



Comité Consultivo de Accionistas

Meeting of 12 March 2019

Participants

Members of the Advisory Committee present:	Region
Antonia Rogelia Mesa Hernández	Canary Islands
María del Mar Santana Rollan	Madrid
Antonio Valle Rincón	Andalusia
Carlos Javier Art aiz Wert	Madrid
Gabriel Puig Romagosa	Catalonia
Julián Gómez del Campo	Castilla-León
Aleix Riñé Casajuana	Catalonia
Josep Antoni Díaz Salanova	Catalonia
Mónica de Quesada Herrero	Valencian Community
Josep Francesc Moragrega Font	Catalonia
Antonio Lucio-Villegas Ramos	Andalusia
Ramon Grau Sala	Catalonia
Mercedes Basterra Larroude	Basque Country
Teodoro Palacios-Cueto Ruiz-Zorrilla	Cantabria
Marc Bonnin Vilaplana	Catalonia
Xavier Martínez Serra	Catalonia

CaixaBank personnel:

Gonzalo Gortázar – CEO of CaixaBank
Javier Pano – CFO of CaixaBank
Edward O’Loughlen – Director of Investor Relations
Meritxell Soler – Director of Shareholder Relations – Committee Secretary
Núria Danés – Director of Social Banking
Natalia Valls – Responsible Banking
David Quintana – Shareholder Relations
Antonio Jerez – Shareholder Relations
Meritxell Quintana – Shareholder Relations
Zaida García – Shareholder Relations
Manuel Ripoll – Shareholder Relations
Josep Lop – Shareholder Relations

Agenda

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9.30am Welcome and breakfast

10.00am Delivery of gift to members who will no longer be on the Advisory Committee from the CEO of CaixaBank, Gonzalo Gortázar, and a group photo.

Final meeting of following members of the Advisory Committee:

- Antonia Rogelia Mesa Hernández
- Teodoro Palacios Cueto Ruiz Zorrilla
- Gabriel Puig Romagosa
- Maria del Mar Santana Rollan
- Antonio Valle Rincón
- Marc Bonnin Vilaplana
- Carlos Javier Artaiz Wert

10.10am Presentation by the CEO of CaixaBank, Gonzalo Gortázar.

11.15am 1st working session

- Outstanding issues from the last meeting

12.30pm Second working session.

- Communication
 - o New weekly and monthly report
 - o New *newsletter*
 - o Comments on the comic draft submitted
- Voluntary work: volunteering among shareholders
- Topics to discuss in the AGM 2019
- Report on Shareholder Relations Activities in 2018

2.00pm Lunch with the CFO, Javier Pano.

4.00pm Third working session.

- Núria Danés will present the initiatives being developed by CaixaBank's CSR management department.

5.30pm End of meeting.

Conclusions from the working sessions

First work session

Where we want to be in 2021 and Shareholder Relations

Following the proposal in the last Committee session to find out about the long-term Shareholder Relations plan, in line with the 2019-2021 Strategic Plan, the following proposal has been developed: improve the experience of the shareholders, acting as pace-setters in terms of transparency of information and digitisation, whilst contributing to the commitment to responsible management and society.

Benchmark of the Advisory Committee

A benchmark is put forward to the committee with the main advisory committees across Europe, showing the following common traits: the number of members is around twelve; the representativeness of members is not only geographical but also by occupation, and meetings are held digitally (an initiative that some members have shown interest in). Some members of the committee express their concern for the lack of gender parity in the committee and ask to improve it in the mid term.

The option to record the working meetings of the Advisory Committee for publication on the website was discarded. A suggestion was made to record some FAQ with Management, asked by Committee members.

Re-watching webinars and document downloads

After looking at different alternatives, Cisco Webex, the leading platform on the webinar market, was selected to consolidate the platform where webinars are launched for shareholders, regardless of the business school teaching them. The new platform will allow viewers to record webinars so they can watch them again, and download documents.

Second working session

Communication: new weekly and monthly report

The weekly share evolution report has recently been redesigned to make it easier to read on mobile devices. The points considered for creating the new report were those related to the informative elements on the page, so that the reading of the report follows the natural order in a scroll-down fashion, as is standard on mobile devices. The graphic resolution of the informative elements has also been changed, following the criteria of behavioural design. Finally, attendees reformulated a new email, containing more information, covering some aspects that are then expanded on in the report itself. This solution was designed to offer a double-level of reading depth, so that anybody can at least access the information considered essential understand the evolution of the share.

As for the new monthly share report, a decision was made to suggest sending this material to shareholders on the first working day of the month, in order to adjust the dissemination of this information that, until now, was sent through the Shareholder newsletter. The design of this new material is in keeping with the same precepts as the weekly report, however the information is more comprehensive given the wider time span.

Communication: *newsletter*

A new design of the newsletter was implemented in 2019, both on the microsite and the newsletter itself (email). With respect to the implementation of the new monthly report, the newsletter no longer presents the monthly share report, and now offers an overview of the share evolution closing on the Friday prior to the dissemination of the material. The redesign of the newsletter followed the recommendations gathered in the different focus groups of 2018, as well as the different quantitative surveys held throughout the year. The design prioritised simplicity, to make sure that the message is as clean as possible and displayed in the most visual way possible. The new newsletter maintains the structure of the previous proposals, but the sales order on the email has been changed to prioritise the featured items. The subject of the email has also been prioritised, now featuring references to the content and highlighted as *[NEWSLETTER]* so that the reader knows what kind of content it covers immediately.

Communication: *comic*

The second edition of the *Las Finanzas de Carlota* comic deals with the social role of a bank. Following the success of the first edition, this issue sees Carlota and Tomas explain to younger shareholders what a bank is for and how it can help to develop the society around it. On a structural level, the proposal of previous years has been maintained, offering a double level of reading: one level is fun and the other is educational. With the help of a glossary, it aims to explain the financial concepts used in the story.

Voluntary work among shareholders

The Investor Relations Management Department has begun conversations with the Social Action Management Department, which will work on three areas: collective volunteering acts, financial training (so that new trainers can be developed among shareholders, and to provide the Volunteering Association with the training materials from the Aula programme) and the incorporation of social crowdfunding in the leisure activities for shareholders. Advisory Committee member Carlos Javier Artaiz stated that, in his opinion, there is a lack of involvement in the volunteering programme among CaixaBank employees and for that reason he wants to state literally that: *“the initiative of incorporating the Shareholders in the Volunteering activities of Obra Social la Caixa, and in particular the Financial Training Programs of the Bank (in which I actively participate as a teacher) seems like a great idea and a way to fill the deficit of volunteers that exists today. The 20% of the theoretical classes, as an example, of the Youth Finance Program of the Bank in the Community of Madrid,*

have not been made due to lack of volunteers and that is something that CaixaBank can't afford, because it is a damage to his image"

Third working session

Corporate Social Responsibility in CaixaBank

Núria Danés, director of Social Banking, explained the initiatives that CaixaBank is carrying out to Committee members, in relation to the following five priority areas of the CaixaBank CSR Action Plan:

- social action and voluntary work
- financial inclusion
- environment
- Corporate governance
- integrity, transparency and diversity

Report on Shareholder Relations Activities in 2018

Committee members were provided with a copy of the Report on Activities carried out by the Shareholder Relations Management Department in 2018, and were informed of the main milestones and conclusions, emphasising the positive reception of webinars and the comic. The shareholder behaviour reports were also underlined. These reports allow Shareholder Relations to measure the impact of its activities on CaixaBank's shareholders and the CaixaBank Shareholder profile, updated in December 2018.

Given the density of the document, members of the Advisory Committee are invited to read it after the meeting and bring up any questions they have with Shareholder Relations.

Topics to discuss in the AGM 2019

Committee members were asked to send us their requests regarding topics to be discussed in the AGM 2019 so that they can be passed on to Senior Management.

Improvement proposals made by the Committee

Several proposals from Committee members were raised during the working sessions, such as the possibility to carry out digital meetings in addition to the two in-person meetings that take place each year.

Some members of the committee express their concern for the lack of gender parity in the committee and ask to improve it in the mid-term.

Another initiative put forward was to publish recordings of Advisory Committee members asking general questions to CaixaBank Management on the website, giving shareholders a visual FAQ.

Finally, a suggestion was made to promote the Advisory Committee, insofar as possible, during corporate events, through those that are already members. This would also work to promote the different initiatives brought up through the Advisory Committee.