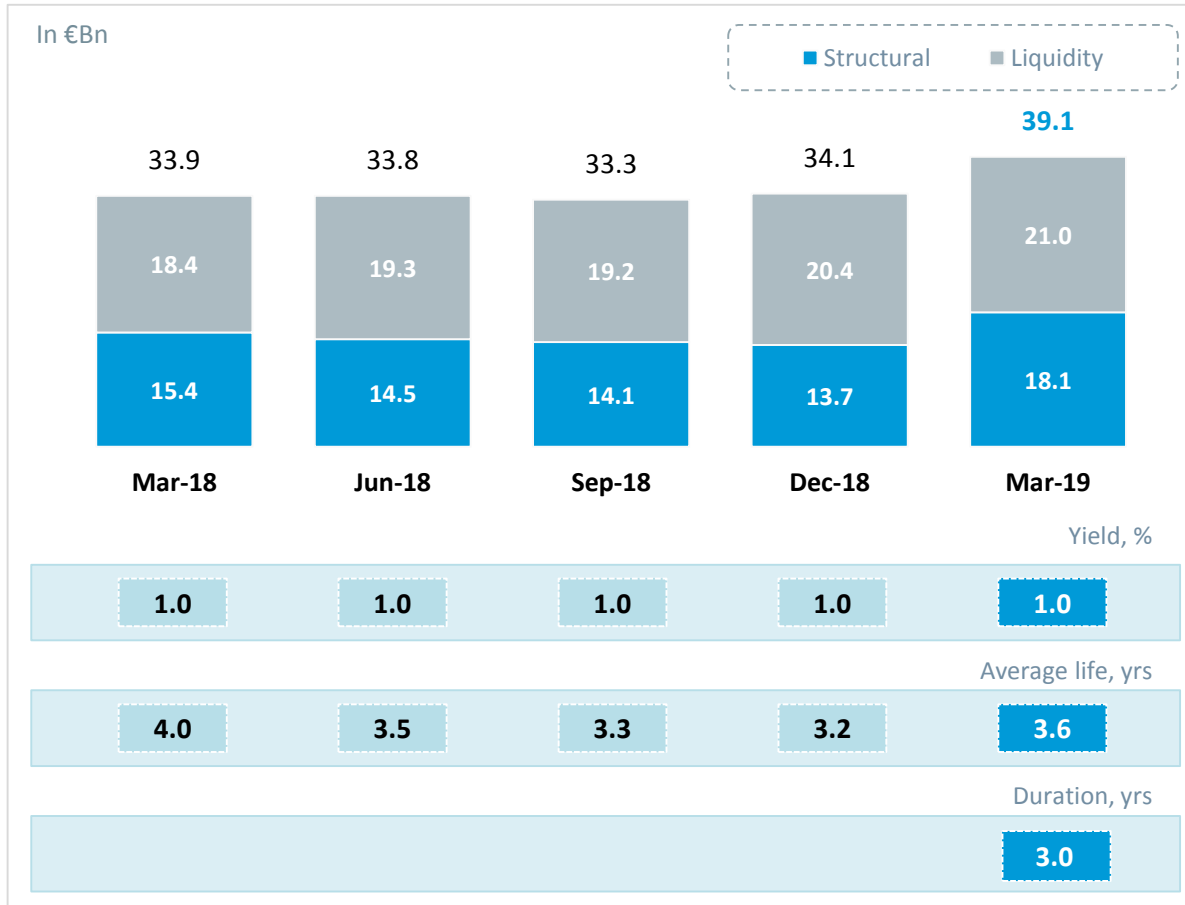
(1) Excluding BPI Vida, BPI GA and BPI GIF.

(2) Unsecured loans to individuals, excluding those for home purchases. Includes personal loans from CaixaBank, MicroBank and CaixaBank Consumer Finance, as well as revolving credit card balances (CaixaBank Payments) excluding float.

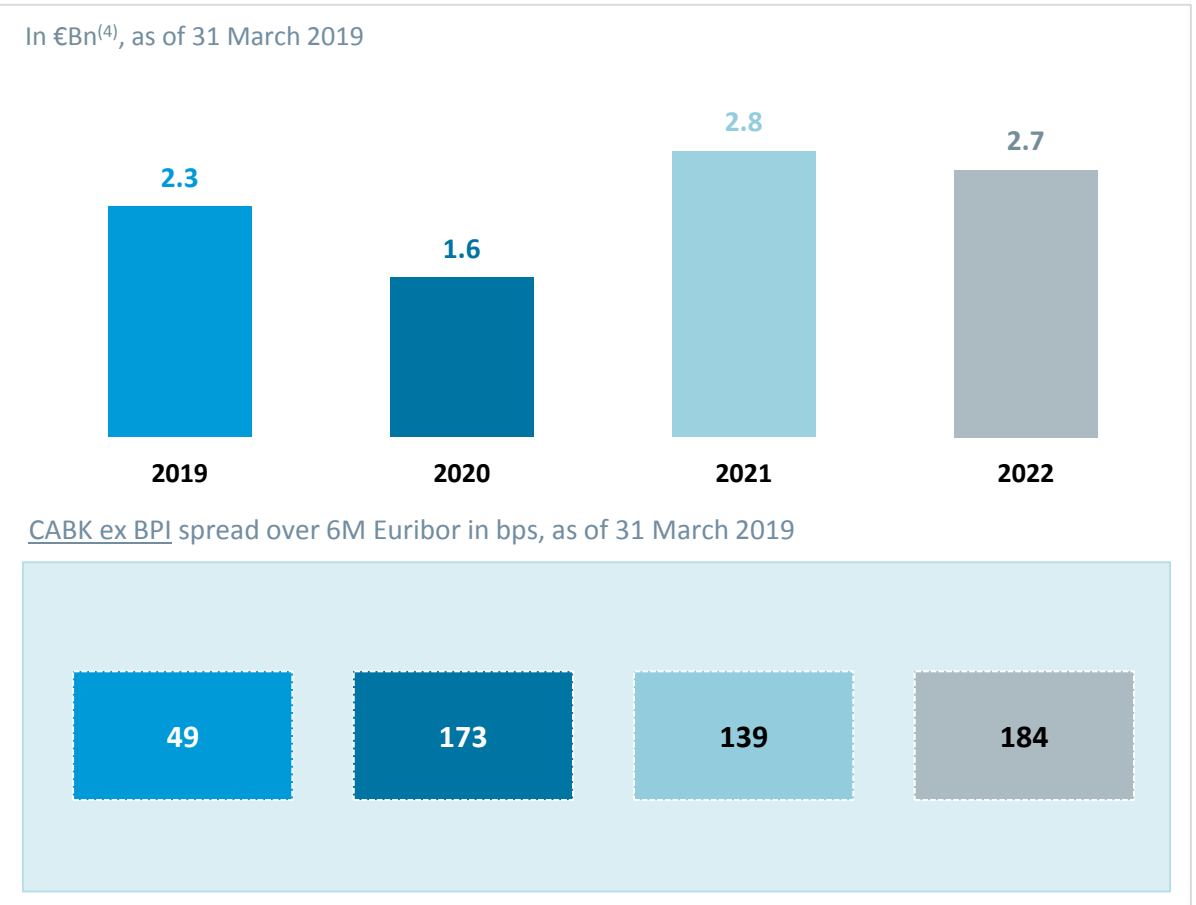


## ALCO book and wholesale funding maturities

### Total ALCO<sup>(1)</sup> (structural<sup>(2)</sup> + liquidity<sup>(3)</sup>) portfolios



### CABK (ex BPI) wholesale funding maturities







(1) Banking book fixed-income securities portfolio and liquidity management portfolio, excluding trading book assets.

(2) Banking book fixed-income securities portfolio, excluding liquidity management portfolio.

(3) Banking book fixed-income securities portfolio bought for liquidity reasons.

(4) This figure depicts the impact of wholesale issuances in funding costs of the CaixaBank Banking Book. Wholesale funding figures in the Quarterly Financial Report reflect the Group's funding needs and as such do not include ABS securities and self-retained multi-issuer covered bonds, and include AT1 issuances.

## Credit Ratings

	Long term	Short term	Outlook	Rating of covered bond program
 <span style="float: right;">(1)</span>	Baa1	P-2	stable	Aa1 <span style="float: right;">(5)</span>
 <span style="float: right;">(2)</span>	BBB+	A-2	stable	AA <span style="float: right;">(6)</span>
 <span style="float: right;">(3)</span>	BBB+	F2	stable	-
 <span style="float: right;">(4)</span>	A	R-1 (low)	stable	AAA <span style="float: right;">(7)</span>

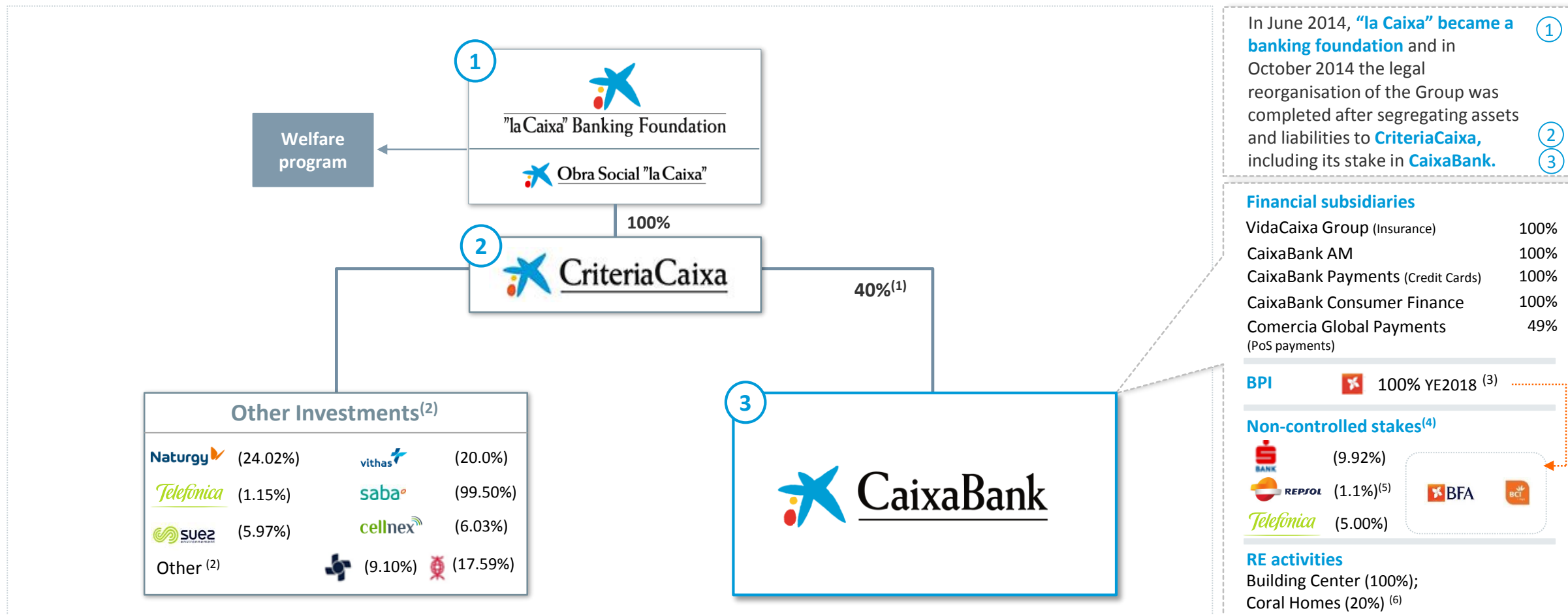
- (1) As of 17 May 2019
- (2) As of 31 May 2019
- (3) As of 8 October 2018
- (4) As of 29 March 2019
- (5) As of 17 April 2018
- (6) As of 19 March 2019
- (7) As of 22 February 2019

## Refinanced loans

As of 31 <sup>st</sup> March 2019 (€Bn)	Group	
	Total	O/W NPLs
Individuals <sup>(1)</sup>	5.5	3.4
Businesses (ex-RE)	3.4	2.1
RE developers	1.0	0.6
Public Sector	0.3	0.0
<b>Total</b>	<b>10.1</b>	<b>6.1</b>
Of which: Total Non-RE	9.2	5.5
Provisions	2.5	2.3

(1) Including self-employed.

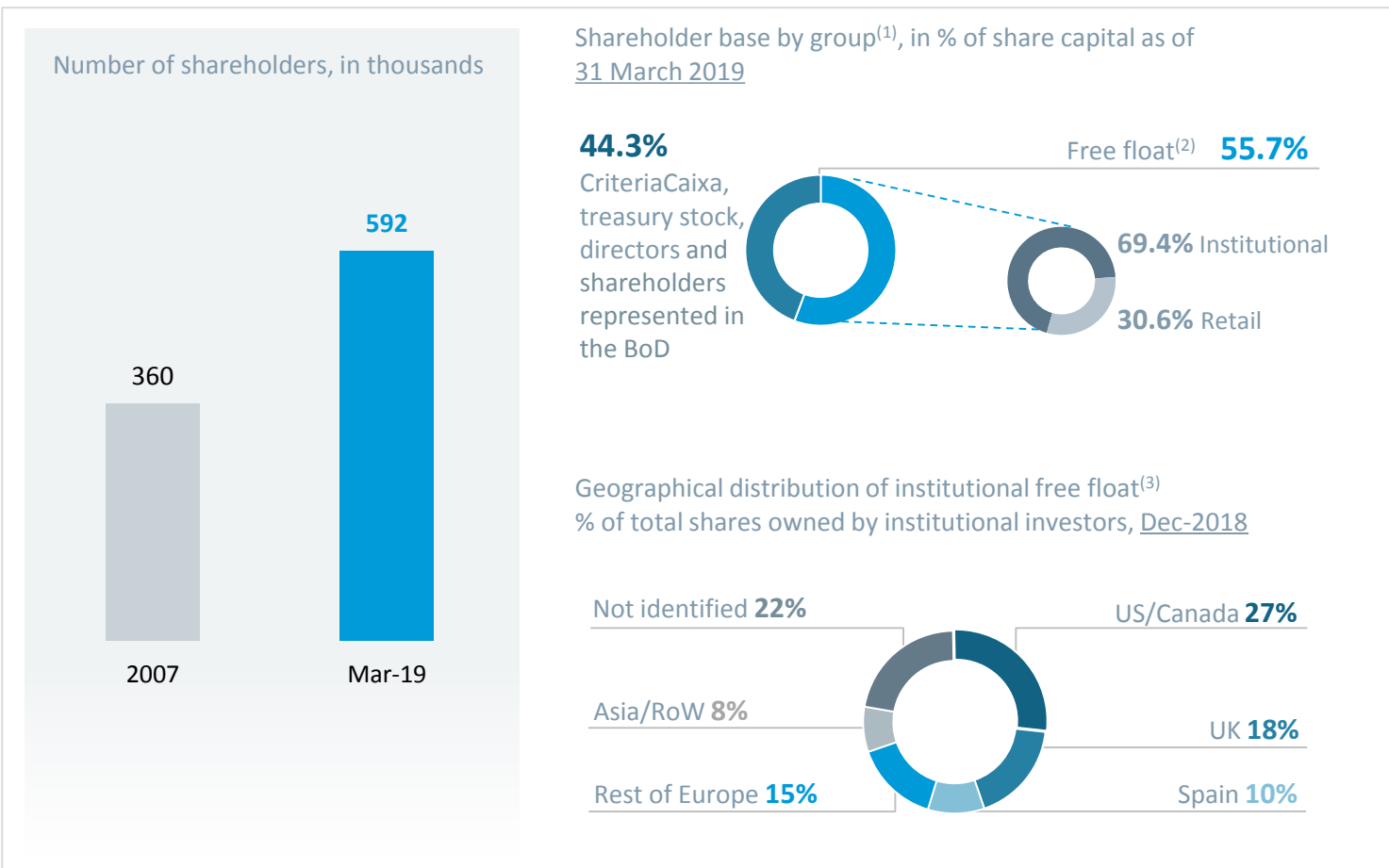
## A streamlined organisation of “la Caixa” Group



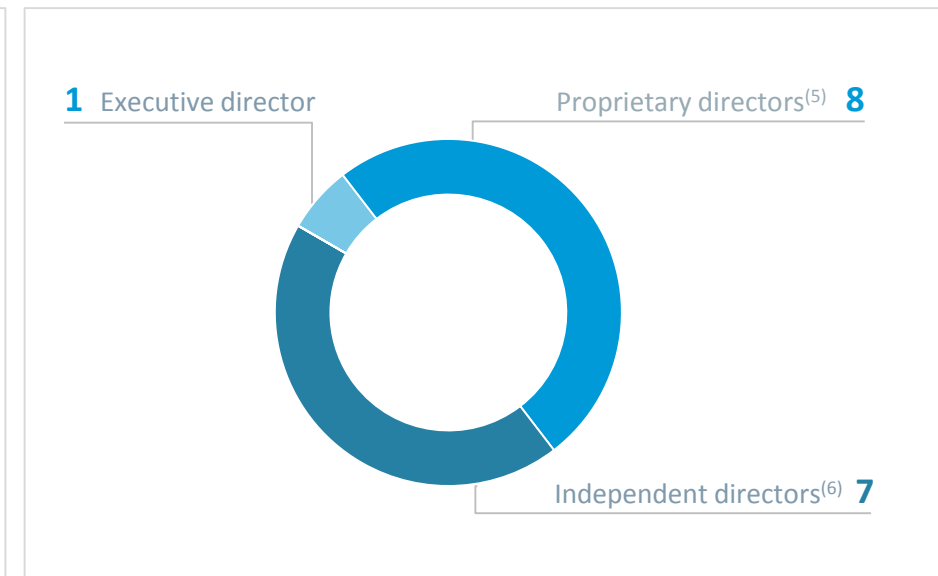
(1) Since 6 February 2017. (2) Latest figures reported by CriteriaCaixa. “Other” include, among others, stakes in Aigües de Barcelona, 100% of Caixa Capital Risc and RE business. (3) Post de-listing squeeze out exercised on 27 December 2018. (4) Main non-controlled stakes of CaixaBank Group, including BPI’s main non-control stakes of 48.10% of BFA and 35.67% of BCI as of 31 March 2019. (5) As of 29 April 2019. On 20 September 2018, CaixaBank announced the intention to sell down the existing shareholding in Repsol S.A. through a disposal programme. Refer to Significant Event number 269777 (CNMV) for additional information. (6) Refer to Significant Event number 273035 (CNMV) for additional information.

## Transparency, independence and good governance are key priorities

### Increased free float with diversified investor base



### Board of Directors composition<sup>(4)</sup>



- ▶ **Control and management of the bank** is shared by the AGM, Board of Directors and Board committees: Audit and control; Executive; Appointments; Remuneration; Risks. The majority shareholder is not overrepresented in the board
- ▶ **CABK's relationship with other Group entities is immaterial**, performed on an arm's length basis and governed by the Internal Relations Protocol

(1) Source: latest available public information and shareholders' register book. The register book presents an excess of c.35 M net shares, assumed to be allocated to the international institutional category.

(2) Calculated as the number of issued shares less treasury stock and shares owned by the members of the Board of Directors and by the shareholders represented in the Board of Directors.

(3) Percentage calculated on the institutional free float identified at the Shareholder identification elaborated by CMI2i.

(4) Includes all the changes agreed at the AGM on the 5<sup>th</sup> April 2019. Refer to Significant Event number 276874 (CNMV) for additional information.

(5) Including 1 director from Banking Foundation of Caja Navarra, Banking Foundation of Caja Canarias and Banking Foundation of Caja de Burgos and 1 director from Mutua Madrileña.

(6) On 22 June 2017, the Board of Directors appointed a Lead Independent Director.

## Balance sheet and P&L

### P&L

€ million	1Q19	1Q18	%	4Q18	%
<b>Net interest income</b>	<b>1,237</b>	<b>1,203</b>	<b>2.9</b>	<b>1,236</b>	<b>0.1</b>
Dividend income	10	5		24	(58.7)
Share of profit/(loss) of entities accounted for using the equity method	107	266	(59.6)	101	6.7
Net fee and commission income	612	625	(2.2)	645	(5.2)
Gains/(losses) on financial assets and liabilities and others	48	136	(65.6)	(45)	
Income and expense under insurance or reinsurance contracts	130	138	(5.8)	132	(1.5)
Other operating income and expense	(35)	(111)	(68.6)	(227)	(84.7)
<b>Gross income</b>	<b>2,109</b>	<b>2,262</b>	<b>(6.8)</b>	<b>1,866</b>	<b>13.0</b>
Recurring administrative expenses, depreciation and amortisation	(1,204)	(1,149)	4.7	(1,168)	3.1
Extraordinary expenses		(3)		(13)	
<b>Pre-impairment income</b>	<b>905</b>	<b>1,110</b>	<b>(18.5)</b>	<b>685</b>	<b>32.2</b>
<b>Pre-impairment income stripping out extraordinary expenses</b>	<b>905</b>	<b>1,113</b>	<b>(18.7)</b>	<b>698</b>	<b>29.7</b>
Allowances for insolvency risk	(123)	(139)	(11.2)	(47)	
Other charges to provisions	(48)	(50)	(6.3)	(143)	(66.7)
Gains/(losses) on disposal of assets and others	(16)	(2)		(258)	(93.7)
<b>Profit/(loss) before tax</b>	<b>718</b>	<b>919</b>	<b>(21.9)</b>	<b>237</b>	
Income tax expense	(185)	(182)	1.4	8	
<b>Profit/(loss) after tax</b>	<b>533</b>	<b>737</b>	<b>(27.7)</b>	<b>245</b>	
Profit/(loss) attributable to minority interest and others		33		28	
<b>Profit/(loss) attributable to the Group</b>	<b>533</b>	<b>704</b>	<b>(24.3)</b>	<b>217</b>	

- In accordance with the Amendments to IFRS 4, the Group has decided to apply temporary exemption from IFRS 9 in respect of the financial investments of the Group's insurance firms for all periods that come before 1 January 2021 as it awaits the entry into force of the new IFRS 17: Insurance Contracts, which will govern the presentation and measurement of insurance contracts (including technical provisions). Accordingly, these investments are grouped under 'Assets under the insurance business' on the balance sheet. To make the information more readily comparable, the Group has also grouped together the technical provisions relating to Unit Link and Flexible Investment Annuity (part under management), which are now reported jointly under 'Liabilities under the insurance business'.
- The change in this heading is mainly due to the coming into force of IFRS 16 on 1 January 2019, which involves recognising the assets and liabilities related to leases on the leaseholder's balance sheet for the current value of the payments due in the lease agreement.
- The actuarial losses and gains previously recognised under the heading Shareholders' equity are shown under the heading Accumulated Other Comprehensive Income. As a result of the change of accounting criterion, the equity figures corresponding to 31 December 2018 have been restated for comparison purposes, reclassifying €548 million under both headings, without any impact on total equity.

### Balance sheet

€ million	Mar 31, 2019	Dec 31, 2018
- Cash and cash balances at central banks and other demand deposits	23,857	19,158
- Financial assets held for trading	10,434	9,810
- Financial assets not designated for trading compulsorily measured at fair value through profit or loss	638	704
<i>Equity instruments</i>	219	232
<i>Debt securities</i>	91	145
<i>Loans and advances</i>	328	327
- Financial assets at fair value with changes in other comprehensive income	26,145	21,888
- Financial assets at amortised cost	245,357	242,582
<i>Credit institutions</i>	8,533	7,555
<i>Customers</i>	219,713	217,967
<i>Debt securities</i>	17,111	17,060
- Derivatives - Hedge accounting	2,025	2,056
- Investments in joint ventures and associates	3,991	3,879
- Assets under the insurance business <sup>1</sup>	65,270	61,688
- Tangible assets <sup>2</sup>	7,414	6,022
- Intangible assets	3,850	3,848
- Non-current assets and disposal groups classified as held for sale	1,290	1,239
- Other assets	13,865	13,748
<b>Total assets</b>	<b>404,136</b>	<b>386,622</b>
<b>Liabilities</b>	<b>379,386</b>	<b>362,564</b>
- Financial liabilities held for trading	9,705	9,015
- Financial liabilities at amortised cost	294,937	282,460
<i>Deposits from central banks and credit institutions</i>	41,831	37,440
<i>Customer deposits</i>	214,189	210,200
<i>Debt securities issued</i>	33,265	29,244
<i>Other financial liabilities</i>	5,652	5,576
- Liabilities under the insurance business <sup>1</sup>	63,779	60,452
- Provisions	4,421	4,610
- Other liabilities	6,544	6,027
<b>Equity</b>	<b>24,750</b>	<b>24,058</b>
- Shareholders' equity <sup>3</sup>	25,832	25,384
- Minority interest	30	29
- Accumulated other comprehensive income <sup>3</sup>	(1,112)	(1,355)
<b>Total liabilities and equity</b>	<b>404,136</b>	<b>386,622</b>

## Glossary (I/IV)

In addition to the financial information prepared in accordance with International Financial Reporting Standards (IFRS), this document includes certain Alternative Performance Measures (APMs) as defined in the guidelines on Alternative Performance Measures issued by the European Securities and Markets Authority on 30 June 2015 (ESMA/2015/1057) (the “ESMA Guidelines”). CaixaBank uses certain APMs, which have not been audited, for a better understanding of the company's financial performance. These measures are considered additional disclosures and in no case replace the financial information prepared under IFRS. Moreover, the way the Group defines and calculates these measures may differ to the way similar measures are calculated by other companies. Accordingly, they may not be comparable. ESMA guidelines define an APM as a financial measure of historical or future performance, financial position, or cash flows, other than a financial measure defined or specified in the applicable financial reporting framework. In accordance with these guidelines, following is a list of the APMs used, along with a reconciliation between certain management indicators and the indicators presented in the consolidated financial statements prepared under IFRS.

Term	Definition
AC	Amortised cost.
ALCO	Asset – Liability Committee.
ALCO liquidity portfolio	Banking book fixed-income securities portfolio bought for liquidity reasons.
ALCO structural portfolio	Banking book fixed-income securities portfolio, excluding trading book assets and liquidity management portfolio.
AOCI	Accumulated Other Comprehensive Income is those revenues, expenses, gains, and losses under both Generally Accepted Accounting Principles and International Financial Reporting Standards that are excluded from net income on the income statement. Instead it is registered under the equity section of the balance sheet.
AT1	Additional Tier 1: capital instruments that are continuous (no fixed maturity), including preferred shares and high contingent convertible securities.
ATM	Automated teller machine.
AuM / AM	Assets under Management, include mutual funds (with SICAVs and managed portfolios), pension plans and unit linked.
AuM and insurance funds	Also referred to as long-term savings, include mutual funds (with SICAVs and managed portfolios), pension plans, unit linked and other insurance funds.
B/S	Balance sheet.
CB	Covered bonds.
CET1	Common Equity Tier 1.
Consumer loans	Unsecured loans to individuals, excluding those for home purchases. Includes personal loans from CaixaBank and BPI, MicroBank and CaixaBank Consumer Finance as well as revolving credit card balances (CaixaBank Payments) excluding float.
CoR	Cost of risk: total allowances for insolvency risk (12 months) divided by average lending, gross, plus contingent liabilities, using management criteria.
Core operating income	Core revenues minus recurrent costs.
Core revenues	Sum of NII, Fees and other revenues from insurance (life-risk premia, equity accounted income from SegurCaixa Adeslas and other bancassurance stakes of BPI).



## Glossary (II/IV)

Term	Definition
Customer spread	Difference between: <ul style="list-style-type: none"> <li>• Average rate of return on loans (annualised income for the quarter from loans and advances divided by the net average balance of loans and advances for the quarter); and</li> <li>• Average rate for retail deposits (annualised quarterly cost of retail deposits divided by the average balance of those same retail deposits for the quarter, excluding subordinated liabilities).</li> </ul>
FB / BB	Front book / back book referring to the yield on loans and the cost of retail deposits (%).
FV - OCI	Fair Value in Other Comprehensive Income.
Gains/losses on disposals & others	Gains/losses on derecognition of assets and others. Includes the following line items: <ul style="list-style-type: none"> <li>• Impairment/(reversal) of impairment on investments in joint ventures or associates;</li> <li>• Impairment/(reversal) of impairment on non-financial assets;</li> <li>• Gains/(losses) on derecognition of non-financial assets and investments, net;</li> <li>• Negative goodwill recognised in profit or loss;</li> <li>• Profit/(loss) from non-current assets and disposal groups classified as held for sale not qualifying as discontinued operations, net.</li> </ul>
HQLA	High quality liquid assets within the meaning of Commission Delegated Regulation of 10 October 2014.
IFRS	International Financial Reporting Standards.
Income and expenses from insurance	Margin obtained from the difference between premia and claims on life-risk products.
LCR	Liquidity coverage ratio: High quality liquid asset amount (HQLA) / Total net cash outflow amount.
LLP / LLC	Loan-loss provisions / charges, also loan impairment losses.
(Loan) Impairment losses and other provisions	Impairment losses on financial assets and other provisions. Includes the following line items: <ul style="list-style-type: none"> <li>• Impairment/(reversal) of impairment losses on financial assets not measured at fair value through profit or loss and net gains/(losses) on adjustments.</li> <li>• Provisions/(reversal) of provisions. <i>of which: Allowances for insolvency risk.</i></li> <li>• Impairment/(reversal) of impairment losses on financial assets not measured at fair value through profit or loss corresponding to Loans and advances to customers, using management criteria.</li> <li>• Provisions/(reversal) of provisions corresponding to Provisions for contingent liabilities, using management criteria. <i>of which: Other charges to provisions.</i></li> <li>• Impairment/(reversal) of impairment losses on financial assets not measured at fair value through profit or loss, excluding balances corresponding to Loans and advances to customers, using management criteria.</li> <li>• Provisions/(reversal) of provisions, excluding provisions corresponding to contingent liabilities using management criteria.</li> </ul>
LtD	Loan to deposits: quotient between: <ul style="list-style-type: none"> <li>• Net loans and advances to customers using management criteria excluding brokered loans (funded by public institutions);</li> <li>• Customer deposits on the balance sheet.</li> </ul>

## Glossary (III/IV)

Term	Definition
Minority interests & other	Profit/(loss) attributable to minority interests and others. Includes the following line items: <ul style="list-style-type: none"> <li>• Profit/(loss) for the period attributable to minority interests (non-controlling interests);</li> <li>• Profit/(loss) after tax from discontinued operations.</li> </ul>
MREL	Minimum Requirement for own funds and Eligible Liabilities.
MS	Mid-swap: reference index for fixed-rate issues.
Mutual funds	Includes own and third-party funds, SICAVs and managed portfolios.
Net fees and commissions	Net fee and commission income. Includes the following line items: <ul style="list-style-type: none"> <li>• Fee and commission income;</li> <li>• Fee and commission expenses.</li> </ul>
NII	Net interest income.
NIM	Net interest margin, also Balance sheet spread, difference between: <ul style="list-style-type: none"> <li>• Average rate of return on assets (annualised interest income for the quarter divided by total average assets for the quarter); and</li> <li>• Average cost of funds (annualised interest expenses for the quarter divided by total average funds for the quarter).</li> </ul>
NPL coverage ratio	Quotient between: <ul style="list-style-type: none"> <li>• Total credit loss provisions for loans to customers and contingent liabilities, using management criteria;</li> <li>• Non-performing loans and advances to customers and contingent liabilities, using management criteria.</li> </ul>
NPL ratio	Non-performing loan ratio: quotient between: <ul style="list-style-type: none"> <li>• Non-performing loans and advances to customers and contingent liabilities, using management criteria;</li> <li>• Total gross loans to customers and contingent liabilities, using management criteria.</li> </ul>
NPL stock / NPLs	Non-performing loans including non-performing contingent liabilities.
NSFR	Net stable funding ratio.
Operating expenses	Include the following line items: <ul style="list-style-type: none"> <li>• Administrative expenses;</li> <li>• Depreciation and amortization.</li> </ul>
OREO	Other Real Estate Owned: repossessed real estate assets available for sale.
P&L	Profit and Loss Account.
PF	Proforma.

## Glossary (IV/IV)

Term	Definition
Pre-impairment income	(+) Gross income; (-) Operating expenses
RE	Real Estate.
Recurrent core C/I ratio	Core cost-to-income ratio: operating expenses (administrative expenses, depreciation and amortisation) stripping out extraordinary expenses divided by core revenues for the last 12 months.
ROTE	Return on tangible equity trailing 12 months, quotient between: <ul style="list-style-type: none"> <li>• Profit attributable to the Group trailing 12 months (adjusted by the amount of the Additional Tier 1 coupon after tax reported in equity); and</li> <li>• 12-month average shareholder equity (including valuation adjustments) deducting intangible assets using management criteria (calculated as the value of intangible assets in the public balance sheet, plus the intangible assets and goodwill associated with investees, net of provisions, recognised in Investments in joint ventures and associates in the public balance sheet).</li> </ul>
RWAs	Risk Weighted Assets.
SMEs	Small and medium enterprises.
SNP / SP	Senior non preferred debt / Senior preferred debt.
SRB	Single Resolution Board.
SREP	Supervisory Review and Evaluation Process.
TBVPS	Tangible book value per share: a quotient between: <ul style="list-style-type: none"> <li>• Equity less minority interests and intangible assets; and</li> <li>• The number of fully-diluted shares outstanding at a specific date.</li> </ul>
Tier 2	Tier 2 capital includes revaluation reserves, hybrid capital instruments and subordinated term debt, general loan-loss reserves, and undisclosed reserves.
TLTRO	Targeted long-term refinancing operation conducted by the European Central Bank.
Total liquid assets	Sum of HQLAs (High Quality Liquid Assets within the meaning of Commission Delegated Regulation of 10 October 2014) and the available balance under the facility with the European Central Bank (non-HQLA).
Trading income	Gains/(losses) on financial assets and liabilities and others. Includes the following line items: <ul style="list-style-type: none"> <li>• Gains/(losses) on derecognition of financial assets and liabilities not measured at fair value through profit or loss, net;</li> <li>• Gains/(losses) on financial assets not designated for trading that must be designated at fair value through profit or loss, net;</li> <li>• Gains/(losses) on financial assets and liabilities held for trading, net;</li> <li>• Gains/(losses) from hedge accounting, net;</li> <li>• Exchange differences, net.</li> </ul>

## Investor Relations



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