CaixaBank: 2015-18 Strategic Plan

Morgan Stanley – European Financials Conference

Gonzalo Gortázar, CEO

London, 25 March 2015
Disclaimer

The purpose of this presentation is purely informative and the information contained herein is subject to, and must be read in conjunction with, all other publicly available information. In particular, regarding the data provided by third parties, neither CaixaBank, S.A. ("CaixaBank"), nor any of its administrators, directors or employees, is obliged, either explicitly or implicitly, to vouch that these contents are exact, accurate, comprehensive or complete, nor to keep them updated, nor to correct them in the case that any deficiency, error or omission were to be detected. Moreover, in reproducing these contents in any medium, CaixaBank may introduce any changes it deems suitable, may omit partially or completely any of the elements of this document, and in case of any deviation between such a version and this one, assumes no liability for any discrepancy.

This document has at no time been submitted to the Comisión Nacional del Mercado de Valores (CNMV – the Spanish Stock Markets regulatory body) and/or to the Stock Markets national regulatory or supervisory body of any other jurisdiction) for approval or scrutiny. In all cases its contents are regulated by the Spanish law applicable at time of writing, and it is not addressed to any person or legal entity located in any other jurisdiction. For this reason it may not necessarily comply with the prevailing norms or legal requisites as required in other jurisdictions.

CaixaBank cautions that this presentation might contain forward-looking statements. While these statements represent our judgment and future expectations concerning the development of our business, a number of risks, uncertainties and other important factors could cause actual developments and results to materially differ from our expectations.

Statements as to historical performance, historical share price or financial accretion are not intended to mean that future performance, future share price or future earnings for any period will necessarily match or exceed those of any prior year. Nothing in this presentation should be construed as a profit forecast.

This presentation on no account should be construed as a service of financial analysis or advice, nor does it aim to offer any kind of financial product or service. In particular, it is expressly remarked here that no information herein contained should be taken as a guarantee of future performance or results.

In making this presentation available, CaixaBank provides no advice and makes no recommendation to buy, sell or otherwise deal in CaixaBank shares, or in any other securities or investment whatsoever. Any person at any time acquiring securities must do so only on the basis of such person’s own judgment as to the merits or the suitability of the securities for its purpose and only on such information as is contained in such public information having taken all such professional or other advice as it considers necessary or appropriate in the circumstances and not in reliance on the information contained in this presentation.

Without prejudice to legal requirements, or to any limitations imposed by CaixaBank that may be applicable, permission is hereby expressly refused for any type of use or exploitation of the contents of this presentation, and for any use of the signs, trademarks and logotypes which it contains. This prohibition extends to any kind of reproduction, distribution, transmission to third parties, public communication or conversion into any other medium, for commercial purposes, without the previous express permission of CaixaBank and/or other respective proprietary title holders. Any failure to observe this restriction may constitute a legal offence which may be sanctioned by the prevailing laws in such cases.

In so far as it relates to results from investee companies, any financial information provided has been prepared mainly on the basis of estimates. In addition, the information and figures included in this presentation related to information on a recently announced Voluntary Tender Offer for BPI assume the completion of the transaction in the proposed terms and conditions.
CaixaBank 2007-2014

- Financial targets
- From here to there: Strategic priorities
2007-2014: Emerging from the crisis as a stronger institution

Building the leading Spanish banking franchise

From #3 to #1
Growing organically and non-organically

Strengthening the balance sheet

Best in class
Maintained investment grade ratings throughout the crisis

Transforming the corporate structure

Proactive change
From an unlisted savings bank to 3 institutions with different missions and governance

Unique position to benefit from recovery
• CaixaBank 2007-2014

• Financial targets

• From here to there: Strategic priorities
(1) All 2014 data pro-forma the Barclays Bank Spain acquisition, except ROTE, which is stand-alone CaixaBank. Return targets also valid if BPI tender offer is successful.
(2) Tangible Equity is defined as the book value (exc. valuation adjustments) minus all intangible assets, inc. goodwill. For Dec 14, this would be €23.4bn-€5bn, or €18.4bn.
   For RoTE purposes, average Tangible Equity is used. Implied ROE associated with this ROTE target: 10-12%
(3) The capital and cash dividend pay-out ratio figures include the pro-forma impact of the 16 February 2015 Board proposal to pay the final 2014 quarterly dividend in cash.
(4) Ratios apply to year-end, except CET1FL target (throughout) and payout ratio (profit for year in question).
CaixaBank 2007-2014

Financial targets

From here to there: Strategic priorities
<table>
<thead>
<tr>
<th>Strategic priorities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> Best-in-class in quality of service and reputation</td>
</tr>
<tr>
<td><strong>2</strong> Sustainable profitability above cost of capital</td>
</tr>
<tr>
<td><strong>3</strong> Optimisation of capital allocation</td>
</tr>
<tr>
<td><strong>4</strong> Enhance our leadership in banking digitalisation</td>
</tr>
<tr>
<td><strong>5</strong> Retain and attract the best talent</td>
</tr>
</tbody>
</table>
Strategic priorities

1. Best-in-class in quality of service and reputation
2. Sustainable profitability above cost of capital
3. Optimisation of capital allocation
4. Enhance our leadership in banking digitalisation
5. Retain and attract the best talent
### Reputational issues for the sector

<table>
<thead>
<tr>
<th>Issue</th>
<th>CaixaBank's Position</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Bail-outs using taxpayer funds</td>
<td>- Over 3.5bn contributed to resolve the banking crisis(^1)&lt;br&gt;- Assisted in restoring financial stability through the integration of 8 institutions&lt;br&gt;- High solvency and liquidity maintained throughout the crisis</td>
</tr>
<tr>
<td>2. Mis-selling of complex products</td>
<td>- No losses for preferred stock or subordinated debt holders&lt;br&gt;- Traditionally focused on simple retail products</td>
</tr>
<tr>
<td>3. Weak corporate governance combined with greed-driven culture</td>
<td>- No political interference (business focus only)&lt;br&gt;- Strong culture of ethics and values&lt;br&gt;- Balanced compensation, not oriented to short-term risk-taking</td>
</tr>
<tr>
<td>4. Banks seen as a source of instability for the real economy</td>
<td>- Provided credit throughout the crisis – with particular focus on entrepreneurs&lt;br&gt;- Far-reaching distribution network encourages financial inclusion&lt;br&gt;- Socially responsible policies for families in prolonged hardship (&gt;20,000 social housing units)&lt;br&gt;- €500M social welfare budget reverted annually to society through the Foundation</td>
</tr>
</tbody>
</table>

\(^1\) Contribution to DGF, FROB (Banca Cívica), Sareb
Recover trust will be a lengthy process but we are ahead of others.

<table>
<thead>
<tr>
<th>Convenience</th>
<th>Transparency</th>
<th>Advisory focus</th>
<th>Capitalise on our commitment to society</th>
</tr>
</thead>
<tbody>
<tr>
<td>▶ Largest branch network</td>
<td>▶ Clear product descriptions</td>
<td>▶ Client interest comes first</td>
<td>▶ Foundation investment in social welfare</td>
</tr>
<tr>
<td>▶ Largest ATM network with broadest functionalities</td>
<td>▶ Product complexity adapted to customers’ profiles</td>
<td>▶ Specialised model</td>
<td>▶ Microbank: the largest microcredit institution in Europe</td>
</tr>
<tr>
<td>▶ Best online and mobile banking services¹</td>
<td></td>
<td>▶ Over 5,000 certified financial advisors</td>
<td>▶ Variable remuneration linked to quality of service since 2011</td>
</tr>
<tr>
<td>▶ Banking services outside branches through mobile solutions</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

An appropriate and sustainable return on capital will not be possible unless society perceives banks to be useful servers to the community.

¹ AQ Metrix ranks CABK online and mobile banking retail banking #1 in Spain /Forrester ranks CABK #2 worldwide in mobile banking.
1. Best-in-class in quality of service and reputation

2. Sustainable profitability above cost of capital

3. Optimisation of capital allocation

4. Enhance our leadership in banking digitalisation

5. Retain and attract the best talent
Returning a profit above our cost of capital

How to get there?

Revenue growth

- **Core income¹**
  - +5.7% CAGR

**Key levers**
1. Fully integrated omni-channel platform
2. Market-leading product factories
3. Distinctive commercial strategy

Stable cost base

- **Operating expenses** Flat through 2015-2018
  - Implies ~ €450M cost savings

Cost of risk normalisation

- **Cost of Risk:** from 1% to <0.5%

**RoTE:** from 3.4% to 12-14%

---

¹ NII+ fees (2015-2018)

**Cost-to-income**
from 57% to <45%

Credibility: a long-term track record of generating growth
A long-term track record of generating growth

- Fully integrated omni-channel distribution platform
- Market-leading product factories
- Distinctive commercial strategy
Proven capabilities to increase market shares across a wide range of products

Deposits market share\(^{1,2}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Peer 1</th>
<th>Peer 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 SEP-14</td>
<td>15.4%</td>
<td>9.9%</td>
</tr>
<tr>
<td>2007 SEP-14</td>
<td>14.8%</td>
<td>13.1%</td>
</tr>
<tr>
<td>2007 SEP-14</td>
<td>14.3%</td>
<td>10.5%</td>
</tr>
</tbody>
</table>

Loans market share\(^{1,2}\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Peer 1</th>
<th>Peer 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 SEP-14</td>
<td>16.3%</td>
<td>9.1%</td>
</tr>
<tr>
<td>2007 SEP-14</td>
<td>13.9%</td>
<td>10.6%</td>
</tr>
<tr>
<td>2007 SEP-14</td>
<td>12.5%</td>
<td>12.6%</td>
</tr>
</tbody>
</table>

Mutual funds market share\(^2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Peer 1</th>
<th>Peer 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007 FEB-15</td>
<td>17.3%</td>
<td>5.6%</td>
</tr>
<tr>
<td>2007 FEB-15</td>
<td>21.7%</td>
<td>-5.2%</td>
</tr>
<tr>
<td>2007 FEB-15</td>
<td>17.2%</td>
<td>-2.3%</td>
</tr>
</tbody>
</table>

Saving insurance and pension plans market share\(^2\)

<table>
<thead>
<tr>
<th>Year</th>
<th>Peer 1</th>
<th>Peer 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>2007</td>
<td>20.6%</td>
<td>13.6%</td>
</tr>
<tr>
<td>2014</td>
<td>12.7%</td>
<td>9.3%</td>
</tr>
</tbody>
</table>

(1) To other resident sectors
(2) 2014 market shares include announced transactions
Sources: Bank of Spain, INVERCO and ICEA, latest available data
Our successful track record of market share growth extends beyond the crisis

**Market penetration for retail clients (primary bank)**

**Share of total loans**

**Share of total deposits + mutual funds + pension plans**

NOTE: 2014 market shares include announced transactions. Loans and deposits market share over total banks and savings banks. Latest available figures.

(1) Other resident sectors + public sector + non resident sector
Source: FRS Inmark, Bank of Spain, INVERCO, ICEA and “la Caixa” Research
A long-term track record of generating growth

- Fully integrated omni-channel distribution platform
  - Market-leading product factories
  - Distinctive commercial strategy
An omni-channel distribution platform combined with multi-product capabilities

The largest branch footprint in Spain

- **5,251** branches
- **17.3%** market share

  - Over 9,000 advisory specialists
  - 5,000 mobile devices enabling sales outside branches
  - 20,000 estimated in 2016

The largest ATM network in Spain

- **9,544** ATMs
- **18.9%** market share

  - Over 200 functionalities
  - 76% of operational activity during branch opening hours
  - 98% availability

European leader in internet banking

- **4 M active customers**
- **35.8% customer penetration**

  - Web accounts for 32% of transactions
  - Video-banking, chat and online completion of in-branch initiated operations

Global leadership in mobile banking

- **2.2 M active customers**

  - Mobile accounts for 21% of transactions
  - Over 70 apps with new services and functionalities

Powerful IT architecture allows for total seamlessness, flexibility, reliability and sales-force mobility. Staff time is freed-up to concentrate on building relationships and innovation.

---

(1) Customers between 20 and 74 years with at least one transaction through CaixaBank’s home banking in the last 2 months
(2) Sources: ComsCore (online customer penetration) and Bank of Spain
A long-term track record of generating growth

- Fully integrated omni-channel distribution platform
  - Market-leading product factories
- Distinctive commercial strategy
VidaCaixa Group is the largest and fastest-growing Spanish insurance company

From 13.6% market share in 2007 to 20.6% in 2014
Gaining further traction: VidaCaixa accounted for 60% of total inflows into individual pension plans in 2014
+1.94 p.p. market share in 12 months

The largest insurance group by premiums...and growing

INSURANCE
- #1 in Spain
- 21.3% market share
- €32bn AuMs

PENSION PLANS
- #1 in Spain
- 19.4% market share
- €20bn AuMs

SegurCaixa Adeslas
Non-life insurance
- #1 in health insurance
- #2 Household insurance
- #5 Multirisk insurance
- 5M customers

€52bn AuM
3 Million customers

€2.8bn premiums

Market share by premiums

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 Growth in premiums (yoy)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>VidaCaixa + SCA</td>
<td>6.4%</td>
<td>-0.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Sector</td>
<td>-0.8%</td>
<td>-0.8%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

(1) PPIs + PPAs
(2) Savings insurances and pension plans

Peers: Mapfre, Allianz, Generalli and Axa
Sources: INVERCO and ICEA
InverCaixa is currently the largest asset manager by clients and AuM

- 2014: from #3 to #2
- Jan15 – from #2 to #1
  +1.92pp market share
  *in 12 months*

- #1 in Spain
- 17.3% market share
- 1M clients

<table>
<thead>
<tr>
<th>Funds performance</th>
<th>1y</th>
<th>3y</th>
</tr>
</thead>
<tbody>
<tr>
<td>1st Quartile</td>
<td>44.0%</td>
<td>40.2%</td>
</tr>
<tr>
<td>2nd Quartile</td>
<td>39.6%</td>
<td>45.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SICAVS² – 5y performance (Dec14)</th>
</tr>
</thead>
<tbody>
<tr>
<td>InverCaixa</td>
</tr>
<tr>
<td>------------</td>
</tr>
<tr>
<td>31.2%</td>
</tr>
</tbody>
</table>

Source: INVERCO

---

(1) Mutual funds, client portfolios and SICAV
(2) Peers: SAN, BBVA, POP, BKIA, BKT, B.March
The most extensive card business still growing faster than the market

**Leading payments provider**
- Growing faster than the market
  - +0.3pp market share in 12 months
- 4,2M contactless cards
  - (54% market share)
  - \( \text{yoy turnover: +150\%} \)

**Growing the merchant acquiring business**
- Continued growth in market share
  - +0.9pp market share in 12 months
- 80% of POS terminals enabled with contactless technology

Source: Servired (included Servired, 4B and E6000)
A financial supermarket providing a one-stop shop for lifetime finance and insurance needs

A key competitive advantage to lead to higher RoTE than peers

- #1 life insurance
- #1 non-life bancassurance
- #1 mutual funds
- #1 credit cards

Profitable & very large non-banking leading business

- 3-4% contribution to total RoTE
- Ownership preserved throughout the crisis
  - Integrated management of client savings and spending needs
  - Agile time-to-market
  - Flexibility in pricing, packaging and distribution
  - No conflicting views with partners

Market-leading product factories provide revenue diversification and benefits from scope
A long-term track record of generating growth

- Fully integrated omni-channel distribution platform
- Market-leading product factories

- Distinctive commercial strategy
Opportunities exist in underserved segments and in deepening existing client relationships

1. Underpenetrated regions
   - Asymmetric market share

2. Retention and cross-selling
   - Refine offering to specific targets with potential
   - Lead and capture the digital opportunity (intelligence + delivery)

3. Long term savings
   - Qualified advisory
   - Leading product offering and distribution platform

4. Consumer finance
   - Below our natural potential
     *(i.e. 17.1% market share vs. 24.1% payrolls)*
   - Credit and distribution processes streamlined

5. Business and Corporate banking
   - High penetration not yet converted to share
   - Success of recent value propositions
   - Core strength in transactional services

---

(1) Market share in business volume (credit to other resident sectors + other resident sectors’ deposits) by region, December 2014 pro forma the acquisition of Barclays Bank Spain

Source: Bank of Spain, Social Security and FRS Inmark
Returning a profit above our cost of capital

How to get there?

**Revenue growth**

- **Core income**: +5.7% CAGR

**Key levers**
1. Fully integrated omni-channel platform
2. Market-leading product factories
3. Distinctive commercial strategy

**Credibility**: a long-term track record of generating growth

**Stable cost base**

- Operating expenses **Flat through 2015-2018**
  - Implies ~ €450M cost savings

**Cost of risk normalisation**

- **Cost of Risk**: from 1% to <0.5%

**RoTE**: from 3.4% to 12-14%

(1) NII+ fees (2015-2018)
Our distribution network is highly efficient from an operational perspective

Scalable & very efficient sales-oriented network developed over the last 3 decades

- **% Tasks undertaken by branch network**
  - 75% Commercial
  - 25% Back office

- **Task absorption (%)**
  - 24% Branches
  - 76% ATMs

- **% operations by channel**
  - 29% PoS and automated
  - 9% Internet
  - 54% Atms

- **Customers per employee**
  - 408 CABK
  - 255 Peer1
  - 248 Peer2
  - 195 Peer3
  - 140 Peer4

Light-branch network that is commercially very effective in a geographically-dispersed country

- **Number of employees/branch**
  - European average: 14.7
  - Average Spanish sector: 6.5
  - CABK: 5.5

- **Evolution of branch network size**
  - 5,251 - 2,054 = 3,197 (2014)

- **Primary bank clients/clients**
  - CABK: 85%
  - Peer1: 80%
  - Peer2: 78%
  - Peer3: 77%
  - Peer4: 71%

- **Main reasons for choice of primary bank (%)**
  - Proximity: 37.8
  - Prescription: 21.9
  - Payroll/pension: 19.2
  - Tradition: 18.9
  - Service quality: 15.8
  - Direct debits: 14.7

A high number of branches is an indication of reach and client proximity – not a cost driver

---

(1) Retail customers, source: FRS Inmark 2014
Peers: SAN, BBVA, SAB, POP
Economies of scale result in significant cost benefits

General expenses\(^1\) are low and falling

- **General expenses per branch, € Thousand**
  - Peer5: 493
  - Peer4: 432
  - Peer3: 389
  - Peer2: 370
  - Peer1: 366
  - CABK: 228

- **General expenses per employee, € Thousand**
  - Peer5: 63
  - Peer4: 60
  - Peer3: 50
  - Peer2: 48
  - Peer1: 42
  - CABK: 38

- **Gral. expenses per employee, € Thousand**
  - 2007: 49
  - 2014: 38 (-21.5%)

- **Minimal HQ staff**
  - HQ staff as % of total employees\(^2\)
    - CaixaBank: 6%
    - Acquisition 1: 17%
    - Acquisition 2: 20%
    - Acquisition 3: 30%

- **Extremely competitive general expenses per branch and per employee.**
  - General expenses have been reduced by c.6% over the last 7 years while loans + deposits have grown by 34%.

- **Process simplicity and a culture of cost efficiency contributes to a minimal HQ structure**

---

(1) Including amortisations
(2) Source: own estimates as of June 2014 for CaixaBank and as of the acquisition date for the acquired entities (Banca Cívica, Banco de Valencia and Barclays)
High unit labour costs to be gradually reduced over time

**Labour cost per employee**
- 2014, € Thousand
- Peers \(^1\): 66
- CABK: 83
- + c.1.8% per annum (without inflation)

**Early retirements plans to reduce unit costs**
- 829 early retirements in 2014
- 700 new hires in 2015
- ~ 3,000 departures during 2015-18\(^2\)

**New hires come at much reduced costs** (-80%)

**Personnel expense/business**
- Rebased, 2014 =100
- 2014 PF: 100
- 2018E: 82
- -18%

We expect substantial increases in productivity over the life of the plan

**Business**
- Employee
- 2014PF: 14.9
- 2018E: 18.4
- +23.5%

**Core income**
- Employee
- 2014PF: 0.19
- 2018E: 0.25
- +31.6%

**Business**
- Branch
- 2014PF: 91
- 2018E: 121
- +33%

**Core income**
- Branch
- 2014PF: 1.14
- 2018E: 1.63
- +43%

---

\(^1\) Weighted average  → (SAN Spain, BBVA Spain, Bankia, SAB and POP)

\(^2\) Partially offset by new hires

\(^3\) (Loans+ customer funds) in €M

\(^4\) (NII +fees) in €M
Strategic priorities

1. Best-in-class in quality of service and reputation
2. Sustainable profitability above cost of capital
3. Optimisation of capital allocation
4. Enhance our leadership in banking digitalisation
5. Retain and attract the best talent
1. Reduced % capital consumption of the equity portfolio

- Capital consumption as % of total consumption: ~24%
  - June 2011

- Portfolio transactions:
  - 2011: Erste stake
  - 2013: Inbursa stake
  - 2013: MEB Repsol
  + Growth of the banking business

- 2014:
  - ~16%
    - 11% Banking
    - 5% Industrial

- Ambition 2016:
  - <10%

2. Further optimisation with the winding down of problematic RE exposure

- ▼-60%
  - Over the life of the plan

---

(1) Capital allocation defined as the capital consumption of the investment portfolio over total capital consumption (at 11% target CET1 FL), which amounts to €24.5bn at YE14.
All data pro-forma Barclays Bank Spain.
Taking steps towards developing more synergies with our partners

**CaixaBank**

**Leverage our know-how and expertise in certain segments**

- IT
- Mobile banking
- Bancassurance
- Consumer Finance / microfinance
- Credit cards (issuance & acquiring)
- Electronic payments

**Partners**

- Unique positioning within their markets
- Growth potential
- Management and execution capabilities

**Examples of our cooperation today**

- Car financing JV with BEA
- Prepaid cards JVs with Erste Bank and BPI
- Retail Banking know-how transfer with Inbursa
- Aggregated €2bn credit lending from cross opportunities
- Joint procurement initiatives
- Capturing trade flows between countries

**Specific case of Tender Offer for BPI**

- Expected synergy potential of €130 M per annum by 2017, with a NPV of €650 M

(1) Includes Spanish desks in Vienna, Mexico and Lisbon
Maintaining a track-record of strict financial discipline for acquisitions

Effectively delivering synergies and exceeding both size and timing of targets

- Cost savings from Barclays Bank Spain confirmed post 25 Feb restructuring agreement
- 2016E ROIC > 15% (vs. 10% original target)

Recent transactions made at attractive multiples

Foregoing opportunities when not meeting our targets

Synergies as % of initial cost base

54%

55%

P/BV multiples

0.3x

0.0x

0.5x
Strategic priorities

1. Best-in-class in quality of service and reputation
2. Sustainable profitability above cost of capital
3. Optimisation of capital allocation
4. Enhance our leadership in banking digitalisation
5. Retain and attract the best talent
IT & Innovation: Integral to our culture and key to lead banking digitalisation

Ample recognition

Established track record in IT & Innovation

► Leading omni-channel platform
► Extensive process automation
► Constant innovation: products, services and processes
► Broad functionality in our online and mobile banking

The largest user base of active digital customers

<table>
<thead>
<tr>
<th></th>
<th>Web</th>
<th>Mobile</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>4.0 M</td>
<td>2.2 M</td>
</tr>
</tbody>
</table>

(1) Customers between 20 and 74 years with at least one transaction through CaixaBank’s home banking in the last 2 months
2015-2018 focus: Commercial effectiveness and customer experience

<table>
<thead>
<tr>
<th>Improve the customer experience</th>
<th>Enhance banking mobility</th>
<th>Big data: from data to value</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Adapting to changing client needs</strong></td>
<td><strong>Leading adopter of mobility solutions</strong></td>
<td><strong>Bespoke products &amp; services through better client knowledge</strong></td>
</tr>
<tr>
<td>▶ Increase digital¹ sales: 10% in 2014</td>
<td>▶ Smart PCs: from 5,000 in 2014 to &gt;20,000 by 2016E</td>
<td>▶ A single information repository: from &gt;10 datamarts to 1 data pool</td>
</tr>
<tr>
<td>▶ New channels: videoconference, chat solutions</td>
<td>▶ Digital signatures: 181,500 in 2014</td>
<td>▶ Personalisation</td>
</tr>
<tr>
<td>▶ Online advisory solutions</td>
<td>▶ Ready2Buy: online completion of in-branch initiated sales</td>
<td>▶ Improve risk models</td>
</tr>
<tr>
<td>▶ 70 mobile apps</td>
<td></td>
<td>▶ Commercial targeting</td>
</tr>
<tr>
<td>▶ Lead product innovation</td>
<td></td>
<td></td>
</tr>
<tr>
<td>▶ Personal finance management tools: RedBox, CardBox</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

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

¹ % of sales through Línea Abierta over total sales in the last 12 months
Strategic priorities

1. Best-in-class in quality of service and reputation
2. Sustainable profitability above cost of capital
3. Optimisation of capital allocation
4. Enhance our leadership in banking digitalisation
5. Retain and attract the best talent
Building on talent to take ownership and execute the plan

An excellent starting point

- Business-oriented structure
- Strong commercial, operational and technological skills
- Free of “silos” and decentralised
- Best from each culture has been reinforced in consecutive integrations

Taking a step further

- Continue to invest in training of a highly skilled workforce
- Develop top quality advisory capabilities
- Empowering employees (key role of the branch)
- Fostering meritocracy and diversity

Big but Simple

- CaixaBank has the advantage of scale
- At the same time we operate in one single big market so we have a lean, no-silos, no-complexity structure
- Decision making and execution is simple, fast and focused

Key competitive advantage
Institutional Investors & Analysts Contact

We are at your entire disposal for any questions or suggestions you may wish to make. To contact us, please call or write to us at the following email address and telephone number:

investors@caixabank.com
+34 93 411 75 03