A clean bank focused on its core business

Gonzalo Gortázar, CEO

Bank of America Merrill Lynch – Banking and Insurance Conference

“Financials in a diverging world”
Disclaimer

The purpose of this presentation is purely informative and should not be considered as a service or offer of any financial product, service or advice, nor should it be interpreted as, an offer to sell or exchange or acquire, or an invitation for offers to buy securities issued by CaixaBank, S.A. ("CaixaBank") or any of the companies mentioned herein. The information contained herein is subject to, and must be read in conjunction with, all other publicly available information. 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 set out in the relevant documentation filed by the issuer in the context of such specific issue 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.

CaixaBank cautions that this presentation might contain forward-looking statements concerning the development of our business and economic performance. Particularly, the financial information from CaixaBank Group for the year 2018 related to results from investments has been prepared mainly based on estimates. While these statements are based on our current projections, judgments 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 differ materially from our expectations. Such factors include, but are not limited to the market general situation, macroeconomic factors, regulatory, political or government guidelines and trends, movements in domestic and international securities markets, currency exchange rates and interest rates, changes in the financial position, creditworthiness or solvency of our customers, debtors or counterparts.

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. In addition, it should be noted that although this presentation has been prepared based on accounting registers kept by CaixaBank and by the rest of the Group companies it may contain certain adjustments and reclassifications in order to harmonize the accounting principles and criteria followed by such companies with those followed by CaixaBank. Accordingly, and particularly in the case of Banco Português de Investimento ("BPI"), the relevant data included in this presentation may differ from those included in the relevant financial information as published by BPI.

In particular, regarding the data provided by third parties, neither CaixaBank, nor any of its administrators, directors or employees, , either explicitly or implicitly, guarantees that these contents are exact, accurate, comprehensive or complete, nor are they obliged 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 by any means, CaixaBank may introduce any changes it deems suitable, may omit partially or completely any of the elements of this presentation, and in case of any deviation between such a version and this one, CaixaBank assumes no liability for any discrepancy.

In relation to 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), this presentation 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 the International Financial Reporting Standards (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. Please refer to the Glossary section of the Business Activity and Results Report January-June 2018 of CaixaBank for a list of the APMs used along with the relevant reconciliation between certain indicators.

This presentation has not been submitted to the Comisión Nacional del Mercado de Valores (CNMV – the Spanish Stock Markets regulatory authority) for review or for approval. Its content is regulated by the Spanish law applicable at the date hereto, and it is not addressed to any person or any 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.

Notwithstanding any legal requirements, or any limitations imposed by CaixaBank which may be applicable, permission is hereby expressly refused for any type of use or exploitation of the content of this presentation, and for any use of the signs, trademarks and logotypes contained herein. This prohibition extends to any kind of reproduction, distribution, transmission to third parties, public communication or conversion by any other mean, for commercial purposes, without the previous express consent 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.
Contents

1. **Macro and industry backdrop**

2. Delivering on the 2015-18 Strategic Plan

3. Set for a growth cycle
Macro growth tempered in line with expectations

GDP growth

<table>
<thead>
<tr>
<th>Country</th>
<th>2017</th>
<th>2018-19 (forecast)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
<td>2.5</td>
<td>3.0</td>
</tr>
<tr>
<td>Portugal</td>
<td>2.0</td>
<td>2.7</td>
</tr>
<tr>
<td>Euro Area</td>
<td>2.0</td>
<td>2.5</td>
</tr>
<tr>
<td>Germany</td>
<td>2.0</td>
<td>2.5</td>
</tr>
<tr>
<td>France</td>
<td>1.8</td>
<td>2.3</td>
</tr>
<tr>
<td>Italy</td>
<td>1.0</td>
<td>1.6</td>
</tr>
</tbody>
</table>

Total bank credit growth

Outstanding bank credit to other resident sectors (industry)(1), % yoy

<table>
<thead>
<tr>
<th>Year</th>
<th>Spain</th>
<th>Portugal</th>
</tr>
</thead>
<tbody>
<tr>
<td>2012</td>
<td>-9.9%</td>
<td>-5.9%</td>
</tr>
<tr>
<td>2013</td>
<td>-9.4%</td>
<td>-5.1%</td>
</tr>
<tr>
<td>2014</td>
<td>-7.1%</td>
<td>-7.9%</td>
</tr>
<tr>
<td>2015</td>
<td>-4.3%</td>
<td>-4.0%</td>
</tr>
<tr>
<td>2016</td>
<td>-2.9%</td>
<td>-4.1%</td>
</tr>
<tr>
<td>2017</td>
<td>-1.9%</td>
<td>-2.8%</td>
</tr>
<tr>
<td>2018E</td>
<td>-1.6%</td>
<td>-1.2%</td>
</tr>
</tbody>
</table>

A balanced risk-scenario

- More sustainable growth
  - (Structural drivers: fiscal consolidation, current account rebalancing, private sector deleveraging)

- (Still) loose financial conditions

- Fading temporary tailwinds
  - (oil prices, end of QE, €/$)

- Global trade tensions

(1) Loans to the “Other Resident Sectors” excluding to financial services companies.

Outlook for the Spanish banking sector continues to improve but challenges remain

- Positive new lending dynamics
- Balance-sheet clean ups mostly concluded
- Profitability improvement
- Reduced regulatory uncertainties
- Low rates, high liquidity and strong competition
- Changes in consumer behaviour and expectations empowered by technology
- Banking Union work-in-progress
- Litigation risks and poor reputation
Contents

1. Macro and industry backdrop

2. Delivering on the 2015-18 Strategic Plan

3. Set for a growth cycle
Significant progress across all pillars of the 2015-18 Strategic Plan

5 Strategic priorities 2015-2018

Client focus
Quality and reputation

Profitability
Above cost of capital

Capital
Optimise allocation

Digitalisation
Reinforce leadership

Talent
Best and well-prepared

Retail client penetration (primary bank) \(^1\) in Spain, %

<table>
<thead>
<tr>
<th>Year</th>
<th>Retail client penetration</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>24.1%</td>
</tr>
<tr>
<td>Jun-18</td>
<td>26.3%</td>
</tr>
</tbody>
</table>

RoTE, trailing 12M in %

<table>
<thead>
<tr>
<th>Year</th>
<th>RoTE</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>3.4%</td>
</tr>
<tr>
<td>Jun-18</td>
<td>10.4%</td>
</tr>
</tbody>
</table>

Capital consumption of stakes, % total

<table>
<thead>
<tr>
<th>Year</th>
<th>Capital consumption of stakes</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014</td>
<td>~16%</td>
</tr>
<tr>
<td>Jun-18 PF (^3)</td>
<td>&lt;3%</td>
</tr>
</tbody>
</table>

#1 Retail clients in Spain aged 18 or above. Source: FRS Inmark 2018. 2014 PF with Barclays Spain.

(1) Retail clients in Spain aged 18 or above. Source: FRS Inmark 2018. 2014 PF with Barclays Spain.

(2) NII + Fees + insurance revenues from life-risk premia and equity accounted income from SegurCaixaAdeslas.

(3) Pro-forma Repsol stake disposal.

(4) Customers aged 20-74 years old with at least one transaction in the last 12 months, in % of total. In Spain.

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

(6) % of documentation related to product acquisition that is digitalised.
The “bank of choice” for Spanish retail clients...

Retail client penetration in Spain\(^{(1)}\), %

<table>
<thead>
<tr>
<th>Year</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>29%</td>
<td>16%</td>
<td>13%</td>
</tr>
<tr>
<td>2014</td>
<td>28%</td>
<td>18%</td>
<td>11%</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Retail clients in Spain aged 18 or above. Evolution versus 2014 on organic basis. Peer group includes: Banco Santander (including Banco Popular), BBVA and Bankia. Source: FRS Inmark 2018.

\(^{(2)}\) 12 month average, latest available data (June 2018). Peer group includes: Banco Santander, BBVA and Banco Sabadell. Source: Comscore.

\(^{(3)}\) Evolution versus March 2015, as historical figures prior to that date are not comparable (methodological change by Comscore).

\(^{(4)}\) Includes inorganic growth.

\(^{(5)}\) On 6 May 2018, CaixaBank acquired 8.425% of the share capital of Banco BPI from Allianz Group. On 29 June 2018, BPI held an EGM approving to de-list the remaining shares. As of 22 August 2018, the % stake of CaixaBank at BPI was 95.0%.

... with the highest digital penetration

Penetration digital clients in Spain\(^{(3)}\), %

<table>
<thead>
<tr>
<th>Year</th>
<th>Peer 1</th>
<th>Peer 2</th>
<th>Peer 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>2017</td>
<td>32%</td>
<td>22%</td>
<td>14%</td>
</tr>
<tr>
<td>2014</td>
<td>31%</td>
<td>20%</td>
<td>13%</td>
</tr>
</tbody>
</table>

\(^{(1)}\) % stake at BPI

<table>
<thead>
<tr>
<th>Year</th>
<th>2014</th>
<th>2017</th>
<th>30 June 18</th>
</tr>
</thead>
<tbody>
<tr>
<td>%</td>
<td>44.1%</td>
<td>84.5%</td>
<td>94.2%(^{(5)})</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Retail clients in Spain aged 18 or above. Evolution versus 2014 on organic basis. Peer group includes: Banco Santander (including Banco Popular), BBVA and Bankia. Source: FRS Inmark 2018.

\(^{(2)}\) 12 month average, latest available data (June 2018). Peer group includes: Banco Santander, BBVA and Banco Sabadell. Source: Comscore.

\(^{(3)}\) Evolution versus March 2015, as historical figures prior to that date are not comparable (methodological change by Comscore).

\(^{(4)}\) Includes inorganic growth.

\(^{(5)}\) On 6 May 2018, CaixaBank acquired 8.425% of the share capital of Banco BPI from Allianz Group. On 29 June 2018, BPI held an EGM approving to de-list the remaining shares. As of 22 August 2018, the % stake of CaixaBank at BPI was 95.0%.

Best bank in Spain 2018

Best digital bank in Western Europe 2018

Best bank in Portugal 2018

Well-known market
Synergy generation (€122 M)
Aligned governance
Sharing of best practices
Convergence in commercial dynamics
A cleaner institution with a more focused capital allocation

**Capital tied to stakes cut to <3%**

Capital allocated to non-controlled stakes, % of total capital charge

- **2011 June**
  - ~24%
- **2014 December**
  - ~16%
- **2018 June**
  - <3%

Well below the strategic target <10% Target

**OREO exposure drastically reduced...**

OREO portfolio available for sale net of provisions (CABK ex BPI)(3), in €Bn

- **Dec-14**
  - PF with Barclays Spain
  - ~7
- **Jun-18**
  - PF RE sale
  - ~0.5

OREO portfolio available for sale net of provisions (CABK ex BPI)(3), in €Bn

**...accelerating balance sheet de-risking**

NPL stock, in €Bn(5)

- **Dec-14 PF**
  - Barclays and BPI
  - 23.9
- **Jun-18**
  - 12.7

NPL ratio In % (5)

- **Dec-14 PF**
  - Barclays and BPI
  - 47%
- **Jun-18**
  - 23.9

Concentrating capital in the core bancassurance business

(1) Capital allocation defined as the capital consumption of the investment portfolio over total capital charge.
(2) PF Repsol stake disposal.
(3) BPI OREO portfolio net of provisions amounts to €41M as of 30 June 2018.
(4) Current segmentation (including non-core RE segment) was introduced in 1Q15.
(5) NPLs and contingent liabilities. 2014 PF Barclays Spain and BPI.
Profitability already covers the cost of capital

Delivering on strategic financial targets

<table>
<thead>
<tr>
<th>Profitability</th>
<th>Target 2018 (1)</th>
<th>June 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>RoTE (2)</td>
<td>9-11%</td>
<td>10.4%</td>
</tr>
<tr>
<td>Recurrent C/I ratio (2)(3)</td>
<td>~55%</td>
<td>53%</td>
</tr>
<tr>
<td>Rec. operating exp. CABK (2)(4)</td>
<td>Flat 2014</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Cost of risk (2)</td>
<td>&lt;40 bps</td>
<td>24 bps</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Capital</th>
<th>CET1 FL % (5)</th>
<th>Total Capital FL % (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>11-12%</td>
<td>&gt;14.5%</td>
</tr>
<tr>
<td></td>
<td>11.7%</td>
<td>16.1%</td>
</tr>
</tbody>
</table>

| Cash dividend pay-out | ≥50% target 56% Avg. 2015-17 |

RoTE has come a long way...

<table>
<thead>
<tr>
<th>RoTE (2), in %</th>
<th>2014</th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>1H18</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>3.4%</td>
<td>4.3%</td>
<td>5.6%</td>
<td>8.4%</td>
<td>10.4%</td>
</tr>
</tbody>
</table>

Core revenues CAGR 2014-18 (ex BPI) (6) +4.9% CoR (2) 0.24% vs. 1% 2014

...with CABK bancassurance as its main contributor

Net income (2), breakdown by business in % over total

- Insurance & AM 38%
- Banking Business 44%
- Payments 15%
- Consumer Finance (7) 3%

CABK bancassurance RoTE (8) → 6.0 pp from non-banking businesses 12.0%

A good starting position for the upcoming Strategic Plan: reinforced franchise, capital and profitability

(1) Revised targets in the mid-term review of the plan (December 2016).
(2) Trailing 12M.
(3) Cost-to-income ratio stripping out extraordinary expenses.
(4) Recurrent administrative expenses, depreciation and amortization. 2014 PF w/Barclays Spain.
(5) June 2018 PF RE disposal.
(6) NII + Fees + insurance revenues from life-risk premia and equity accounted income from SegurCaixaAdeslas.
(7) CaixaBank Consumer Finance and MicroBank. Other consumer lending business included in “banking business” and “payments”.
(8) RoTE trailing 12 months excluding extraordinary items. It includes the AT1 coupon accrued in the year (~€52M post-tax, trailing 12M).
Contents

1. Macro and industry backdrop
2. Delivering on the 2015-18 Strategic Plan
3. Set for a growth cycle
A proven business model has grown revenues despite negative rates

Core revenues at their highest since 2014... with Euribor at its lowest

While “jaws” continue to widen

Lower reliance on NII and trading than peers

Scale and scope have compensated for a poor operating environment

---

(1) PF with Barclays Spain in 2014. Core revenues include NII, net fees and other revenues from insurance (life-risk premia, equity accounted income from SegurCaixa Adeslas).

(2) CaixaBank Group versus peer average. Peers include: Bankia, Sabadell, SAN ESP+RE, BBVA ESP+RE. Source: as reported by different entities.
The business is currently firing on most cylinders

Fully-functioning “cylinders”

1. Business lending
2. Consumer lending
3. Payments
4. Long-term savings
5. Protection insurance
6. BPI

Contribution to Group core revenues(1), June 2018 trailing 12M in %

<table>
<thead>
<tr>
<th></th>
<th>Fully functioning cylinders</th>
<th>Other</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Business lending</td>
<td>18%</td>
<td>-1%</td>
<td>100%</td>
</tr>
<tr>
<td>Consumer lending</td>
<td>13%</td>
<td>9%</td>
<td>16%</td>
</tr>
<tr>
<td>Payments</td>
<td>12%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Long-term savings</td>
<td>12%</td>
<td>9%</td>
<td>16%</td>
</tr>
<tr>
<td>Protection insurance</td>
<td>11%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>BPI</td>
<td>9%</td>
<td>16%</td>
<td>16%</td>
</tr>
<tr>
<td>Mortgages</td>
<td>12%</td>
<td>9%</td>
<td>16%</td>
</tr>
<tr>
<td>Other (2)</td>
<td>13%</td>
<td>9%</td>
<td>16%</td>
</tr>
<tr>
<td>Deposits</td>
<td>13%</td>
<td>9%</td>
<td>16%</td>
</tr>
<tr>
<td>Total</td>
<td>100%</td>
<td>100%</td>
<td>100%</td>
</tr>
</tbody>
</table>

Key enablers to keep fueling cylinders

- Structural growth and increasing share of wallet
- Best-in-class omni-channel capabilities and digital leadership
- Replicate a successful model in Portugal

(1) Core revenues include NII, net fees and other revenues from insurance (life-risk premia, equity accounted income from SegurCaixaAdeslas and equity accounted income from BPI bancassurance companies).
(2) Mainly including other credit to individuals, public sector loans and banking fees other than related to payments.
Seizing growth opportunities in lending and payments

**Business lending**

- **Market share**
  - Lending to businesses
  - Spain
  - 15%
  - +130 bps vs. YE14

New lending to corporate and SMEs (CABK), €Bn

- 1H15: 7.1
- 1H16: 8.1
- 1H17: 10.4
- 1H18: 10.6

Segmentation and specialisation are key advantages

**Consumer lending**

- **Market share**
  - Other credit to individuals
  - Spain
  - 17%
  - +40 bps vs. YE14

New consumer lending (CABK), €Bn

- 1H15: 2.1
- 1H16: 3.2
- 1H17: 3.8
- 1H18: 4.4

Strategic alliances and commercial agreements with vendors

**Payments**

- **Market share**
  - Spain
  - 23% Card turnover
  - 28% E-commerce (1)

Credit cards stored in mobiles (Spain), 2016=100

- 1H15: 8x
- 1H16: 465
- 1H17: 775
- 1H18: 814,000

Payments by mobile Jan-Aug ’18: 16M

- 2016: 100
- 2017: 465
- Aug 2018: 775

Agreements with leading partners

A proprietary data environment provides a unique competitive advantage

---

(1) By turnover. Source: Comscore.

Sources (for market shares): Bank of Spain, Sistema de Tarjetas y Medios de Pago, Comscore.
Growth with untapped potential in long-term saving and protection products

**Increased activity**

<table>
<thead>
<tr>
<th>Long-term savings</th>
<th>Life-savings insurance + AuM(^{(1)}) (CABK), in €Bn</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YE14</td>
</tr>
<tr>
<td></td>
<td>90</td>
</tr>
</tbody>
</table>

\(+53\%\)

<table>
<thead>
<tr>
<th>Protection insurance</th>
<th>Life-risk premia production (CABK), in €M</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>YE14</td>
</tr>
<tr>
<td></td>
<td>396</td>
</tr>
</tbody>
</table>

\(+1.9\)  

<table>
<thead>
<tr>
<th>Non-life premia production (SegurCaixa Adeslas), in €Bn</th>
</tr>
</thead>
<tbody>
<tr>
<td>YE14</td>
</tr>
<tr>
<td>1.6</td>
</tr>
</tbody>
</table>

**Market share gains**

<table>
<thead>
<tr>
<th>Market share in long-term savings (Spain)(^{(2)})</th>
</tr>
</thead>
<tbody>
<tr>
<td>YE14</td>
</tr>
<tr>
<td>19.0%</td>
</tr>
</tbody>
</table>

\(+2.5\) pp

**Unrealised potential**

<table>
<thead>
<tr>
<th>Gross financial assets over GDP (1Q18), in %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
</tr>
<tr>
<td>182%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Insurance and pensions, % of household financial assets 1Q18</th>
</tr>
</thead>
<tbody>
<tr>
<td>Spain</td>
</tr>
<tr>
<td>17%</td>
</tr>
</tbody>
</table>

**Growing AM and insurance contribution to revenues of bancassurance segment: 25% in 1H18 trailing 12M vs. 15% in FY14**

\(\text{(1)}\) Stock of AuM and life-savings insurance funds. Includes pension plans, own and third-party mutual funds, SICAVs and managed portfolios.

\(\text{(2)}\) Market share for own mutual funds and pension plans as of June 2018, internal estimates for life-saving insurance.

Sources: Inverco, ICEA, Eurostat and Federal Reserve. Latest available data.
Customer loyalty and cross-selling potential to remain key enablers for future growth

Proven capabilities to grow above the market

Market penetration among retail clients (primary bank)(1), %

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer 1</td>
<td>5.0%</td>
<td>12.8%</td>
<td>13.7%</td>
<td>26.3%</td>
<td>33.9%</td>
<td>38.7%</td>
<td>42.0%</td>
</tr>
<tr>
<td>Peer 2</td>
<td>5.0%</td>
<td>12.8%</td>
<td>13.7%</td>
<td>26.3%</td>
<td>33.9%</td>
<td>38.7%</td>
<td>42.0%</td>
</tr>
</tbody>
</table>

The primary bank for 90% of our customers

% retail clients considering relationship as primary(2)

- Peer 1: 86%
- Peer 2: 85%
- Peer 3: 84%
- Peer 4: 83%

Higher customer satisfaction

Net Promoter Score in retail banking (5)

- YE2014: 21%
- Aug-18: 34%

Undisputed leadership in key anchor products

Payroll deposits
- Market share (Spain)(4)
- Peer 1: 27.4% (+0.6 pp yoy)
- Peer 2: 22.8%
- Peer 3: 18.0%
- Peer 4: 15.8%

The largest scale and best access to the client

Retail clients in Spain aged 18 or above. Source: FRS Inmark 2018. Peers include SAN (including POP) and BBVA.

Retail clients in Spain aged 18 or above. Source: FRS Inmark 2018. Peers include SAN, BBVA, Bankia, SAB.

Retail clients. Source: FRS Inmark 2018.

Source: Social Security.

Percentage of promoters minus percentage of detractors. Internal data.

1. Retail clients in Spain aged 18 or above. Source: FRS Inmark 2018. Peers include SAN (including POP) and BBVA.
2. Retail clients in Spain aged 18 or above. Source: FRS Inmark 2018. Peers include SAN, BBVA, Bankia, SAB.
5. Percentage of promoters minus percentage of detractors. Internal data.
We are at the forefront of the digital transformation process

Evolving into a nimbler organisation

A digital reference point with the largest digital client base in Spain

Leveraging IT to transform the distribution network

Omni-channel clients as % of digital clients

Digital clients

Omni-channel clients as % of digital clients

Digital clients

Digital processes

Employees with Smart PC

New concept “Store” branches

Best-rated financial apps

Open banking

Best digital bank in Western Europe

Best Technology Project in mobile category

Peer 1 Peer 2 Peer 3 Peer 4

4.3 4.6 4.4 3.1

4.6 4.7 3.2 4.6

% of documentation related to product acquisition that is digitalised.

In Spain. Customers aged 20-74 years old with at least one transaction in the last 12 months.

Source: FRS inmark 2018.

Peers include: BBVA, ING, Banco Sabadell, Banco Santander.

% of documentation related to product acquisition that is digitalised.

Employees with Smart PC

Digital signatures

Digital processes

New concept “Store” branches

Branches: advisory centers

Digital signatures

>100 M

>100 M

~100%
## Improving commercial dynamism

**Activity in Portugal, as reported by BPI in % ytd**

<table>
<thead>
<tr>
<th>Activity</th>
<th>Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mortgage lending</td>
<td>+1.1%</td>
</tr>
<tr>
<td>Consumer lending(^{(1)})</td>
<td>+9.4%</td>
</tr>
<tr>
<td>Credit to businesses(^{(2)})</td>
<td>+8.3%</td>
</tr>
<tr>
<td>Client deposits</td>
<td>+7.5%</td>
</tr>
</tbody>
</table>

**Best bank in Portugal 2018**

## Seizing market share

**Current market share levels, as reported by BPI in %**

<table>
<thead>
<tr>
<th>Year</th>
<th>Mortgages</th>
<th>Credit to businesses</th>
</tr>
</thead>
<tbody>
<tr>
<td>2015</td>
<td>6.3%</td>
<td>8.8%</td>
</tr>
<tr>
<td>2016</td>
<td>10.5%</td>
<td>11.3%</td>
</tr>
<tr>
<td>2017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Penetration retail clients \(^{(3)}\) 2018**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>2018</td>
<td>13%</td>
</tr>
</tbody>
</table>

## Better risk than peers and growing profitability

**NPL ratio\(^{(4)}\), June 2018 in %**

<table>
<thead>
<tr>
<th>Peer</th>
<th>NPL Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td>Peer 1</td>
<td>3.8%</td>
</tr>
<tr>
<td>Peer 2</td>
<td>4.9%</td>
</tr>
<tr>
<td>Peer 3</td>
<td>8.3%</td>
</tr>
<tr>
<td>Peer 4</td>
<td>13.2%</td>
</tr>
</tbody>
</table>

| BPI  | 28.7% |

**RoTE Portugal  Trailing 12M %**

<table>
<thead>
<tr>
<th>Year</th>
<th>Value</th>
<th>Target</th>
</tr>
</thead>
<tbody>
<tr>
<td>June 2018</td>
<td>9.0%</td>
<td>&gt;10.0%</td>
</tr>
</tbody>
</table>

\(^{(1)}\) Consumer lending and other credit to individuals.

\(^{(2)}\) Credit to businesses in Portugal.

\(^{(3)}\) Source: BASEF Banca.

\(^{(4)}\) As reported by entities, EBA criteria. Peers include Caixa Geral, Millenium BCP, Novobanco and Santander Totta.
Final remarks

1. Growing on most cylinders: rates can provide an additional one
2. Franchise is well-prepared to capture untapped potential
3. Customer loyalty and IT expertise remain key enablers for growth
4. Fully focused on core business and future-proofing the bank

Set for growth... despite low rates
Investor Day
27 November 2018 London
Thank you
Investor Relations

investors@caixabank.com
+34 93 411 75 03
Av. Diagonal, 621-629 - Barcelona