



Comité consultivo

Accionistas

Meeting 13 November 2014

Meeting participants:

Members of the Advisory Committee present:	Region
Diego Romero Castillo	Andalusia
Juan Luís Arias Escobar	Andalusia
Miguel Díaz-Llanos La Roche	Canary Islands
Ignacio Javier Rivas Serrano	Castille-Leon
Josep Maria Salvans Rifa	Catalonia
Ramon Maria Castelltort Tarrida	Catalonia
José Gabriel Martín Aguilar	Catalonia
María Dolores Alonso Vázquez	Catalonia
Juan María Pérez Ortiz	Catalonia
Juan Luis Payá Guitart	Catalonia
Ignacio Villalobos Motlló	Catalonia
Carlos Ávila García	Madrid
Ernesto Modrego Jiménez	Navarre
Juan Luis Borrás Rodríguez	Valencia
Juan José Álamo Alfonso	Valencia

CaixaBank Personnel:

Gonzalo Gortázar – CEO
Javier Pano – CFO
Edward O’Loughlen – Head of Investor Relations
Merixell Soler – Director of Shareholder Relations – Committee Secretary
Íñigo Roy – Shareholder Relations
August Masa – Shareholder Relations
Sergi Salvó – Shareholder Relations
Merixell Quintana – Shareholder Relations

Meeting Agenda:

- 10:00** **Welcome and presentation by CaixaBank CEO, Gonzalo Gortázar**
- 11:30** **Coffee break**
- 12:00** **Presentation of progress update on improvements proposed by Committee at April 2014 meeting**
- 12:30** **Presentation of latest shareholder initiatives: Advisory Committee assessment**
Meritxell Quintana – New CaixaBank shareholders mobile portal
Sergi Salvó – Accionistas LKXA
- 14:00** **Lunch with CaixaBank's Head of Finance, Javier Pano**
- 16:00** **Presentation of 2015 Investor Relations initiatives and Committee assessment**
- 18:00** **End**

Conclusions of the working sessions

Progress update on initiatives proposed at the April 2014 meeting

1. Sending welcome material to new shareholders following bond exchange

Description:

Welcome new shareholders following exchange of convertible bonds and preference shares.

Actions carried out:

A welcome letter was sent out with the July edition of the *CaixaBank Shareholders* magazine explaining the content to new shareholders, how the bank alternates between print and electronic post, the advantages of being a shareholder, the Aula shareholder training programme and the Shareholders' Advisory Committee.

Degree of fulfilment: 100%

2. Evaluating the possibility of the network using CaixaBank commercial initiatives

Description:

Employees have received training and information sessions to create a "share culture".

Actions carried out:

- Dissemination of the "Mentors" initiative. These employees are key to informing all branches. The aim is to maintain an information channel open between customer managers and shareholders.
- Quarterly conference calls with Affluent Banking managers of each district delegation and, together, with Private Banking managers to go over results and key messages.
- Use of intranet as a tool for disseminating key messages to the network.

Degree of fulfilment: 75%

3. Children/youth segment

Committee proposals:

- Share-purchase programmes for children
- Youth Advisory Committee
- Competition titled "How do you picture CaixaBank in 10 years?" for young people between 18 and 20

Description:

- Programme for young people which could encompass all future activities aimed at this group.
- The idea of creating more specific actions for this group was rejected as it is not considered a critical shareholder base and given the limited resources available.
- An investment account for minors is being contemplated.

Actions carried out:

- LKXA Shareholders Programme
 - o Launch.
 - o Announcement in “Finanzas e inversión”, Twitter and “la Caixa” blog.
 - o Media campaign pending.
 - o Tour of Central Services with a group of youngsters.

Degree of fulfilment: 75%

4. Transmitting the need to offer a competitive brokerage service

Description:

CaixaBank shareholders transmit the need for competitive tools to manage their shares held with CaixaBank, through Línea Abierta and, specifically, Bolsa Abierta. They feel the latter was neither a useful nor a competitive tool compared to other online tools on the market.

Their requirements include:

- Real-time monitoring of markets.
- Technical market analysis tools.
- Ease of managing complex operations.

Actions carried out:

- The teams in charge of the Bolsa Abierta tool were informed of shareholders' requests.
- A project to review and overhaul the tool was initiated and planned for the first nine months of 2014.
- CaixaBank's new online investment tool was eventually launched via Bolsa Abierta in October 2014. It offers three levels according to investor profile: real time, streaming and market depth. The financial advantages obtained through its use have also been improved.

Degree of fulfilment: 100%

5. Reducing custody costs for Telefónica and Repsol shares

Description:

Manage the capture and retention of shares in these two CaixaBank investees.

Actions carried out:

- Various alternatives are being assessed to be presented to the Securities and Fees departments.

Degree of fulfilment: 0%

6. Promoting the use of social media (Twitter)

Description:

- Maintenance of the Twitter channel to inform CaixaBank shareholders of remuneration, training and advantages available. Twitter account named most pioneering of IBEX-35 companies as exclusive shareholder information channel.
- Participation in "la Caixa" Group corporate channels to launch and disseminate content for shareholders ("la Caixa" blog, Youtube channel, etc.).

Actions carried out:

Share price information updated daily: daily market report (morning Tweet) / closing share price (at market close, approx. 18:00).

Periodic information available to CaixaBank shareholders on content of interest: remuneration (calendar), results, etc.

Dissemination of advantages and exclusive offers available to CaixaBank shareholders.

Planning and collaboration in disseminating corporate messages via RT@InfoCaixa.

Degree of fulfilment: 100%

Presentation of latest shareholder initiatives: Advisory Committee assessment by Advisory Committee

New CaixaBank shareholders mobile portal (presentation by Meritxell Quintana)

The new CaixaBank shareholders mobile portal was launched in October 2014.

Initial objectives:

- Greater focus on topics and information of interest to shareholders.
- New browsing layout.
- Addition of new functionalities (e.g. opening PDFs) and new sections.

Main developments:

- Redesign:
 - New design, prioritising more visual components.
 - Easier to browse: majority of content accessed directly from home page. Structure is more intuitive and direct.
- New content:
 - Share price chart on home page more visible.
 - Direct access to press releases and significant events.
 - New “Dividends” section added.
 - More visual elements for content offering shareholder advantages.

LKXA shareholders (presentation by Sergi Salvó)

Objective:

- Create a programme aimed at young shareholders (aged 14 - 30, and events for over 18s) in coordination with LKXA.
- Build shareholder loyalty via specific actions in the areas of education, leisure and competitions.
- Keep young shareholders up to date with corporate information.

Includes three aspects:

- Training: the programme's cornerstone, both online (finance and securities market) and in person (Aula training programme). In collaboration with prestigious training centres.
- Corporate events: visits to CaixaBank Central Services, Stock Exchange, etc.; attendance at General Shareholders' Meeting, etc.
- Advantages: in collaboration with LKXA customer programme (competitions, sporting events, corporate sponsorships, etc.).

Presentation of 2015 Investor Relations initiatives and Committee assessment

1. Presence in A branches

Use this innovation space to integrate communication and information content for shareholders.

The main objective is to engage customers who are not shareholders.

- Project video in lobbies showing shareholder advantages.
- Devices (tablets) available for consultations. In the specially-created menu for these devices, include a link to "CaixaBank Shareholders", disseminate online material (*Shareholders* magazine, Shareholder Handbook, pamphlets), and advertise competitions so shareholders can take part while they wait.
- Information in *Shareholders* magazine on the opening of new A Branches
- Express training courses (half days) with reduced content.

2. Promote corporate presentations

Organise corporate meetings to present the company's results and strategy so as to offer a global vision of what CaixaBank is and its ability to generate shareholder value.

Promote larger in-person meetings with current and future shareholders to improve transparency and be more approachable.

Shareholders will identify these meetings as periodical events where CaixaBank acknowledges them as both shareholders and customers.

3. Develop Línea Abierta presence

Over 5 million customers carry out transactions using Línea Abierta on a daily basis. CaixaBank is Europe's leading online bank.

We propose increasing Línea Abierta's presence on the Shareholder Services Area of the website. This way customers and shareholders can discover what advantages are available to CaixaBank shareholders while at the same time carrying out their usual transactions.

The idea is to make the content offering the latest advantages and competitions more dynamic, as well as information on dividend payments and yields, and also information on the Annual General Meeting and the various reports available to shareholders.

The ultimate objective is for customers and shareholders to view Línea Abierta as yet another site where they can find all the information they need on CaixaBank and the share price.

4. New corporate newsletter

The new CaixaBank Shareholder newsletter will replace the existing advantages newsletter sent out the last week of each month.

The objective is to add corporate content in the new e-newsletter:

- Latest news on the entity (corporate transactions, quarterly results, shareholder remuneration).
- Questions regarding CaixaBank and the "la Caixa" Group (positioning in innovation, Welfare Projects, new customer services, etc.).
- Latest shareholder news (forthcoming corporate events, training courses, advantages, etc.).

A similar approach to the *Shareholders* magazine will be used to prepare articles on corporate information: interviews with management team members, attractive layout and explanatory videos.

5. New videos on the corporate website

Explain corporate items of interest to shareholders or offer training on certain issues using 3-4 minute videos on the CaixaBank corporate website. The following videos have been proposed for 2015:

- How banks work
- Shareholder remuneration
- How to read a quarterly income statement
- CaixaBank's quarterly earnings
- What it means to be a CaixaBank shareholder

These videos are available in the Shareholder Services and Aula sections of the website

6. Improve quality of primary attention

Improvement project involving primary shareholder service channels (call centre and mail centre), entailing an overhaul of procedures which will:

- Reduce shareholder's waiting time
- Improve the quality of responses
- Immediate forwarding of non-relevant calls

Proposals for improvement made by the Committee

- Promote Twitter use.
- Reduce custody costs for Gas Natural and Abertis shares (as well as Telefónica and Repsol as proposed).
- Include link to Línea Abierta on mobile portal.
- At A Branches, assess developing a shareholder welcome pack.
- For corporate presentations:
 - o Wider communication of corporate presentations by email.
 - o Include link to Welfare Projects in corporate presentations.
- Use existing messaging tools and the wall on Línea Abierta to communicate with shareholders.
- In the new newsletter:
 - o Provide summarised information that can be expanded in single click.
 - o Include repository on the corporate website.
- Training:
 - o Segment according to level
 - o Identify training level
 - o Encourage self-assessment tests

Some Shareholder Advisory Committee members have sent in additional proposals which include:

- Increase shareholder discount from 6% to 10% on property acquisitions through Servihabitat.
- Increase communication on technology.
- Include an app on the mobile portal where shareholders can confirm attendance at events and then add these directly to their diary.