

> 2020

Consolidated Management Report

 Interactive
document

 CaixaBank



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¹ <https://www.caixabank.com/en/shareholders-investors/economic-financial-information/annual-half-year-statements.html>

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A file with the aggregated **metrics** is made available to facilitate your enquiry.

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This presentation also contains information regarding the merger plan with Bankia, S.A. (acquired company) by CaixaBank (acquiring company) announced on 18 September 2020. The merger is not guaranteed as, although it was approved in December 2020 by the general shareholders' meetings of both organisations, it also requires the acquisition of the compulsory administrative authorisations. CaixaBank cannot ensure that the benefits identified when drawing up the merger and public events are materialised or that the Group will not be exposed to operational difficulties, expenses and risks associated with the integration.

Past financial statements and previous growth rates are no guarantee of the future performance, results or price of shares (including earnings per share). Nothing contained in this document should be construed as constituting a forecast of future results or profit. Furthermore, this document was drawn up on the basis of the accounting records held by CaixaBank and the other Group companies, and includes certain adjustments and reclassifications to apply the principles and criteria operated by the Group companies on a consistent basis with those of CaixaBank. Therefore, in specific relation to BPI, certain aspects of the information provided herein may not match the information reported by this bank.

The income statement and the consolidated balance sheet and the corresponding breakdowns of those statements provided in this report, are presented under management criteria, but have

still been prepared in accordance with International Financial Reporting Standards (IFRS-EU) as adopted by the European Union under the terms of Regulation (EC) No 1606/2002 of the European Parliament and of the Council of 19 July 2002, as subsequently modified. In preparing these statements, Circular 4/2017 of the Bank of Spain of 6 December, as subsequently modified, has also been taken into due account in that it adapts IFRS-EU to Spanish credit institutions.

This document features data supplied by third parties generally considered to be reliable information sources. However, the accuracy of the data has not been verified. None of the directors, officers or employees of CaixaBank are obliged, either explicitly or implicitly, to ensure that these contents are accurate or complete, or to keep them updated or correct them in the event any deficiencies, errors or omissions are detected.

This report contains a number of the Alternative Performance Measures (APMs) set out in the Guidelines on Alternative Performance Measures published by the European Securities and Markets Authority on 30 June 2015 (ESMA/2015/1057) ("the ESMA Guidelines") to provide a clearer picture of the company's financial performance and situation. Please be advised that these APMs have not been audited. These measures constitute additional information and should be treated accordingly. In no event are they intended to replace the financial information drawn up in accordance with 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. As such, they may not be comparable. Please consult the report for further details of the APMs used. The report also provides a reconciliation between certain management indicators and the indicators presented in the consolidated financial statements prepared under IFRS.

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Figures are presented in millions of euros unless the use of another monetary unit is stated explicitly, and may be expressed as either million euros or € million.

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CaixaBank 2020:
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contribution to
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CaixaBank 2020: Key indicators and contribution to society

In an environment of **maximum complexity**

CaixaBank has strengthened its commercial position, with growth in its main market shares and in volumes

15.2 m
customers

€451,520 m
of total assets

€415,408 m
of customer funds (+8.1%)

€243,924 m
of loans and advances to customers, gross (+7.3%)

Market shares in Spain



17.5 % (+45 bp)

Investment funds



29.9 % (+126 bp)

Life-savings insurance



26.3 % (+79 bp)

Pension plans



23.3 % (+79 bp)

Long-term saving



15.6 % (+38 bp)

Deposits



16.2 % (+25 bp)

Loans

Showing a great resilience in core income and continuing to save significant costs

Stable core income

€8,310 m
(-0.1% compared with
2019)

6.1 %
12-month ROTE

Improving efficiency

-4.0 %
Recurring administration
and depreciation
expenses

54.5 %
cost-to-income
ratio (12 months)

This serves to further reinforce a solid financial position

New highs in the main capital metrics

13.6 %
CET1 (+1.6 pp)

26.3 %
MREL (+4.5 pp)

18.1 %
Total Capital (+2.4 pp)

Continuous risk reduction and reinforcement of coverage

3.3 %
NPL ratio
(-0.3 pp)

-2.2 %
Non-performing
loans

67 %
NPL coverage ratio
(+12 pp)

Ample liquidity

€114,451 m
total liquid assets

248 %
Liquidity Coverage
Ratio (12 months)

145 %
Net Stable Funding
Ratio (NSFR)

Owing to its activity, size and values, CaixaBank has a key role in contributing to sustainable economic growth



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CaixaBank 2020: Key indicators and contribution to society



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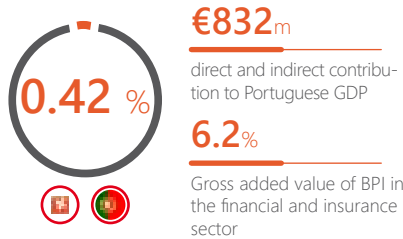
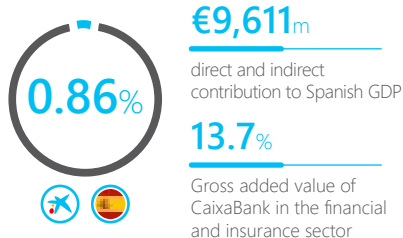


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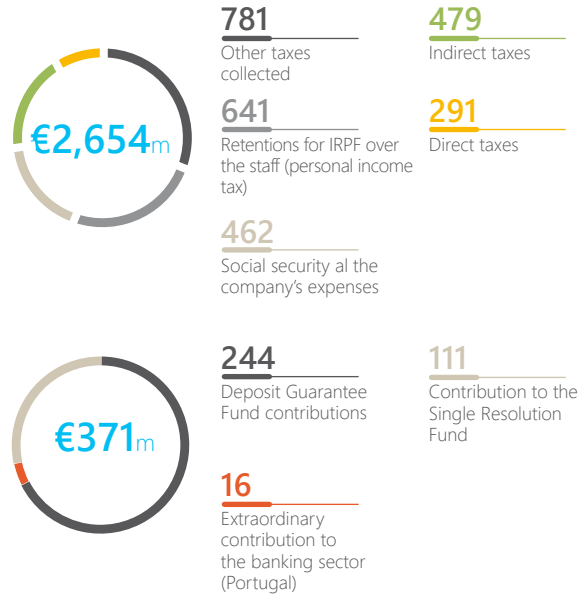


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Contribution to GDP



Taxes paid, third-party tax collection and other contributions



Commitment to employment and boosting economic activity



16.5%
Market share of loans to companies (+1.1 pp in 2020)

€8,223m
New financing to businesses and entrepreneurs (+68% vs. 2019)

5,416
New businesses created with the support of microloans

Differential model of banking

€2,000m
SDG Bonds² (€1,000m COVID-19 Social Bond and €1,000 M Inaugural Green Bond)

105,378
New Microloans and other social impact financing initiatives of **€900m**

~€140,000m
Investments managed with ESG criteria

Widely acknowledged

7th bank
in the Dow Jones Sustainability Index

Maximum rating
in sustainable investment by the UN (A+) in Governance and Strategy

#1 in the world
in gender equality according to Bloomberg Gender Equality Index 2021

¹ CaixaBank Research, based on the added value of CaixaBank, Spanish GDP and employment according to National Accounting and productivity figures per worker and based on the input/output tables of the National Statistics Institute (INE) with 4th-quarter data.

² Sustainable Development Goals. The second green bond for €1,000m was issued in February 2021.



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CaixaBank's differential values of socially responsible banking are evident in its comprehensive response to the difficulties arising from the health and economic crisis.

>90%

of the branches opened during state of alarm period (**>86% in Portugal**)

>€17,000m

in loan moratoria granted in 2020

>€13,000m

in loans with public guarantees

>4,700

contracts with beneficiaries of support measures related to the COVID-19 crisis

~4.0m

of customers whose pension or unemployment benefit has been brought forward

And all of this in continual pursuit of innovation and quality

34.4% penetration of digital customers in Spain¹



Best bank
in Spain 2020 and Best Bank in Western Europe 2020 by **Global Finance**



BPI Bank of the year
in Portugal by **The Banker**

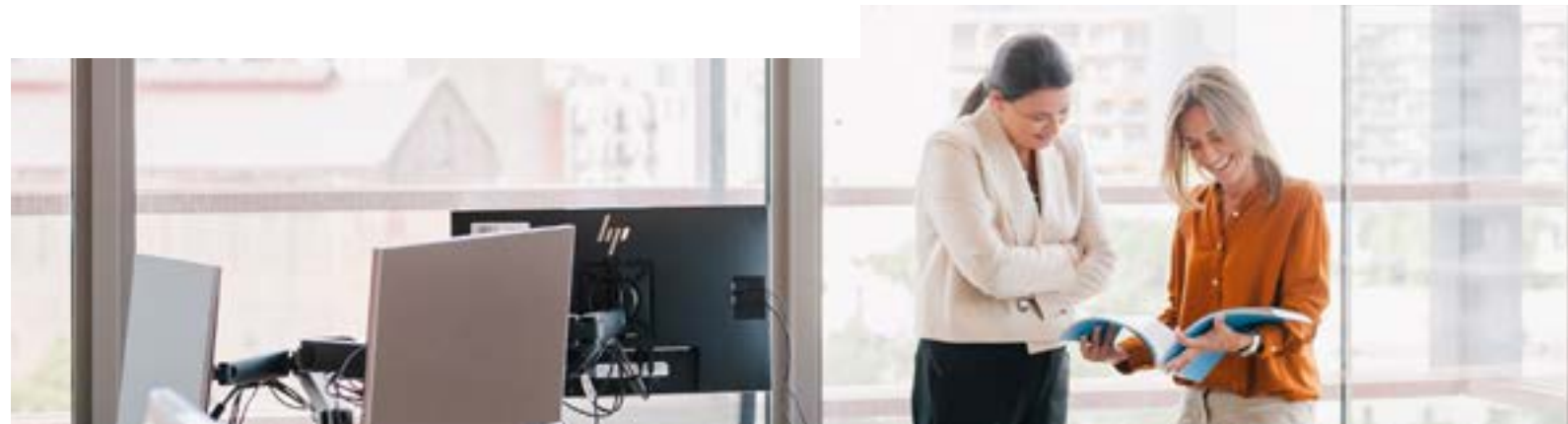
>6.9m of digital customers



New imagin
BCorp certification

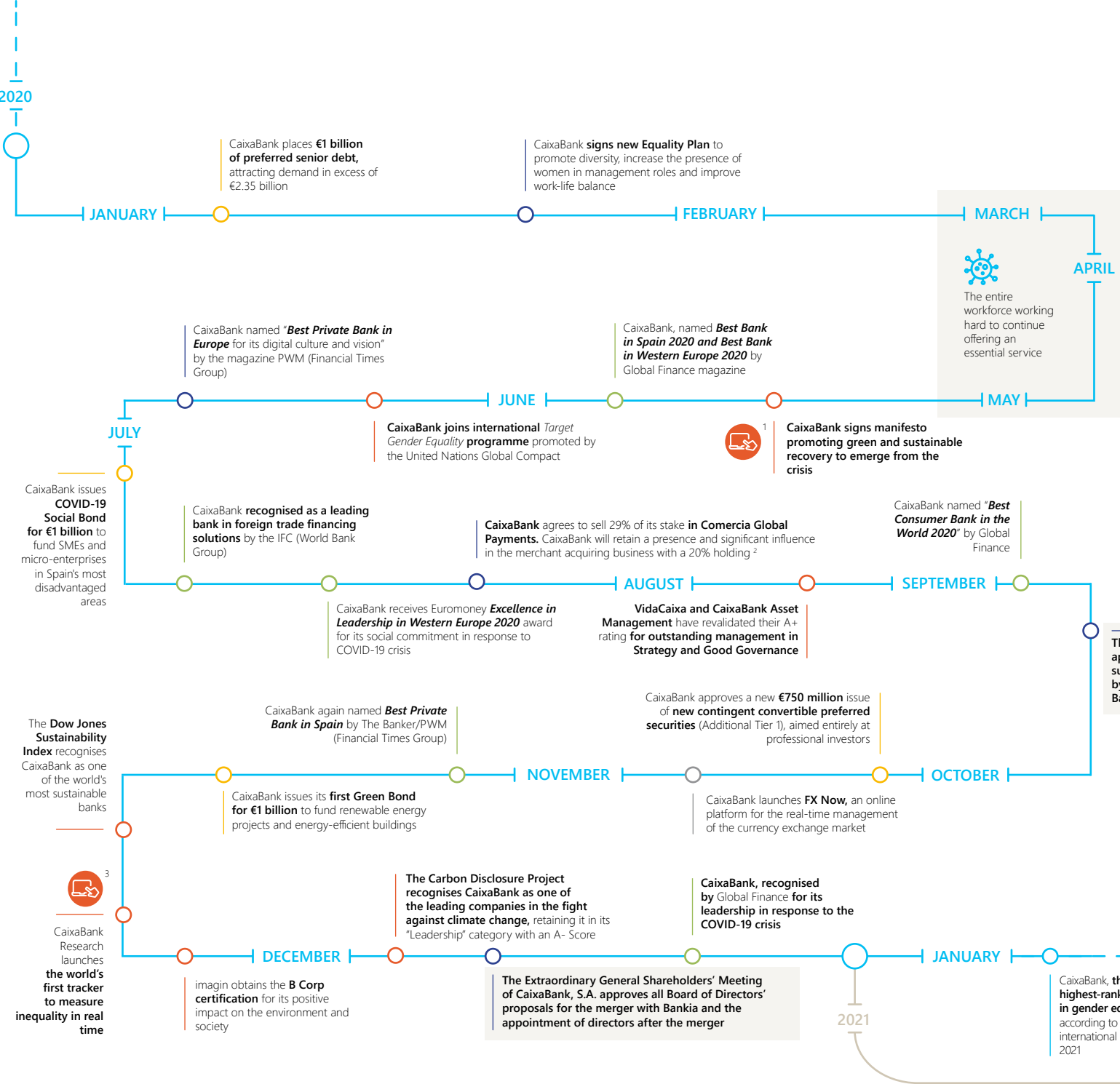


BPI Best Large Bank
In Portugal



¹ Source ComScore.

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In exceptional circumstances, CaixaBank has continued to strive to contribute to the well-being of its customers and to social progress

From 1 January 2021 until the date of this report, no significant events affecting the Group have arisen which have not been disclosed in this document.

¹ <https://www.porunarecuperacionostenible.net/manifesto/>

² The current trade agreement between Global Payments and CaixaBank will be maintained and extended until 2040, facilitating product innovation, a growth strategy in this business and a better service to the customer network.

³ <https://inequality-tracker.caixabankresearch.com/en/>

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Merger by **absorption of Bankia, S.A.**

In September 2020, CaixaBank announced the merger with Bankia. In addition to giving the Group an expanded customer base, the operation will achieve a balanced and diversified geographical presence. Bankia is also a highly robust financial institution that shares similar roots and founding values with CaixaBank based on its origins as a savings bank. The merger, in addition to providing significant cost savings (around €770 million per year), offers an enormous potential for income synergies (close to €290 million per year), with the CaixaBank Group's financial products and services becoming available to Bankia's current customers. The operation will produce a stronger, more efficient and more profitable institution that will generate more value for customers, shareholders, employees and for society in general.

The operation was approved by the shareholders at the Extraordinary General Meeting held on 3 December 2020 and is expected to take effect during the first quarter of 2021, subject to obtaining the corresponding regulatory and administrative authorisations. It is planned that the operations of the two entities will be merged by the end of 2021.

Corporate culture

We share a common culture based on creating value for our stakeholders and supporting the economic recovery of our country.



Customers

Our customers will remain at the heart of our strategy



Employees

New opportunities for professional growth based on meritocracy



Shareholders

Creating value and increasing the Bank's profitability



Society

Opportunity to maximize the value of our contribution to society

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The new entity

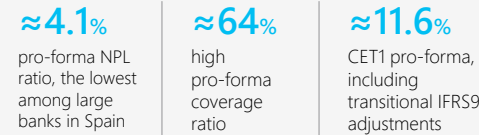
CRITICAL MASS

Generating economies of scale to improve efficiency and invest in technology and innovation on a sustained basis. The new group will be the leading institution in the domestic market.



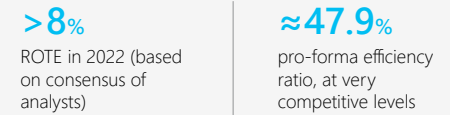
FINANCIAL ROBUSTNESS

Strong balance sheet with good reserves and capital ratios.



SUSTAINABLE RETURNS

With a balanced portfolio mix and a strong capacity to generate income.



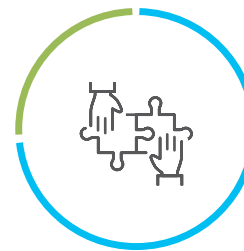
Shareholder structure of the combined entity and value generation

0.6845 x
Agreed swap ratio
CaixaBank shares/1 Bankia share

20% | 28%
Share premium
on unaffected prices¹ | on average 3 months²

~28% | ~69%
increase in EPS
2022E³ for CaixaBank | Bankia

>> % OF TOTAL SHARE CAPITAL



74.2% CaixaBank Shareholders
25.8% Bankia Shareholders



~37% Institutional
~30% CRITERIA
~17% Retail
~16% FROB

See detailed information on the merger



¹ Agreed swap ratio of 0.6845x, including a 20% premium on the closing ratio at 3 September 2020 of 0.5704x (prior to the Privileged Information published on the CNMV's website).

² Based on the average swap ratio for the 3 months prior to the close of 3 September 2020.

³ Estimated net profit projections for 2022 based on the consensus published by CaixaBank and Bankia

⁴ <https://www.caixabank.com/en/shareholders-investors/general-information/mergers.html>

Letter from the Chairman

*We are proud of the work
carried out and also of the
results we have achieved in such
a demanding environment.*

Jordi Gual Solé
Chairman




The year 2020 will be forever associated with Covid-19. The health emergency has demanded extraordinary measures that have brought about a halt in productive activity and it has severely affected the economic year we had foreseen. The banking sector, in the midst of this situation of uncertainty and as an act of responsibility, has reacted decisively to help to curtail the impact of the pandemic on our society.

At CaixaBank, we have behaved with full commitment to our customers. Thanks to the extraordinary effort and dedication of all our professionals, we have managed to keep the branch network open at all times, we have been able to approve nearly 500,000 mortgage and personal loan moratoria, and we have granted loans to businesses for more than 95 billion euros. Faithful to the spirit of our bank and our founding origins, we have been by the side of those who needed it most at a particularly troublesome time.

We are proud of the work carried out and also of the results we have achieved in such a demanding environment. Our year comes to an end with profits of 1,381 million euros after making a provision for the potential negative impact of the health crisis in the medium-long term. The strength of CaixaBank's business model has enabled us to achieve a 6.1% return on tangible capital and to improve our position of solvency despite undertaking a highly prudent strategy in recording provisions. We have achieved good results and a good capital position in an extraordinarily difficult year.

The close of this financial year also marks the end of my time as Chairman. In this term, alongside the rest of the Board and the Management of the organisation, we have worked towards one core goal: for CaixaBank to continue to be a leading and innovative group, offering the best customer service and being a benchmark in responsible banking.

Over this term of more than four years, in an extremely demanding environment, we have managed to improve

our market shares in a generalised way, core revenues have grown by close to 30%, efficiency and profitability ratios have improved and our liquidity and solvency position is even stronger. Meanwhile, the company's corporate governance model has also been strengthened, introducing major advances, such as reducing the size of the Board, boosting diversity, and establishing the role of the Coordinating Director.

Throughout this period we have always remained loyal to our centuries-old management philosophy. Its comprising attributes include the dedication to service, long-term vision and anticipation of change. And it has been precisely the will and ability to think ahead that has led us to approve the integration agreement with Bankia.

The crisis has magnified certain prior trends in the banking sector that demand a decisive response. The merger with Bankia is the best we could achieve at a key time when the future of banking is being defined. It is a well-capitalised company that will enable us to obtain countless synergies, and it is also a company that has emerged from the savings banks model and, therefore, shares our will to contribute to the development of a fairer and more balanced society, through values – quality, trust and social commitment – that are strongly rooted in all of us. I am convinced that the operation will lead to a more solid, efficient and profitable organisation, which will generate value for customers, shareholders, employees and for the society as a whole.

Lastly, I would like to thank all the bank's customers, shareholders and professionals for their trust and commitment to the company. All of you make CaixaBank possible. It has been an honour to have worked at your service throughout these years, leading a company that – for over a century – has strived day after day to contribute to the financial well-being of its customers and the progress of society as a whole, with a unique banking model.

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Letter from the CEO

CaixaBank's aim is to continue supporting the economy, families and society.

Gonzalo Gortázar Rotaache
CEO




In 2020, a particularly complex year due to the health and economic crisis arising from COVID-19, the defining characteristics of CaixaBank Group were highlighted in a very special way: its execution capability, the quality of its professional team and its commitment to society.

Thanks to the dedication of thousands of professionals and intense teamwork, our vast branch network has remained fully operational to provide service and support to customers even in the worst moments of the pandemic. Digital and remote channels have also been strengthened, and operations have been adapted to respond to the problems and needs of millions of customers: in addition to overseeing our regular activity, we have managed nearly 500,000 lending moratoria, advanced income and benefits for almost 4 million people and facilitated access to liquidity and credit to the sectors most in need.

As a result of intense work with customers, both lending and customer funds grew significantly: 7.3% and 8.1% respectively. Funding for companies, the segment of the economy that required the most credit in 2020, rose by 16.6% to 106,425 million and our share in this segment increased to 16.5%. Long-term savings management, a heading in which we already held a prominent position and which includes the management of pension plans, investment funds and savings insurance, saw growth of 3.9% to 166 billion euros and our market share rose to 23.3%.

This important commercial activity has enabled CaixaBank's core income to fall by only 0.1%, despite the harsh economic environment and the all-time low interest rate situation. The blend of stable core income and a considerable 4% reduction in expenses have allowed for an improvement in operating profit and core efficiency of 230 basis points. Attributable profit for the year stood at 1,381 million euros, after undertaking a prudent provisioning exercise and the cost of risk stood at 0.75%.

The balance sheet, which has always shown great strength, has continued to strengthen in priority areas: the CET1 capital ratio has increased significantly from 12% to 13.6%, the NPL ratio has fallen to 3.3% and the coverage ratio has risen to 67%, while liquidity has remained at very high levels of 114 billion euros at the year-end.

2020 has also been a year of remarkable progress in terms of sustainability. Both our asset management company, CaixaBank Asset Management, and our insurance firm, VidaCaixa, achieved the highest rating (A+) in the United Nations' Principles for Responsible Investment (PRI), in the strategy and governance section. We have also issued a green bond and a second a social bond. The two issues have been very successfully accepted on the market and are linked to the contribution to the United Nations Sustainable Development Goals (SDGs).

We deem it to be essential to facilitate the economic transition towards a sustainable model, which is why we are integrating ambitious environmental policies into our lending processes. We remain firmly committed to advancing the alignment of our portfolios with the goals of the Paris Agreement, in accordance with the collective commitment to United Nations Climate Action. Our special bond with "la Caixa" Banking Foundation allows us to reinforce even more our contribution to the different SDGs.

We uphold our firm commitment to the United Nations Global Pact, and we have adhered to this organisation's Principles for Responsible for Banking. CaixaBank is included in the main international sustainability indices.

In 2021, the circumstances will continue to be highly complex. CaixaBank's aim is to continue supporting the economy, families and society. In order to do this, we are convinced that we have the core elements: an effective commercial model, a strong financial position and a highly qualified and committed team. These strengths come in addition to the integration project with Bankia this year, which will enable us to end the year with a more powerful CaixaBank Group with a greater capacity to continue to undertake our core function.

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Materiality

CaixaBank (hereinafter, CaixaBank, the CaixaBank Group or the Bank) conducts an annual Materiality Analysis with the aim of identifying the priority financial, economic, social and environmental issues for its stakeholders and its business. The conclusions drawn are used to help manage corporate responsibility and to establish the proper scope of the information to be reported.

This report covers the material issues identified in 2020 for which the Bank is accountable to its stakeholders. Issues are considered to be material when there is a high likelihood they could generate a significant impact on the business or on stakeholders perceptions and decisions.

The **Materiality Analysis** includes the material issues identified in 2020, classified according to their importance for the Bank and its stakeholders. Issues are classified as being of *high*, *medium* or *low* materiality. *Highly material issues* are those which are considered to be strategic for the development of CaixaBank's business and generate greater value for stakeholders.

The main new development in the analysis carried out in 2020 was the addition of a specific section on the key issues identified in response to the impact of the COVID-19 pandemic.



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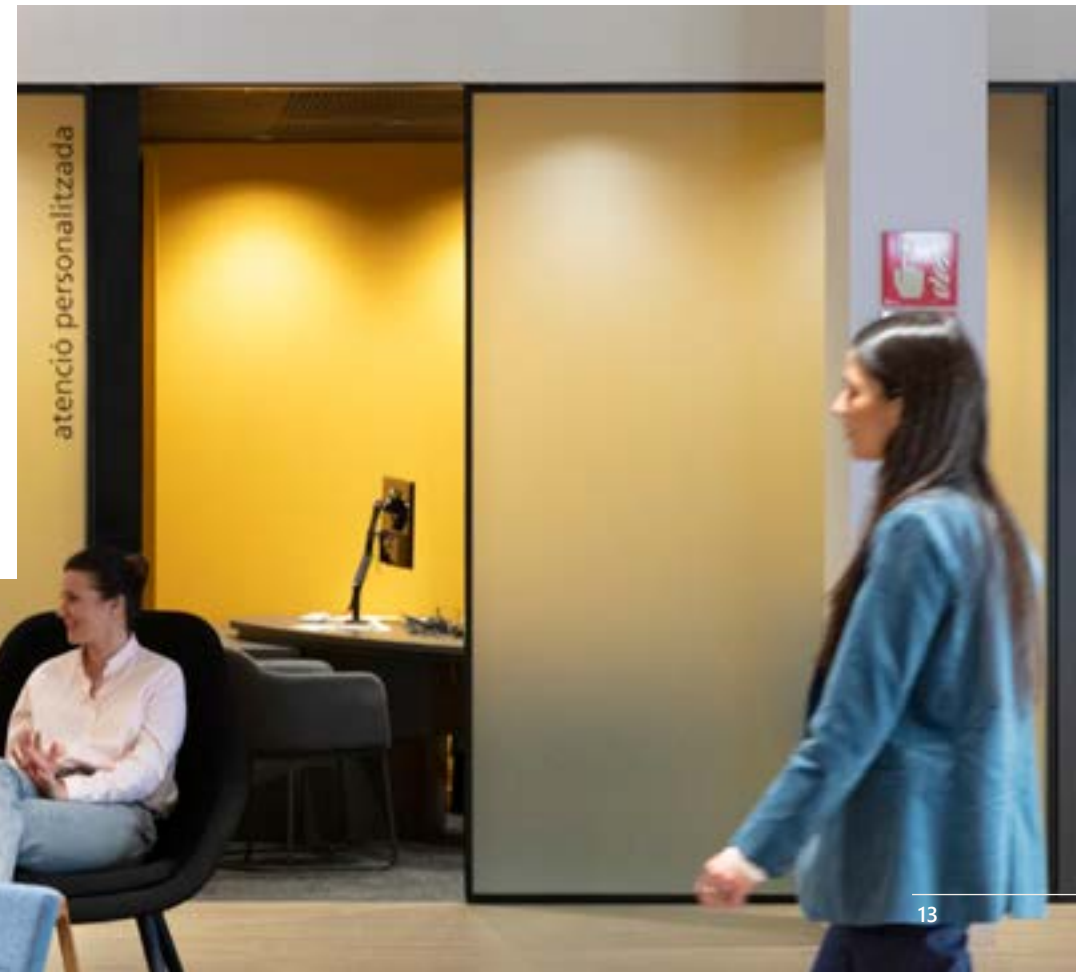
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Methodology

The preparation of the CaixaBank Group Materiality Analysis, undertaken by an independent expert, was an exhaustive and collaborative process involving the Bank's main stakeholders (customers, employees, shareholders), as well as CaixaBank representatives and external experts.

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01. IDENTIFICATION OF MATERIAL ISSUES

Exhaustive documentary analysis of internal and external sources Preliminary longlist of 31 material issues

The initial identification of material topics was carried out through an exhaustive documentary analysis including, among other sources, strategic company data, as well as information on trends and reports from the sector, the media and other companies in the sector.

02. REVIEW AND VALIDATION OF THE FINAL LIST OF MATERIAL ISSUES

Internal work session with CaixaBank departments Final shortlist of 28 material issues

The session addressed the grouping, selection and semantic review of the issues from the perspective of the Bank's responsible business approach and its strategic priorities and areas of action.

03. PRIORITISATION OF MATERIAL ISSUES

Ad hoc internal and external consultations with stakeholders based on a random, representative sample, and interviews with external experts Prioritisation of material issues in 2020

>> ENQUIRIES MADE IN ORDER TO PRIORITISE MATERIAL ISSUES

>> 10 IN-DEPTH INTERVIEWS WITH EXTERNAL EXPERTS IN THE FOLLOWING FIELDS:

1,820 Shareholders

1,657 Customers

893 Employees

287 Experts and analysts

- > Financial
- > Risks and regulations
- > Innovation
- > Ethics
- > Intangible asset management
- > Corporate Social Responsibility

04. MATERIALITY MATRIX

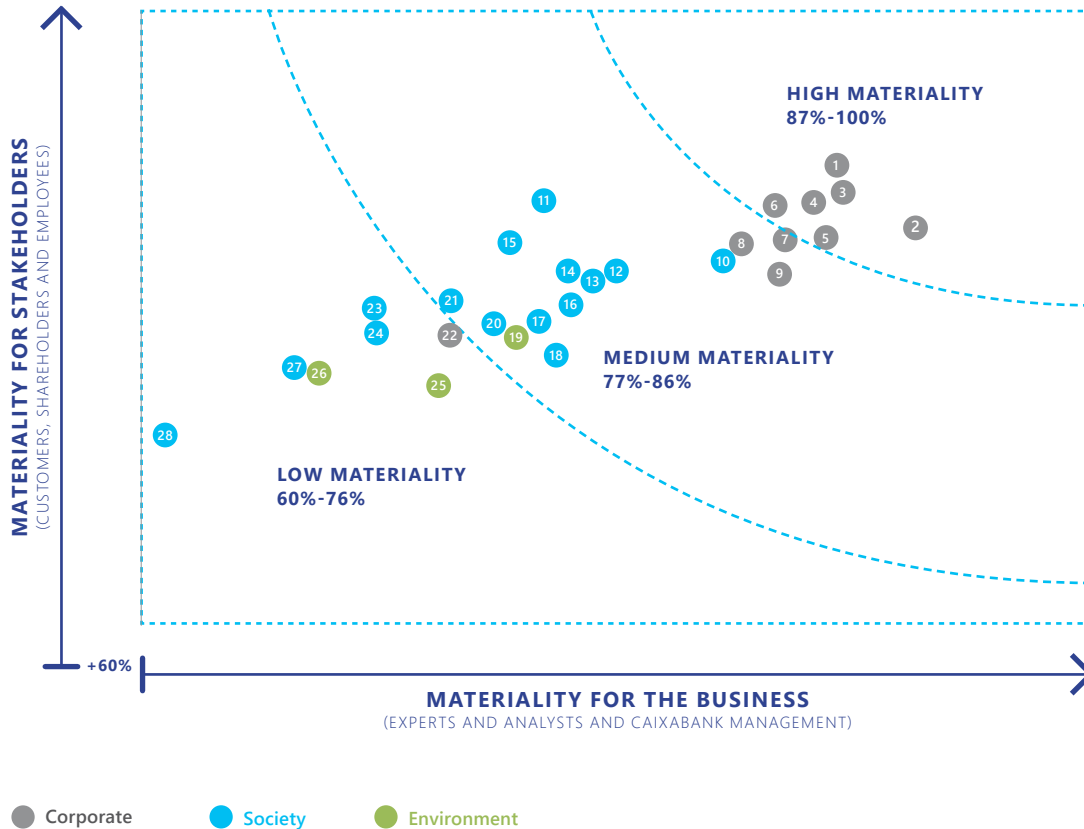
The overall results are consolidated to determine priorities for the business and for the stakeholders of CaixaBank and BPI. CaixaBank Group materiality matrix 2020

Issues are prioritised according to their score on two axes for the stakeholders and for the business.

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CaixaBank Group 2020 Materiality Matrix

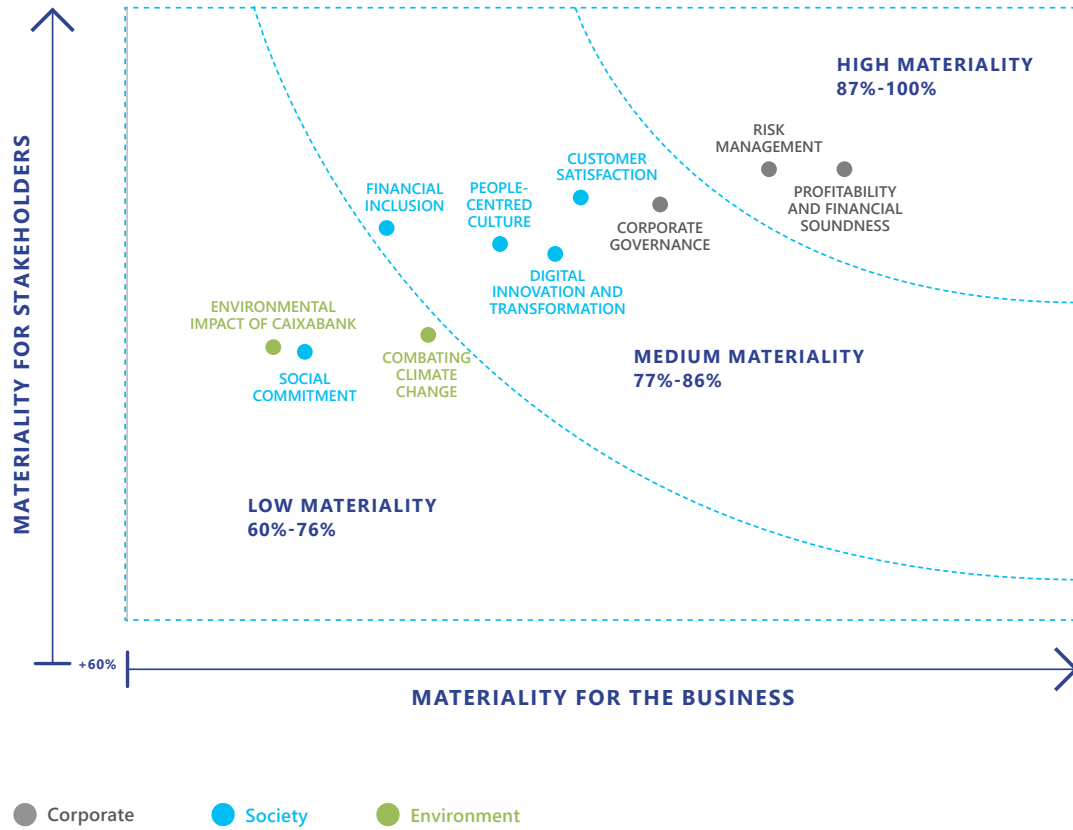
In 2020, a broader list of relevant topics was used with the aim of prioritising the issues in greater detail. The results are not, therefore, directly comparable to those of 2019. In general terms, issues related to profitability and risk management are perceived as more material than previously.



- 1 Cybersecurity and data confidentiality
- 2 Balance sheet soundness and profitability
- 3 Long-term vision and anticipating change
- 4 Principled, responsible and sustainable conduct
- 5 Active management of financial and non-financial risks
- 6 Compliance with and adaptation to the regulatory framework
- 7 Ensure operational effectiveness and business continuity
- 8 Communication of understandable and transparent information
- 9 Good corporate governance practices
- 10 Responsible marketing in line with customers' needs
- 11 Close to the customer service and specialised advice
- 12 Employees' health, safety and welfare
- 13 Managing talent and professional development
- 14 Responsible use of new technology and ethical data handling
- 15 Solutions for customers with financial difficulties
- 16 Diversity, equality and work-life balance
- 17 Working with the Decentralised Social Programme and promoting the activities of "la Caixa" Foundation
- 18 Technological innovation and responsible development of new products and services
- 19 Managing climate change and environmental risks
- 20 Development of digital and remote customer service channels
- 21 Investment with a social impact and microloans
- 22 Responsible and transparent procurement
- 23 Financial education
- 24 Close to the customer service and accessible sales channels
- 25 Commercialisation of sustainable investment and financing products and services
- 26 Minimising our carbon footprint and environmental impact
- 27 An agile and collaborative work culture
- 28 Corporate volunteering

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Materiality matrix by issue cluster



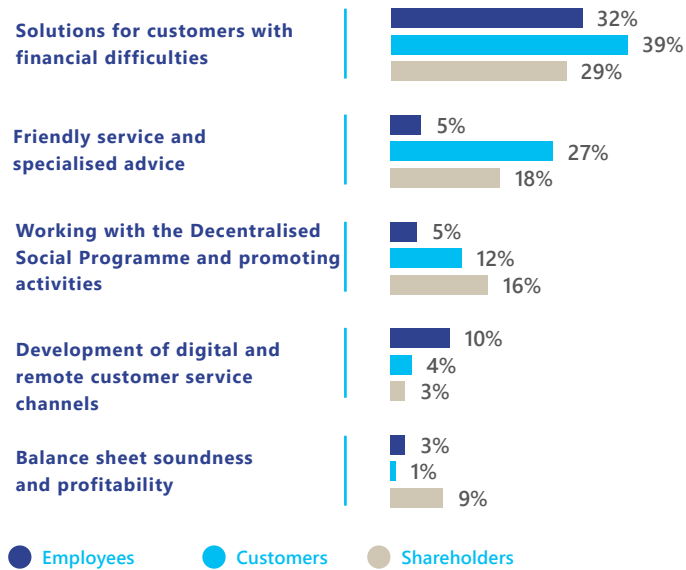
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Priorities for dealing with the consequences of COVID-19

The results of the specific enquiries made on the key issues to tackle in 2021 to address the consequences of the COVID-19 pandemic were as follows:



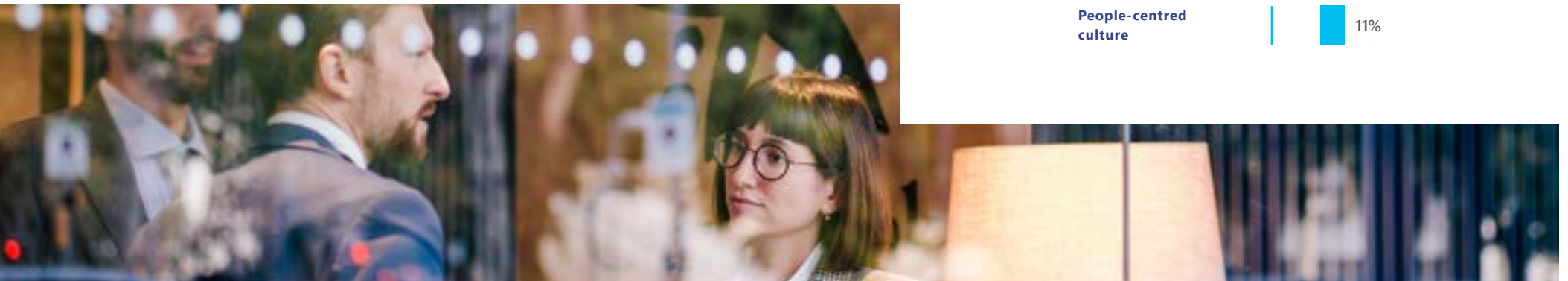
FOR STAKEHOLDERS



FOR EXTERNAL EXPERTS



FOR CAIXABANK'S INTERNAL EXPERTS



Materiality and Strategy

The Bank's strategy forms the basis for the materiality analysis and the selection of issues. The analysis is in turn fed back into the strategy, to ensure it reflects the views and concerns of stakeholders and society and the current trends affecting the climate in which CaixaBank operates.

The material issues linked to the 2019-2021 Strategic Plan are as follows:

2019-2021 STRATEGIC PLAN PRIORITIES	MATERIAL ISSUES (IN ORDER OF PRIORITY)	
Offering the best customer experience	<ul style="list-style-type: none"> 10 Responsible marketing in line with customers' needs 11 Close to the customer service and specialised advice 14 Responsible use of new technology and ethical data handling 15 Solutions for customers with financial difficulties 18 Technological innovation and responsible development of new products and services 20 Development of digital and remote customer service channels 	
Speeding up digital transformation to become more efficient and flexible	<ul style="list-style-type: none"> 1 Cybersecurity and data confidentiality 7 Ensure operational effectiveness and business continuity 	
Fostering an agile and collaborative culture that puts people first	<ul style="list-style-type: none"> 12 Employees' health, safety and welfare 13 Managing talent and professional development 16 Diversity, equality and work-life balance 27 An agile and collaborative work culture 	
Generating an attractive return, while maintaining financial stability	<ul style="list-style-type: none"> 2 Balance sheet soundness and profitability 	
Leading the way on responsible management and social commitment	<ul style="list-style-type: none"> 4 Principled, responsible and sustainable conduct 8 Communication of understandable and transparent information 9 Good corporate governance practices 17 Working with the Decentralised Social Programme and promoting the activities of "la Caixa" Foundation 19 Managing climate change and environmental risks 21 Investment with a social impact and microloans 22 Responsible and transparent procurement 23 Financial education 24 Close to the customer and accessible sales channels 25 Commercialisation of sustainable investment and financing products and services 26 Minimising our carbon footprint and environmental impact 28 Corporate volunteering 	<p style="text-align: center;">CROSS-CUTTING ISSUES</p> <ul style="list-style-type: none"> 3 Long-term vision and anticipating change 5 Active management of financial and non-financial risks 6 Compliance with and adaptation to the regulatory framework

Criteria and scope of the report

The contents of this report address the material issues for the CaixaBank Group and its stakeholders identified in the 2020 Materiality Analysis and in the requirements of Law 11/2018 on the disclosure of non-financial and diversity information. This includes the information needed to understand the Group's performance, results and financial situation, and the environmental and social impact of its activities, together with matters relating to employees, respect for human rights and combating corruption and bribery.

This report has been prepared in line with the following principles to ensure that the information therein is transparent, reliable and completeness:

- > **Global Reporting Initiative (GRI) Guide**, under the "exhaustive" option. The criteria and principles set out in this guide for the definition of the content and quality of the report have been applied.

>> PRINCIPLES FOR THE DEFINITION OF THE CONTENT OF THE REPORT

- > Stakeholder engagement
- > Context
- > Materiality
- > Completeness

>> PRINCIPLES FOR THE QUALITY OF THE REPORT

- > Accuracy
- > Balance
- > Clarity
- > Comparability
- > Reliability

- > **Framework of the International Integrated Reporting Council (IIRC)** covering strategic focus and future orientation, connectivity of information, stakeholder relationships, materiality, conciseness, reliability, completeness, consistency and comparability.

- > **Principles established in the Accountability AA1000APS (2018) standard:** inclusivity, according to GRI 102-42 and GRI 102-43 indicators; materiality, according to the Materiality Study described in this report; and responsiveness to stakeholders, with the main codes, policies and performance indicators indicated in this report.

- > **Principles of the UN Global Compact and Sustainable Development Goals (SDGs)**, within the 2030 Agenda.

- > **Guide for Preparing the Management Report for Listed Companies from the CNMV.**

- > The materiality requirements set out in the industry standard for commercial banks of the **Sustainability Accounting Standards Board (SASB)**.

This report contains performance data for CaixaBank and the subsidiary companies that form the CaixaBank Group. When the indicators reported do not refer to the Group but rather a part of it, this will be clearly stated. The information corresponding to GRI and the requirements of Law 11/2018 on the disclosure of non-financial and diversity information conforms the ISAE 3000 standard, as verified by an independent expert. Material issues for the purposes of Law 11/2018 and GRI are those classified as of High and Medium Materiality.



See **Non-financial information statement**

Ethical and responsible behaviour

CaixaBank is a financial group with a **socially responsible, long-term universal business model**, based on **quality, trust and specialisation**, offering a value proposition of products and services for each segment, treating innovation as both a strategic challenge and a distinguishing feature of its corporate culture. As a leader in retail banking in Spain and Portugal, it is a key player in supporting sustainable economic growth.

CaixaBank, S.A. is the parent company of a financial services group whose shares are traded on the stock exchanges of Barcelona, Madrid, Valencia and Bilbao, and on the continuous market. Traded on the IBEX-35 since 2011, it is also listed on the Euro Stoxx Bank Price EUR, the MSCI Europe and the MSCI Pan-Euro.



Our mission

“To contribute to the financial well-being of our customers and to the **progress of society**”

CaixaBank offers its customers the best tools and expert advice to make decisions and develop habits that form the basis of **financial well-being** and enable them to appropriately plan to meet recurring expenses, cover unforeseen events, maintain their purchasing power during retirement or to turn their dreams and projects into reality.

Besides contributing to our customers' financial well-being, our aim is to **support the progress of the whole of society**. We are a retail bank with deep roots wherever we operate. We therefore feel we must play our part in the progress of the communities in which we are based.

>> WE DO THIS WITH:

- > Specialised advice.
- > Personal finance simulation and monitoring tools.
- > Comfortable and secure payment methods.
- > A broad range of savings, pension and insurance products.
- > Responsibly-granted loans.
- > Overseeing the security of our customers' personal information.

>> WE CONTRIBUTE TO THE PROGRESS OF SOCIETY:

- > By effectively and prudently channelling savings and financing, and guaranteeing an efficient and secure payment system.
- > By fostering financial inclusion and education; environmental sustainability; support for diversity; housing aid programmes; and promoting corporate voluntary work.
- > And, of course, through our work with the Obra Social (social programme) of the “la Caixa” Banking Foundation, whose budget is partly funded from dividends that CriteriaCaixa receives on its shares in CaixaBank. A major part of this budget is funnelled into identified local needs through the CaixaBank branch network in Spain and BPI in Portugal.

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OUR VALUES

Quality

Social Commitment

Trust

OUR MISSION

To contribute to the financial well-being of our customers and to the **progress of society**

OUR CULTURE

People first

Flexibility in our approach

Working together is our strength

OUR STRATEGY

To be a **leading and innovative** financial group, with the **best customer service** and setting the benchmark for **socially responsible banking**



>> CUSTOMERS

- > Setting the benchmark
- > Relationship based on proximity and trust
- > Excellent service
- > Value proposition for each segment
- > Commitment to innovation



>> SOCIETY

- > Maximizing our contribution to the economy
- > Building stable relationships based on trust
- > Helping to solve the most urgent social challenges
- > Transition to a low-carbon economy



>> SHAREHOLDERS

- > Long-term creation of value
- > Attractive returns
- > Close, transparent relationship



>> EMPLOYEES

- > Ensuring their well-being
- > Fostering their professional development
- > Promoting diversity, equal opportunities and work-life balance
- > Emphasising merit



Universal
banking model

A socially responsible model which covers all financial and insurance needs

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Ethics and integrity

Respect for human rights is at the heart of CaixaBank's corporate values and is the starting point for the development of any legitimate business. To uphold these values, its **Corporate Human Rights Policy and its Code of Ethics and Action Principles** form the top level of CaixaBank's internal standards and regulation. They are approved by the Board of Directors and are based on the principles of the UN Universal Declaration of Human Rights and the Declaration of the International Labour Organization.

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Corporate Human Rights Policy

CaixaBank protects the human rights of each main group of stakeholders as follows:

Our responsibility to employees

CaixaBank considers its relationship with its employees to be one of its main human rights responsibilities.

CaixaBank's policies on the recruitment, management, promotion, remuneration and development of people are linked to respect for diversity, equal opportunities, meritocracy and non-discrimination on the basis of gender, race, age, disability or other circumstances.

Our responsibility to customers

CaixaBank requires its employees to have respect for people, their dignity and their fundamental values. Likewise, it strives to work with customers who share CaixaBank's values of respect for human rights.

Key points in this area include: developing new financial services and products in line with CaixaBank's aspirations with regard to human rights, building social and environmental risks into decision-making processes, fostering financial inclusion and avoiding the financing of or investment in companies and/or businesses connected with serious human rights violations, respect for confidentiality, the right to privacy and the confidentiality of customer and employee data.

Our responsibility to suppliers

CaixaBank requires its suppliers to respect human and labour rights and encourages them to implement these rights in their value chain.

Therefore, CaixaBank's practices include: requiring its suppliers to understand and respect its Code of Conduct for Suppliers and the Principles of the United Nations Global Compact, carrying out additional controls on suppliers that are considered internally to be of potentially medium-high risk, and taking any necessary corrective measures in response to failures to comply with its standards.

Our responsibility to the community

CaixaBank is committed to supporting human rights in the communities where it operates, by complying with current legislation, cooperating with government institutions and courts of law, and respecting internationally recognised human rights wherever it conducts business.

CaixaBank also promotes the awareness of international human rights principles as well as initiatives and programmes, the contribute positively to them as well as the UN Sustainable Development Goals (SDGs).



¹ https://www.caixabank.com/deployedfiles/caixabank.com/Estaticos/PDFs/Sostenibilidad/Politica_DDHH_2019_EN.pdf

Human Rights **Due diligence and assessment**

CaixaBank strives to understand what impacts its activities have on Human Rights.

To this end, it implements regular due diligence processes to assess the risk of non-compliance, which form the basis for proposing measures to prevent or remedy negative impacts and to maximise positive impacts. In the first half of 2020, CaixaBank completed its regular human rights due diligence and assessment process, which it carries out with a third party.

The assessment obtained was satisfactory and showed that the control environment is appropriate.

- > CaixaBank has appropriate measures in place to deal with all the Human Rights risks to which it is exposed.
- > CaixaBank is a very mature organisation in terms of protecting and respecting human rights and lives up to the commitments defined in its Corporate Human Rights Policy.

Due diligence process

- > Identification of risk events according to the commitments and principles of action contained in CaixaBank's Corporate Human Rights Policy and potential human rights violations of which CaixaBank may be guilty, in line with its commitments to its employees and suppliers, as a provider of financial services and as part of the community.
 - > **Identification of those human rights issues which are applicable to CaixaBank, based on the 35 human rights listed in the *Guide to Human Rights Impact Assessment and Management* published by the World Bank Group's International Finance Corporation (IFC).**
 - > Definition of potential risk events and assessment of their severity. 37 events were analysed.
 - > Identification of the stakeholders that could be affected by each risk event.
- > Definition, prioritisation and management of the criteria considered in the assessment.
- > Identification of the due diligence measures that must be applied in the business itself, in the supply chain and/or via other commercial relationships in order to prevent and mitigate the identified impacts and determine how to tackle them.

The results obtained from the Human Rights due diligence and assessment process had a significant impact on CaixaBank's DJSI score for 2020

Assessment process

- > The starting point is the procedure for the assessment and due diligence of human rights risks.
- > Construction of human rights risk maps for each bloc according to the probability, impact and severity of the risk.
- > Checks on the due diligence processes and measures put in place by CaixaBank to prevent and mitigate potential risks.



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¹ https://www.caixabank.com/deployedfiles/caixabank/Estaticos/PDFs/responsabilidad_corporativa/Resumen_Proceso_Debida_Diligencia_Assessment_DDHH_Ju_nio_2020_en.pdf

>> DUE DILIGENCE MEASURES CLASSIFIED UNDER FOUR BLOCS AND MAIN INDICATORS AT 31 DECEMBER 2020



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Human Resources management

Equal treatment in the management of people

41.6%

% of women sub-managers and above in large branches¹

42.9%

women on the Board of Directors

Fair working conditions

2,344

employees on paid leave²

Freedom in the working environment

70%

participation in Commitment Study

Working environment and workplace (accessibility, safety and health)

1.04

accident frequency rate

3.4%

manageable absenteeism rate (illness and accidents)

Information security and data protection (employee privacy)

+€50 million

Invested in information security

Financing and investment

Ensuring appropriate mortgage commitments

14,455

homes in social rent programme

Business and corporate financing

630

financing applications assessed in terms of environmental risk

€2,997 million

loans linked to sustainability factors

Nature of investments

~€140 billion

of investments take ASG criteria into account³

Procurement and suppliers

Procurement process

€642 million

volume of purchases contracted via electronic platforms

€5.4 million

volume of procurement contracts awarded to Sheltered Employment Programmes

Marketing

Accessibility for customers

100% / 83%

towns and cities with >10,000 inhabitants where CaixaBank / BPI operate

Marketing (product design, marketing and advertising, sales)

18,710

employees with MiFID II certification

Information security and data protection (customer privacy)

98%

of employees completed the security course in 2020

¹ Branches A and B. CaixaBank, S.A.

² CaixaBank, S.A.

³ VidaCaixa and CaixaBank Asset Management, respectively.


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CaixaBank Code of Ethics and Business Principles

Compliance with current laws and standards

Everyone at CaixaBank must comply with prevailing laws, rules and regulations at all times.

Respect

We respect people, their dignity and fundamental values. We respect the cultures of the regions and countries where CaixaBank operates. We respect the environment.

Integrity and transparency

By having integrity and being transparent, we generate trust, a fundamental value for CaixaBank.

Excellence and Professionalism

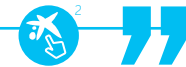
We work diligently and effectively. Excellence constitutes one of CaixaBank's fundamental values. For this reason, we place our customers' and shareholders' satisfaction at the centre of our professional activity.

Confidentiality

We uphold the confidentiality of the information that our shareholders and customers entrust to us.

Social responsibility

We are engaged with society and the environment, and build these targets into our business activities.



Anti-Corruption Policy

CaixaBank's Anti-Corruption Policy, which complements its Code of Ethics and Action Principles, ensures all forms of corruption are excluded and we conform to the highest standards of responsibility. As a signatory to the UN global Compact, CaixaBank undertakes to comply with its 10 Principles, and in particular to work to combat corruption in all its forms, including extortion and bribery (Principle No. 10).

The Policy also details the types of conduct, practices and activities that are prohibited, to prevent situations that could involve extortion, bribery, facilitation payments or influence peddling.

The policy includes and establishes:

Rules on the acceptance and giving of gifts

It is prohibited to accept gifts of any amount if the purpose is to influence the employee. In other cases, no gifts with a market value of over 150 euros may be accepted.

Gifts must not be given to public officials and authorities.

Travel and hospitality expenses

These expenses must be reasonable and related to the Entity's activity, always at the expense of CaixaBank and paid directly to the service provider.

Relationships with political parties and officials

It is prohibited to make donations to political parties and their associated foundations. Debt cancellation agreements may only be reached with political parties and their associated foundations when provided for by national party financing laws.

CaixaBank shall not contract direct lobbying or interest representation services to position itself with authorities but rather it will generally share its opinions through various associations to try to come to an understanding on the industry's position.

Additionally, the Policy covers the areas of: **(i)** Sponsorship, **(ii)** Donations and contributions to foundations and NGOs and **(iii)** High-risk suppliers.

¹ https://www.caixabank.com/deployedfiles/caixabank/Estaticos/PDFs/responsabilidad_corporativa/Code_of_Business_Conduct_and_Ethics_jan2019.pdf

² https://www.caixabank.com/deployedfiles/caixabank/Estaticos/PDFs/responsabilidad_corporativa/Anti_corruption_Policy_jan2019.pdf

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The main policies on **ethics and integrity** approved by the Board of Directors are:

Policy	Objective	Last update	Published on CaixaBank corporate website
Code of Business Conduct and Ethics	Manifesto on the values and ethical principles that underpin our activity and should govern CaixaBank's operations.	January 2019	✓
Corporate Human Rights Policy	Minimum standard for carrying out activities legally.	October 2019	✓
Anti-corruption Policy	To prevent both the Company and its external partners, directly or through third-parties, from engaging in conduct that may be contrary to the law or to the basic principles of CaixaBank's activity.	January 2019	✓
Corporate Policy on Compliance with Criminal Law	To ensure that no criminal acts occur within the organisation.	April 2020	✓
Corporate Policy for the Prevention of Money Laundering and the Financing of Terrorism (AML/CFT) and managing sanctions and international countermeasures within the CaixaBank Group	To actively promote the implementation of the highest international standards in this area, in all jurisdictions where the CaixaBank Group operates.	July 2020	✓
Corporate Policy regarding the Defence Sector	This policy regulates the conditions for maintaining business relations with companies in the sector, as well as establishing restrictions and exclusion criteria.	December 2019	⊗ ¹
Internal Regulations on Conduct Concerning the Securities Market	To foster transparency in markets and uphold the legitimate interests of investors at all times in accordance with Regulation 596/2014 of the European Parliament and the Securities Market Law.	July 2019	✓
General Corporate Policy on Conflicts of Interest	To prevent or deal with potential conflicts of interest that may arise in different areas and scenarios.	February 2020	✓
Corporate Privacy Policy	To establish fundamental rights to data protection and privacy.	January 2020	⊗ ¹

CaixaBank is firmly committed to **preventing money laundering and the financing of terrorism**. It is considered fundamental to establish the necessary measures and to revise them regularly in order to ensure, as far as possible, that CaixaBank products and services are not used for any illegal activity. In this regard, it is essential to actively collaborate with regulators and security forces and to report all suspicious activities detected. To prevent this risk, to which it is exposed, CaixaBank has a risk management model for money laundering and the financing of terrorism in place across its activities, businesses and

relationships, both nationally and internationally. Spanish law requires an annual review by an independent external expert of the organisation's anti-money laundering measures. No significant deficiencies were identified in the review carried out in 2020.

Respect for the fundamental right to data protection and privacy is reflected in our code of ethics, and is the pillar upon which one of our corporate values is based: trust. The **Corporate Privacy Policy** and internal regulations on confidentiality and the processing of personal data

ensure these rights are protected. To ensure risks affecting personal data management and processing are regularly reviewed, the Privacy Committee and Privacy Impact Assessment Committee are responsible for analysing and approving new processes and for monitoring the implementation of the agreed measures.

¹ Some Principles, extracted from the Policy, are published.

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Measures to ensure compliance with policies

Promoting and developing an effective culture of conduct throughout the institution is key to ensuring codes and policies are properly implemented. A communication and awareness strategy designed to strengthen this culture operates throughout the organisation. The main tools used in this strategy are:

Training:

In 2020, the variable remuneration of all CaixaBank, S.A. employees was linked to attending and passing certain compulsory training courses on regulatory matters or issues of particular sensitivity with regard to conduct. This was also extended to the rest of the Group in 2020.

34,605

EMPLOYEES WITH BONUS LINKED TO TRAINING

29,707 IN 2019, +17%



Communication:

In 2020, in addition to training courses, specific awareness-raising sessions were held in branches and specialised areas. News items, features and circulars were also published on the intranet.

260

AWARENESS-RAISING ACTIVITIES

313 IN 2019



Linking employees' variable remuneration to conduct-related risks:

Corporate challenges include meeting a target indicator based on a number of variables related to conduct (customer due diligence and the correct formalisation of operations). Employees' variable remuneration is reduced if these targets are not met.

>> MAIN TRAINING COURSES ATTENDED BY EMPLOYEES ON RESPONSIBLE PRACTICES

	Training in 2020	
	Linked to remuneration	Total employees who have passed the course ¹
New Queries and Reporting Channel		28,733 employees
Transparency in the marketing of CaixaBank products and services		27,026 employees
AML/CFT and Sanctions Update		33,499 employees
Data Protection in CaixaBank		35,875 employees
Information security and preventing customer fraud		28,269 employees

¹ Certain trainings are prioritized based on the different companies risk.



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Queries and reporting channel

The Queries and Reporting Channel is a key part of the Group's conduct management strategy. Employees can use it to ask questions about the interpretation or practical application of codes of conduct and other policies, and can report possible breaches thereof. Complaints submitted by customers are processed through CaixaBank's established customer service channels.

The procedure for resolving complaints is rigorous, transparent and objective, with strict guarantees of confidentiality and anonymity and reprisals are prohibited.

If any employees of the CaixaBank Group engage in potentially fraudulent activities or corruption, in the course of their work, such conduct will be considered an extremely serious breach of conduct under the current collective agreement, and the employees involved will incur the sanctions envisaged in the aforementioned agreement for such offences.

A new Queries and Reporting Channel was launched in 2020, based on national and international best practices, applying a comprehensive Group vision to the reporting of breaches.

The main milestones achieved in respect of the new Channel are:

- > **New platform:** this is accessible both internally and via the internet, giving year-round 24-hour access from any location and device.
- > **Stakeholders:** in addition to employees, CaixaBank Directors, temporary agency staff, agents and suppliers can also access this channel.
- > **Anonymous reporting option.**

>> THE QUERIES AND REPORTING CHANNEL IN FIGURES (2020)



38 Reports (21 in 2019)

489 Queries (285 in 2019)

Of the 38 cases reported in 2020, further action was taken on 20 (53%) and 18 were rejected (47%).

Of the complaints admitted, 20% are still ongoing, while in 15% of cases no non-compliance has been detected. In 65% of cases, non-compliance has been detected and in most of these (92%) disciplinary measures have been applied.

Among the complaints received, the most frequent are those relating to product marketing, transparency and customer protection (40%) and data protection (16%).

By location, the largest proportion come from Catalonia (29%), Andalusia (21%), Portugal (21%) and Madrid (16%).

	REPORTING BY TYPE	QUERIES BY TYPE
	15	16
	Product marketing, transparency and customer protection	
	6	10
	Data protection / Confidentiality of information	
	3	88
	Conflicts of interest	
	0	288
	Non-compliance with the Internal Code of Conduct (ICC)	
	1	22
	Anti-corruption Policy	
	13	65
	Other	



UNE 19601 Certification – Criminal Compliance Management System

In 2020, CaixaBank obtained the UNE 19601 certification for *Criminal Compliance Management Systems*, in recognition of its commitment, in accordance with best practice, to promote a responsible culture aimed at preventing crime within the organisation.

The UNE 19601 standard is the national standard for Criminal Compliance issued by the Spanish Association for Standardisation (UNE). It establishes the structure and methodology necessary to implement organisational and management models for crime prevention.

The external audit performed to certify CaixaBank's crime prevention model was carried out by AENOR, an independent third party and an expert in the certification of this type of standard.

CaixaBank has a specific **complaints channel for employees to report harassment**. This is accessible via the corporate intranet. During 2020, three formal complaints were received regarding possible occupational and sexual harassment. External consultants determined that in two of the cases there were potential indications of harassment, one of which was upheld as in fact involving harassment. In 2019, 5 formal complaints were received, none of which were finally upheld.

As established in the Protocol, reports were prepared by external consultants on the three formal complaints, with the following result: there were potential indications of harassment in two cases; in the third no harassment was found to have taken place and mediation measures between the parties were recommended.

The section on the Prevention of Harassment was a key feature of the Wengage Diversity section of the corporate intranet in 2020.

Training was also provided to raise awareness of the protocol for the prevention of harassment. Attention is also drawn to the Harassment Protocol channel during the training course on the Code of Ethics.

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Responsible marketing and communication

Product design

The correct design of financial products and services, including financial instruments and banking and insurance products and services, and their proper marketing are a priority. Regulations governing different products and services are applied to ensure that CaixaBank has adequate Know Your Customer processes and communicates clearly and truthfully about the risks of its investments. These regulations cover (i) financial instruments (the Markets in Financial Instruments Directive-MiFID); (ii) banking products and services (European Banking Authority Guidelines on product oversight and governance arrangements for retail banking products); and (iii) insurance products (the Insurance Distribution Directive-IDD).

The **Product Governance Policy**, approved by the CaixaBank Board of Directors, and updated in July 2020, establishes the principles for approving the design and marketing of new products and services, and for monitoring the product's life cycle, based on the following premises:

- > To meet the needs of customers or potential customers in a flexible manner.
- > To strengthen customer protection.
- > To minimise legal and reputational risks arising from the incorrect design and marketing of products and services.
- > To ensure all relevant areas are involved in the approval and monitoring of products and services, and senior management is engaged in defining and supervising the Policy.

The Policy applies to all companies controlled by the Group that produce or distribute banking, financial or insurance products.

¹ 24 face-to-face sessions and 28 written agreements

AREAS OF RESPONSIBILITY

PRODUCT DESIGN	CaixaBank S.A.	Other companies in the group	Other companies in the group
PRODUCT MARKETING	CaixaBank S.A.	CaixaBank S.A.	Other companies in the group
Board of Directors of CaixaBank S.A. Responsible for Policy			
Transparency Committee of CaixaBank S.A. Responsible for procedures Appointment of managers		Body or department equivalent to the Product Committee in CaixaBank S.A.	
Product Committee of CaixaBank S.A. Approval of the product/service			
Responsible for Product	Coordination between product manager in CaixaBank and in the company		

The members of **the CaixaBank, S.A. Product Committee** are drawn from the control, support and business divisions to ensure it has sufficient specialised knowledge

to understand and oversee products, their associated risks, and regulations on transparency and customer protection.

52

NUMBER OF SESSIONS HELD BY THE PRODUCT COMMITTEE¹



246

PRODUCTS/SERVICES ANALYSED

218 IN 2019



4

PRODUCTS/SERVICES INITIALLY REJECTED

12 IN 2019



The Product Committees of CaixaBank Payments&Consumer and BPI reviewed 9 and 54 products, respectively.

Marketing

Employees' knowledge of products and services is key to ensuring that the information conveyed to customers is clear and complete. Training ensures employees have an adequate knowledge of the products and services.

>> PROFESSIONALS CERTIFIED

18,710

**EMPLOYEES WITH
MIFID II CERTIFICATION**

18,074 IN 2019



6,557

**EMPLOYEES WITH
CERTIFICATION ABOVE
MIFID II LEVEL**

6,548 IN 2019



18,066

**EMPLOYEES WITH
CERTIFICATION IN REAL
ESTATE LAW**

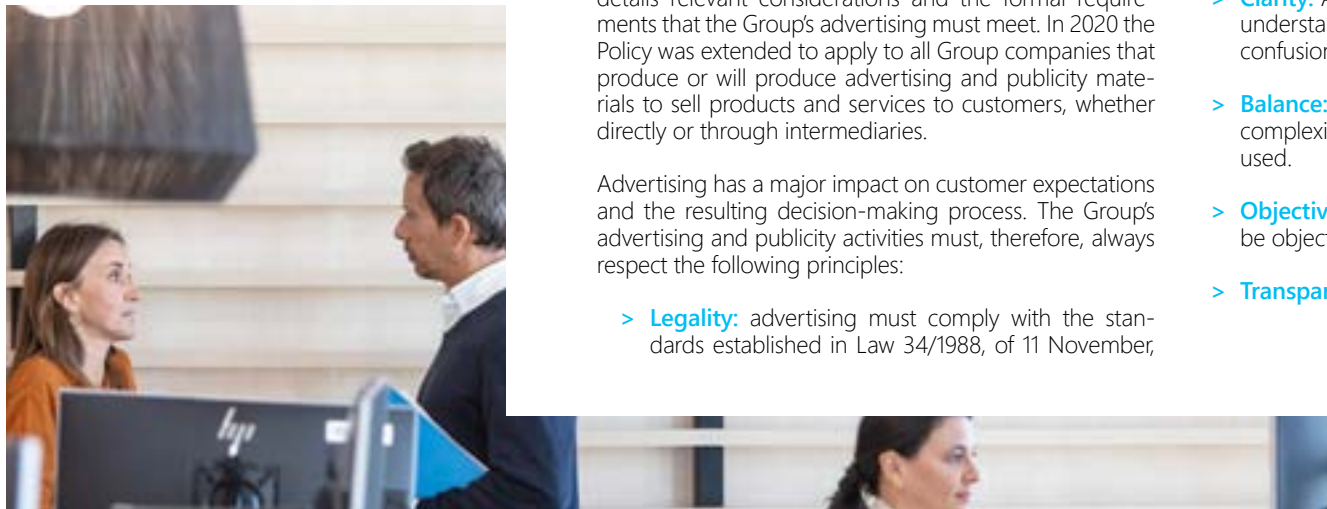
9,863 IN 2019



250

**EMPLOYEES WITH CERTIFICATION
IN THE INSURANCE
DISTRIBUTION DIRECTIVE (IDD)**

21,475 WITH CERTIFICATION IN CONTINUING IDD



The **CaixaBank Marketing Communications Policy**, which was updated in October 2020, includes a detailed description of the internal mechanisms and controls in place to minimise the risks related to publicity. The Policy details relevant considerations and the formal requirements that the Group's advertising must meet. In 2020 the Policy was extended to apply to all Group companies that produce or will produce advertising and publicity materials to sell products and services to customers, whether directly or through intermediaries.

Advertising has a major impact on customer expectations and the resulting decision-making process. The Group's advertising and publicity activities must, therefore, always respect the following principles:

- > **Legality:** advertising must comply with the standards established in Law 34/1988, of 11 November,

on advertising, in Law 3/1991, of 10 January, on unfair competition and other general rules applicable to the advertising of products and services.

- > **Clarity:** Advertising must help the target customers understand the product without causing doubts or confusion.
- > **Balance:** The advertising message must reflect the complexity of the product or service and the channel used.
- > **Objectivity and impartiality:** The message must be objective with no subjective assessments.
- > **Transparency:** The message must not deceive.

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Advertising must also respect the dignity of individuals, any image and intellectual property rights held by third parties, and the corporate image of each of the Group's companies.

CaixaBank is a voluntary member of **Autocontrol**, the association for self-regulation in advertising, which encourages good advertising practice.

CaixaBank has operated a **Transparent Contracts Project** since 2018 designed to ensure transparent and responsible marketing and communication. The aim of the project is to simplify the language of contractual and pre-contractual documents for the products and services sold by CaixaBank. The product agreements reviewed in 2019 included: CaixaBank Current Accounts, CaixaBank Now and Consumer Loans. In 2020 the documentation for a further seven products was reviewed:

- > MyBox House
- > Prepaid card
- > Mortgage loans
- > Flexible investment life annuity
- > MyBox auto
- > Framework contract financial advice
- > Travel insurance

>> TRANSPARENT CONTRACT PROJECT AIMS



Transparency

Greater transparency when documents are signed by customers



Clarity

Through clear, comprehensible language



Trust

Improving the customer's experience and inspiring confidence when they sign



Security

And providing greater legal security for the customer and the organisation

>> ADVERTISEMENTS OR ADVERTISING CAMPAIGNS REFERRED TO AUTOCONTROL FOR REVIEW

4,764

IN 2020
3,279 IN 2019



2,602

POSITIVE:
NO ISSUES WERE FOUND WITH THE CONTENT

2,196 IN 2019



2,161

WITH CHANGES:
CHANGES WHERE THE ADVERTISEMENT WERE RECOMMENDED

1,080 IN 2019



1

NEGATIVE:
THE REVIEW ADVISED AGAINST PUBLISHING THE ADVERTISEMENT

3 IN 2019



Tax transparency

CaixaBank's social commitment is reflected in **responsible tax management**, which contributes to sustaining the public finances that fund the infrastructures and public services that are essential for progress and social development.

CaixaBank's tax strategy is based on the values that underpin its corporate culture, while it manages compliance with its tax obligations in line with its **low tax-risk profile**. The minimal adjustments required to CaixaBank's tax returns reflect this low risk approach.

CaixaBank understands tax risk as the risk of negative effects on its financial statements and/or the Group's reputation, arising from tax-related decisions by the organisation or by tax and judicial authorities. It is covered under Legal/Regulatory Risk in the Risk Taxonomy.

In all jurisdictions where CaixaBank operates, it diligently complies with any tax obligations arising from its economic activity. Tax compliance mainly refers to:

- i. The payment of all taxes generated on CaixaBank's own business activities,
- ii. The collection of taxes from third parties arising from their economic relationship with CaixaBank, and
- iii. Complying with public authorities' information and cooperation requirements.



CaixaBank tax strategy



CaixaBank's Tax Risk Control and Management¹



¹ Reviewed periodically. Latest update January 2020.

² https://www.caixabank.com/deployedfiles/caixabank/Estaticos/PDFs/responsabilidad_corporativa/66413_Estrategia_Fiscal_2020_ING.pdf

³ https://www.caixabank.com/deployedfiles/caixabank/Estaticos/PDFs/responsabilidad_corporativa/66413_Politica_Riesgo_Fiscal_2020_ING.pdf


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>> VOLUNTARY CODES OF GOOD TAX PRACTICE

Codes of Best Tax Practice in Spain

CaixaBank is a voluntary member and active participant in the Large Corporates Forum. The Forum includes the Tax Agency (AEAT) and major large taxpayers. Its aim is to extend and deepen their cooperative relationship through a forum where the main tax issues can be analysed jointly and sector by sector.

- > Approved by the Large Companies Forum.
- > It contains a series of recommendations, voluntarily assumed by both the Tax Agency and companies, to improve the tax system through:
 - > Increased legal certainty.
 - > Mutual cooperation based on good faith.
 - > Legitimate trust.
 - > The application of responsible tax policies in companies with the knowledge of their governing bodies.

Code of Tax Practice for UK Banks

Through its London Branch:

- > CaixaBank is voluntarily affiliated to this Code issued by the UK tax authorities.
- > It is committed to maintaining high standards of governance and conduct in compliance with its tax obligations.

>> INTERPRETATION OF TAX RULES

Compliance with the obligations imposed by tax regulations means paying taxes.

- > CaixaBank takes the following into account:
 - > The will of the legislator.
 - > The underlying economic reasonableness, in line with the OECD tax principles (Organisation for Economic Cooperation and Development) embodied in the BEPS project (Base Erosion and Profit Shifting).
- > Our interpretation of tax regulations is verified by tax consultants of recognised standing, when the complexity or importance of the issue requires it, and we may request clarification from the tax authorities, if this is deemed necessary.
- > Decisions on tax matters resulting from these interpretations are subsequently reviewed by CaixaBank's external auditors. In order to safeguard the independence of CaixaBank's audit, it does not employ as tax advisers the same professionals who audit its accounts.
- > As a corollary of the reasonableness of the interpretation of tax rules, tax inspections verify compliance with tax obligations.

Conclusion

The interpretation of tax regulations by CaixaBank results in fair and reasonable tax management in accordance with applicable tax legislation.

Taxes managed by the CaixaBank Group and amount

>> OWN TAXES

Taxes paid by CaixaBank

Direct taxes

- > Corporate income tax
- > Business and property taxes

Indirect taxes

- > Non-deductible VAT
- > Duty on transfers of assets and documented legal transactions (ITP-AJD)
- > Employers' social security contributions

>> THIRD PARTIES' TAXES

Collection on behalf of the tax authorities of taxes payable by third parties arising from their economic relationship with CaixaBank

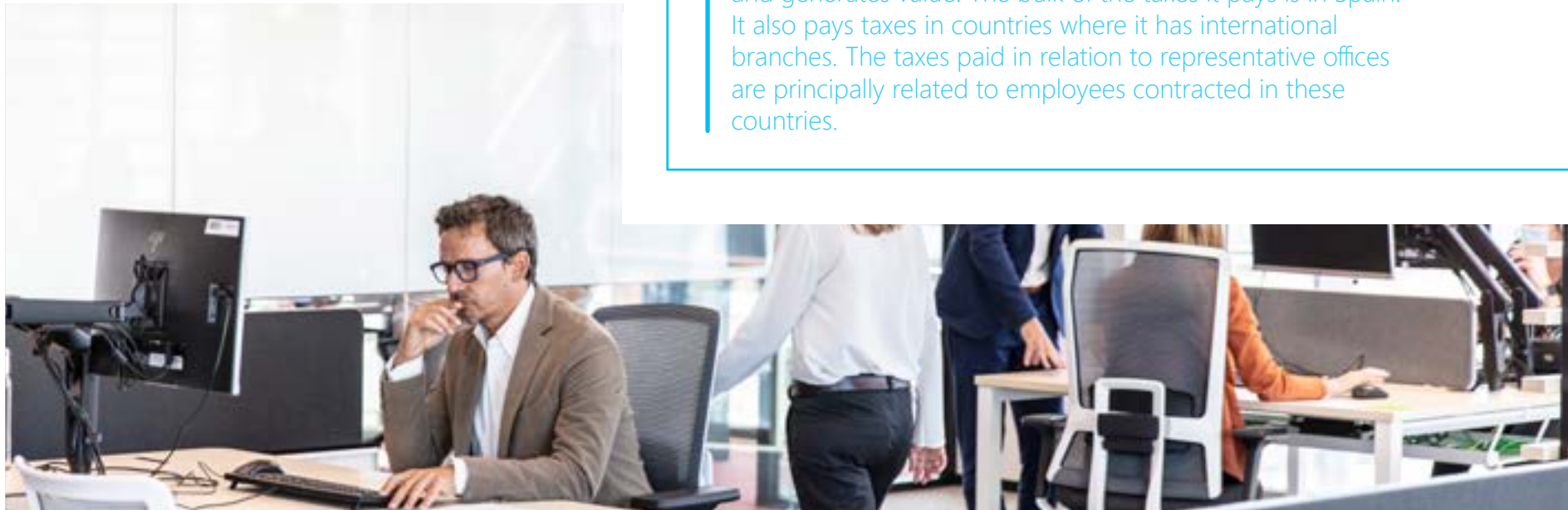
- > Personal income tax withholdings on salaries, interest and dividends received
- > Employees' social security contributions
- > VAT paid in to the tax authority

>> COLLECTION AND COOPERATION

Acting as a partner to the tax authorities of Spain, its autonomous regions and local authorities, assisting them in the collection of taxes

- > Through the branch network, ATMs and online channels
- > Cooperating transparently and proactively with public authorities to combat tax evasion and fraud

CaixaBank is committed to paying taxes wherever it operates and generates value. The bulk of the taxes it pays is in Spain. It also pays taxes in countries where it has international branches. The taxes paid in relation to representative offices are principally related to employees contracted in these countries.



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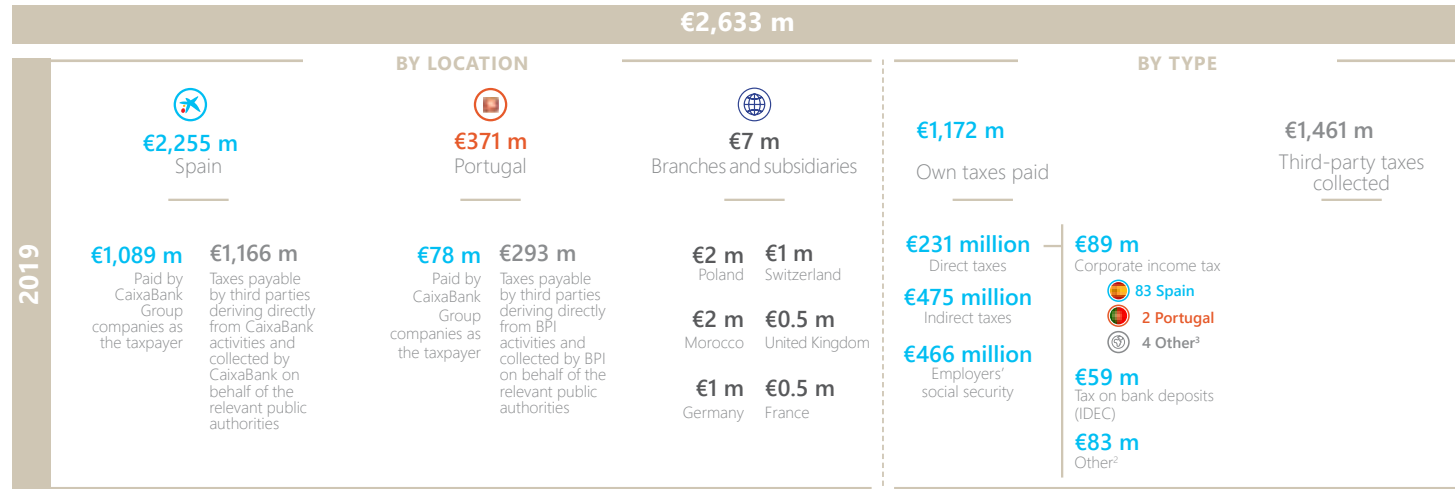


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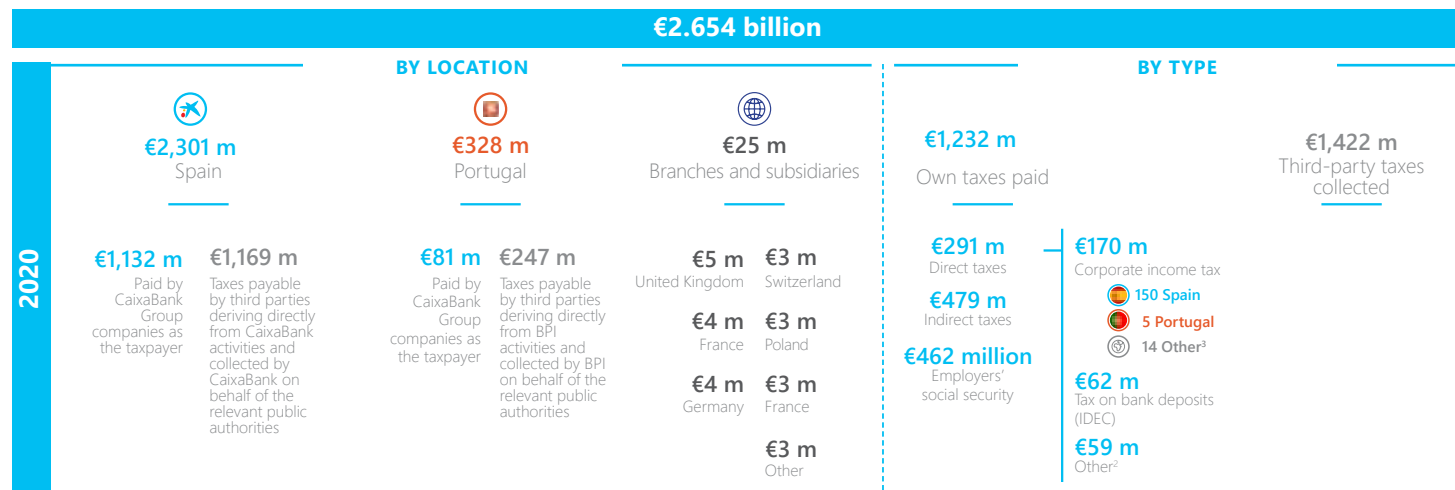
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>> OWN TAXES AND TAXES COLLECTED FROM THIRD PARTIES IN 2019 AND 2020, ON A CASH FLOW BASIS



>> €2,077 m
consolidated profit before tax

>> 36%
Total (total tax rate)¹



>> €1,601 m
consolidated profit before tax

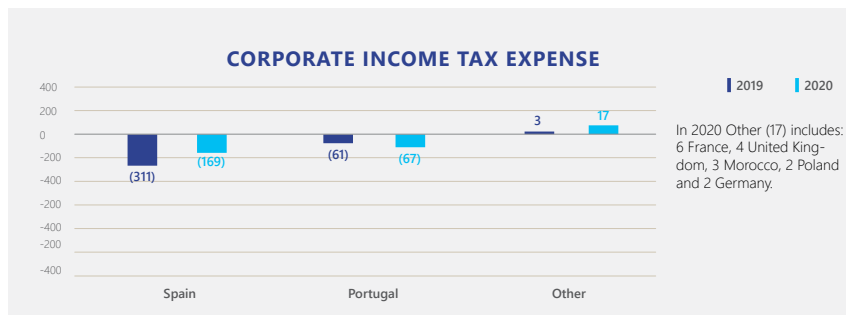
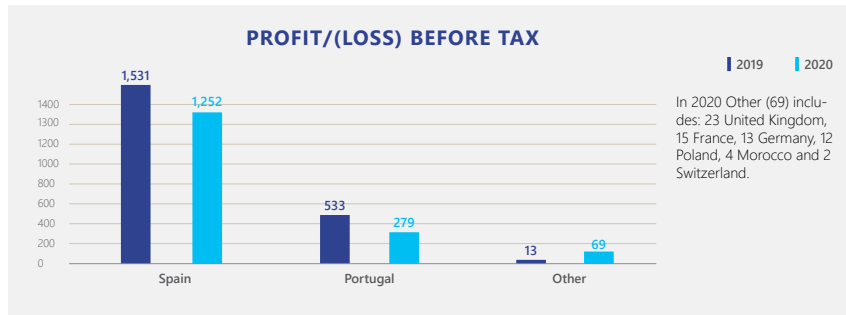
>> 43%
Total (total tax rate)¹

¹ The total tax rate is measured as a percentage of all taxes paid divided by profit before all said taxes (1,232/(1,232+1,601))=43%
² This mainly corresponds to Business Tax (€26 million) and Property Tax (€31 million).
³ Other: €6 million United Kingdom, €3 million France, €2 million Switzerland, €1 million Poland, €1 million Germany and €1 million Morocco.

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>> CAIXABANK GROUP'S PROFIT BEFORE TAX AND CORPORATION TAX ACCRUED, BY REGION (€ MILLION)


The cash outflow related to the corporate income tax expense does not correspond to the amount disclosed in the consolidated statement of profit or loss. There are three main reasons for this:

- > **Timing differences:** cash flows include corporate income tax inflows (refunds) to the tax group in Spain and companies in Portugal in respect of prior years' corporate income tax and payments on account in the current financial year. The tax expense recognised in the consolidated statement of profit or loss corresponds to the amount accrued against profits in the current year.
- > **Scope of consolidation:** the tax consolidation regime in Spain treats "la Caixa" Banking Foundation and CriteriaCaixa as part of the tax group although they do not form part of the business group.

- > **Unused tax credits brought forward:** finally, the last global financial recession resulted in losses for entities that were subsequently absorbed by the Group, thereby generating tax credits for the absorbing entities giving rise to a difference between the tax accrued and the tax expense payable.

>> CAIXABANK AS A PARTNER ENTITY IN THE HANDLING OF TAX AND SOCIAL SECURITY CONTRIBUTIONS

CaixaBank performs an important social function as a partner entity to the national, regional and local tax authorities and the social security authority in Spain:

- > Collecting taxes and social security contributions from third parties.
- > Paying out tax refunds to these third parties when ordered by the tax authorities.

It also cooperates transparently and proactively with public authorities to combat tax evasion and fraud. Funding and resources were dedicated to combating fraud in 2020.

Amount of public authority receipts and payments handled
€75,350 m
COLLECTED

 €79,200 m IN 2019
 
€33,974 m
REFUNDED

 €29.800 m IN 2019
 
CaixaBank's role in combating tax evasion and fraud
3,914
**INDIVIDUAL REQUESTS
FOR INFORMATION
RECEIVED FROM THE
SPANISH AUTHORITIES**

 3,200 IN 2019
 
11,123 seizures
**PROCESSED ON BEHALF
OF THE SPANISH
AUTHORITIES**

 13,900 IN 2019
 


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CaixaBank's stance on tax havens and territories that do not cooperate with the European Union on tax matters

As a general rule, CaixaBank avoids operating in jurisdictions classified as tax havens. Nor does it use tax structures that involve such territories or low- and zero-tax territories when there is no real economic substance for such structures. Any investment in entities that are domiciled in territories classified as tax havens is subject to a prior report on the economic basis for the investment and the approval of the governing bodies.

CaixaBank's policy on tax havens is based on the principles set out in the Group's statutory documents:



Code of Ethics



Tax Strategy



Legal Risk and Control Management Policy

Tax risk is included in this policy

CaixaBank does not currently have any direct holdings in territories classified as tax havens.

CaixaBank Group activity in Luxembourg

Luxembourg is a key jurisdiction for the financial sector for a number of reasons:

- > **Efficiency** in financial matters, thanks to a specialist focus on investment products that allows financial services providers to offer attractive yields.
- > Its high levels of **legal protection** based on the prompt application of legislation and a stable legal system.

The CaixaBank Group operates in a key global market for investment management, reaching more international and domestic customers.

>> PRINCIPLES GOVERNING THE CAIXABANK GROUP'S ACTIVITIES IN LUXEMBOURG

- > CaixaBank's operations in Luxembourg are, like those of the entire Group, completely transparent and subject to the controls required of a regulated business, supervised by bodies that adhere to common European and international standards.
- > CaixaBank has adopted the OECD's fiscal principles set out in the Base Erosion and Profit Shifting (BEPS) project. It does not use artificial corporate structures to transfer profits to low-tax jurisdictions. Any international expansion of its business, therefore, has real economic substance.
- > The identities of our investors in Luxembourg are disclosed to the tax authorities to ensure they meet their tax obligations within a framework of complete transparency.



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CaixaBank's contribution to Agenda 2030 - Sustainable Development Goals

The Sustainable Development Goals are a United Nations-driven initiative with **17 goals and 169 targets** that include new areas such as climate change, economic inequality, innovation, sustainable consumption and peace and justice, among other priorities. Following talks on the SDGs involving 193 UN member states, on 25 September

2015, at a high-level plenary meeting of the General Assembly, an agenda entitled "Transforming our World: **Agenda 2030 for Sustainable Development** " was approved, entering into force on 1 January 2016.

Owing to its size and social commitment, CaixaBank contributes to all the SDGs through its activity, social action and strategic alliances.

The Bank has integrated the 17 SDGs into its Strategic Plan and Socially Responsible Banking Plan, and contributes to all of them in a transversal manner. The Bank focuses mainly on 4 Priority SDGs which allow it to carry out its mission. The 4 priority SDGs are interconnected with the other SDGs and CaixaBank contributes to all of them conjointly.

SDGS

<p>1 NO POVERTY</p>	<p>2 ZERO HUNGER</p>	<p>3 GOOD HEALTH AND WELL-BEING</p>	<p>4 QUALITY EDUCATION</p>	<p>10 REDUCED INEQUALITIES</p>	<p>Commitment to >> PEOPLE</p>		
<p>8 DECENT WORK AND ECONOMIC GROWTH</p>	<p>5 GENDER EQUALITY</p>	<p>9 INDUSTRY, INNOVATION AND INFRASTRUCTURE</p>	<p>11 SUSTAINABLE CITIES AND COMMUNITIES</p>	<p>Commitment to >> SOCIETY</p>			
<p>12 RESPONSIBLE CONSUMPTION AND PRODUCTION</p>	<p>6 CLEAN WATER AND SANITATION</p>	<p>7 AFFORDABLE AND CLEAN ENERGY</p>	<p>13 CLIMATE ACTION</p>		<p>14 LIFE BELOW WATER</p>	<p>15 LIFE ON LAND</p>	<p>16 PEACE, JUSTICE AND STRONG INSTITUTIONS</p>
<p>17 PARTNERSHIPS FOR THE GOALS</p>							

¹ <https://www.caixabank.com/en/about-us/publications.html>

CaixaBank's publication "**Socioeconomic Impact and Contribution to the SDGs 2020**" sets out the Group's strategy in relation to Agenda 2030 and measures its contribution to the SDGs.





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- > Microloans and other finance with social impact
- > Social accounts
- > Capillarity
- > Social actions
- > AgroBank
- > Active Housing Policy



- > Microloans to families
- > Eco-loans in the agricultural sector
- > Decentralised Social Welfare
- > No Home without food



- > Microloans for health and well-being
- > Healthy company
- > Virtaula health and well-being training
- > Collaboration with GAVI, the Vaccine Alliance

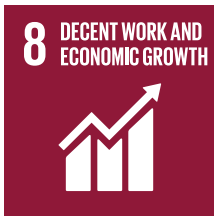


- > Financial Culture Plan
- > Aula Programme
- > Chairs*
- > CaixaBank Research
- > CaixaBank Talks



- > Microloans and other finance with social impact
- > Social accounts
- > Decentralised Social Welfare
- > Active Housing Policy
- > Financial Culture Plan

* CaixaBank Chair of RSE at IESE, AgroBank Chair



- > Financing for companies and self-employed workers
- > Microloans to entrepreneurs and businesses
- > Investment in R&D
- > Job creation



- > Equality Plan
- > Wengage Programme
- > UN Women Empowerment Principles
- > IWEC Awards
- > Microsoft STEM Careers Alliance
- > Support for the main women's associations*



- > Support for Start ups (Day One)
- > Financing companies with social impact
- > Investment in R&D
- > Information security
- > Digitisation plan
- > Green bond



- > Capillarity
- > Active housing policy
- > Membership of UNWTO**
- > Real Estate & Homes
- > Hotels & Tourism

* Equality in the company, Diversity Charter, More women better companies, Eje&Con

** United Nations World Tourism Organisation



- > Financing under ESG criteria
- > Ethics and integrity policies
- > Due diligence and assessment in Human Rights
- > CSR governance framework
- > Adoption of the UNEP FI Principles of Responsible Banking
- > VidaCaixa and CaixaBank Asset Management membership of PRI
- > Verified reporting
- > Certification BCorp imagin



- > Alliances directly related to the SDGs



- > AgroBank
- > Framework for sustainable, green and social bonds



- > Renewable energy financing
- > RE100 membership
- > Reduction of energy consumption
- > Consumption of energy from renewable energy sources
- > Green Bond



- > Members of the GECV (Spanish Green Growth Group) Signatories to the Equator Principles
- Renewable energy consumption Offsetting CO2 emissions
- Renewable energy financing



- > AgroBank



- > Framework for the issuing of Sustainable, Green and Social bonds



- > Ethics and integrity policies
- > Due diligence and assessment in Human Rights
- > Information security
- > Adoption of Self-monitoring



The first Social Action Project in Spain and one of the largest foundations in the world. Strategic alliance for the dissemination of projects and active participation in key programmes such as Incorpora, GAVI Alliance and the volunteering programme



Initiative of the Leadership and Democratic Governance Chair of ESADE with the collaboration of "la Caixa"

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SDG Bonds

Aware of the role played by financial institutions in promoting the mobilisation of capital towards an inclusive and low-carbon economy, CaixaBank has issued two social bonds and a green bond within its **Framework for issuing bonds related to the SDGs** (August 2019). CaixaBank channels funds towards specific actions that contribute directly to the SDGs through the following initiatives:

In February 2021, CaixaBank issued its second green bond for €1 billion.

1 For more details, see **SDG BONDS information**

SOCIAL BOND

September 2019

€1 billion | 5 years | Senior Non Preferred | Coupon of 0.625%

Loans are issued to fight poverty, create decent jobs and boost employment in the most disadvantaged areas of Spain. The funds support loans granted in the three years prior to the issue, while 25% will be used for new loans granted in the issue year.

The following impact indicators are presented in the **First Monitoring Report²** published in October 2020:

1 NO POVERTY
Funding loans granted by MicroBank without guarantees or collateral to individuals or families who live in Spain and whose total available income to fund daily needs such as health care, education or household and vehicle repairs is 17,200 euros or less.

8 DECENT WORK AND ECONOMIC GROWTH
Funding loans granted to self-employed workers, micro-businesses and small businesses operating in Spanish provinces with lower per capita GDP and/or a higher unemployment rate.

160,945 Loans Granted
 147,868 to families | 13,077 to self-employed workers and small businesses

€1,480m of contribution to Spanish GDP | 8,207 workplaces created

87% of beneficiaries state that the financing has had a positive impact on their well-being and has helped them achieve their objectives



Mention social bond of the year (banks) by Environmental Finance.

² Impacts calculated through surveys using the input-output model and with the collaboration of an independent external consultant.

¹ <https://www.caixabank.com/en/shareholders-investors/structured-income-investors.html>



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COVID-19 SOCIAL BOND

July 2020

€1 billion

6 years

Senior preferred

Coupon of 0.75%



100% of the funds will be allocated to financing granted in 2020 arising from Royal Decree-Law 8/2020 of 8 April on anti-COVID measures, with the aim of mitigating the economic and social impacts arising from the pandemic. Loans will be offered to entrepreneurs, microbusinesses and SMEs in the most disadvantaged regions of Spain.

GREEN BOND

November 2020

€1 billion

6 years

Senior Non Preferred

Coupon of 0.375%



Guaranteeing access to affordable, secure, sustainable and modern energy. CaixaBank has already identified some €1,800 million in eligible renewable energy assets, following the strict criteria defined by the bank's SDG framework.



The initiative seeks to develop resilient infrastructure and sustainable industrialisation and to promote innovation. In this regard, CaixaBank has already identified some €500 million in real estate assets with the energy efficiency requirements necessary to comply with the Entity's requirements.

Alignment with the Green Bond Principles (2018), Social Bond Principles (2020) and the Sustainability Bond Guidelines (2018)



Corporate Governance

Robust Corporate Governance enables companies to maintain an efficient and methodical decision-making process, as it incorporates clarity in the allocation of roles and responsibilities and, in turn, fosters proper management of risks and efficient internal control, which promotes transparency and limits the occurrence of potential conflicts of interest. All of this drives excellence in management that results in greater value for the company and therefore for its stakeholders.

As part of our commitment to our mission and vision, we implement good Corporate Governance practices in our activity. This enables us to be a well-governed and coordinated company that is recognised for its good practices.

The information regarding the corporate governance of the Company is supplemented by the Annual Director Remuneration Report (ADRR), which is prepared and submitted to a non-binding vote at the Annual General Meeting.

Once approved by the Board of Directors and published on the CNMV website, the ACGR

report is available on the CaixaBank corporate website (www.caixabank.com).

CaixaBank's Corporate Government Policy is based on the Company's corporate values and also on good practices for governance, particularly recommendations in the Good Governance Code of Listed Companies approved by the CNMV in 2015, which was revised in June 2020. This policy establishes the action principles that will regulate the Company's corporate governance.

» Corporate governance **principles and practices**

01. **Competencies and efficient**

self-organisation of the Board of Directors

02. **Diversity and balance**

in the composition of the Board of Directors

03. **Professionalism and duties**

of members of the Board of Directors

04. **Balanced remuneration**

aimed at attracting and retaining the appropriate profile of members of the Board of Directors

05. **Commitment** to ethical and sustainable action

06. **Protection and promotion** of shareholders' rights

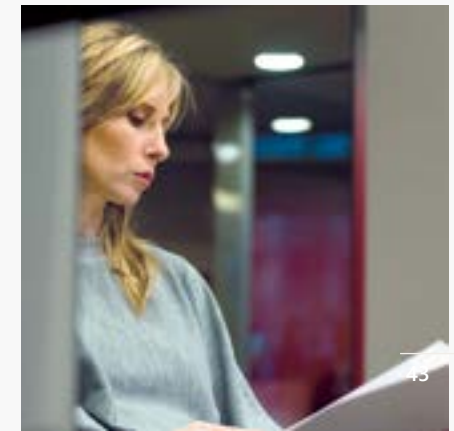
07. **Compliance with current regulations** as the guiding principle for all people who form part of CaixaBank

08. **Internal control framework**

09. **Acceptance and update** of good governance practices

10. **Transparent information**

Throughout the chapter, abbreviations are used with respect to certain company names of different entities: FBLC ("la Caixa" Banking Foundation), CriteriaCaixa (CriteriaCaixa, S.A.U.); as well as the CaixaBank governing bodies: the Board (the Board of Directors) or the AGM (the General Shareholders' Meeting).



Best Corporate Governance practices (G)

Of the 64 Recommendations in the Good Governance Code (excluding one non-applicable recommendation), CaixaBank is fully compliant with 57, partially compliant with five and non-compliant with one. The following list contains the recommendations with which CaixaBank non-compliant or partially compliant, and the reason:

>> CAIXABANK IS PARTIALLY COMPLIANT WITH THE FOLLOWING RECOMMENDATIONS:

Recommendation 5

Because the Annual General Meeting of 28 April 2016 approved a motion which allows the Board to issue bonds and other instruments convertible into shares with the exclusion of pre-emptive subscription rights by making any capital increases that the Board of Directors may approve under this authorisation subject to the legal limitation of 50% of the capital and not 20%. The aim of this is to provide the entity with maximum flexibility in relation to the instruments available for the integration of its regulatory capital.

Recommendation 10

Because the regulations of CaixaBank's Annual General Meeting provide for a different voting system depending on whether resolutions are proposed by the Board of Directors or by shareholders. This is to avoid counting difficulties in respect of shareholders who are absent before the vote and to resolve new proposals dealing with resolutions that contradict the proposals submitted by the Board, ensuring in all cases the transparency of counting and the proper recording of votes.

Recommendation 27

Because the proxies for voting at the headquarters of the Board, when applicable, in cases when attendance in not possible, may be carried out with or without specific instructions at the discretion of each director. The freedom to appoint proxies with or without specific instructions is considered a good Corporate Governance practice by the Company and, specifically, the absence of instructions is seen to facilitate the proxy's ability to adapt to the content of the debate.

Recommendation 36

Because with respect to the 2020 financial year, the Board of Directors has carried out the self-assessment of its operation internally after ruling out the benefit of the assistance of an external advisor, as given the partial renewal process the Board will undertake once the merger of CaixaBank with Bankia takes effect, it was more advisable and reasonable to postpone the external collaboration to the next self-assessment exercise.

Recommendation 64

Payments for termination or expiry of the CEO's contract, including severance pay in the event of termination or expiry of the relationship in certain cases and the post-contractual non-competition agreement, do not exceed the amount equivalent to two years of the CEO's total annual remuneration, in accordance with the amounts reflected in the annual directors' remuneration report.

Furthermore, the Bank has recognised a social security supplement for the CEO to cover the contingencies of retirement, death and total, absolute or severe permanent disability, the conditions of which are detailed in the CaixaBank Directors' Remuneration Policy. In the case of the commitment to cover the retirement contingency, this is a system established under a defined contribution plan, for which the annual contributions to be made are fixed in advance. By virtue of this commitment, the CEO is entitled to receive a retirement benefit when he/she reaches the legally established retirement age. This benefit will be the result of the sum of the contributions made by the Bank and their corresponding returns up to that date, provided that he/she is not terminated for just cause, and without prejudice to the applicable treatment of discretionary pension benefits in accordance with the remuneration regulations applicable to credit institutions. Under no circumstances is it envisaged that the CEO will receive retirement benefits early.

>> NON-COMPLIANT

Recommendation 62

Because the shares awarded to the executive directors as part of their annual bonus have a one-year retention period with no other requirements after this time.

Recommendation 2 is not deemed to be applicable as CaixaBank is not a company controlled by another entity, listed or otherwise, in the sense of Article 42 of the Commercial Code.



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Changes in the composition of the Board and its committees in the 2020 financial year

The 2020 Ordinary General Shareholders' Meeting held on 22 May set the number of members of the CaixaBank Board of Directors at fifteen, reducing the size of the Board by one. The following was also approved: the re-election of Verónica Fisas as a non-executive independent board member; and the appointment of Francisco Javier García as a non-executive proprietary board member, at the proposal of the FBLC and of CriteriaCaixa, to fill the vacancy created by the resignation of Marcelino Armenter Vidal as member of the Board of Directors of CaixaBank as of 2 April 2020. In addition, John S. Reed was appointed as Coordinating Director to replace Xavier Vives, whose mandate was not renewed at the meeting.

Subsequently, on 25 June, the Board of Directors approved the appointment by co-option of Carme Moragues as a new CaixaBank independent director, to cover the vacancy expected to be created by the resignation of the CajaCanarias Foundation (represented by Natalia Aznárez), which tendered its resignation to the Board as the reasons for its appointment had disappeared when the Shareholders' Agreement expired on 3 August.

Subsequently, however, as a result of the approval by the CaixaBank Board of Directors on 17 September of the joint plan for the merger by absorption of Bankia, S.A., the Bank announced that Francisco Javier García and Carmen Moragues, whose suitability checks were being processed by the European Central Bank, would not accept their new positions.

In the framework of the Merger, the CaixaBank Extraordinary General Shareholders' Meeting held on 3 December, in accordance with Clause 16.1.1 of the joint merger plan that proposed the partial renewal of the Board of Directors, the following appointments of CaixaBank directors were approved: José Ignacio Goirigolzarri, as an executive director; Joaquín Ayuso, Francisco Javier Campo and Eva Castillo, as independent directors; Fernando Maria Costa Duarte, as an external director; and Teresa Santero as a proprietary director, at the proposal of the FROB, in view of the stake it will hold in CaixaBank through the wholly owned company BFA Tenedora de Acciones, S.A.U. (hereinafter, BFA), once the merger is effective, and of BFA.

Furthermore, and as stated in the resolutions adopted by the CaixaBank Extraordinary General Shareholders' Meeting, Jordi Gual, María Teresa Bassons, Alejandro García-Bragado, Ignacio Garralda and the CajaCanarias Foundation, represented by Natalia Aznárez, have resigned as members of the Board of Directors, to take effect once the appointments of the new directors become effective following the registration of the Merger in the Mercantile Registry and the verification of their suitability as directors by the European Central Bank.




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>> DEPARTURES

Member of the Board	Reason	Category
Xavier Vives	End of mandate	Independent
Marcelino Armenter	Resignation	Proprietary
Jordi Gual	Resignation (*)	Proprietary
María Teresa Bassons	Resignation (*)	Proprietary
Alejandro García-Bragado	Resignation (*)	Proprietary
Ignacio Garralda	Resignation (*)	Proprietary
CajaCanarias Foundation	Resignation (*)	Proprietary

(*) Pending merger registration, suitability verification and acceptance of appointments

In addition to changes in the composition of members of the Board, the reorganisation of the composition of the Board committees was agreed in May 2020:

Appointment	Board Position and Committee	Replaces
Koro Usarraga	Member of Executive Committee	Xavier Vives
Eduardo Javier Sanchiz	Member of Appointments	Xavier Vives
Cristina Garmendia	Member of Remuneration Committee	Verónica Fisas
Verónica Fisas	Member of Risk Committee	-
Tomás Muniesa	Member of Risk Committee	-
Cristina Garmendia	Member of Audit and Control Committee	-

(*) Verónica Fisas has also been reappointed as a member of the Executive Committee. For more details see ORI of 22/05/2020. For more details, see other relevant information (ORI).

>> APPOINTMENTS

Appointments	Category
José Ignacio Goirigolzarri	Executive (*)
Joaquín Ayuso	Independent (*)
Francisco Javier Campo	Independent (*)
Eva Castillo	Independent (*)
Fernando María Costa Duarte	Other External (*)
Teresa Santero	Proprietary (*)

(*) Pending merger registration, suitability verification and acceptance of appointments



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Corporate Governance Progress in 2020

Aside from what we have discussed previously as the main corporate governance milestones in 2020 —such as the reduced size of the Board of Directors and compositional changes due to the merger with Bankia that will become effective with the registration of the merger and the subsequent acceptance of the new directors following the verification of their suitability by the European Central Bank— the Board had established some opportunities for improvement regarding its operation and that of its Committees in 2020, based on the results of the self-assessment process undertaken by the Board and its committees last year.

In a bid to strengthen and develop the governing bodies' capacity to carry out their work with standards of excellence, single-topic training sessions have been carried out both within the Board and its specialised committees, and some of these committees have been restructured. This has involved increasing the number of members in some of them, allowing for a better distribution in the allocation of resources to the specific matters of each committee.

In addition, the improvement of the functionality of the IT

Challenges for 2021

In light of the results obtained from the self-assessment processes of the Board and its Committees, and in order to continue to make progress in the areas of efficiency and quality, the Board has determined and established some development objectives regarding its operation and that of its Committees in 2021.

Notably, these include matters relating to the agenda, with proposals to optimise the allocation of time to focus discussion on strategic and business issues, as well as to establish the analysis of the group's main subsidiaries as a fixed item on the Board's agenda, as far as possible and, in terms of the strategic decisions, to advance the Board's involvement in decision-making as much as possible. And, with regard to the committees, to continue to make

systems and tools used by the Board has been promoted, the effectiveness of which was demonstrated by the fact that the Board was able to carry out its activities normally during the year in the exceptional context of the COVID-19 pandemic, which made it necessary to guarantee the operability of the Board meetings through digital channels with the appropriate guarantees and legal security. During the year, in terms of information and debate, the information received on the strategic decisions of the Group's main subsidiaries, as well as on Agenda matters, has continued to improve, with progress having been made in its optimisation to allow a more in-depth and detailed debate on the main issues and to increase the time for debate dedicated to business matters.

With regard to corporate matters, in terms of the operation of the general meetings, in May 2020, the CaixaBank General Shareholders' Meeting agreed to amend the By-laws and the AGM Regulations to allow shareholders to also be able to take part in general meetings through digital channels, via remote connection and in real time.

progress on their annual plan, as well as in reporting to the Board, in some cases.

Furthermore, there is still an opportunity for improvement in continuing to expand and develop the technical working tools, as well as the training programmes, without losing sight of the capacity of the governing bodies to carry out their work with standards of excellence even in adverse, unforeseen and far-reaching circumstances that have required the implementation of analytical, communication, consensus, decision-making and leadership skills that the Board, in particular, has demonstrated in the 2020 financial year.

Ownership

Share capital (A.1 + A.11 + A.14)

At the close of the financial year, and since 14 December 2016, the share capital of CaixaBank was 5,981,438,031 euros, represented by 5,981,438,031 shares each with a face value of 1 euro, belonging to a single class and series, with identical voting and dividend rights, and represented through book entries.

The shares into which the Company's share capital is divided are listed for trading on the Barcelona, Bilbao, Madrid and Valencia stock exchanges through the Automated Trading System (Continuous Market). Furthermore, CaixaBank has not adopted any resolution regarding the issue of shares that are not traded on a regulated EU market.

Significant shareholders (A.2)

In accordance with the CNMV definition, significant shareholders are those who hold voting rights representing at least 3% of the total voting rights of the issuer (or 1% if the shareholder is a resident of a tax haven). As at 31 December 2020, the significant shareholders were as follows:

Shareholder structure

Share tranches	Shareholders ¹	Shares	% of share capital
from 1 to 499	242,975	50,499,792	0.8
from 500 to 999	108,834	77,903,944	1.3
from 1,000 to 4,999	166,920	363,346,177	6.1
from 5,000 to 49,999	44,436	505,794,751	8.5
from 50,000 to 100,000	955	64,094,105	1.1
more than 100,000 ²	603	4,919,799,262	82.3
Total	564,723	5,981,438,031	100

Name or corporate name of the	% of voting rights attributed to the shares		% of voting rights attributed through financial instruments		total % of voting rights
	Direct	Indirect	Direct	Indirect	
Invesco Limited	0.00	1.96	0.00	0.00	1.96
Blackrock, Inc.	0.00	2.98	0.00	0.24	3.23
"la Caixa" Banking Foundation	0.00	40.02	0.00	0.00	40.02
Norges Bank	3.01	0.00	0.00	0.00	3.02



¹ For shares held by investors trading through a custodian entity located outside of Spain, the custodian is considered to be the shareholder and appears as such in the corresponding book entry register.

² Includes treasury shares.


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Details of indirect holding

Name or corporate name of the indirect owner	Name or corporate name of the direct owner	% voting rights attributed to shares	% of voting rights through financial	% total voting rights
Invesco Limited	Invesco Asset Management Limited	1.91	0.00	1.91
Invesco Limited	Invesco Advisers, Inc	0.01	0.00	0.01
Invesco Limited	Invesco Management, S.A.	0.03	0.00	0.03
Invesco Limited	Invesco Asset Management Deutschland GmbH	0.00	0.00	0.00
Invesco Limited	Invesco Capital Management Llc	0.00	0.00	0.00
Blackrock, Inc	Other controlled entities belonging to the Blackrock, Inc Group.	2.98	0.25	3.23
"la Caixa" Banking Foundation	CriteriaCaixa, S.A.U.	40.02	0.00	40.02

The most relevant changes with regard to significant shareholdings in the last financial year are detailed below¹:

Date	Shareholder name	Status of significant share	
		% previous share	% subsequent share
24/01/2020	Blackrock, Inc.	3.07	3.07
27/01/2020	Blackrock, Inc.	3.07	3.07
04/02/2020	Blackrock, Inc.	3.07	3.06
12/02/2020	Blackrock, Inc.	3.06	3.07
13/02/2020	Blackrock, Inc.	3.07	3.07
14/02/2020	Blackrock, Inc.	3.07	3.09
09/03/2020	Blackrock, Inc.	3.09	3.06
07/12/220	Blackrock, Inc.	3.06	3.23
10/12/2020	Blackrock, Inc.	3.23	3.23
23/01/2020	Invesco Limited	2.02	1.96
04/06/2020	Norges Bank	2.97	3.02
21/09/2020	"la Caixa" Banking Foundation	40.00	40.02

¹In addition to the notifications shown in the above table, BlackRock, Inc has made a further disclosure that has been cancelled.

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Shareholders agreements (A.7 + A.4)

On 3 August 2020, CaixaBank informed the market by means of Other Relevant Information that the Shareholders' Agreement, signed on 3 August 2012 for the merger by absorption of Banca Cívica, had been terminated upon expiration of its term.

As part of the finalisation of the Shareholders' Agreement, the CajaCanarias Foundation has tendered its resignation as a proprietary director to the CaixaBank Board of Directors.

The Board of Directors requested that the CajaCanarias Foundation remain in its role until the former receives the resolution from the banking authorities verifying the suitability of the new director, which was subsequent-

ly appointed following the approval by the CaixaBank Board of Directors on 17 September of the joint project for the merger by absorption of Bankia.

Until the date of its termination, the Shareholders' Agreement signed on 1 August 2012 (and last amended in October 2018) between Fundación Bancaria Caja de Burgos, Fundación Bancaria Caja Navarra, Fundación Bancaria Caja Canarias and FBLC concerned at least 40.64% of the Company's share capital, according to the public data available on the CNMV website¹.

The Agreement originated from the merger by absorption of Banca Cívica by the Company, with the aim of

regulating the reciprocal relations between the aforementioned foundations and their relations with CaixaBank, as shareholders of the Company. Among other undertakings, the Agreement included the commitment of the FBLC to vote in favour of the appointment of one member of the CaixaBank Board and one member of the Board of Directors of VidaCaixa proposed by the other foundations.

Outside this Agreement, the Company is not aware of any concerted actions among its shareholders, now any other type of relationship, whether of a family, commercial, contractual or corporate nature, among the significant shareholders.

¹ This % does not include the share held by Fundación Bancaria Caja de Burgos and Fundación Bancaria Caja Navarra which, as they are not significant shareholders or members of the Board, is not public.

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2020**Treasury shares (A.9 + A.10)**

As at 31 December 2020, the Board has the 5-year authorisation granted at the AGM of 2016 to proceed with the derivative acquisition of treasury shares, directly and indirectly through its subsidiaries, under the following terms:

- > The shares may be acquired on one or more occasions in the form of a trade, swap, dation in payment or any other form allowed by law, provided that the combined nominal amount of the shares acquired and those already held by the Company does not exceed 10% of the subscribed capital.
- > When the acquisition is for consideration, the price shall be the price of Company shares on the Continuous Market at the close of the day prior to the acquisition, +/-15%.

Furthermore, the shares acquired by virtue of this authorisation may be subsequently disposed of or redeemed, or else extended to employees and directors of the Company or its group as part of the remuneration systems. In accordance with the provisions of the Internal Code of Conduct in matters relating to the securities market, CaixaBank share transactions must always be for legitimate purposes, such as contributing to the liquidity and regularising the trading of CaixaBank shares. Under no circumstances may the transactions aim to hinder the free process of formation of market prices or favour certain shareholders of CaixaBank. In this regard, the Board of Directors set the criteria for intervention in treasury shares on the basis of a new alerts system to define the margin of discretion of the inside area when managing treasury shares.

3,528,919NUMBER OF SHARES
HELD DIRECTLY**532,590**NUMBER OF SHARES HELD
INDIRECTLY (*)**0.07%**% OF TOTAL SHARE
CAPITAL**Number of shares held indirectly (*) through:**

VidaCaixa	14,743
Caixabank Asset Management	0
Microbank	7,935
BPI	506,446
Caixabank payments & consumer	3,466
Total	532,590

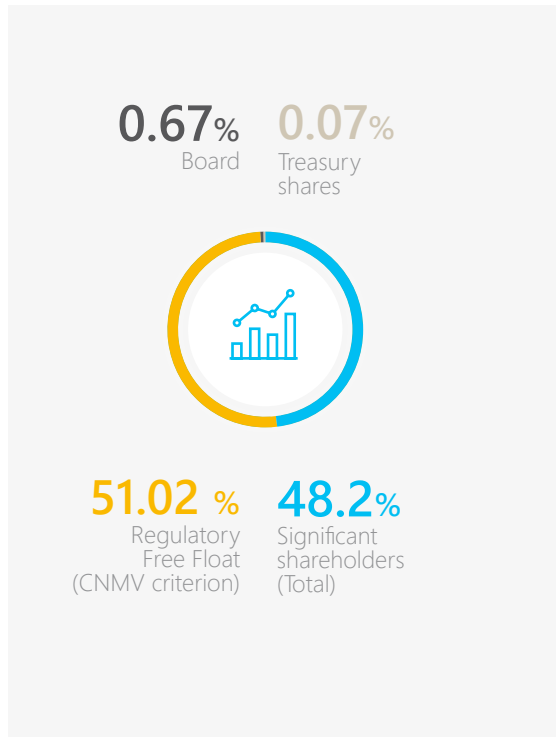
Treasury share transactions are carried out in isolation in an area separate from other activities and protected by the appropriate firewalls so that no inside information is made available.

Information on the acquisition and disposal of shares held in treasury during the period is included in Note 25 "Equity" to the accompanying Consolidated Financial Statements, although there were no significant movements during the year.

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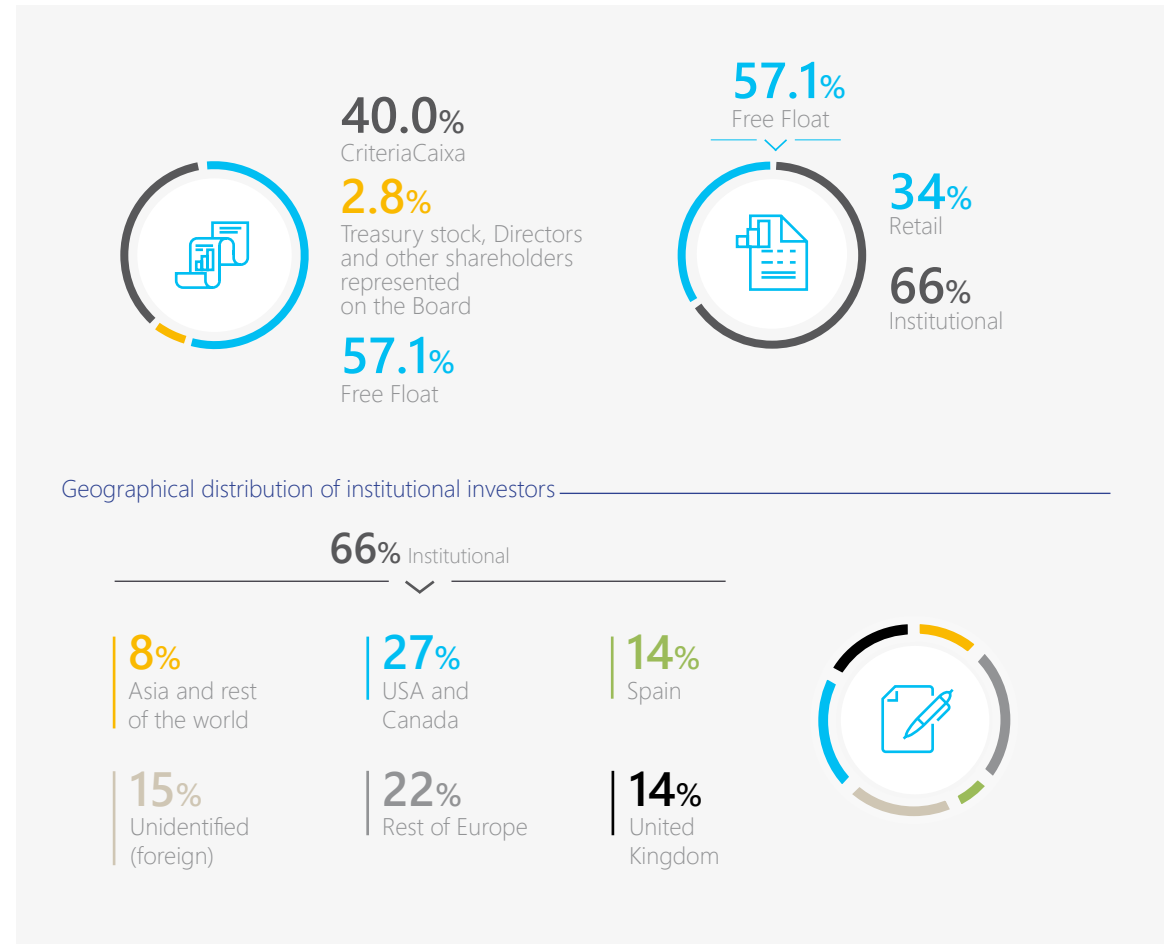
Regulatory Free Float (A.11)

The CNMV defines “estimated Free Float” as the part of share capital that is not in the possession of significant shareholders (according to information in previous section) or members of the board of directors or that the company does not hold in treasury shares.



Free Float with management criteria

In order to specify the number of shares available for the public, a definition of “Free Float with management criteria” is used that takes into account the issued shares minus the shares held in the treasury, by directors and shareholders represented on the Board of Directors, and it differs from the regulatory calculation.



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Authorisation to increase capital (A.1)

As at 31 December 2020, the Board the authorisation granted by the AGM until May 2025 to increase capital on one or more occasions up to the maximum nominal amount of 2,991 million euros (50% of the share capital at the date of the proposal on 16 April 2020), under such terms as it deems appropriate. This authorisation may be used for the issue of new shares, with or without premium and with or without voting rights, for cash payments.

The Board is authorised to waive, in full or in part, the pre-emptive rights, in which case the capital increases will be limited, in general, to a total maximum amount of 1,196 million euros (20% of the share capital at the date of the proposal on 16 April 2020). As an exception, this limit does not apply to capital increases for the conversion of convertible bonds, which will be subject to the general limit of 50% of share capital.

CaixaBank holds the following bonds, as preference shares (Additional Tier 1) that may be convertible into new issue shares under certain terms and conditions without pre-emptive rights:



>> BREAKDOWN OF PREFERENCE SHARE ISSUES¹

(Millions of euros)

Issue date	Maturity	Nominal amount	Nominal interest rate	Amount pending redemption		Maximum number of shares in the case of conversion
				31-12-2020	Conversion	
June 2017 ²	Perpetual	1,000	6.750%	1,000		356,760,000
March 2018 ²	Perpetual	1,250	5.250%	1,250	CET1 < 5.125%	483,931,250
October 2020 ²	Perpetual	750	5.875%	750		620,347,394
PREFERENCE SHARES²				3,000		

¹ The preference shares that may be convertible into shares are admitted to trading on the AIAF (Spanish Association of Financial Intermediaries).

² Perpetual issuance placed for institutional investors on organised markets, with a discretionary coupon, which may be redeemed under specific circumstances at the discretion of the Company.


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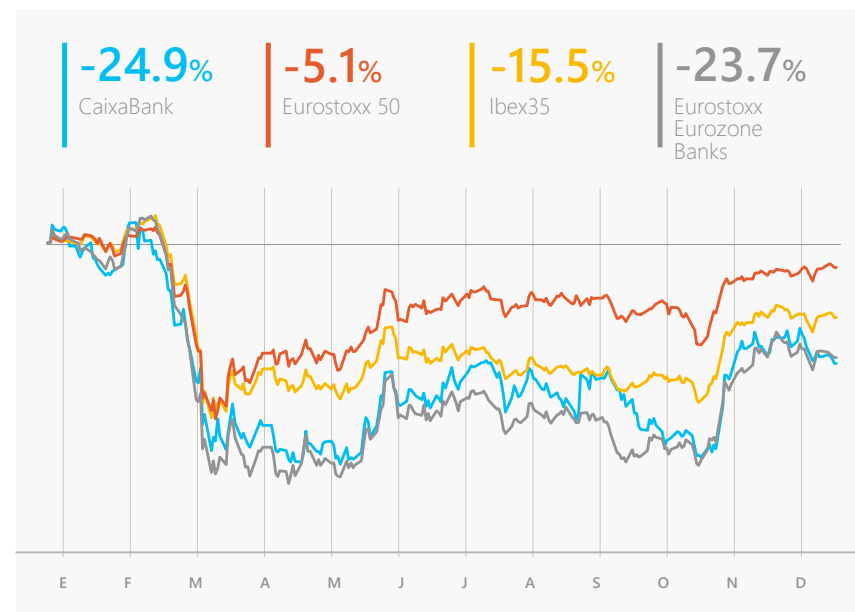
Performance of stocks (A.1)

The CaixaBank share price closed on 31 December 2020 at 2.101 euros per share, an increase of 15.9% in the fourth quarter of the year (vs. 35.4% of the Eurostoxx Banks European selection and 50.4% of the Ibex 35 banks), softening the fall in the annual calculation to -24.9% (vs. a variation of -23.7% on the Eurostoxx Banks and -27.3% on the Ibex 35 banks indices). The general indices, on the other hand, recorded somewhat better performance than the banking indices: -5.1% in the case of the Eurostoxx 50 (11.2% for the quarter) and -15.5% for the Ibex 35 (20.2% for the quarter).

Undoubtedly, 2020 has been marked by the COVID-19 pandemic and all its consequences, leading to historic stock market crashes in the first half of the year, and causing huge volatility on the markets. However, from the summer onwards, investor sentiment began a recovery which, despite the further outbreaks and new mobility restrictions, became particularly strong in the last quarter of the year, spurred by progress in the COVID-19 vaccines, as well as the results of the US elections, the breakthrough in the European recovery plan (Next Generation EU) and, towards the end of the year, the signing of the Brexit trade agreement and a new fiscal stimulus package in the US.

Against this backdrop, the main central banks kept in place the significant accommodative measures implemented throughout the spring, which mitigated the stress and the risk of financial disruption and sustained the smooth operation of markets. In the European banking sector in particular, the partial rectification of the ECB's recommendation not to distribute dividends, as well as the improved conditions of TLTRO III also contributed to some recovery in share prices in the last quarter of 2020.

>> PERFORMANCE OF THE MAIN STOCK MARKETS (YEAR-END 2019 BASE 100 AND ANNUAL VARIATIONS IN %)



Stock market ratios

	December 2020	December 2019	December 2018	Variation 2020-2019	Variation 2019-2018
Share price at end of period	2.101	2.798	3.164	(0.70)	(0.37)
Average daily trading volume	23,637	23,583	13,676	54	9,907
Net earnings per share (EPS) (€/share) (12 months)	0.21	0.26	0.32	(0.05)	(0.06)
Book value per share (€/share)	4.22	4.20	4.07	0.02	0.13
Tangible book value (€/share)	3.49	3.49	3.36	0.00	0.13
PER (Price/Earnings, times)	10.14	10.64	9.94	(0.50)	0.70
Price/ Tangible BV (share price / tangible book value)	0.60	0.80	0.94	(0.20)	(0.14)
Dividend yield ¹	3.33%	6.08%	4.74%	(2.75)	1.34

¹ Calculated by dividing the remuneration for the financial year 2019 (0.07 euros/share) by the closing price at the end of the period (2.101 euros/share).


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Shareholder rights

There are no legal or statutory restrictions on the exercise of shareholders' voting rights, which may be exercised by attending the AGM either in person or, if certain conditions are met¹, through remote communication methods. Furthermore, in the context of the healthcare crisis caused by COVID-19, in the 2020 financial year the By-laws and AGM Regulations were amended to provide for the possibility to attend meetings digitally via remote connection in real time. (A.12 and B.6)

There are no statutory restrictions on the transfer of shares, other than those established by law. (A.12)

CaixaBank has not adopted any neutralisation measures (according to the definitions in the Securities Market Law) in the event of a takeover bid. (A.13)

On the other hand, there are legal provisions² that regulate the acquisition of significant shareholdings in credit institutions as banking is a regulated sector (the acquisition of shareholdings or significant influence is subject to regulatory approval or non-objection) without prejudice to those related to the obligation to formulate a public takeover bid for the shares to acquire control and for other similar operations.

Regarding the rules applicable to amendments to the By-laws, as well as the rules for shareholders' rights to amend them, CaixaBank's rules and regulations largely include the provisions of the Corporate Enterprises Act. In addition, as a credit institution, amendments to the By-laws are governed by the authorisation and registration procedure set forth in Royal Decree 84/2015, of 13 February. Notwithstanding the above, it should be mentioned that certain changes (including the change of registered office in Spain, the increase in share capital or the textual incorporation of legal or regulatory provisions that are imperative or prohibitive, or to comply with judicial or administrative resolutions) are not subject to the authorisation procedure, although they must always be reported to the Bank of Spain to be recorded in the Registry of Credit Institutions. (B.3)

In relation to the right to information, the Company acts under the general principles of transparency and non-discrimination contained in current legislation and set out in internal regulations, especially in the Policy on communication and contact with shareholders, institutional investors and proxy shareholders, which is available on the corporate website. With regard to inside information, in general, this is made public immediately

through the CNMV and the corporate website, as well as any other channel deemed appropriate. Notwithstanding the foregoing, the Company's Investor Relations area carries out information and liaison activities with different stakeholders, always in accordance with the principles of the aforementioned Policy.

¹ Registration of ownership of shares in the relevant book-entry ledger, at least 5 days in advance of the date on which the General Meeting is to be held and ownership of at least 1,000 shares, individually or in a group with other shareholders.

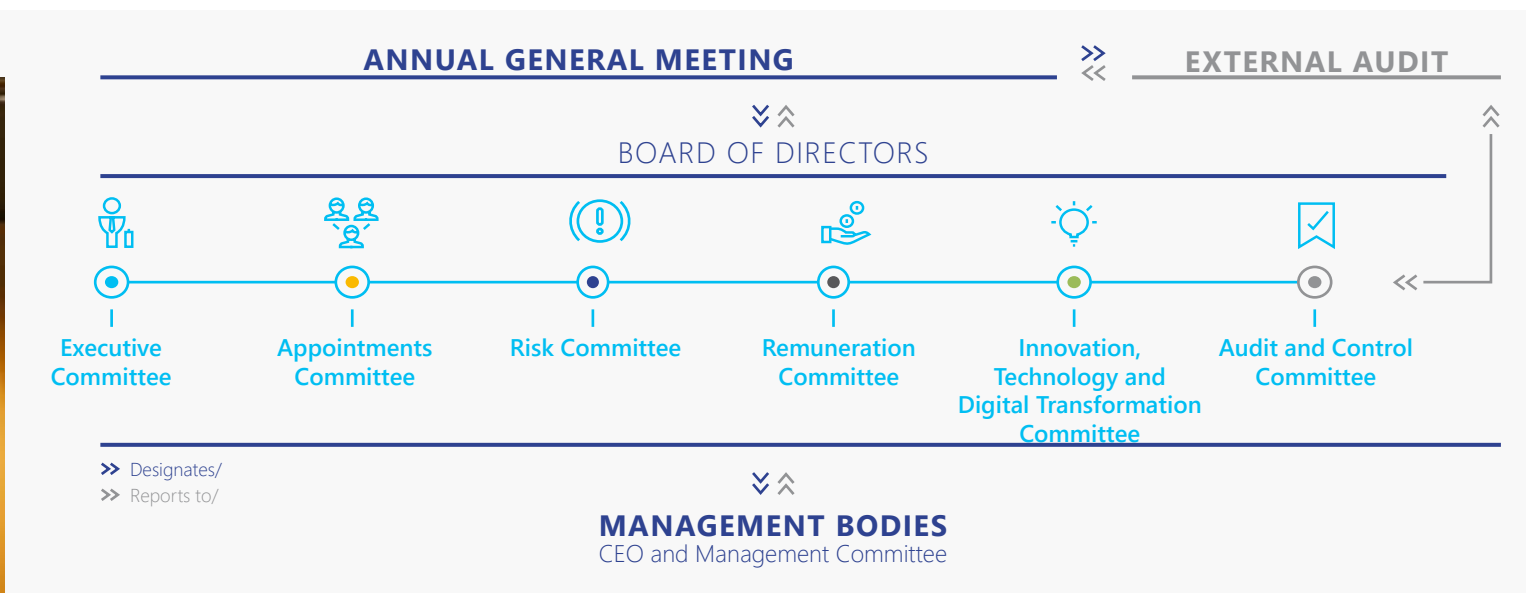
² Regulation (EU) 1024/2013 of the Council, of 15 October 2013, conferring specific tasks on the European Central Bank concerning policies relating to the prudential supervision of credit institutions; Securities Market Law; and Act 10/2014, of 26 June, on the organisation, supervision and solvency of credit institutions (art. 16 to 23) and Royal Decree 84/2015, of 13 February, which implements it.



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The Administration

At CaixaBank, the management and control functions in the Company are distributed among the Annual General Meeting, the Board of Directors, and its committees:



Annual General Meeting

The Annual General Meeting of CaixaBank is the ultimate representative and participatory body of the Company shareholders. Accordingly, in order to facilitate the participation of shareholders in the General Shareholders' Meeting and the exercise of their rights, the Board will adopt such measures as appropriate so that the AGM may effectively perform its duties.

>> ATTENDANCE AT GENERAL MEETINGS (B.4)

Date of general meeting	Physically present	Present by proxy	Distance voting		Total
			Electronic means	Other	
06/04/2018 <i>Of which: Free float¹</i>	41.48% 3.78%	23.27% 19.57%	0.03% 0.03%	0.23% 0.23%	65.01% 23.61%
05/04/2019 <i>Of which: Free float¹</i>	43.67% 3.02%	20.00% 15.96%	0.09% 0.09%	1.86% 1.86%	65.62% 20.93%
22/05/2020 ² <i>Of which: Free float¹</i>	40.9% 0.28%	24.92% 16.90%	0.114% 0.114%	0.30% 0.30%	66.27% 17.59%
03/12/2020 ³ <i>Of which: Free float¹</i>	43.05% 2.36%	25.85% 15.90%	1.17% 1.17%	0.27% 0.27%	70.34% 19.70%

¹ Approximate information given that significant foreign shareholders hold their stakes through nominees.

² The General Shareholders' Meeting of May 2020 was held exclusively via electronic means (in application of the extraordinary measures in relation to COVID-19) and therefore the figure for physical attendance corresponds to remote participation by shareholders.

³ The General Shareholders' Meeting of December 2020 was held in hybrid format (in person and electronically) and therefore figure for physical attendance corresponds to both in-person and remote participation by shareholders.

All points on the agenda were approved at the General Meeting in both May and December 2020 (B.5):

>> GENERAL SHAREHOLDERS' MEETING OF 22 MAY 2020

66.27% QUORUM
OF TOTAL SHARE CAPITAL



95.91%
AVERAGE APPROVAL



Resolutions of the General Shareholders' Meeting 22/05/2020

	% votes issued in favour	% votes in favour out of share capital
1. Individual and consolidated annual financial statements and the management reports for 2019	99.24	65.77
2. 2019 consolidated non-financial information statement	99.88	66.19
3. Management of the Board of Directors	99.31	65.81
4. Proposal for the application of the 2019 financial results	99.76	66.11
5. Re-election of CaixaBank and consolidated group auditors for 2021	99.59	66.00
6.1 Re-election of Verónica Fisas	95.30	63.15
6.2 Appointment of Francisco Javier García	75.60	50.10
6.3 Setting of the number of directors at fifteen (15)	99.79	66.13
7. Authorisation of the Board of Directors to increase capital within the period of five years, through cash contributions and up to a maximum nominal amount of 2,990,719,015 (article 297.1.b of the CEA). Delegation of the power to waive the pre-emptive subscription right (Article 506 of the CEA)	85.37	56.57
8. Authorisation for the acquisition of own shares (Article 146 of the CEA)	98.61	65.34
9. Directors' Remuneration Policy 2020-2022	93.83	61.57
10. Amendment of articles 22, 23, 24 and 28 of the By-laws in order to provide for attendance via digital means and to implement technical improvements	99.71	66.07
11. Amendment of articles 7, 8, 10, 14 and 19 of the General Shareholders' Meeting Regulations and the introduction of the Additional Provision to specifically regulate attendance via digital means and to implement technical improvements	99.71	66.08
12. Authorisation and delegation of powers to interpret, rectify, supplement, execute, implement, convert to public documents and register the resolutions	99.92	66.22
13. Advisory vote on the Annual Report on Remuneration of the members of the Board for the 2019 financial year	93.07	61.08



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>> EXTRAORDINARY GENERAL SHAREHOLDERS' MEETING OF 3 DECEMBER 2020
70.33% QUORUM OF
TOTAL SHARE CAPITAL

99.56% AVERAGE APPROVAL


Resolutions of the Extraordinary General Shareholders' Meeting 03/12/2020

% votes issued in favour

 % votes in favour out of
share capital

Resolutions of the Extraordinary General Shareholders' Meeting 03/12/2020	% votes issued in favour	% votes in favour out of share capital
1. Approval of the individual balance sheet of CaixaBank closed on 30 June 2020 so that it can be considered as the merger balance sheet for the purposes of point 2 below on the agenda	99.70	70.12
2. Approval of the merger by absorption between CaixaBank, S.A. (absorbing company) and Bankia, S.A. (absorbed company)	99.71	70.13
3.1 Appointment of José Ignacio Goirigolzarri	99.30	69.84
3.2 Appointment of Joaquín Ayuso	99.63	70.07
3.3 Appointment of Francisco Javier Campo	99.64	70.07
3.4 Appointment of Eva Castillo	99.64	70.08
3.5 Appointment of Teresa Santero	99.43	69.93
3.6 Appointment of Fernando Maria Costa Duarte	99.39	69.90
4. Delegation of powers to interpret, rectify, supplement, execute and implement the agreements adopted by the Board, as well as to convert such agreements into public documents and register them	99.81	70.20


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At CaixaBank, there are no differences in terms of the requirements regarding the quorum and the manner of adopting corporate resolutions with respect to those provided for in the Corporate Enterprises Act for general shareholders' meetings. (B.1, B.2).

It has not been established that the decisions that entail an acquisition, disposal or contribution to another company of essential assets or other similar corporate transactions (other than those established by law) must be subject to the approval of the AGM. However, the Regulations of the General Meeting establishes that the AGM shall have the remit prescribed by applicable law and regulations at the Company. (B.7).

The corporate governance information is available on the corporate website of CaixaBank (www.caixabank.com) under "Shareholders and Investors – Corporate governance and remuneration policy"¹, including specific information on the general shareholders' meetings"². Also, when an AGM is announced, a banner appears on the CaixaBank homepage with a direct link to the information regarding the meeting (B.8).



¹ <https://www.caixabank.com/es/accionistas-inversores/gobierno-corporativo/consejo-administracion.htm>

² <https://www.caixabank.com/es/accionistas-inversores/gobierno-corporativo/junta-general-accionistas.html>

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Board of Directors

The Board of Directors is the Company's most senior representative, management and administrative body with powers to adopt agreements on all matters except those that fall within the remit of the AGM. It approves and oversees the strategic and management directives established in the interest of all Group companies and it ensures regulatory compliance and the implementation of good practices in the performance of its activity, as well as adherence to the additional principles of social responsibility that it has voluntarily assumed.

The maximum and minimum number of directors established in the By-laws is 22 and 12, respectively. (C.1.1)

The General Shareholders' Meeting of 22 May 2020 adopted the agreement to set the number of Board members at 15.

At CaixaBank, the Chairman and CEO have different yet complementary roles. There is a clear division of responsibilities between each position. The Chairman is the senior representative of the Company. The Board has appointed a CEO, the sole executive director of the Company during the 2020 financial year¹ who is responsible for the day-to-day management under the supervision of the Board. There is also a delegated committee, the Executive Committee, which has executive functions (excluding those that cannot be delegated). It reports to the Board of Directors and meets on a more regular basis.

There is also a Coordinating Director appointed from among the independent directors who, in addition to leading the periodic assessment of the Chairman, also chairs the Board in the absence of the Chairman and the Deputy Chairman, in addition to other assigned duties.

The directors meet the requirements of honourability, experience and good governance in accordance with the applicable law at all times, considering, furthermore, recommendations and proposals for the composition of administrative bodies and profile of directors issued by authorities and national or community experts.

As at 31 December 2020, the Board of Directors was composed of 14 members (without taking into account the vacancy), with one CEO and 13 external directors (six independent and seven proprietary).

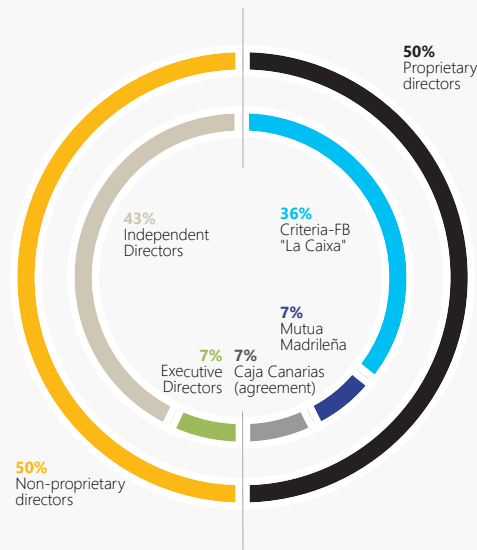
In terms of independent directors, these make up 43% of the CaixaBank Board of Directors, which is in line with the current provisions of Recommendation 17 of the Code of Good Governance for Listed Companies in companies that have one shareholder who controls more than 30% of the share capital.

In 2021, once the Merger approved by the Extraordinary General Shareholders' Meeting of 3 December takes effect, and in accordance with the appointments also approved, the percentage of independent directors will be 60% of the total members of the governing body.

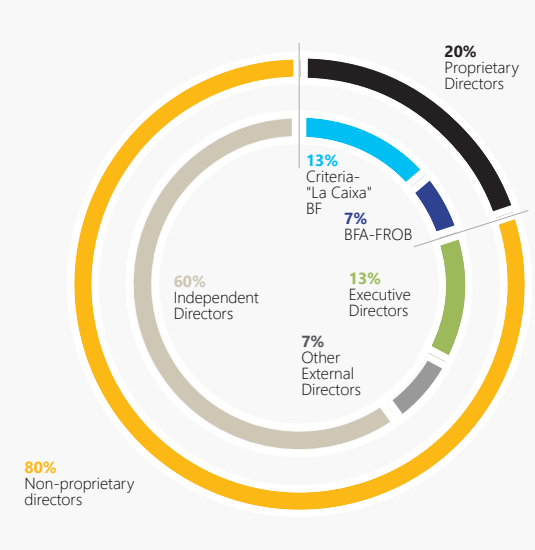
The Board will also have two executive directors (the Chairman of the Board and the CEO), an external director, as well as three proprietary directors, two of which are proposed by the FBLC and CriteriaCaixa and one by the FROB Executive Resolution Authority and BFA Tenedora de Acciones, S.A.U.

For illustrative purposes, the following chart shows the distribution of directors in the different categories once the Merger is comes into effect.

>> BOARD AT END OF 2020 - CATEGORIES OF MEMBERS OF THE CAIXABANK BOARD OF DIRECTORS



>> POST-MERGER BOARD - CATEGORIES OF MEMBERS OF THE CAIXABANK BOARD OF DIRECTORS



¹ See the ORI on changes to the Board of Directors after the Merger with Bankia at the Extraordinary General Shareholders' Meeting – https://www.caixabank.com/StaticFiles/pdfs/201203_OIR_Acuerdos_JGEA20_es.pdf

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42.9%

INDEPENDENT DIRECTORS
(C.1.3)

50%

PROPRIETARY DIRECTORS
(C.1.3)

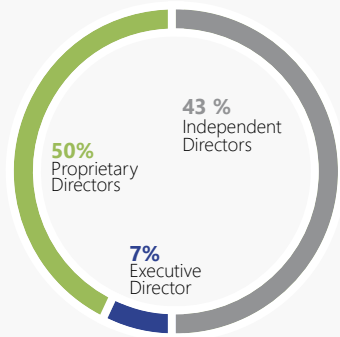
7.1%

EXECUTIVE DIRECTOR
(C.1.3)

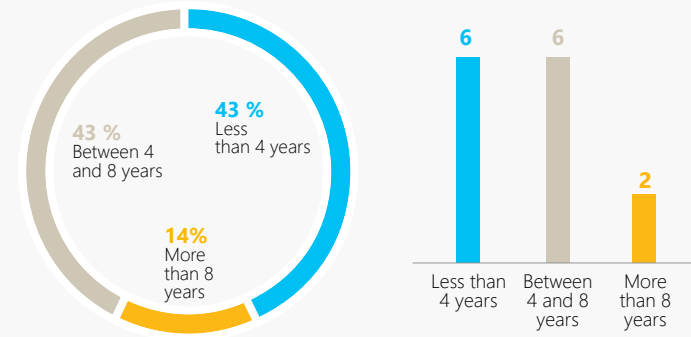
4.8 years

TIME IN THE ROLE
5.12 YEARS IN THE CASE OF INDEPENDENT DIRECTORS

>> DIRECTORS IN EACH CATEGORY, AS AT 31 DECEMBER



>> TIME IN ROLE AS AT 31 DECEMBER



More than half of the Board members have been in their roles for less than 5 years (only 4 have been in the role for over 5 years), as a consequence of the appointments made in recent years and the gradual reduction in the size of the Board. The average number of years for which a member has been on the Board is 4.8 years.

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Details of the Company's directors at year-end 2020 are set out below: (C.1.2)

	Jordi Gual	Tomás Muniesa	Gonzalo Gortázar ¹	John S. Reed	CajaCanarias Foundation ²	Maria Teresa Bassons	Verónica Fisas	Alejandro García-Bragado	Cristina Garmendia ³	Ignacio Garralda ⁴	Amparo Moraleda	Eduardo Javier Sanchiz	José Serna	Koro Usarraga
Representative	Natalia Aznárez													
Director category	Proprietary	Proprietary	Executive	Independent	Proprietary	Proprietary	Independent	Proprietary	Independent	Proprietary	Independent	Independent	Proprietary	Independent
Position on the Board	Chairman	Deputy Chairman	CEO	Director	Director	Director	Director	Director	Director	Director	Director	Director	Director	Director
Date of first appointment	30/06/2016	01/01/2018	30/06/2014	03/11/2011	23/02/2017	26/06/2012	25/02/2016	01/01/2017	05/04/2019	06/04/2017	24/04/2014	21/09/2017	30/06/2016	30/06/2016
Date of last appointment	06/04/2017	06/04/2018	05/04/2019	05/04/2019	06/04/2017	05/04/2019	22/05/2020	06/04/2017	05/04/2019	06/04/2017	05/04/2019	06/04/2018	06/04/2017	06/04/2017
Election procedure	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION	AGM RESOLUTION
Date of birth	12/06/1957	30/04/1952	12/10/1965	07/02/1939	21/10/1964	06/05/1957	24/08/1964	11/03/1949	21/02/1962	01/11/1951	28/05/1964	30/03/1956	01/12/1942	08/09/1957
Mandate end date	06/04/2021	06/04/2022	05/04/2023	05/04/2023	06/04/2021	05/04/2023	22/05/2024	06/04/2021	05/04/2023	06/04/2021	05/04/2023	06/04/2022	06/04/2021	06/04/2021
Nationality	Spanish	Spanish	Spanish	American	Spanish	Spanish	Spanish	Spanish	Spanish	Spanish	Spanish	Spanish	Spanish	Spanish

¹ It has been delegated all powers delegable by law and the By-laws, without prejudice to the limitations established in the Regulations of the Board, which apply at all times for internal purposes. (C.1.9)

² The Shareholders' Agreement described under "Ownership – Significant Shareholders – Shareholders' Agreements (A.7)" provides for the right of signatories to propose a director at CaixaBank. (C.1.8)

³ Cristina Garmendia is a member of the CaixaBank Private Banking Advisory Board. Remuneration received for membership of Advisory Board in 2020 amounts to 15 thousand euros, not considered significant. (C.1.3)

⁴ His incorporation in the Board brings benefits due to his extensive experience and expertise, facilitating further development of the Group's current strategic alliance with Mutua Madrileña, all of which is set out in the Appointments Committee Report included in the Board of Directors Report on the proposed appointment of Mr Garralda as proprietary director approved at the 2017 AGM. (C.1.8)

⁵ Reason for resignation: The fact that CriteriaCaixa, a sole-shareholder company, of which he is CEO and at the proposal of which he was appointed director of CaixaBank, was intensifying its recently implemented investment diversification strategy, mainly in listed companies. This could result in possible situations in which his status as a director of CaixaBank would interfere with the performance of his duties as CEO of CriteriaCaixa. The resignation was in line with good corporate governance practices.

⁶ Reason for leaving: His mandate as an independent director was not renewed as the 12-year limit for occupying the role was reached and he was removed at the AGM on 22 May 2020.

The General Secretary and Secretary to the Board of Directors, Óscar Calderón, is not a director. (C.1.29)

The details of the directors who left the Board of Directors during the year is as follows: (C.1.2)

	Director category at the time of termination	Date of last appointment	Date director left	Specialised committees of which he/she was a member	State whether the director left before end of term
Marcelino Armenter ⁵	Proprietary	05/04/2019	02/04/2020	Innovation, Technology and Digital Transformation Committee	Yes
Xavier Vives ⁶	Independent	23/04/2015	22/05/2020	Executive Committee. Appointments Committee.	No

>> SHARES HELD BY BOARD (A.3)

Name or corporate name of the director	% of voting rights attributed to the shares		% of voting rights through financial instruments		% total voting rights	% of voting rights that can be transferred through financial instruments	
	Direct	Indirect	Direct	Indirect		Direct	Indirect
Jordi Gual	0.002	0.000	0.000	0.000	0.002	0.000	0.000
Tomás Muniesa	0.005	0.000	0.001	0.000	0.006	0.000	0.000
Gonzalo Gortázar	0.019	0.000	0.005	0.000	0.024	0.000	0.000
John S. Reed	0.000	0.000	0.000	0.000	0.000	0.000	0.000
María Teresa Bassons	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Verónica Fisas	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Caja Canarias Foundation	0.639	0.000	0.000	0.000	0.639	0.000	0.000
Alejandro García-Bragado	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Cristina Garmendia	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Ignacio Garralda	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Amparo Moraleda	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Eduardo Javier Sanchiz	0.000	0.000	0.000	0.000	0.000	0.000	0.000
José Serna	0.000	0.000	0.000	0.000	0.000	0.000	0.000
Koro Usarraga	0.000	0.000	0.000	0.000	0.000	0.000	0.000
% of total voting rights held by the Board of Directors	0.665	0.000	0.006	0.000	0.671	0.000	0.000

% OF TOTAL VOTING RIGHTS HELD BY THE BOARD OF DIRECTORS:

0.671


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>> CV OF THE DIRECTORS (C.1.3)



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JORDI GUAL Chairman

>> Education

PhD in Economics from the University of California (Berkeley) and is a professor of Economics at the IESE Business School and a Research Fellow at the Centre for Economic Policy Research (CEPR).

>> Career

He joined "la Caixa" Group in 2005 and prior to his appointment as Chairman of CaixaBank, he was the Chief Economist and Head of Strategic Planning and Research and Director-General of Planning and Strategic Development for CriteriaCaixa. He has been a member of the Board of Directors of Repsol and served as an Economics Advisor for the European Commission's Directorate-General for Economic and Financial Affairs and as a visiting professor at the University of California (Berkeley), the Université Libre de Bruxelles and the Barcelona Graduate School of Economics.

>> Other positions currently held

Member of the Board of Directors of Telefónica and the Supervisory Board at Erste Bank. He is also Chairman of FEDEA, Vice President of the Círculo de Economía and Cotec Foundation for Innovation, and serves on the Boards of the CEDE Foundation, the Real Instituto Elcano and Fundación Barcelona Mobile.

TOMÁS MUNIESA Deputy Chairman

>> Education

He holds a degree in Business Studies and a master's in Business Administration from the ESADE Business School.

>> Career

He joined "la Caixa" in 1976, and was appointed Deputy General Manager in 1992. In 2011, he was appointed General Manager of CaixaBank's Insurance and Asset Management Group, where he remained until November 2018.

He was Deputy Chairman and CEO of VidaCaixa (1997-2018).

Previously, he served as the Chairman of MEFF, Deputy Chairman of BME, Second Deputy Chairman of UNESPA, Director and Chairman of the Audit Commission of the Insurance Compensation Consortium, Director of Vithas Sanidad and Substitute Board Member of Inbursa.

>> Other positions currently held

Deputy Chairman of VidaCaixa and SegurCaixa Adeslas, as well as member of the Board of Trustees of ESADE Foundation and Board Member of Allianz Portugal.

GONZALO GORTÁZAR CEO

>> Education

He holds a degree in Law and Business from Universidad Pontificia de Comillas (ICADE) and an MBA from the INSEAD Business School.

>> Career

Prior to his appointment as CEO in 2014, he was the Chief Financial Officer at CaixaBank and CEO of CriteriaCaixaCorp (2009-2011).

He previously held various positions in the investment banking division of Morgan Stanley, as well as a number roles in corporate and investment banking in Bank of America.

He was also First Vice-Chairman of Repsol, Board Member of Inbursa, Erste Bank, SegurCaixa Adeslas, Abertis, Port Aventura and Saba.

>> Other positions currently held

Chairman of VidaCaixa and Board Member of Banco BPI.

JOHN S. REED Independent

>> Education

He holds a degree in Philosophy, Arts and Science from Washington & Jefferson College and a degree from Massachusetts Institute of Technology (MIT)

>> Career

He was a lieutenant in the U.S. Army Corps of Engineers (1962-1964), subsequently joining Citibank/Citicorp and Citigroup for 35 years, the last sixteen as Chairman. He retired in the year 2000. He later returned to work as Chairman of the New York Stock Exchange (2003-2005) and was Chairman of the MIT Corporation (2010-2014).

>> Other positions currently held

Chairman of the Board of American Cash Exchange and Trustee of NBER. He is a Fellow of the American Academy of Arts and Sciences and of the American Philosophical Society.


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NATALIA AZNÁREZ

Proprietary Director Representative


 >>  **Education**

She holds a degree in Business and Commercial Management from Universidad de Málaga and a diploma in Accounting and Finance from Universidad de La Laguna.

 >>  **Career**

In 1990, she joined the CajaCanarias marketing department and, in 1993, she became head of the Individual Customer Segment. In 2008, she was appointed Deputy Director of CajaCanarias, becoming Assistant General Manager in 2010. After Banca Cívica acquired all the assets and liabilities of CajaCanarias, she became General Manager at CajaCanarias.

Following the entity's transformation into a banking foundation, she served as General Manager until 30 June 2016.

 >>  **Other positions currently held**

Director of Fundación CajaCanarias, Chair of the CajaCanarias Employee Pension Plan Control Committee, Deputy Chair of Fundación Cristino de Vera, Secretary of the CajaCanarias Business

Learning and Development Foundation.

MARIA TERESA BASSONS

Proprietary Director


 >>  **Education**

She holds a degree in Pharmacy Studies from the University of Barcelona, specialising in hospital pharmacy.

 >>  **Career**

She holds a pharmacy licence. She has been Deputy Chair of the Col legi Oficial de Farmacèutics de Barcelona (1997-2004) and Secretary General of the Consell de Col legis de Farmacèutics de Catalunya (2004-2008), member of the advisory council on tobacco use of the Generalitat de Catalunya (1997-2006) and the bioethics advisory committee of the Generalitat de Catalunya (2005-2008) and Director of the INFARMA conference at Fira de Barcelona (1995 and 1997) and of the publications "Circular Farmacèutica" and "l'Informatiu del COFB".

She was a director at "la Caixa" (2005-2014), CriteriaCaixaHolding (2011-2012), trustee of the "la Caixa" Foundation (2014-2016) and a member of the Caixa Capital Risk Advisory Committee until 2018. She was a member of the Executive Committee and Chair of the Enterprise Commission in the health sector for the Barcelona Chamber of Commerce until May 2019, and member of the Oncolliga Scientific Committee.

 >>  **Other positions currently held**

She is on the Board of Directors of Bassline and Laboratorios Ordesa and Administrator of Terbas XXI S.L.U.

She is a member of the Oncolliga Scientific Committee.

Academic at the Royal Academy of Pharmacy of Catalonia.

VERÓNICA FISAS


Independent Director

 >>  **Education**

She holds a degree in Law and a master's degree in Business Administration from EAE Business School.

 >>  **Career**

In 2009, she joined the Board of Directors of Stanpa, Asociación Nacional de Perfumería y Cosmética, becoming Chair of Stanpa in 2019 and, in turn, Chair of Fundación Stanpa.

 >>  **Other positions currently held**

She has been the CEO of Natura Bissé and General Director of the Natura Bissé Group since 2007. Since 2008, she is also a trustee of the Fundación Ricardo Fisas Natura Bissé.

ALEJANDRO
GARCÍA-BRAGADO

Proprietary Director


 >>  **Education**

He holds a degree in Law from the University of Barcelona and he is a State Lawyer.

 >>  **Career**

In 1984, on an extended leave of absence from the State's Law Office, he began to work for the Barcelona Stock Exchange, where he was appointed Secretary of the Board of Directors while continuing to practice law. In 1994, he left the Barcelona Stock Exchange to provide legal advice to "la Caixa". In 1995, he was appointed Deputy Secretary and, in 2003, Secretary to the Board of Directors. He was also Deputy Chair and Deputy Secretary of the Board of Trustees of "la Caixa" Banking Foundation (2014-2016). And, at Caixa-Bank, he was Secretary (non-member) of the Board of Directors(2009-2016) and General Secretary (2011-2014).

He was also Secretary to the Board of Directors of La Maquinista Terrestre y Marítima; Intelhorse; Hilaturas Gossipyum; Abertis Infraestructuras; Inmobiliaria Colonial; Agbar. He also served on the board of Gas Natural and was the First Deputy Chairman of CriteriaCaixa.

 >>  **Other positions currently held**

Member of the Board of Directors of Saba Infraestructuras.


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CRISTINA GARMENDIA
Independent Director


Education

She holds a degree in Biological Sciences, specialising in Genetics, a PhD in Molecular Biology from the Severo Ochoa Molecular Biology Centre of the Autonomous University of Madrid, and an MBA from the IESE Business School of the University of Navarra.


Career

She was Minister of Science and Innovation in the Spanish Government during the IX Legislature (2008-2011). In the past, she has been Executive Deputy Chair and Financial Director of the Amasua Group, President of the Association of Biotechnology Companies (ASEBIO) and member of the Governing Board of the Spanish Confederation of Business Organisations (CEOE). She has also been a member of the governing bodies of, among other companies, Science & Innovation Link Office, Naturgy, Corporación Financiera Alba, Pelayo Mutua de Seguros, Chairwoman of Satlantis Microsats and CEO of Genetrix.


**Other positions
currently held**

She is Director at Compañía de Distribución Integral Logista Holdings, Mediaset, Ysios Capital Partners. She is also the President of the COTEC Foundation, a member of the España Constitucional, SEPI and Women for Africa Foundations, as well as a member of the Social Council of the University of Seville.


IGNACIO GARRALDA
Proprietary Director



Education

He holds a degree in Law from Complutense University of Madrid. He has been a Notary Public, on leave, since 1989.


Career

He began his professional career as Notary for Commercial Matters (1976-1982), and from there he became a Licensed Stock Broker (1982-1989). He was a founding member of AB Asesores Bursátiles, where he was Vice-Chairman until 2001, Vice-Chairman of Morgan Stanley Dean Witter (1999-2001), Chairman of Bancoval (1994-1996) and member of the board of the Madrid Stock Exchange governing body (1991-2009).

He is Chair and CEO of Mutua Madrileña Automovilista, he has been a member of the Board of Directors since 2002, and since 2004, he has been a member of the Executive Committee of which he is currently Chair, as well as the Investment Committee.


**Other positions
currently held**

Director of Endesa, and Chairman of its Appointments and Remuneration Committee since 1 September 2020. He is also Chairman of Fundación Mutua Madrileña and sits on the Board of Trustees of Fundación Princesa de Asturias, of Museo Reina Sofía, of Pro Real Academia Española and of the Drug Addiction Help Foundation.


AMPARO MORALEDA

Independent Director



Education

Industrial Engineering from the ICAI and MBA from the IESE Business School.


Career

She was the Chief Operating Officer of Iberdrola's International Division with responsibility for the UK and US (2009-2012) and she headed Iberdrola Ingeniería y Construcción (2009-2011). She was also a member of the Board of Directors of Faurcia (2012-2017).

She has previously worked for IBM Group. She was General Manager for IBM Spain and Portugal (2001-2009), responsible for Greece, Israel and Turkey (2005-2009). She was also assistant executive to the President of IBM corporation (2000-2001), Managing Director of INSA (subsidiary of IBM Global Services) (1998-2000) and HR Director for EMEA at IBM Global Services (1995-1997).


**Other positions
currently held**

Independent Director at Solvay, Airbus Group and Vodafone.

She is also a member of the Supervisory Board of the Spanish National Research Council (CSIC), of the Advisory Board of SAP Ibérica, Spencer Stuart, as well as a full academic member of the Royal Academy of Economic and Financial Science, member of the Academy of Social Sciences and the Environment of Andalusia, the Board of Trustees of MD Anderson Cancer Center in Madrid, Vodafone Foundation and Airbus Foundation.


EDUARDO JAVIER SANCHIZ
Independent


Education


He holds a degree in Economics from the University of Deusto and a master's in Business Administration from the IE.


Career

He has worked with Almirall since 2004, where he was CEO (2011-2017). He was previously Executive Director of Corporate Development and Finance and CFO. He has been a member of the Board of Directors since 2005 and of the Dermatology Committee since 2015.

He also worked in various positions at Eli Lilly & Co, the American pharmaceutical company. Some of his significant positions include General Manager in Belgium, General Manager in Mexico and Executive Officer in the Business Division covering central, northern and eastern European countries.

He was a member of the American Chamber of Commerce in Mexico and of the Association of Pharmaceutical Industries in a number of countries in Europe and Latin America.


**Other positions
currently held**

He is currently a member of the Board of Directors of Laboratorio Pierre Fabre and its Strategic Committee

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Proprietary Director

>> Education

He holds a degree in Law from Complutense University of Madrid. State Lawyer (on leave) and Notary (until 2013).

>> Career

In 1971, he joined the State Lawyer Corps until his leave of absence in 1983. Legal counsel to the Madrid Stock Exchange (1983-1987). Forex and Stock Market Broker in Barcelona (1987). Chairman of the Promoter of the new Barcelona Stock Exchange (1988) and Chairman of the Barcelona Stock Exchange (1989-1993).

Chairman of the Spanish Stock Market Body (1991-1992) and Deputy Chairman of MEF (Spanish Financial Futures Market). He was also Deputy Chairman of Fundación Barcelona Centro Financiero and of Sociedad de Valores y Bolsa Interdealers, S.A.

In 1994, he became a Forex and Stock Market Broker in Barcelona.

Notary Public in Barcelona (2000-2013). He was also a member of the Board of Endesa (2000-2007) and its Group companies.

KORO USARRAGA

Independent Director

>> Education

She holds a degree and a master's in Business Administration from ESADE Business School.

She completed the PADE programme at IESE Business School. He is a qualified chartered accountant (Registro Oficial de Auditores de Cuentas).

>> Career

She worked at Arthur Andersen for 20 years, and she was appointed partner of the Audit Division in 1993.

In 2001, she assumed responsibility for the General Corporate Management of Occidental Hotels & Resorts. She was Managing Director of Renta Corporación and member of the Board of Directors of NH Hotel Group (2015-2017).

>> Other positions currently held

Independent Director of Vocento and Chair of its audit and compliance committee, and Administrator of Vehicle Testing Equipment and of 2005 KP Inversiones.



>> RELATIONSHIPS BETWEEN SIGNIFICANT SHAREHOLDERS (OR SHAREHOLDERS REPRESENTED ON THE BOARD) AND DIRECTORS (OR THEIR REPRESENTATIVES) ARE AS FOLLOWS: (A.6)

Significant shareholder or represented on the associated board	Director or representative	Description of relationship/post
"la Caixa" Banking Foundation (CriteriaCaixa)	Alejandro García-Bragado	Member of the Board of Saba Infraestructuras, S.A.
Mutua Madrileña	Ignacio Garralda	Chairman and CEO of Mutua Madrileña
Caja Canarias Foundation ¹	Natalia Aznárez	Director of the Caja Canarias Foundation

¹ Note the shareholders' agreement explained under "Ownership – Significant Shareholders – Shareholder Agreements" (A.7).

The positions held by directors in group companies and other listed companies are as follows:

>> POSITIONS OF DIRECTORS IN OTHER COMPANIES IN THE GROUP (C.1.10)

Name or corporate name of Director	Corporate name of the listed company	Position
Tomás Muniesa	VidaCaixa	Deputy Chairman
Gonzalo Gortázar	VidaCaixa	Chairman
Gonzalo Gortázar	Banco BPI	Director

>> POSITIONS OF DIRECTORS IN OTHER LISTED COMPANIES (C.1.11)

Name or corporate name of Director	Corporate name of the listed company	Position
Ignacio Garralda	Endesa, S.A.	Director
Jordi Gual	Erste Group Bank, AG.	Director ²
Jordi Gual	Telefónica, S.A.	Director
Amparo Moraleda	Vodafone Group PLC	Director
Amparo Moraleda	Solvay, S.A.	Director
Amparo Moraleda	Airbus Group, S.E.	Director
Cristina Garmendia	Mediaset España Comunicación, S.A.	Director
Cristina Garmendia	Compañía de Distribución Integral Logista Holdings,	Director
Koro Usarraga	Vocento, S.A.	Director

² With regard to the position held by Mr. Jordi Gual in Erste Group Bank, AG, his title is Member of the Supervisory Board. However, in the Statistical Annex of the ACGR, he is listed as director due to space restrictions.

The information on Directors and positions at other listed companies refers to year-end.

The company has imposed rules on the maximum number of company boards on which its own directors may sit. In accordance with article 32.4 of the Regulations of the Board of Directors, CaixaBank directors must observe the limitations on membership of boards of directors set out in the current regulations on the organisation, supervision and solvency of credit institutions. (C.1.12)



Diversity of Board of Directors (C.1.5 + C.1.6 + C.1.7)

CaixaBank has a Selection, Diversity and Suitability Assessment Policy in place for directors (as well as members of Senior Management and other people in key roles). This Policy has been updated and approved by the Board of Directors, based on the amendments to the recommendations in the Code of Good Governance, particularly with regard to the increase in senior management. The aim of this Policy is to ensure a suitable balance at all times in the composition of the Board, promoting diversity of gender, age and background, as well as in relation to training, knowledge and professional experience to foster diverse and independent opinions and a robust and mature decision-making process.

As provided for in article 15 of the Regulations of the Board of Directors, the Appointments Committee is responsible for supervising compliance with this Policy. This Committee must, among other duties, analyse and propose the profiles of candidates to fill Board positions, considering diversity as an essential factor in the selection process and suitability, with a particular focus on gender diversity.

Within the framework of the Policy, and with a view to diversity, the following measures are established:

- > Consideration, during the director selection and re-election procedures, of the goal of ensuring a governing body composition that is suitable and diverse, particularly in terms of diversity of gender, knowledge, training and professional experience, age and geographical origin in the composition of the Board, ensuring a suitable balance and facilitating the selection of candidates from the gender with the least representation. For this purpose, the candidate's suitability assessment reports shall include an assessment of how the candidate contributes to ensuring a diverse and appropriate composition of the Board of Directors.
- > Annual assessment of the composition and competencies of the Board, considering the diversity aspects discussed previously and, in particular, the per-

centage of Board members of the less represented gender, taking action when there is a discrepancy.

- > Preparation and update of a competency matrix, the results of which may serve to detect future needs relating to training or areas to improve in future appointments.

The CaixaBank Selection Policy and, in particular, section 6.1 of the policy regarding the fundamental elements of the diversity policy in the Board of Directors and the Protocol on Procedures for assessing suitability and appointing directors and senior management, along with other key positions in CaixaBank and its group establish the obligation of the Appointments Committee to assess the collective suitability of the Board of Directors each year.

Adequate diversity in the composition of the Board is taken into account throughout the entire process of selection and suitability assessment at CaixaBank, considering, in particular, diversity of gender, training, professional experience, age, and geographic origin.

After the Ordinary General Shareholders' Meeting on 22 May 2020, the percentage of female directors was 40% of all members of the Board. This percentage was above the target set by the Appointments Committee in 2019, according to which in 2020 the number of female directors should represent at least 30% of the total number of members of the Board of Directors, in accordance with recommendation 14 of the Good Governance Code of Listed Companies in the wording in effect at that time.

In this regard, the revision of said Code in June 2020 must be considered and, in particular, recommendation 15, according to which the percentage of female directors should never be less than 30% of the total number of members of the Board of Directors and that by the end of 2022, the number of female directors should be at least 40% of the members of the Board of Directors.

After the Annual General Meeting in May 2020, the percentage of women of the Board of Directors was 40% of

all members. This percentage will stay the same in 2021 in the future composition of the Board once the Merger takes effect.

As a result, it can be said that the diversity aspects have been taken into account when submitting the proposals for the appointment of new directors to the Extraordinary General Shareholders' Meeting in December 2020 for approval so that the percentage of female directors could be maintained at 40% of the total number of members of the Board of Directors.

In the annual compliance assessment of the aforementioned Policy, the Board concluded that, during the 2020 financial year, it had a suitable structure, size and composition and a satisfactory, balanced and complementary composition of skills and diversity as well as knowledge and experience among its members, both in the financial sector and in other relevant areas to ensure the good governance of a credit institution. The determination of suitability in terms of the composition of the Board, which includes the individual re-evaluation of the suitability of each director by the Appointments Committee, also extends to diversity of gender, age and background.

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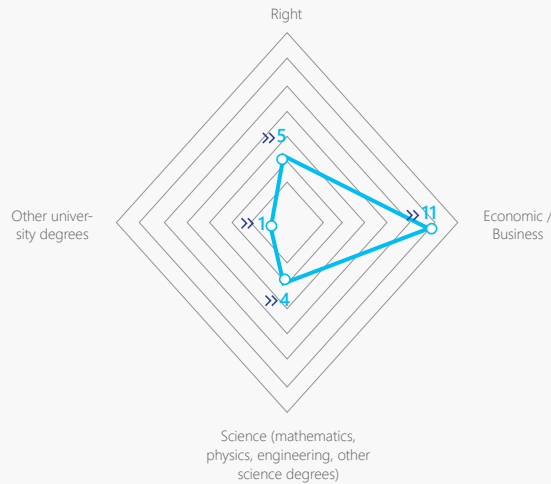
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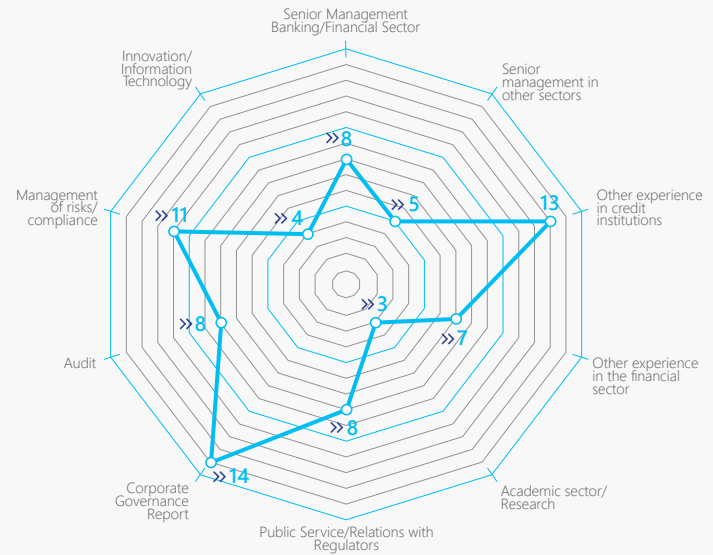
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>> DISTRIBUTION OF THE EDUCATION OF MEMBERS OF THE BOARD OF DIRECTORS



>> DISTRIBUTION OF THE EXPERIENCE OF MEMBERS OF THE BOARD OF DIRECTORS



Training of Board of Directors (C.1.5 + C.1.6 + C.1.7)

In line with best governance practices and in order to further enhance knowledge of developments in the sector, a training session on the Prevention of Money Laundering and Terrorist Financing was held in 2020 for all members of the Board of Directors.

In addition, the Risk Committee included 13 single-topic presentations into the agenda at its ordinary meetings. These presentations looked in detail at relevant risks, such as reputational risk, compliance risk, reliability risk of financial information, structural balance sheet interest rate risk, legal risk, market risk, operational risk and cybersecurity, among others.

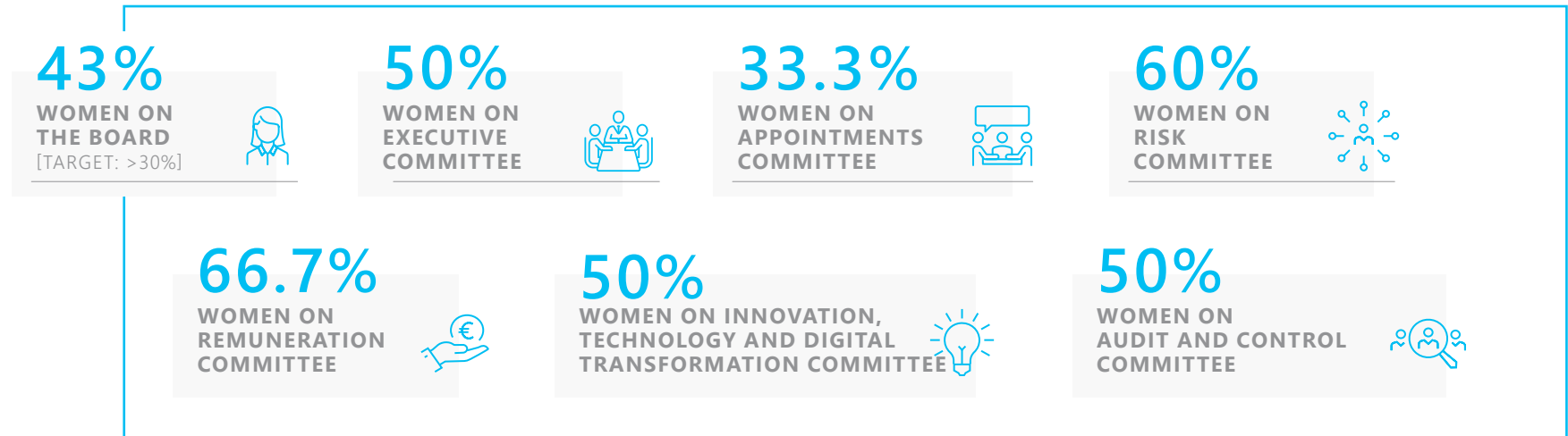
The Audit and Control Committee has also included single-topic presentations in the agenda of its meetings, covering matters relating to internal audit, supervision and control.

These committees also held two joint sessions to discuss important aspects of solvency.

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In recent years, the gender diversity of the Board has progressively increased, reaching and even exceeding the target set by the Appointments Committee to have at least 30% female directors (C.1.4):

(C.1.4)	Number of female directors				% of total Directors of each category			
	Financial year 2020	Financial year 2019	Financial year 2018	Financial year 2017	Financial year 2020	Financial year 2019	Financial year 2018	Financial year 2017
Executive	-	-	-	-	0.00	0.00	0.00	0.00
Proprietary	2	2	2	2	28.57	25.00	25.00	28.57
Independent	4	4	3	3	66.67	57.14	33.33	33.33
Other external	-	-	-	-	-	0.00	0.00	0.00
TOTAL	6	6	5	5	42.86	37.50	27.78	27.78



As a result, the CaixaBank Board can be said to be within the upper band of Ibx 35 companies in terms of the present of women, according to the public information available on the composition of Boards of Directors of Ibx 35 companies at year-end 2020 (the average of which is 30.11%)¹.

¹ Average number of women sitting on the Board of IBEX35 companies, calculated according to the public information available on the websites of the companies.


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Selection, appointment, re-election and removal of members of the board

Principles of proportionality among board member categories (C.1.16)

- 01** External (non-executive) directors should constitute a majority over executive directors, and the number of the latter should be the minimum necessary.
- 02** The external directors will include holders of stable significant shareholdings in the company (or their representatives) or those shareholders that have been proposed as directors even though their holding is not significant (proprietary directors), and persons of recognised experience who can perform their functions without being influenced by the Company or its Group, its executive team or significant shareholders (independent directors).
- 03** Among the external directors, the ratio of proprietary and independent directors should reflect the existing proportion of the Company's share capital represented by proprietary directors and the remainder of its capital. At least one third of the Company's directors will be independent directors (provided that there is one shareholder, or several acting in concert, controlling more than 30% of the share capital).
- 04** No shareholder may be represented on the Board by a number of proprietary directors representing more than 40% of the total number of Board members, without affecting the right to proportional representation provided for by law.

Selection and appointment (C.1.16)

The Selection, Diversity and Suitability Assessment Policy for directors (as well as members of Senior Management and other people in key roles) includes the main aspects and undertakings of the Company in relation to the appointment and selection of directors. The purpose is to provide candidates that ensure the effective capability of the Board to take decisions independently in the interest of the Company.

In this context, director appointment proposals put forward by the Board for the consideration of the AGM, and the appointment agreements adopted by the Board by virtue of the powers legally attributed to it, must be preceded by the corresponding proposal of the Appointments Committee, when dealing with independent directors, and by a report, in the case of all other

directors. Proposals for the appointment and re-election of directors are accompanied by a report from the Board setting out the competencies, experience and merits of the candidate.

In accordance with the legal provisions, the candidates must meet the suitability requirements for the position and, in particular, they must have recognised business and professional repute, suitable knowledge and experience to understand the Company's activities and main risks, and be in a position to exercise good governance. Furthermore, the conditions established by regulations in force will be taken into account, regarding the overall composition of the Board of Directors. In particular, the overall composition of the Board of Directors must incorporate sufficient knowledge, abilities and experience

regarding the governance of credit institutions, to sufficiently understand the Company's activities, including the primary risks, and to ensure the effective capacity of the Board of Directors to take independent and autonomous decisions in the Company's interests.


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The Appointments Committee, with the assistance of the General Secretary and the Secretary of the Board, taking into account the balance of knowledge, experience, capacity and diversity required and in place on the Board of Directors, elaborates and constantly updates a competency matrix, which is approved by the Board of Directors.

Where applicable, the results of applying the matrix may be used to identify future training needs or areas to strengthen in future appointments.

The Selection Policy is complemented by a Suitability Protocol that establishes the procedure for making the selection and the continuous assessment of the suitability of Board members, among other groups, including any unforeseeable circumstances which may affect their suitability for the post.

The Protocol establishes the Company's units and internal procedures involved in the selection and ongoing assessment of members of the Board of Directors, general managers and other senior executives, the heads of the internal control function and other

key posts in CaixaBank, as defined under applicable legislation. Under the "Protocol", the Board of Directors, in plenary session, assesses the suitability of proposed candidates, based on a report from the Appointments Committee.

This entire process is subject to the provisions of the internal regulations on the appointment of directors and the applicable regulations of corporate enterprises and credit institutions, which is subject to the suitability assessment of the European Central Bank and culminates in the acceptance of the position after the approval by the banking authority of the proposed appointment, which will be approved by the General Shareholders' Meeting.

Re-election and duration of the post (C.1.16 + C 1.2.36)

Directors shall hold their posts for the term stipulated in the By-Laws (4 years) —for as long as the General Meeting does not resolve to remove them and they do not stand down from office— and may be re-elected one or more times for periods of equal length. However, independent directors will not remain as such for a continuous period of more than 12 years.

Directors designated by co-option shall hold their post until the date of the next AGM or until the legal deadline for holding the AGM that is to decide whether to approve the financial statements for the previous financial year has passed. If the vacancy arises after the AGM is called but before it is held, the appointment of the director by co-option to cover the vacancy will take effect until the next AGM is held.




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Removal or resignation from post (C.1.19+ C.1.36)

Directors shall step down when the period for which they were appointed has elapsed, when so decided by the AGM and when they resign. When a director leaves office prior to the end of their term, they must explain the reasons in a letter sent to all members of the Board of Directors.

In the following circumstances, if the Board of Directors deems it appropriate, directors must tender their resignation from the Board, formalising their intention to resign (article 21.2 of the Regulations of the Board of Directors):

- > When they leave the positions, posts or functions with which their appointment as director was associated;
- > When they are subject to any of the cases of incompatibility or prohibition provided by law or no longer meet the suitability requirements;
- > When they are indicted for an allegedly criminal act or are subject to a disciplinary proceeding for serious or very serious fault instructed by the supervisory authorities;
- > When their remaining on the Board, they may place at risk the Company's interest, or when the reasons for which they were appointed cease to exist.¹
- > When significant changes occur in their professional situation or in the conditions in which they were appointed Director.
- > When due to facts attributable to the Director, his remaining on the Board causes serious damage to the corporate net worth or reputation in the judgement of the Board.

If an individual representing a legal entity director becomes involved in any of the situations described above, that representative must relinquish their position to the legal entity that appointed them. If the latter decides that the representative should remain in their post as a director, the legal entity director must tender its resignation from the Board.

All of the above, notwithstanding the provisions of Royal Decree 84/2015, of 13 February, which implements Act 10/2014, of 26 June on the organisation, supervision and solvency of credit institutions, on the requirements of repute that must be met by directors and the consequences of losses derived therefrom, along with other regulations or guides applicable to the nature of the company.



¹In the case of proprietary directors, when the shareholder they represent transfers its stake in its entirety or lowers it to a level that requires a reduction in the number of proprietary directors, its stake.

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Preliminary Proceedings 67/2018 are currently being processed at the Central Magistrates Court No 5. A swap transaction agreed with CriteriaCaixa on 3/12/15, the takeover bid for BPI and certain accounting matters are being investigated. The case is being pursued against CaixaBank and certain directors.

The Board of Directors has been informed of these proceedings since the beginning and of all significant aspects in their development up to this point. The Board, which will follow any developments in the case, does not believe that this affects the suitability of the directors in question and that no action is required. (C.1.37)

<u>Name or corporate name of the director</u>	<u>Criminal charge</u>	<u>Specifications</u>
Gonzalo Gortázar	Preliminary Proceedings 67/2018	-
Alejandro Garcia-Bragado	Preliminary Proceedings 67/2018	-

Other limitations on the position of director

There are no specific requirements, other than those relating to the directors, to be appointed as Chairman of the Board. (C.1.21)

Neither the By-laws nor the Regulations of the Board of Directors establish any age limit for serving as a director. (C.1.22)

Neither the By-laws nor the Regulations of the Board of Directors establish any limited mandate or additional stricter requirements for independent directors beyond those required by law. (C.1.23)

>> OPERATION AND WORKINGS OF THE BOARD (C.1.25 AND C.1.26)

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NUMBER OF BOARD MEETINGS 16

>>



NUMBER OF BOARD MEETINGS HELD WITHOUT THE CHAIRMAN'S ATTENDANCE 0

>>



NUMBER OF BOARD MEETINGS HELD WITHOUT THE ATTENDANCE OF THE EXECUTIVE DIRECTORS 1

>>



NUMBER OF MEETINGS OF THE AUDIT AND CONTROL COMMITTEE 20

>>



NUMBER OF MEETINGS OF THE INNOVATION, TECHNOLOGY AND DIGITAL TRANSFORMATION COMMITTEE 4

>>



NUMBER OF MEETINGS OF THE APPOINTMENTS COMMITTEE 13

>>



NUMBER OF MEETINGS OF THE REMUNERATION COMMITTEE 5

>>



NUMBER OF MEETINGS OF THE RISK COMMITTEE 14

>>



NUMBER OF MEETINGS OF THE EXECUTIVE COMMITTEE 20

>>



NUMBER OF MEETINGS ATTENDED IN PERSON BY AT LEAST 80% OF DIRECTORS 16

>>



% ATTENDED IN PERSON OUT OF THE TOTAL VOTES DURING THE YEAR 100%

>>



NUMBER OF MEETINGS ATTENDED IN PERSON OR BY REPRESENTATIONS MADE WITH SPECIFIC INSTRUCTIONS OF ALL DIRECTORS 16

>>



% OF VOTES ISSUED AT IN SITU MEETINGS OR WITH REPRESENTATIONS MADE WITH SPECIFIC INSTRUCTIONS OUT OF ALL VOTES CAST DURING THE YEAR 100%


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Board Regulations (C.1.15)

As a result of the partial reform of the Good Governance Code (GGC) in June 2020 and in accordance with CNMV Circular 1/2020 amending the ACGR and ADRR templates, the transitional provision of which establishes, in regard to the GGC Recommendations amended in June, the adaptation of the corporate texts and/or policies affected so that they can be considered complied with in the ACGR for the 2020 financial year, at its meeting on 17 December 2020, the CaixaBank Board resolved to amend some articles of the Regulations of the Board of Directors: article 4, Duties of the Board of Directors; section 5 of article 5, Qualitative Composition; article 13, Executive Committee; article 14, composition and competencies of the Audit and Control Committee; article 14.2, composition of the Risk Committee and a technical provision was added to article 14.2.c; article 15.2, competencies of the Appointments Committee; article 15.3, the duties of the Remuneration Committee were supplemented; section 7 of article 16 (Meetings of the Board of Directors); section 4 of article 21 (Removal of Directors); the term "significant events" was removed from article 31.1; section 2 of article 31 (Use of Non-Public Information); and finally section 5 of article 32 (Directors' Duty of Information). The purpose of said amendments is, essentially, to **adapt the new texts of the Regulations of the Board of Directors to the GGC recommendations amended in June 2020**, in order to continue report compliance in the ACGR for 2020 (and also in line with the CNMV Technical Guide 1/2016, which emphasises the legitimate expectation that companies and their directors consider the GGC recommendations in all relevant actions in relation to company governance, so that they assess in each specific case whether or not the most appropriate approach to be used should fully follow the applicable recommendations of the GGC). A further reason was to **incorporate some specific amendments derived mainly from the revised text of the Corporate Enterprises Act ("CEA")** as amended by Act 11/2018.

The amendments to the Regulations of the Board of Directors are reported to the CNMV and executed in a public document and filed at the Companies' Register, after which the revised text is published on the CNMV website.

Information (C.1.35)

There is a procedure in place whereby directors may obtain the information needed to prepare for the meetings with the governing bodies with sufficient time. In general, documents for approval by the Board, especially those which cannot be fully analysed and discussed during the meeting due to their length, are sent to Board members prior to the meetings.

Furthermore, pursuant to article 22 of the Regulations of the Board, the board may request information on any aspect of the Company and its Group and examine its books, records, documents and further documentation. Requests must be sent to the executive directors who will forward the matters to the appropriate parties and they must notify the director, when applicable, of their duty of confidentiality.

Proxy voting (C.1.24)

The Regulations of the Board establish that directors must attend Board meetings in person. However, when they are unable to do so in person, they shall endeavour to grant their proxy in writing, on a special basis for each meeting, to another Board member, including the appropriate instructions therein.

Non-executive directors may only delegate a proxy to a fellow non-executive director. Independent directors may only delegate a proxy to a fellow independent director.

Notwithstanding the above, and so that the proxyholder can vote accordingly based on the outcome of the debate by the Board, proxies are not granted with specific instructions and must always be given in strict accordance with legal requirements. This is in keeping with the law on the powers of the Chairman of Board, who is given, among others, power to stimulate debate and the active involvement of all directors, safeguarding their rights to adopt positions.




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Decision-making

No qualified majorities other than those prescribed by law are required for any type of decision. (C.1.20)

The Company has not entered into any material agreements that come into force, are modified or are terminated in the event of a change in control of the company following a public takeover bid, and their effects. (C.1.38)

The figure of the coordinating director, appointed from among the independent directors, was introduced in 2017. During 2020, the coordinating director held 1 meeting with external directors (independent and proprietary) without the attendance of the Chairman and the CEO, and which was reported to the Board, at which meeting the proposals for improvement were discussed. (C.1.25)

Relations with the market (C.1.30)

With regard to its relationship with market agents, the Company acts on the principles of transparency and non-discrimination and according to the provisions of the Regulations of the Board of Directors which stipulate that the Board, through communications of material facts to the CNMV and the corporate website, shall inform the public immediately with regard to any inside information. With regard to the Company's relationship with analysts and investment banks, the Investor Relations department shall coordinate the Company's relationship with analysts, shareholders and institutional investors and manage their requests for information in order to ensure they are treated fairly and objectively.

In this regard, and pursuant to Recommendation 4 of the Good Governance Code of Listed Companies, the Board of Directors, resolved to approve the Policy on Communication and Contact with Shareholders, Institutional Investors and Proxy Shareholders which is available on the Company's website.

Within this Policy, and pursuant to the authority vested in the Coordinating Director appointed in 2017, he is must maintain contact, as appropriate, with investors and shareholders to hear their views and develop a balanced understanding of their concerns, especially those to do with the Company's corporate governance.

Also, the powers legally delegated to the Board of Directors specifically include the duty of supervising the dissemination of information and communications relating to the Company. Therefore, the Board of Directors is responsible for managing and supervising at the highest level the information distributed to shareholders, institutional investors and the markets in general. Consequently, the Board of Directors, through the corresponding bodies and departments, works to ensure, protect and facilitate the exercising of the rights of the shareholders, institutional investors and the markets in general in the defence of the corporate interest, in compliance with the following principles:

- > Transparency;
- > Equal treatment and non-discrimination;
- > Immediate access and ongoing communication;
- > At the cutting-edge in the use of new technologies; and

In terms of the rules and recommendations, these principles apply to all information disclosed and the Company's communications with shareholders, institutional investors and relations with markets and other stakeholders such as, inter alia, intermediary financial institutions, management companies and custodians of the Company's shares, financial analysts, regulatory and supervisory bodies, proxy advisors, information agencies and credit rating agencies.

The Company pays particular heed to the rules governing the processing of inside information and other potentially relevant information contained in the applicable legislation and the Company's regulations on shareholder relations and communications with securities markets, as contained in CaixaBank's Code of Business Conduct and Ethics, and the Internal Code of Conduct on Matters Relating to the Stock Market of CaixaBank, S.A. and the Regulations of the Board of Directors (also available on the Company's website).


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Assessment of the Board (C.1.17 + C.1.18)

The Board evaluates its performance and that of its Committees annually, pursuant to article 16 of the Regulations of the Board of Directors.

In 2020, the Board of Directors carried out the self-assessment of its operation internally after concluding it would be appropriate to rule out assistance of an external advisor for 2020—given the exceptional circumstances caused by the COVID-19 pandemic and the partial renewal process the Board will undertake once the merger of CaixaBank with Bankia takes effect— and that it was more advisable and reasonable to postpone the external collaboration to the next self-assessment exercise.

As a result, the self-assessment process was carried out along the same lines as the previous year with the assistance of the General Secretary and Secretary of the Board. For this purpose, the self-assessment questionnaires for 2019 were used as the basis for the exercise, introducing some specific changes. In particular, a specific questionnaire was included for the members of the Innovation, Technology and Digital Transformation Committee.

These questionnaires address:

- > The operation of the Board (preparation, dynamic and culture; evaluation of working tools; and evaluation of the Board's self-assessment process);
- > The composition and functioning of the committees;
- > The performance of the Chairman, CEO, Independent Coordinating Director and the Secretary; and
- > The individual assessment of each director.

Members of each committee were also sent a detailed self-assessment form on the functioning and operation of their respective committee.

The results and conclusions reached, including the recommendations, are contained in the document analysing the performance assessment of the CaixaBank Board and its committees for 2020, which was approved by the Board. Broadly speaking, and in light of the responses received from the directors in the self-assessment process and the activity reports drawn up by each commission, the Board holds a positive view of the quality and efficiency of its operation and that of its committees for 2020.

In 2020, the Appointments Committee followed up on the organisational improvement actions identified in the previous year, mainly related to organisational development to make the Board's operations more efficient and of higher quality. In particular, improvements were made to the functionality of the IT tools used by the Board and its members, and new working systems were implemented to ensure the operability of Board meetings held through digital channels with adequate guarantees and legal security. Furthermore, improvements were also made with regard to various organisational aspects, such as the restructuring of several Committees and the optimisation of the agenda, in terms of matters to be addressed and the time allocated to them, as well as the quality and scope of the information received by the directors. With regard to the recommendation that the Board gain further insight and knowledge, single-topic training sessions were carried out both within the Board itself and its committees.

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Committees of the Board (C.2.1)

Within the scope of its powers of self-organisation, the Board has a number of specialised committees, with supervisory and advisory powers, as well as an Executive Committee. There are no specific regulations for Board committees, and they are governed in accordance with the law, the By-laws and the Regulations of the Board, amendments to which during the year are noted in the section "The Administration – The Board of Directors – Operation of the Board of Directors – Regulations of the Board". In aspects not specifically laid out for the Executive Committee, the operational rules governing the Board itself will be applied, by virtue of the Regulation of the Board.

The Board committees, in accordance with the provisions of the Regulations of the Board and applicable legislation, draw up an annual report on its activities, which includes the assessment of its performance during the year. The annual reports on the activity of the Appointments Committee, the Remuneration Committee and the Audit and Control Committee are available on the Company's corporate website. (C.2.3)

>> NUMBER OF FEMALE DIRECTORS WHO WERE MEMBERS OF BOARD COMMITTEES AT THE CLOSE OF THE LAST FOUR YEARS (C.2.2)

	Financial year 2020		Financial year 2019		Financial year 2018		Financial year 2017	
	Number	%	Number	%	Number	%	Number	%
Audit and Control Committee	2	50	1	33.33	1	25	1	33.33
Innovation, Technology and Digital Transformation Committee	2	50	2	40	0	0	0	0
Appointments Committee	1	33.33	1	33.33	1	33.33	2	66.67
Remuneration Committee	2	66.67	2	66.67	1	33.33	2	66.67
Risk Committee	3	60	2	66.67	2	40	1	25
Executive Committee	3	50	2	33.33	2	25	2	25



>> EXECUTIVE COMMITTEE

Article 39 of the By-laws and article 13 of the Regulations of the Board describe the organisation and operation of the Executive Committee.

NUMBER OF MEMBERS

The Committee comprises six members, two proprietary directors (Jordi Gual and Tomás Muniesa), one executive director (Gonzalo Gortázar) and three independent directors (Verónica Fisas, Amparo Moraleda and Koro Usarraga). In accordance with article 13 of the Regulations of the Board, the Chairman and Secretary of the Executive Committee will also be the Chairman and Secretary of the Board of Directors

NUMBER OF INDEPENDENT MEMBERS

(+% OF TOTAL)

% of executive Directors	16.67
% of proprietary Directors	33.33
% of independent Directors	50.00
% of other external Directors	0.00

NUMBER OF MEETINGS (C.1.25)

In 2020, the Committee held 20 meetings, of which one was physically attended by its members; five meetings were held with a combination of physical attendance and real-time remote connections and 14 meetings were held exclusively by digital means, through audiovisual connections that ensured the recognition of attendees and the real-time interaction and intercommunication between them and, therefore, the unity of the event. This was in accordance with the provisions of article 36.4 of the By-laws and article 16.4 of the Regulations of the Board of Directors. It was also in view of the health risks relating to COVID-19 and the measures and recommendations adopted by the various healthcare authorities, which affected the holding of the Committee's meetings with the physical presence of its members.

AVERAGE ATTENDANCE AT MEETINGS

The attendance of members, in person or by proxy, at the Committee's meetings during 2020 was as follows:

No. of meetings in 2020	20
Jordi Gual	20/20 ¹
Tomás Muniesa	20/20
Gonzalo Gortázar	20/20
Verónica Fisas	20/20
Amparo Moraleda	20/20
Xavier Vives ²	08/08
Koro Usarraga ³	12/12

¹ The first figure refers to the number of meetings attended by the director and the second to the number of meetings held in 2020 since the director holds his/her post or until he/she has ceased to be a member of the Committee.

² Mr Vives was a member of the Executive Committee until 22 May 2020, when his appointment as a director of CaixaBank expired.

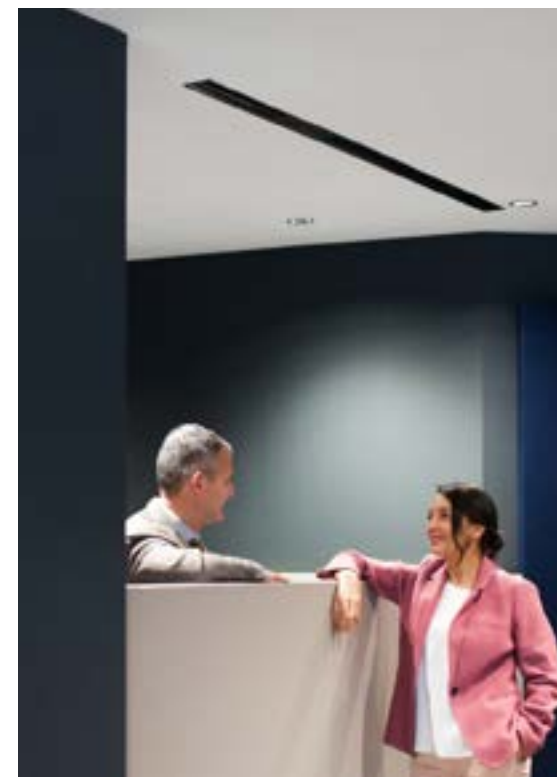
³ Ms Usarraga has been a member of the Executive Committee since 22 May 2020, when she was appointed a member of this Committee.

Composition

Executive Committee

Name	Position	Category
Jordi Gual	Chairman	Proprietary
Tomás Muniesa	Member	Proprietary
Gonzalo Gortázar	Member	Executive
Verónica Fisas	Member	Independent
Amparo Moraleda	Member	Independent
Koro Usarraga	Member	Independent

The composition of this committee, which is made up of the Chairman and CEO, must have at least two non-executive directors, at least one of whom is independent. The appointments of its members requires a vote in favour from at least two-thirds of the Board members.



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Operation

The Executive Committee has been delegated all of the responsibilities and powers available to it both legally and under the Company's By-laws. For internal purposes, the Executive Committee is subject to the limitations set out in article 4 of the Regulations of the Board of Directors. The Board's permanent delegation of powers to this Committee will require a vote in favour from at least two-thirds of the Board members. (C.1.9)

The Committee will meet as often as it is convened by its Chairman or the person who is to replace him in his absence, and it is validly constituted when the majority of its members are in attendance. Its

resolutions are carried by the majority of the members attending the meeting, and they are valid and binding with no need for subsequent ratification by the Board sitting in plenary, without prejudice to article 4.5 of the Regulations of the Board.

The Executive Committee reports to the Board on the main matters it addresses and the decisions it makes.

There is no express mention in the Company's By-laws that the Committee must prepare an activities report. However, the Executive Committee approved its annual activity report and the assessment of its operation for the year in December 2020.

Activities during the year

In 2020, the Committee addressed a number of recurring matters and other one-off matters, either with a view to adopting relevant decisions or hearing and taking note of the information received. Below is a summary of the main matters addressed:

01

Monitoring of earnings and other accounting aspects.

02

Monitoring of ICO facilities, moratoriums and other measures adopted with regard to customers in the context of COVID-19.

03

Measures and action plans adopted in the context of Covid-19.

04

Monitoring of foreclosed assets and non-performing loans.

05

Approval of operations and monitoring of credit and surety activity

06

Monitoring of aspects related to products and services and other business matters

07

Monitoring of indexes and other aspects related to quality and reputation.

08

Monitoring of subsidiaries, investees and branches.

09

Organisational changes and restructuring measures.

10

Economic and market situation.



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>> APPOINTMENTS COMMITTEE

Article 40 of the By-laws and article 15 of the Regulations of the Board of Directors and applicable legislation describe the organisation and operation of the Appointments Committee.

NUMBER OF MEMBERS

The Committee is made up of three non-executive directors. Two of its members (John S. Reed and Eduardo Javier Sanchiz) are considered independent directors. On 22 May 2020, the Board resolved to reorganise the composition of the committees, for which purpose it appointed Eduardo Javier Sanchiz as the new member of the Appointments Committee, replacing Xavier Vives, whose term as director expired on that date.

NUMBER OF INDEPENDENT MEMBERS

(+% OF TOTAL)

% of executive Directors	0.00
% of proprietary Directors	33.33
% of independent Directors	66.67
% of other external Directors	0.00

NUMBER OF MEETINGS (C.1.25)

In 2020, the Committee held 13 meetings.

AVERAGE ATTENDANCE AT MEETINGS

The attendance of members, in person or by proxy, at the Committee's meetings during 2020 was as follows:

No. of meetings in 2020	13
John Reed	13 / 13
Maria Teresa Bassons	13 / 13
Xavier Vives	5 / 5 ¹
Eduardo Javier Sanchiz	8 / 8 ²

¹ Xavier Vives was a member of the Committee until 22 May 2020

² Eduardo J. Sanchiz has been a member of the Committee since 22 May 2020

Composition

Appointments Committee

Name	Position	Category
John S. Reed	Chairman	Independent
Maria Teresa Bassons	Member	Proprietary
Eduardo Javier Sanchiz	Member	Independent

The Appointments Committee comprises a number of non-executive directors determined by the Board, with a minimum of 3 and a maximum of 5 members. A majority of its members must be independent directors. Members of the Appointments Committee are appointed by the Board at the proposal of the Audit and Control Committee, and the chair of the Committee will be appointed from among the independent directors who sit on the Committee.

Operation

The Appointments Committee is self-governing and it may appoint a Chair and a Secretary. If no Secretary is appointed, the Secretary of the Board or any of the Deputy Secretaries of the Board shall act as Committee Secretary.

It meets as often as considered appropriate for the sound performance of its duties and the meetings are convened by the Chair of the Committee, either on his/her own initiative, or when requested by 2 members of the Committee. The Committee must also meet when the Board or its Chair requests that a report be issued or a resolution carried.

The Committee is validly constituted when a majority of its members are in attendance, and its resolutions are carried by the majority of attending members.

Its duties include:

- > Evaluating and proposing to the Board the assessment of skills, knowledge and experience required of Board members and key personnel.
- > Submitting to the Board the proposals for the nomination of the independent directors to be appointed by co-option or for submission to the decision of the AGM, as well as the proposals for the reappointment or removal of such directors.
- > Reporting on the appointment and, as the case may be, dismissal of the Coordinating Director, the Secretary and the Deputy Secretaries for approval by the Board.

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- > Reporting on proposals for the appointment or removal of senior executives, with the capacity to carry out such proposals directly when the Committee deems this necessary in the case of senior executives as a result of to their control or support duties concerning the Board or its committees. Propose the basic terms of the contracts of senior executives other than their pay and remuneration, and reporting those terms once they have been established.
- > Examining and organising, under the supervision of the coordinating director and with the support of the Chairman of the Board, the succession of the latter and of the Company's chief executive and, as the case may be, sending proposals to the Board so that the succession process is suitably planned and takes place in an orderly fashion.
- > Reporting to the Board on gender diversity issues, ensuring that the procedures for selecting its members favour a diversity of experience and knowledge, and facilitate the selection of female directors, while establishing a representation target for the less represented sex on the Board, as well as preparing guidelines on how this should be achieved.
- > Periodically evaluate, at least once a year, the structure, size, composition and actions of the Board and of its committees, its Chairman, CEO and Secretary, making recommendations regarding possible changes to these. Here, the committee shall act under the direction of the coordinating director when assessing the performance of the Chairman. Evaluating the composition of the Management Committee, as well as its replacement lists, to ensure coverage as members come and go.
- > Periodically reviewing the Board selection and appointment policy in relation to senior executives and making recommendations.
- > Supervise the Company's activities in relation to corporate social responsibility and submit to the Board any proposals it deems appropriate in this regard.

The Committee draws up an annual report on its operation, highlighting the main incidents occurring, if any, in relation to its duties. This report will serve as a basis, among others, and if applicable, for the evaluation of the Board. In addition, when the relevant Committee deems it appropriate, it will include in that report suggestions for improvement.

Activities during the year

As part of its ordinary remit, the Committee discussed, scrutinised and took decisions or issued reports on the following matters: assessment of suitability, appointments of Board and committee members and key personnel in the Company, verification of the character of directors, gender diversity, the policy for selecting directors, senior management and other key posts, diversity and sustainability matters and corporate governance documentation to be submitted for 2020.

In 2020, the Committee supervised and controlled the sound operation of the Company's corporate governance system. To round off its activities for the year, the Committee focused its attention on the (individual and collective) self-assessment of the Board; the evaluation of the Board's structure, size and composition; the evaluation of the functioning of the Board and its Committees; the evaluation of the issue of gender diversity, as well as on analysing the monitoring of the recommendations in the Good Governance Code of Listed Companies and analysing a director training plan proposal.


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>> RISK COMMITTEE

Articles 40 and 14 of the By-laws and Regulations of the Board of Directors describe the organisation and operation of the Risk Committee.

NUMBER OF MEMBERS

The Committee is made up of five (5) directors, all of whom are non-executive directors; Eduardo Javier Sanchiz, Verónica Fisas and Koro Usarraga are independent directors, and the Fundación CajaCanarias, represented by Natalia Aznárez, and Tomás Muniesa, are proprietary directors.

NUMBER OF INDEPENDENT MEMBERS

(+ % OF TOTAL)

% of executive Directors	0.00
% of proprietary Directors	40.00
% of independent Directors	60.00
% of other external Directors	0.00

NUMBER OF MEETINGS (C.1.25)

In 2020, the Committee held 14 meetings, two of which were held jointly with the Audit and Control Committee and one was an extraordinary meeting.

AVERAGE ATTENDANCE AT MEETINGS

The attendance of members, in person or by proxy, at the Committee's meetings during 2020 was as follows:

No. of meetings in 2020	14
Eduardo Javier Sanchiz	14/14
Fundación CajaCanarias, represented by Natalia Aznárez Gómez	14/14
Verónica Fisas	8/8 ¹
Tomás Muniesa	8/8 ²
Koro Usarraga	14/14

¹ Verónica Fisas became a member of the Committee on 22 May 2020

² Tomás Muniesa joined became a member of the Committee on 22 May 2020

Composition

Risk Committee

Name	Position	Category
Eduardo Javier Sanchiz	Chairman	Independent
CajaCanarias Foundation	Member	Proprietary
Verónica Fisas	Member	Independent
Tomás Muniesa	Member	Proprietary
Koro Usarraga	Member	Independent

The Risk Committee comprises exclusively non-executive directors, all possessing the relevant knowledge, expertise and experience to fully understand and control the Company's risk strategy and appetite, in the number determined by the Board, between a minimum of 3 and a maximum of 6 members and with a majority of independent directors.

Operation

It meets as often as considered appropriate for the sound performance of its duties and the meetings are convened by the Chair of the Committee, either on his/her own initiative, or when requested by 2 members of the Committee. The Committee must also meet when the Board or its Chair requests that a report be issued or a resolution carried.

The Committee is validly constituted when a majority of its members are in attendance, and its resolutions are carried by the majority of attending members.

The Company shall ensure that the Risk Committee is able to fully discharge its functions by having unhindered access to the information concerning the Company's risk position and, if necessary, specialist outside expertise, including external auditors and regulators. The Risk Committee may request the attendance of persons from within the organisation whose work is related to its functions, and it may obtain all necessary advice for it to form an opinion on the matters that fall within its remit.

The committee's Chairman reports to the Board on the activities and work performed by the committee, doing so at meetings specifically arranged for that purpose or at the immediately following meeting when the Chairman deems this necessary.

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Its duties include:

- > Advising the Board of Directors on the overall susceptibility to risk, current and future, of the Company and its strategy in this area, reporting on the risk appetite framework, assisting in the monitoring of the implementation of this strategy, ensuring that the Group's actions are consistent with the level of risk tolerance previously decided and implementing the monitoring of the appropriateness of the risks assumed and the profile established.
- > Propose the Group's risk policy to the Board.
- > Ensuring that the pricing policy of the assets and liabilities offered to the clients fully consider the Company's business model and risk strategy.
- > Working with the Board of Directors to determine the nature, quantity, format and frequency of the information concerning risks that the Board should receive and establishing the information that the Committee should receive.
- > Regularly review exposures with its main customers and business sectors, as well as broken down by geographic area and type of risk.
- > Examining risk reporting and control processes, as well as its information systems and indicators.
- > Appraising and making decisions in relation to regulatory compliance risk within the scope of its remit, broadly meaning the risk management of legal or regulatory sanctions, financial loss, material or reputational damage that the Company could sustain as a result of non-compliance with laws, rules, regulations, standards and codes of conduct, detecting and monitoring any risk of non-compliance and examining possible deficiencies.
- > Report on new products and services or significant changes to existing ones.

- > Cooperating with the Remuneration Committee to establish sound remuneration policies and practices.
- > Examining if the incentives policy anticipated in the remuneration systems take into account the risk, capital, liquidity and the probability and timing of the benefits, among other things.
- > Assisting the Board of Directors in setting up effective reporting channels, ensuring the allocation of suitable resources the risk management and for the approval and periodic review of the strategies and policies with regard to risk assumption, management, supervision and reduction.
- > Any others attributed to it by the law, the By-laws, the Regulations of the Board and other regulations applicable to the Company.

There is no express mention in the Company's By-laws that the Committee must prepare an activities report. However, the Committee approved its annual activity report and the assessment of its operation for the year in December 2020.

Activities during the year

Because of the exceptional nature of the 2020 financial year, which was marked by the global pandemic caused by COVID-19, the Committee was regularly informed of the monitoring carried out and the extraordinary actions taken in relation to the virus.

Furthermore, during the 2020 financial year, the Committee discussed, scrutinised and took decisions or issued reports on the matters within its remit in relation to the Strategic Risk Processes (Risk Assessment and Risk Catalogue), as well as the Risk Appetite Framework (RAF), the Recovery Plan, the Group's Risk Policy, the Risk Scorecard, the Internal Capital and Liquidity Adequacy Assessment Processes (ICAAP – ILAAP), Monitoring of Regulatory Compliance and the Global Risk Committee, among others.



>> REMUNERATION COMMITTEE

Articles 40 and 15 of the By-laws and Regulations of the Board and applicable legislation describe the organisation and operation of the Remuneration Committee.

NUMBER OF MEMBERS

The Committee comprises three members, of which two (Amparo Moraleda and Cristina Garmendia) are independent directors. In this regard, on 22 May 2020, the Board of Directors resolved to reorganise the composition of its committees, appointing Cristina Garmendia as a new member of the Remuneration Committee, replacing Verónica Fisas.

NUMBER OF INDEPENDENT MEMBERS

(+% OF TOTAL)

% of executive Directors	0.00
% of proprietary Directors	33.33
% of independent Directors	66.67
% of other external Directors	0.00

NUMBER OF MEETINGS (C.1.25)

In 2020, the Committee held 5 meetings and also adopted resolutions in writing without a meeting. The attendance of members, in person or by proxy, at the Committee's meetings during 2020 was as follows:

AVERAGE ATTENDANCE AT MEETINGS

The attendance of members during the year was as follows:

No. of meetings in 2020	5
Amparo Moraleda	5 / 5
Alejandro García-Bragado	5 / 5
Verónica Fisas	3 / 3 ¹
Cristina Garmendia	2 / 2 ²

¹ Verónica Fisas was a member of the Committee until 22 May 2020

² Cristina Garmendia has been a member of the Committee since 22 May 2020

Composition

Remuneration Committee

Name	Position	Category
Amparo Moraleda	Chairwoman	Independent
Alejandro García-Bragado	Member	Proprietary
Cristina Garmendia	Member	Independent

The Remuneration Committee comprises a number of non-executive directors determined by the Board, with a minimum of 3 and a maximum of 5 members. A major

ity of its members must be independent directors. The Chair of the Committee is appointed from among the independent directors who sit on the Committee.

Operation

The Remuneration Committee is self-governing and it may appoint a Chair and a Secretary. If no Secretary is appointed, the Secretary of the Board or any of the Deputy Secretaries of the Board shall act as Committee Secretary.

It meets as often as considered appropriate for the sound performance of its duties and the meetings are convened by the Chair of the Committee, either on his/her own initiative, or when requested by 2 members of the Committee. The Committee must also meet when the Board or its Chair requests that a report be issued or a resolution carried.

The Committee is validly constituted when a majority of its members are in attendance, and its resolutions are carried by the majority of attending members.

Its duties include:

- > Drafting the resolutions related to remuneration and, particularly, reporting and proposing to the

Board the remuneration policy for the directors and senior management, the system and amount of annual remuneration for directors and senior managers, as well as the individual remuneration of the executive directors and senior managers, and the conditions of their contracts, without prejudice to the competences of the Appointments Committee in relation to any conditions not related to remuneration.

- > Ensuring compliance with the remuneration policy for directors and senior managers, and reporting on the basic terms set out in the contracts of those individuals and the compliance thereof.
- > Reporting and preparing the general remuneration policy of the Company and in particular the policies relating to the categories of staff whose professional activities have a significant impact on the risk profile of the Company and those that are intended to prevent or manage conflicts of interest with the customers.

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- > Analysing, formulating and periodically reviewing remuneration programmes, weighing their adequacy and performance and ensuring compliance.
- > Proposing to the Board the approval of the remuneration reports or policies that it is required to submit to the Annual General Meeting, as well as reporting to the Board on any remuneration-related proposals the Board may intend to lay before the General Shareholders' Meeting.
- > Considering the suggestions it receives from the Company's Chairman, Board members, executives, and shareholders.

The Committee draws up an annual report on its operation, highlighting the main incidents occurring, if any, in relation to its duties. This report will serve as a basis, among others, and if applicable, for the evaluation of the Board. In addition, when the relevant Committee deems it appropriate, it will include in that report suggestions for improvement.

Activities during the year

The Committee analyses recurring issues such as annual remuneration, salary policy and remuneration systems and corporate governance. The Committee also discussed, scrutinised and took decisions or issued reports on the following matters, which fall within its core remit:

01

The remuneration policy, system and amount of annual remuneration for directors and senior managers, and the individual remuneration of the executive director and senior managers.

02

Reporting and recommending basic contract terms for senior managers.

04

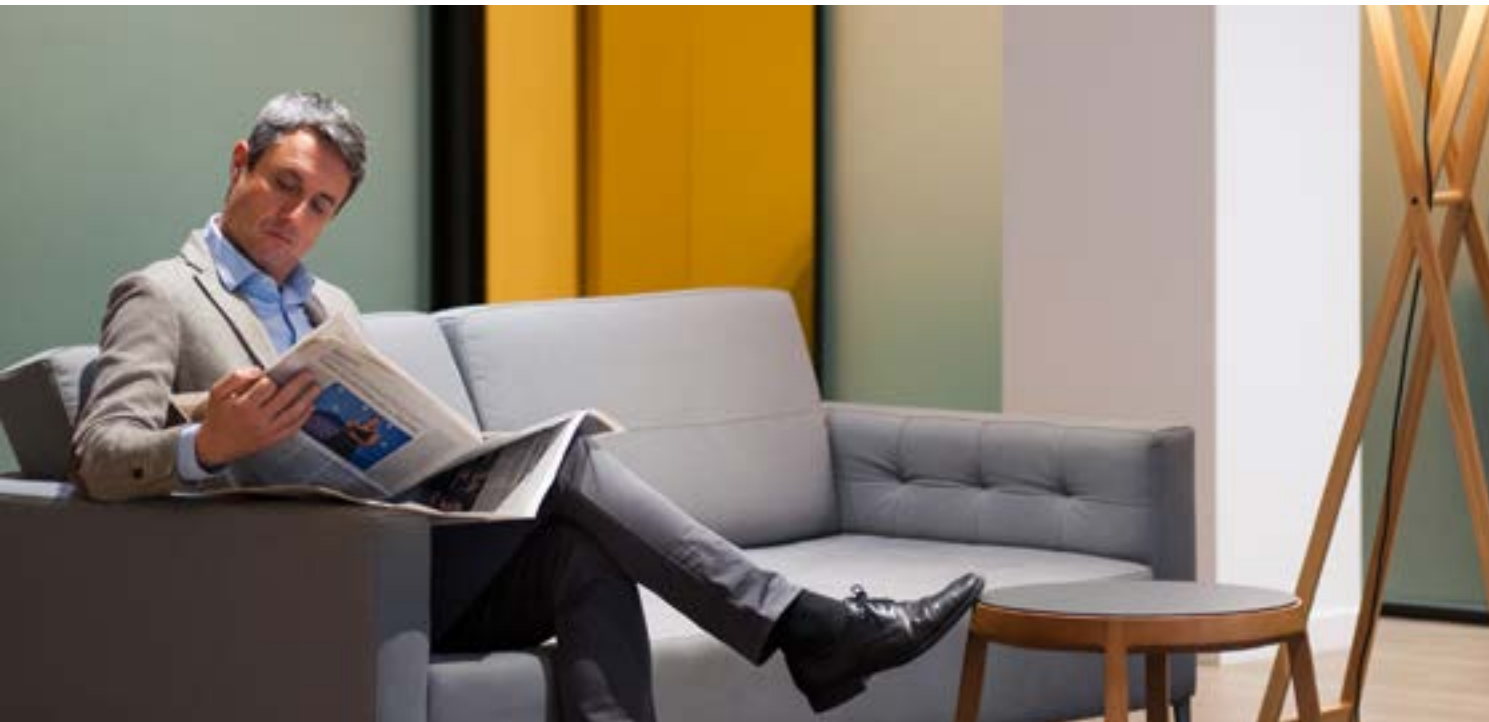
General Remuneration Policy and the Remuneration Policy for the Identified Staff.

05

Analysing, drawing up and reviewing the remuneration programmes.

06

Advising the Board on remuneration reports and policies to be submitted to the AGM.



>> INNOVATION, TECHNOLOGY AND DIGITAL TRANSFORMATION COMMITTEE

NUMBER OF MEMBERS

The Committee comprises four members. Marcelino Armenter ceased to be a member of the Committee on 2 April 2020 as he tendered his resignation as a member of the CaixaBank Board of Directors.

NUMBER OF INDEPENDENT MEMBERS

(+% OF TOTAL)

% of executive Directors	25.00
% of proprietary Directors	25.00
% of independent Directors	50.00
% of other external Directors	0.00

NUMBER OF MEETINGS (C.1.25)

Four meetings were held in 2020.

AVERAGE ATTENDANCE AT MEETINGS

The attendance of members, in person or by proxy, at the Committee's meetings during the year was as follows:

No. of meetings in 2020	4
Jordi Gual	4/4
Gonzalo Gortázar	4/4
Cristina Garmendia	4/4
Amparo Moraleda	4/4
Marcelino Armenter*	1/1 ¹

¹ On 2 April 2020, Marcelino Armenter ceased to be a member of the Committee.

Composition

Innovation, Technology and Digital Transformation Committee

Name	Position	Category
Jordi Gual	Chairman	Proprietary
Gonzalo Gortázar	Member	Executive
Amparo Moraleda	Member	Independent
Cristina Garmendia	Member	Independent

The Innovation, Technology and Digital Transformation Committee will comprise a minimum of three (3) and a maximum of five (5) members. The Chairman of the Board and the CEO will always sit on the Committee. The other members are appointed by the Board, on the recommendation of the Appointments Committee, pa-

ying close attention to the knowledge and experience of candidates on the subjects that fall within the Committee's remit.

The Chairman of the Board also chairs the Innovation, Technology and Digital Transformation Committee.

Operation

It meets as often as considered appropriate for the sound performance of its duties and the meetings are convened by the Chair of the Committee, either on his/her own initiative, or when requested by 2 members of the Committee. The Committee must also meet when the Board or its Chair requests that a report be issued or a resolution carried.

The Committee is validly constituted when a majority of its members are in attendance, and its resolutions are carried by the majority of attending members.

Its duties include:

- > Assisting the Board in identifying, monitoring and analysing new competitors, new business models, technological advances and main trends and ini-

tiatives relating to technological innovation, while studying the factors that make certain innovations more likely to succeed and increase their transformation capacity.

- > Advising the Board on the implementation of the strategic plan in aspects relating to digital transformation and technological innovation and, in particular, reporting on plans and projects designed by CaixaBank in this field, as well as any new business models, products, customer relationships, etc. that may be developed.

- > Foster a climate of debate and reflection to allow the Board to spot new business opportunities emerging from technological developments, as well as possible threats.

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- > Supporting the Board in analysing the impact of technological innovations on market structure, the provision of financial services and customer habits. Among other aspects, the Committee will analyse the potential disruption of new technologies, the possible regulatory implications of their development, the impact in terms of cybersecurity and matters relating to the protection of privacy and data usage.
- > Stimulate discussion and debate on the ethical and social implications deriving from the use of new technologies in the banking and insurance businesses.
- > Support the Risk Committee, when required, in monitoring technological risks and matters relating to cybersecurity.

Activities during the year

During 2020, the Committee has fulfilled its duties through the following activities, among others:

- > Reviewing and validating the management of new technological needs that have emerged as a result of the situation caused by COVID-19, and the widespread implementation of remote work.
- > Reviewing the identification of new cybersecurity risks for the Group and verifying the implementation of the Strategic Information Security Plan.
- > Reviewing the post-merger technological integration with Bankia.
- > Monitoring the degree of implementation of different project plans and studies.

>> AUDIT AND CONTROL COMMITTEE

Articles 40 and 14 of the By-laws and Regulations of the Board of Directors and applicable legislation describe the organisation and operation of the Audit and Control Committee.

NUMBER OF MEMBERS

The Committee comprises four members, elected and appointed with regard to their knowledge, aptitude and experience in finance, accounting and/or auditing and risk management.

NUMBER OF INDEPENDENT MEMBERS

(+ % OF TOTAL)

% of executive Directors	0.00
% of proprietary Directors	25.00
% of independent Directors	75.00
% of other external Directors	0.00

NUMBER OF MEETINGS (C.1.25)

In 2020, the Committee held 20 meetings, of which eleven were ordinary meetings, seven were extraordinary meetings and two were held jointly with the Risk Committee, in order to facilitate the exchange of information and the effective supervision of all risks that affect the Group. Two joint meetings were held in 2020.

AVERAGE ATTENDANCE AT MEETINGS

The attendance of members during the year was as follows:

No. of meetings in 2020	20
Koro Usarraga	20/20
José Serna	20/20
Eduardo Javier Sanchiz	20/20
Cristina Garmendia	13/13 ¹

¹ She joined the Committee on 22 May 2020.

Composition

Audit and Control Committee

Name	Position	Category
Koro Usarraga	Chairwoman	Independent
Eduardo Javier Sanchiz	Member	Independent
José Serna	Member	Proprietary
Cristina Garmendia	Member	Independent

The Audit and Control Committee comprises exclusively non-executive directors, in the number determined by the Board, between a minimum of 3 and a maximum of 7 members. The majority of the members of the Audit and Control Committee are independent directors.

The Committee will appoint a Chairman from among the independent directors. The Chairman must be replaced every 4 years and may be re-elected once a period of 1 year from his/her departure has transpired. The Chairman of the Committee acts as a spokesperson at mee-

Operation

It meets as often as considered appropriate for the sound performance of its duties and the meetings are convened by the Chair of the Committee, either on his/her own initiative, or when requested by 2 members of the Committee.

In order to carry out its duties, the Committee must have adequate, relevant, relevant and sufficient access to any information or documentation held by the Company, and it may request: **(i)** the attendance and collaboration of the members of the Company's management team or personnel; **(ii)** The attendance of the Company's audi-

tings of the Board, and, as the case may be, at the Company's AGM. It may also appoint a Secretary and may appoint a Deputy Secretary. If no such appointments are made, the Secretary to the Board will assume these roles.

The Board will ensure that members of the Committee, particularly its Chairperson, have sufficient knowledge and experience in accounting, auditing or risk management, and in any other areas required for the Committee to fulfil all its duties.

tors to deal with specific points of the agenda for which they have been convened; and **(iii)** advice from external experts when it deems it necessary. The Committee has set up an effective communication channel with its spokespersons, which will normally be the Committee Chair with the Company management and, in particular, the finance department; the head of internal audits; and the main auditor responsible for account auditing.

The Committee is validly constituted when a majority of its members are in attendance, and its resolutions are carried by the majority of attending members.


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Its duties include:

- > Reporting to the AGM about matters raised that are within the Committee's remit, particularly on the result of the audit, explaining how this has contributed to the integrity of the financial information and the Committee's role in this process.
- > Overseeing the process of compiling and presenting mandatory financial information, reviewing the accounts, compliance with regulatory requirements in this area, the adequate definition of the consolidation perimeter, and the correct application of generally accepted accounting criteria.
- > Ensuring that the Board submits the annual Financial Statements to the AGM, without qualified opinions or reservations in the audit report and, if there are reservations, ensuring that the Committee's Chair and the auditors clearly explain the content and scope of those qualified opinions or reservations to shareholders.

- > Reporting to the Board, in advance, on the financial information and related non-financial information that the Company must periodically disclose to the markets and its supervisory bodies.
- > Oversee the effectiveness of internal control systems, and discuss with the auditor any significant weaknesses identified in the internal control system during the audit, all without compromising its independence. For such purposes, and if appropriate, it may submit recommendations or proposals to the Board and set a deadline for follow-up.
- > Supervise the efficiency of the internal audit, establish and oversee a mechanism which allows the employees of the Bank or of the Group to report, confidentially and, if appropriate, anonymously, irregularities of potential significance, especially financial and accounting irregularities, which they may observe within the Company. The Committee will also receive periodic information how the system is operating and it may propose any actions it deems suitable to improve and reduce the risk of irregularities in the future.

The Committee draws up an annual report on its operation, highlighting the main incidents occurring, if any, in relation to its duties. This report will serve as a basis, among others, and if applicable, for the evaluation of the Board. In addition, when the relevant Committee deems it appropriate, it will include in that report suggestions for improvement.

Activities during the year

Within the scope of the Committee's remit, and as part of the Activities Plan drawn up each year, the Committee discussed, scrutinised and took decisions or issued reports on:

01

Financial and non-financial information

02

Structural and corporate changes

03Risk management control
(in collaboration with the Risk Committee)**04**

Regulatory compliance

05

Internal Audit

06

Relationship with the financial auditor

07

Independence of the financial auditor

08

Assessment of the work of the financial auditor

09

Related-party transactions

10

Communications with regulatory bodies

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Further details on the activities relating to certain matters within the Committee's remit are given below:

a) Overseeing financial reporting (C.1.28)

The powers delegated to the Board specifically include the duty of overseeing the dissemination of information and communications relating to the Company. Therefore, the Board is responsible for managing and overseeing, at the highest level, the information distributed to shareholders, institutional investors and the markets in general. Consequently, the Board works to ensure, protect and facilitate the exercising of the rights of the shareholders, institutional investors and the markets in general in the defence of the corporate interest.

The Audit and Control Committee, as a specialised committee of the Board, is responsible for ensuring that the financial information is drawn up correctly. This is a matter to which it dedicates particular attention, alongside the non-financial information. Among other things, its duties involve preventing qualified opinions and reservations in external audit reports.

The people responsible for these matters attended almost all of the meetings held in 2020, enabling the Committee to become suitably familiar with the process of drawing up and presenting the mandatory financial information of the Company and the Group, particularly regarding the following points: **(i)** compliance with regulatory requirements; **(ii)** definition of consolidation perimeter; and **(iii)** application of the accounting principles, in particular with regard to the assessment criteria and the judgments and estimates.

Ordinarily, the Committee meets on a quarterly basis in order to review the mandatory financial information to be submitted to the authorities, as well as the information that the Board must approve and include in its annual public documentation. In such cases, the internal auditor will be present and, if any report is to be issued, the external auditor will be present. At least one meeting

a year with the external auditor will take place without the presence of the management team, so that they can discuss specific issues that arise from the reviews conducted.

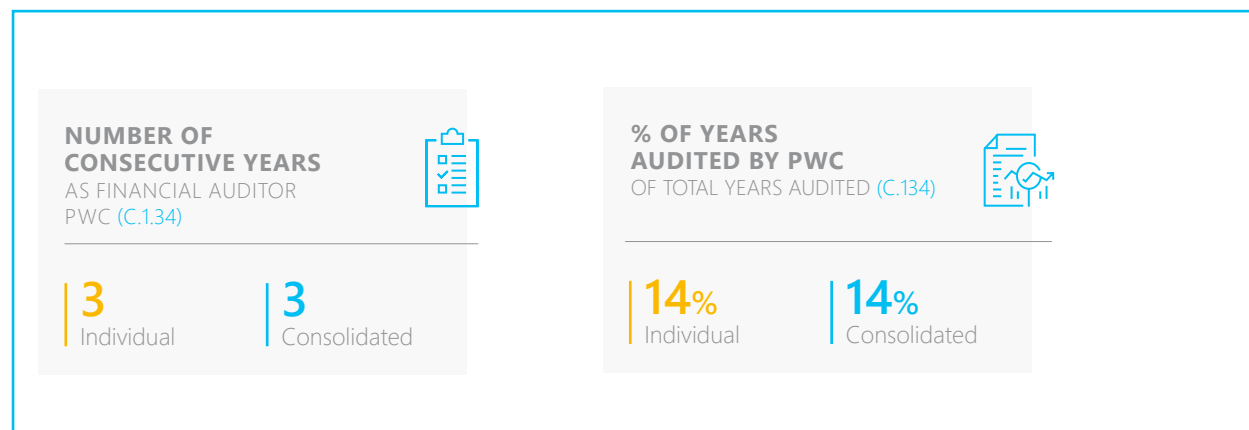
The annual individual and consolidated financial statements submitted to the Board for preparation are not previously certified. The above notwithstanding, we note that as part of the ICFR System, the financial statements for the year ended 31 December 2020, which form part of the annual financial statements, are to be certified by the Company's Head of Financial Accounting, Control and Capital. (C.1.27)

b) Monitoring the independence of the external auditor

In order to ensure compliance with applicable regulations, particularly with regard to the status of the Company as a Public-Interest Entity, and the independence of the audits, the Company has a Policy on Relations with the External Auditor (2018) which sets out, among other things, the principles that should govern the selection, hiring, appointment, re-election and removal of the auditor, as well as the framework for relations. Furthermore, as an additional mechanism to ensure the auditor's indepen-

dence, the By-laws state that the General Meeting may not revoke the auditors until the period for which they were appointed has ended, unless it finds just cause for doing so. (C.1.30)

The Audit and Control Committee is responsible for establishing relationships with the auditor in order to receive information on any matters which may jeopardise its independence, and on any other matters relating to the process of auditing the accounts. In all events, on an annual basis, the Committee must receive from the external auditor a declaration of its independence with regard to the Group, in addition to information on any non-audit services rendered to the Group by the external auditor or persons or entities related to it. Subsequently, prior to the disclosure of the audit report, the Committee will issue a report containing an opinion on the independence of the auditor. This report will include an assessment of such non-audit services that may have been rendered, considered individually and as a whole, and related to the degree of independence or the applicable audit regulations. (C.1.30)




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The audit firm carries out other non-audit work for the Company and/or its group:

(C.1.32)	CaixaBank	Subsidiary companies	Total group
Amount of non-audit work (€m)	547	573	1,120
% Amount of non-audit work / Amount of audit work	30.00	25.00	27.00

Within the framework of the Policy on the Relationship with the External Auditor, and taking into consideration the Technical Guide on Audit Committees at Public-Interest Entities by the CNMV, the Audit and Control Committee issues an annual assessment of the quality and independence of the auditor, coordinated by the Executive Director of Financial Accounting, Control and Capital, with regard to the external audit process. This assessment covers: **(i)** compliance with requisites in terms of independence, objectivity, professional capacity and quality; and **(ii)** the suitability of audit fees for the assignment. On this basis, the Committee proposed to the Board the re-election of PwC Auditores, S.L. as the financial auditor of the Company and its consolidated Group for 2021, and the Board, in turn, put this recommendation to the AGM. [C.1.31](#)

The auditor's report on the financial statements for the preceding year does not contain a qualified opinion or any reservation. [\(C.1.33\)](#)

c) Monitoring related-party transactions [\(D.1\)](#)

The Board shall approve, subject to a report from the Audit and Control Committee, all transactions that the Company, or companies in its Group, perform with: **(i)** directors; **(ii)** shareholders holding (individually or in concert with others) a significant stake; or shareholders represented on the Board; or **(iii)** with persons related to them, with the exception of transactions that simultaneously meet the following characteristics:

I) Transactions governed by standard-form agreements applied on an across-the-board basis to a large amount of clients;

II) Transactions carried out at generally-established prices; and

III) Transactions in which the amount involved is no more than 1% of the Company's annual revenue.

Therefore, the Board of Directors or, in its absence other duly authorised bodies or persons (for reasons of urgency, duly justified and in the scope of the authorisation conferred, in which case the decision must then be ratified at the first Board meeting held following its approval) shall approve related-party transactions subject to a favourable report from the Audit and Control Committee. Any Directors affected by the approval of these transactions shall abstain from the debate and voting on the transactions.

The Company is not aware of any relationship, whether of a commercial, contractual or family nature, among significant shareholders. Of these only FBLC maintains commercial or contractual relations with CaixaBank, within the ordinary course of business and on an arm's-length basis. In order to avoid conflicts of interests, the regulating principles of this relationship are set out in the Internal Relations Protocol between FBLC, CriteriaCaixa and the Company, last amended in February 2018. The purpose of this protocol is: **(i)** to manage related-party transactions; **(ii)** to establish mechanisms to avoid the emergence of conflicts of interest; **(iii)** to govern the pre-emptive right over Monte de Piedad; **(iv)** to govern collaboration on CSR matters; and **(v)** to regulate the flow of information for compliance with the periodic

reporting obligations. This Protocol is available on the corporate website and its compliance is monitored on an annual basis by the Committee.

Notwithstanding the above, the Internal Relations Protocol also sets out the general rules for performing transactions or providing services at arm's length, and identifies the services that companies in the FBLC Group provide or may provide to companies in the CaixaBank Group and, likewise, those that companies in the CaixaBank Group provide or may provide to companies in the FBLC Group. The Protocol establishes the circumstances and terms for approving transactions. In general the Board of Directors is the competent body for approving these transactions. In certain cases stipulated in Clause 3.4 of the Protocol, certain intragroup transactions will be subject to prior approval from the CaixaBank Board of Directors, which must have a report issued in advance by the Audit Committee, and the same applies for all other signatories of the Protocol. [\(A.5 + D.6\)](#)

In addition to the information provided in Note 41 of the accompanying consolidated financial statements, the individually significant transactions performed with significant shareholders in the Company were as follows: [\(D.2\)](#)

Name or corporate name of significant shareholder	Name or corporate name of the company or its group entity	Nature of the relationship	Transaction type	Amount (thousands of euros)
CriteriaCaixa	CaixaBank	Corporate	Dividends and other profit distributed	167,477

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Articles 29 and 30 of the Regulations of the Board regulate the non-compete obligation of Board members and applicable conflicts of interest, respectively: (D.6)

- > Directors will only be exempt from the non-compete obligation if it does not entail non-recoverable damage to the Company. Any director who has been granted such a non-compete waiver must abide by the terms contained in the waiver resolution and must invariably abstain from taking part in discussions and votes in which they have a conflict of interest.
- > Directors (directly or indirectly) have the general obligation to avoid situations that could involve a conflict of interest for the Group and, where there is a conflict, they have the duty to report the matter to the Board for disclosure in the financial statements.

Furthermore, key personnel are subject to certain obligations with regard to direct or indirect conflicts of interest under the Internal Code of Conduct in Securities Markets, including the obligation to act with freedom of judgement and loyalty to CaixaBank, its shareholders and its customers, to abstain from intervening in or influencing decisions that may affect people or companies with which there are conflicts of interest, and to inform Regulatory Compliance of such incidents.

In addition to the information provided in Note 41 of the accompanying consolidated financial statements, there are no known material transactions carried out between the Group and key personnel (related parties) of the Company other than those performed in the ordinary course of business and at arm's length. (D.3, D.5)



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Senior Management

The CEO, the Management Committee and the main committees of the Company are responsible for the daily management, implementation and development of the decisions made by the Governing Bodies.

Management Committee (C.1.14)

The Management Board meets on a weekly basis to make decisions related to the Strategic Plan, Annual Operating Plan, and other areas that affect organisational life at CaixaBank. It also approves structural changes, appointments, expense lines and business strategies.

PRESENCE OF WOMEN IN SENIOR MANAGEMENT AS AT 31.12.20
(FORMER EXECUTIVE DIRECTOR)



2 (18.2% OF TOTAL)

SENIOR MANAGEMENT SHARE IN EQUITY INTEREST OF THE COMPANY AS AT 31.12.20
(FORMER EXECUTIVE DIRECTOR)



0.009%



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JUAN ANTONIO ALCARAZ

Chief Business Officer

>> Education

He holds a degree in Business Management from Cunef (Complutense University in Madrid) and a master's in Business Administration from IESE Business School.

>> Career

He joined "la Caixa" in 2007, and he is currently Chief Business Officer, responsible for the following business units: Retail Banking, all areas related to Customer Experience and Specialised Consumer Segments.

He has served as Managing Director of Banco Sabadell (2003-2007) and Deputy Managing Director of Santander and Central Hispano (1990-2003).

>> Other positions currently held

Chairman of CaixaBank Payments & Consumer, Chairman of Imagin and member of the Board of Directors of SegurCaixa Adeslas. Chairman of the Spanish Association of Directors, member of the Advisory Board of Foment del Treball, member of the Board of Trustees of Fundació Tervallis, member of the University Assessment Board of the Universitat Internacional de Catalunya, member of RICS.

XAVIER COLL

Chief Human Resources and Organisation Officer

>> Education

He holds a degree in Medicine from the University of Barcelona, an MBA from the University of Chicago and a master's in Public Health from Johns Hopkins University. "la Caixa" Fulbright scholarship.

>> Career

In 2008, he joined "la Caixa" as HR Director and member of the Management Committee. He has over 30 years of experience working internationally in the health sector, in multilateral development banking and the financial sector.

He previously worked at the World Bank as the Director of the President's Office and Vice-President of Human resources, and at the European Investment Bank as the Director of Human Resources.

JORDI MONDÉJAR

Chief Risks Officer

>> Education

He holds a degree in Economics and Business Management from the University of Barcelona. He is a qualified chartered accountant (Registro Oficial de Auditores de Cuentas).

>> Career

He worked at Arthur Andersen from 1991 to 2000 in the field of accounts auditing for financial and regulated institutions.

He joined "la Caixa" in the year 2000 and he was the Head of Financial Accounting, Control and Capital before being appointed Chief Risks Officer for the Group in 2016.

IÑAKI BADIOLA

Head of Corporate Investment Banking and International Banking

>> Education

He holds a degree in Business Sciences from the Complutense University in Madrid and a master's in Business Administration from the IE.

>> Career

With a career spanning over 20 years in the world of finance, he has held a number of roles in various companies across different sectors: technology (EDS); distribution (ALCAMP); public administration (GISA); transport (IFERCAT); and real estate (Harmonia).

He was Executive Director of CIB and Corporate Director of Structured Finance and Institutional Banking.


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LUIS JAVIER BLAS

Head of Resources

>>  Education


He holds a degree in Law from Universidad de Alcalá de Henares (Madrid-1993). He also has the following complementary education: AMP by ESE Business School (Santiago de Chile-2013), INSEAD-BBVA Corporate Programme (2006), PGD IESE-BBVA (Madrid-2003), New Economy, IESE (Madrid-2002).

>>  Career

He joined CaixaBank in 2020 as Executive Director of Resources, responsible for technology and systems, banking operations and services, processes and demand management, general services and property, security in all its aspects, as well as the strategy, governance and corporate control of CaixaBank Group's resources.

Prior to joining CaixaBank, he worked at the BBVA Group for 20 years, most recently as the Head of Engineering and Data and a member of the Management Committee of BBVA Spain. Since the year 2000, he has assumed executive positions in BBVA Chile and various subsidiaries of the Group.

He also previously worked at the Accenture Group, Abbey National Bank Spain and Banco Central Hispano, at the start of his career

>>  Other positions currently held

Chairman of CaixaBank Facilities Management, S.A.

Sole Administrator of Silc Inmobles, S.A.

Chairman and CEO of Silk Aplicaciones, S.L.U.

MATTHIAS BULACH


Head of Financial Accounting, Control and Capital

>>  Education

He holds a degree in Economic Science from the University of St. Gallen and an MBA from IESE Business School.

>>  Career

He joined "la Caixa" in 2006 as Head of the Economic Analysis Office, working on strategic planning, analysis of the banking and regulatory system and support to the Chairman's Office in restructuring the financial sector. Before his appointment as Executive Director in 2016, he was Corporate Manager of Planning and Capital. He was previously Senior Associate at McKinsey & Company, specialising in the financial sector and international projects.

>>  Other positions currently held

Member of the Supervisory Board at Erste Group Bank AG; Director of CaixaBank Asset Management, CaixaBank Payments & Consumer and Buildingcenter S.A.

MARÍA LUISA MARTÍNEZ


Head of Communication, Institutional Relations, Brand and CSR

>>  Education

She holds a degree in Modern History from the University of Barcelona and in Information Sciences from the Barcelona Autonomous University. She completed the PADE programme at IESE Business School.

>>  Career

She joined "la Caixa" in 2001 to head up media relations. In 2008, she was appointed Head of Communication with responsibility for corporate communication and institutional management with the media. In 2014, she was appointed Head of Communication, Institutional Relations, Brand and CSR, and since 2016 she has been the Executive Director in charge of these areas.

>>  Other positions currently held

Chair of Autocontrol, Dircom Cataluña and the Communications Committee of the Spanish Chamber of Commerce. Deputy Chair of Dircom Nacional, Corporate Excellence and Fundacom.

JAVIER PANO

Chief Financial Officer


>>  Education

He holds a degree in Business Administration and an MBA from ESADE Business School.

>>  Career

He has been CFO of CaixaBank since July 2014. He is Chair of ALCO and responsible for liquidity management and retail funding, having formerly held management positions in the field of capital markets.

Before joining "la Caixa" in 1993, he held senior positions at various companies.

>>  Other positions currently held

Member of the Board of Directors of BPI and Cecabank.


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MARISA RETAMOSA

Head of Internal Audit


Education

She holds a degree in Computer Science from the Polytechnic University of Catalonia. CISA (Certified Information System Auditor) and CISM (Certified Information Security Manager) certification accredited by ISACA.


Career

She has been Corporate Manager of Security and Resources Governance, and previously served as Head of Security and Service Control in IT Services. She also served as Head of Operations Audit.

Joined "la Caixa" in 2000. She previously worked in Arthur Andersen (1995-2000), working in roles relating to system and process audits and risk advisory.


JAVIER VALLE


Head of Insurance


Education

He holds a degree in Business Studies and a master's in Business Administration from the ESADE Business School. Community of European Management School (CEMS) at HEC Paris.


Career

In recent years, he has been General Manager at Bansabadell Vida, Bansabadell Seguros Generales and Bansabadell Pensiones and CEO of Zurich Vida. He was CFO of the Zurich Group Spain and Director of Investments for Spain and Latin America.


**Other positions
currently held**

He is CEO of VidaCaixa and Deputy Chair and member of the Executive Committee and Board of Directors of Unespa, as well as Director of ICEA.


ÓSCAR CALDERÓN
General Secretary and Secretary to
the Board of Directors


Education

He holds a degree in Law from the University of Barcelona and he is a State Lawyer.


Career

He was a State Lawyer at the High Court of Justice of Catalonia (TSJC), where he represented and defended the Spanish State in civil, criminal and employment cases and in appeal proceedings involving public bodies. Member of the Provincial Compulsory Purchase Tribunal (1999-2002). State Lawyer, Secretary of the Catalan Regional Administrative Court for Tax and Economic Appeals (2002-2003).

He has worked with "la Caixa" Group since 2004, as Lawyer to the General Secretary's Office of "la Caixa", Deputy Secretary to the Board of Directors of Inmobiliaria Colonial (2005-2006), Secretary to the Board of Banco de Valencia (2013) and Deputy Secretary to the Board of Directors of "la Caixa" until June 2014. He was also a Trustee and Deputy Secretary of "la Caixa" Foundation until its dissolution in 2014, as well as Secretary to the Board of Trustees of "la Caixa" Banking Foundation until 2017.


**Other positions
currently held**

Trustee and Secretary to the Board of Trustees of Fundación del Museo de Arte Contemporáneo de Barcelona (MACBA). He is also Secretary of the Fundación de Economía Aplicada (FE-DEA).

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Other Committees

The following is a description of the main committees in which CaixaBank's Senior Management is involved:

ALCO (assets and liabilities) COMMITTEE

The ALCO Committee is responsible for the management, monitoring and control of structural liquidity, interest rate and exchange rate risks relating to CaixaBank's balance sheet.

It is responsible for optimising the financial structure of CaixaBank Group's balance sheet and making it more profitable, including the net interest income and the windfall profits in the Profit from Financing Operations; determining transfer rates with the various lines of business (IGC/MIS);

monitoring prices, terms and volumes of the activities that generate assets and liabilities; and managing wholesale financing.

All of this, under the policies of the risk appetite framework and the risk limits approved by the Board.

As a result, it will take the appropriate decisions and may make recommendations to the various operating areas.

- >> Frequency **Monthly**
- >> Reports to **Management Committee**
- >> Risks managed **Liquidity and Financing, Market and Structural Interest Rate Risk**

REGULATION COMMITTEE

The Regulation Committee is the decision-making body for all aspects related to financial regulation. Its functions include spearheading the activity to represent the Bank's interests, as well

as the systematisation of regulatory activities, periodically assessing the initiatives carried out in this field.

- >> Frequency **Bimonthly**
- >> Reports to **Management Committee**
- >> Risks managed **Legal and Regulatory and Conduct**

INFORMATION GOVERNANCE AND DATA QUALITY COMMITTEE

Oversee the coherence, consistency and quality of the information reported to the regulator and to

the Group's management, providing a comprehensive view at all times.

- >> Frequency **Monthly**
- >> Reports to **Management Committee**
- >> Risks managed **Technological**

GLOBAL RISK COMMITTEE

Responsible for the overall management, control and monitoring of risks affecting the Group's Corporate Risk Taxonomy, together with their implications for solvency management and capital consumption.

The Committee therefore analyses the Group's global risk position and establishes policies to optimise their management, monitoring and

control within the framework of its strategic objectives.

The GRC is responsible for adapting the risk strategy to the RAF set out by the Board of Directors, coordinating measures to mitigate any breaches and reactions to early warnings of the RAF, as well as keeping CaixaBank's Board informed.

- >> Frequency **Monthly**
- >> Reports to **Risk Committee**
- >> Risks managed **All in the Group's Corporate Risk Catalogue**

CORPORATE RESPONSIBILITY AND REPUTATION COMMITTEE

It is responsible for overseeing the corporate responsibility strategy and practices and proposing and presenting (for their approval by the corresponding Governing Bodies) general policies for managing corporate responsibility and reputation.

Its mission is to contribute to making CaixaBank the best bank in terms of quality and reputation, strengthening its reputation as a responsible and socially-committed bank.

It is also responsible for coordinating responsible policies and positions within the Group.

- >> Frequency **Monthly**
- >> Reports to **Management Committee**
- >> Risks managed **Reputational**

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CORPORATE CRIMINAL MANAGEMENT COMMITTEE

Manage any observations or reports made through any channel regarding the prevention of and response to criminal conduct. The main functions are: Prevention, Detection, Response, Report and Monitoring of the Model.

- >> Frequency **Monthly**
- >> Reports to **Global Risk management**
- >> Risks managed **Conduct**

PERMANENT LENDING COMMITTEE

A committee which is responsible for officially approving loan, credit and guarantee operations, as well as investment operations in general that are specific to the Bank's corporate objective, and its approval level is defined in the Bank's internal regulations.

- >> Frequency **Weekly**
- >> Board of **Directors**
- >> Risks managed **Credit**

TRANSPARENCY COMMITTEE

This committee determines all transparency-related aspects of the design and marketing of financial instruments, banking products and investment and savings insurance plans. It validates the classification of new financial instruments, banking products and savings and investment plans on the basis of their risk and complexity, in accordance with the provisions of MiFID and banking and insurance transparency regulations.

- >> Frequency **Monthly**
- >> Reports to **Management Committee**
- >> Risks managed **Legal and Regulatory, Conduct and Reputational**

DIVERSITY COMMITTEE

Its mission is the creation, promotion, monitoring and presentation of actions to the corresponding bodies to increase diversity with a focus on the representation of women in management positions and to avoid the loss of talent, as well as in the other areas of diversity that are a priority for the Bank such as functional, generational and cultural diversity.

- >> Frequency **Quarterly**
- >> Reports to **Management Committee**
- >> Risks managed **Legal and Regulatory, Conduct and Reputational**

RECOVERY AND RESOLUTION PLAN COMMITTEE

Preparing, approving, reviewing and updating plans to minimise the impact of future financial crises on contributors.

- >> Frequency **Monthly**
- >> Reports to **Management Committee**
- >> Risks managed **Business return, Own funds: solvency, liquidity and financing, legal and regulatory and reputational**

ENVIRONMENTAL RISK COMMITTEE

It is responsible for analysing and, where appropriate, approving the proposals made by the various functional areas with regard to the strategic positioning of the Bank in relation to Environmental Risk Management, in addition to identifying, managing and controlling the risks associated with this area on the front line. It also authorises exceptions to the general and sectoral exclusions set out in the Policy.

- >> Frequency **Quarterly**
- >> Reports to **Management Committee**
- >> Risks managed **Reputational**

PRIVACY COMMITTEE

It acts as the senior and decision-making body for all aspects relating to privacy and personal data protection within the CaixaBank Group.

- >> Frequency **Monthly**
- >> Reports to **Management Committee**
- >> Risks managed **Legal and Regulatory and Conduct**

EFFICIENCY COMMITTEE

The mission of this committee is to improve the organisation's efficiency, and it is responsible for proposing and agreeing, with the Divisions and Subsidiaries, the proposed annual cost and investment budgets to be presented to the Management Committee for approval.

- >> Frequency **Monthly**
- >> Reports to **Management Committee**
- >> Risks managed **Business return and Own funds: solvency**

Remuneration

CaixaBank establishes the Remuneration Policy for its Directors on the basis of general remuneration policies, committed to a market position that allows it to attract and retain the talent needed, and encourage behaviour that ensures long-term value generation and the sustainability of results over time.

Market practices are periodically analysed, with salary surveys and specific ad hoc studies carried out by top-le-

vel specialists. Similar companies in the IBEX 35 and the financial sector provide a comparable sample of the market sector in which CaixaBank operates and that of IBEX 35 companies. External experts are also consulted on certain issues.

The remuneration policy for directors, which was submitted by the Board to the General Shareholders' Meeting for a binding vote on 22 May 2020, was approved with

93.83% of votes in favour. With this result and that of the advisory vote of the Annual Director Remuneration Report, it is understood that shareholders widely support the Company's Remuneration Policy.

The nature of the remuneration received by the members of the Company's Board is described below:

5,959

REMUNERATION OF THE BOARD OF DIRECTORS (accrued in 2020¹)
(THOUSANDS OF €) (C.1.13)



6,121

AMOUNT OF VESTED PENSION INTERESTS FOR CURRENT DIRECTORS (THOUSAND €) (C.1.13)



0

AMOUNT OF VESTED PENSION INTERESTS FOR FORMER DIRECTORS
(THOUSANDS OF €) (C.1.13)



No information is provided on consolidated pension rights for former directors, since the Company has no type of commitment (contribution or benefit) with former executive directors under the pensions system. (C.1.13)

¹ The remuneration of Directors in 2020 as reported in this section takes the following changes in the composition of the Board and its Committees during the year:

With effect from 2 April 2020, Marcelino Armenter tendered his resignation as a member of the Board of Directors, thereby stepping down from the Innovation, Technology and Digital Transformation Committee.

On 22 May 2020, the Ordinary General Shareholders' Meeting agreed to set the number of board members at fifteen, reducing the size of the Board by one. On that date, John S. Reed was appointed as Coordinating Director to replace Xavier Vives, whose mandate was not renewed at the meeting, and who, therefore, also stepped down from the Executive Committee and the Appointments Committee.

Following the General Meeting held on 22 May 2020, changes to the Board Committees were agreed, with the following appointments: Verónica Fisas as a member of the Risk Committee (by which she stepped down from the Remuneration Committee); Cristina Garmendia as a member of the Audit and Control Committee and the Remuneration Committee; Tomás Muniesa as a member of the Risk Committee; Eduardo Javier Sanchez as a member of the Appointments Committee; and Koro Usarraga as a member of the Executive Committee.

At the end of 2020, the Board of Directors comprises 15 members (1 vacancy), and the CEO Gonzalo Gortázar is the only board member with executive functions.

Nor does it include remuneration for seats held on other boards on the Company's behalf outside the consolidated group (246 thousand euros) nor contributions to long-term savings schemes (non-vested) (511 thousand euros).

>> DIRECTORS

The system provided for in the By-laws establishes that the remuneration of CaixaBank directorships should consist of a fixed annual amount to be determined by the General Meeting, which remains in force until the General Meeting agrees to modify it. Therefore, the remuneration for members of the Board, in their role as such, consists only of fixed components.v

Non-executive Directors (those that do not exercise executive functions) have a purely organic relationship with CaixaBank and, consequently, they do not hold contracts with the Bank to perform their duties, nor are they entitled to any form of payment should they be dismissed from their position as Director.

>> CHAIR OF THE BOARD OF DIRECTORS

The Chair of the Board has an additional fixed remuneration justified by the dedication involved in carrying out the functions of the role in a group of the size and complexity of CaixaBank.

>> EXECUTIVE POSITION (ONLY APPLICABLE TO THE CEO IN 2020)

In relation to members of the Board with executive duties, the By-laws recognise remuneration for their executive functions, in addition to the directorship itself.

Therefore, the remuneration components of these functions are structured in due consideration of the economic context and results, and include the following:

- > Fixed remuneration according to the employee's level of responsibility and professional career, constituting a significant part of the total compensation.
- > Variable remuneration in the form of an annual bonus linked to the achievement of pre-established targets and prudent risk management.
- > Social provision and other social benefits.
- > A long-term share-based incentives plan linked to the strategic plan.

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In the case of Directors with executive functions, which only applies to the CEO in 2020, the nature of the components accrued is described below:

Fixed component

The fixed remuneration, and any modifications thereto, of the Executive Director is largely based on his/her level of responsibility and professional career, combined with a market approach taking account of specific salary polls and ad hoc surveys undertaken by specialist companies, based on a peer group sample of comparable European banks.

Variable component

With regard to the variable remuneration corresponding to 2020, the CEO voluntarily decided to waive the remuneration, both in respect of the annual bonus and the part corresponding to 2020 of the conditional Annual Incentives Plan pegged to the 2019-2021 Strategic Plan. (for further information, see Note 1.8 to the 2020 Annual Financial Statements.

Short-term variable component

The Executive Director is entitled to variable remuneration in the form on a bonus determined on the basis of a target remuneration with a degree of fulfilment that is adjusted according to risk and performance measurement:

- > 50% according to corporate targets with a degree of fulfilment [80% - 120%] and which is determined based on the following concepts in line with the strategic targets:

>> SHORT-TERM VARIABLE COMPONENT

Target Item	Weighting	Strategic Line
ROTE (Return on Tangible Equity)	10%	Generating an attractive return for shareholders while remaining financially sound
CIR (Cost Income Ratio)	15%	Generating an attractive return for shareholders while remaining financially sound
Variation in problematic assets	5%	Generating an attractive return for shareholders while remaining financially sound
RAF (Risk Appetite Framework)	10%	Generating an attractive return for shareholders while remaining financially sound
Quality	5%	Offering the best customer experience
Conduct and compliance	5%	Setting the benchmark for responsible management and social commitment

- > 50% according to individual targets, with a degree of fulfilment [60% - 120%], distributed globally between targets linked to strategy. The final valuation may fluctuate +/-25% to reflect the qualitative assessment and the exceptional challenges that may arise throughout the year.

In line with the objective to have a reasonable, prudent balance between fixed and variable remuneration components, the amounts of fixed remuneration paid to Executive Directors are sufficient and the percentage of variable remuneration in the form of a bonus in addition to annual fixed remuneration is low, not exceeding 40%.

Long-term variable component

The 2019 General Shareholders' Meeting approved an Annual Conditional Incentives Plan pegged to the 2019-2021 Strategic Plan for a group of 90 recipients including the CEO, members of Senior Management and other key executives of the Group.

>> LONG-TERM VARIABLE COMPONENT

Target Item	Strategic Line
CIR (Cost Income Ratio)	Generating an attractive return for shareholders while remaining financially sound
ROTE (Return on Tangible Equity)	Generating an attractive return for shareholders while remaining financially sound
CEI (Customer Experience Index)	Offering the best customer experience
RAF (Risk Appetite Framework)	Generating an attractive return for shareholders while remaining financially sound
TSR (Total Shareholder Return)	Generating an attractive return for shareholders while remaining financially sound
GRI (Global Reputation Index)	Setting the benchmark for responsible management and social commitment

This programme allows a number of CaixaBank shares to be received after a certain period of time, provided the strategic targets are met and subject, among other things, to the evolution and positioning of certain strategic parameters.

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Contributions to long-term savings schemes

Furthermore, the CEO has agreed in his contract to make pre-fixed contributions to pension and savings schemes.

15% of the contributions paid to complementary pension schemes will be considered a target amount (the remaining 85% is considered a fixed component). This amount is determined in accordance with the same principles established for variable remuneration in the form of a bonus, with eligibility to be determined solely on the basis of individual assessment parameters, and it is contributed to a Discretionary Pension Benefits Policy.

9,338

TOTAL REMUNERATION OF SENIOR MANAGEMENT

(FORMER EXECUTIVE DIRECTORS)
In 2020¹(THOUSANDS OF €) (C.1.14)



¹This amount includes the fixed remuneration, remuneration in kind, social security insurance premiums and discretionary pension benefits, along with other long-term benefits assigned to members of the Senior Management. In April 2020, the market was informed of the waiver by the Management Committee of its variable remuneration for 2020, both in terms of the annual bonus and their participation in the second cycle of the conditional Annual Incentives Plan pegged to the 2019-2021 Strategic Plan.

This amount does not include the remuneration received for representing the Company on the boards of listed and other companies, both within and outside the consolidated group (1,166 thousand euros).

With regard to any agreements made between the company and its directors, executives or employees on severance or golden parachute clauses, see Reconciliation Table (C.1.39)

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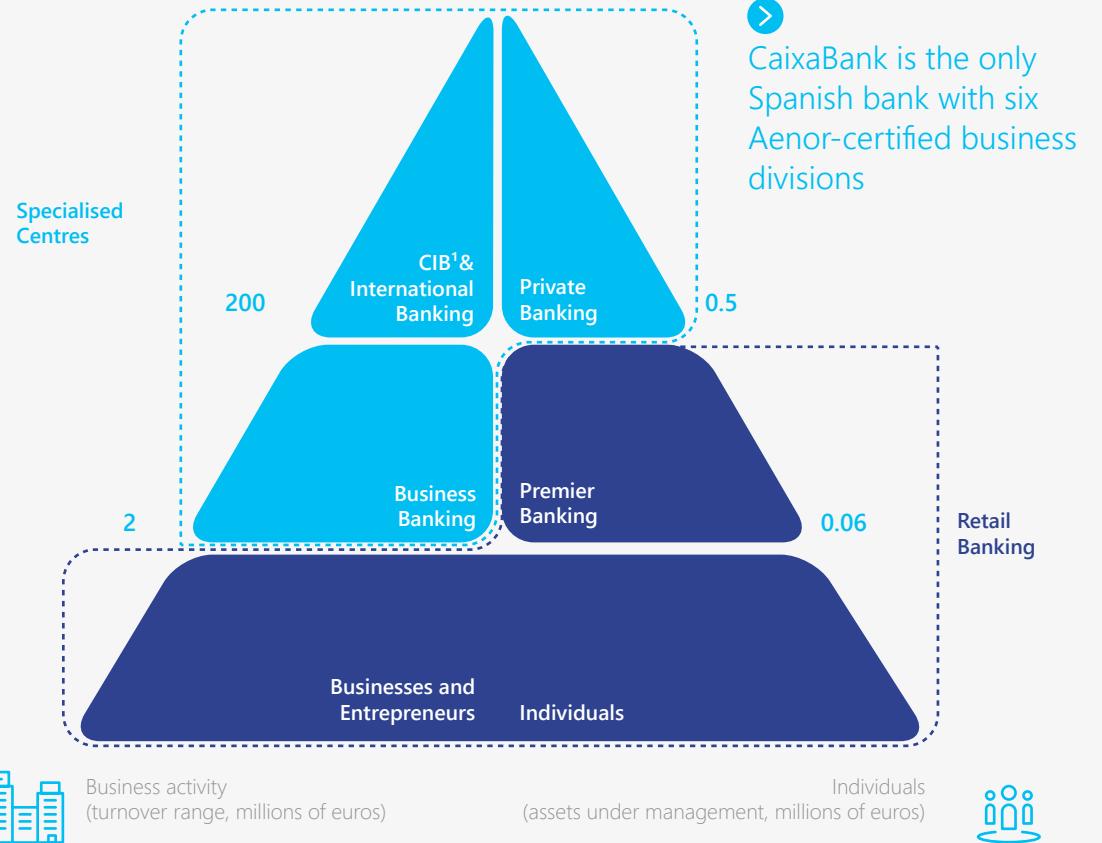
Business Model

CaixaBank has a universal banking model that seeks the best customer experience and is adapted:

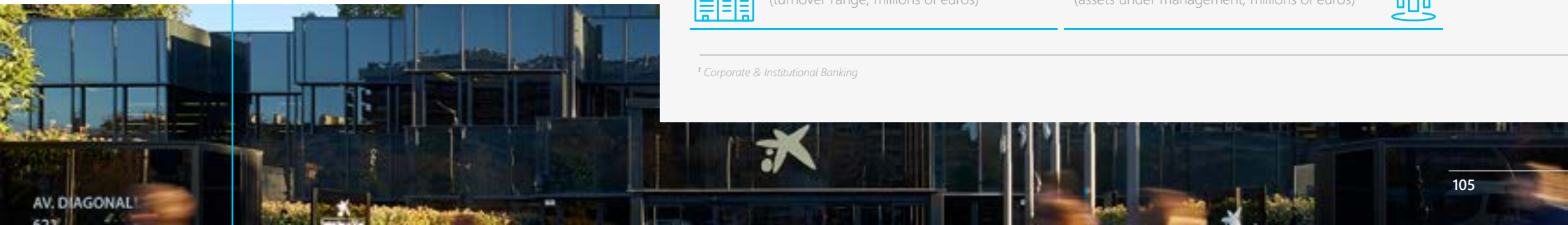
- To the profile of each customer in accordance with our segmentation
- To the different ways that customers manage their mobility
- To each customer's way of relating to people
- And to each person's way of using technology

The wide range of financial and insurance products and services allows all customer needs to be met. Agility and accessibility make it possible to do so in such a way that each customer's individual experience is the best at any given time.

>> SEGMENTATION IS KEY TO BETTER MEETING CUSTOMER NEEDS



¹ Corporate & Institutional Banking



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Retail Banking

The Retail Banking value proposition is aimed at Individuals, Premier, Business and Entrepreneur customers.

In 2020, the consolidation of *The 4 Vital Experiences*, the transformation of the distribution network, and the promotion of new models of customer relations continued.

Consolidation of the 4 customer-oriented vital experiences



Day to day: making it easy, attractive and interesting for the customer to interact with CaixaBank. Making it easy for customers to access our services quickly at any time and anywhere.



Peace of mind: taking care of what is important to our customers and helping them protect it. To always be at their side with solutions that provide security.



Enjoying life: making our customers' dreams a reality and support them in their current and future projects through the provision of financing.



Thinking about the future: helping our customers plan their savings and face their future with total security.

Transformation of the Branch Network



Promoting new models of digital and remote customer service

Providing different tools of Omniexperience to make the management/customer relationship easier:



Confirmed appointment to hold interviews with managers.

1.1m

Customer scheduled appointments

5.5m

Unique customers who have used My Manager



New Meeter app to avoid having to queue at a branch.

1.5m

Appointments set on the Meeter app by 940,000 different customers



Reinforcing the Wall as part of our online banking for fast and secure communication.

34%

NOW customers who use the Wall

2.4m

Unique Wall customers

15.8m

Messages on Wall



New facilities for holding interviews via video calls without needing to go to a branch.

48,000

appointments held by video call

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>> INDIVIDUALS

Individual customers with a position of up to €60,000

In 2020, "Day by Day" was launched, grouping the most common banking services for individuals (account, card, transfers, bills, ATMs, online banking, etc.) in a single "all-inclusive" package. Customers can enjoy all the advantages without limitation while complying with the required conditions. This package is free for linked customers.

We have also expanded and consolidated our offer through agreements with strategic partners (Samsung, Arval, Securitas Direct, Yamaha, among others), promoting business growth and allowing us to diversify our offer. In addition, with the aim of continuing to provide financing to our customers, this year we have increased the range of products offered through Wivai, boosted the rental vehicle proposal, and launched MyCard, allowing us to easily manage all purchases.

A new element in our commercial offer has been the extension of the Protection proposal through new product launches, which develop and broaden the MyBox offer. MyBox customers can now also contract their services with differential advantages: MyBox Alarm, MyBox Senior Protection, MyBox Life and MyBox Senior Health.

Main indicators

<div style="background-color: #f0f0f0; padding: 10px; border: 1px solid #ccc;"> <p style="font-size: 24px; font-weight: bold; color: #00AEEF;">8.6m</p> <p style="font-weight: bold; color: #00AEEF;">RELATIONAL CUSTOMERS¹</p> <p>8.5m IN 2019</p> </div>	<div style="background-color: #f0f0f0; padding: 10px; border: 1px solid #ccc;"> <p style="font-size: 24px; font-weight: bold; color: #00AEEF;">4.6m</p> <p style="font-weight: bold; color: #00AEEF;">OMNICHANNEL CUSTOMERS (BRANCHES, ATMS AND DIGITAL)</p> <p>4.8m IN 2019</p> </div>
<div style="background-color: #f0f0f0; padding: 10px; border: 1px solid #ccc;"> <p style="font-size: 24px; font-weight: bold; color: #00AEEF;">85.0</p> <p>(Scale 0-100)</p> <p style="font-weight: bold; color: #00AEEF;">EXPERIENCE RATING</p> <p>85.5 IN 2019</p> </div>	<div style="background-color: #f0f0f0; padding: 10px; border: 1px solid #ccc;"> <p style="font-size: 24px; font-weight: bold; color: #00AEEF;">76.9%</p> <p style="font-weight: bold; color: #00AEEF;">CUSTOMERS WITH AN ASSIGNED MANAGER</p> <p>75.6% IN 2019</p> </div>

¹ All segments.

+ 507,000

policies marketed by MyBox in 2020

>> Comprehensive and competitive protection solutions

>> Flat monthly rate

>> Fixed fee for 3 years

>> Exclusive coverage

See section **COVID-19** with detail of all promoted measures to support the customers and society



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>> PREMIER BANKING

Individual customers with a position of from €60,000 to €500,000

With the opening of 6 new Store Premier branches, the value proposal continued to be consolidated in 2020, reaching a total of 14 throughout the country.

The launch of the new Smart Allocation portfolios, a new discretionary management solution, offers dynamic management with greater control of volatility through a quantitative model that identifies different market scenarios to adjust the risk level of the portfolio, modifying the weight in equities within each profile.

CaixaBank has also opened Ocean, its digital third-party fund management platform, allowing contributions from €600 upwards to all its customers.

In 2020, several specific webinar sessions were held for the segment on different topics (investment guidelines, preparing for retirement, financial planning, among others).

Main indicators

<p>87.1 (Scale 0-100) EXPERIENCE RATING 85.7 IN 2019</p>	<p>2,591 SPECIALISED MANAGERS</p>
<p>853,312 CUSTOMERS ADVISED 840,285 IN 2019</p>	<p>+25,000 VIDEO CALLS HELD</p>



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>> BUSINESSES AND ENTREPRENEURS



Self-employed customers, professionals, businesses and micro-enterprises with turnover up to €2 million

Includes comprehensive management of businesses, micro-enterprises and their customers, and integrates all the solutions they need in their day-to-day operations, financing their business, protection, security, and future

With an exclusive service model, CaixaBank has established itself as a benchmark institution for Business and Entrepreneurs.

The network of specialist managers (2,434 in 2020) and the Business branch network have continued their consolidation, reaching 49 branches in 2020.

The value proposition has been enriched with exclusive protection products for Business customers, such as MyBox Business and MyBox Life Business. The Social Commerce application has also been consolidated, providing payment and product marketing solutions through social media to businesses that do not have a website or virtual store and only operate on a face-to-face basis.

The new NOW Business has been launched, a digital banking platform exclusively for these customers. Digital signatures for business and entrepreneurs have also been implemented.



RESPONSE TO THE COVID-19 EMERGENCY

>> **+€ 4,600m**

granted in ICO loans in 154,000 transactions

We adapt the terms and conditions of the TPV2 service to the personal circumstances of each customer.

We have also made e-commerce solutions available to our customers so they can sell through online channels:

>> SOCIAL COMMERCE

To make online sales through social media without the need for a website.

>> PAYGOLD

Allowing customers to be charged remotely without the need for a virtual POS and just by sending an e-mail or SMS with a link to make the payment conveniently and securely by card.



Main indicators

85.1 (Scale 0-100)

EXPERIENCE RATING

85.1 IN 2019



33.2%

PENETRATION IN MICRO-ENTERPRISES¹

31.6% IN 2019



33.1%

PENETRATION OF SELF-EMPLOYED WORKERS¹

33.4% IN 2019



24.2%

SHARE OF RETAILERS WITH TURNOVER <€1m

24.1% IN 2019



¹ As of November 2020.

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Private Banking

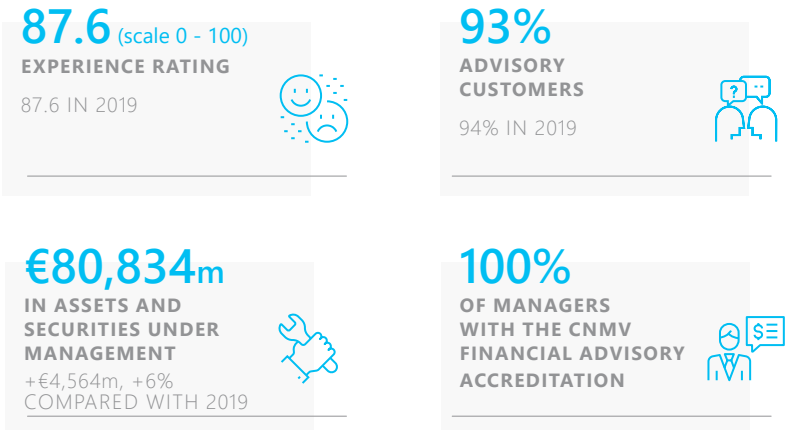
Individual customers with a position of more than €500,000

Private Banking has specialised teams and more than 600 certified professionals with an average of over 15 years of experience working in the branch network and offering the best service.

Private Banking has 68 exclusive centres to guarantee that customers always receive a personal service. Different service models are offered to customers, from traditional financial advice to independent advice and broker services.

In addition, the Social Value Project provides solutions in the fields of Philanthropy and Socially Responsible Investment (SRI).

Main indicators



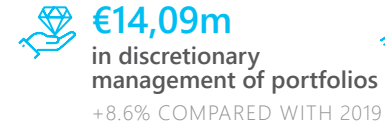
Milestones of 2020

Consolidation of the customer base and growth of the Private Banking business. Boosting of consulting as a growth area thanks to the strengthening of our TIME objective advisory model.

Consolidation of **CaixaBank Wealth**: the first independent advisory unit integrated into a banking organisation in Spain.

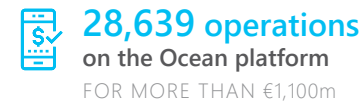


Boosting a discretionary management model and completing the wide range of products with the launch of the new Smart Allocation portfolios, which use a quantitative model that identifies different market scenarios to adjust the portfolio's risk level. These are aimed at customers who want to participate in the market while avoiding excessive risk.



Market leaders in discretionary management in Spain.

Ocean, the first online third-party fund platform with personalised information and conditions for each customer according to their profile. In the Ocean platform, customers can view the details of their service based on their profiles (rates, fund offers, custody services). Access to nearly 2,000 funds with more than 140 managers.



Specialisation: specific value proposals and a team dedicated to groups that, by their nature, share the same asset management needs and objectives (non-profit organisations, religious institutions and professional athletes). Analysis of customer segmentation and their range of Private Banking needs drives the specialisation of managers.

We have the widest range of alternative investments in the Spanish market, both in terms of balances and options. Throughout 2020, Buy Out, Venture Capital, Debt, Infrastructures, Renewables, Circular Economy and Real Estate funds were distributed.

Socially responsible investment and Philanthropy



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SRI Funds

176% increase in average balance of our Private Banking customers in this type of products. In addition, two capital risk impact vehicles have been marketed.



Donations

€1.2 million raised for various social causes among Private Banking customers in 2020 (+10% compared to 2019), mainly through the #Ningúnhogarsinalimentos campaign.



Third edition of the Private Banking Charity Awards

The awards recognise our customers' contribution to projects of general interest in two categories: Best Project and Best Track Record. 88 candidates have been included in the third edition, covering various areas of philanthropy.



Training and Outreach

12 sessions were held with customers.



3rd Annual Social Value Project Report

A publication that takes stock of our service and in which high quality specialists help deepen knowledge of Philanthropy and Sustainable Investment in Spain.



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Business Banking

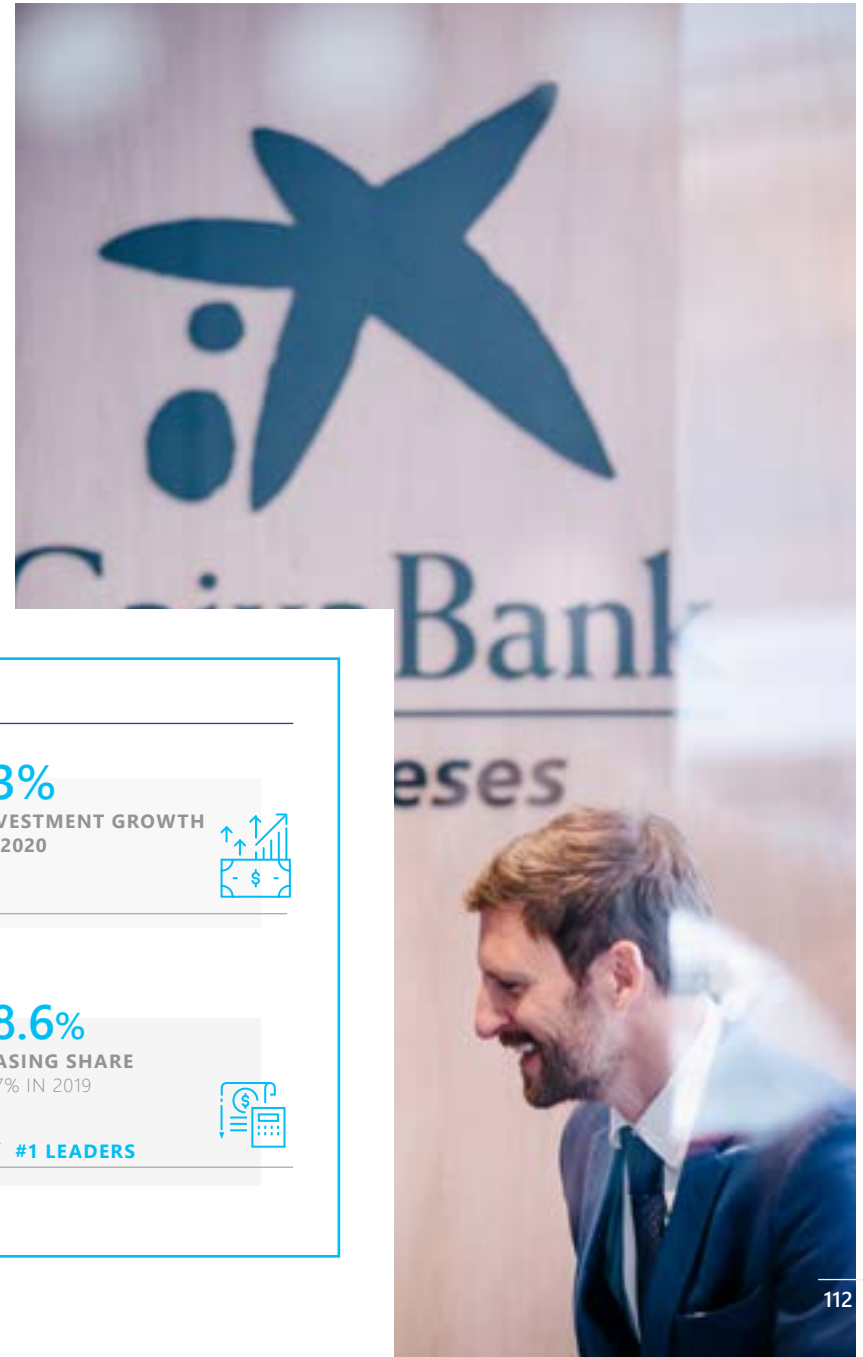
Business customers with between €2m and €200m in turnover

CaixaBank Business has consolidated its position as the favourite bank of Spanish companies.

Certified by AENOR in Business Advice and in Foreign Trade and Cash Management, it incorporates a value proposition that offers innovative solutions and specialised attention in 125 centres distributed throughout Spain, providing advanced advice through videoconferencing and the Business Wall.

Business Banking presents a model of exclusive assistance where a team of professionals respond to the needs of each company.

The Entity wants to continue increasing its relationship with customers, as well as broadening the business customer base to continue promoting credit with the best service.



Main indicators



¹ As of November 2020.

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Milestones of 2020

- New CaixaBank NOW Businesses, with new digital service features.
- New service model 2.0 promoting digital channels.
- Boosting digital signatures for businesses.
- **Hotels & Tourism**
We have accompanied the tourism sector in these very complex times and will continue to do so to support its recovery. We have also received **recognition from the UNWTO¹** for initiatives that have helped mitigate the impact of COVID-19 in the sector.
- **Real Estate & Homes**
Strong consolidation of the *Real Estate Commercial* business, positioning us as a benchmark in the market.
- **Structured Financing**
With more than 270 signed operations, CaixaBank has set the record of Structured Financing operations in the business sector in Spain. With a solid consolidation of the commercial Real Estate business, CaixaBank has continued to be, for another year, a benchmark entity in the market.



RESPONSE TO THE COVID-19 EMERGENCY

» **+€1,000m**

in moratoria and aid to the most affected companies by COVID-19

» **+€7,500m**

ICO loans granted

Collaboration with the "la Caixa" Foundation's programmes has been fostered as part of corporate responsibility.



GAVI

Programme for child vaccination

+2,000 companies

already participating in the programme



INCLUDING

Jobs for people in vulnerable situations

+300 jobs



¹ World Tourism Organization (UNWTO).

CIB & International Banking

Corporate customers with a turnover of over €200m, international institutions and customers



The CIB & International Banking service integrates three business areas - Corporate Banking, Institutional Banking and International Banking - as well as several product areas that provide services to customers, such as Capital Markets, Cash Management, Project Finance, Asset Finance, and M&A.

Corporate Banking develops and manages the relationship with national and international corporate clients with the objective of becoming their financial institution of reference. It has a customer-sector coverage structure (Energy & TMT¹, Construction and Infrastructure, and Real Estate, Industries and FIG²) and a unique offer of structured financing products, Working Capital, Trade Finance, Capital Market and Consulting. It also engages with international and domestic multilateral entities (BEI Group³, IFC⁴ and ICO⁵).

International Banking offers support to branch, CIB and Corporate Banking customers operating abroad and to large local corporates through its 27 international points of presence and 166 representatives.

Institutional Banking serves public and private sector institutions with a value proposition that combines high specialisation, proximity to customers and a comprehensive set of financial services and solutions tailored to their needs.

International presence



18 Representation 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)

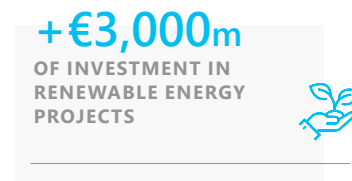
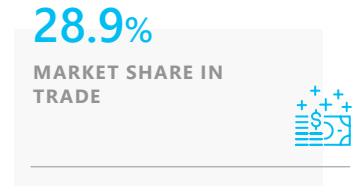
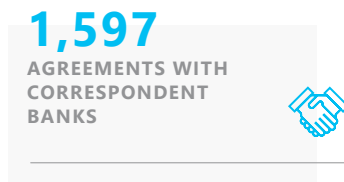
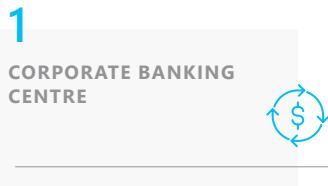
Warsaw Morocco with three branches: Casablanca - Tangier - Agadir
London
Frankfurt
Paris



2 Spanish Desks

Mexico City
Vienna

Main indicators



¹Technology, Media and Telecom ²Financial Institutions Group ³European Investment Bank ⁴International Finance Corporation ⁵Official Credit Institute



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Milestones of 2020

- Growth of 42.3% in the turnover of international branches.
- Boost in credit investment in countries covered by the network of Representative Offices, for a total of €2,889 million.
- IFC award as Best Confirming Bank worldwide, within the framework of the Trade Finance Programme (GTFP).
- Open Gates events in 10 countries and 234 interviews with 112 clients. Sessions with 96 customers have also been carried out online.



RESPONSE TO THE COVID-19 EMERGENCY

- Issuance of 200,000 social cards for the management of canteen grants in support of public administrations.
- €21.4m in loans to third sector entities.
- Formalisation of liquidity operations by volume greater than €4,000m, supporting our customers and contributing to their viability in the long term.

New products / services launched in 2020



LAUNCH OF CAIXABANK FX NOW

The platform that allows customers to securely manage their foreign currency transactions in real time.

CREATION OF THE STRUCTURED TRADE FINANCE TEAM

Dedicated to the development and formalisation of national and international operations with coverage of Export Credit Agencies.



CREATION OF THE SUSTAINABLE FINANCE TEAM

To provide support to customers in operations that meet Socially Responsible Investment criteria.

DEVELOPMENT OF CIRCULATING AND FOREIGN TRADE PRODUCT DEVELOPMENT

of the BANK-to-BANK portfolio.

FACTORING FCI/CESCE

in international branches.

DIGITAL SIGNATURE FOR DERIVATIVES



¹https://www.youtube.com/watch?v=2qu_XS8TSZc&feature=emb_title

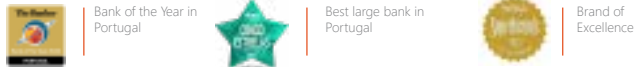


BPI is a financial institution focused on commercial banking operations in Portugal, where it is the fifth largest bank in terms of assets, with market shares over 10% in loans and deposits.

BPI's business is distributed across Personal, Business, Premier and InTouch and Private Banking, and across Business and Institutional, and Corporate and Investment Banking. BPI offers a complete range of financial products and services, adapted to the specific needs of every sector through a specialised, omnichannel and fully integrated distribution network.

BPI's product range is complemented with investment and savings solutions from CaixaBank's Asset and Insurance Management department and with the distribution of Allianz Portugal's non-life insurance and Cossec's loan insurance. In 2020, BPI began marketing life risk insurance policies for VidaCaixa, S.A., following the conclusion of the distribution agreement for these insurance policies with Allianz Portugal.

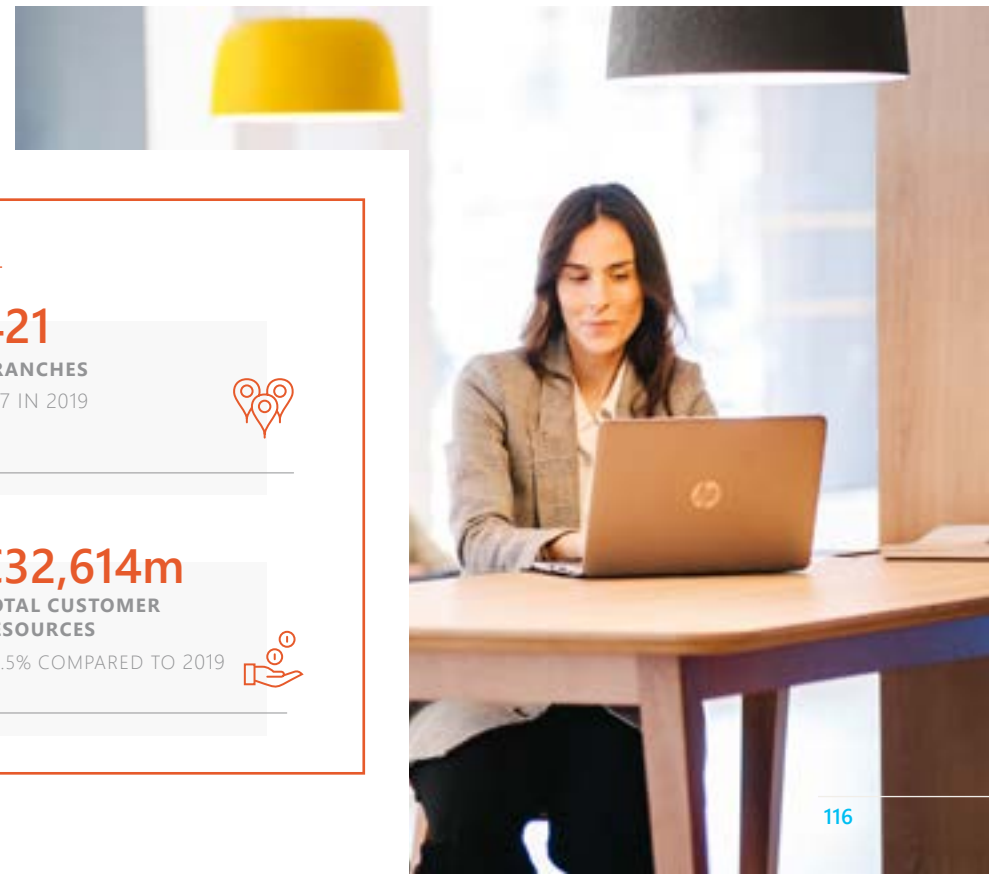
>> Acknowledgements



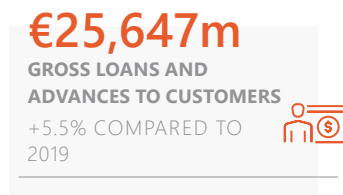
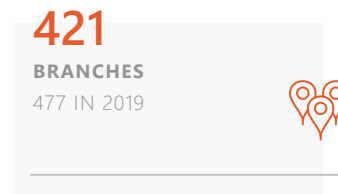
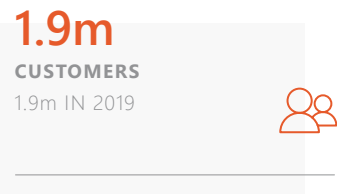
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Strategic priorities

- Sustainable growth in profitability
- Improving operational and organisational efficiency
- Boosting the transformation of customer experience
- Consolidating the bank's reputation based on the quality of customer service and social commitment
- Developing the bank's human resources



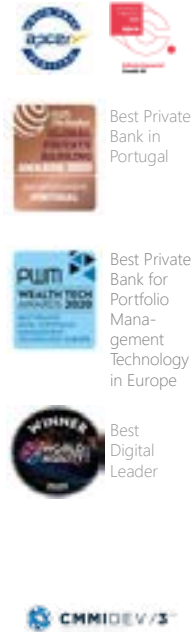
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Milestones of 2020

- First Bank to obtain the **Covid safe brand in Portugal**, recipient of the **APCE-Covid Grand Prize for internal communication**, and the first to be distinguished by a **Global Finance Award in Crisis Leadership**
- Consolidation of BPI as the largest Private Bank operating in Portugal.
- Promoting digitisation and improving customer experience in digital channels:
 - > New digital sales solutions (insurance) and increased operations available.
 - > Innovative digital signature system.
 - > Internet and Mobile Banking: #2 in market share of individuals and #1 for companies.
- Creation of the Automation Centre to contribute to efficiency gains and cost savings.
- First Bank in Portugal to obtain CMMI L3 certification.



RESPONSE TO THE COVID-19 EMERGENCY

- 100% of the business centres in operation and more than 86% of the retail offices and premier centres.
- Implementation of support measures for individuals and companies.
- Simplification of processes that improved customer experience and adaptation to working from home.
- The "la Caixa" Foundation, in association with BPI, has maintained all the programmes planned for 2020. They have also developed specific initiatives for the most vulnerable groups affected by the pandemic.

New products / services launched in 2020

- **IN-TOUCH**
Private customers have an assigned manager with whom they can communicate by telephone or chat via the BPI App or BPI Net and carry out remote operations from anywhere during extended hours.
- **FAMILY EXPERIENCES**
A platform that allows customers with Valor and BPI Net accounts to get discounts on more than 200 fashion, travel and other brands.
- **MY PLANNING**
A financial planning service at BPI Net and BPI App for Premier Banking customers.
- **PERSONAL CREDIT**
New functions: renovations, car, renewable energy and health.
- **BPI DRIVE**
Allows car dealerships and customers to finance cars in a completely digital, secure and innovative environment.
- **BPI/EIF AGRICULTURAL LINE**
In March 2020, BPI signed an agreement with the European Investment Fund (EIF) to provide customers with the BPI/EIF Agricultural Line of Funding, with a total amount of €95 million. Its objective is to offer greater support to investment projects in agriculture and agro-industry.
- **BPI-ROTA EN2 LINE OF FUNDING**
BPI and Associação dos Municípios da Rota da Estrada Nacional 2 signed a financing protocol under special conditions to promote this tourist route. BPI offers a €100m line of funding to support companies that form part of the EN2 Agents Network.



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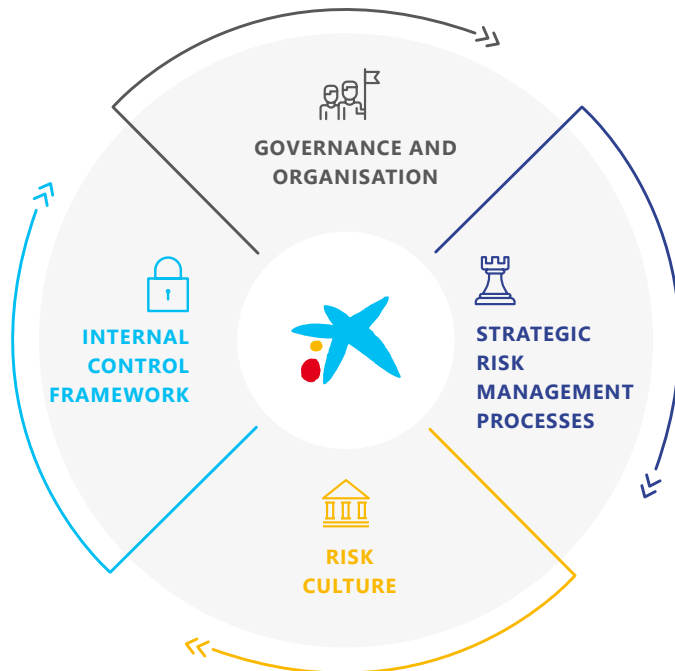
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Risk management

CaixaBank aims to keep its average risk profile low, with a comfortable capital adequacy ratio and comfortable liquidity metrics, in line with its business model and the risk appetite defined by the Board of Directors.

The risk management systems implemented are adequate in relation to the approved risk profile and risk appetite and consist of the following elements:

>> CORE ELEMENTS OF THE GROUP'S RISK MANAGEMENT FRAMEWORK



Note 3 to the Consolidated Annual Financial Statements for 2020 provides additional information on risk management and the Group's internal control model.



GOVERNANCE AND ORGANISATION

Internal policies, rules and procedures ensure adequate supervision by the governing bodies, steering committees, and by CaixaBank's specialised teams.



RISK CULTURE

The Group's risk culture is imparted through training, communication and the performance-based assessment and remuneration of staff.



STRATEGIC RISK MANAGEMENT SYSTEM

Identification and assessment of risks. Risk Assessment: A six-monthly risk self-assessment of the Group's risk profile. This involves identifying strategic events associated with one or more risks which, based on their potential mid- to long-term impact, may require specific monitoring.

Classification and definition of Risks. Risk Taxonomy: An annually-reviewed list and description of the material risks identified in the Risk Assessment. Facilitates the internal and external monitoring and reporting of risks.

Risk Appetite Framework (RAF): A comprehensive and forward-looking tool used by the Board of Directors to determine the types and thresholds of risk it is willing to assume in achieving the Group's strategic objectives in relation to the risks included in the Risk Taxonomy.



INTERNAL CONTROL FRAMEWORK

A structure based on the Three Lines of Defence model that provides a reasonable degree of assurance that the Group will achieve its objectives.

The most noteworthy aspects of risk management and activities in 2020 for the various risks identified in the Corporate Risk Taxonomy are detailed below:

>> BUSINESS MODEL RISKS



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Business profitability

DEFINITION

Obtaining results below market expectations or Group targets that, ultimately, prevent the company from reaching a level of sustainable returns that exceeds the cost of capital.

RISK MANAGEMENT

The management of this risk is supported by the strategic financial planning process, which is continually monitored to assess the fulfilment of the strategy and budget. After quantifying any deviations and identifying their cause, conclusions are presented to the management and governing bodies to evaluate what adjustments need to be made to ensure that internal targets are met.

MAIN MILESTONES IN 2020

The return on tangible equity (RoTE) in 2020 was lower than the cost of capital as a result of the global economic crisis caused by the pandemic.

Core income held up, however, despite the economic climate and continued low interest rates, staying virtually in line with that reported in 2019. The Group continues to focus on the insurance and asset management business, on business segments which are less sensitive to interest rates and on adapting the management of liabilities and customer liquidity. Recurring operating expenses have also been significantly reduced. As a result of all of the above, the Group's margins and core efficiency ratio have improved. The Group has also set up a €1,252 million general reserve for future impairments to the loan portfolio.



Own funds / Solvency

Risk resulting from constraints on the CaixaBank Group's ability to adapt its level of own funds to regulatory requirements or to a change in its risk profile.

The COVID-19 pandemic had a profound effect on the management of capital in 2020. On 26 March 2020, the Board of Directors agreed a series of measures to bring the bank's position into line with the new climate impacted by the pandemic and with the measures adopted by the authorities (see inside information submitted to CNMV on 26/03/2020).

Taking into account new regulatory and supervisory considerations including, among others, the impact of regulations established in the Capital Requirements Directive V (CRDV) regarding the composition of Pillar 2 Requirements (P2R), the Board agreed to reduce the CET1 target established in the 2019-21 Strategic Plan for year-end 2021 to 11.5%, suspending the former target of 12%, plus a 1% buffer to absorb the impact of implementing regulatory requirements including Basel IV.

The regulatory CET1 ratio is 13.6%, meeting the minimum requirements with ease, and situating the MDA (Maximum Distributable Amount) buffer at €7,985 million. Tier 1 capital was strengthened via a €750 million issue.

During 2020, active management measures were taken to meet MREL (Minimum Required Eligible Liabilities) requirements: a €1,000 million green bond was issued in the form of senior non-preferred debt (SNP) and two issues were made of senior preferred debt (SP), of €1,000 million each, one of which is a social bond.

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>> BUSINESS MODEL RISKS



Liquidity and funding

DEFINITION

Risk of insufficient liquid assets or limited access to market financing to meet contractual maturities of liabilities, regulatory requirements, or the investment needs of the Group.

RISK MANAGEMENT

The management approach is based on a decentralised system with the segregation of functions aiming to maintain an efficient level of liquid assets; the active management of liquidity and the sustainability and stability of funding sources in both normal and stress scenarios.

MAIN MILESTONES IN 2020

The generation and contribution of collateral to the European Central Bank credit facilities, the net contribution to liquidity of the commercial funding gap and the fact that new issuances have outpaced maturities have resulted in total liquid assets of €114,451 million, a 12-month average liquidity coverage ratio (LCR) of 248% and an NSFR (calculated per Regulation (EU) 2019/876) of 145%.

Institutional financing amounted to €35,010 million, performing very well in 2020 due to the Group's success in accessing markets with different debt instruments.



>> RISKS AFFECTING FINANCIAL ACTIVITY



Credit

DEFINITION

Risk of a decrease in the value of the CaixaBank Group's assets due to uncertainty about a customer's or counterparty's ability to meet its obligations to the Group.

RISK MANAGEMENT

This is the most significant risk for the Group's balance sheet. It is derived from its banking and insurance activity, cash flow operations, and its investee portfolio, encompassing the entire management cycle of the operations. The principles and policies that underpin credit risk management are:

- > A prudent approvals policy based on: (i) an appropriate relationship between income and the expenses borne by consumers; (ii) documentary proof of the information provided by the borrower and the borrower's solvency; (iii) Pre-contractual information and information protocols that are appropriate to the personal circumstances and characteristics of each customer and operation.
- > Monitoring the quality of assets throughout their life cycle based on preventive management and early recognition of impairment.
- > Up-to-date and accurate assessments of the impairment at any given time and diligent management of non-performing loans and recoveries.

MAIN MILESTONES IN 2020

The COVID-19 crisis has required the CaixaBank Group to take certain measures to support its customers in a climate of sharply declining demand and economic activity. The main milestones with regard to the management of credit risk have been actions taken in response to the pandemic, principally:

i. Individuals who have been hardest hit by the effects of COVID-19 have been offered the option of applying to suspend their payment obligations through moratoria with distinct features reflecting the type of risk financed: mortgages or unsecured loans. The terms under which individuals could apply for these moratoria were governed by Royal Decrees 8/2020 and 11/2020, together with the CECA Sector Agreement.

ii. For Businesses, a €100,000 million euro State Guarantee Line was approved by the Ministry of Economic Affairs and Digital Transformation to help keep people in jobs and offset the economic effects of the health crisis. The Instituto de Crédito Oficial (ICO) was made responsible for managing this fund.

The purpose of the guarantees is to give businesses and the self-employed access to credit and liquidity to address the economic and social impact of COVID-19. A subsequent €40,000 million Guarantee Line was approved by article 1 of Royal Decree 25/2020, with the aim of guaranteeing financing granted to companies and self-employed workers to meet their borrowing needs for new investments.

Throughout 2020 the Group continued to enhance its monitoring and control processes and making its recovery processes more effective.

The NPL ratio remained stable during the year thanks to all the measures detailed above, standing at 3.3% at the close of 2020 (compared with 3.6% at 31 December 2019).



Impairment of other assets

Reduction of the carrying amount of the equity portfolio and non-financial assets (tangible, intangible, tax assets and other assets) of the CaixaBank Group.

Management based on monitoring the processes of assessing impairment and asset write-down tests, as well as compliance with the policies for optimising shareholding and real estate investments within strategic objectives.



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>> RISKS AFFECTING FINANCIAL ACTIVITY



Actuarial

DEFINITION

Risk of a loss or adverse change to the value of the commitment assumed through insurance or pension contracts with customers or employees due to the differences between the estimated actuarial variables used in the tariff model and reserves and the actual performance of these.

RISK MANAGEMENT

This risk is managed in order to ensure the Group has the capacity to meet commitments to its insured parties, to optimise the technical margin and to keep balances within the limits established in the risk appetite framework.

MAIN MILESTONES IN 2020



Structural rate risk

Negative impact on the economic value of balance sheet's items or on the financial margin due to changes in the temporary structure of interest rates and its impact on asset and liability instruments and those outside of the Group's balance sheet not recorded in financial assets held for trading.

This risk is managed by optimising the net interest margin and keeping the carrying amount of assets within the limits established in the risk appetite framework.

This risk is managed by optimising the net interest margin and keeping the carrying amount of assets within the limits established in the risk appetite framework.

In 2020, CaixaBank's balance sheet was positioned to benefit from increases in interest rates. The reasons for this positioning are of a structural and managerial nature.

From a structural point of view, exceptionally low interest rates have continued to drive growth in on-demand accounts, in part due to movements away from fixed-term deposits.



Market

Loss of value, with impact on results or solvency, of a portfolio (set of assets and liabilities), due to unfavorable movements in prices or market rates.

Risk management is based on maintaining risk low, stable, and within the established risk appetite limits.

The market risk of the trading book is measured daily using an internal model subject to regulatory supervision.



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>> OPERATIONAL AND REPUTATIONAL RISK



Conduct

DEFINITION

The application of conduct criteria that run contrary to the interests of its customers and stakeholders, or acts or omissions that are not compliant with the legal or regulatory framework, or with internal codes and rules, or with codes of conduct and ethical and good practice standards.

RISK MANAGEMENT

Conduct and compliance risk management is not just the responsibility of a single department, but of the entire CaixaBank Group. All employees must strive to ensure compliance with current legislation and to implement procedures to translate this legislation into their day-to-day work.

MAIN MILESTONES IN 2020

The Group has continued to foster a culture of good conduct and to raise awareness in the organisation through training programmes linked to its variable remuneration scheme and by building conduct indicators into corporate targets. The compliance target set for 2020 in this respect was met.

A new confidential channel for enquiries and complaints was launched in 2020. This key Compliance tool has been developed in line with best market practices.

CaixaBank has also obtained UNE 19601 certification for its criminal compliance management systems.



Legal / Regulatory

The potential losses or decrease in the profitability of the CaixaBank Group as a result of changes in legislation, the incorrect implementation of this legislation in the CaixaBank Group's processes, of the inappropriate interpretation of the same in various operations, of the incorrect management of court or administrative injunctions, or of the claims or complaints received.

Legal and regulatory risks are managed so as to safeguard the Group's legal integrity and to anticipate and mitigate future economic harm by monitoring regulatory changes, participating in public consultation processes, helping to build a predictable, efficient and sound legal framework, and interpreting and implementing regulatory changes. This is also achieved by managing the case-by-case defence of the Group in judicial and extrajudicial proceedings, and monitoring the impact of such proceedings on the Group's assets.

The monitoring of regulatory framework easing measures in response to the COVID-19 pandemic has been a central issue in 2020. Key measures at the European level include the 'quick fix' review of the CRR and the reactivation of the EBA's Guidelines on legislative and non-legislative moratoria, while in Spain Royal Decree Laws (RDL) 6/2020, 8/2020 and 11/2020, on extraordinary urgent measures to address the economic and social impact of COVID-19 were approved and came into force. The proposed amendment to the Benchmarks Regulation (BMR) to prevent systemic risks arising when the LIBOR is phased out is also significant. The Group also tracks the regulatory changes planned for 2021, particularly regarding sustainable finance, corporate governance, payments, data and cyber-security. Significant legislation implemented in the year includes: Regulation (EU) 2019/2088 on sustainability-related disclosures in the financial services sector; Order ETD/699/2020 of 24 July, regulating revolving loan facilities; and Bank of Spain Circular 4/2020, of 26 June, on advertising banking products and services.

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>> OPERATIONAL AND REPUTATIONAL RISK



Technological

DEFINITION

Risks of losses due to hardware or software inadequacies or failures in technical infrastructure, due to cyberattacks or other circumstances that could compromise the availability, integrity, accessibility and security of the infrastructures and data.

RISK MANAGEMENT

Managing this risk involved identifying, measuring, assessing, mitigating, monitoring and reporting the risk levels involved in the governance and management of Information Technology.

The governance frameworks used have been designed according to internationally recognised standards.

MAIN MILESTONES IN 2020

The implementation of the new Technology Risk control framework was completed, based on an advanced control and monitoring methodology.

This methodology follows the banking supervisor's guidelines on technological risk, covering scenarios affecting the availability of IT, cybersecurity, including cyber-attacks, cyber-espionage or information leaks, and the operation of information technologies.



Reliability of information

Deficiencies in the accuracy, integrity and criteria of the process used when preparing the data and information necessary to evaluate the financial and equity position of the CaixaBank Group, as well as the information disclosed to market and stakeholders that offers a holistic view of positioning in terms of sustainability with the environment and that is directly related to environmental, social and governance aspects (ESG principles).

Financial information risk is mainly managed through oversight of the monthly account closing process and ensuring there are properly functioning and monitored internal control systems for financial reporting (ICFR) and non-financial reporting (ICNFR), as well as other metrics and policies related to financial information.

The risk affecting the Reliability of Non-Financial Information was added to the Corporate Risk Taxonomy in 2020. The Reliability of Financial Information risk was consequently renamed Information Reliability Risk, covering both financial and non-financial information.

A Corporate Financial Information Reliability Risk Management Policy was also established, replacing the Corporate Policy on the System of Internal Controls over Financial Reporting and the Corporate Policy on Disclosure and Verification of Financial Information. This details the governance and review process covering the non-financial information statement included in the Management Report.



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Model

DEFINITION

Possible adverse consequences for the Group that could arise as a result of decisions mainly based on internal models' results with construction, application or use errors.

RISK MANAGEMENT

Model risk is managed on the basis of three main strategies:

- > Identifying existing models, assessing the quality thereof and how they are used by the Group.
- > The establishment of a framework of governance, managing each model according to its materiality (management based on Tier).
- > Monitoring using a set of KPIs to flag up model risk, breaking model risk down into its main sub-risks (quality, governance, control environment).

MAIN MILESTONES IN 2020

A governance framework for the models was defined in 2020, with a comprehensive approach that focuses on key stakeholders and is Tier-based to ensure they are managed efficiently. The Corporate Model Risk Management Policy that sets out this framework was approved by the Board of Directors on 28 January 2021.

Model risk has also been classified as a level 1 risk, ensuring that a suitable and coherent control framework is in place and that this risk is actively managed in accordance with the defined risk appetite framework.



Other operational risks

Losses or damages caused by errors or faults in processes, due to external events, or actions of third parties outside the Group, whether accidentally or intentionally. It includes, among others, risk factors related to outsourcing, the custody of securities or external fraud.

The management and control of this risk seeks to avoid or mitigate negative impacts on the Group, either directly or indirectly due to the impact on relevant stakeholders (e.g. customers), arising from internal processes and systems or from the actions of third parties.

A specialised second line of defence function was rolled out in 2020 to deal with risks such as external fraud, outsourcing and operational continuity, as part of the goal of implementing a comprehensive three-line defence structure for the management and monitoring of risks.



Reputational

The possibility that the CaixaBank Group's competitive edge could be blunted by loss of trust by some of its stakeholders, based on their assessment of real or purported actions or omissions carried out by the Group, its Senior Management or Governing Bodies, or due to the bankruptcy of related unconsolidated entities (step-in risk).

The risk is managed to meet satisfactory targets for CaixaBank's main reputation indicators and to enhance the monitoring of preventive measures and control.

In line with the requirements of the CNMV's Code of Good Governance, the Board of Directors of CaixaBank approved a new Corporate Communication Policy, setting out the Group's main strategies and principles regarding the provision of key financial, non-financial and corporate information to its main stakeholders.

The frequency of reputational surveys of customers and shareholders has been increased from annual to quarterly in order to improve the measurement of reputational indicators. This will ensure CaixaBank has better and more up-to-date information on the perceptions of its most important stakeholders.

COVID-19: CaixaBank's response to the emergency and contribution to recovery

- >> CaixaBank has received the Euromoney Award for **Excellence in Leadership in Western Europe 2020** for social commitment in its response to the COVID-19 crisis.
- >> CaixaBank, recognised for leadership in its response to the COVID-19 crisis by Global Finance. CaixaBank is the only European entity among the global winners of the **Outstanding Crisis Leadership** awards, which acknowledge companies and entities that have demonstrated their business leadership with measures to promote economic and social recovery.

Support for customers and suppliers

The CaixaBank Group aims to play a key role in **contributing to the well-being of society**, especially the most vulnerable groups, and **helping the Spanish and Portuguese economies to recover as quickly as possible**. To achieve this, it has implemented a series of measures, and products have been developed with conditions adapted to the current context, taking into account the impact that decisions of this kind can have on growth and the generation of income.

#CONNUESTRASFAMILIAS

- > **Moratoria:** in Spain, two types of adapted moratoria have been implemented; **(i)** a mortgage moratorium due to coronavirus approved by the Government, which offers a three-month deferral of principal and interest (this can also be applied to personal loans over the same period); **(ii)** a mortgage moratorium put in place by most banks in the country, covering a deferral period of up to twelve months (and up to six for personal loans), only in respect of capital. In Portugal, customers who meet the relevant conditions are eligible for capital-only or capital and interest moratoria, both on mortgages, initially with a deferral until 30 September 2020, extended in June until 31 March 2021, and for personal loans, with a deferral of up to twelve months.

>> DETAILS OF MORATORIA APPROVED

AT 31 DECEMBER 2020¹

Total **moratoria** granted during 2020 amount to €17,224 million (497,253 transactions). Total moratoria at 31 December 2020 are shown in the table below, 65% end during the first half of 2021.

	31.12.20					
	Spain		Portugal		Total	
	No. of operations	Amount in millions	No. of operations	Amount in millions	Amount in millions	% of portfolio
Moratoria for individuals	122,213	8,204	68,722	2,932	11,136	9.2
Home purchase	71,597	6,473	39,233	2,495	8,968	10.5
Other	50,616	1,732	29,489	437	2,168	6.2
<i>of which: consumer goods</i>	17,743	80	27,675	329	409	2.9
Moratoria for companies	1,206	532	28,762	2,656	3,188	3.0
Productive sectors (exc. property developers)	988	479	27,219	2,393	2,872	2.9
Property developers	218	54	1,543	263	316	5.5
Public sector moratoria	-	-	4	32	32	0.2
Total moratoria approved	123,419	8,737	97,488	5,620	14,356	5.9



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¹ Moratoria according to RDL 8/2020, 11/2020, 25/2020, 26/2020 (10/2020 in Portugal) or Sector Agreement.



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- > **ICO rentals:** agreement with the ICO for the launch of a new line of financing aimed at tenants in a situation of economic vulnerability who cannot afford to pay the rent for their homes because of the COVID-19 crisis. These are loans, guaranteed by the ICO, for customers and non-customers who need help with paying rent, for 6 months.
- > **Family microcredits:** access to family microloans extended to account holders with joint income of less than €19,300 (previously €17,200). This figure corresponds to the result of multiplying the Public Multiple Purpose Income Indicator (IPREM) by 3.
- > **Rentals of own property waived:** in April-May-June 2020, CaixaBank waived 100% of rentals from its property and 50% in July, in cases of a loss of income by the tenant or a member of the family unit (unemployment, reduction in working hours, closing of business or reduction in income by more than 40%).
- > **Insurance cover in the event of a pandemic:** all our insurance policies have continued to offer cover, even if the entitlement is related to the COVID-19 pandemic (not applying the exclusion justified by a pandemic), in order to ensure the best protection for all our customers.

Working jointly with Allianz, Banco BPI provided all customers with a 24-hour help line for medical consultations.

4,786

TENANTS HAVE BENEFITED
FROM THIS MEASURE




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#CONNUESTRAEMPRESAS / #CONNUESTROSAUTÓNOMOSYPYMES

- > **Loans to businesses:** facilitating the granting of credit where it is needed is a priority, carried out in coordination with the national support schemes established by the authorities. CaixaBank has launched various financing lines for self-employed workers and SMEs, available to those who need new financing, in addition to the ICO facility promoted by the Government to help companies affected by the COVID-19 crisis.

In Portugal, businesses that meet the relevant conditions are eligible for capital-only or capital and interest moratoria on loans, initially with a deferral until 30 September 2020, which was extended in June until 31 March 2021. BPI has also promoted the placement of publicly guaranteed credit lines created in response to the COVID-19 crisis. To speed up access to credit lines guaranteed by the state, BPI created a simplified line that allows up to 20% of the funds to be advanced, subject to analysis and approval by the Bank.

>> BREAKDOWN OF FINANCING WITH PUBLIC GUARANTEE

Details of publicly guaranteed financing, based on the State guarantee schemes implemented in response to COVID-19, are shown below:

Amounts € million	31.12.20		
	Spain (ICO)	Portugal	Total
Loans to individuals	1,196	20	1,216
Other purposes (self-employed)	1,196	20	1,216
Loans to business	11,437	530	11,967
Productive sectors (exc. property developers)	11,396	529	11,925
Property developers	41	1	42
Public sector	6	-	6
Loans and advances to customers, gross ¹	12,640	551	13,191

¹ Corresponds to the amount of credit granted and drawn down by customers. CaixaBank has also granted loans and credit of €1,679 million not yet drawn down by customers at 31 December 2020.

CaixaBank has decided to maintain access to financing for working capital for businesses and self-employed workers, despite the drop in their turnover that may have occurred, and periods of grace have been granted in the area of equipment rental and vehicle renting fees. To support small businesses, POS charges were also discounted and a new e-commerce technology solution was launched by CaixaBank and made available to small retailers to help them boost online sales.

In Portugal, the credit lines already contracted were maintained, until 30 September 2020, without changing the interest rate. To support business, BPI eliminated the minimum charge on POS transactions and waived POS and monthly fees for those who had temporarily closed their establishments as a result of the pandemic.

- > **FEI-Covid19 Business Loan:** a new credit line has been made available to self-employed workers and micro-enterprises to meet working capital needs arising from the crisis. This line has been implemented thanks to the European Commission's COSME COVID19 sub-programme, and offers a credit line of 310 million euros for businesses that have liquidity problems and cannot access ICO credit or need to complement it. The maximum amount of these loans is €50,000 and borrowers can request a period of grace for capital repayments of up to 12 months.

3,424 operations approved for
€54 million in volume

- > **Social companies - EaSI Loan:** aimed at social enterprises whose purpose is to generate a positive impact on society, this type of loan has been a great alternative at this difficult time, especially for front-line companies related to sectors such as health, the fight against poverty and social and employment inclusiveness. This line is supported by the European Investment Fund.
- > **Payment to suppliers expedited:** CaixaBank has made an effort to speed up the flow of payment to our suppliers, providing them with essential liquidity at this time and contributing to the maintenance of their businesses. The measures implemented have focused on making payments as far in advance as possible, without considering due dates, streamlining invoice authorisations and making a special effort to settle old invoices. In just over a month, during the state of alarm, the amount corresponding to invoices pending payment was reduced by 79%.


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#CONUESTROS MAYORES / #CONLOSQUE MÁSNOS NECESITAN

- > **Advance payment of retirement pensions and unemployment benefit:** after the announcement of the state of alarm due to the COVID-19 epidemic, CaixaBank was one of the first financial institutions to advance the payment of unemployment benefits and retirement pensions, by 7/10 days.

The measure had a dual purpose: on the one hand, it helped people to face their expenses at the beginning of each month; on the other hand, it helped reduce and stagger the influx of customers in our branches. These early payments were made automatically.

In April and May BPI also paid retirement pensions early.

At 30 June 2020, the details of customers receiving pensions or unemployment benefit were as follows:

2.0_m customers with direct deposit of
pension
(≈€1,800m)

1.6_m customers receiving
unemployment benefit
(≈€1,200m)

0.2_m customers with direct deposit of
pension in Portugal
(≈€140m)

¹ Includes the contribution of SegurCaixa Adeslas.

#CONLOSQUE CUIDAN DENOSOTROS

- > **Protection for health care workers:** in order to help protect the health of those who are fighting for society as a whole in this pandemic, VidaCaixa has participated in the creation of a solidarity fund for the sector of over €37 million to protect our country's health care workers. The fund, supported by more than 100 insurers, offers free life and hospitalisation insurance to 700,000 doctors, nurses, nursing assistants, orderlies and ambulance staff and those working in care homes in the fight against coronavirus. CaixaBank has contributed 8.5 million euros to this initiative¹.



Continuing to offer an **essential service**

Maintaining business continuity at all times, offering customers the financial and insurance services that are essential for their day-to-day lives, with the highest safety standards for all, has been a priority for CaixaBank.

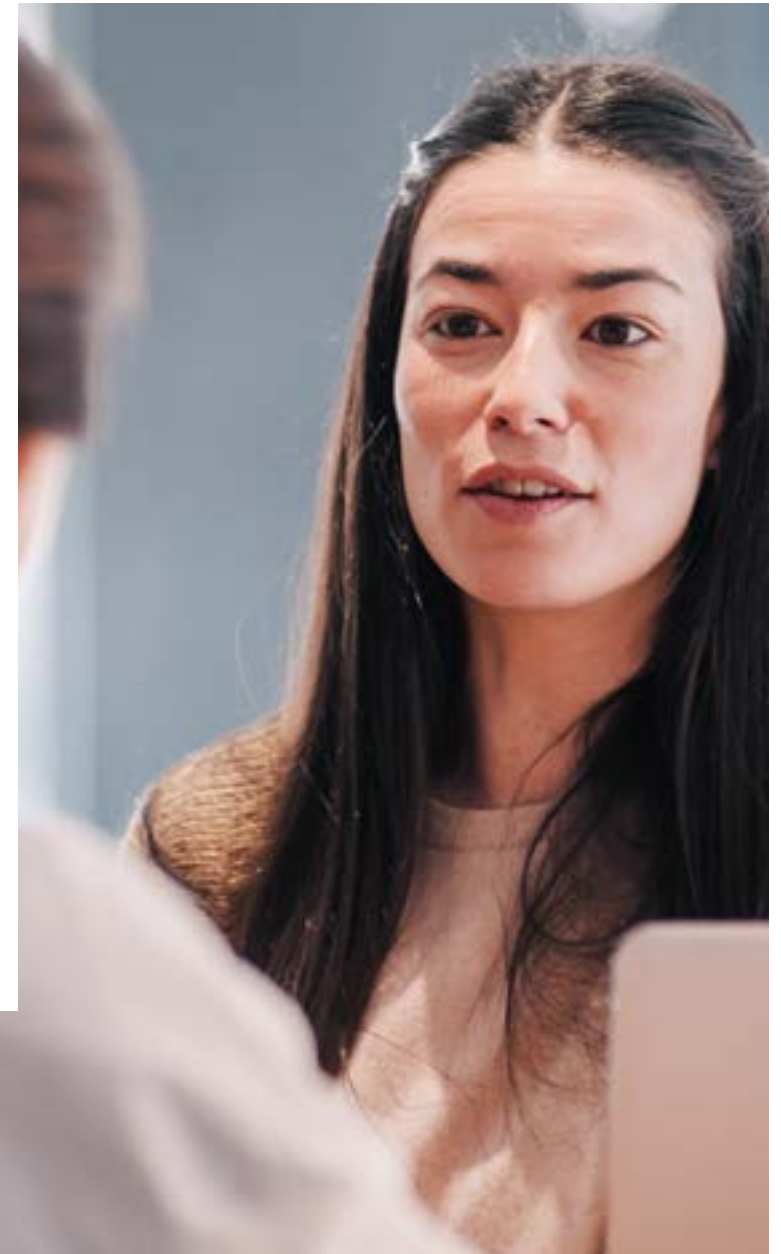
For CaixaBank, financial inclusion, a cornerstone of responsible banking, also means a commitment to stay close to its customers, providing local, accessible banking services. **Our firm commitment in recent years to a multichannel approach** has been a determining factor in the good performance of the business during this period of mobility restrictions.

Branch network

CaixaBank kept an average of around 90% of its branches open in the period March to June 2020. The highest percentage of branch closures was around 15%, between the third week of March and the second week of April.

100% of ATMs have remained operational, even those at branches that were temporarily closed. CaixaBank also joined the other institutions in the Spanish Confederation of Savings Banks (CECA) in not charging fees at ATMs during the state of alarm.

From 16 March, the BPI network began operating with limited access to the customer service area. During the state of alarm BPI ensured that more than 86% of its retail and premier branches remained open, and over 94% from early June (99% at the end of 2020), and 100% of its corporate centres.



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Digitalisation, a key factor

To avoid unnecessary travel, and to protect the health of customers and employees, we have promoted the use of digital channels, reviewing and strengthening the main processes and increasing our ability to provide services remotely and make new products and services available to customers.

It is worthy of note that applications for credit moratoria can now be made through CaixaBank Now, BPI Net and BPI Net Empresas.

Another example is the increased number of operations linked to VidaCaixa products available through digital channels. During the COVID-19 crisis, the option of making an online request to redeem savings plans (PPI, PPA, EPSV and PPE) has been activated, in response to the new temporary contingency plan for redeeming these products approved by the Government for people affected economically by the health crisis. Similarly, partial and total redemptions were made available online for managed savings insurance.

The growth recorded during the first half of 2020 consolidated CaixaBank as the leading digital banking institution in Spain.

The limit for contactless card payments without entering a PIN was increased from 20 to 50 euros, helping shoppers to avoid any contact with physical surfaces.

Customer Contact Centres (CCC)

During the exceptional situation caused by COVID-19, the non-contact services that the Group offers to customers have been particularly important. CaixaBank has strengthened these services, increasing the number of staff and reassigning resources.

The virtual assistants (bots) that CaixaBank has developed in recent years to respond automatically to customer enquiries have been a determining factor in our ability to attend to a greater number of customers, improving the service and making it more flexible.

+51% contacts received,
compared with 2019

Focus on cybersecurity

The situation arising from COVID-19 has led CaixaBank to prioritise certain aspects of cybersecurity. Among others, we would highlight:

- > Responding to the greatly increased needs for remote working by adapting security levels to the new requirements and by using collaborative tools intensively.
- > Improving monitoring controls and protection against phishing campaigns (malicious e-mails) related to COVID-19, which has been a theme used by external attackers to compromise the security of companies' systems around the world.
- > Adapting security controls to mitigate the impact of the increase in malware that was infecting customers' computers in order to reveal fraud, especially RAT (Remote Access Trojan) malware, which allows the remote control of customers' computers.



Responsibility for CaixaBank staff

Health and safety measures

The changing situation of the health crisis means that it is constantly necessary to modify the measures adopted in response to the epidemiological scenario and the range of regulations introduced at regional and local level.

It is up to companies to assess the extent to which their staff may be at risk in the tasks they carry out and to follow the guidelines and recommendations formulated by the health authorities to prevent infection, bearing in mind that **CaixaBank's activity can be considered essential**.

Prior to the adoption of preventive measures, the bank carried out **a specific COVID-19 risk assessment, which concluded that there was a low probability of exposure**. This assessment is constantly being reviewed. A protocol has been drawn up to identify and manage situations that might pose a risk of infection or where there is possible contact with positive cases, on a personal or professional level. It is regularly updated in line with health authority criteria and the preventive measures specified by CaixaBank's risk prevention service at any time.

Finally, a protocol has also been drawn up to resume face-to-face activity, which includes all the measures introduced to minimise the risk of contact in our work centres, also constantly reviewed and updated, depending on the epidemiological context, health authority recommendations and applicable legislation.

BPI is also represented on the Business Continuity Monitoring Committee, so that equivalent prevention measures are implemented in Portugal.

Organisational measures

Introduced gradually to minimise the contact of staff with third parties, ensuring that the safety distance is respected at all times:

- > **Business activities are coordinated** with regard to the prevention of COVID-19, both with suppliers and in the case of corporate buildings leased or shared with other companies.
- > **Only essential travel is allowed**, taking into account any restrictions established by the authorities.
- > **Temporary suspension of public events.**
- > **Restriction of face-to-face meetings** except for those strictly necessary with limited capacity (currently a maximum of 6 people).
- > **Preference is given to the use of video conferencing and other collaborative tools** to avoid travel. If face-to-face meetings are necessary and they are held in closed spaces, such as a meeting room or Team Room, the maximum number of attendees allowed at any time cannot be exceeded.
- > **Remote work in Corporate and Regional Services** with different percentages of on-site work, depending on the epidemiological situation and regulations in force in each autonomous community.
- > In Corporate Buildings and InTouch centres, the entry/departure of staff is staggered and the building's entry/exit points are limited according to its size, occupation and flows in and out. In particular, in Store and All in One branches, measures have been established to organise and plan visits and tasks, work spaces being assigned so that rotations are not necessary and offices do not need to be shared.
- > **The number of customers admitted to branches is limited**, their entry is staggered and the time they spend in the branch is limited to what is essential. 24-hour zones are reserved for people using the ATM service. In general, cash management is carried out through ATMs. To ensure social distancing, the floor is marked with vinyl strips indicating points which customers should not pass.
- > **Customers over 65 years of age should preferably make an appointment to visit branches.**
- > All desks in public service positions are fitted with **protective screens**.
- > **Social distance between work stations.** If it is not possible to guarantee this distance, a protective screen will be installed.
- > **Implementation of a clean desk system:** at the end of the day, the desk must be cleared. An employee who has occupied one position is not allowed to move to another.
- > Tools and equipment should not be shared or taken from one branch to another.
- > If the health authorities establish restrictions on catering or mobility, flexible arrival and departure times are authorised and in some cases remote work is approved.



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Hygiene measures

These affect personal cleanliness and keeping premises and air clean:

- > CaixaBank has placed a waste bin at the entrance to all buildings, and **hand sanitiser is available at various points in each work centre.**
- > **Surfaces which are frequently touched are cleaned more often**, with cleaning products that follow the recommendations of the health authorities according to an action protocol that minimises any risk to staff carrying out the operation.
- > In addition to the normal cleaning service in the centre, a surface disinfectant kit is available, for employees who wish to use it.
- > When a case of COVID-19 is reported in one of the work centres, CaixaBank will disinfect and clean it (according to a specific protocol). The Joint Prevention Service assesses the suitability of the measures taken and draws up a report on the resumption of activity.
- > With regard to the use of **personal protective equipment, the bank follows the recommendations of the relevant authorities** for a *low probability of exposure* scenario. Following the recommendations of the health authorities, the following are used:
 - > **Gloves:** recommended when handling cash and replenishing ATMs. At other times the cleaning and disinfection of staff's hands must be a priority. In cases where customer operations require digital signatures, disposable plastic gloves will be provided in branches, so that customers do not have physical contact with the pad or the optical pencil.
 - > **Masks:** In the branch network, surgical or hygienic masks must be used at all times. For customer assistance at ATMs, an FFP2 mask or similar must

be used. In corporate buildings and InTouch centres, surgical or hygienic masks will be provided for staff to use in all parts of the workplace, except for their own work station; unless in the latter case safe distancing cannot be maintained (although their use is recommended at all times).

Specific campaigns are organised, in response to the recommendations of the health authorities, with the aim of promoting good environmental conditions inside work centres. Whenever possible, the recirculation of air is reduced and it is replaced more often, while grids, diffusers, filters and batteries in HVAC systems are cleaned and/or replaced more frequently. Regular checks are also carried out on the internal air quality of centres.

Informative measures

Employees are informed about the risks to which they are exposed while carrying out their usual tasks in this exceptional situation, and about the preventive measures that must be applied:

- > **Information is available on the corporate intranet**, including recommendations on keeping hands clean, a self-assessment questionnaire on the remote work environment, ergonomic recommendations for working healthily and avoiding psychosocial and emotional strain.

- > **A compulsory course for the entire workforce** on the preventive measures to be taken against COVID-19, via the Virtaula online learning platform.
- > Customers receive information via signs at the branch entrance indicating the measures they must take, and reminding them that it is preferable to use the electronic channels available to prevent unnecessary travel to branches.
- > A series of meetings have been held with the legal representatives of workers, for consultation and their participation in all approaches, protocols and measures related to this matter.





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Measures to control infection

- > **Staff are recommended to check their temperature every day and**, if it is higher than 37.5 degrees, not to go to work.
- > If employees have any symptoms indicative of Covid, they must remain at home and contact the public health services, their manager and HR to check for possible contacts.
- > Through Health Surveillance, **tests are performed on employees who have any symptoms indicative of COVID-19**, as well as their close contacts. In the case of larger centres, the scope of testing has been extended to all employees in the centre, even if they are not close contacts.
- > Screening test for employees who have been in contact with a person who has tested positive outside the workplace.
- > **Prior to staff's incorporation in Corporate Buildings and InTouch centres and at regular intervals** they are tested or, failing this, they complete a declaration confirming that they understand the preventive measures in place in accordance with established guidelines, they do not have symptoms indicative of COVID-19, and have not had contact with people who have had the disease diagnosed, giving a commitment to report any changes to Human Resources. Tests have been planned for all other centres in the network (branches). At the same time, specific testing campaigns are carried out in areas with a high transmission rate in the community. The type of test used varies depending on the specific needs: it may be a PCR, antigen or serology test. Currently, a pilot antigen test is being carried out using a sample of saliva.

The COVID-Pass application has also been launched on the corporate smartphone for internal management of COVID-19. This application allows users to check for symptoms of COVID-19, receive notifications adapted to each employee to keep up-to-date, and it facilitates monitoring of all staff in connection with COVID.

In the event of an outbreak in a work centre (3 positive cases or more), a procedure is applied that involves analysing the causes, containing transmission (preventive isolation and programming tests) and reviewing the prevention measures in the centre.

Follow-up, advice and assistance for employees

CaixaBank's staff includes employees with pre-existing conditions that make them particularly sensitive to COVID-19. The management of this group will be coordinated through the Health Surveillance Service, which, according to medical criteria, will comply with the decisions of the relevant authorities at any time.

The Health Surveillance Service also monitors the following groups:

- > People who have had close contact with confirmed cases.
- > Confirmed cases of infection.

This monitoring makes it possible to monitor changes in employees' condition, advise them and make medical recommendations.

Medical, psychological and emotional health care are provided for the entire workforce through a free, unlimited and anonymous medical and psychological telephone counselling service to support them and help resolve any doubts or concerns that may arise.

Remote work and the resumption of on-site work

CaixaBank facilitated and promoted remote work by staff in Corporate and Regional Services from the start of the state of alarm, especially during the lockdown period, with the aim of safeguarding the health of employees and guaranteeing the continuity of the business in the best possible conditions, except in the case of critical staff or teams who could not carry out their work in this way for technical reasons.

The gradual return to face-to-face activity in Corporate and Regional Services was carried out after the implementation of the preventive measures included in the specific protocol for this purpose, making the necessary adjustments at any given time, according to the development of the pandemic and the recommendations of the health authorities. Given that the financial sector was considered a Core Service from the outset of the pandemic, and that we therefore needed to keep the branch network open, a shift plan was established whereby part of the staff worked remotely.

For organisational reasons some branches were closed and to mitigate the impact on the network, remote support hubs for branches were created. As the situation regarding the pandemic improved, the percentage of staff working on site was increased to 75% and then 100%.

Currently, management and prevention protocols are being constantly reviewed, the necessary adjustments being made according to the restrictions and recommendations of the relevant authorities.



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Work-life balance and flexibility

Support during major life events is of huge importance to CaixaBank employees, who appreciate the institution's willingness to **adapt to personal situations** and provide support when it is needed. This perception is due to the large number of measures that the bank makes available to the entire workforce, designed to facilitate work-life balance.

In response to the pandemic, additional measures to improve work-life balance have been implemented for those employees who had already made use of their full holiday allowance, subject to the organisational possibilities of the work centre to which staff are assigned.

Recoverable paid leave

Recoverable paid leave may be requested, in writing and when justified. It is limited to 100 hours and must comprise full days.

Improvement in legal leave of absence for childcare

Exceptionally, the age of minors for whom this leave can be taken has been raised to 14. When the child turns 14, if there is still a need for special leave, other measures that are in force at any given time must be used.

Unpaid leave

For extraordinary needs linked to COVID-19, unpaid leave can be requested. It is subject to approval and can be granted for up to 3 months.

Holidays 2020

To help with employees' work-life balance, their 2020 holidays do not have to be taken exclusively in the three periods established by internal regulations.



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Consolidating financial stability

Changes to **the application of 2019 financial results**

In order to adapt the bank's position to the new circumstances, the Board of Directors, at its meeting of 26 March 2020, agreed to defer the application of the profit for the year ended 31 December 2019, as proposed by the Board of Directors on 20 February 2020, as specified in the individual and consolidated financial statements of CaixaBank for the financial year ended 31 December 2019. A dividend of 0.15 euros/share was planned in accordance with CaixaBank's dividend policy and the 2019-2021 Strategic Plan, which envisaged the distribution of an amount in cash greater than 50% of consolidated net profit.

Within the framework of the measures adopted as a result of the situation created by COVID-19, at the same meeting on 26 March 2020, the Board of Directors, exercising caution and social responsibility, agreed to reduce the dividend from 0.15 to 0.07 euros per share, which represents a payout of 24.6%. The dividend was paid on 15 April against 2019 profits, this being the only shareholder remuneration expected for 2019.

Total profit to be distributed (€)	2,073,521,148
Interim dividends (April 2020)	418,445,322
To voluntary reserves	1,655,075,826

€0.07/share
Shareholder returns in 2019

3.33%
Dividend yield
(on share price at 31.12.20)

On 28 January 2021 the Board of Directors cancelled the policy of allocating at least 50% of consolidated net profit to dividends, which had been in place prior to 2020, and announced that the policy for 2021 and subsequent years would be published at the appropriate time, but not in any case before the merger with Bankia, as it will need to be decided by the new Board when it has reviewed and approved the 2021 budget.

Changes to **capital objectives**

After considering new regulatory and supervisory aspects, including the impact of the standards established in Capital Requirements Directive V (CRD V) with regard to the composition of Pillar 2 Requirements (P2R), the Board agreed to reduce to 11.5% the target for the CET1 capital adequacy ratio established in the 2019-2021 Strategic Plan for December 2021, suspending the CET1 target ratio of 12% plus a buffer of 1%, which was intended to absorb the impacts of the implementation of Basel IV and other regulatory impacts, the implementation of which is now expected to be delayed.

Remuneration of **Senior Management**

Following the principle of prudence in variable remuneration and assuming joint responsibility CaixaBank's Senior Management, the Entity, the CEO and the members of the Management Committee decided to waive their variable remuneration for 2020, regarding both annual bonuses and their participation in the second cycle of the 2020 Long-Term Incentives Plan. It was also agreed that there should be no proposal to grant shares to the other 78 managers included in the Long-Term Incentives Plan.

Reinforcement of **credit-risk provisions**

CaixaBank has strengthened credit risk coverage with an extraordinary provision of €1,252 million, anticipating future impacts caused by COVID-19.



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Social action - Specific COVID-19 measures

CaixaBank has acted quickly to identify social problems at any given time, reassigning resources to help alleviate the difficulties of the most vulnerable groups. At the most critical moments in the COVID-19 crisis, we have carried out the following measures:

- > **Decentralised Social Work:** channelling funds to where they are urgently needed, **€9.2 million for 1,682 social activities**, notably:

**#CON LOS QUE
MÁS NOS
NECESITAN**



Food
€5.6 M 969 activities

Senior citizens
€0.3 M 79 activities

Other vulnerable groups
€2.0 M 399 activities

Medical and emergency equipment
€1.3 M 235 activities

- > **NoHomeWithoutFood (project to help Food Banks):** €2.3 million raised and €1 million contributed by "la Caixa" Banking Foundation.
- > **New online activities by the CaixaBank Volunteer Association:** more than 400 activities with over 1,600 volunteers registered.
- > **Over 192,000 telephone calls** showing solidarity with customers over 75 years of age.
- > **Distribution of more than 2,400 tablets**, to more than 700 institutions which accommodate vulnerable people, in liaison with Samsung Spain.
- > **ReuseMe:** 14 donations made to 13 different organisations by 5 CaixaBank customer companies, which have donated clothing, hygiene products and leisure equipment to hospitals.
- > **WithOurTraditions:** social communication to keep our customers informed about festivities that are being organised differently because of the pandemic.

BPI

Cooperation between BPI and "la Caixa" Banking Foundation during this period has focused on responding to the health care and social emergency caused by COVID-19 through the following projects:

- > **Food emergency network:** through the association with RTP (Portuguese Radio and Television), the public were mobilised to support the food emergency network. **€1.7 million was donated.**
- > **Donation of 526 tablets:** a joint project with the Ministry of Health to facilitate communication between patients and their relatives.
- > **€1.8 million for innovation projects linked to COVID-19**, allocated through the CaixaImpulse express tender.
- > **Support for the development of the Portuguese lung ventilator** at the CEiiA-Center for Engineering and Product Development, with a **contribution of €300,000.**
- > **The "BPI la Caixa" Awards** were adapted to support the groups most affected by COVID-19; they were assigned to 5 social entities, with a **total allocation of €3.75 million.**
- > **Support for artists with the Portugal #EntraEmCena initiative.** The creation of this digital marketplace, with the support of the Ministry of Culture, allows artists to launch ideas and obtain investment.



For more details see
the section on
Social Action



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Context and outlook for 2021

The **economic** climate

The global economy and the euro zone



In 2020 the COVID-19 epidemic and the restrictions that were necessary to contain the virus plunged the world into an abrupt and widespread recession, (with global GDP falling by an estimated 3.5%). The economic impact was particularly severe in the first half of the year. In emerging markets, China's quarter-on-quarter GDP shrank by -10% in the first three months of the year, while the advanced economies contracted severely in the second quarter (USA: -9.0% quarter-on-quarter; Euro zone: -11.8%; Japan: -8.2%; United Kingdom: -19.8%).

Following these crashes, economies began to recover as restrictions on movement were lifted, and the GDP of the main global economies picked up notably (USA: +7.4% quarter-on-quarter; Euro zone: +12.7%; Japan: +5.0%; United Kingdom: +15.5%). However, economic activity remains well below pre-pandemic levels (with the exception of China). In fact, indicators suggest that the recovery slowed towards the end of 2020, as COVID-19 infections surged again.



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**GDP SHRANK
SEVERELY IN 2020**

-3.5% (EST.)



**SUDDEN,
WIDESPREAD
RECESSION DUE TO
COVID-19**



**GLOBAL
RECOVERY IN 2021**

+5.5% (FORECAST)



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New outbreaks are being tackled using more targeted measures and the situation is more positive than that of Spring 2020. It is clear, however, that the global economy will remain subject to significant uncertainty.

Over the coming quarters, the pandemic and the associated medical advances will continue to be the main factors determining how economies will perform. The uncertainty, combined with local restrictions on movement to tackle outbreaks, will limit economies' capacity to recover over the coming months. **Recent medical advances, however, in particular the development of highly effective vaccines, should mean significant segments of the population will be vaccinated by mid-2021**, helping to improve market sentiment and drive recovery. Economic activity is therefore expected to rebound substantially in 2021 (global growth of 5.5%).

It should be noted that **the events of 2020 had major repercussions for economic policy around the world**. In the US, significant fiscal and monetary measures were rolled at and will remain in place over the coming quarters.

After aggressively cutting rates to 0.00%-0.25% and launching a wide range of measures (in particular, extensive asset purchases), in August **the Fed signalled that it will maintain an accommodative policy for a long period** (continuing beyond the recovery of the economy). In fact, it modified its strategic framework, indicating that, in the future, it will temporarily tolerate inflation rates of above 2%.

In the euro zone, activity rallied notably in the third quarter, but the latest figures suggest the economy will have shrunk in the fourth quarter, but without putting growth in future quarters in question, although there will be significant differences between countries. Economies less affected by the pandemic, those whose economic structure is less sensitive to restrictions on movement and/or those with a greater capacity to apply fiscal policy measures will be better able to weather the crisis.

Recent medical advances, in particular the development of highly effective vaccines, should mean **significant segments of the population will be vaccinated by mid-2021**, helping to improve market sentiment and drive recovery

Different countries have been affected to different extents. **In the light of this, the Next Generation EU (NGEU) Recovery Plan proposed by the European Commission to drive a synchronised Europe-wide recovery effort will be of great importance**. The funds (€360,000 million in loans and €390,000 million in transfers) are large enough to support short-term economic recovery. The Plan also includes stimuli for transforming and modernising economies (with an emphasis on technological and environmental change) and contains features (such as the issue of significant volumes of EU debt) that could help kickstart the process of rebuilding European economies.

Spain and Portugal evolution

Spain

The Spanish economy is likely to follow a similar pattern to that of the rest of Europe, although its high dependence on sectors that are especially sensitive to restrictions on movement have meant economic activity has been even further depressed (the tourism sector represents 12.3% of GDP while, overall, sectors including catering and hospitality, retail, leisure and transport account for around 25% of GDP).

Spanish GDP shrank by 11% overall in 2020. **The recovery that began in mid-2020 is expected to gain traction in 2021**, with GDP rallying by 6%. This will be helped by domestic and EU fiscal stimulus measures and the availability of a range of vaccines to bring the epidemic under control.

The recovery that began in mid-2020 is expected, therefore, to gain traction in 2021, with GDP rallying by 6%

Portugal

Portugal, whose economy is also significantly weighted towards tourism (at over 14% of GDP), is facing a similar scenario to that of Spain. Given the difficulties facing the tourism sector and the likelihood that activity will be resumed only gradually, GDP in 2020 shrank by -7.6% and is expected to rally by around 5% in 2021.



There is much uncertainty surrounding this recovery, especially in relation to the pandemic and the medical advances that will be needed to bring it under control, as well as in relation to the roll out of the European recovery plan.

The economy will recover more quickly and the damage to economic infrastructure reduced if effective vaccines can be rapidly deployed and the NGEU can be quickly rolled out. However, the possibility of even tighter restrictions on movement cannot be ruled out, especially in the short term, if the pandemic worsens.



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Regulatory context

CaixaBank shares its opinions on regulatory processes with public authorities through position papers and impact analysis documents, either at their request or on its own initiative.

CaixaBank takes a broad-based approach to influencing public policy, with the ultimate aim of supporting the economic development and growth of the regions in which it operates. CaixaBank is particularly in favour of regulatory initiatives designed to enhance financial stability and underpin good practice in the European banking system, especially those intended to further progress on the Banking Union, including the development of an effective resolution mechanism and the creation of a common deposit guarantee fund. CaixaBank also supports the development of a regulatory framework for sustainable finance to meet the goals of the 2030 Agenda for sustainable development and the Paris Agreement on Climate Change. Other areas CaixaBank has worked on include measures to drive digital transformation, improve transparency and protect consumers.

CaixaBank does not engage direct lobbying or interest representation services to influence public authorities. Instead, in general, it shares its views through various associations to try to come to an understanding on the industry's position, although in some specific cases it may communicate directly with regulators and public authorities.

The **Regulation Committee** is the body responsible for defining CaixaBank's regulatory strategy and its position on regulatory and legislative initiatives. The Committee uses internal studies of proposed regulatory changes to identify potential unwanted effects or impacts that could be disproportionate in relation to the desired aim of the legislation. After analysing the

proposals, the Committee decides on the regulatory strategy that will be channelled through associations or communicated directly to the authorities.

Relationships with political parties and public authorities are subject to CaixaBank's Code of Ethics and Action Principles and its Anti-Corruption Policy. These documents inform all of CaixaBank's interactions in regulatory processes.

CaixaBank's Code of Ethics and Anti-Corruption Policy are intended to ensure not only compliance with applicable legislation, but also to underscore our firm commitment to its ethical principles as signatories to the United Nations Global Compact and our determination to combat corruption in all its forms.

Section 6 of the CaixaBank Anti-Corruption Policy prohibits donations to political parties and their associated foundations. CaixaBank has controls to ensure that donations are not made to political parties.

€2.7 m
contribution to industry
associations¹

€2.8 m
in 2019

¹Mainly to CECA (€1,169,971), IIF (€126,306) and ESG-WSBI (€112,101).



>> MAIN INITIATIVES MONITORED BY CAIXABANK DURING THE YEAR THAT HAVE AN IMPACT ON THE GROUP



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Sustainable finance

- > Developments in the regulations on sustainability-related disclosures for the sector
- > Consultation of the EC Directive on Non-Financial Reporting
- > Regulation on the establishment of a framework to facilitate sustainable investments
- > Delegated acts to amend MiFID, IDD, UCITS, AIFMD and Solvency II to include ESG criteria
- > ECB Guide to climate-related and environmental risks
- > EBA consultation on the management and supervision of ESG risks for credit institutions and investment service companies



Taxation

- > Financial Transactions Tax Law



Innovation and digitalisation

- > Digital Finance Strategy
- > European Commission Data Strategy
- > The Digital Operational Resilience Act (DORA)
- > Legislative proposals on crypto-assets
- > Regulation on responsible artificial intelligence
- > Regulation on digital services and digital markets
- > ECB report and consultation on a Digital Euro



Financial stability and strengthening of the financial sector

- > Flexibility measures in response to COVID-19, including:
 - > "Quickfix" Capital Requirements Regulations (CRR 2.5)
 - > EBA Guidelines on the regulatory treatment of public and private moratoria.
- > International Financial Reporting Standards
- > Benchmark Regulations
- > EBA Guidelines on loan origination and monitoring.
- > ECB Guide on the supervisory approach to consolidation in the banking sector
- > The EC Action Plan of the Capital Markets Union
- > The EC Action Plan for tackling non-performing loans in the aftermath of the COVID-19 pandemic



Consumer protection and transparency

- > Retail payment strategy
- > Royal Decree-Law transposing EU legislation on the distribution of insurance and, in part, on occupational pension plans and funds
- > Order to strengthen the protection of revolving credit



Technological, social and competitive context

Business profitability and solvency

The COVID-19 pandemic has had an unprecedented impact on economic activity. This has markedly weakened the aggregate returns of the European banking sector. ROE decreased by approximately 3.2 percentage points to 2.5% in the third quarter of 2020¹.

This decline in the sector's profitability is partly explained by its reduced capacity to generate income, as a result of lower interest rates and the decrease in activity.

In Spain, net interest income and fees have been particularly hard hit, falling by almost 5% year-on-year in the first half of 2020.

Profits were also severely impacted by the need to make significantly higher allowances for impairment losses in anticipation of the potential negative impact of the pandemic on credit quality. To date, credit quality has remained stable, thanks to a range of measures introduced by the Government and the sector (moratorium, furlough programmes and public guarantee schemes), which have significantly mitigated the effects of the pandemic on household and business incomes and prevented non-performing loans suddenly surging. A speedy economic recovery and the introduction of flexibility me-

asures (such as extending the maturity of ICO facilities) will help contain the possible increase in non-performing loans. Meanwhile, higher levels of capital (compared to the 2008-2014) crisis mean the Spanish banking sector has greater capacity to absorb potential losses, even in more adverse scenarios.

However, the expected rise in non-performing loans while interest rates are held low for longer will result in continued weakened profits for the banking sector over the coming quarters, with a very gradual recovery.

Falling income for banks means additional efforts will be needed to reduce operating costs and improve efficiency.

The expected rise in non-performing loans while interest rates are held low for longer will result in **continued weakened profits for the banking sector over the coming quarters, with a very gradual recovery.**



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See section **Generating an attractive return, while maintaining financial stability**

¹ European Banking Authority figures.

Digital transformation

The process of digitalising the economy has been given a major nudge by the health crisis and the measures to restrict movement, with both higher usage of digital tools and advances in response to the need to digitalise processes and services.

In the financial sector in particular, digitalisation is leading to greater demands from customers to ensure their satisfaction, and facilitating the emergence of new competitors with business models that leverage new technologies (fintech and bigtech). In turn, access to data and the ability to generate value from them have become an important source of competitive advantage.

Meanwhile, payment habits are changing. The decline in the use of cash in favour of electronic payments has accelerated. Digital payment systems are also evolving, away from a model dominated almost exclusively by card systems (linked to bank deposits) towards a more mixed model in which fintech and Big Tech also participate (and are beginning to offer alternative payment solutions), with the emergence of new types of money and payment methods, such as stablecoins. Against this backdrop, many central banks are assessing the possibility of issuing digital money as a complement to cash.

CaixaBank's strategy for meeting the challenge of digitalisation focuses on improving the customer experience.

The digital transformation process brings new opportunities for CaixaBank to get to know its customers and offer them a value proposition through an omni-channel service model. In response to changing habits resulting from the health crisis, special emphasis is also being placed on initiatives that allow for improved interaction with customers through non-face-to-face channels. The digital transformation is also helping the organisation to develop enhanced capabilities such as advanced analytics and the provision of native digital services. In this latter area, CaixaBank will continue to promote new business models, such as Imagin, a digital ecosystem aimed at young people, offering financial and non-financial products and services. The Entity is also developing new, more transversal and collaborative, ways of working, seeking active partnerships with new entrants to improve the service offered to customers, and participating in sector level initiatives to develop new payment solutions.

CaixaBank's strategy for meeting the challenge of digitalisation focuses on improving the customer experience



See section on **Customer solutions**



Digital ecosystem designed for our youngest customers



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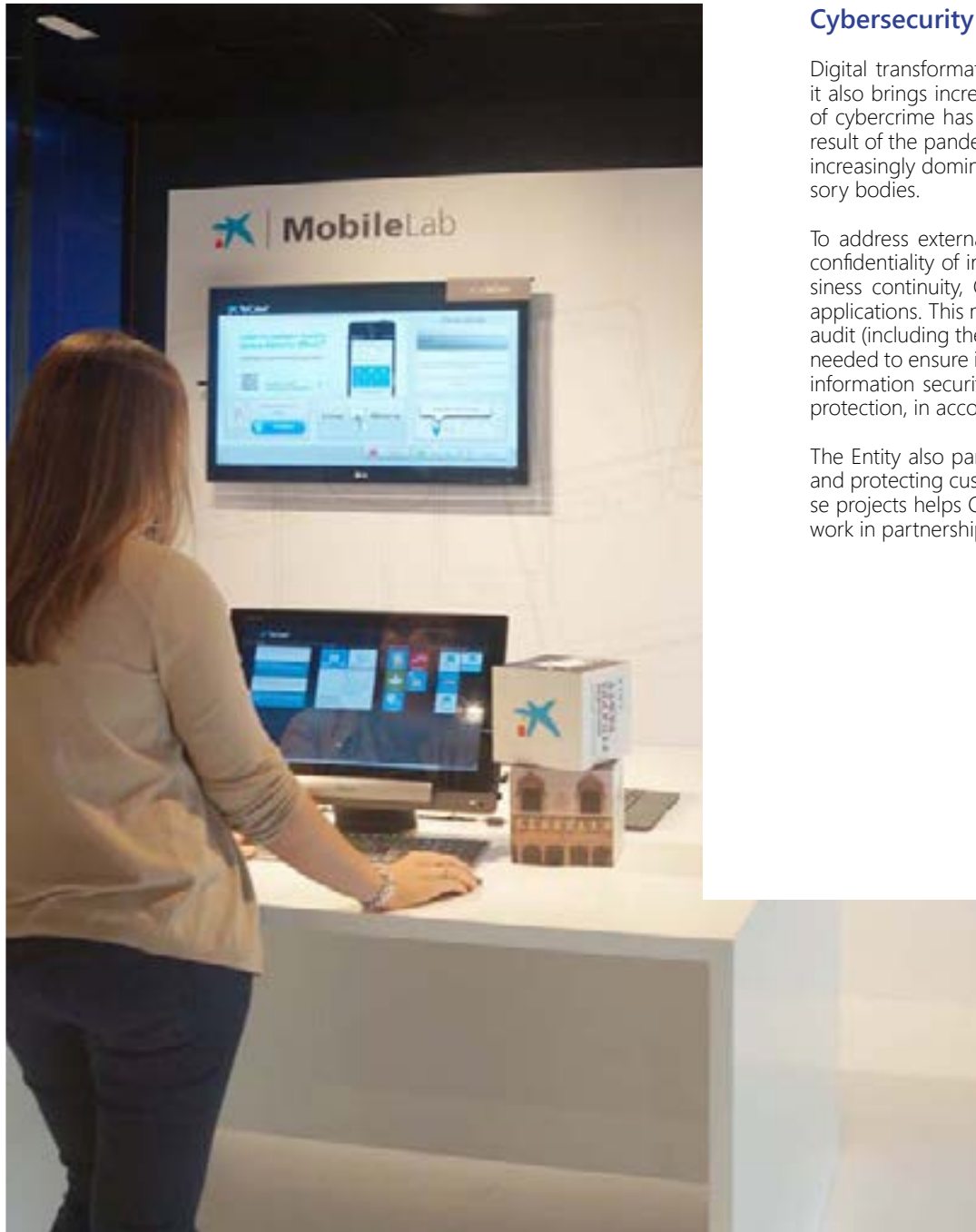
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Cybersecurity

Digital transformation is vital for the competitiveness and efficiency of banking, but it also brings increased technological risks. In particular, the amount and seriousness of cybercrime has increased, especially as more operations have moved online as a result of the pandemic. The issues of cybersecurity and data protection are, therefore, increasingly dominating the strategy focus of banks as well as the agenda of supervisory bodies.

To address external threats that may arise in this area, to ensure the integrity and confidentiality of information and the availability of IT systems, and to guarantee business continuity, CaixaBank constantly monitors its technological environment and applications. This monitoring is carried out through planned reviews and a continuous audit (including the monitoring of risk indicators). CaixaBank also performs the studies needed to ensure its security protocols are adapted to new challenges, with a strategic information security plan that is designed to keep the bank at the forefront of data protection, in accordance with the best market standards.

The Entity also participates in international research projects related to cybersecurity and protecting customers' privacy and data against cyber threats. Participating in these projects helps CaixaBank to continually improve its cybersecurity environment and work in partnership with other industries at European level.



See section on **Cybersecurity**

Sustainability

The goal of decarbonising Europe's economies in the medium-term has led to increased regulatory activity at all levels and growing pressure (from investors as much as regulators and supervisors) on companies to adjust their strategies accordingly.

New standards and recommendations are being issued to guide companies, investors and supervisors, and provide them with the tools needed for proper management and governance. These include the new green taxonomy approved by the European Union (which comes into force in 2022), and establishes a system for classifying sustainable activities. Another key event is the recent publication of the European Central Bank's guide on climate-related and environmental risks, covering the disclosure of non-financial information, and how entities can manage climate risks and decarbonise their portfolios.

The EU, meanwhile, has begun to roll out measures to reduce greenhouse gas emissions (GHG) and move towards a zero carbon economy. The Next Generation EU (NGEU) recovery plan is also intended to make a major contribution to the climate neutrality of the European economy. The European Commission will, therefore, require Member States to allocate a minimum of 37% of the European recovery funds granted to supporting climate targets.

This commitment offers a unique opportunity to support investments that accelerate the green transition and help in mitigating and adapting to climate change, highly exposed to transition risks.

Against this background, transitioning to a low carbon economy that encourages sustainable development and is socially inclusive is essential, in CaixaBank's view. For this reason, CaixaBank has built an environmental strategy into its Socially Responsible Banking Plan, and works to contribute to this transition by reducing the direct impact of its operations and by financing and investing in sustainable projects. CaixaBank is also a signatory of the Collective Commitment for Climate Action (CCCA), promoted by the United Nations and the banking sector, aimed at mobilising the financial sector's capacities and resources to facilitate the transition to a low carbon economy, in line with the objectives of the Paris Agreement. CaixaBank is also a signatory to and is associated with a range of initiatives and working groups set up to improve the management and reporting of information on these areas.

Social and governance matters are also receiving increasing attention from investors and society as a whole. CaixaBank is highly committed to promoting a financial culture and fostering inclusion to help all members of society access financial services, and to developing active social policies that go beyond its financial activities and seek to help with social problems.

This commitment has been particularly evident in the COVID-19 crisis, during which the company has worked hard to mitigate the economic and social effects of the pandemic and to help the hardest hit groups.

In the COVID-19 crisis, the company has worked hard to mitigate the economic and social effects of the pandemic and to help the hardest hit groups



See section on **Leading the way on responsible management and social commitment**



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Strategy

The COVID-19 crisis has hit a banking sector that was already dealing with major challenges. The profitability of the European banking sector has been under enormous pressure since the financial crisis, in large part due to persistently low interest rates that have depressed net interest income. The digitalisation of the environment in which banks operate, meanwhile, has meant banks have had to make major investments in technology.

The COVID-19 epidemic has accentuated both of these factors, due both to its macroeconomic effects and to the changes, potentially permanent, that it has wrought in people's behaviour, such as a greater inclination to interact digitally and higher rates of remote working. In these circumstances, the pressure on the banking sector to consolidate has intensified. As well as generating greater efficiency and profitability, these mergers also serve to increase investment capacity in technology and to further roll out the new business models arising through the digitalisation process. These models are based on online economies and require the largest possible customer base in order to develop cost-effective digital financial services ecosystems.

Merger

In September 2020, the company announced its plans to merge with Bankia. The operation will bring together a large customer base while giving the new entity a balanced and diversified geographical presence. Bankia is also a highly robust financial institution that shares similar roots and founding values with CaixaBank, based on its origins as a savings bank. The merger, in addition to providing significant cost savings (around €770 million per year), offers an enormous potential for income synergies (close to €290 million per year), with the Caixa-Bank Group's financial products and services becoming available to Bankia's current customers. The operation will produce a stronger, more efficient and more profitable entity that will generate more value for customers, shareholders, employees and for society in general.

Following the recent approval of the operation by shareholders, the merger is expected to take place in the first quarter of 2021, once the required regulatory and administrative authorisations have been obtained. It is planned that the operations of the two entities will be merged by the end of 2021.

Strategic priorities

In the new context marked by the pandemic, and pending completion of the merger with Bankia, the entity has decided to maintain the priorities set in the 2019-2021 Strategic Plan. CaixaBank considers that the five strategic lines defined in the Plan remain fully relevant, as they reflect trends that have accelerated during the pandemic. However, initiatives have been redefined and some of the targets set have been reviewed to adapt them to the new environment.

In particular, many of the financial targets in the Plan (including profitability) will not be met until after 2021 due to the impact of the COVID-19 crisis and the deteriorating economic climate. For the same reason, some business priorities have been adjusted to reflect the worsening macroeconomic scenario. Changes brought about by the pandemic, such as the increased use of digital and remote tools by customers and employees, have led to other priorities being redefined. These include accelerating the bank's digital transformation and improving the capabilities of its digital channels, and making it possible



for a substantial part of the organisation's employees to work from home.

Work will begin on drafting the next strategic plan when the merger of the two entities is more advanced and there is greater visibility with regard to the economic climate.



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Offer the **best customer experience**

Customisation of service, enhancing user experience, the increasing importance of financial advice, increased interaction through mobile channels and other innovations are all trends changing customer behaviour.

One of the Group's strategic priorities is to offer the best customer experience. That is, to place the customer at the centre and build a more emotional relationship with the company.



Strategic priorities

- Setting the benchmark
- Relationship based on proximity and trust
- Commitment to innovation
- Value proposition for each segment
- Excellence in service



Levers

- Agreements to expand the service offer and build an ecosystem that goes "beyond" banking
- Continuing to transform the distribution network to give greater value to the customer
- Intensifying the digital remote service model
- Segmentation and focus on *customer journeys*



>> MAIN MONITORING METRICS

2019-2021 STRATEGIC PLAN

2019	2020	Objective 2021
>> 86.3 Experience Rating (IEX, Scale 0 - 100)	>> 86.1 IEX (Scale 0 - 100)	>> * *Established taking into account Bankia's integration.
>> 61.7% Digital customers	>> 67.6% Digital customers	>> ≈70% Digital customers
>> 458 Store Centres	>> 548 Store Centres	>> >600 Store Centres

Customer solutions

Setting the benchmark, customer confidence translates into high market shares



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>> CAIXABANK SPAIN

			Variation vs 2019 (pp)
Private banking	Loans ¹	16.2%	+0.3
	Deposits ¹	15.6%	+0.4
Individuals	Direct deposit of pensions ²	20.1%	+0.1
	Mortgage loans ¹	15.3%	-0.4
Businesses	Loans to business ¹	16.5%	+1.1
	Penetration of self-employed workers ¹	33.1%	-0.3
Asset management	Pension plans	26.3%	+0.8
	Investment funds	17.5%	+0.4
Insurance	Life-savings insurance	29.9%	+1.2
	Life-risk insurance	21.5%	+2.1
	Health insurance	30.5%	+0.3
Payment systems	Card turnover	23.3%	-0.2
	POS invoicing	26.5%	-1.0

¹ Data as at November 2020.

² Data as at September 2020.

>> BPI

		Variation vs 2019 (pp)
Loans ¹	10.7%	+0.2
Mortgage loans ¹	12.2%	+0.3
Deposits ¹	10.6%	+0.5
Direct deposit of salaries ¹	9.6%	-0.1
Investment funds ¹	18.8%	-1.2
Insurance ¹	11.4%	+0.3



30.9%
#1 in market share private customers (Spain)



23.9%
#1 Main bank for private customers (Spain)



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Responding to the 4 life stages through a powerful platform and strategic alliances

Own factories together with strategic agreements with leading companies allows us to offer customers the best value proposition in an efficient manner.

DAILY BANKING

>> Day to Day

Making the customer's day-to-day life easier by offering our services quickly and easily whenever they are required.

PRODUCTS

Accounts, payments, transfers, bills, cards, donations, etc.



€50,893m
card billing
52,052 in 2019

438,889
points of sale
423,767 in 2019

3m
Bizum customers

Alliances to improve the value proposition with new services



FINANCING

>> Enjoying life

Making financing easier to help their dreams and projects become a reality.

PRODUCTS

Mortgages and personal loans, consumer loans, guarantees, working capital lines, microloans, etc.



114,969
mobiles
160,000 in 2019

67,747
security systems
>50,000 in 2019

14,785
rental cars
15,000 in 2019

Agreements with manufacturers to finance and distribute





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INSURANCE AND PROTECTION

>> Piece of mind

Being by our customers' side to take care of what is important to them and help them protect it.

PRODUCTS

Life insurance, Non-life insurance (health, home, car, funerals, etc.), Home and personal protection services, etc.

#1 Life insurance **#1** Health insurance



€9,609m

premiums
12,060 in 2019



4,171

Pension benefits paid
3,954 in 2019

LONG-TERM SAVING

>> Thinking of the future

Helping our customers plan their savings and face their future with total security.

PRODUCTS

Savings accounts and insurance, investment funds, pension plans, life annuities, Unit Linked, managed portfolios, securities and other financial instruments

#1 Investment funds



€166,003m

insurance and assets under management
159,762 in 2019



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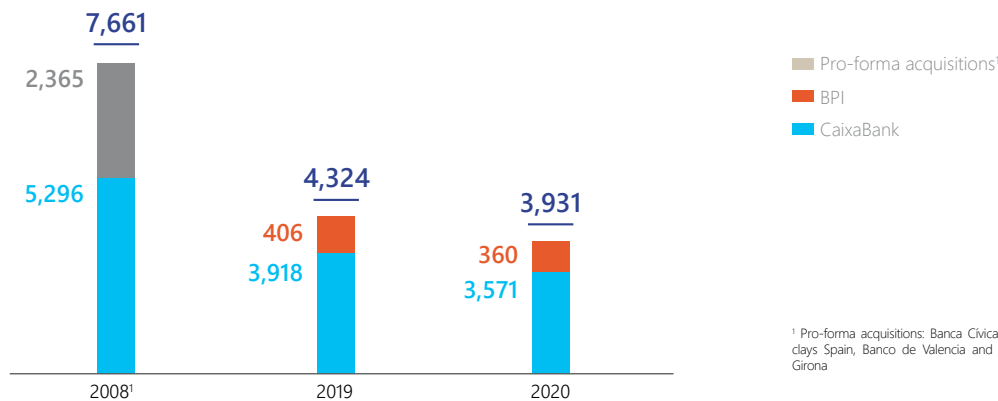
Continuous development of the omnichannel distribution network

The growth of digital channels, especially the mobile channel, is one of the main changes in the financial sector in recent years, yet the key importance of branches remains.

The last decade has been an intense period of optimisation of the distribution network for CaixaBank, reducing the number of branches and increasing their efficiency, continuing a commitment to specialisation while developing digital and remote channels.

>> RESIZING THE NETWORK

Retail branches, not including specialised centres



>> SPANISH NETWORK

3,782
branches
(4,112 in 2019)

8,827
ATMs
(9,111 in 2019)

91%
citizens with a branch
in their municipality
(91% in 2019)

>> PORTUGUESE NETWORK

421
branches
(477 in 2019)

1,456
ATMs²
(1,380 in 2019)

² In 2020 it includes an external network as well as the own network (171 ATMs)

>> AT THE FOREFRONT OF BANKING TRANSFORMATION

2 All in one centres in Valencia and Barcelona

Innovative experiences beyond banking, with specialised attention to all value proposals in the same space



548 store centres

Advice centres that enable a more efficient and proximate organisation

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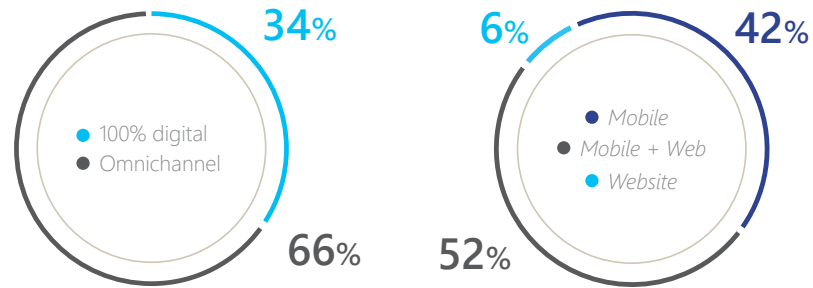
>> DEVELOPMENT OF THE BEST DIGITAL OFFER

The highest level of digital penetration

34.4% penetration among digital customers (Spain)¹

CaixaBank customers require omnichannel services (digital and physical)

+6.9m of digital customers, **67.6%**



>> **122%** higher margin of the omnichannel customer compared to physical customers (112% in 2019)

>> **69%** higher average omnichannel customer engagement compared to physical customers (71% in 2019)

>> **≈2,5 m** customers connect daily (+30% in 2019)

>> BPI Net **46.7%** digital customers

>> Internet and Mobile Banking **#2** in individual customers **#1** in business customers

CaixaBankNow

CaixaBank Now brings all the bank's digital services together in one place. **Now Mobile** is an app with customisation and artificial intelligence that allows transactions to be initiated from a mobile phone.

>> Best **private banking mobile app** in Western Europe by Global Finance.

>> MARKETING THROUGH DIGITAL CHANNELS

The digital channel is becoming one that generates sales and has undergone sustained growth in recent years.

51.7% Savings insurance (38.3% in 2019)

>> THE CRITICAL MOBILE CHANNEL

109m purchases made with mobile phones (58% compared to 2019)

+2.3m cards downloaded from mobile phones

Best **digital bank** for Private Banking in Spain 2020 by Global Finance



¹ Source ComScore.



New imagin: From a purely online bank to a lifestyle community to promote the loyalty of younger customers

≈ 3m

imagin customers¹



- > **Financial and non-financial products, including digital content and experiences.**
- > **The relationship** with users does not start with a bank account, but with **registering as a user of the platform with an e-mail and password.**
- > **imagin's digital content is organised along five major themes:** music (**imaginMusic**), video games (**imaginGames**), trends (**imaginCafé**), technology (**imaginShop**) and sustainability (**imaginPlanet**).
- > **Three differentiated value proposals depending on age.**

¹ Includes 1.8m customers over 18 years of age, 1.1m customers under 18 and non-customer registered users. In 2019, there were 1.4m customers over 18.



imaginKids (0 to 11 years old)

With a focus on financial education through games and designed for parents to decide when and how it is used. It offers all its content free of charge, even if the family is not a CaixaBank customer.



imaginTeens (for adolescents between 12 and 17 years old)

Initiation in the management of personal finances and first purchases. Designed for the direct use of young people, with digital resources related to music and gaming.

The basic modality has a free family allowance management tool. imaginTeens' affordable financial offer consists of a prepaid card with parental control so that parents can have full knowledge and control of their child's transactions.



imagin (from 18 years of age)

A platform that includes financial and non-financial services, such as digital content and experiences. Part of this offer is available to any user registered on the platform, regardless of their level of banking. There are three profiles:

- > **imagers** can access a selection of digital content and the most outstanding experiences offered by the app and also use **imagin&Split**, an exclusive service to share expenses with friends.
- > In addition to all the basic benefits, **imagers reload users** want an **imagin Reload** prepaid card with exclusive benefits for travelling abroad (including free withdrawals at European ATMs and commission-free currency exchange, for example). These services are available without a bank account.
- > **Infinity imagers** are those users with an imagin bank account. In addition to having an account and a card with no fees, they have full access to the entire imagin range of financial and non-financial services.

In all cases, imagin maintains the characteristics that have made it a leading player in the field of banking for millennials: mobile-only operations (services are provided exclusively through the app, with no branches and no website, which only serves informative purposes), no fees for the user and with clear, simple language, especially tailored for direct communication with young people.



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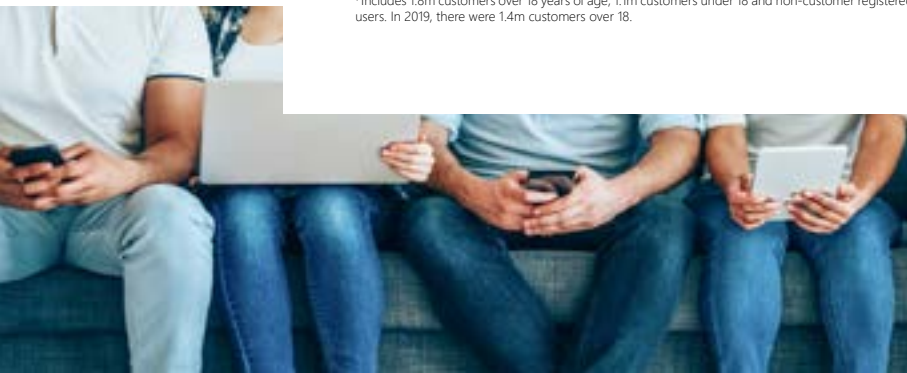
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>> OPEN INNOVATION MODEL

- > Application of agile *and design thinking* methodologies to best identify users profiles and adapt products to their needs. Co-creation sessions have been held with more than 200 real users.
- > New technological architecture in which third-party technologies and products can be offered alongside the bank's.
- > We highlight imagin's collaboration with Plug and Play, the world's leading innovation and venture capital platform, identifying disruptive fintech proposals from entrepreneurs around the world.



IMAGIN HAS OBTAINED B CORP CERTIFICATION FOR ITS POSITIVE IMPACT ON THE ENVIRONMENT AND SOCIETY

imagin has obtained the B Corp seal, which certifies the organisation's compliance with the strictest standards for social and environmental matters, public transparency, and corporate social responsibility to balance financial profits with social goals. With this certification, imagin is the first B Corp mobile-only financial services platform.



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inTouch

Remote service with personal managers, created for clients with a digital profile, low branch use and reduced time availability.

1.4m

Customers using inTouch
1.3 in 2019



Based on a remote service model with the advantage of having a personal manager. The InTouch model is an opportunity to grow a hybrid service model, generating efficiencies. The number of customers of the InTouch manager is 2.5 times that of physical branches.



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Creation of specialised value proposals

Our mission to provide the best customer experience has led to an increased level of specialisation and customisation, and, as a result, the creation of specialised businesses/centres where expert managers offer the specific and customised financial advice services that our customers deserve.

AgroBank

AgroBank's proposal is based on 3 axes:

- > The most complete offer of products and services,
- > The specialisation of branches and teams
- > And a series of actions to boost the sector.

It is aimed at all customers belonging to the agri-food sector, covering all links in the value chain, i.e. production, processing and marketing.



- 1
- 6
- 14

 343,000 retail	 888 Agrobank branches located in towns where the agricultural sector is the main or one of the main activities	 27.8% Penetration rate for self-employed farmers (+11 bp vs. 2019)	 €7,954m of new financing production for customers in the segment	 Leading institution in number and size of operations in the SAECA - MAPA 2020¹ Loans programme
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¹ Línea Mapa 2020 (Royal Decree 507/2020 of 5 May) for holders of agricultural holdings who sign guarantees with SAECA (Sociedad Anónima Estatal de Caución Agraria).





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Commitment and promotion of the sector

- > **Digitisation of the aid processing service** of the Common Agricultural Policy online (carried out in our offices by external agents).
- > **Online** courses on vine pruning and plant protection treatments in vineyards, in collaboration with the **Wine Technology Platform**.
- > **Presentation of the second study of the agri-food sector, including:**



The **strength** of the agri-food sector during the coronavirus crisis



Changes in consumption patterns during confinement: from restaurant to home



The **resilience of Spanish agri-food exports**



Digitalisation of the agri-food sector

- > **6 technical AgroBank virtual seminars** with more than **3,600 attendees**, dealing with the main subsectors (wine, olive oil, pork, etc.).
- > **AgroBank Chair**, in collaboration with the University of Lleida, with the aim of promoting the transmission of scientific and technical knowledge between the academic institution and professionals in the sector.
In 2020, in addition to the usual *Awards for Knowledge Transfer in the Agri-Food Sector* and the *Award for the Best Doctoral Thesis*, we have created a new *Award for the Best Master's Thesis by a woman*.
- > **AgroBank magazine**: sent to more than 65,000 customers electronically.
- > Entrepreneur XXI Awards, where we have an Agro segment that rewards the best start up helping to solve the challenges of the sector.
- > Collaboration with the **Incorpora** programme to find employment for disadvantaged groups in the agri-food sector.
- > Agreements with **AFAMER and FADEMUR** to promote diversity and promote women in rural areas.
- > **Training of rural women** to participate in the governing bodies of cooperatives and in the congress of rural women in Spain, with Agro-food Cooperatives and the Foundation. "la Caixa".



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DayOne is a new kind of financial service exclusively created to accompany global start-ups and scale-ups with activity in Spain with high growth potential. The Entity has specialised managers and physical spaces that function as hubs for the meeting of talent and capital in Barcelona, Madrid and Valencia. There are also two specialised managers in Bilbao and Malaga. The *hubs* serve as meeting points between founders of technology companies, partners helping them to grow their business, and investors interested in innovative companies with growth potential.

In addition to offering a specialised line of products and services for these customers, CaixaBank makes its network of contacts available to them in order to boost and promote the innovation economy through all its agents.

Meanwhile, DayOne has designed and is promoting a programme of networking initiatives tailored to entrepreneurs and investors.



>> ENTREPRENEUR XXI AWARDS

The 14th edition of the Entrepreneur XXI Awards was launched in 2020. This initiative promoted by *DayOne* aims to identify, recognise and accompany newly created innovative companies with great growth potential. These awards are co-managed with the Ministry of Industry, Trade and Tourism in Spain and with BPI in Portugal.

2020 EDITION

955 companies
participants in Spain and Portugal

35
Prizes

€0.8m
in prizes (cash, international training and visibility)

+480
Organisations, institutions and professionals involved in committees and judging panels



¹ www.dayonecaixabank.es

The best companies in each autonomous community and two in Portugal are recognised; Alongside 8 companies that make the best contribution to the following 8 challenges:



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**CiudadXXI**

Solutions to transform our cities into more sustainable, secure, connected and adapted places.

**ViveXXI**

Proposals for digitisation, new business models and reactivation of the hotel, catering, leisure and tourism sector.

**BienestarXXI**

Improvements in citizen health.

**SemillaXXI**

Ideas for digital transformation and innovation in the agri-food sector.

**PlanetaXXI**

Innovative proposals focused on environmental sustainability and building a better planet for young generations.

**BancaXXI**

Solutions to create a new banking model that is closer to the customer.

**JuntosXXI**

Social Impact initiatives.

**DeeptechXXI**

Solutions to increase the competitiveness and scope of the industry through the transfer of science and technology.



- > DayOne, with the support of other areas of the entity, has organised the **first Entrepreneur XXI Investors Day**. The objective of the event is to put winning startups into contact with the main investors of the sector ecosystem and corporates with an interest in innovation.
- > DayOne has organised the first **Open Innovation Programme** aimed at companies participating in the Entrepreneur XXI Awards, with 4 selected to carry out a concept test with the bank's different business teams: AgroBank, MicroBank, CaixaBank Payments & Consumer and CaixaBank Senior.
- > In 2019, in collaboration with the IESE Innovation and Entrepreneurship Centre, the **DayOne Iberian Startups Observatory** was born with the aim of generating information and research on the *start-up* sector in Spain and Portugal. The second report corresponding to the 13th edition has been published.

Customer experience and quality Voz360° Model

Throughout 2020, CaixaBank's listening model has further pursued its aim of hearing the voice of customers and employees to obtain relevant information and recommendations that facilitate the design of high-impact improvements to their experience.

The extraordinary situation this year has meant adapting our listening methods to get even closer to our customers and employees, promoting improvement and change more quickly.



Radar 360°

To learn more about various concerns and needs, qualitative methods have been developed to collect customer and employee opinions through online and telephone interviews and other dynamics. Immediacy and simplicity have also been promoted with surveys based on the experience of visiting a branch being initiated on mobile devices.

Knowledge

Agile methods of information analysis have allowed us to obtain insights more quickly and to adapt to the needs of each business segment.

Action

Based on the voices identified, actions have been implemented to improve the experience of customers and employees through accelerated change, especially to enhance accessibility to financial services.



Our Identity

**Strategic Lines**

Offer the best customer experience



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The VOZ360° model has been delivered in 2020 through three lines of work _____



Our Identity



Strategic
Lines

Offer the best
customer experience



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01. CONSTANT LISTENING TO THE CUSTOMER AND EMPLOYEES

- > **Touchpoints** - An increase in the number of automated surveys at key times of interaction for customers and employees.
- > **Near Real Time** - Initiation of "immediate" surveys launched shortly after an experience, such as a visit to a branch or the resolution of a technical issue for employees.
- > **Listening dynamics** - Promoting different activities (workshops, interviews, etc.) that provide qualitative information to co-create and improve products, services and processes.
- > **Text Mining** - Implementation of tools to optimise voice analysis.

02. IMMEDIATE ACTION

- > **360° transversal immersion** - Creation and development of new and existing transversal and multidisciplinary working groups with agile working methods to promote actions that reflect customer and employee insight as a lever for transformation.
- > **Close the loop** (actions with customers and employees) - Deployment of a process to manage and respond to customer and employee feedback from surveys at different key moments.

03. DISSEMINATION OF VOZ TO THE ENTIRE ORGANISATION

- > **VOZ360° Platform**
- > **Voice Indicator Tracking** - Publication of key indicators to provide feedback from customers and employees in order to accelerate change.



>> MEASURING CUSTOMER EXPERIENCE

228,537
USERS CONTACTED IN 2020

399,480 IN 2019



1,317
THROUGH VOZ AND INTERVIEWS

396 IN 2019



120,150
USING TOUCH POINTS

86,317 IN 2019



107,070
BY MEANS OF SURVEYS

312,767 IN 2019



>> CAIXABANK SPAIN

86.1
EXPERIENCE INDEX (IEX, SCALE 0 - 100)

86.3 IN 2019

+0.3 points above the 2020 challenge (85.8)



34.8%
COMMITTED CUSTOMERS¹

35.0% IN 2019



28.9%
NET PROMOTER SCORE RETAIL (NPS)²

29.8% IN 2019



91.0
IEX PRIVATE CUSTOMERS (SCALE 0-100)

87.8 IN 2019



66.0%
NPS STAR PURCHASE FINANCING

71.5% IN 2019



55.9%
NPS PERSONAL LOAN FINANCING

59.8% IN 2019



54.5%
NPS SALARY DEPOSITS

48.8% IN 2019



89.8
IEX PREMIER

89.6 IN 2019



¹ 1% of the total number of customers surveyed who assess experience, loyalty and recommendation with ratings of 9 or 10 across the board.

² The NPS measures likelihood of recommendation by CaixaBank customers on a scale of 0 to 10. The Index is the result of the difference between the % of Promoter customers (ratings 9-10) and Detractor customers (ratings 0-6).



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Accelerate digital transformation to be more efficient and flexible



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Accelerate digital transformation to be more efficient and flexible

CaixaBank continues to focus on improving the flexibility, scalability, and efficiency of its IT infrastructure, an approach which enables us to improve cost efficiency, potentially diversify outsourcing, reduce time-to-market, produce new versions more speedily, and become more resilient.

CaixaBank's constantly increasing investment in technology is a key part of our strategy, as it enables us to satisfy customer demands, ensure growth and adapt to changing business needs. The robustness of the infrastructure and constant innovation work ensure the availability of information with full guarantees of security.

Our constant search for efficiency and better service involves a firm commitment to emerging and pioneering technologies, ranging from blockchain to robotics, and including artificial intelligence and quantum computing.

>> MAIN METRICS FOR MONITORING THE 2019-2021 STRATEGIC PLAN

2019

2020

Objective 2021

>> -5.8%

Improved project time-to-market

>> -11%

Improved project time-to-market

>> -25%

Improved project time-to-market

>> 9.9%

Level of cloud adoption

>> 16.6%

Level of cloud adoption

>> 24%

Level of cloud adoption

>> 20%

of IT personnel using agile approach

>> 25%

of IT personnel using agile approach

>> 33%

of IT personnel using agile approach

€933m

INVESTMENT IN TECHNOLOGY AND DEVELOPMENT IN 2020

€931 MILLION IN 2019





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Cybersecurity

Cybersecurity is one of CaixaBank's top priorities and, given the importance and level of threats that emerged throughout 2020, many of them related to Covid-19, we have reviewed security protocols to adapt them to this situation, continuously monitoring the threats so that these protocols can be changed quickly and effectively if it should prove necessary.

All measures taken are in line with the Strategic Information Security Plan, which continuously assesses our capabilities against industry's best practices and benchmarks.

This year, CaixaBank has incorporated 10 independent experts to reinforce our security strategy and performance.

Highly trained team using a **multi-site model**

39
Employees

+50
Certification

24 hours
x 7 days
External SOC¹

60%
Outsourcing

Certified advanced cybersecurity model



We hold recognised and prestigious certifications which are updated annually. It includes ISO 27001 certification of all our cybersecurity processes, and CERT, which accredits our CyberSOC 24x7 team and allows us to actively cooperate with other national and international CERTs.

Robust **Governance**

Information security policy

Intended to establish corporate principles on which to base actions in the field of information security.

Last updated: November 2019

Monitoring cybersecurity: three lines of defence

The first line, **Information Security**, is responsible for implementing policies, identifying and assessing risks, identifying weaknesses in monitoring and executing action plans.

The second line of defence, **Non-Financial Risk Responsibility**, is responsible for issuing an independent assessment of performance in Information Security.

The third line of defence, **Internal Audit Responsibility**, supervises the two above. Approximately 592 internal audit reviews have been conducted during the last 3 years, indicating a high degree of maturity and control and covering 99% of the NIST cybersecurity control framework.

¹ Security Operations Center.



A brand that has integrated all safety awareness initiatives aimed at employees and customers since 2015.



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+ €50m

INVESTED IN INFORMATION SECURITY IN 2020

+€50m IN 2019



54%

0-CLICKERS IN PHISHING CAMPAIGNS

48% IN 2019



12

PHISHING SIMULATIONS PER EMPLOYEE

12 IN 2019



98%

OF EMPLOYEES HAVE COMPLETED THE SECURITY COURSE IN 2020



6

TEAM NETWORK EXERCISES FOR THE YEAR

The robustness of our systems is tested with controlled real attacks by independent third parties



>> IN 2021, WE WILL CONTINUE TO INVEST AND PROMOTE INITIATIVES THAT HELP US IMPROVE IN THIS AREA:



TRAPEZE

Improved control of the privacy of customer data in financial services by end users



CONCORDIA

Pan-European X-sector Cybersecurity Centre



ENSURESEC

Improved surveillance of e-commerce services



INFINITECH

Monitoring based on data analytics for the assessment of security risk and fraud in the financial environment



REWIRE

Certification of skills for professionals dedicated to cybersecurity in the European financial field

>> ALL THIS MAKES IT POSSIBLE FOR CAIXABANK TO GAIN THE MOST IMPORTANT ACCREDITATIONS AND BE AMONG THE MOST HIGHLY VALUED IN THE SECTOR:

Benchmarks

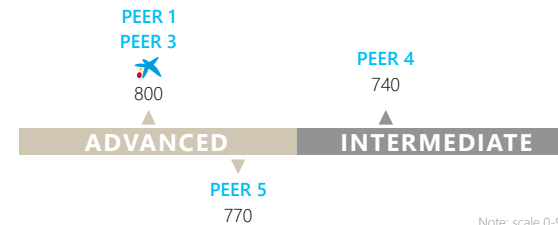
	CNPIC ¹	DJSI ²
CABK	8.6 (+1.2)	8.5
PEERS	8.2 (+1.0) ³	8.5

(All ratings on scale of 10)

Certification



BITSIGHT³



Note: scale 0-900

¹ Cyber resilience report 2020.

² Dow Jones Sustainability Index 2020. Information security.

³ Spanish financial institutions.

Technology and Digitalisation

Technological infrastructure

In recent years, the increasing use of digital channels by customers and the digitalisation of processes has led to an exponential rise in the number of transactions.

The continuous improvement of IT infrastructure is a cornerstone of the Group's management. The Group has two high quality operational Data Processing Centres (DPCs), connected to each other to support and develop the Group's activities.

We are also continuing to focus on a progressive migration to cloud solutions and processing, which allow us to significantly reduce operating costs by more than 50% and develop applications more flexibly.

In this sense, the continuous improvement of IT infrastructure allows:

≈ 16,000
transactions per second
> 14,000 IN 2019



476
applications managed
in the internal cloud
400 IN 2019



In addition:

79%
of significant incidents resolved
in less than 4 hours
89% IN 2019



120,666 | In 2020
million transactions processed

98,963 | In 2019
million transactions processed



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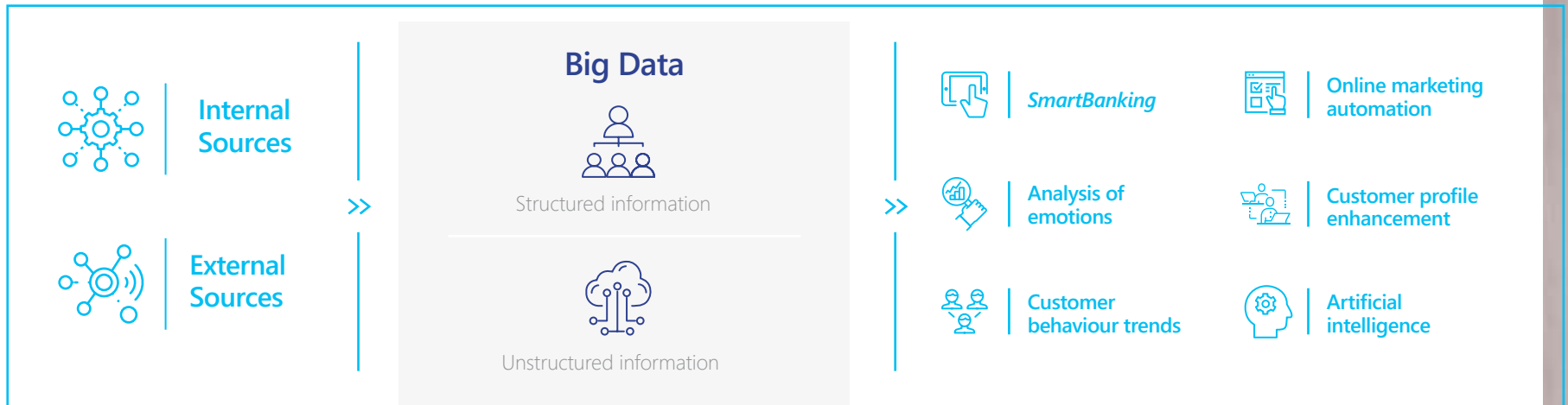


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Big Data

In an era marked by the mass data revolution, CaixaBank continues to develop its Big Data model to ensure greater reliability and productivity in data processing.

>> A BIG DATA MODEL THAT ALLOWS FOR GREATER ADAPTABILITY



CaixaBank has a single information repository called *Datapool* with information governance and data quality; and a significant increase in the use of information and related knowledge.

82.2%

OF REGULATORY REPORTS GENERATED USING **DATAPool**

77.5% IN 2019



80%

OF AREAS ARE ENGAGED IN BIG DATA PROJECTS

93% IN 2019



1,100 TB

OF DATA MANAGED DAILY

650 TB IN 2019





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Accelerate digital transformation to be more efficient and flexible



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Implementation of **new technologies**

The digitalisation of CaixaBank's processes, initiated in recent years, is promoted through various projects and initiatives. Digital transformation and technological development constitutes one of CaixaBank's strategic pillars, with a view to improving efficiency and flexibility.

The digital transformation must allow for greater capacity to identify and adapt to the needs of customers and an improvement in processes, ensuring greater productivity and reliability.

In recent years, CaixaBank has been implementing Robotics and artificial intelligence in its processes with the aim of automating back-office tasks and improving administrative processes in branches.

Because of the situation caused by the pandemic, various *Workplace Experience* projects were expedited in 2020. The move to teleworking has been totally successful, thanks to the availability of Windows 10 and Office 366 on 92% of corporate equipment, while the Teams platform was used for 30,000 conferences and 1,200 million minutes of audio per day.

The various virtual assistants also experienced great growth in 2020, especially during lockdown, when over 2 million conversations per month took place.

>> FOR CAIXABANK ADOPTING THE LATEST TECHNOLOGY IS KEY TO INCREASING PRODUCTIVITY

Robotics

295

NUMBER OF CASES WHERE ROBOTICS HAVE BEEN IMPLEMENTED

144 IN 2019

Artificial intelligence

3

NUMBER OF COGNITIVE ASSISTANTS FOR ADMINISTRATIVE PROCESSES

3 IN 2019

89%

AUTOMATED RESPONSES BY VIRTUAL ASSISTANTS WITH EMPLOYEES - BRANCH CHANNEL

81% IN 2019

5,034,060

CONVERSATIONS INITIATED WITH EMPLOYEES' VIRTUAL ASSISTANT - BRANCH CHANNEL

4,782,790 IN 2019



>> THE IMPLEMENTATION OF NEW TECHNOLOGIES IS KEY TO OPERATIONAL EFFICIENCY

At CaixaBank, the implementation of new technologies has made it possible to reduce the time spent on administrative processes in branches, as in the automatic management of incidents in the charging of bills.

16.5%

time dedicated to administrative processes in branches

-2.0 pp

reduction in time spent on administrative processes in branches compared to 2019



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Partnership with Salesforce to boost the digital transformation of banking services

CaixaBank continues to promote the creation of a network of strategic alliances that will contribute to the advancement of the technological transformation process. This agreement allows us to study how technological innovation allows us to better understand the needs of our customers. With this objective, a state-of-the-art CRM will be implemented and integrated into the international R&D programme "Salesforce Financial Services Cloud Design Partner Program" to develop new ways of knowing customers and understanding their needs.



CaixaBank signs an agreement with IBM Servicios to speed up its transition to cloud computing and promote innovation in financial services

CaixaBank and IBM Servicios have reached an agreement to speed up the bank's transformation and promote innovative digital solutions that improve its financial service users' experience.

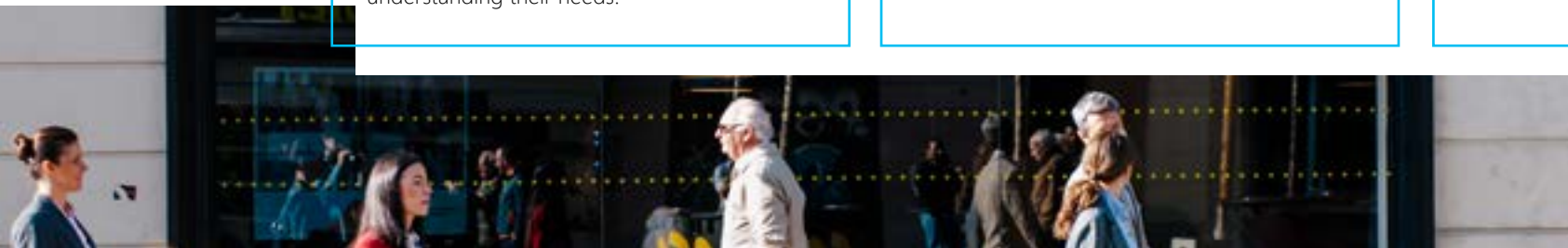
The agreement extends the exclusive service provided by the IT Now technology joint venture by six years.



CaixaBank develops the first risk classification model in Spanish banking using quantum computing

The Bank is furthering its strategy of preparing for the supremacy of quantum computing and has developed a machine-learning algorithm for classifying customers according to credit risk.

By carrying out these projects, CaixaBank has become the first bank in Spain, and one of the first in the world, to incorporate quantum computing into its R&D activity.





Our Identity



Strategic Lines

Foster a people-centric, agile and collaborative culture



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Foster a people-centric, agile and collaborative culture

Our strategic objective is to strengthen the corporate culture and keep people at the centre of the organisation, based on the following three axes:

- > Promoting talent, ensuring that people can develop their potential with equal opportunities, based on meritocracy, diversity and empowerment.
- > Defining and offering the best value proposition by improving employee experience.
- > Promoting the attributes of agility and collaboration.

>> MAIN MONITORING METRICS¹ 2019-2021 STRATEGIC PLAN



2018

>> 39.9%

% of women in management positions from large branch sub-managers and up²

>> 73%

Assessment of employee perception of empowerment

>> 45.9%

% of professionals certified above and beyond compulsory MIFID II training.

2019

>> 41.3%

% of women in management positions from large branch sub-managers and up²

>> 72%

Assessment of employee perception of empowerment

>> 47.3%

% of professionals certified above and beyond compulsory MIFID II training.

2020

>> 41.6%

% of women in management positions from large branch sub-managers and up²

>> 70%

Assessment of employee perception of empowerment

>> 15.5%

% of employees with flexible remuneration measures

>> 48.8%

% of professionals certified above and beyond compulsory MIFID II training.

Objective 2021

>> 43%

% of women in management positions from large branch sub-managers and up²

>> 75%

Assessment of employee perception of empowerment

>> 25%

% of employees with flexible remuneration measures

>> 55%

% of professionals certified above and beyond compulsory MIFID II training.

¹ Metrics relating to CaixaBank, S.A.
² A and B branches





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Foster a people-centric, agile and collaborative culture



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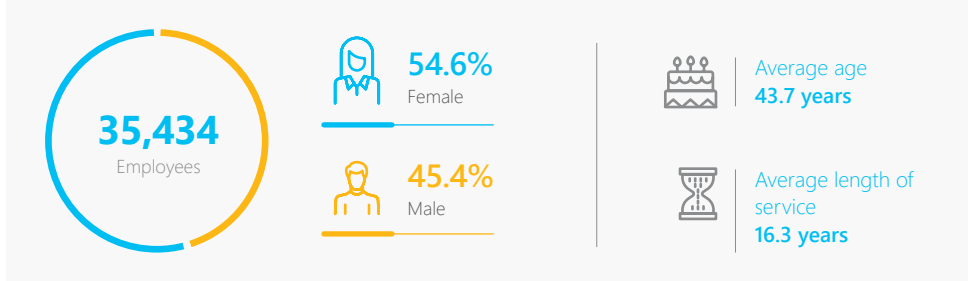


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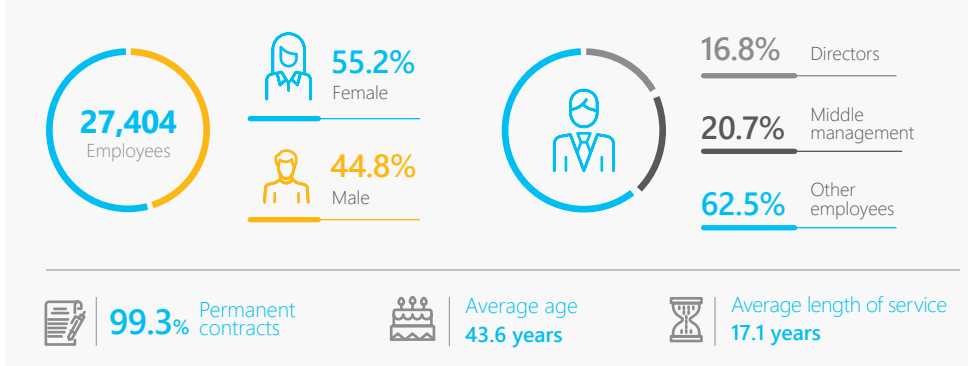


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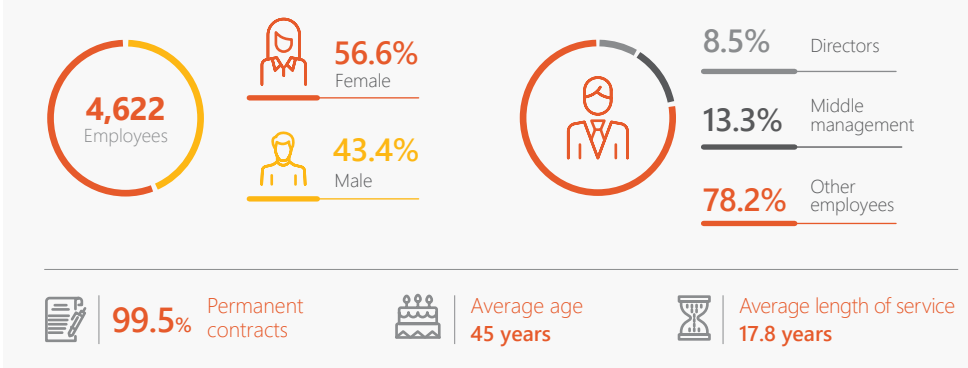
CAIXABANK GROUP



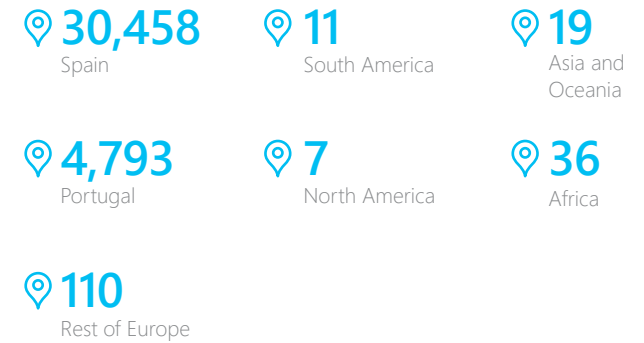
CAIXABANK, S.A.



BPI, S.A.



>> GEOGRAPHICAL DISTRIBUTION OF STAFF



A value proposal is set out to contribute to the objectives of the 2019-2021 Strategic Plan, through six lines of action that define the road map.



Our Identity

**Strategic Lines**

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	STRATEGIC LINES	VALUE PROPOSAL	LINES OF ACTION
01.	Offering the best customer experience	Accompanying the transformation of the commercial model, reinforcing cultural, structural and training aspects	Supporting the new distribution model with highly trained professionals and the most efficient organisational structure
02.	Speeding up digital transformation to become more efficient and flexible	Championing digitalisation , implementing new agile forms of work Adopting efficient organisational models with a Group approach	Digital transformation, implementing agile and collaborative forms of work and systems, focusing on new customer behaviours Organisational transformation through organisational and corporate governance models that simplify the structure and improve efficiency with a customer vision at its centre
03.	Championing an agile and collaborative culture that puts people first	Deploying the Corporate Culture Plan throughout the Group	Strengthening the behaviours that define how we act at CaixaBank and that will ensure future success and the best experience for our employees
04.	Generating an attractive return while remaining financially sound	Restructuring the workforce and implementing a new labour agreement	Contributing to the bank's profitability and efficiency with new labour agreements and the relaxation of the employment framework in the future
05.	Setting the benchmark for responsible management and social commitment	Ensuring that we have a diverse and skilled team	Guaranteeing the best professional team, adjusted to the leadership model

Corporate Culture

Culture determines how an organisation works and the way people act. The world moves fast and therefore we must advance and adapt permanently to continue being a leading entity. It is necessary to strengthen those aspects that have led CaixaBank to success and adapt a series of behaviours that ensure the company maintains its leading position in a changing environment.

The Culture Plan facilitates behaviours that are in line with CaixaBank culture and are included in the concept **We Are CaixaBank**.



>> PEOPLE, OUR PRIORITY

- > **Committed:** we encourage actions that have a positive effect on people and society as a whole.
- > **Close:** we listen and support everyone, providing solutions to their current and future needs.
- > **Responsible and demanding:** we act guided by criteria of excellence, thoroughness and empowerment with the aim of adding value to others.
- > **Honest and transparent:** we build trust by being upright, honest and coherent.



>> COLLABORATION, OUR STRENGTH

- > **Collaborative:** we think, share and work transversely as a single team.



>> AGILITY IS OUR ATTITUDE

- > **Flexible and innovative:** we promote change with foresight, swiftness and flexibility.



With the goal of offering the best customer service, it is essential to progress in a value proposition for employees. Active and continuous listening to employees and the awareness-raising of corporate culture help us adapt to a changing environment. In 2020, the impact of the Covid-19 served to rethink the behaviour associated with each of the attributes of the CaixaBank Culture.

Five levers have been promoted in order to transmit and involve all professionals in the integration of **We Are CaixaBank** behaviour:

i. Communication

With the aim of improving knowledge and awareness of the attributes of Culture, driving participation and generating commitment:

- > 2020 Stars Campaign: videos where our colleagues talk about the attributes that define us, explain what we at CaixaBank are all about, and the application in their day-to-day actions, and support materials for managers.
- > CaixaBank Talks: activities carried out with the staff of the different Regional Departments to inform them of the Culture Plan and the behaviour that identifies us, featuring external speakers, who address issues related to cultural change in organisations.
- > Reinforcement material on new ways of working: publishing infographics with tips and recommendations to promote digital disconnection and protocols making it possible to adapting to new ways of working.
- > Other digital actions such as a new Culture Portal.

ii. Training

- > Face-to-face workshop for managers of retail banking and Central Services branches, seeking to integrate culture within the Leadership Model and the Commercial Model, developing knowledge and skills in a practical way for their day-to-day application in the branch.
- > Online reformulation and launch of the training on commercial culture, with content seeking to reinforce the role of the manager as a transformer, dynamiser, motivator of results and enabler.

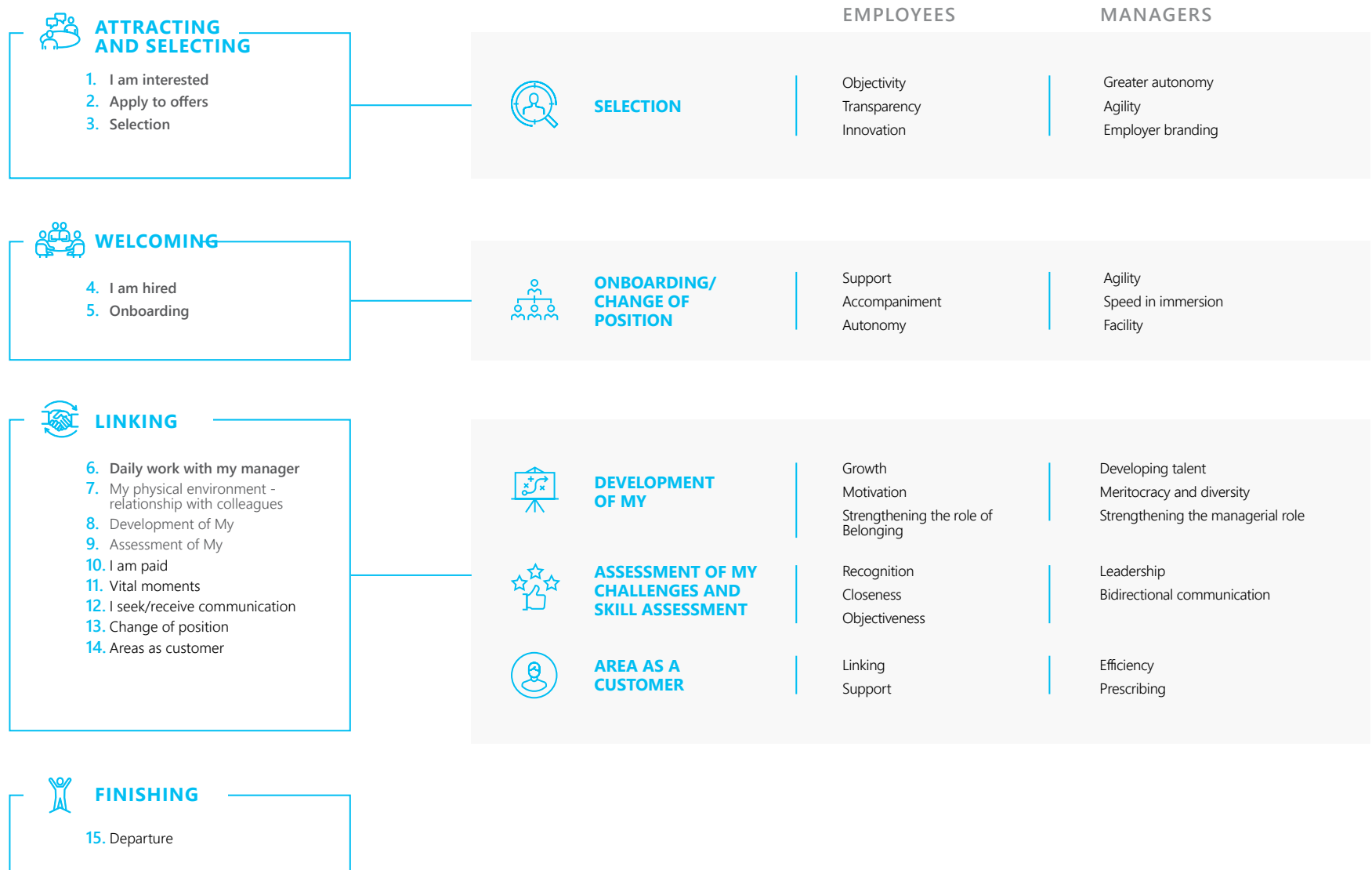
iii. Active listening

Active listening allows us to obtain information on the perception of Culture by professionals, to provide feedback for behaviour and the action plan. The active listening model has also been implemented in the main companies of the Group. The different studies carried out in 2020 included:

- > Launch of the Commitment Study, enabling us to analyse the climate, commitment and culture, as well as their progress with regard to previous studies.
- > Strategic gauging: in April 2020, 2,500 employees were gauged on the employment situation during the COVID-19 emergency, seeking to improve the ways of working. This gauging was also conducted in Group companies on 3,200 people.
- > Specific gauging: customised listening is done according to specific issues, such as the adoption of Office 365.
- > Inclusion of listening in new *touchpoints*.

iv. Employee experience

In 2020, with the aim of improving the **employee experience**, we focused on the following moments in the employee's life cycle:



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Attracting and Selecting

Improving the candidate's and manager's experience by using technology predictably in order to get the best candidate for each position, while boosting the company as employer branding through digital actions and communications. *Actions carried out:*

- > Adapting internal Career site and creating the external site. 
- > Automated social media management.
- > Creating *PeopleXperience* HUB, a disruptive innovation, learning and talent ecosystem on the CaixaBank Group brand, to attract talent and to be a benchmark in innovation.
- > CaixaBank digital footprint as employer branding.
- > Talent programmes (WonNow, Young Management Program and New Graduates).
- > SAP implementation, Success Factors Recruiting, to improve the experience of the candidate and manager.
- > Predictive selection through improving data quality.

Welcoming

Implementing a stand-out experience by creating a structured onboarding process with automated accompaniment. *Actions carried out:*

- > Creating the Welcome Pack and new tutor figure.
- > Digital agent figure as a dynamiser.
- > Improving the (electronic) contractual pack and the delivery of computer equipment.

- > Onboarding programmes: **CaixaBank First Experience** (lasting 2 years) to attract and retain young talent; **CaixaBank Executive Experience** to expedite the "revitalising" of incorporation into the management team.

Developing and Assessing

Developing internal talent, enhancing acknowledgement and recurring feedback. *Actions carried out:*

- > Non-managerial training plan, in three blocks: Compulsory, Recommended and Self-training.
- > Digital proximity itineraries for customer management.
- > In 2020, around 16,000 Skills Assessments have been carried out in the Branch Network.
- > Programmes for the detection, development and accompaniment of young talent (Early Talent) and pre-managerial talent (Mentoring).
- > The Managerial Development Plan, which accompanies the role from the moment they are onboarded into the position and throughout their career, with coaching actions and programmes suited to their needs at each stage; in addition to a wide range of "à la carte" Self-training Programmes.

Area as a customer

Facilitate employees's procedures when they interact as customers of our products and services.

In 2020, a focus group was created to detect areas for improvement and to define the new relationship model.

v. Ambassadors

People who help to deploy the corporate culture in the bank as branch managers trained in commercial culture, acting to boost the various actions that are put into place.



¹ <https://www.caixabankcareers.com>

The objectives of the 2019-2021 Strategic Plan and CaixaBank's corporate culture give rise to the following people management policies and principles. Under the provisions of the 2019-2021 Strategic Plan, the policies and processes are of a corporate nature.

CaixaBank promotes its policy of people management with respect for diversity, equal opportunities, and the inclusion and non-discrimination on the basis of gender, age, disability or any other factor. The Group believes it is essential to ensure transparency in the selection and internal promotion of its professionals.



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To ensure that talented individuals can develop their potential based on meritocracy, diversity, transversality and empowerment.



To offer the best value proposition for employees and renew it (new environments and spaces, methodologies and applications, assessment and recognition systems, etc.) enhancing their experience, promoting well-being in a healthy and sustainable environment.



To promote the attributes of agility and collaboration, adapting structures and processes towards more agile and transversal work models.



To develop communication channels to encourage participation and collaboration.

All of this serves to achieve the satisfaction and motivation of staff in a positive work environment.

Diversity and equal opportunities

CaixaBank is committed and works to promote diversity in all its dimensions as part of its corporate culture, by creating diverse, transversal and inclusive teams, recognising people's individuality and differences and eliminating any exclusionary and discriminatory conduct.

To this end, the company has a solid framework of effective policies that guarantee equal access for women to management positions (internal promotion), and ensures fairness in recruitment, training and professional development, promoting policies of flexibility and conciliation and reinforcing an inclusive culture with principles set out in the **Diversity Manifesto**.



The **Wengage programme** promotes gender, functional and generational diversity. It is a programme based on meritocracy, equal access to opportunities, and which promotes participation and inclusion.

Gender diversity

On an internal level, the **gender diversity** programme seeks to increase representation of women in management positions, promoting the value of diversity and raising awareness of gender biases and stereotypes. The core initiatives implemented are:



STRENGTHENING THE ROLE OF WOMEN IN THE ORGANISATION

- > Women's mentoring programme focused on the Network (108 participants in 2020).
- > II Networking Directives 2020. Event to present the progress of the Wengage programme and draw up new challenges.
- > 1st edition of the online programme AED Lead Mentoring Women Managers by CaixaBank (with 60 participants). The Spanish Association of Directors (AED) and CaixaBank are promoting a mentoring programme to champion the presence of female directors in the large corporates.



RAISING AWARENESS AND INVOLVING EVERYONE

- > Dissemination of content on the corporate intranet related to the Guidelines on Egalitarian Communication.
- > *Gender Test*. An internal tool to analyse whether our external communication is egalitarian and stereotype-free.



CONTRIBUTING FROM HUMAN RESOURCES PROCESSES

- > **New Equality Plan 2020**. Agreement with the entire trade union representation that expands on the 2011 Equality Plan commitments (work-life balance, harassment and mediation protocols, common law couples and digital disconnection agreement).
- > Fostering remote working. In 2020, as a result of the pandemic, it focused on improving the connectivity of equipment, using collaborative tools such as Teams and Office365.
- > Designing the Gender Journey. Analysing the employee experience, focused on gender and the development of an action plan.



VIEWING DIVERSITY

- > ThinkTank meeting with equality agents and teams from Regional Management.
- > Communication and dissemination of diversity to all the workforce through the Diversity News Channel on the corporate intranet.



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<http://www.inequality-tracker.caixabankresearch.com/>



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Externally, we want to contribute to raising awareness of the value of diversity and equal opportunities in society, focusing our efforts into three areas:



LEADERSHIP AND ENTREPRENEURSHIP

- > Organisation of the 4th edition of the Women in Business Award and collaboration with the international IWEC award to support to women entrepreneurs.
- > CaixaBank Women in Business Community. A new LinkedIn network which brings together regional and national winners of the four editions of the CaixaBank Women in Business Award.
- > Global Mentoring Walk in Madrid and Mallorca featuring over 300 participants, where CaixaBank is the main sponsor in Spain of this initiative promoted by Vital Voices.
- > Professional Self-employed Women's Award, to reward the careers of self-employed workers in Spain.



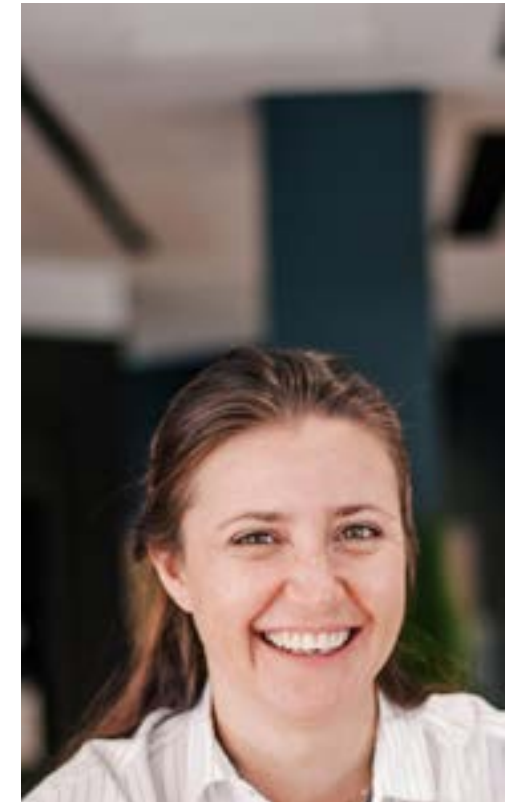
INNOVATION AND EDUCATION

- > CaixaBank Talks: over ten live talks on innovation matters from a gender viewpoint.
- > Raising awareness and driving STEM careers among the female population. Together with Microsoft, CaixaBank held the **WONNOW Awards** for the academic excellence of women in STEM (Science, Technology, Engineering and Mathematics) careers. The 3rd edition was held in 2020, with a case prize and 10 CaixaBank scholarships.



SPORT

- > Support for female sport through the sponsorship of the Spanish women's football and basketball teams and other sports events.



In 2020, 219 contents linked to Diversity and Human Resources were published on Corporate Social Networks with a scope of 44 million impressions.



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ADHERENCE TO NATIONAL AND INTERNATIONAL PRINCIPLES OF PROMOTING DIVERSITY

DIVERSITY CHARTER



Code of Commitment promoted at a European level by Fundación Diversidad.

TARGET GENDER EQUALITY



Adherence to the new United Nations Global Compact initiative.

EJE&CON



Adherence to the Code of Good Practices for Talent Management and the Improvement of Business Competitiveness.

UN WOMEN'S EMPOWERMENT PRINCIPLES



Adherence to the initiative promoted by the UN.

MORE WOMEN, BETTER COMPANIES



An initiative that seeks to promote a balanced participation of women and men in decision-making in the business and economic sphere.

CaixaBank has obtained the world's highest score in the Bloomberg 2021 Gender Equality Index, a selection comprising the companies most committed to gender equality internationally, according to Bloomberg data.

RECOGNITION

BLOOMBERG



EWOB



For the management carried out in terms of diversity, CaixaBank has been included on the prestigious **Bloomberg Gender Equality index in 2021** for the third consecutive year, which is a worldwide seal of acknowledgement of the effort in transparency and in achieving progress of women in the business world. It is also part of the new Gender Diversity index of the European Women on Boards (EWoB) association, which has analysed female representation in leadership positions in companies of the market indicator Stoxx Europe 600.

EFR CERTIFICATE



The EFR certification has been renewed for the tenth consecutive year. We are the **1st Spanish financial institution to achieve the A excellence level in EFR certification.**

RECOGNITION "IN-COMPANY EQUALITY"



Recognition granted by the Spanish Women's Institute for equal opportunities, corresponding to 2018.

VI INTERNATIONAL DIVERSITY MANAGEMENT AWARDS 2020



CaixaBank has been awarded the International Diversity Management Award by the Diversity Foundation for the first time, in the large corporates category.

CAIXABANK ASSET MANAGEMENT



CaixaBank Asset Management, CaixaBank group management company, recognised as "European Leader in diversity management," by Citywire.



>> GENDER DIVERSITY IN NUMBERS

Employees distributed by gender

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
Male	16,302	16,091	12,397	12,271	2,123	2,005
Female	19,434	19,343	15,175	15,133	2,717	2,617
Total	35,736	35,434	27,572	27,404	4,840	4,622

Employees by contract type and gender

CaixaBank Group	Full-time, fixed or indefinite-term contract		Part-time, fixed or indefinite-term contract		Temporary contract	
	2019	2020	2019	2020	2019	2020
Male	16,020	15,963	30	27	252	101
Female	19,101	19,206	23	21	310	116
Total	35,121	35,169	53	48	562	217

New hires by gender

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
Male	615	333	222	190	117	26
Female	510	307	209	163	127	30
Total	1,125	640	431	353	244	56

Redundancies by gender

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
Male	52	43	36	24	2	4
Female	40	45	24	24	7	2
Total	92	88	60	48	9	6

Unwanted turnover is 0.25%, calculated as total redundancies (excluding the restructuring plan and voluntary redundancies) over the average workforce. Additionally, in CaixaBank S.A. there have been a total of 208 voluntary redundancies due to the agreement reached on January 31, 2020.

Average remuneration by gender

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
Male	65,857	66,591	70,318	71,343	41,431	40,876
Female	53,076	54,285	57,564	58,919	30,542	30,352
Total	58,902	59,864	63,294	64,471	35,310	34,918

Average remuneration by professional category and gender in 2020

	Directors	Middle management	Rest of employees
Male	105,478	74,807	50,884
Female	87,683	66,703	46,161
Total	98,509	70,601	48,100

Average remuneration of Directors by gender - CaixaBank S.A.¹ (in thousands of euros)

	2019	2020
Male	289	308
Female	146	175
Total	246	261

¹It does not include the remuneration derived from positions other than those of representation of the Board of Directors of CaixaBank, S.A.

The comparison of salaries is calculated as the average for women minus the average for men and is 18% (19% in 2019).

Salary gap

	CaixaBank Group	CaixaBank, S.A.	Banco BPI
2019	1.69%	0.63%	5.30%
2020	1.77%	0.64%	5.55%

The gender pay gap is calculated by comparing wages between employees with the same length of service in the company, performing the same role or position and with the same rank. This allows similar jobs to be compared.



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Functional diversity

The **functional diversity** programme is based on respect for people, their differences and capabilities, equal access to opportunities and non-discrimination.

PRINCIPLES

<p>Non-discrimination</p>	<p>Inclusion</p>
<p>Recognition of capabilities, merits and skills</p>	<p>Fight to combat stereotypes, prejudices</p>
<p>Fostering receptive attitudes</p>	<p>Accessibility</p>

EMPLOYMENT COMMITMENTS AND RECRUITMENT OF PEOPLE

Improving the **presence of people with disabilities** at the Organisation annually

Fostering the hiring of people with a legally recognised disability

Promoting inclusion and hiring of people with functional diversity

In 2020, CaixaBank and 100% of the employee trade union representation signed the **new inclusive policy for people with disabilities**. Its principles and commitments are geared towards respect for people with functional diversity and fostering their integration into the Organisation under the same conditions as the rest of the workforce, establishing a series of social benefits.





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Some of the benefits or measures implemented include: adapting the workstation, extension of a day's paid leave to cover any medical needs and free advice for legal procedures.

At the internal level, the following objectives and the main initiatives implemented include:



DEVELOPING TALENT AND CHAMPIONING PROFESSIONAL OPPORTUNITIES FOR PEOPLE WITH FUNCTIONAL DIVERSITY

- > Championing external hiring. Identifying labour exchanges through a **collaboration agreement with Incorpora.**
- > Contracting services with Special Employment Centres (CEE) to promote the inclusion of people with functional diversity in the workplace and people's professional development.



AWARENESS AMONG THE ENTIRE ORGANISATION IN TERMS OF INCLUSION AND DIVERSITY

- > Training to raise awareness among managers and employees.
- > Proprietary space made available in PeopleNow for Wengage programme communication geared towards functional diversity.



Externally, support is offered to the community by championing the hiring and inclusion of people with functional diversity, and generating a short and long-term social impact. Some of the initiatives carried out include:



SERVICE ADAPTED TO OUR CUSTOMERS WITH FUNCTIONAL DISABILITIES.



See section **Local accessible banking**

362 employees with disabilities in 2020
(343 in 2019)



COMMITMENT TO SOCIETY, THROUGH CORPORATE VOLUNTEERING.



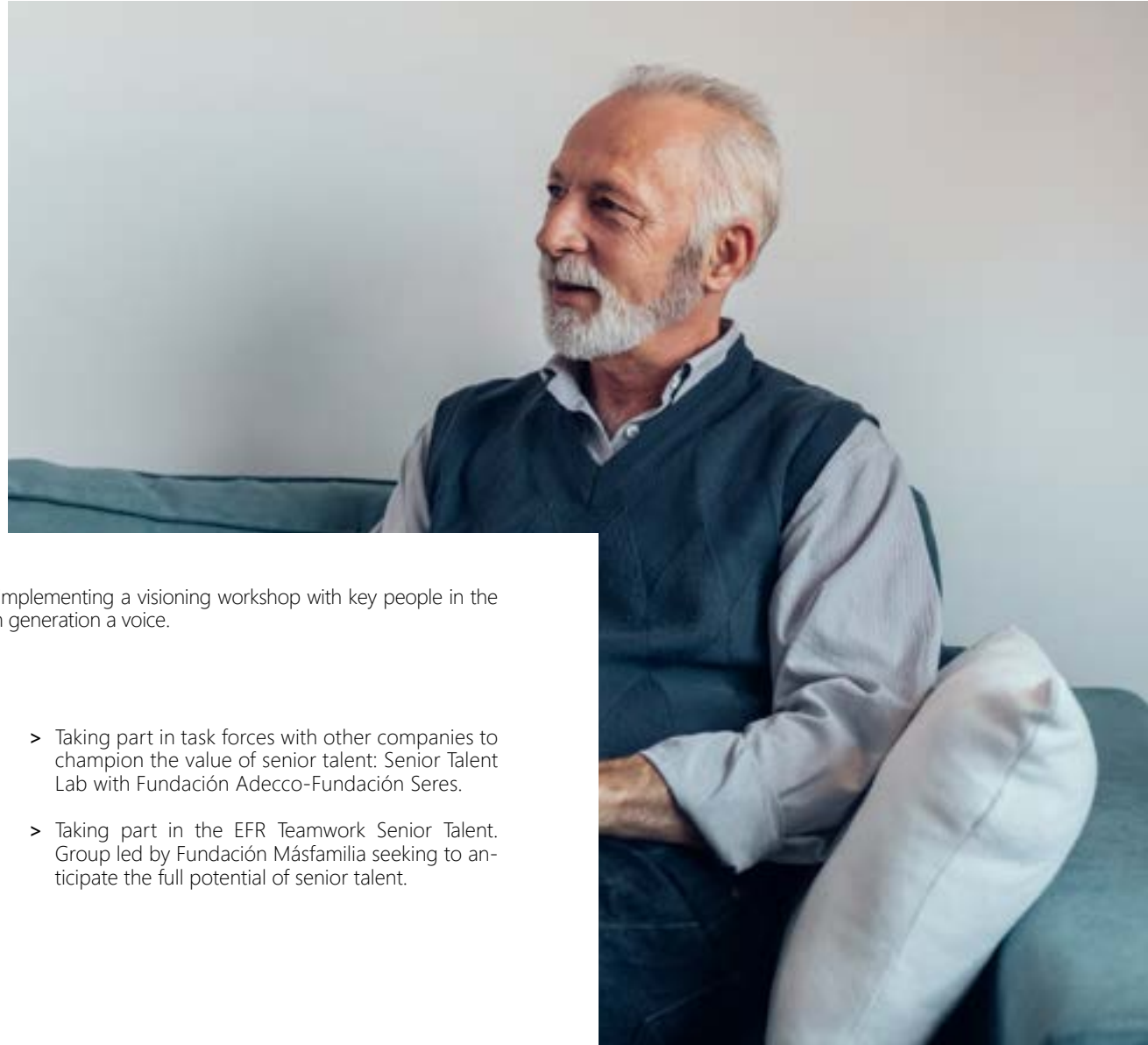
CHAMPIONING ADAPTED AND PARALYMPIC SPORT THROUGH WHEELCHAIR BASKETBALL SPONSORSHIP. A NEW COLLABORATION AGREEMENT HAS BEEN SIGNED IN 2020 WITH FEDDF (THE SPANISH FEDERATION OF SPORTS FOR PEOPLE WITH PHYSICAL DISABILITIES) AND AN AGREEMENT HAS BEEN REACHED BETWEEN CAIXABANK AND THE SPANISH PARALYMPICS COMMITTEE TO SUPPORT PARALYMPIC ATHLETES ON THEIR WAY TO THE 2021 TOKYO GAMES (#SPORTS MAVERICKS).

Generational diversity

The **generational diversity** programme begins with the diagnosis of the situation in the Group, analysing demographic evolution and impacts on structural indicators. Given the ageing of the general population and CaixaBank's workforce in particular, generational diversity will be a key factor to be managed in our Organisation, promoting synergies between generations and addressing the different needs and expectations at each stage.

The objectives are:

- > To integrate generational diversity into the corporate strategy and the employee experience.
- > To foresee the problems arising from the ageing of the workforce.
- > To identify actions that improve the coexistence of different generations in the Organisation.
- > To take advantage of the knowledge of each generation to drive and accompany the Company's strategy.



In 2020, an information gathering process was conducted, implementing a visioning workshop with key people in the Organisation, and focus groups have been held to give each generation a voice.

In parallel, the Organisation:

- > Collaborates with the Generation & Talent Observatory, with the following noteworthy events in 2020:
 - > Taking part in the [Diagnosis of generational diversity](#).
 - > Taking part in the [Study on Intergenerational Leadership II](#).
- > Taking part in task forces with other companies to champion the value of senior talent: Senior Talent Lab with Fundación Adecco-Fundación Seres.
- > Taking part in the EFR Teamwork Senior Talent Group led by Fundación Másfamilia seeking to anticipate the full potential of senior talent.



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>> GENERATIONAL DIVERSITY IN NUMBERS

Employees by gender

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
<30 years	1,946	1,655	1,498	1,308	225	146
30-39 years	7,789	6,500	5,912	4,799	1,009	822
40-49 years	20,155	20,657	16,236	16,755	2,461	2,405
50-59 years	5,572	6,384	3,851	4,453	1,004	1,157
>59 years	274	238	75	89	141	92
Total	35,736	35,434	27,572	27,404	4,840	4,622

Employees dismissed by age

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
<30 years	8	5	5	3	3	2
30-39 years	18	27	10	15	3	1
40-49 years	49	39	33	21	3	3
50-59 years	15	14	11	7	0	
>59 years	2	3	1	2	0	
Total	92	88	60	48	9	6

Employees by contract type and age

CaixaBank Group	Full-time, fixed or indefinite-term contract		Part-time, fixed or indefinite-term contract		Temporary contract	
	2019	2020	2019	2020	2019	2020
<30 years	1,477	1,464	5	5	464	186
30-39 years	7,687	6,463	14	13	88	24
40-49 years	20,131	20,641	19	12	5	4
50-59 years	5,555	6,370	12	12	5	2
>59 years	271	231	3	6	0	1
Total	35,121	35,169	53	48	562	217

Average remuneration by age

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
<30 years	25,878	28,311	25,990	28,319	17,580	19,231
30-39 years	45,412	45,318	49,229	48,940	24,512	24,450
40-49 years	61,731	61,718	66,196	66,202	34,520	33,073
50-59 years	77,111	74,856	85,048	82,822	47,360	46,340
>59 years	92,300	107,597	148,917	174,332	68,524	57,429
Total	58,902	59,864	63,294	64,471	35,310	34,918



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Professional development and remuneration

Development of potential

CaixaBank is committed to strengthening the critical professional skills of its professionals and their development. For that purpose, practically 100% of CaixaBank employees undergo assessments to obtain a global perspective (performance and skills assesment). The Management Feedback process to members of the Senior Management (not belonging to the Management Committee) with evaluations by their teams, colleagues and staff from different areas, was upheld in 2020.

The Skills Assessment model was extended in 2020 to seven Group companies.

99.1%
of management positions
covered internally
in 2020

(99.3% in 2019) CaixaBank, S.A.

Management and Premanagement

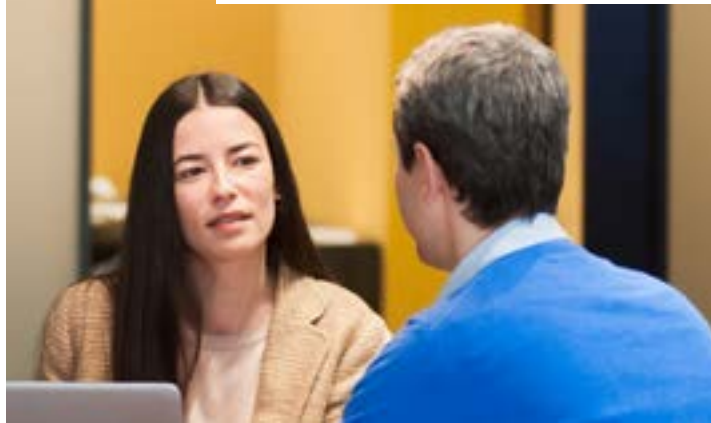
CaixaBank promotes professional development programmes at the managerial and pre-managerial level. Highlights include:

- > **Managerial Development Plan** focused on certifying leadership skills and promoting strategy and transversality in the Company, reinforcing the Transformative Leadership model, whose principles are:
 - > To serve staff by helping them achieve results.
 - > To promote innovation and creativity as levers of change.
 - > To promote the personal and professional growth of staff.
 - > To act as ethical references for stakeholders.
- > **"Progress" pre-managerial programme**, intended for professionals from different areas and Regional Management (branch managers, Central Service managers and Directors of Private Banking and Business Banking), which includes coaching sessions.

Managerial training features two stages (inclusion and consolidation) and a third stage for high-potential groups, and offers incremental development through consolidation in a staff member's position and where the concept of "Certification" is incorporated through Universities and Business Schools. In 2020, the programmes were adapted to online format to continue their activity.

CaixaBank has been recognised by the Spanish Association of Executive and Organizational Coaching at the 2020 AECOP Awards "Culture of Coaching in Business," as a benchmark in actions related to executive coaching. This award represents the recognition of a great deal of work in executive coaching through internal culture, a tool to which CaixaBank has been committed for 10 years as a lever for change and transformation.

- > **Incorporation:** training aimed at developing leadership that is focused on oneself and on laying the foundations of the business. It is proposed for professionals newly accessing management roles. The core programmes include: PROA (Business Area Management), GPS (Central Services), Leadership Certificate C1 Programme and transition coaching assignment processes.





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> **Consolidation** (between 3 and 5 years in the position): focused on their role as leaders of others and drivers of change and strategy implementation. The core programmes include: C2 Leadership Certificate (Senior Management), programmes related to transformation in the digital age (IMD), online self-training (*Positive leadership in times of crisis and uncertainty and Executive Health*), and consolidation and mentoring coaching sessions.

> **High-potential development:** proposals to contribute to and promote the development of leadership in executives with high potential. TOP 200 Programme.

CaixaBank Talks Managerial Development is a new feature in 2020, starting with a new live format allowing for a greater number of participants.

The following managerial development programmes were conducted in Group companies in 2020:

- > *Leadership Right Now*, focused on learning to manage the current situation by improving the ability to adapt.
- > *Blended Leadership*, which presents the advantages of leading from a distance and developing leadership skills in an uncertain environment.

Young talent programmes

CaixaBank has talent programmes to identify and develop early talent and thus anticipate future needs. CaixaBank's programmes to attract external talent include:

- > Young Management Program (YMP): intended to identify and train future leaders with a four-year time horizon in training and project implementation.
- > WonNow: intended for the best female STEM (Science, Technology, Engineering and Mathema-

tics) students at Spanish universities, who will be in strategic positions for six months.

- > New Graduates for Central Services: to identify talent for critical positions that cannot be covered internally and for strategic digital positions. A two-year rotational programme with a career plan and the possibility of onboarding into structural positions. For this group, the Developing Skills (ESADE) programme has been carried out in 2020 online.

A transformative talent attraction ecosystem has been launched, under the PeopleXHub brand, which now features 10 Group companies. In order to create a position, 24 partnerships have been established with schools and more than 1,500 people are interested in being part of the community.

5,387
participants in the
professional development
programmes

(Includes pre-managerial level at CaixaBank, S.A.)



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Ongoing training

CaixaBank Campus is the teaching approach under which the Company's training is developed, promoting a culture of ongoing learning where the figure of the internal trainer, as a learning facilitator, plays a key role. This model structures training in three main blocks:

01 Regulations

What is demanded of my by the Regulator

> **Compulsory training**, required by the regulator: short term, as well as certifications in LCI (Real Estate Credit Act), IDD (Insurance Distribution Directive) and MiFID.

02 Recommended

What CaixaBank Suggests

> **Training recommended** by the company to employees according to their role and the segment to which they belong, and which meets business challenges and needs. Commercial culture programme, digital proximity programme and itineraries on transformation in the digital age. The latter are structured into four blocks: The digital environment, Digital skills, Data Academy and Agile work methodologies.

IN THE CAIXABANK, S.A. WORKFORCE

<p>18,710</p> <p>employees with certification in MiFID II</p>	<p>6,557</p> <p>employees with certification above MiFID II level</p>	<p>18,066</p> <p>employees are certified in LCI</p>
--	--	--

03 Self-learning

What I decide

> **Self-training** that responds to the individual needs of our employees: Virtual Academy of English (Education First), Postgraduate in Risks, Training in Agile Methodologies, etc.

The instigators (people and tools) of learning at CaixaBank are:

- > Virtaula: an online learning platform, which has been overhauled to include new digital features and improve the employee experience.
- > Internal trainers: learning community comprising 2,481 employees (1,958 in 2019).
- > Change makers: as a new driver of transformation in CaixaBank, a core element for cultural change and digital transformation.

<p>2,609,008 hours of training in 2020 3,587,700 in 2019</p>	<p>€14.9m total investment in training €16.7m in 2019</p>	<p>97% in online training 94% in 2019</p>
<p>73.3 hours of training per employee 98 in 2019</p>	<p>€417 investment in training per employee €456 in 2019</p>	

Appropriate and meritocratic remuneration

In 2019, CaixaBank's Board of Directors approved the latest revision of the CaixaBank General Remuneration Policy, which specifies and adapts to the main features of each remuneration type. It can be accessed by all employees via the corporate intranet.

Remuneration at CaixaBank essentially features the following pay items:

- > Fixed remuneration based on the employee's level of responsibility and career path. This accounts for a significant part of total remuneration, also includes the different social benefits, and is governed by the collective bargaining agreement and the various internal labour agreements.
- > A variable remuneration system in the form of bonuses and incentives to achieve previously established objectives and set up to prevent possible conflicts of interest, and, where applicable, to include qualitative assessment principles in line with customer interests, codes of conduct, and prudent risk management.

The principles of the General Remuneration Policy are applicable to all employees of the CaixaBank Group and, among other objectives, they seek to encourage behaviour that ensures the generation of value in the long term and the sustainability of results over time. Furthermore, the strategy for attracting and retaining talent is based on making it easier for professionals to participate in a distinctive social and business project, on the possibility of developing professionally and on competitive conditions in total compensation.

Compensa+

As a supplement to the abovementioned items of retribution, in 2020, the **Flexible Remuneration Programme** (Compensa+) was implemented, allowing for tax savings and the customisation of remuneration according to each person's needs. The products offered by the Company in this first phase of implementation up to 30% of gross annual salary are: health insurance for family members, transportation cards, day care services and retirement savings insurance.

To kick off Compensa + two pilot tests were conducted, and it has been available for the entire workforce since October. At the close of 2020, a total of 4,255 employees had subscribed to 1 or more products within the Plan.

>> PROFESSIONAL DEVELOPMENT AND REMUNERATION IN NUMBERS

Employees by job classification

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
Directors	5,571	5,236	4,905	4,605	411	395
Middle management	7,000	6,803	5,852	5,666	647	613
Rest of employees	23,165	23,395	16,815	17,133	3,782	3,614
Total	35,736	35,434	27,572	27,404	4,840	4,622

Total number of hours of training by employee category

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
Directors	703,195	420,840	685,150	396,889	11,882	17,211
Middle management	847,140	471,116	779,749	415,270	48,415	39,860
Rest of employees	2,037,365	1,717,051	1,706,423	1,410,476	229,107	177,085
Total	3,587,700	2,609,007	3,171,322	2,222,635	289,404	234,157

Average remuneration by job classification

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
Directors	97,444	98,509	95,513	97,530	95,839	91,080
Middle management	69,375	70,601	72,022	73,639	43,650	42,493
Rest of employees	46,497	48,100	50,927	52,554	27,361	27,539
Total	58,902	59,864	63,294	64,471	35,310	34,918

Employees by contract type and job classification

CaixaBank Group	Full-time, fixed or indefinite-term contract		Part-time, fixed or indefinite-term contract		Temporary contract	
	2019	2020	2019	2020	2019	2020
Directors	5,556	5,224	13	11	2	1
Middle management	6,995	6,796	3	2	2	5
Rest of employees	22,573	23,149	37	35	555	211
Total	35,124	35,169	53	48	559	217

No. of dismissals by occupational classification

	CaixaBank Group		CaixaBank, S.A.		Banco BPI	
	2019	2020	2019	2020	2019	2020
Directors	15	8	14	5	0	
Middle management	11	12	6	6	1	1
Rest of employees	66	68	40	37	8	5
Total	92	88	60	48	9	6

Employee experience

Work environment

CaixaBank prioritises generating a positive working environment in which teams feel motivated and committed. To achieve this goal, we conduct active listening, pay close attention to the ideas and opinions of our employees, and develop an action plan through this listening to meet their requirements. For this reason, we believe that periodically assessing the social and work environment, the experience of our teams, and the quality of the service provided, helps to generate this positive environment.

The Company measures the commitment and satisfaction of its employees through the internal studies (Commitment Study and the Service Quality Study), as well as through external monitors such as the Employee Experience Measurement Index (IMEX) and MercoTalent, one of the world's benchmark reputational assessment monitors based on the multi-stakeholder methodology.

- > In April, 2,500 employees were gauged on the employment situation during COVID-19, seeking to improve the ways of working in the changing environment.
- > In June, the **Commitment Study** was conducted, geared towards the entire workforce. The study included 70% participation and the TF (total in favour) was 71% (75% in the Study carried out in 2018). Basically, the results were conditioned due to the unique time associated with the pandemic, since the results obtained in the Branch Network were below those of the preceding Commitment Study.
- > The Commitment Study has also been carried out in the following Group companies:
 - > CaixaBank Payments & Consumer
 - > CaixaBank Business Intelligence
 - > CaixaBank Equipment Finance
 - > CaixaBank Operational Services
 - > PromoCaixa
 - > CaixaBank Facilities Management
 - > Telefónica Consumer Finance
 - > Joint Prevention Service
 - > CaixaBank Asset Management
 - > MicroBank
- > Specific gauging is also occasionally conducted for customised listening according to specific issues, such as the adoption of Office 365, etc.

More agile and transversal work models

CaixaBank is committed to an agile and collaborative structure, thus, it has conducted a project that seeks to simplify the number of organisational levels that must enable an improved time to market, a reduction in reaction and decision times, while at the same time leading to an improvement in employee commitment, the possibility of developing internal talent, and increasing productivity and delivery quality.

During 2020, we continued with the evolution of the Human Resources processes towards the cloud (SucessFactors solution), implementing the functionalities of Career Site external portal, internal and external personnel selection processes, onboarding, crossboarding and offboarding processes, and lastly, also the internal mentoring and coaching functions.

At the Group level, the corporate model has been evolved and streamlined to improve control, governance and efficiencies through the creation of shared services.

In 2019, the HR Business Partner project was launched, which has evolved in 2020, providing service to all Corporate Services areas. It is worth highlighting the actions carried out, such as a link during the pandemic (in the process of returning to the Central Services buildings) and monitoring the timetable register, among others.

The transition towards more agile work models is part of the agile transformation project that seeks to accelerate and adopt agile methodologies to increase flexibility and efficiency in providing solutions, focusing on the client and breaking silos through collaborative work.



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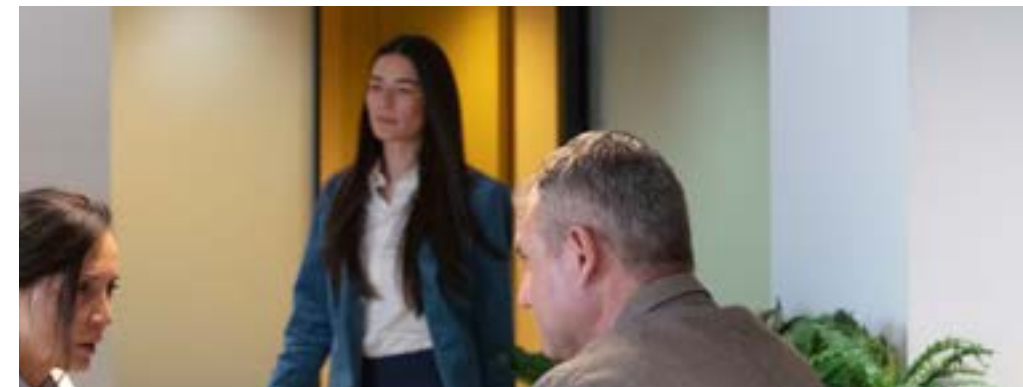
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Labour standards and staff rights

CaixaBank places fundamental importance on compliance with labour standards, the rights of employees and their representatives, and all matters related to consensual frameworks with union representatives. In addition, the Collective Agreement on Savings Banks and Financial Institutions applies to the entire workforce of CaixaBank, S.A. There are also additional agreements to develop and improve the conditions of the Collective Agreement.

In general, most staff follow the working hours established in the Collective Bargaining Agreement on Savings Banks and Financial Institutions, and specific working agreements are made with the Workers' Labour Representation when exceptional cases arise. CaixaBank, S.A. forms part of the Joint Standing Committee on the Interpretation of the Agreement, which aims to develop labour standards that are applicable to all employees in the sector.

CaixaBank, S.A. maintains and promotes total neutrality with the different union representations in the Company. The union representatives involved in the company committees are chosen every four years by means of an individual, free, direct, and confidential voting system. They are notified of any relevant changes that may arise within the Company.

On 30 September 2020, the Collective Bargaining Agreement of Savings Banks 2019-2023 (5 years) was signed and published in Spain's Official State Gazette on 3 December, taking effect from 4 December 2020, which makes it possible to level certain significant inertia of costs not linked to performance (such as wage reviews, triennial and the agreement bonus) and addressing a period of huge complexity in a better situation. The collective bargaining agreement also specifically regulates matters such as teleworking and digital disconnection.

Equality Plan

To ensure equal opportunity, CaixaBank, S.A. and other Group entities have different equality plans that they share with the aim of promoting, disseminating and contributing to gender equality, incorporating policies to facilitate the work-life balance for their staff.

It should be noted that the following **conditions improve on those included in the Collective Bargaining Agreement and the Workers' Statute: paid leave for marriage, maternity and paternity**¹, illness or death of a family member, moving house, etc., reduced working hours to look after children under the age of 12 years or children with disabilities, leaves of absence to care for dependents, gender-based violence, family relocations, charity, personal reasons, and study purposes.

In January 2020, CaixaBank S.A. signed the Equality Plan with all trade unions, which includes the following annexes: the Work-Life Balance Protocol, the Protocol for the Prevention of Harassment and mediation, and the Protocol for Common Law Couples. The plan contains substantial improvements in terms of:

- > Targets for the representation of women in management positions.
- > Work-life balance: extension of leave on the death of a spouse or common-law partner with minor children and extension of paternity leave by 10 days progressively over 3 years, to encourage co-responsibility in the family. Flexibility is also extended to one hour, respecting organisational needs and reduced working hours are allowed on Thursday afternoons until the child reaches twelve years of age. Lastly, holidays can be taken until 31-01 for work-family balance reasons.



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2,344

EMPLOYEES RECEIVING PAID LEAVE

2,555 IN 2019



1,080

REDUCED WORKING DAYS

1,691 IN 2019



769

LEAVES OF ABSENCE

555 IN 2019



CaixaBank, S.A. data

¹ See details on the following pages.

The main conditions that improve upon the conditions set out in the Agreement and the Workers' Statute with regard to maternity and paternity leave are as follows:

>> IN TERMS OF PAID LEAVE AND REDUCTIONS IN WORKING HOURS



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LEGISLATION

CAIXABANK IMPROVEMENTS (IN THE CAIXABANK WORK-LIFE BALANCE PROTOCOL)

01.

Article 48 of the Workers' Statute

16 weeks of leave for both the biological mother and the other parent.

10 calendar days of **additional paid leave**, and **14 calendar days** for **multiple childbirth** or the birth of a child with disability.

02.

Article 37 of the Workers' Statute

Access to a reduced working hours due to caring for a person under 12 years of age, provided that it entails at least 1/8 of the working day.

> People who directly care for a child under 12 years of age may request **reduced working hours exclusively on Thursday afternoons** (involving a **reduction of less than 1/8 of the working day**).

> The collective with **children with a disability** is allowed to take **paid leave** on Thursdays until the child's third birthday, and if the child has a disability of 65% or more, the paid leave is **indefinite**.

03.

No legislation is established

Paid leave of 30 days for the birth of a child with **disabilities equal to or greater than 65%**, which can be taken within 24 months of the birth.

04.

No legislation is established

Two sensitive cases are considered when it comes to **giving preference to choosing holidays**, to facilitate the work-life balance:

> If, due to divorce or separation, a holiday date has been assigned to take care of children under 12 years of age.

> The case of a disabled child attending specialist school centres, and these centres are closed.

>> IN TERMS OF ECONOMIC CONDITIONS

LEGISLATION

CAIXABANK IMPROVEMENTS

- | | | |
|-----|---|---|
| 01. | No legislation is established | Aid of 5% of salary for children until the child reaches the age of 18 or 21. |
| 02. | Collective Bargaining Agreement for Savings Banks and Financial Institutions

€3,400/year in aid for people with disabilities. | Aid for training employees' children:
> Annual benefit of €5,150/year in the case of a disability $\geq 33\%$ and $< 65\%$, and in the case of a disability $\geq 65\%$ will be €6,300/year . |
| 03. | No legislation is established | Aid for loans and advances:
> In the event of birth, adoption, and fostering, access to advances up to 1 year .
> Reductions in working hours due to work-life balance do not imply a decrease in credit capacity . |



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For years CaixaBank has invested in disconnection policies that promote work-life balance for employees. The internal employment agreements contain rationalisation measures of training and commercial activity for employees. The number of activities that can be conducted outside of normal working hours established in the Collective Agreement are limited. Priority is always given to the willingness and motivation of employees. Focusing on **digital disconnection**, CaixaBank has a protocol whose most important aspects are:



The right not to reply to communications after the working day has ended.



No communications from 7pm to 8am the following day, nor on holidays, during leave or on weekends.



Not calling meetings that end after 6.30pm.



The incorporation of good practices to minimise meetings and trips by encouraging the use of collaborative tools.

Promoting well-being in a healthy and sustainable environment

The Management team is acutely aware of the importance of reinforcing initiatives and measures to facilitate proper working conditions. Management is committed to:

- > Fostering a culture of prevention at all levels of the organisation.
- > Ensuring compliance with applicable law and other voluntary commitments to which it subscribes.
- > Considering preventive aspects at the source.
- > Implementing continuous improvement measures.
- > Raising awareness and training staff.
- > Maintaining an Occupational Risk Prevention management system in accordance with the requirements of the OHSAS 18001 standard, which is more demanding than the legal standard.

CaixaBank, S.A. has specific committees to guarantee the health and safety of its staff:

- > Single Occupational Health and Safety Committee. This committee is responsible for establishing the aforementioned objectives and monitoring preventive actions, placing special emphasis not only on statutory audits, but also on other voluntary standards, such as the OHSAS 18001 certification (since 2005).
- > Occupational Risk Prevention Coordination Committee. This committee establishes the policies related to occupational risk prevention, to improve the control, management, and monitoring of the health and safety requirements and to organise and conduct training.

In order to raise awareness and train staff in matters of Occupational Health and Safety, CaixaBank regularly offers training content on branch safety, occupational health and safety, emergency measures and first aid.





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Healthy company

The healthy company project reaffirms our commitment to the safety, health and well-being of staff, since it:



Has an effect on the productivity and competitiveness of companies and, therefore, their sustainability



Leads to a **healthier, more motivated and satisfied staff**



Contributes to increased commitment and pride of belonging



Improves the corporate image



Encourages the **attraction and retention of talent**



Improves the work environment



Reduces absenteeism

It is structured along three axes:



Safety. Safe and emotionally healthy work environments.

The Company aims to achieve excellence in preventative culture and safe work environments. To this end, the transition to ISO 45001 certification (voluntary certification with requirements above those legally established) is going to be examined, incorporating well-being as a global concept.

In the psychosocial area, an intervention programme has been carried out that assesses psychosocial effects and defines action plans for reducing stress factors.

As proof of its ongoing improvement in prevention, CaixaBank has implemented a comprehensive health and safety management programme for the International Network.



Health. Promoting healthy lifestyles and balancing work and health as a priority.

CaixaBank has fitted out physical spaces to promote healthy activities and sports (changing rooms and multi-purpose room) and has strengthened the occupational health and safety section on the corporate intranet (medical advice by subject) with the aim of consolidating itself as a Healthy Company. To do this, the Company offers individual and collective programmes to improve lifestyles and health management through the internal platform and through "Adeslas Health and Well-being", the catalogue of sports actions and health has been expended, which can be extended to the Regional Management. During the pandemic situation, actions have been carried out online.

CaixaBank's activities do not lead to the development in its workers of any of the occupational diseases classified as serious.



Well-being. Forging a culture of flexibility with our work environments that promotes the well-being of staff, with benefits that facilitate their day-to-day work.

The Sustainable Performance School in Virtaula features content that contributes to improving the personal well-being of staff with training in health and nutrition, mindfulness, environment and positive thinking, among other topics.

With the expansion of measures to promote new environments and ways of working (remote, agile...) as well as studying formulas to improve the transition of the workforce towards active and healthy ageing, it will be possible to achieve a more emotionally healthy workforce.



The COVID-19 Insurance Protocol certification was obtained in 2020, following a verification process conducted by specialised external consultants, to ascertain the degree of implementation of the measures and subsequent assessment.

This certification provides confidence with respect to the prevention of COVID-19 in our centres, contributes to the safe reincorporation and return to activity, and highlights the control over risks and the ongoing review of the action protocols, in accordance with the best standards and security measures.

>> WORK ENVIRONMENT IN NUMBERS

Accidents at work

	2019		2020	
	Not serious	Serious	Not serious	Serious
Total no. of accidents	516	7	280	5
Of which:				
Female	345	2	180	3
Male	171	5	100	2

	2019	2020
	Accident frequency index	1.77
Of which:		
Female	2.43	1.48
Male	1.01	0.52

Absenteeism

	2019	2020
Hours of absenteeism (manageable)	1,684,796	1,952,639
Manageable absenteeism rate (illness and accidents)	2.82%	3.4%

During 2020, 710 internal communications were posted on "People" and "PeopleNow," totaling 2,344,556 visits throughout the year in CaixaBank.

Communication channels to encourage participation and collaboration

CaixaBank's internal communication focuses mainly on:

- > Promoting and tackling the Strategic Plan challenges and business priorities.
- > Transmitting our corporate values as a differentiating factor.
- > Recognising and reinforcing good professional practices.
- > Promoting the corporate culture and the pride of belonging.



The fundamental instrument for this task, which has so far been the People portal, is now reaching a new dimension with **PeopleNow**, the internal communication channel with social network utilities that has been deployed during 2020. This is a new tool that represents leverage for the Digital and Cultural Transformation that boosts employee participation, improves their experience and evolves towards participatory, modern, visual and multi-platform communication (mobile-first).

PeopleNow groups business, corporate and social content into a smart and modern space in which each professional has a profile to develop their personal brand and creates or participates in communities according to their area of influence, as well as subscribing to information channels according to their interests.

This enables bidirectionality that encourages ongoing listening to what is happening in the Company.

The focus, in 2020, was on offering employees the tools they need to address the situation arising from the COVID-19 pandemic. The following initiatives are noteworthy:

- > Coronavirus portal, to provide access to protocols and measures. Flash Legal has been developed in subsidiaries, featuring new legal developments in the workplace to keep the standards permanently updated.
- > #MASQUENUNCA (#MoreThanEver) #SOMOSCAIXABANK (#WeAreCaixaBank), to highlight the effort made by the staff, giving a voice to the real stars and their families.
- > Blog: #CONTIGO (#ByYourSide) now more than ever, to spread content in Group subsidiaries.

2020 has seen a surge of communication to all the Group companies on: CaixaBank business information, voluntary actions, employee monitoring and care, safety measures and recommendations, reaching 3,200 employees from 19 companies.

Attractive shareholder returns and solid financials

Evolution of results and business activity

Business segmentation

For financial reporting purposes, the Group is split into the following business segments:

Banking and Insurance

- > Encompasses earnings from the Group's banking, insurance and asset management activities mainly in Spain, as well as liquidity management, ALCO, income from financing the other businesses and the Group-wide corporate operations. It also includes the businesses acquired by CaixaBank from BPI during 2018 (insurance, asset management and cards), as well as the remaining non-core real estate business (except Coral Homes) after the sale of 80% of this business in December 2018.

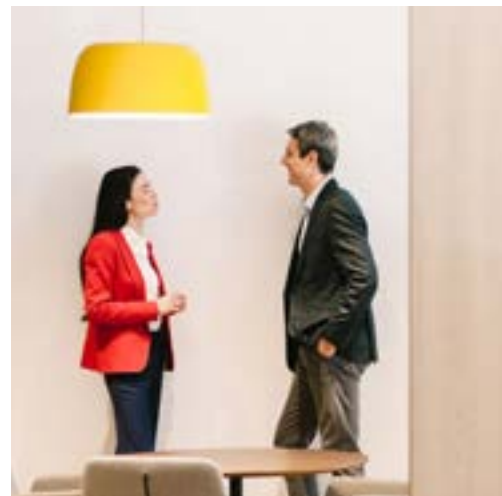
Investments

- > This line of business essentially encompasses earnings from dividends and/or equity-method profits from finance cost of participated entities, as well as gains on financial transactions, held in Erste Group Bank, Telefónica, BFA, BCI y Coral Homes. It also includes significant impacts on income from other relevant stakes across a variety of sectors.
- > It includes the stakes in BFA, which after reassessing the significant influence at 2018 year-end is classified as Financial assets at fair value with changes in other comprehensive income, and the stakes in Repsol, until completing its sale in the second quarter of 2019.

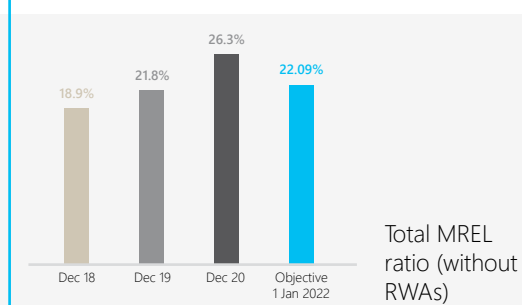
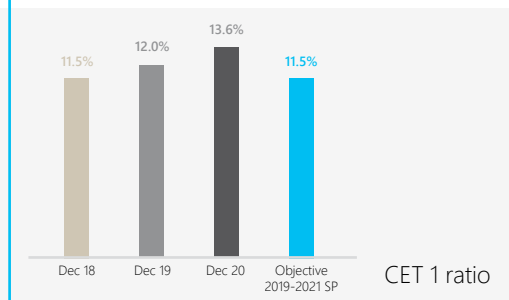
BPI

- > Encompasses the earnings from BPI's domestic banking business. The income statement shows the reversal of the fair value adjustments of the assets and liabilities resulting from the combination of businesses and excludes the results and balance sheet figures associated with the assets of BPI assigned to the equity investments business (essentially BFA and BCI), as discussed previously.

The operating expenses of these business segments include both direct and indirect costs, which are assigned according to internal distribution methods.



>> MAIN METRICS FOR MONITORING THE 2019-2021 STRATEGIC PLAN



The achievement of a good part of the Plan's financial objectives (including profitability) will be delayed beyond 2021 due to the impact of COVID-19 and the deterioration of the economic environment. For the same reason, some business priorities have been adjusted to reflect the worsening macroeconomic stage.

Results

€ million	2018	2019	2020 (breakdown by business)			
			Group	Banking and insurance	Investments	BPI
Net interest income	4,907	4,951	4,900	4,533	(78)	444
Dividend income and share of profit/(loss) of entities accounted for using the equity method	972	588	454	250	186	18
Net fees and commission income	2,583	2,598	2,576	2,330	0	245
Gains/losses due to financial assets and liabilities and others	278	298	238	249	(9)	(2)
Income and expenses under insurance and reinsurance contracts	551	556	598	598	0	0
Other operating income and expense	(524)	(386)	(356)	(338)	(3)	(15)
Gross income	8,767	8,605	8,409	7,623	97	690
Recurring administrative and amortisation expenses	(4,634)	(4,771)	(4,579)	(4,137)	(4)	(439)
Extraordinary expenses	(24)	(979)	0	0	0	0
Operating income/(loss)	4,109	2,855	3,830	3,486	93	252
Impairment losses on financial assets	(97)	(376)	(1,915)	(1,895)	0	(21)
Other provision allowances	(470)	(235)	(247)	(228)	0	(19)
Gains/(losses) on disposal of assets and others	(735)	(167)	(67)	216	(311)	28
Profit/(loss) before tax	2,807	2,077	1,601	1,580	(218)	239
Income tax	(712)	(369)	(219)	(178)	24	(65)
Profit for the period	2,095	1,708	1,382	1,402	(194)	174
Profit attributable to minority interests and discontinued operations	110	3	0	0	0	0
Profit/(loss) attributable to the Group	1,985	1,705	1,381	1,401	(194)	174
Cost-to-Income Ratio	53.1%	66.8%	54.5%			
Cost-to-income ratio excluding extraordinary expenses	52.9%	55.4%	54.5%			
ROE ¹	7.8%	6.4%	5.0%			
ROTE ¹	9.5%	7.7%	6.1%			
ROA	0.5%	0.4%	0.3%			
RORWA	1.3%	1.1%	0.8%			

¹ The calculations for ROTE and ROE of 2019 include the valuation adjustments in the denominator, resulting in a restatement of the figures reported from previous periods. Furthermore, the accounting policy associated with the recording of the defined benefit commitments with employees has been modified, resulting in a restatement of the assets and ratios from previous periods.



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Evolution 2020 vs. 2019

Attributable profit amounted to €1,381 million in 2020 (-19%), mainly due to the recognition of an extraordinary provision in anticipation of future impacts associated with COVID-19 (€1,252 million gross).

Gross income stood at €8,409 million. Core income¹ remains stable at €8,310 million in 2020 (-0.1%), despite the challenges of the economic environment. The change in gross income (-2.3%) was mainly caused by the reduction in profit from financial operations (-20.1%) and in profit of entities accounted for using the equity method (-22.8%).

Recurring administrative and amortisation expenses reflect the savings associated with the 2019 labour agreement and early retirements in 2020, in addition to the intensive management of the cost base and lower costs incurred in the context of COVID-19. The reduction in expenditure (-4.0%) is clearly lower than that of core income (-0.1%).

Impairment losses on financial assets was impacted by the strengthening of provisions for credit risk, including an extraordinary provision for the future impacts of COVID-19 worth €1,252 million.

Other provisions includes €109 million associated with early retirement.

Similarly, the year-on-year changes to **Gains/(losses) on disposal of assets and others** were affected by the recognition in 2020 of the gain on the partial sale of Comercia (€420 million) and the provision associated with the stake in Erste Group Bank (-€311 million), among other factors.

Evolution 2019 vs. 2018

Attributable profit stood at €1,705 million in 2019 (-14.1%), largely due to the effect of the labour agreement (+20.4% without this effect).

Gross income stood at €8,605 million, with a slight increase in core income¹, which stood at €8,316 million in 2019 (+1.2%). The change in gross income (-1.8%) is mainly due to the reduction in the share of profits/(loss) of entities accounted for using the equity method (-48.5%), which was a consequence of not accounting for Repsol's and BFA's profits. Excluding the contribution from Repsol and BFA in both years, gross income grew by 3.0%.

Other operating income and expenses improved due to lower property expenses, as a result of the sale of this business in 2018.

Impairment losses on financial assets was impacted by the extraordinary release of provisions in 2018 worth approximately €275 million.

The 51% repurchase transaction of Servihabitat was included in 2018, which generated a loss of -€204 million (-€152 million recorded in **Other provisions** and -€52 million in Gains/(losses) on disposal of assets and others).

Similarly, the year-on-year changes to **Gains/(losses) on disposal of assets and others** essentially relate to a -€453 million loss recognised in 2018 arising from the agreement to sell the stake in Repsol, and a further -€154 million due to the change of accounting classification of the stake in BFA.

¹ Includes net interest income, fee and commission income, income from the life-risk insurance business, the result of using the equity method for SegurCaixa Adeslas, and income from the insurance investees of BPI.

Net interest income

Evolution 2020 vs. 2019

Net interest income in 2020 amounted to €4,900 million (-1% compared to 2019) due to:

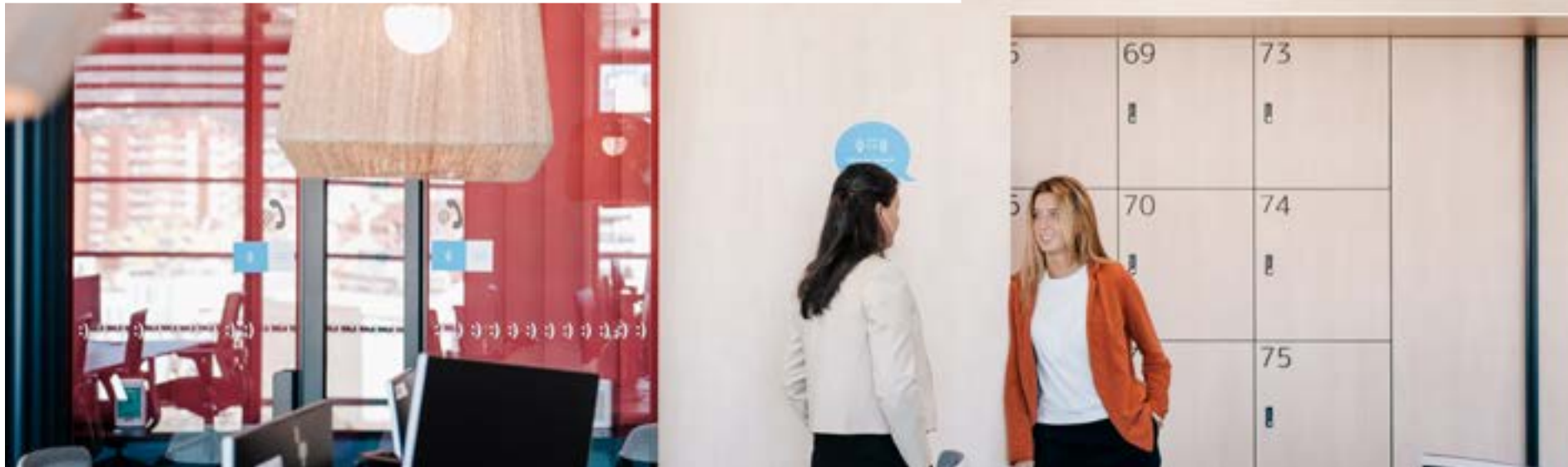
- > Lower credit revenues following a decrease in rates, partly impacted by the change in the structure of the loan portfolio due to the increase in ICO loans, as well as by the reduction in revenues from consumer credit and the decline in the yield curve.
- > Lower contribution from the fixed income portfolio due to lower average rates as a result of high rate maturities at the end of the fourth quarter of 2019.
- > Reduction in the cost of credit institutions and the increase in financing taken out with the ECB on better terms and by the measures established by the ECB in October 2019 (in which the excess over which the cash ratio is not penalised with negative rates was increased).
- > Savings in institutional financing costs due to lower prices following the lowering of the curve. A slight decrease in retail financing costs due to a decrease in the rate.
- > Greater contribution of the insurance business (savings products).

Evolution 2019 vs. 2018

Net interest income in 2019 amounted to €4,951 million (+0.9% compared to 2018) due to:

- > Higher income from loans, mainly due to a rise in volume.
- > Sound management of retail funding, which involved a reduction in costs due to the cancellation of retail subordinated debt in June 2018 and to the reduction of 4 basis points in the cost of deposits at maturity.
- > Savings in the costs of institutional financing due to lower prices. A higher volume in the fixed income portfolio.
- > Greater contribution of the insurance business (savings products).

The change also reflects the reduction in returns from loans and from fixed-income securities.



To help correct readers interpret the information contained in this report, the following aspects should be taken into account:

- > According to applicable accounting standards, income resulting from the application of negative interest rates should be reported in the appropriate income classification. Financial intermediaries on the assets side includes the negative interest on the balances of financial intermediaries held on the liabilities side, the most significant being ECB financing measures (TLTROs and MROs). Conversely, financial intermediaries on the liabilities side shows the negative interest on the balances of financial intermediaries on the assets side. Only the net amount between income and expenses for both line items has economic significance.
- > The "Other assets with returns" and "Other funds with cost" line items relate primarily to the Group's life insurance business.
- > The balances of all headings except "Other assets" and "Other funds" correspond to balances with returns/cost. "Other assets" and "Other liabilities" incorporate items that do not have an impact on the net interest income and on returns and costs that are not assigned to any other item.
- > Until the fourth quarter of 2018, BPI's interest rate hedges were accounted for at net value in the Other liabilities heading. As of the first quarter of 2019, the presentation criteria has been unified with the rest of the Group's, and the impacts are recognised in the headings that include the hedged elements. The reclassification had a positive impact on Maturity deposits and Other liabilities and a negative impact on Debt securities and Loans and advances to customers.
- > Since 31 December 2019, the offsetting criteria set out in IAS 32 have been met to compensate for trading derivatives held through the LCH and EUREX clearing houses. This resulted in a reduction in the balance of "Other assets" and "Other liabilities" compared to quarters prior to that date.

€ million	2020		2019		2018	
	Average balance	Rate %	Average balance	Rate %	Average balance	Rate %
Financial Institutions	42,313	0.95%	25,286	0.65%	21,241	0.83%
Credit portfolio (a)	223,864	1.99%	213,298	2.24%	208,470	2.27%
Debt securities	42,616	0.61%	36,184	0.92%	34,723	1.05%
Other assets with returns	64,954	2.52%	61,643	2.84%	54,174	3.03%
Other assets	58,959	-	67,431	-	65,193	-
Average total assets (b)	432,706	1.56%	403,842	1.75%	383,801	1.81%
Financial Institutions	52,390	0.39%	36,076	0.67%	43,601	0.45%
Resources of retail activity (c)	230,533	0.01%	214,136	0.02%	199,220	0.04%
Institutional bonds and marketable securities	30,341	0.73%	28,343	0.87%	26,822	0.98%
Subordinated debt securities	5,547	1.30%	5,400	1.36%	6,346	1.73%
Other funds with cost	73,652	1.75%	70,437	2.04%	63,366	2.14%
Other funds	40,243	-	49,450	-	44,446	-
Average total funds (d)	432,706	0.43%	403,842	0.52%	383,801	0.53%
Customer spread (a-c)		1.98%		2.22%		2.23%
Balance sheet spread (b-d)		1.13%		1.23%		1.28%



Fees and commissions

Evolution 2020 vs. 2019

Fee and commission income reached €2,576 million, -0.9% compared to 2019.

- > Banking fees, securities and other fees include the same items as the previous year. Annual performance (-3.8%) was characterised by a fall in fees from payment methods and solid growth of fees from wholesale banking.
- > Insurance marketing fees dropped from 2019 (-4.7%), mainly due to lower commercial activity in the second and third quarters.
- > Commissions from mutual funds, managed accounts and SICAVs came to €546 million (+1.4%).
- > Commissions from the management of pension plans stand at €235 million (+5.9%).
- > Unit Link fees and commissions and others stood at +€149 million (+19.3%). This is mainly due to the higher volume managed.

Evolution 2019 vs. 2018

Fees and commissions income reached €2,598 million, +0.6% compared to 2018.

- > Fees from banking, securities and other services includes income on securities transactions, transaction processing, risk activities, deposit management, payment methods and investment banking. Annual growth (+0.8%) was largely influenced by the growth of payment methods. The fees and commissions from marketing insurance dropped when compared to 2018 (-6.6%) affected by the launch schedule of new products.
- > Commissions from investment funds, portfolios and SICAVs came to €538 million (-2.6%). This change was impacted by, among other factors, the reduction of the average net assets managed during 2019 as a result of the markets' negative trend at the end of 2018.
- > Pension plan management fees stood at €222 million (+2.4%).

€ million	2020	2019	2018
Banking services, securities and other fees	1,443	1,500	1,488
<i>of which: recurrent income</i>	<i>1,262</i>	<i>1,343</i>	<i>1,329</i>
<i>of which: wholesale banking</i>	<i>181</i>	<i>157</i>	<i>159</i>
Investment funds, portfolios and SICAVs	546	538	552
Pension plans	235	222	217
Insurance sales	203	213	227
Unit Link and other ¹	149	125	99
Net fees and commission income	2,576	2,598	2,583

¹ Includes income corresponding to Unit Link and Flexible Investment Life Annuity (the managed part).

Income from equity investments

Profit of entities accounted for using the equity method decreased by €118 million (-27.9%) compared to the previous year, due to lower Profit/(loss) of affiliates in the current economic context, except for SegurCaixa Adeslas, which significantly improved its annual profit due to lower accident rates and one-off aspects in the context of COVID-19.

In 2019, its development was also negative: -€401 million (-48.5%), mainly due to the non-attribution of the profits of BFA and Repsol (€434 million attributed in 2018).

Dividend income in 2020 was made up essentially of the dividends of Telefónica and BFA, worth €100 million and €40 million, respectively.

€ million	2020	2019	2018
Dividend income	147	163	146
Entities accounted for using the equity method	307	425	826
Income from equity investments	454	588	972



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Gains on financial assets

Net trading income amounted to €238 million in 2020 (-20.1%). Its evolution is partly due to greater gains in fixed-income assets in 2019.

Income and expenses under insurance and reinsurance contracts

Revenues from the life insurance business amounted to €598 million, up a solid 7.5% compared to 2019. In 2019, this stood at €556 million, up 1.0% in the year.

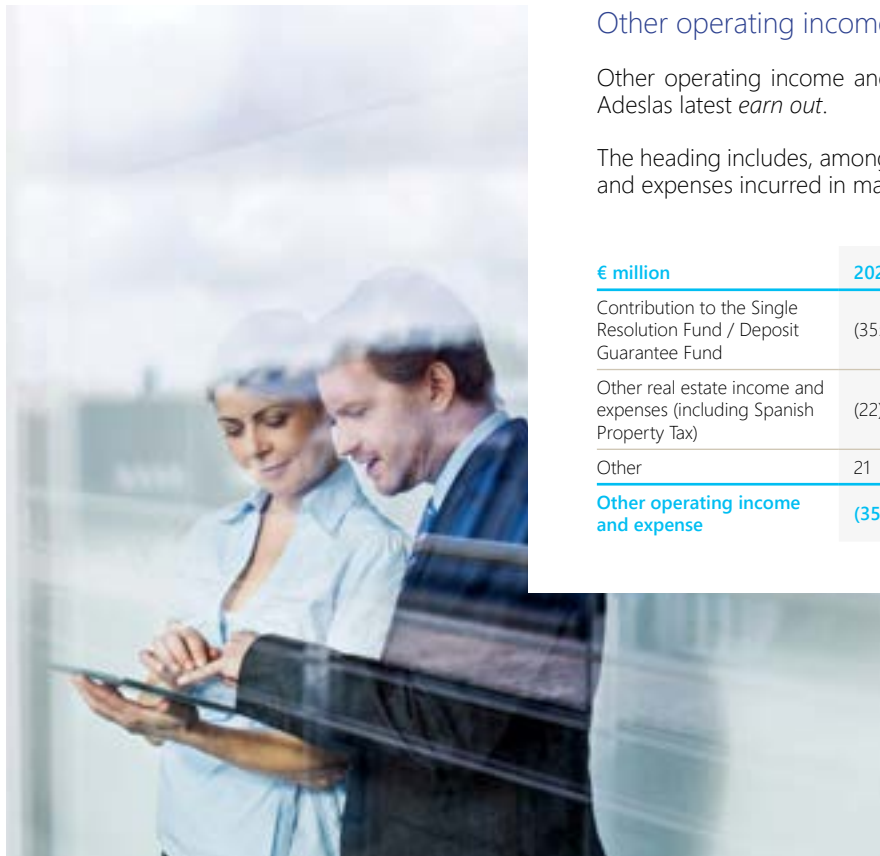
Other operating income and expense

Other operating income and expenses (-7.8%) mainly reflects an increase in income associated with SegurCaixa Adelas latest *earn out*.

The heading includes, among other items, income and expenses at non-real estate subsidiaries, income from rentals and expenses incurred in managing foreclosed properties and contributions, levies and taxes.

€ million	2020	2019	2018
Contribution to the Single Resolution Fund / Deposit Guarantee Fund	(355)	(345)	(325)
Other real estate income and expenses (including Spanish Property Tax)	(22)	1	(147)
Other	21	(42)	(52)
Other operating income and expense	(356)	(386)	(524)

- > Recognition of the contribution to the Deposit Guarantee Fund (DGF) for €243 million (€242 million in 2019 and €228 million in 2018).
- > This includes the contribution to the Single Resolution Fund (SRF) of €111 million (€103 million in 2019 and €97 in 2018).
- > Recognition of Spanish Property Tax (€16 million for 2020 and 2019, compared to €48 million in 2018).
- > The year-on-year change for 2019 (-26.4%) is essentially impacted by lower property expenses (Property Tax and maintenance and management costs from the portfolio of foreclosed assets), as a result of the sale of the real estate business in the fourth quarter of 2018.



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Administration expenses and depreciation and amortisation

Administrative expenses and amortisation stood at €4,579 million (-4.0%). The year-on-year performance was impacted by:

- > Personnel expenses decreased by 4.6%, including the savings associated with the 2019 Labour Agreement and the early retirement payments in 2020 (effective 1 April 2020), which compensate for the vegetative increase.
- > A decrease of 3.9% in general expenses for the year. The decrease in 2019 is of 3.5% compared to 2018, mainly due to the implementation of IFRS16.
- > Depreciation and amortisation decreased by 1.0% in the year, while in 2019 it increased by 34.9%, largely as a result of the entry into force of IFRS16, which implies the activation and subsequent amortisation of rights of use of leased assets, essentially offset by the reduction in general expenses. Without this effect, the increase in depreciation and amortisation expenses would be approximately 1.5%.

In 2020, no extraordinary expenses are recorded, while 2019 includes the agreement reached with workers' representatives in the second quarter on a plan with severance payments with a gross impact of €978 million. Most of the agreed departures took place on 1 August 2019. Extraordinary expenses in 2018 were associated with the integration of BPI.

€ million	2020	2019	2018
Gross income	8,409	8,605	8,767
Personnel expenses	(2,841)	(2,978)	(2,937)
General expenses	(1,198)	(1,247)	(1,292)
Amortisation expenses	(540)	(546)	(405)
Recurring administrative and amortisation expenses	(4,579)	(4,771)	(4,634)
Extraordinary expenses		(979)	(24)

Allowances for insolvency risk and other charges to provisions

Loan-loss provisions amounted to -€1,915 million (-€376 million in 2019). Its evolution is marked by the modification of macroeconomic scenarios and the weighting given to each scenario used in the estimate of the expected loss due to credit risk. To this end, scenarios have been used with internal economic forecasts of different severity levels, incorporating the effects on the economy of the health crisis caused by COVID-19. As a result, a credit risk provision of €1,252 million was established in 2020, anticipating future impacts associated with COVID-19.

2019 reflected various one-off factors, including the reversal of provisions associated with the €275 million restatement of the recoverable amount of the exposure to a large borrower, the negative impact of the recalibration of models in an environment of macroeconomic slowdown, and the release of provisions following the revision of the expected loss associated with the credit risk adjustments in the context of the acquisition of BPI for €179 million.

Other charges to provisions shows mainly the coverage of future contingencies and impairment of other assets. The main impact of this change is the recognition of €109 million associated with early retirements in 2020. 2019 includes the recognition of allowances for legal contingencies with a conservative outlook.

€ million	2020	2019	2018
Insolvency allowances	(1,915)	(376)	(97)
Other charges to provisions	(247)	(235)	(470)
Allowances for insolvency risk and other charges to provisions	(2,162)	(611)	(567)



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Gains/(losses) on disposal of assets and others



Gains/(losses) on disposal of assets and others includes, essentially, the results of individual operations resulting from the sale and write-off of assets. The year-on-year trend (-59.8%) was mainly impacted by the following extraordinary events:

In 2020:

- > The recognition of the gain of €420 million derived from the partial sale of the stake in Comercia.
- > A provision of €311 million associated with Erste Group Bank was recognised, due to the impact of Covid-19 on the economic environment, as well as the lengthening of the low interest rate scenario.

In the evolution of 2019 vs 2018, it should be noted that the latter year included:

- > The real estate results include the impairment of the 49% stake held at that time in Servihabitat to adjust its carrying amount to the new fair value (-€52 million). It also includes the formalisation of the sale of the real estate business (including expenses, taxes and other costs) for -€60 million.
- > Other gains/(losses) includes the negative impact derived from the agreement to sell the stake in Repsol (-€453 million), the change of accounting classification of the stake in BFA (-€154 million), as well as the profit from the sale of BPI's purchasing business(+€58 million).

€ million	2020	2019	2018
Real estate results	(134)	(84)	(117)
Other	67	(83)	(618)
Gains/(losses) on disposal of assets and others	(67)	(167)	(735)



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Balance sheet and operations

Total assets stood at €451,520 million at 31 December 2020 (+15.4% in the year).

With regard to Shareholders' equity in 2019, the change in accounting criteria for defined benefit obligations led to a restatement of the comparative figures for previous periods.

The allocation of capital to BPI is at sub-consolidated level, i.e., taking into account the subsidiary's own funds. The capital consumed in BPI by the investees allocated to the investment business is allocated consistently to the investment business.

The difference between the Group's total own funds and the capital assigned to the other businesses is attributed to the banking and insurance business, which includes the Group's corporate centre.

€ million	31.12.18	31.12.19	31.12.20 (breakdown by business)			
	Group	Group	Group	Banking and insurance	Investments	BPI
Total assets	386,546	391,414	451,520	410,690	3,267	37,564
Total liabilities	362,182	366,263	426,242	389,083	2,565	34,595
Equity	24,364	25,151	25,278	21,607	702	2,969
Total equity assigned	-	100 %	100%	85.5%	2.8%	11.7%



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Loans and advances to customers

Gross lending to managed customers stood at €243,924 million (+7.3%). In the annual change by segment, the following trends are of particular note:

- > Loans for home purchases (-3.3% in the year) continues to be marked by the deleveraging of families.
- > Loans to individuals - other purposes fell by 2.2% in the year as a result of the 3.8% drop in consumer loans due to the decrease in economic activity following continuous restrictions on mobility.
- > Financing for companies grew by 16.6% in the year in response to credit demand in a context in which companies anticipated, after the start of the health crisis, their liquidity needs for subsequent quarters.
- > Public sector lending increased by 43.2% in the year, impacted by one-off transactions in a highly liquid environment.

€ million	31.12.18	31.12.19	31.12.20 (breakdown by business)		
			Group	of which: banking and insurance	of which: BPI
Loans to individuals	127,046	124,334	120,648	106,941	13,708
<i>Home purchases</i>	91,642	88,475	85,575	73,586	11,989
<i>Other</i>	35,404	35,859	35,074	33,355	1,719
Loans to businesses	85,817	91,308	106,425	96,331	10,094
<i>Productive sectors (exc. property developers)</i>	79,515	85,245	100,705	90,767	9,938
<i>Property developers</i>	6,302	6,063	5,720	5,564	156
Public sector	11,830	11,764	16,850	15,005	1,845
Loans and advances to customers, gross	224,693	227,406	243,924	218,277	25,647
Provisions for insolvency risk	(5,728)	(4,704)	- 5,620	- 5,105	- 515
Loans and advances to customers (net)	218,965	222,702	238,303	213,172	25,131
Contingent liabilities	14,588	16,856	16,871	15,254	1,616



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See more information on publicly guaranteed financing implemented under COVID-19.



Customer funds

Customer funds amounted to €415,408 million, +8.1% in 2020.

On-balance sheet funds amounted to €303,650 million (+9.5%).

- > Growth in demand deposits to €220,325 million (+16.2%). The strength of this evolution is explained by a context in which families and companies have managed their liquidity needs.
- > Term deposits totalled €21,909 million. Their evolution continues to be marked by a decline in deposits in the renewal of maturities in an environment of negative interest rates.
- > Increase in liabilities under insurance contracts² (+3.3% in the year) thanks to Unit Link's positive net subscriptions.

Assets under management grew to €106,643 million. Its annual performance (+4.2%) was marked by the fall of the markets in the first part of 2020, and their subsequent gradual recovery throughout the year, especially during the last quarter. Positive net subscriptions are also noteworthy.

- > Assets managed in investment funds, portfolios and SICAVs stand at €71,315 million (+4.0% in the year).
- > Pension plans totalled €35,328 million (+4.7% in the year).

Other accounts mainly includes temporary funds associated with transfers and collections.

€ million	31.12.18	31.12.19	31.12.20 (breakdown by business)		
	Group	Group	Group	of which: banking and insurance	of which: BPI
Customer funds	204,980	218,532	242,234	216,432	25,802
<i>Demand deposits</i>	<i>174,256</i>	<i>189,552</i>	<i>220,325</i>	<i>202,980</i>	<i>17,344</i>
<i>Term savings¹</i>	<i>30,724</i>	<i>28,980</i>	<i>21,909</i>	<i>13,451</i>	<i>8,458</i>
Liabilities under insurance contracts ²	53,450	57,446	59,360	59,360	
Repurchase agreement and others	2,060	1,294	2,057	2,044	13
On-balance sheet funds	260,490	277,272	303,650	277,835	25,815
Investment funds, portfolios and SICAVs	64,542	68,584	71,315	65,852	5,463
Pension plans	29,409	33,732	35,328	35,328	
Assets under management	93,951	102,316	106,643	101,180	5,463
Other accounts	5,108	4,698	5,115	3,778	1,336
Total customer funds	359,549	384,286	415,408	382,794	32,614

¹ Includes retail borrowings of €1,436 million at 31 December 2020 (2019: €1,625 million).

² Excluding the impact of the change in value of the associated financial assets, with the exception of Unit Linked and Flexible Investment Life Annuity assets (the part managed).



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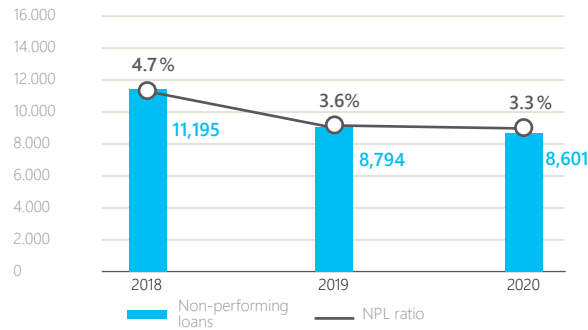
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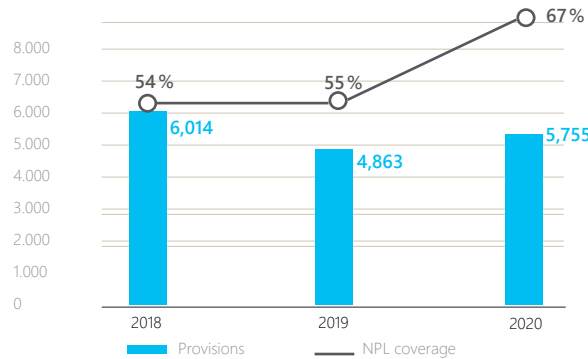
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>> NON-PERFORMING ASSETS



>> COVERAGE



Asset quality

NPLs dropped €193 million in the year, despite the slowdown in recovery activity during the start of the health crisis, with the NPL ratio standing at 3.3% (-30 basis points in the year). Of note was the €477 million reduction in the fourth quarter, with a fall in all risk segments as a result of the recovery activity, and the impact of portfolio sales.

As at 31 December 2020 **funds for credit losses** stood at €5,755 million. Their evolution was marked by the creation of the fund assigned to Covid-19, reaching €1,252 million. Its evolution in 2019 and 2018 was influenced by adjustments to the value of credit exposures, the write-off of debt arising from the purchase and foreclosure of real estate, and the derecognition of assets and transfers to write-offs.

The coverage ratio increased to 67% (+12 percentage points versus 2019).

(%)	31.12.18	31.12.19	31.12.20 (breakdown by business)		
	Group	Group	Group	of which: banking and insurance	of which: BPI
Loans to individuals	4.7%	4.4%	4.5%		
<i>Home purchases</i>	3.8%	3.4%	3.5%		
<i>Other</i>	7.2%	6.7%	6.9%		
Loans to businesses	5.4%	3.2%	2.7%		
<i>Productive sectors (exc. real estate developers)</i>	4.7%	2.9%	2.4%		
<i>Property developers</i>	14.3%	8.0%	6.7%		
Public sector	0.4%	0.3%	0.1%		
NPL ratio (loans + guarantees)	4.7%	3.6%	3.3%	3.4%	2.3%
NPL coverage ratio	54%	55%	67%	65%	88%

See more information on moratoria related to COVID-19



Liquidity and financing structure

The Bank manages liquidity risk in order to maintain sufficient liquidity levels so that it can comfortably meet all its payment obligations and to prevent its investment activities from being affected by a lack of lendable funds, operating at all times within the risk appetite framework.

Note 3.12 "Liquidity risk" to these financial statements describes the Bank's strategic principles, risk strategy and risk appetite in relation to liquidity and financing risk.

Total liquid assets stood at €114,451 million at 31 December 2020, up €25,024 million in the year, mainly due to the generation and contribution of collateral to the ECB policy and the net contribution of liquidity from the commercial gap.

€ million and %	31.12.18	31.12.19	31.12.20
Total liquid assets	79,530	89,427	114,451
<i>Of which: balance available in non-HQLA facility</i>	22,437	34,410	19,084
<i>Of which: HQLA</i>	57,093	55,017	95,367
Institutional financing	29,453	32,716	35,010
Loan to deposits	105%	100%	97%
Liquidity Coverage Ratio	196%	186%	276%
Net Stable Funding Ratio	117%	129%	145%

The Liquidity Coverage Ratio of the Group (LCR)¹ on 31 December 2020 stood at 276%, well above the minimum required level of 100%.

The Net Stable Funding Ratio (NSFR)² on 31 December 2020 stood at 145%, above the regulatory minimum of 100% required as of June 2021.

The available balance of the ECB policy on 31 December 2020 stood at €49,725 million corresponding to the TLTRO II. The amount drawn down increased by €36,791 million in the year due to the early repayment of €3,909 million from TLTRO II and the draw-down of €40,700 million from TLTRO III.

CaixaBank maintains a solid retail financing structure with a loan-to-deposit ratio of 97%, while institutional financing amounts to €35,010 million, with a range of instruments, investors and maturities. The public sector and mortgage covered bond issuance capacity of CaixaBank, S.A. reached €8,222 million at the end of December 2020.

A green bond issue of €1,000 M of 8-year senior non-preferred debt was launched in February 2021, with an annual yield of 0.50%, equivalent to midswap +90 basis points.

¹ Average for the last 12 months.

² Calculations from 30 June 2019 applying the regulatory criteria established as per Regulation (EU) 2019/876 of the European Parliament and of the Council, of 20 May 2019, which enters into force as of June 2021.

>> INFORMATION ON ISSUANCES IN 2020

€ million					
Issuance	Amount	Maturity	Cost ³	Employment requests	Issuer
Senior debt preferred	1,000	5 years	0.434% (<i>mid-swap</i> + 0.58%)	2,100	CaixaBank
Senior debt preferred ⁴	1,000	6 years	0.835% (<i>mid-swap</i> + 1.17%)	3,000	CaixaBank
Additional Tier 1	750	Perpetual	6.006% (<i>mid-swap</i> + 6.346%)	4,100	CaixaBank
Senior non-preferred debt ⁵	1,000	6 years	0.429% (<i>mid-swap</i> + 0.85%)	4,000	CaixaBank

³ Meaning the yield on the issuance.

⁴ COVID-19 Social Bond.

⁵ Green Bond.

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Capital management

€ million and %	31.12.20	31.12.19	31.12.18
<i>Common Equity Tier 1 (CET1)</i>	13.6%	12.0%	11.5%
<i>Tier 1 ratio</i>	15.7%	13.5%	13.0%
Total capital	18.1%	15.7%	15.3%
MREL	26.3%	21.8%	18.9%
Risk-weighted assets (RWAs)	144,073	147,880	145,942
<i>Leverage ratio</i>	5.6%	5.9%	5.5%

The **Common Equity Tier 1 (CET1)** ratio was 13.6%. The annual evolution of +161 basis points includes +32 basis points due to the extraordinary impact of the dividend reduction charged to 2019 as one of the measures adopted by the Board of Directors in light of COVID-19, as well as +55 basis points for the application of the transitional adjustment of the IFRS9 regulations¹. The rest of the accumulated change is explained by +99 basis points of organic variation, -15 basis points for the dividend forecast for the year, and -10 basis points due to the evolution of the markets and other factors, including the impact of Comercia's partial sale, the provision on the stake in Erste Group Bank, and the entry into force of the new software processing².

The CET1 ratio without application of the IFRS9 transitional period is 13.1%.

Following new regulatory and supervisory conditions due to the COVID-19 situation, the Board of Directors agreed to reduce the target of the CET1 solvency ratio to 11.5%.

The **Tier 1** ratio reached 15.7%. In October, a new issue of 750 million AT1 instruments was carried out. After this issue, the Group fully covered the AT1 bucket, both in terms of Pillar 1 requirements (1.5%) and the corresponding part of the P2R requirements (0.28%).

The Total Capital ratio stands at 18.1% and **the leverage ratio stands at 5.6%**.

With regard to the MREL requirements, the new recovery and resolution directive (BRRD2) that entered into force in December establishes 1 January 2024 as a deadline for complying with MREL requirements, with an intermediate requirement that must be met on 1 January 2022. It also determines that the total and subordinated MREL requirements must be expressed as a percentage of both RWAs and the leverage ratio exposure. From 1 January 2024, the CaixaBank Group must reach a minimum volume of own funds and eligible liabilities³ of 22.95% of RWAs. With regard to the intermediate requirement, the SRB has determined that, from 1 January 2022, CaixaBank must reach a total MREL requirement of 22.09% of RWAs. Similarly, from 1 January 2022, CaixaBank must comply with a total MREL requirement of 6.09% of LRE. In December, CaixaBank

had a RWAs ratio of 26.3% and a LRE ratio of 9.4%, reaching the level required for 2024. At a subordinate level, excluding Senior preferred debt and other pari passu liabilities, the MREL ratio reached 22.7% of the RWAs and 8.1% of the LRE, comfortably above the regulatory requirements of 16.26% RWA and 6.09% LRE. An issue of €1,000 million of senior non-preferred (SNP) debt in the fourth quarter improved MREL ratios.

In the other hand, CaixaBank is subject to minimum capital requirements on an individual basis. The CET1 ratio in this perimeter reached 15.1%.

BPI is also compliant with its minimum capital requirements. The company's capital ratios at the sub-consolidated level are: CET1 of 13.9%, Tier1 of 15.4% and Total Capital of 17.1%.

The decisions of the European Central Bank and the national supervisor, including the measures taken in the wake of the COVID-19 health crisis, require the Group to maintain capital requirements of 8.10% for CET1, 9.88% for Tier 1 and 12.26% for Total Capital during 2020. At 31 December, CaixaBank had a margin of 554 basis points, this is, €7,985 million, up to the Group's MDA trigger.

The current ratios show that the requirements imposed on the Group will not trigger any of the automatic restrictions envisaged in applicable capital adequacy regulations relating to payouts of dividends, variable remuneration and interest to holders of additional Tier 1 capital instruments.

¹ In March CaixaBank accepted the transitional provisions of the IFRS9 regulation, which allows its solvency calculations to mitigate, in part, the procyclicality associated with the provisions model under IFRS9 regulations throughout the established transitional period.

² The European Commission approved the RTS on the processing of software for the calculation of CET1 in December.

³ Among the liabilities eligible by the Single Resolution Board are the senior non-preferred debt, senior preferred debt and other pari passu liabilities.

Key figures of the CaixaBank Group

€ million and %	January-December			Variation	
	2020	2019	2018	2020-19	2019-18
Results					
Net interest income	4,900	4,951	4,907	(1.0%)	0.9%
Net fees and commission income	2,576	2,598	2,583	(0.9%)	0.6%
Gross income	8,409	8,605	8,767	(2.3%)	(1.8%)
Recurring administrative and amortisation expenses	(4,579)	(4,771)	(4,634)	(4.0%)	2.9%
Operating income/(loss)	3,830	2,855	4,109	34.2%	(30.5%)
Pre-impairment income stripping out extraordinary expenses	3,830	3,834	4,133	(0.1%)	(7.2%)
Profit/(loss) attributable to the Group	1,381	1,705	1,985	(19.0%)	(14.1%)
Profitability indicators (last 12 months)					
Cost-to-Income Ratio	54.5%	66.8%	53.1%	(12.3)	13.7
Cost-to-income ratio excluding extraordinary expenses	54.5%	55.4%	52.9%	(0.9)	2.5
ROE	5.0%	6.4%	7.8%	(1.4)	(1.4)
ROTE	6.1%	7.7%	9.5%	(1.6)	(1.8)
ROA	0.3%	0.4%	0.5%	(0.1)	(0.1)
RORWA	0.8%	1.1%	1.3%	(0.3)	(0.2)



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	December 2020	December 2019	December 2018	Variation 2020-2019	Variation 2019-2018
Balance sheet and operations					
Total assets	451,520	391,414	386,546	15.4%	1.3%
Equity	25,278	25,151	24,364	0.5%	3.2%
Customer funds	415,408	384,286	359,549	8.1%	6.9%
Loans and advances to customers, gross	243,924	227,406	224,693	7.3%	1.2%
Risk management					
Non-performing	8,601	8,794	11,195	(193)	(2,401)
NPL ratio	3.3%	3.6%	4.7%	(0.3)	(1.1)
Cost of risk (last 12 months)	0.75%	0.15%	0.04%	0.60	0.11
Insolvency risk provisions	5,755	4,863	6,014	892	(1,151)
NPL coverage ratio	67%	55%	54%	12	1
Net foreclosed available for sale real estate assets ¹	930	958	740	(28)	218
Foreclosed real estate assets held for sale coverage ratio	42%	39%	39%	3	-
Liquidity					
Total liquid assets	114,451	89,427	79,530	25,024	9,897
Liquidity Coverage Ratio (last 12 months)	248%	186%	196%	62	(10)
Net Stable Funding Ratio (NSFR)	145%	129%	117%	16	12
Loan to deposits	97%	100%	105%	(3)	(5)
Solvency					
Common Equity Tier 1 (CET1)	13.6%	12.0%	11.5%	1.6	0.5
Tier 1 ratio	15.7%	13.5%	13.0%	2.2	0.5
Total capital	18.1%	15.7%	15.3%	2.4	0.4
MREL	26.3%	21.8%	18.9%	4.5	2.9
Risk weighted assets (RWAs)	144,059	147,880	145,942	(3,821)	1,938
Leverage ratio	5.6%	5.9%	5.5%	(0.3)	0.4
Market value ratios ¹					
Book value per share (€/share)	4.22	4.20	4.07	0.02	0.13
Tangible book value (€/share)	3.49	3.49	3.36	-	0.13
Net income attributable per share (€/share) (12 months)	0.21	0.26	0.32	(0.05)	(0.06)
PER (Price/Profit; multiple)	10.14	10.64	9.94	(0.50)	0.69
P/B ratio (listed price/tangible book value)	0.60	0.80	0.94	(0.20)	(0.14)

¹ Exposure in Spain.

Ratings

	Long-Term	Short-Term	Outlook
 ¹ S&P Global Ratings	BBB+	A-2	stable
 ² FitchRatings	BBB+	F2	Negative
 ³ MOODY'S	Baa1	P-2	stable
 ⁴ BBB	A	R-1(low)	stable

Last confirmation date:

¹ As of 23 September 2020.³ As of 22 September 2020.² As of 29 September 2020.⁴ As of 30 March 2020.

Dividend Policy

On 15 April 2020, €0.07 were paid per share. As the total shareholder remuneration paid in 2019, this represents a payout of 24.6%.

The Board of Directors has resolved to propose to the next Annual General Meeting of Shareholders the distribution of a cash dividend of €0.0268 gross per share¹, to be charged against 2020 profits² and paid during the second quarter. The potential approval of this dividend by the General Shareholders' Meeting and the specific conditions for its payment, subject to the merger with Bankia, will be communicated to the market in due course. With the payment of this dividend, the amount of shareholder remuneration for 2020 will be equivalent to 15% of CaixaBank and Bankia's pro forma adjusted con-

solidated profit, in line with the recommendation made by the European Central Bank. The dividend will be paid to all the shares in circulation at the time of payment. It has also been agreed to terminate the previous dividend policy and to publish a new policy in due course after the planned merger with Bankia, agreed by the new Board after the review and approval of the 2021 budget.

¹ Assumes distribution on total post-merger shares.

² Maximum amount distributable 15% of the CaixaBank Group's profit plus Bankia, adjusted for the payment of coupons of both entities, the reclassifications of OCI's against P&L and the amortisation of intangibles with a neutral impact on solvency.





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A benchmark in responsible banking and social commitment

One of CaixaBank's strategic priorities is to be an industry leader in socially responsible banking, by reinforcing responsible business management (with an emphasis on transparency with customers) and ensuring best practices in internal control and corporate governance.

>> MAIN MONITORING METRICS

2019-2021 STRATEGIC PLAN

2019

>> Inclusion in DJSI for **the 8th year in a row**

>> Issuance of the **first social bond for €1,000m** with the aim of reducing poverty and generating employment

>> **€725m new MicroBank concession** in 2019

2020

>> Inclusion in DJSI for **the 9th year in a row**

>> Issuance of **€3,000m in SDG bonds**

>> **€1,625 M new MicroBank concession** in 2019-2020 accumulated

Objective 2021

>> Continued inclusion in the DJSI

>> Issuance of **€1,500m in SDG bonds**

>> **≈€2,181m new MicroBank concession** (2019-2021)



Corporate Responsibility Governance

>> COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY IS BASED ON A SOUND FRAMEWORK OF GOVERNANCE

MISSION AND VALUES >> 2019-2021 STRATEGIC PLAN

BOARD OF DIRECTORS

Approves the Sustainability / CSR policy and strategy and oversees its implementation

Structure of governing bodies



Framework of policies, codes

These policies are complemented and developed together with other specific policies, particularly in the field of conduct.



For more details, see **Responsible and ethical behaviour**

CaixaBank's **Sustainability / Corporate Social Responsibility Policy** has been approved by the Board of Directors and is monitored by top-level CaixaBank committees with the direct involvement of Senior Management, which establishes the foundations for responsible activity and economic efficiency with a commitment to the socio-economic development of people and the country.

Through the Policy, CaixaBank assumes the following guidelines for the management and conduct of its activity: comprehensive, responsible and sustainable action; high quality service; economic efficiency; the adoption of a long-term view in decision-making; and constant innovation, which contributes as much as possible to the sustainable development of communities.

This commitment provides added value to the Company and to its stakeholders and affects the entire value chain of the organisation: economic and financial factors of the business, environmental responsibility, customer satisfaction, creation of value by shareholders and investors, the needs and aspirations of employees, the relationship with suppliers and contributors, and its impact on the communities and environments in which it operates.

The Policy is a Group document that serves as a reference for all Group companies

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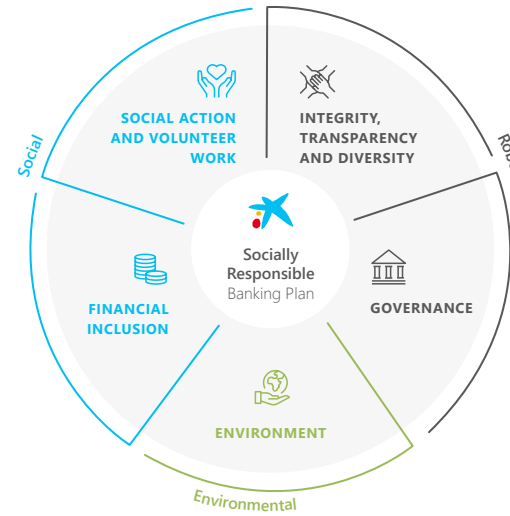
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In this framework, **CaixaBank's Corporate Social Responsibility Policy** (approved by the Board of Directors in 2017), based on ESG criteria (Environmental, Social and Corporate Governance), has established five key strategic areas as a guide, contributing to putting the focus on strategic priorities in the field of responsible management.



DISSEMINATION PLAN

DIALOGUE PLAN

>> PRIORITIES 2019-2021

<p>INTEGRITY, TRANSPARENCY AND DIVERSITY</p>	<p>>> Boost of transparency initiatives with customers</p>	<p>>> Strengthen an upstanding attitude</p>	<p>>> Maintain support for the dissemination of diversity issues and consolidate the Wengage programme</p>
<p>GOVERNANCE</p>	<p>>> Consolidate the governance of corporate responsibility from the Group perspective</p>	<p>>> Measure production with a social or positive environmental impact and incorporate ESG criteria in the business</p>	<p>>> Consolidate the management, measurement and monitoring of reputational risk</p>
<p>ENVIRONMENT</p>	<p>>> Promote green production and issue sustainable bonds</p>	<p>>> Advance in the measurement and management of environmental and climate risk</p>	<p>>> Implement the Environmental and Energy Management Plan and renew certifications</p>
<p>FINANCIAL INCLUSION</p>	<p>>> Promote investment with a social impact</p>	<p>>> Strengthen and develop the Financial Culture Plan</p>	<p>>> Maintain positioning in proximity and reinforce accessibility</p>
<p>SOCIAL WELFARE AND VOLUNTEER PROJECTS</p>	<p>>> Maintain the promotion of Decentralised Social Work, with a focus on capillarity</p>	<p>>> Consolidate the Corporate Volunteering Plan</p>	<p>>> Promote cooperation with "la Caixa" programmes</p>



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Alliances and affiliations

For CaixaBank, it is essential to be part of the network of alliances and initiatives that are woven at a global, national and local level. CaixaBank contributes its vision, as a bank committed to society since its creation in 1904, and works to disseminate and raise awareness of these principles and values, demanding, at all times, the highest standards of management derived from these alliances and initiatives.

>> CROSS-DISCIPLINARY ESG



Body responsible for promoting the principles of the United Nations (2012).




Strives to fulfil SDGs by promoting high-impact investments. CaixaBank Asset Management holds the presidency of the *Spanish National Advisory Board* (2019).




Entity that represents savings banks in Spain. There are different committees with the participation of CaixaBank teams.




Promotes the commitment of companies to improving society through responsible action. CaixaBank is on the Board of Trustees and the Advisory Board (2011).




Principles for Responsible Banking. Promoting sustainable finance and the integration of environmental and social aspects in business (2018).



Principles that promote integrity in green and social bond markets (2015).



They strive to ensure enough private capital is allocated to sustainable investments. Members of the network of UN European sustainability centres (2019).



Spanish Association of CSR Professionals. CaixaBank is a member of the Board (2011).



The pension plan management company, VidaCaixa (2009), the Group's asset management company, CaixaBank Asset Management (2016), and BPI Gestão de Activos (2019), are signatories.



United Nations body responsible for promoting responsible and universally accessible tourism (2019).



VidaCaixa is a signatory to the PSI to develop and expand innovative risk and insurance management solutions that contribute to environmental, social and economic sustainability (2020).



Monitors compliance with the SDGs by Spanish companies. Created by "la Caixa" in collaboration with the Leadership and Democratic Governance Chair of ESADE (2017).



Entity that represents savings and retail banking institutions in Europe. There are different committees with the participation of CaixaBank teams.



Defending CSR and the fight against corruption in Spanish companies (2019).



Promotes the integration of social, environmental and governance aspects in the management of companies (2010).



Commitment to promoting, fostering and disseminating new knowledge about corporate social responsibility (2008).

SDG 17



A successful sustainable development programme requires partnerships between governments, the private sector and civil society. These inclusive alliances built on principles and values, a shared vision and shared goals, which place people and the planet at the forefront, are necessary at a global, regional, national and local level.



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>> ENVIRONMENTAL



Commitment to ESG risk assessment* in the financing of projects of more than 7 million euros (2007).



Defining the role and responsibilities of the financial sector to guarantee a sustainable future (2019).



Promoting sustainable finance and the integration of environmental and social aspects in business (2018).



Financial Stability Board initiative to encourage the disclosure of climate-related risks in companies (2018).



Initiative to foster dialogue with companies around the globe with high greenhouse emission levels (2018).



Global and corporate initiative for companies committed to using 100% renewable electricity (2016).



Promotes economic growth linked to a low-carbon economy through collaboration between the public and private sectors (2016).



Chair to promote innovation and sustainability in the agribusiness industry (2016).

>> SOCIAL



Partnership with the "la Caixa", the first Social Action Project in Spain and one of the largest in the world.



Long-term financing institution of the European Union, whose shareholders are its Member States (2013).



Its main mission is to support European microbusinesses and small and medium-sized enterprises (SMEs), by helping them to access financing (2018).



Its mission is to promote cohesion and strengthen social integration in Europe by financing projects with a strong social component. (2008).



Promotes microfinance as a tool to combat social and financial exclusion in Europe through self-employment and the creation of micro-enterprises.



Signatory to the Financial Education Plan promoted by the Bank of Spain and the Spanish Securities Market Regulator (CNMV) to improve society's knowledge of financial matters (2010).

>> GOVERNANCE



Promoted by the United Nations Global Compact with the aim of increasing the representation of women on boards of directors and in executive management positions (2020)



Public commitment to aligning policies to advance gender equality (2013).



Sustainability indices and ratings

Widespread recognition by the main sustainability rating indices and agencies.



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Worse << Attainment >> Better

Featured

<p>85</p>	<p>Sustainability score</p>	<ul style="list-style-type: none"> > DJSI World, DJSI Europe. > Included consistently since 2012. Last updated November 2020. > 7th of 25 banks included in DJSI World. > Analyst SAM ESG/S&P Global.
<p>AA (Leader)</p>	<p>ESG rating</p>	<ul style="list-style-type: none"> > First inclusion in 2015. Last updated November 2020. > Analyst MSCI ESG. > Leader in the categories of Human Capital Development and Financing with an Environmental Impact.
<p>4.4</p>	<p>ESG rating</p>	<ul style="list-style-type: none"> > FTSE4Good Global; FTSE4Good Europe; FTSE4Good IBEX. > First inclusion in 2011. Last updated in January 2020. > Global rating (4.4) above the sector (2.9) and also for all dimensions: environmental (5 vs. 2.8 sector), social (4.3 vs. 2.3 sector) and governance (4.1 vs. 3.3 sector). > Analyst Evalueserve.
<p>Average risk (22.6)</p>	<p>ESG risk rating</p>	<ul style="list-style-type: none"> > STOXX Global ESG. > First inclusion in 2013. Last updated in May 2020. > Ranked 41 of 389 banks. Significantly below the sector average and those comparable in Spain (Banco Santander and BBVA). > Analyst Sustainalytics.
<p>A- (Leadership)</p>	<p>Climate change rating</p>	<ul style="list-style-type: none"> > Analyst Bureau Veritas. > First inclusion in 2012. Last updated December 2020. > Rating above the European average of CDP (C) and also above the financial sector average (B). > Leadership Category.



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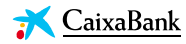
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Worse << **Attainment** >> Better

Featured

<p>C Category: Prime Transparency: Very high Decile rank: #1</p>	<p>ESG corporate rating</p> <p>Level of transparency</p>	<ul style="list-style-type: none"> > Analyst ISS ESG. > First inclusion in 2013. Last updated in May 2020. > CaixaBank is in the top 10% of the sector (Financials/Public & Regional Banks, which includes 277 companies).
<p>1/2</p>	<p>ESG rating</p>	<ul style="list-style-type: none"> > Analyst ISS. > Updated monthly, latest information available from January 2021. > Rated "1" in environmental and social and "2" in corporate governance.
<p>54 (Robust)</p>	<p>Sustainability index</p>	<ul style="list-style-type: none"> > ETHIBEL Sustainability Index Europe; Euronext Eurozone 120 and Europe 120. > Analyst VigeoEiris. > First inclusion in 2013. Last updated December 2020. > Global category Robust above the sector average. Advanced category in environmental strategy and some areas of human resources.

Other recognitions



Sustainability Yearbook 2020

- > Included in the Sustainability Yearbook 2020 for the ninth year in a row.
- > SAM bronze category for the fourth year in a row.



The Banker and Brand Finance: Top 500 Banking Brands 2020

- > No. 80 in the global ranking.
- > AA+ rating





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>> DOW JONES SUSTAINABILITY INDEX

The Dow Jones Sustainability Index (DJSI) is a project for the continuous improvement of organisations. For CaixaBank, inclusion in the DJSI is a level one metric of the Strategic Plan.

In 2020, CaixaBank was among the top 10 banks in the index. It has experienced significant improvement in the areas of *Governance* and Environmental aspects. In the following areas, CaixaBank scores well above average: risk management, tax strategy, privacy protection, human capital development.

+18p

HUGE RISE IN SUSTAINABLE FINANCE



CAIXABANK INCLUDED IN DJSI 2020¹

7th Bank (of 25) in DJSI World

2nd Bank (of 10) in DJSI Europa

CaixaBank in 2020

	Score	Improvement vs 2019	Average for banks DJSI World	Best in banks DJSI World
Global rating	85	+4p	83	89
Economic dimension	80	+4p	78	86
Environmental dimension	90	+4p	92	99
Social dimension	89	-1p	87	93

¹ 3,517 eligible companies (307 selected) and 254 eligible banks (25 selected).



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Reputation

Global Reputation Index (GRI)

CaixaBank has developed a continuous system for measuring and analysing the Company's reputation, applying qualitative and quantitative criteria to monitor and manage its corporate reputation, reporting its status and evolution to the governing bodies on a regular basis.

>> ASSESSING REPUTATION

1

ALLOWS US TO ANSWER:

- How** are we seen?
- Which** aspects might become a risk for CaixaBank due to negative perception?

3

LEADS US TO:

- Diagnose** reputation problems
- Set objectives** in this field
- Measure the evolution** of the Institution
- Set comparisons**

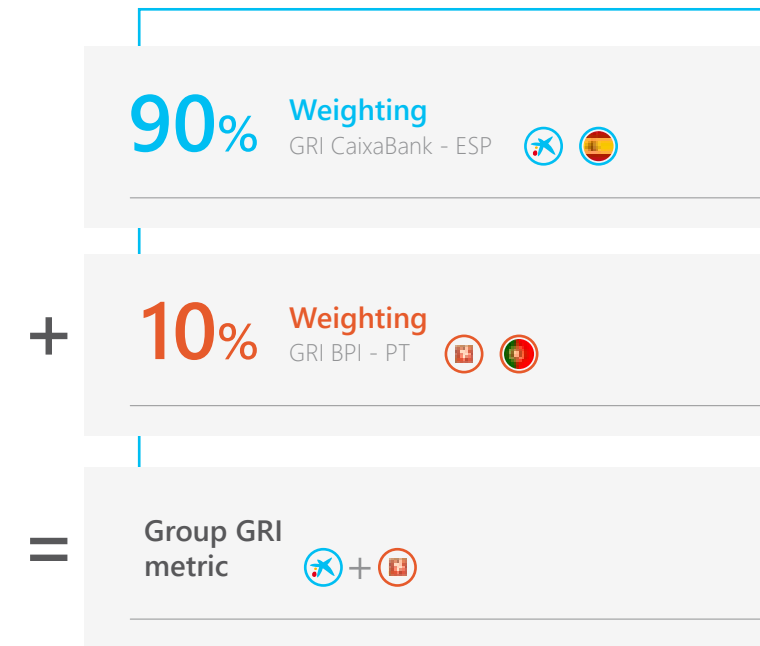
2

BASED ON:



The GRI is a metric of the Strategic Plan, which includes the perceptions of stakeholders regarding the entity on a scale of 0 to 1,000 and it is considered to be a best practice due to its multi-stakeholder approach. The GRI, together with the Materiality Study, allows us to capture the sensitivity of stakeholders to different aspects that may be critical for CaixaBank and that might impose stress on its future profitability and sustainability.

The frequency of reputational surveys of customers and shareholders has been increased from annual to quarterly in order to improve the measurement of reputational indicators. This will ensure CaixaBank has better and more up-to-date information on the perceptions of its most important stakeholders.





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Reputational Risk Response Service (RRRS)

The Reputational Risk Response Service (RRRS) contributes to the fulfilment of responsible policies (Human Rights, Sustainability and Corporate Social Responsibility and Defence, among others) and reputational risk management, providing support to the commercial network, and other corporate departments (Risks and Compliance). The SARR analyses queries about potential operations that may infringe on codes of conduct or which could have an effect on the Entity's reputation. External tools provided by reputational risk analysis providers are used for this analysis.

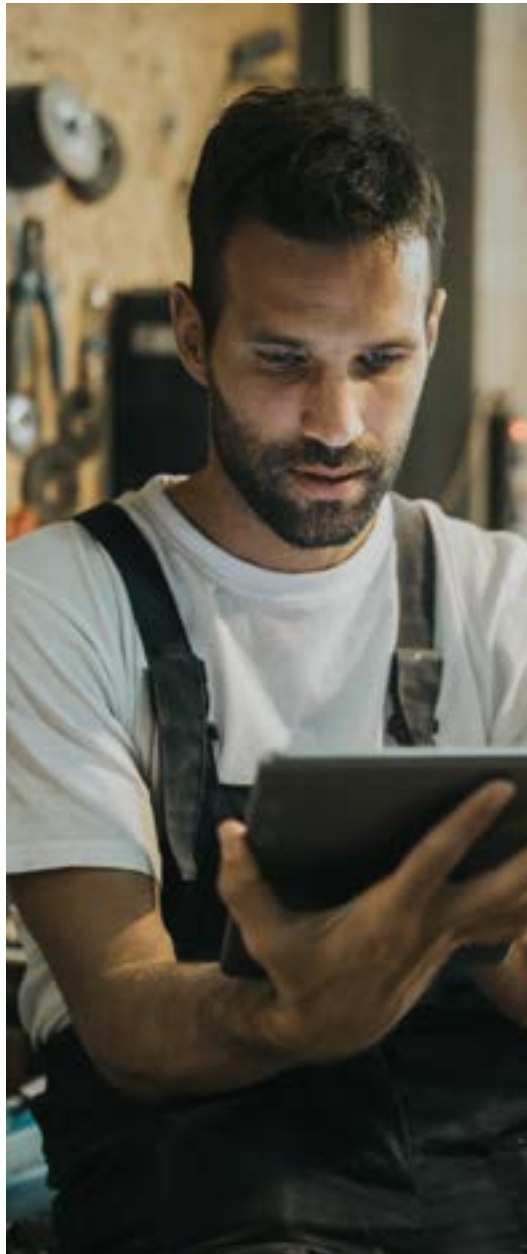
The RRRS's activity is periodically reported to the Corporate Responsibility and Reputation Committee, and the issues considered to require a decision at a higher level are raised for approval by the Committee. During 2020, 6 transactions were raised to the Committee for approval.

In 2020, 279 enquiries were resolved (310 in 2019), 37% of which were related to the Defence sector and the rest were related to other responsible policies or to customers and operations with a potential reputational impact.





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Stakeholders Dialogue

The CaixaBank Group has various **channels of communication, participation and dialogue** at the disposal of its stakeholders and will commit to making them as widely available as possible.

These channels may include, among others: Free telephone numbers and digital service inboxes for customers, shareholders and investors and suppliers; customer and shareholder service offices; online participation platforms for customers and employees; meetings and conferences; periodical opinion surveys; press releases and other channels for active dialogue with the media.

Customers

The aim is to foster active dialogue with customers and provide them with the necessary channels so that they can send their queries and complaints, and offer them an agile, customised and quality response.

The customer's voice is mainly reflected through the **VOZ360° Model**, which gives rise to indices that allow us to measure their experience and the quality of the service. The **Global Reputation Index** and the **Materiality Study** are two tools for dialogue, through which the customer's voice on specific issues, their perception of reputation and their vision of CaixaBank's priorities in terms of future impact and sustainability, respectively, is also reflected. Finally, the **Customer Contact Center** and **Customer Services** are the main channels that the Entity offers customers to attend to their queries and claims.



For more details, see
section
VOZ360° Model



For more details, see
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Materiality



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Customer Contact Centres

During 2020, the Customer Contact Center (CCC) consolidated its 360° global customer vision model, promoting interaction with the different business areas to make them in reach of the customer's voice and anticipate any changes, with the aim of improving customer attention and experience.

Starting in March, the healthcare context required a review of procedures and service management to adapt to an increase of more than 30% of non-face-to-face management with respect to the expected volume in certain months.

The CCC service manages queries, requests, suggestions and complaints from customers and non-customers reaching it by phone, through written channels (chat, WhatsApp, e-mail and letter) and also through social networks (Twitter and app comments). The unification of most service numbers into a single line (900 40 40 90) is intended to make it easier for customers and non-customers to communicate with the Group.

Since 2019, work has been underway to incorporate the artificial intelligence of bots to make call management more efficient. 75% of calls received on the single line are correctly referred to the relevant service, using Cognitive technology.

CaixaBank Now digital banking customers also have a virtual assistant (Neo) at their disposal. In 2020, 5,087,191 interactions took place, 98.6% of which were resolved without being forwarded to an agent thanks to the Cognitive structure.

The quality of the CCC service is constantly assessed through audits, both internal and external, to ensure that customers receive satisfactory attention and their issues are resolved, in order to achieve the standards of quality and excellence set by CaixaBank.

In the specific Contact Center services for Banco BPI and Consumer Finance, in 2020 they dealt with 1,035,254 and 1,321,413 interactions, respectively.

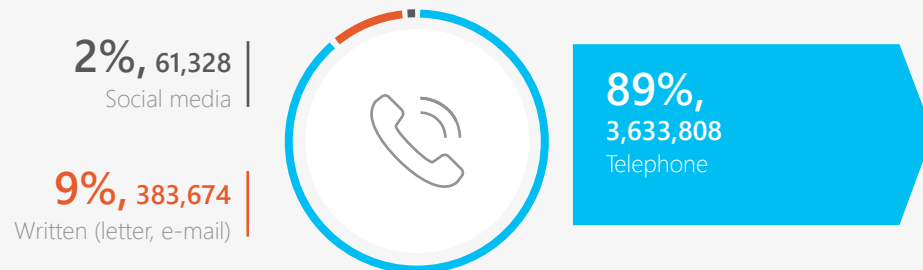
>4m

interactions in CCC in 2020

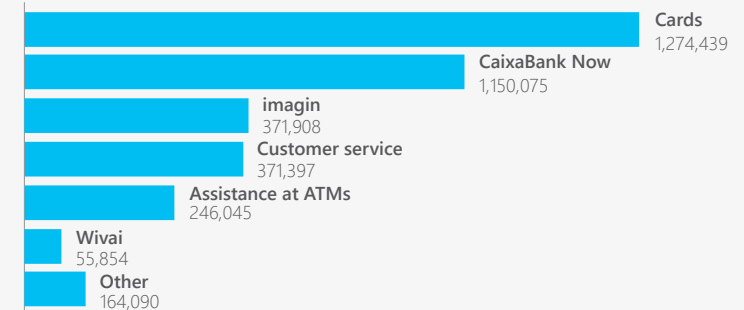
+23%

interactions with respect to 2019

>> BREAKDOWN OF CONTACTS IN 2020



>> REASON FOR THE INTERACTION TELEPHONE



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Customer Service Office (SAC)

The Customer Service Office is responsible for handling and resolving customer complaints and claims. This office has no connection with our commercial services. It performs its duties based on its independent judgement, with reference to customer protection regulations, regulatory requirements and best banking practices.

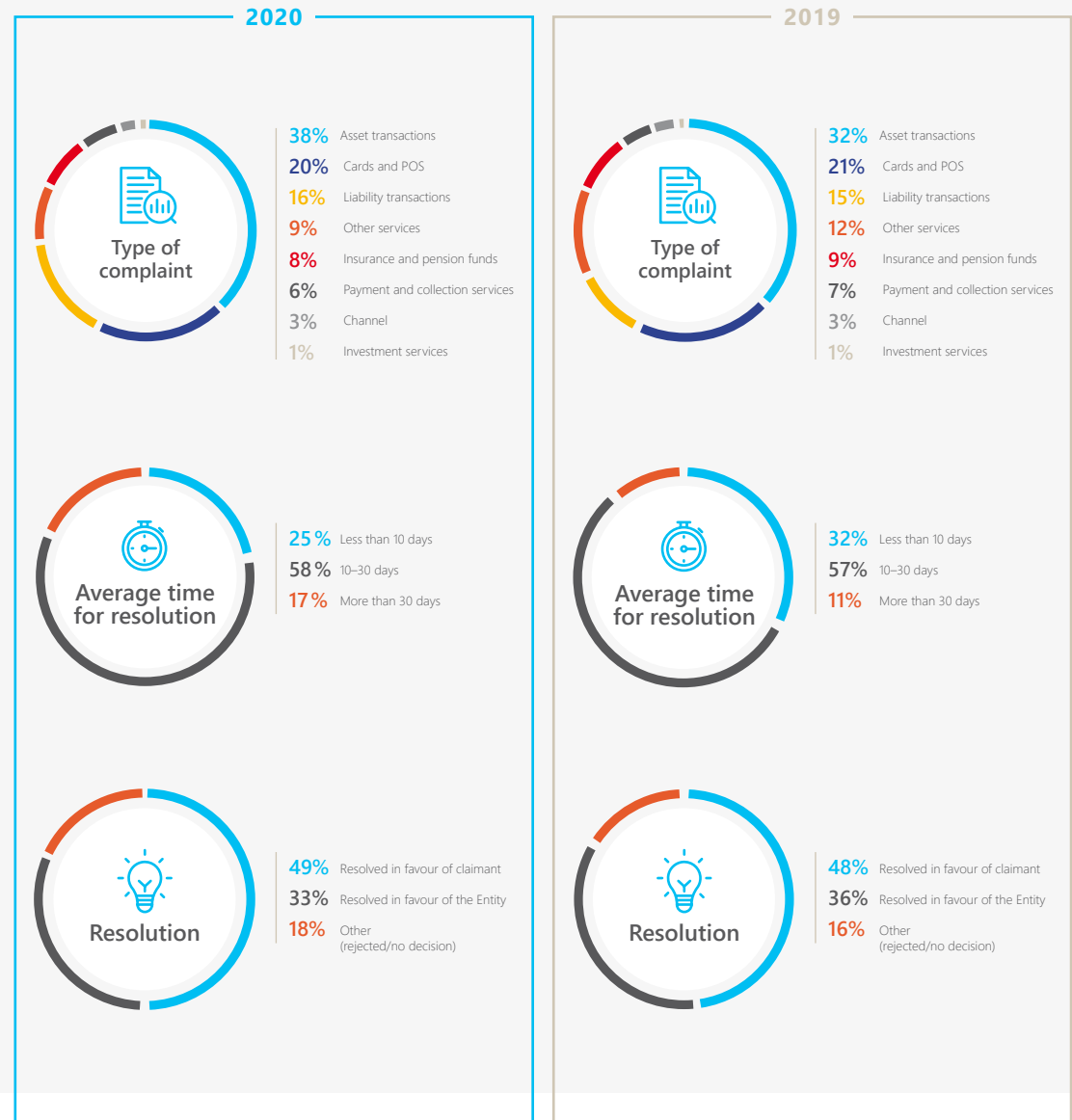
Claims received ¹	2020	2019
Customer Services	119,361	75,766
Submitted to Supervisor's complaints services	1,598	1,322
Bank of Spain	1,350	1,116
Comisión Nacional del Mercado de Valores (Spanish securities market regulator)	82	85
Directorate-General for Insurance and Pension Plans	166	121

In 2020, there was a 57.6% increase in claims received in the CSO. To a large extent, this increase is due to short-term factors such as new judicial rulings by the Supreme Court (Sentences on usury or mortgage expenses), the prescription of civil actions by application of the 2015 Civil Code reform or, to a lesser extent, COVID-19 (legal and sectorial moratoria, financing with public backing), which have led to an increase in claims, especially related to mortgages.

In 2020, BPI implemented a new Complaints and Claims Treatment Policy (excluding dissatisfaction from this channel); the total claims received amounted to 5,181 (3,967 in 2019), with 22% of claims concluded in favour of the customer (14% in 2019).

¹ More information in Note 42.2. "Customer services" of the attached consolidated annual financial statements. The claims detailed here do not include those received by Credifimo (266 received in 2020 and 1 registered with the Bank of Spain), with a 10% resolution in favour of the customer.

>> BREAKDOWN AND MANAGEMENT OF COMPLAINTS RECEIVED BY THE CSO



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Shareholders and Investors

CaixaBank works to live up to the trust that shareholders and investors have placed in it and, to the extent possible, meet their needs and expectations. To do this, it seeks to offer tools and channels to facilitate their involvement and communication with the Group, as well as their ability to exercise their rights.

It is essential to provide clear, complete and truthful information to markets and shareholders, including financial and non-financial aspects of the business, and to promote **informed participation in the General Shareholders' Meetings**.

Customised support is provided through the **Shareholder Service and the Institutional and Analyst Investor Services**, in accordance with the Policy on Information, Communication and Contact with Shareholders, Institutional Investors and Voting Advisers.

CaixaBank, **best shareholder service for a listed company 2019**
In the V Rankia Awards

CaixaBank develops different **training and information initiatives for shareholders** and its voice is also reflected through **annual opinion surveys** (Global Reputation and Materiality Study Index, among others). Shareholder information is structured through the monthly newsletter and corporate event emails (with a scope of more than 200,000 shareholders), SMS alerts or other subscription materials available on the corporate website.

Shareholders

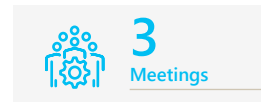
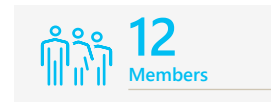
2020 General Shareholders' Meeting (GSM2020)

As a result of the evolution of the health risk situation arising from the spread of COVID-19, the limitations on mobility and the inability to hold meetings with multiple people, the GSM2020 was held exclusively online through a platform enabled on the CaixaBank corporate website.



Shareholder Advisory Committee

Non-binding advisory body created to learn first-hand about the assessment of initiatives aimed at the shareholder base, and contribute to the continuous improvement of communication and transparency.

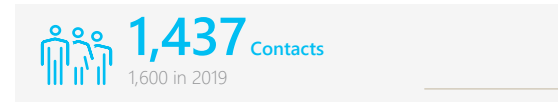


Corporate meetings

In 2020, these meetings were held digitally and were strengthened during lockdown, with the aim of being even closer to retail shareholders. CaixaBank's management sessions explain results to shareholders first-hand.



Shareholder service (telephone, email and video call)



Aula Programme

Aula is a training programme on economics and finance aimed at CaixaBank's shareholder base.



12
Courses
for shareholders

6,084
Attendees



+18,000
Shareholders have participated in the
programme since its launch in 2010

Investors

Roadshows and talks with institutional investors



> 520
meetings with investors with variable
income and fixed income in the main
financial periods

Meetings with analysts (financial and sustainability)



348
analysts' reports published on CaixaBank,
including sector reports with
analysis of CaixaBank



Suppliers — Corporate Procurement

CaixaBank has a corporate procurement procedure organised and specialised by category (Facilities & Logistics, Works, IT, Professional Services and Marketing) with a transversal view and management of all Group purchases¹. Its objective, in line with our business strategy, is to obtain the goods and services required in a responsible and sustainable manner subject to the time limits, quantity and quality required, at the lowest total cost and with the minimum risk for our business, according to unified performance criteria for the entire Group.

CaixaBank seeks to establish quality relationships with suppliers who share the same ethical principles and social commitment, having established criteria and control mechanisms, such as carrying out audits to ensure compliance with them. The continuous improvement of relations with suppliers is key to creating value in CaixaBank.

In 2020, BPI started adhering to the CaixaBank Procurement Principles and the Supplier Code of Conduct.

>> PRINCIPLES OF PROCUREMENT

They establish a balanced framework for cooperation between CaixaBank and its suppliers, which promotes stable business relationships, consistent with our values.

01. Efficiency

Optimise the impacts of purchases with an emphasis on quality, service, cost, security of supply, sustainability and innovation.

02. Sustainability

Disseminate ethical, social and environmental considerations in CaixaBank's network of suppliers and partners and promote the contracting of suppliers who implement best practices in ethical, social and environmental matters, as well as good corporate governance.

03. Integrity and transparency

Guarantee equal opportunities, applying objective, transparent, impartial and non-discriminatory selection criteria. **Totally reject corruption in any form, direct or indirect.**

04. Compliance

Formalise the terms of procurement by means of a contract that seeks a fair balance between the rights of CaixaBank and those of the supplier, to ensure that they are fulfilled in time and form by both parties.

05. Proximity and monitoring

Implement mechanisms for ongoing assessment of supplier performance and promote dialogue, through an institutional communication channel.



¹Applicable to Group companies with which it shares a procurement management model.

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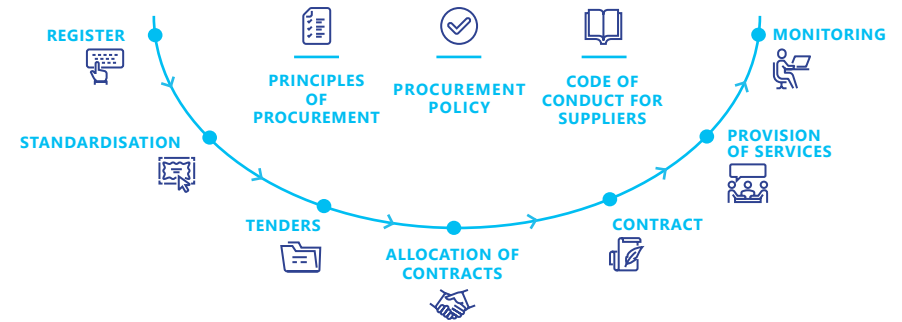
Supplier Code of Conduct and Procurement Policy

- ¹ The **Supplier Code of Conduct** aims to disseminate and promote the values and ethical principles that will govern the activity of CaixaBank's suppliers of goods and services, subcontractors and third parties working with CaixaBank.
- ² This Code sets out guidelines for the conduct of companies that work as suppliers will follow in relation to compliance with current legislation, ethical standards and measures to prevent bribery and corruption, security, the environment and confidentiality.

The **procurement policy** establishes the criteria to be followed when selecting and negotiating with suppliers.

¹ https://www.caixabank.com/deployedfiles/caixabank_com/Estaticos/PDFs/responsabilidad_corporativa/Principios_de_Compras_ESP.pdf
² https://www.caixabank.com/deployedfiles/caixabank_com/Estaticos/PDFs/responsabilidad_corporativa/Codigo_de_Conducta_Proveedor_ESP.pdf

>> PROCUREMENT PROCESS



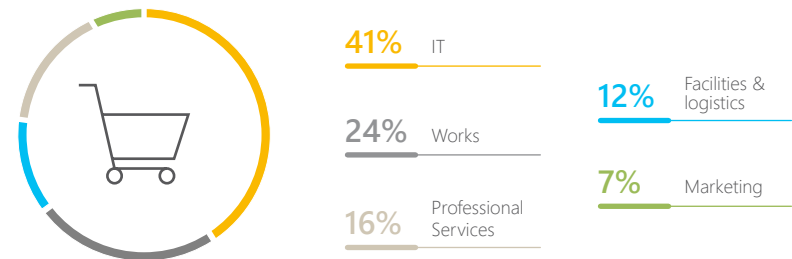
In 2020, a new comprehensive management tool for the supplier, negotiation and contractual management cycle was implemented.

>> CORPORATE PROCUREMENT INDICATORS¹

	2020	2019
Number of management suppliers	2,393	3,006
Volume invoiced (€M)	2,120	2,183
Suppliers approved (new procedure)	688	584
Average payment period to suppliers (days)	21.0	22.5
Volume negotiated through electronic trading (€M)	642	574
Processes negotiated through electronic trading	540	n/a
% volume of management corresponding to local suppliers - Spain	97%	95%

¹ All indicators refer to Corporate Procurement management. BPI, BuildingCenter and VidaCaixa Group are not included. Suppliers whose turnover in 2020 is over €30,000 are included. Official bodies and property owners' associations have been excluded.

>> % OF PROCESSES NEGOTIATED BY CATEGORY OF PURCHASES



€5.4m

VOLUME AWARDED TO SEE (SPECIAL EMPLOYMENT CENTRES)

€4.6m IN 2019



In 2019 the Supplier Audit Plan was launched. Through an on-site validation process, the Plan seeks to gather evidence to ensure that CaixaBank has the information necessary to generate a risk map for our main suppliers. As well as reducing risk, with on-site evaluation, we seek continuous improvement in the management of our suppliers and aim to provide them with added value by assisting in their development.

In 2020, 16 audits were carried out, including all the categories of procurement (Facilities & Logistics, Works, IT, Professional Services and Marketing). Corrective measures have been defined.

Additionally, the management of procurement processes through electronic trading is an indication of CaixaBank's efforts to guarantee traceability and integrity in the contracting process. Electronic negotiation begins with the approval of all the suppliers involved in the process and ensures that, during the process, information will be the same for all participants and the selection will be based on objective criteria.

Since 2020, new supplier certifications have been taken into account in the registration and approval process with regard to corporate social responsibility: OH-SAS18001/ISO45000 certification and social audit and/or certification SA8000/BSCI/Responsible Business Alliance.

In addition, supplier contracts include a specific clause on Human Rights.

1,226

suppliers with ISO14001 certification
(858 in 2019)



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Financial Inclusion

Financial inclusion is a key factor in reducing poverty and promoting shared prosperity. Promoting financial inclusion is in CaixaBank's DNA and is one of its strategic priorities. CaixaBank understands inclusion from the following perspective:

- > CaixaBank channels funds towards specific actions, contributing directly to the SDGs.
- > Products and services for vulnerable groups. An active support policy for housing problems.
- > Access to financial services through microfinance and the Micro-Bank social bank.
- > Presence in most municipalities in Spain through a wide network of branches.
- > Adoption of physical and technological accessibility measures for groups with physical or cognitive difficulties.
- > Contribution to improving financial culture.



Since the start of the 2019-21 Strategic Plan, CaixaBank has issued, within its **Framework for issuing bonds linked to SDG¹** (August 2019), two social bonds, whose funds are exclusively intended for new financing or refinancing operations that contribute to decent work, job creation and the fight against poverty. The health emergency arising from COVID-19 has accentuated the need to work along this line, supporting vulnerable groups and focusing efforts on the most affected regions, contributing to building a more egalitarian society.



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SOCIAL BOND

September 2019

€1 Billion >> Loans are issued to fight poverty, create decent jobs and boost employment in the most disadvantaged areas of Spain. The funds will be allocated to assets granted in the last three years prior to the issue, and 25% to new financing (granted in the year of the issue or thereafter).



Funding loans granted by MicroBank without guarantees or collateral to individuals or families who live in Spain and whose total available income to fund daily needs such as health care, education or household and vehicle repairs is 17,200 euros or less.



Funding loans granted to self-employed workers, micro-businesses and small businesses operating in Spanish provinces with lower per capita GDP and/or a higher unemployment rate.



Mention social bond of the year (banks) by Environmental Finance.

In October 2020, the **FIRST FOLLOW-UP REPORT WAS PUBLISHED^{1,2}**:



160,945 loans granted



147,868
to families



13,077
to self-employed
workers
and small
enterprises



87%
of beneficiaries state
that the financing has
had a positive impact
on their well-being
and has helped them
achieve their objectives



€1,480m
of contribution
to Spanish GDP



8,207
jobs
created

² Impacts calculated through surveys using the input-output model and with the collaboration of an independent external consultant.

COVID-19 SOCIAL BOND

July 2020

€1 Billion



100% of the funds will be allocated to financing granted in 2020 arising from Royal Decree-Law 8/2020 of 8 April on anti-COVID measures, with the aim of mitigating the economic and social impacts arising from the pandemic. Loans will be offered to entrepreneurs, microbusinesses and SMEs in the most disadvantaged regions of Spain.



¹ Through the following link, you can access detailed information on the Issuance Framework, the Social Bond Monitoring Report and the presentations of each of the issues <https://www.caixabank.com/en/shareholders-investors/linked-income-investors.html>



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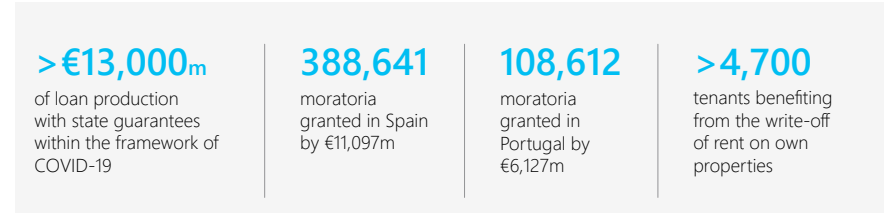
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Response to the context of COVID-19

In 2020, the clear commitment to financial inclusion was materialised when broad and decisive measures were launched to address the COVID-19 crisis.

See more details on these measures



>> INEQUALITY MONITOR



In 2020, CaixaBank Research and Universitat Pompeu Fabra promoted the Inequality Monitor, a pioneering international project that aims to monitor the evolution of inequality and the role of welfare in Spain, using big data techniques.

The Inequality Monitor aims to make the impact of the COVID-19 crisis known across Spanish households and, especially, on the most vulnerable groups in society, as well as to contribute to the debate on the effectiveness of public sector protection mechanisms.



Social Account

CaixaBank has its Social Account in a product catalogue. The account is a package of essential banking services free of charge for vulnerable groups. It is offered to those who receive the Minimum Vital Income (IMV) or the minimum integration income of the Autonomous Communities, as well as others who meet the requirements stipulated. In 2020, a Social Account was automatically registered for all customers receiving the IMV (25,912 automatic registrations).



1



10

¹ <https://inequality-tracker.caixabankresearch.com/en/>

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An active support policy for housing problems.

CaixaBank has an **active support policy for housing problems**, structured around two focuses:

- i. On the one hand, early and specialised care for customers with difficulties,
- ii. And on the other, the promotion of social housing programmes.

The Bank is a signatory to the Spanish Government's Code of Good Practice on the viable restructuring of mortgage debt on the main home of families at risk of exclusion.

CaixaBank has a specialist team providing solutions to customers who are struggling to meet their home mortgage repayments. In 2013, it set up a Mortgage Customer Service; a free telephone service for customers whose property is affected by a foreclosure suit.

The CaixaBank Group has a social housing programme with an impact throughout Spain, mainly for former debtors and Group tenants who are in a situation of vulnerability and at risk of residential exclusion.

The recipients of social rent are people who have not been able to cover their debts and have suffered a foreclosure or a payment commitment, or those who have at some point had a rental contract with the CaixaBank Group and are facing difficulties in making payments. For all these people, rental amounts are adapted to their capacity to pay, with special consideration being given to: families with a member with disabilities, single-parent families with dependent children, families with minors, family units with a dependent member or illness that makes them officially temporarily or permanently unable to work, and family units in which there is a victim of gender violence or elderly people.

In addition, this year, the CaixaBank Group has taken special consideration with tenants who, as a result of COVID-19, have lost their jobs, have been or are receiving ERTE provisions (temporary unemployment benefit), and self-employed or professional workers who have closed the business or have reduced their turnover by 40% or more. All those affected by the pandemic who requested it were granted 100% of the rental of the properties during the months of April, May and June, and 50% in July.

Similarly, all rental contracts maturing up to 1 October 2020 were extended for a period of 1 year, notwithstanding legal provisions in force at any time.



4,786

Contracts with beneficiaries of support measures related to the COVID-19 crisis

Within the framework of the social housing programme, CaixaBank maintains its commitment to the Government's Social Housing Fund and has signed collaboration agreements with various public administrations in the field of housing, making a total of 2,629 homes available.

In 2020, CaixaBank launched a **new management model with a Family Coordinator**, who will act as an intermediary between the Bank and tenants, and will assist with reintegration into the labour market (referral to the "la Caixa" Incorpora programme) and social accompaniment of the family unit.



14,455

Social rent programme properties (includes 1,325 contracts for the centralised programme of Obra Social "la Caixa")



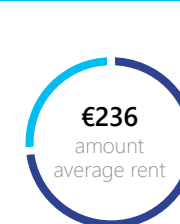
7,568

properties without a subsidy

4,335
Rent less than €285

2,534
Rent between €285 & €428

699
Rent higher than €428

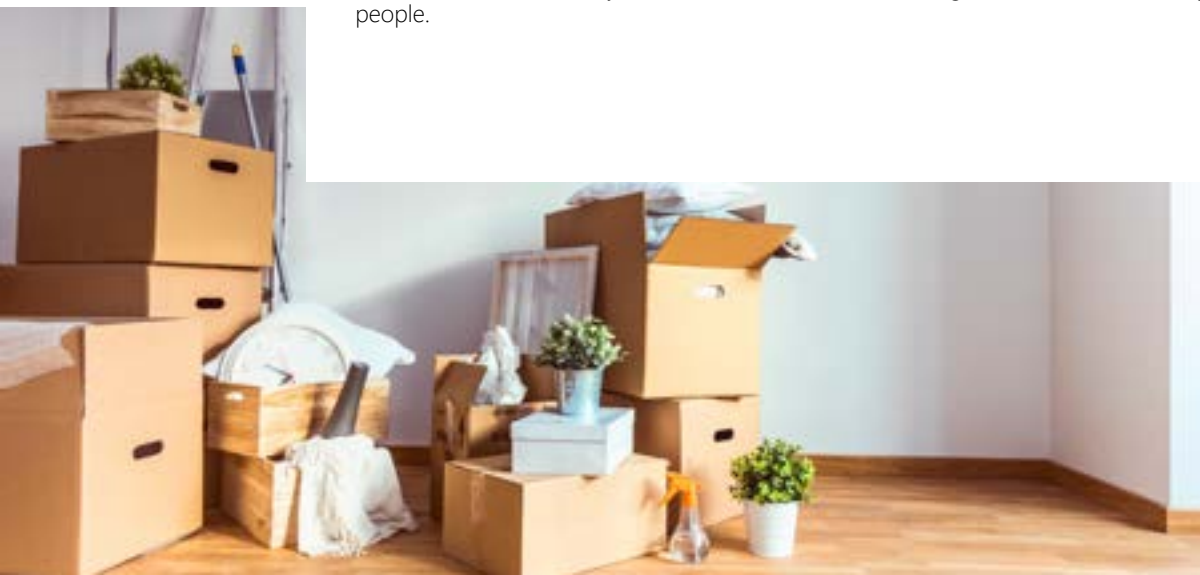


5,562

properties with a subsidy

4,087
With subsidy
50% lower than income

1,475
With subsidy
50% higher than income



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MicroBank, the Group's social bank, is a leader in the field of social inclusion using micro-credits. MicroBank combines the contribution of value in social terms, satisfying needs that are not sufficiently covered by the traditional credit system, with the generation of the resources needed so that the project can continue to grow at the pace required by existing demand, following the parameters of rigour and sustainability of a banking institution. This establishes a social banking model that facilitates access to credit through quality financial services, with the following objectives:

 <p>Job creation through the launch or expansion of businesses through granting micro-credits to business people and social enterprises.</p>	 <p>Financial inclusion, promoting equal access to credit, especially to those without collateral, as well as equal access to banking services for new customers through CaixaBank's extensive commercial network.</p>
 <p>The promotion of productive activity, granting financial support to self-employed professionals and micro-enterprises as an instrument to stimulate the economy, encouraging the start-up and consolidation of businesses.</p>	 <p>The generation of environmental and social impact, providing financial support to projects that have a positive and measurable impact on society.</p>
 <p>Personal and family development, meeting the financial needs of people on low incomes through micro-credits and helping them to get through difficult periods.</p>	 <p>The direct, indirect and induced contribution to the Spanish economy in terms of impact on GDP and job generation</p>

MICROBANK IN 2020

€900m
granted in 2020
€725m in 2019

105,378
micro-credits granted and other loans with social impact
99,328 in 2019

8,737
jobs created with micro-credit support
20,174 in 2019

5,416
new businesses created with the support of micro-credits
9,002 in 2019

€1,832m
outstanding portfolio balance at 31 December 2020
+15.7% compared with 2019

0.33%
ROA
2.3% in 2019

6.04%
accumulated non-payment of matured loans
5.4% at 31 December 2019



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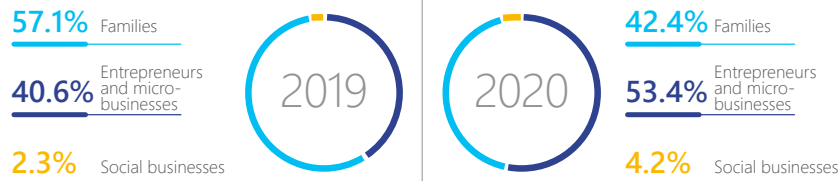


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What is a micro-credit?

Micro-credits are collateral-free loans of up to €25,000 granted to individuals whose economic and social circumstances make access to traditional bank financing difficult. Its purpose is to promote productive activity, job creation and personal and family development.

MicroBank customer distribution



Institutional support

The support of leading European institutions in the promotion of entrepreneurship and micro-businesses is key to the achievement of MicroBank's goals.



EUROPEAN INVESTMENT BANK (EIB)
2008 start of the collaboration



COUNCIL OF EUROPE DEVELOPMENT BANK (CEB)
2008 start of the collaboration



EUROPEAN INVESTMENT BANK (EIB)
MicroBank became the first European bank to receive financing to grant micro-credits in 2013





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Business microcredit

Aimed at: entrepreneurs and micro-enterprises with fewer than 10 employees and with a turnover not exceeding two million euros a year that need financing to start, consolidate or expand the business, or to meet working capital needs.

Main features:

- > Fixed-rate loan with personal guarantee.
- > Business Microcredit is granted based on trust in the applicant and their business project, and without collateral.
- > The maximum repayment period is 6 years, with an optional grace period of 6 months.

2019

16,812

transactions

€204m

amount of the operations

€12,110

average amount

2020

32,331

operations (including specific COVID-19 lines)

€374m

amount of the operations

€11,571

average amount



#FEI-COVID19 BUSINESS LOAN



A specific new credit line has been made available to entrepreneurs and micro-enterprises **to meet working capital needs** arising from the crisis: FEI-Covid19 Business Loan. This line has been carried out thanks to the European Commission's COSME COVID19 subprogramme, and offers:

A line of loans of

» €310m

for businesses that have liquidity problems and that cannot access an ICO facility or need to complement it.

The maximum amount of these loans is €50,000 and borrowers can request a period of grace for capital repayments of up to 12 months.

3,424

Loans granted with a volume of

€54m

MicroBank and the EIB have agreed to extend the validity of this product until 30 June 2021.



The 302 active entities, with which a collaboration agreement has been signed to promote self-employment, are an essential part of the programme. Collaborating entities allow for a better assessment of operations, because of their knowledge of customers, provide technical support to entrepreneurs and contribute to the expansion of the distribution network of MicroBank products and services.



136

town councils



80

non-profit organisations



44

other public administrations



7

universities and business schools



35

chambers of commerce



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Microcredit for families

Aimed at: people with limited income, up to 19,300 euros/year¹, who want to finance projects linked to personal and family development, as well as needs arising from unforeseen situations.

The income criterion is reviewed periodically, in order to always keep the focus on groups that continue to have greater difficulties in accessing credit, assuming on many occasions the impact that decisions of this type may have on growth, the risk profile of the portfolio and the generation of profit.

Main features:

- > Fixed-rate loans.
- > Family Microcredit is granted without collateral.
- > The maximum repayment period is 6 years, with a grace period of up to 6 months.

2019

79,789

transactions

€422m

amount of the operations

€5,172

average amount

2020

67,764

transactions

€373m

amount of the operations

€5,497

average amount



#FAMILY MICROCREDIT

Access to family microcredit has been extended to account holders with joint income of less than

>> **€19,300** (previously €17,200)

This figure corresponds to the result of multiplying the Public Multiple Purpose Income Indicator (IPREM) by 3.

#ICO RENTALS

New financing facility for customers and non-customers in a vulnerable situation who could not afford to pay for their home rental.

>> **2,110 homes**
have benefited from this measure

+€7.6m
of the totam amount granted

PROYECTO CONFIANZA



MicroBank signed a collaboration agreement with the Asociación Proyecto Confianza in 2016, to contribute to the social and financial inclusion of people in situations of extreme vulnerability.

In 2020, 133 loans were granted for a total amount of approximately 354,000 euros to people in extremely vulnerable situations, who had previously received support through group dynamics aimed at improving self-esteem and dignity.

Each year, MicroBank carries out a study to measure the impact of its financing on improving the well-being of families, economic development and contributing to the whole of society in general.

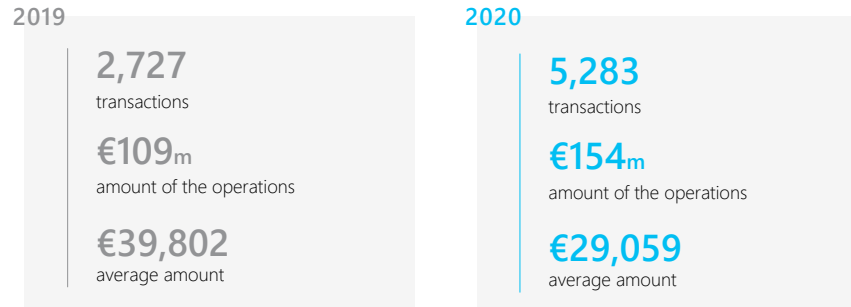


¹To determine the income level, the INE poverty threshold for a family with two children and the Public Multiple Purpose Income Indicator (IPREM) have been taken into account.

² https://www.microbank.com/impacto-social_es.html

Other financing with a social impact

Loans that generate a positive social impact on society, in sectors related to the social economy, health, education and innovation.



Highlights include:

>> INNOVATION LOAN

Differential characteristics:

- > **Amount:** Up to 50,000 euros.
- > **Purpose:** start-up or expansion of innovative business projects.
- > **Term:** the maximum repayment period is 7 years, with a grace period of up to 24 months.

>> SOCIAL ENTERPRISE EASI LOAN

Differential characteristics:

- > **Amount:** up to 500,000 euros.
- > **Purpose:** financing for the creation and development of social enterprises. Social enterprises are considered to be those that specialise in labour insertion, as well as those that develop their activity in sectors such as the promotion of personal autonomy and care for disabled and dependent persons, the fight against poverty, social exclusion, interculturality and social cohesion.
- > **Term:** up to 10 years (with optional capital grace period of up to 12 months).

>> EDUCATION LOAN

Intended for: Students who want to finance their expenses arising from the completion of a master's degree or postgraduate studies. These are products created specifically for each of these purposes and have characteristics adapted to each of them.

- > **Purpose:** They cover the enrolment cost and the associated maintenance costs.

>> HEALTH LOAN

Intended for: Loan to finance medical treatments and temporary assistance to people with mental health disorders (eating disorders, behavioural disorders, etc.), with the aim of helping to improve their quality of life and personal autonomy.

Differential characteristics:

- > **Amount:** up to 25,000 euros.
- > **Purpose:** expenses arising from treating these people.
- > **Term:** up to 6 years.





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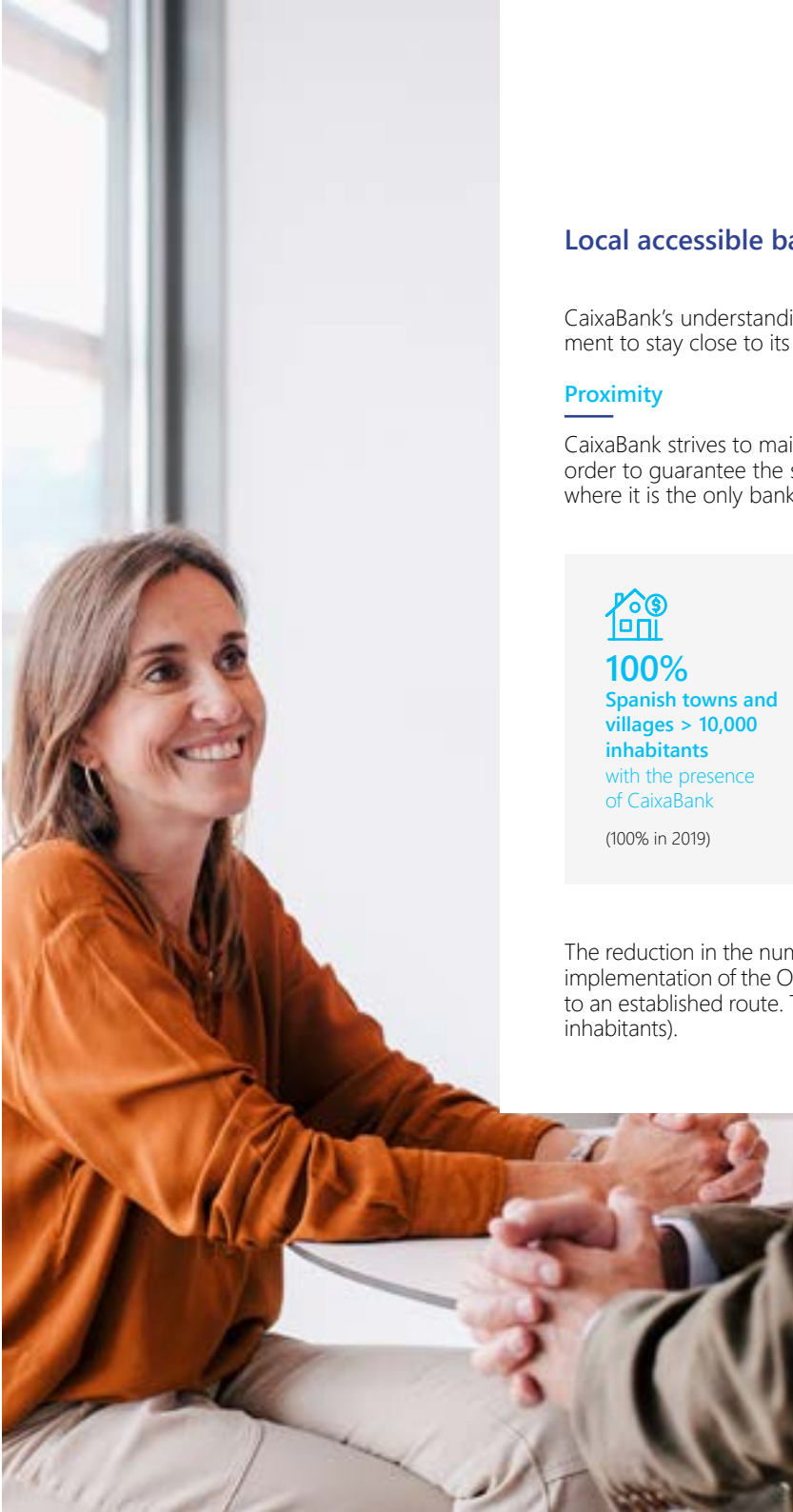
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Local accessible banking

CaixaBank's understanding of financial inclusion also means local, accessible banking, with an unwavering commitment to stay close to its customers.

Proximity

CaixaBank strives to maintain and adapt its network of offices in towns and villages with under 10,000 inhabitants, in order to guarantee the sustainability of its financial inclusion model. It is also committed to keeping branches open where it is the only bank operating.



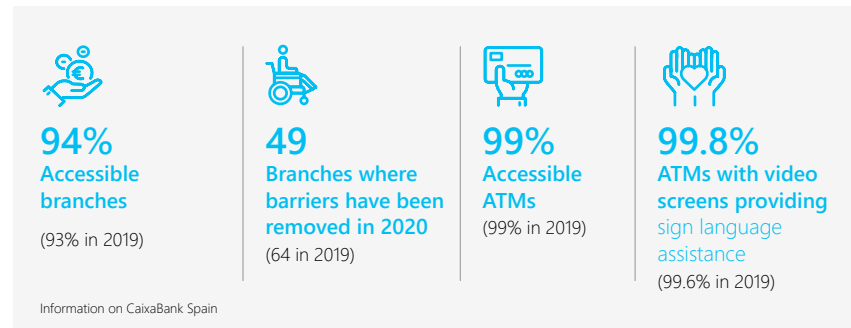
The reduction in the number of branches in locations where CaixaBank is the only banking institution is a result of the implementation of the Ofibus model, which is a themed 'ofimóvil' (mobile office) that caters to several towns according to an established route. Thus, CaixaBank covers 33% of the Spanish population in small municipalities (less than 5,000 inhabitants).

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Accessibility

CaixaBank uses a broad definition of accessibility, which means not just offering the greatest range possible of channels for accessing its products and services, but also striving to ensure that these channels can be used by as many people as possible. CaixaBank therefore works to eliminate any physical and sensory barriers that could prevent people with disabilities accessing its premises, products or services. CaixaBank bases its accessibility model on the APSIS4all Project, a European Union project, which aims to establish an interoperability standard regardless of the device used.



>> ATM ACCESSIBILITY

CaixaBank ATMs are accessible to:

- > **People with reduced mobility:** people with reduced mobility: the screen is at a height and angle that make it easier to see. The numerical keyboard position facilitates their use, and the Contactless System facilitates the operation for people with difficulty using their upper limbs.
- > **People with visual and auditory difficulties:** it has an audio jack entrance, so that the user can follow the instructions of the ATM, as well a voice prompt system. All the inputs, outputs and keyboards (numerical and alphabetical) have Braille. They also have special operations using screen contrast and simplified transactions, and an avatar that helps by using sign language.
- > **Senior citizens:** the Easy Menu has larger buttons, with the customers' usual operations.



>> DIGITAL ACCESSIBILITY (CAIXABANK NOW WEB PORTAL AND APP)

CaixaBank's commercial website complies with the AA accessibility level of the W3C-WAI Web Content Accessibility Guidelines 2.0 (the only portal of the main Spanish competitor banks accredited with this level). This accessibility protocol is taken into account in all the new contents of the CaixaBank commercial portal, to continue guaranteeing the best service to all online users.

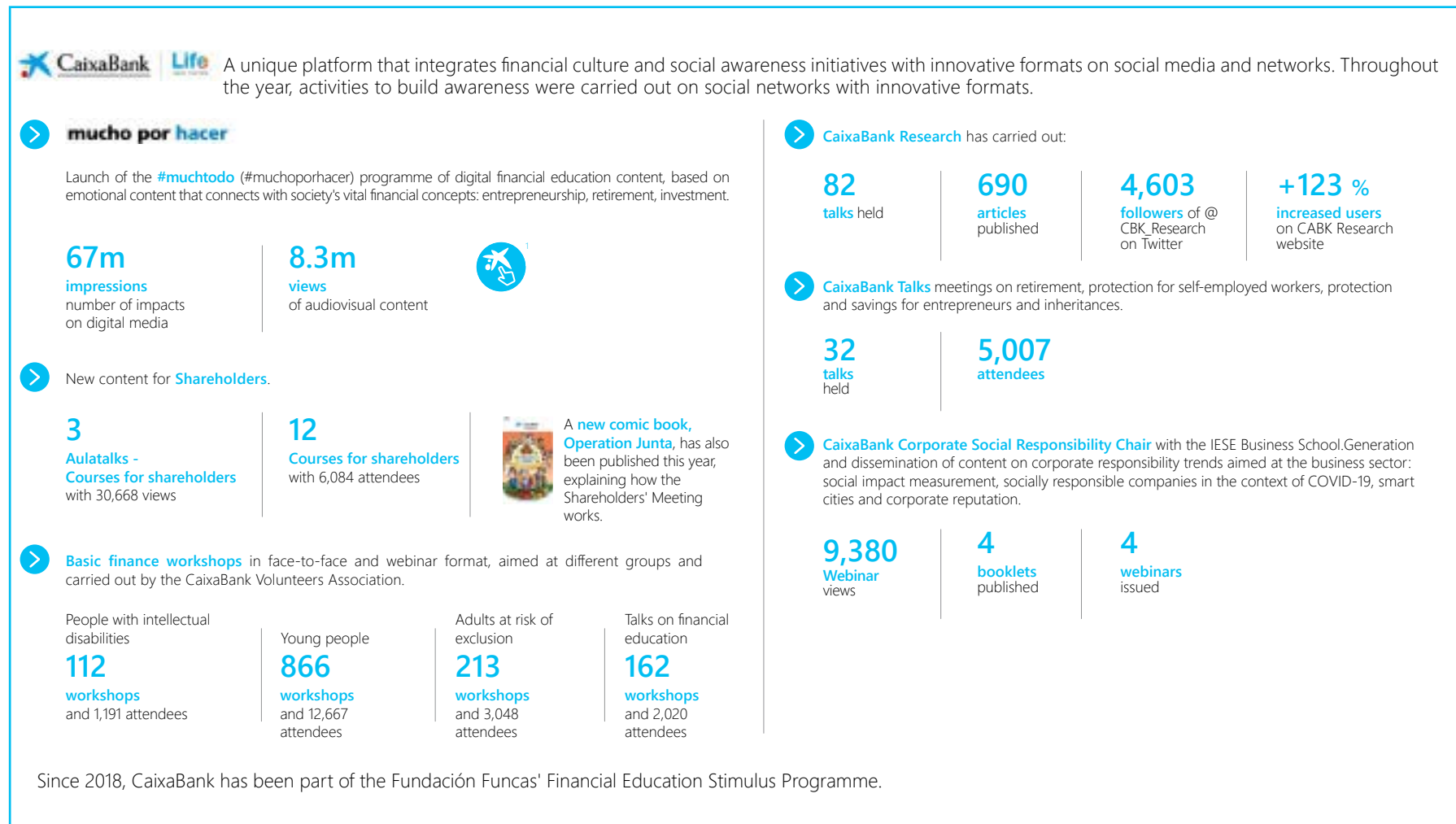
CaixaBank Now, in its web version and app, takes the following into account, among other aspects:

- > Possibility to increase the text size on the website and enable screen reader software for visually impaired users (JAWS).
- > The colour contrast has been approved to make it accessible and allow people with reduced visibility to read correctly.
- > Different signature and authentication adapted to the disabilities of our customers have been provided.
- > The App is designed under mobile accessibility standards and making use of all the technical possibilities offered today by iOS and Android operating systems. This includes VoiceOver (iOS) and TalkBack (Android) browsing design so that our apps allow voiceover of all screen information and actions.

Financial culture

CaixaBank is aware of the importance of building up the public's financial knowledge, so that people can make better decisions and thus improve their own well-being. To this end, different initiatives have been developed that aim to strengthen financial knowledge of society in general and, in particular, of the most vulnerable groups.

In the exceptional context of 2020, as a result of the COVID-19 crisis, we have made a special effort to reach all groups despite the impossibility of carrying out traditional face-to-face activities.



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¹ <https://www.caixabank.es/particular/cultura-financiera.html>

Socially responsible investment

CaixaBank is committed to sustainable investment, understood as one that not only offers economic returns for investors, but also promotes management that is coherent with the creation of value for society at large.

The initiative **Principles for Responsible Investment (PRI)** is an international network of investors working together to implement six principles. Its aim is to disseminate the implications of environmental, social and corporate governance factors (ESG) for investors and to help signatories to incorporate these considerations into their investment and decision-making processes. By applying these principles, the signatories contribute to the development of a more sustainable global financial system. PRI has the support of the United Nations.

The six principles of SRI

Principle 1:	Organisations affiliated to the principles agree to incorporate ESG considerations into investment analysis and decision-making processes.
Principle 2:	Organisations undertake to be active owners, incorporating ESG issues in their investment policies (for example, by being active on the boards of companies in which they invest).
Principle 3:	Investors will seek appropriate disclosure on ESG issues by the entities in which they invest.
Principle 4:	Investors are committed to promoting acceptance and implementation of the SRI Principles among investors.
Principle 5:	Organisations agree to work together to implement the Principles more effectively.
Principle 6:	Organisations are required to report their progress in implementing the Principles.

»» VidaCaixa and CaixaBank Asset Management have revalidated their A+ rating for outstanding management in Strategy and Good Governance.

»» BPI Gestão de Activos signed up to the PRI in 2019, and in 2020 it achieved the highest rating (A+) in strategy and governance.

How do we approach SRI? _____

1) Integrating ESG criteria to build up the investment portfolio

Integration	Include ESG criteria in analysis and decision-making aimed at improving risk management and profitability.
Monitoring	Have access to full information about companies' ESG performance, jointly with partners, to ensure transparency in management and the possibility of establishing investment criteria and filters.
Impact	Specific lines of action seeking to maximise returns with products having social or environmental impact.

2) Improving the ESG positioning of companies in the portfolio and third-party fund managers

Commitment - Engagement	Discussions and action with companies in the portfolio and third-party fund managers to promote ESG improvements in their management and in the dissemination of these matters.
Proxy voting	Positioning on specific issues related to ESG through voting at Shareholders' Meetings.

The implementation of regulatory requirements derived from the European Commission's Sustainable Finance Plan has focused the efforts of VidaCaixa, CaixaBank Asset Management and CaixaBank, and will continue to do so in 2021, in turn fostering significant advances in the Group's role as an agent of change.



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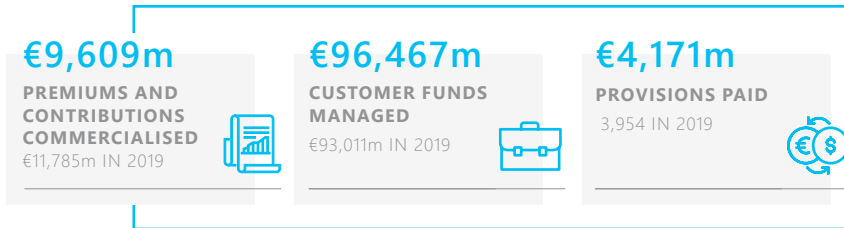
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Leading company in the insurance sector in Spain



29.3%

MARKET SHARE OF LIFE INSURANCE¹
28.1% IN 2019



26.3%

MARKET SHARE IN PENSION PLANS
25.5% IN 2019



4.0m

Individual customers
4.2m in 2019

1.1m

Large companies and groups
1.1m in 2019

0.3m

SMEs and self-employed workers
0.3m in 2019



>> 100% of investments take ESG criteria into account²

>> VidaCaixa received an A+ rating in the Strategy and Governance category, the highest possible rating from PRI, for the third year in a row.

The rating has improved in the areas of direct equities and active ownership by increasing dialogue with companies and through participation in the AGMs of investee companies.

¹ Technical provisions

² Does not include information on BPI Vida e Pensões (€4,045 million of its own portfolio and managed assets at 31/12/20). The Portuguese subsidiary is in an advanced integration process, although this does not reach all the assets at the close of the financial year. The indicators presented include BPI Vida y Pensiones.





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>> SRI INDICATORS¹

4

EXCLUSIONS

4 IN 2019

€452m

EXPOSURE TO SOCIAL OR SUSTAINABLE BONDS²

€152m IN 2019

€852m

EXPOSURE TO GREEN BONDS²

€321m IN 2019

3.0%

EXPOSURE OF PORTFOLIOS TO ECONOMIC ACTIVITIES CONSIDERED TO BE LINKED TO HIGH CO2 EMISSIONS³

Engagement

63

NUMBER OF DIALOGUES WITH MANAGERS FOR ESG REASONS

20

COMPANIES SUBJECT TO ENGAGEMENT PROCESSES (DIRECTLY)

10 IN 2019

6

COLLECTIVE ENGAGEMENTS (THROUGH INVESTOR GROUPS, E.G. PRI)

6 IN 2019

Proxy Voting

380

GENERAL SHAREHOLDERS MEETINGS VOTED DURING THE YEAR

325 IN 2019

52

MEETINGS WHERE SHAREHOLDERS VOTED IN FAVOUR OF PROPOSALS ON ESG

67 IN 2019

12

MEETINGS WHERE MEMBERS OF THE BOARD HAVE BEEN VOTED AGAINST FOR ESG PURPOSES

13 IN 2019

VidaCaixa is generally opposed to investing in companies or states that engage in reprehensible practices that contravene international treaties such as the United Nations Global Compact. Neither does VidaCaixa invest in the arms sector, in line with its policy on defence.

¹ Includes information on BPI Vida e Pensões.

² 2020 exposure includes pension fund portfolios, while in 2019 only VidaCaixa Aseguradora portfolios were considered.

³ Based on the definition suggested by the Task Force on Climate-related Financial Disclosure (TCFD), and for portfolios of VidaCaixa Aseguradora (not including pension funds).



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Leaders in asset management



- >> For the second year in a row, CABK AM received the A+ rating in the Strategy and Governance category, the maximum possible for PRI. Improving with respect to the previous year in the listed equities section
- >> BPI Gestão de Activos achieved the highest rating (A+) in strategy and governance in 2020
- >> 88.2% of investments take ESG criteria into account²



>> SRI INDICATORS



Engagement



Proxy Voting



The 2019-2020 ESG training plan continued in 2020, with the aim of having a third of the company trained with the EFFAS Certified ESG Analyst (CESGA) programme.

¹ Aggregated data from CaixaBank Asset Management, S.A., BPI Gestão de Activos and CaixaBank Asset Management Luxembourg.

² Calculated on investment funds in Spain (cash).

>> SOCIALLY RESPONSIBLE PRODUCTS

- > **CaixaBank Selección Futuro Sostenible** will invest a minimum of 75% in collective investment institutions that follow sustainable investment criteria and are managed by companies of recognized international standing in the field of investment with ESG criteria: environmental, social and corporate governance.
- > **MicroBank Fondo Ético, FI** is a mixed, ethical and socially supportive fund that combines the search for returns with criteria linked to social responsibility. It also has a charitable component, as MicroBank Fondo Ético FI transfers 25% of the management fee to non-profit organisations, while the "la Caixa" Foundation contributes an equivalent amount to an international cooperation project.
- > **MicroBank Fondo Ecológico** is an international equity fund that invests in a selection of environmentally responsible funds in sectors such as renewable energy, organic food, recycling and waste water treatment, among others.

€509.1m

**CAIXABANK
SELECCIÓN FUTURO
SOSTENIBLE**

€136.1m IN 2019



€116.0m

**OF TURNOVER
MICROBANK FONDO
ÉTICO**

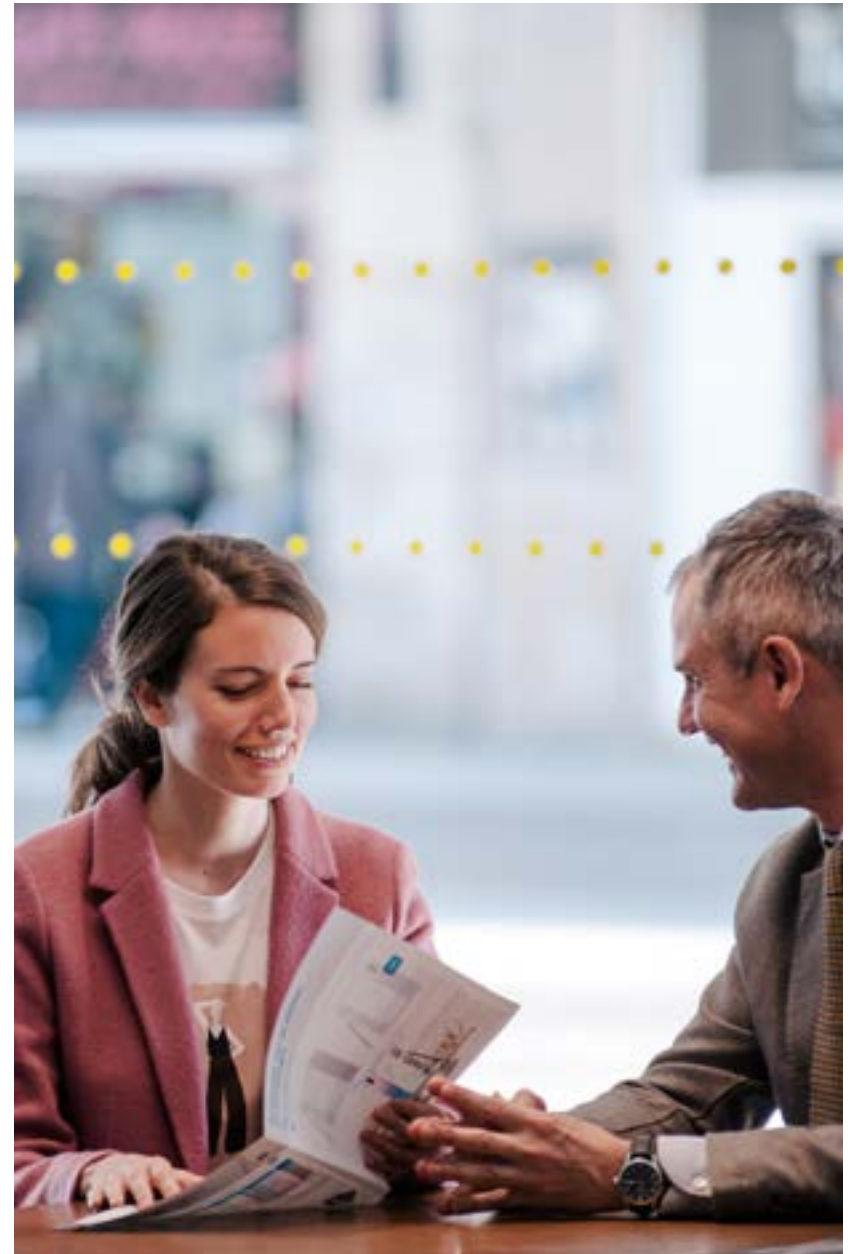
€91.2m IN 2019



€61.5m

**OF TURNOVER
MICROBANK FONDO
ECOLÓGICO**

€32.7m IN 2019



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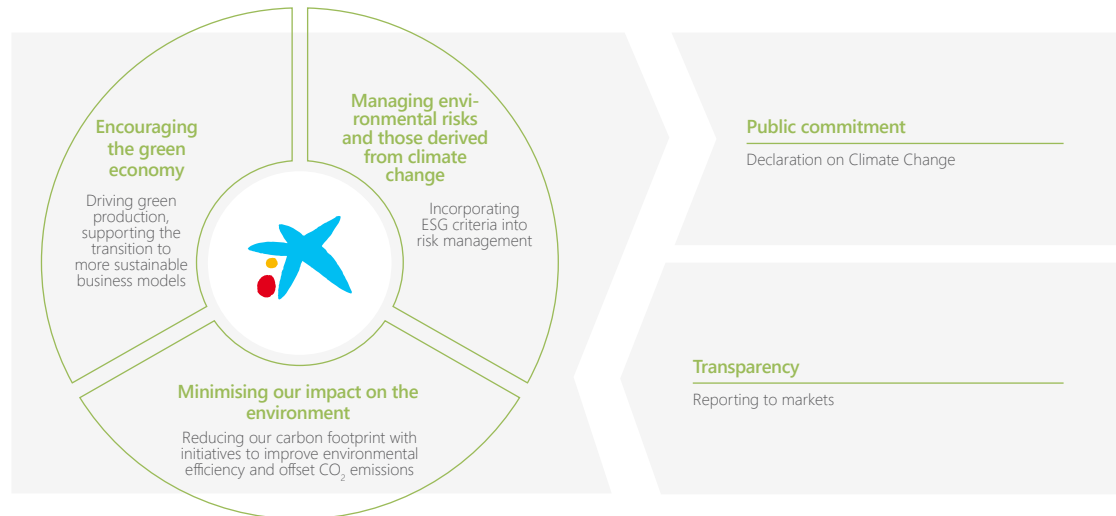


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Environmental Strategy

Protecting the environment is one of CaixaBank's strategic priorities and one of the five main points of its Socially Responsible Banking Plan. The Environmental Strategy, approved by the Management Committee in line with internal policies and standards, is composed, in turn, of five lines of action:

ENVIRONMENTAL STRATEGY: Lines of action



Transitioning to a low carbon economy that encourages sustainable development and is socially inclusive is essential, in CaixaBank's view.

01. In February 2019, CaixaBank published its **Statement on climate change**, which was approved by the Board of Directors, in which it undertakes to take the necessary measures to comply with the Paris Agreement.



The Declaration on Climate Change is a declaration of intent based on the five lines of the Bank's Environmental Strategy. The Declaration argues that climate change is one of the main challenges facing the planet, with impacts on the physical environment, society and the economy. It is a source of physical and transition risks, as well as opportunities for countries, businesses and people.

02. In December 2019, CaixaBank signed up to the **United Nations Collective Commitment to Climate Action**. Under this commitment, which was announced within the framework of the Principles for Responsible Banking, banks undertake to align their portfolios to reflect and finance the low-carbon, climate-resilient economy required to limit global warming to below 2 degrees Celsius.

CaixaBank is also a signatory to the Climate Commitment published by the Spanish Confederation of Savings Banks and the Spanish Banking Association.

03. In 2020, CaixaBank signed the **Manifesto for a sustainable economic recovery**. The manifesto, addressed to the Commission for Social and Economic Reconstruction that has been created in the Congress of Deputies, asks for the stimulus policies derived from COVID-19, in addition to being effective from an economic and social perspective, to be aligned with sustainability policies and with the European Green Deal. The initiative has been promoted, among others, by the Spanish Green Growth Group, which CaixaBank is a part of.

04. In the same vein, CaixaBank has signed up to the **Green Recovery Call to Action** initiative, promoted in the European Parliament, which seeks to align economic recovery plans in Europe with the Paris Agreements and a sustainable future.

¹ https://www.caixabank.com/deployedfiles/caixabank_com/Estaticos/PDFs/Sostenibilidad/StatementonClimateChange_eng.pdf

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With the environment as one of CaixaBank's strategic priorities, in 2020, the 2019-2021 Road Map was drawn up to advance the implementation of the bank's environmental strategy.

The **2019-2021 Road Map** to roll out the Environmental Strategy, in line with the Bank's Strategic Plan and presented to the Risk Committee, includes the following areas of action:

Environmental Risk Management Policy

To implement the Environmental Risk Management Policy and review risk concession procedures to take into account regulatory and market changes.

Definition and roll out of the governance model

To implement a coherent, efficient and adaptable governance model for managing environmental and climate change risks that ensures the CaixaBank Group's targets are met within an appropriate framework.

Risk Metrics

To develop indicators to measure the CaixaBank Group's compliance with its defined risk appetite, and ensure it meets current legislation on environmental risk management and climate change and the expectations of stakeholders.

External Reporting

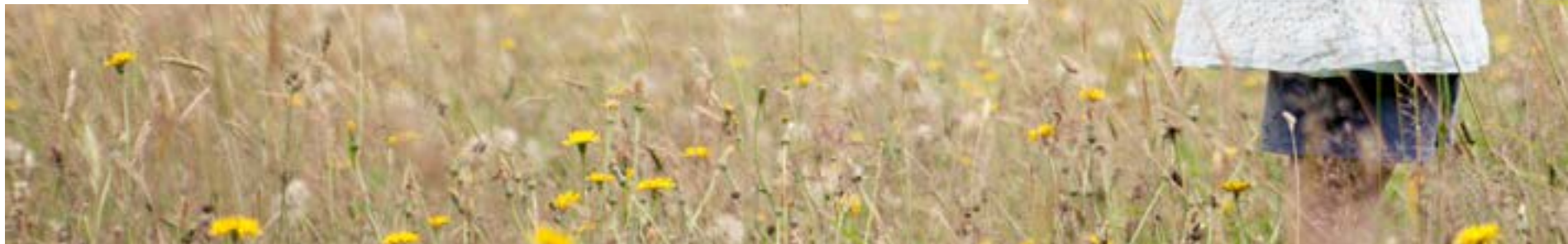
To establish an external reporting model to ensure information on the environment and climate change is publicly disclosed in accordance with the regulations applicable at all times.

Taxonomy

To structure and categorise customers, products and services in accordance with environmental and climate change criteria in line with current regulatory requirements.

Business opportunities

To ensure that CaixaBank takes advantage of current and future business opportunities related to sustainable financing and investment within the framework of the Environmental Strategy, including the issue of social and/or green bonds.



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Managing environmental risks and risks related to climate change

CaixaBank is making progress on the management and analysis of environmental risks and risks arising from climate change in accordance with the regulatory framework the recommendations of the Task Force on Climate-Related Financial Disclosures (TCFD) and the European Commission's Guidelines on Non-Financial Reporting.

During 2020, the regulatory framework for climate and environmental risk management, the promotion of green business and reporting was extended, highlighting the following initiatives:

- > EBA Guideline Loan origination and monitoring, of 6/2020, with specific requirements for the consideration of environmental and climate risk in the loan origination and monitoring processes.
- > ECB Guide on climate-related and environmental risks, of 11/2020, which includes this body's understanding of the safe and prudent management of climate-related risks within the current prudential framework.

In addition, the EBA has published (10/2020) the advisory document Management and supervision of ESG risks for credit institutions and investment firms, which presents a proposal on how ESG factors and risks could be included in the framework of financial regulation and supervision.

In this regard, CaixaBank has established cross-disciplinary projects within the company to ensure that its processes are aligned with the new regulatory and supervisory framework.

Conceptually, the risks associated with climate change are classified as either physical risks or transition risks. The first arise as a result of climate or geological events and changes in the balance of ecosystems and may be gradual or abrupt. They can cause physical damage to assets (infrastructure, properties), disruption to production or supply chains and/or may affect the productivity of economic activities (agriculture, energy production).

Transition risks, meanwhile, are associated with the fight against climate change and the transition to a low-carbon economy. They include factors such as changes in regulations and standards, the development of alternative energy-efficient technologies, changes in market tastes or reputational issues affecting the sectors that cause the greatest damage.

CaixaBank actively manages environmental risks and those associated with climate change through the lines of action set out in its Road Map.

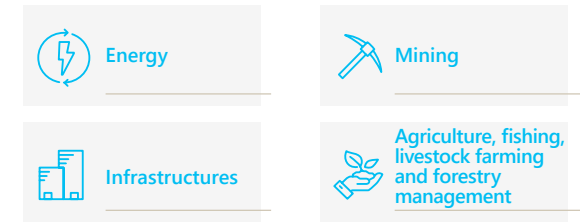
Environmental Risk Management Policy

The Environmental Risk Management Policy was approved by the Board of Directors in February 2019. The most-affected subsidiaries (BPI, Vidacaixa and Caixa-bank Asset Management) have approved their own policies, aligned with that of CaixaBank, taking into account the specific nature of their businesses.

The policy established the Group's global principles for managing environmental risk. Environmental risk is one of the ESG (environmental, social and governance) risks and it is managed via the lines of action set out in CaixaBank's Environmental and Climate-related Risk Management Strategy.

The Environmental Risk Management Policy establishes criteria to be built into the Bank's procedures for accepting new customers and operations, with general and sector-based exclusions whereby CaixaBank will not assume credit risk linked to activities that could have a significant environmental impact.

The sectors subject to specific exclusions of certain activities are as follows:



In accordance with the Environmental Risk Management Policy, a questionnaire to assess and classify customers and operations forms part of the environmental risk analysis built into the credit process for business and corporate customers. The most complex operations are assessed by specialised analysts from the Corporate Directorate of Environmental Risk Management.

Adicionalmente, durante 2020 se ha lanzado un plan. In addition, during 2020, a training plan was launched for the Risk Admission Centres (RACs) and the International Branches, so that the analysts of these centres could also classify the customers managed in their area and analyse the corresponding operations in terms of environmental risk, defining powers that allow them to sanction independently, with operations that exceed this level of authority being elevated to the team of specialised analysts of the Corporate Directorate of Environmental Risk Management (DCGRMA). The training plan includes sessions focused on environmental risk analysis, and is scheduled to be completed in 2021.

This analysis process, and within the framework of applying the Equator Principles, which CaixaBank signed up to in 2007, includes a review of issues related to the categorisation of and compliance with these principles.



630 applications

assessed between the DCGRMA, RACs and BPI



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Further information on the Equator Principles

<https://www.caixabank.com/en/sustainability/environment/esg-risk-management.html>

Equator Principles

Scope

- > Project finance and project finance advisory services where total project capital costs are US\$10 million or more.
- > Project-related corporate loans with a total aggregate loan amount of at least US\$100 million and an individual commitment by CaixaBank of at least US\$50 million, and a loan term of at least two years.
- > Bonds linked to projects in an amount of at least US\$10 million.
- > Bridge Loans with a term of less than two years that are intended to be refinanced by project finance or a project-related corporate loan that meet the aforementioned criteria.
- > CaixaBank voluntarily applies this procedure to syndicated operations with a term of 3 years or more and when CaixaBank's individual commitment is between €7 million and €35 million. The procedure also applies to other operations to finance investment projects with a minimum term of 3 years and a minimum amount of €5 million when the holder is a medium-sized, large or very large legal entity.

Version 4 of the Equator Principles entered into force on 1 October 2020, the most significant changes being:

- > Extending the scope of application, reducing the amount for project-related corporate loans to US \$50 million, and adding the refinancing and acquisition of Projects provided that they meet certain requirements (the original project being financed under the Equator Principles, there being no material changes in the scope of the project and it not yet being operational).
- > New aspects related to Human Rights and Climate Change have been added.

On the date of this report, CaixaBank is already applying these new criteria.

Application

- > Projects with high and irreversible risks and potential impact, where it is not deemed possible to establish a viable action plan, or projects that contravene the Bank's corporate values, are rejected.
- > In other instances, an independent expert is appointed to evaluate each borrower's social and environmental management plan and system. Projects are classified as category A, B or C according to the risks and potential impacts detected in the due diligence process carried out by teams from the commercial and risk areas, together with external experts.
- > Category A and certain Category B projects may have potentially significant adverse impacts. In these cases, an action plan must be drawn up to help prevent, minimise, mitigate and remedy the adverse social and environmental impacts.

In 2020, the Entity financed 19 projects (18 CaixaBank and 1 BPI) for a total investment of €17,930m (€17,818m CaixaBank and €112m BPI), with a stake of €1,430m (€1,376m CaixaBank and €54m BPI).

The assessment carried out to categorise the projects was performed with the support of an independent expert.

Operations financed

	2019		2020	
	units	€m	units	€m
Category A (projects with significant potential environmental/social impacts)	2	313	2	225
Category B (projects with limited and easily offset potential ESG risks)	13	1,099	14 (1 BPI)	1,042 (54 BPI)
Category C (projects with minimal or no adverse social or environmental impacts, including certain projects of financial intermediaries with minimal or no risks)			3	163
Total	15	1,412	19	1,430





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Definition and roll out of the governance model for environmental and climate change risk

The highest management body with responsibility for managing environmental risk is the **Environmental and Climate-related Risk Management Committee**, which was set up and approved by the Board of Directors in February 2019. The Environmental Risk Management Committee (CGRMA) operates on a quarterly basis. The Committee reports to the Management Committee, is chaired by the Chief Risk Officer and its deputy corresponds to the Executive Division of Communication and Corporate Social Responsibility. It is responsible for analysing and, where appropriate, approving the proposals made by the various functional areas with regard to the strategic positioning of the Bank in relation to Environmental and Climate-related Risk Management, in addition to identifying, managing and controlling the risks associated with this area on the front line.

In late 2018 a **Corporate Directorate for Environmental Risk Management** (DGRMA) was created, reporting to the Directorate General for Risk. This new directorate is responsible for managing environmental and climate-related risk. The DGRMA coordinates the implementation of the Road Map for deploying the Environmental Strategy, and oversees the analysis of environmental risk within the Bank's risk concession processes.

The targets of the CEO, the Chief Risk Officer and the Director General for Environmental Risk Management include indicators linked to the management of environmental and climate-related risk. These objectives are focused on contributing to the alignment of CaixaBank's credit portfolio with a low-carbon economy that is resistant to climate change, in accordance with the Commitments acquired by the Entity within the framework of the United Nations Environmental Program Finance Initiative (UNEP FI)-Principles for Responsible Banking Collective Commitment to Climate Action. On a more general level, objectives linked to the deployment of the Road Map for the Environmental Strategy are also established.

In 2020, climate risk was incorporated into the Corporate Risk Catalogue as a level 2 credit risk. Furthermore, since 2018, environmental risk has remained a level 2 risk of reputational risk.

Risk Metrics

The lending portfolio is managed with the intention of aligning its indirect impact on climate change with the Bank's risk appetite and its commitment to sustainability goals. Since 2018, therefore, it has measured its lending exposure to economic activities considered to be linked to high CO₂ emissions.

For better comparability, the main indicator is based on the definition suggested by the TCFD, and includes exposure to activities linked to the energy and utilities industries, excluding renewables (carbon-related assets, as defined in Implementing the Recommendations of the TCFD). In 2018, 2019 and 2020, such activities accounted for around 2% of the total financial instruments portfolio.

Additional management metrics are currently being developed.

CaixaBank is analysing climate risk transition scenarios with a qualitative and quantitative approach. The qualitative analysis focuses on the Energy, Transport and Construction sectors, and will identify the segments potentially most affected by transition risk by studying the main variables and establishing heat maps for different time horizons (2025, 2030, 2040 and 2050), geogra-

phies and climate scenarios, taking into account the characteristics of CaixaBank's loan portfolio.

The quantitative analysis still underway focuses on the Energy sector, differentiating between Oil & Gas and Power Utilities. The Energy sector is considered one of the most affected by transition risk. Based on participation in the UNEP FI working group, the pilot exercise assesses how climate transition risk can be translated into key financial metrics for a sample of companies in these sectors in the short, medium and long term (2025, 2030, 2040), under the most stringent transition scenario, the 1.5°C scenario, which limits the average global temperature increase to 1.5°C above pre-industrial levels. To this end, the predictions of the Potsdam Institute for Climate Impact Research (PIK) and the IAM model (Integrated Assessment Models), which integrates climate models with macroeconomic models, are taken as the basis. The study involves a detailed analysis of the transition strategies towards a low-carbon economy of a sample of CaixaBank's main customers in the Energy sector (bottom-up analysis). The analysis is complemented by an engagement process, which is materialised through meetings with the customers included in the sample, incorporating their positions on climate change.

The pilot exercise is being extended for different temperature scenarios and to the rest of the energy portfolio (top-down analysis).





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The pilot exercise, and subsequent exercises underway, are the first step in deploying the scenario analysis on a recurring basis. Based on the study of the energy portfolio, the extension of the analysis to other relevant sectors in terms of climate transition risks is currently being prepared. Similarly, the decarbonisation path has been monitored based on the strategic plans of the main companies in the sectors analysed, to ensure the resilience of the Entity's strategy. There are also plans to extend the engagement process to the Entity's most important customers in the most relevant sectors from a climate risk perspective.

With regard to the assessment of physical risks derived from climate change, the initial focus of analysis is the mortgage portfolio in Spain. To this end, a preliminary qualitative analysis has been carried out, which identifies exposure by geographical risk areas under various climate scenarios for the main physical risks affecting the portfolio (rise in sea level, floods and fires resulting from the increase in temperature). Based on the qualitative analysis, a quantitative analysis of these risks is planned out.

Furthermore, since July 2020, CaixaBank has been participating in the EBA 2020 Pilot Position Exercise on climate risk, stipulated in the 2019 EBA Action Plan, to carry out a preliminary assessment of banks' exposure to climate risk. The exercise is expected to end during 2021.

The analysis of climate risk scenarios is also a milestone for meeting the commitments made within the framework of the Collective Commitment to Climate Action (CCCA). The signing of this agreement, in December 2019, involves establishing objectives for aligning the credit portfolios with the Paris Agreement no later than 2022, and starting to take action during the first twelve months of the agreement. Following these guidelines, during 2020 CaixaBank has actively participated in the working group

established by UNEP FI to collectively advance and report on the progress of the agreement. The first published report includes a statement expressing the willingness of CCCA signatories to work beyond the objectives of the Paris Agreement, in line with the initiative that aims to achieve zero global net emissions in 2050, laid out as part of the COP 26 in Glasgow. The specific measures adopted by CaixaBank during the first twelve months have been made public.

External Reporting

CaixaBank is committed to complying with the transparency recommendations of the TCFD, a work group of the Financial Stability Board set up to raise awareness of climate-related risks and opportunities through financial reporting, in order to encourage market participants to take them into account.

In 2019 and 2020, CaixaBank participated actively in the second United Nations Environment Programme Finance Initiative (UNEP FI) pilot project to implement the recommendations of the TCFD in the banking sector (TCFD Banking Pilot Phase II). The case study carried out by CaixaBank within the framework of the pilot has been included in the report 'Pathways to Paris. A practical guide to transition scenarios for financial professionals', on the UNEP FI website.


CaixaBank's participation in the stage 3 of the TCFD programme by UNEP FI scheduled for 2021 has been confirmed.



¹ <https://www.unepfi.org/publications/banking-publications/collective-commitment-to-climate-action-year-one-in-review/>

² https://www.unepfi.org/wordpress/wp-content/uploads/2020/10/CaixaBank_CCCA-report_website092020.pdf

³ <https://www.unepfi.org/climate-change/tcfid/tcfid-for-banks/>

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Taxonomy

The European Union (EU) is developing a European standard for the classification of economic activities according to their environmental risk. The Taxonomy is a European standard for determining whether an economic activity contributes significantly to climate change mitigation and adaptation without damaging other EU environmental objectives. CaixaBank intends to implement this standard wherever it is applicable once it is approved. In this regard, CaixaBank is working in the following areas:

- > In November 2019, CaixaBank joined the UNEP FI working group to draw up a guide for banking to adapt to the EU taxonomy (High Level Recommendations for Banks on the Application of the EU Taxonomy). Within the framework of this working group, in 2020, the challenges of applying Taxonomy to banking products were analysed collectively, and case studies were drawn up. The conclusions and recommendations are included in the report 'Testing the application of the EU Taxonomy to core banking products: *High level recommendations*'.
- > In line with the Technical Expert Group 'Taxonomy Technical Report — March 2020', operational and documentary criteria have been established for the classification of operations in the most relevant sectors of the CaixaBank portfolio, including projects for renewable energy and the real estate sector. The criteria established will be reviewed with the publication of the definitive version of the EU Taxonomy.
- > CaixaBank's IT systems have been adapted to collect information on energy efficiency certificates for home purchase financing operations..

Furthermore, during 2020, CaixaBank participated in a case study by the EBA on taxonomically aligned metrics within the framework of the survey on ESG risk disclosures in Pillar 3 (Survey: *Pillar 3 disclosures on ESG risks under Article 449a CRR*).

Pending the approval of the European Union Taxonomy of environmentally sustainable activities, CaixaBank has already internally approved criteria for considering loans as environmentally sustainable, including the following categories:

- > Assets eligible for a Green Bond, according to the Issuance Framework of Bonds linked to CaixaBank's Sustainable Development Goals. It includes the following types of financing for, among other objectives, improving the environment and/or contributing to a reduction of Greenhouse Gas emissions:
 - > Renewable energy and energy efficiency
 - > Certified energy-efficient property
 - > Access to clean mass transport systems
 - > Efficiency in Water use and quality
 - > Activities that contribute to the prevention, minimisation, collection, management, recycling, reuse or processing of waste for recovery (Circular economy)
 - > Protection of healthy ecosystems and mitigation of climate change in the agricultural sector (forests and woods)
- > Assets certified by a third party in accordance with commonly accepted market standards, such as LMA or ICMA..
- > Operations indexed to ESG indices.
- > Eco-funding lines for consumer products (household appliances, renovations and energy-efficient vehicles).

¹ <https://www.ef.eu/wp-content/uploads/2021/01/Testing-the-application-of-the-EU-Taxonomy-to-core-banking-products-EBE-UNEPFI-report-January-2021.pdf>



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Promoting green business

Climate change involves risks, but it also offers business opportunities for financing activities that contribute to mitigating climate change or help us to adapt to it. CaixaBank is committed to sustainability through the design and marketing of products that integrate environmental and sustainability criteria and promote environmentally sustainable activities that contribute to the transition to a low-carbon economy.

CaixaBank already has personnel who are specialised in some of the most sensitive economic activities from a climate and environmental risk perspective. It has teams specialising in corporate and international banking for infrastructure, energy and sustainable financing projects, as well as in real estate, agricultural, business banking and private banking business. In this regard, the aim is to facilitate the transition to a low-carbon economy for all customers (engagement). The main engagement actions with customers have been carried out within the framework of the climate change scenarios analysis exercise, as well as the environmental risk analysis process established in the Environmental Risk Management Policy.



Sustainable environmental financing

>> LOANS LINKED TO SUSTAINABILITY VARIABLES

These are loans linked to ESG criteria where the conditions will vary depending on the achievement of sustainability objectives. An external adviser assesses and establishes the objectives according to Sustainability Linked Loan Principles. In this area, CaixaBank has led outstanding operations such as those of Naturgy and El Corte Inglés, and has stood out for its innovation in incorporating ESG criteria in short-term financing, as well as sustainable factoring with Endesa and Siemens Gamesa.

>> 'GREEN' LOANS¹

These loans have a positive environmental impact, the underlying aspects of which are eligible projects or assets, including: renewable energies, energy efficiency, sustainable transport, waste treatment, reduction of emissions and sustainable building, which comply with the principles of the Green Loan Principles (GLP) issued by the Loan Market Association. This type of financing includes renewable energy operations (SeaGreen), property or logistics with certification (Montepino), as well as a precursor line of green guarantees to Siemens Gamesa.

¹This category includes some operations included in financing energy-efficient properties and renewable energies-Project Finance.

2020 ranking on sustainable financing

<p>REFINITIV </p> <p>Refinitiv recognises CaixaBank in its League Table as:</p>	<p>9°</p> <p>global bank - Global Top Tier Green & ESG Loans</p>	<p>5°</p> <p>Bank at EMEA1-EMEA Top Tier Green & ESG Loans</p>
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² Europe, Middle East and Africa.



<p>Bloomberg</p> <p>Bloomberg recognises CaixaBank in its League Table as:</p>	<p>7°</p> <p>global bank - "Sustainability Linked Loans"</p>	<p>6°</p> <p>global bank - Top Tier Green Use of Proceeds</p>
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>> RENEWABLE ENERGIES - PROJECT FINANCE

As part of its commitment to the fight against climate change, CaixaBank supports environmentally friendly initiatives that contribute to the prevention and mitigation of climate change and the transition to a low-carbon economy, mainly through the financing of renewable energy projects.

During 2020, CaixaBank registered record financing in renewable-energy generation initiatives, participating in the financing of 39 projects for the amount of 3,163 million euros. Photovoltaic initiatives accounted for more than 60% of total investment this year, consolidating the distribution of the renewable energy portfolio. Wind energy, both onshore and offshore, continues to represent more than 50% of the renewable energy portfolio.

The Entity has also participated in two outstanding transactions. In the United Kingdom, it has financed the Dogger Bank project, which consists of two marine wind

farms with a combined installed capacity of 2,400 MW, awarded as "Global Green Deal of the Year," and in France, Fecam Marine Wind Farm has been financed, with an installed capacity of 497 MW, which has been recognised as "EMEA Green Deal of the Year."



39
projects
financed
28 in 2019

€3,163m that
became **5,730 MW**
of renewable energy
capacity installed
€2,453m / 8,322 MW
in 2019

Portfolio exposure Renewable energy

represents 81% of the project
finance energy project
portfolio



2020

55% Wind

38% Photovoltaic

6% Solar thermal

1% Other

2019

58% Wind

31% Photovoltaic

10% Solar thermal

1% Other

>> FINANCING ENERGY-EFFICIENT PROPERTIES

Operations for which there is documentary evidence of an energy efficiency certificate with A or B rating are considered environmentally sustainable. CaixaBank captures information and documentation regarding the energy certificate when operations are formalised.



€1,001m

promotions formalised with
an expected rating of A or B
€938m in 2019

€306m

financing of Commercial
Real Estate
€248m in 2019

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>> ECOFINANCING

CaixaBank has specific financing lines for buying environmentally-friendly vehicles and household appliances, investing in energy efficient housing, promoting investments to make resources more efficient and reduce their environmental impact.

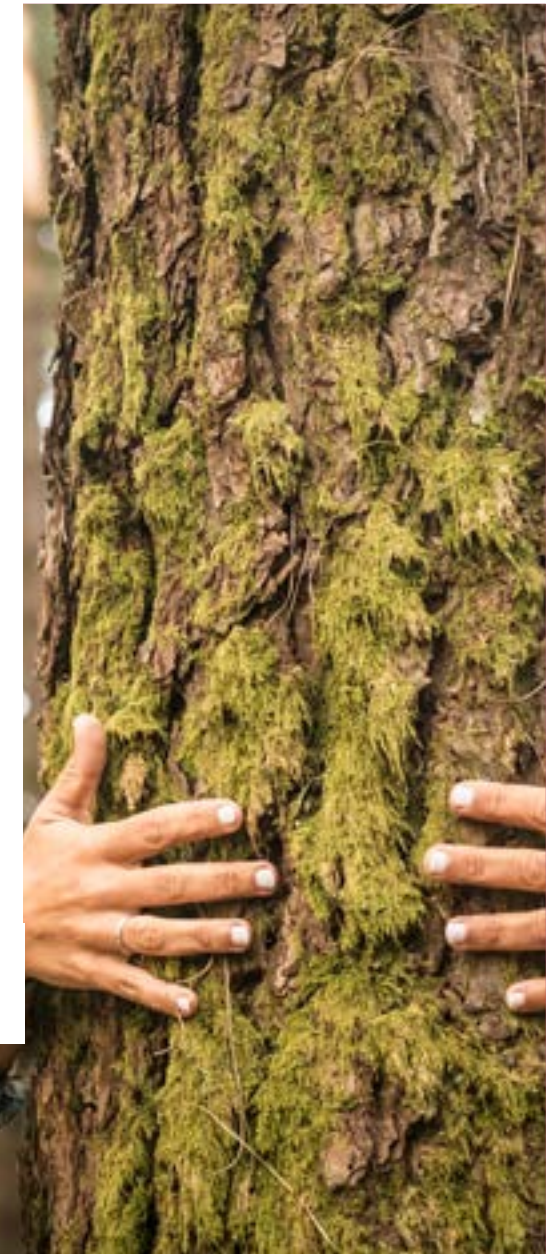
Since 2013, CaixaBank has implemented an EcoFinancing line to make more loans available for agricultural projects related to energy efficiency and water use, organic farming, renewable energy, waste management, and the development of rural areas.



>> BPI

Aware of the importance of adopting measures to guarantee environmental sustainability in our products, we offer different credit lines that promote energy efficiency and support various renewable energy investment projects. In 2020, total financing granted amounted to €226m, by type:

€ million	2019		2020	
	Granted in 2019	Portfolio exposure	Granted in 2020	Portfolio exposure
Renewable energy	38	332	70	231
Urban renovation				
IFRRU, Financial Instrument for urban rehabilitation	80	202	45	150
Jessica Line	8	259	16	156
BEI - Energy efficiency in business	7	9,4	5	12
Green bonds/ESG	50	50	90	140





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Green and sustainable bonds

In November 2020, CaixaBank issued its inaugural Green Bond, according to the Issuance Framework of Bonds linked to CaixaBank's Sustainable Development Goals.

The detailed information on the inaugural Green Bond will be included in the Impact Report to be issued in the first half of 2021.



This issue finances loans to reach Goal 7 (affordable and clean energy) and Goal 9 (industry, innovation and infrastructure).

In February 2021, CaixaBank issued its second **Green Bond for €1,000m**. The bond will be used to finance renewable energy projects and energy-efficient buildings.

On the date of issuance of the Green Bond, €2,300m of assets were identified, primarily Project Finance, which met the requirements established in the SDG Framework.

Meanwhile, CaixaBank has been a signatory of the Green Bond Principles established by the International Capital Markets Association (ICMA) since 2015. Since then, the Bank has participated in the placement of green bonds for projects with a positive impact on climate.

In 2020, CaixaBank participated in the placement of 6 green bond issues for investment in environmentally sustainable assets with a total volume of €4,700m (4 for €2,500m in 2019). It also participated in the placement of 4 sustainable bond issues amounting to €1,700m (2 issuances for €1,600m in 2019).

GREEN BONDS

CaixaBank

Inaugural Green Bond

€1,000m

Maturity 2026-XS2258971071

Telefónica

Green Bond

€500m

Perpetual Maturity NC7-XS2109819859

REE

Green Bond

€700m

Maturity 2028-XS2103013210

BPCE SFH

Green Bond

€1,250m

Maturity 2030-FR0013514502

Prologis

Green Bond

€500m

Maturity 2032-XS2187529180

EDP

Green Bond

€750m

Maturity 2080-PTEDPLOM0017

SUSTAINABLE BONDS

Basque Government

Sustainable

€600m

Maturity 2030-ES0000106643

Xunta de Galicia - Government of Galicia

Sustainable

€500m

Maturity 2027-ES0001352592

Basque Government

Sustainable

€500m

Maturity 2031-ES0000106684

Caja Rural de Navarra

Sustainable

€100m

Maturity 2025-ES0415306069

See the presentations
of Green Bond
issuances at the
following link

¹ <https://www.caixabank.com/en/shareholders-investors/ixed-income-investors.html>

Environmental Management Plan

CaixaBank carries out its activities taking into account environmental protection, and seeks to achieve maximum efficiency in the use of the natural resources it needs, in accordance with the requirements established in standard ISO 14001, the European EMAS environmental management regulation and the ISO 50001 energy management standard, as established in the **CaixaBank, S.A. Environmental and Energy Management Principles** (updated in May 2020).

CaixaBank regularly monitors a series of environmental performance indicators, which measure the bank's efficiency with regard to its main consumption and impacts. It also has its 2019–2021 Environmental Management Plan, which, within the framework of a continuous improvement process, includes impact reduction goals based on innovation and efficiency, priority lines of work and initiatives to disseminate and promote good practices.

Due to the impact of COVID-19 on the Entity and its consequences on environmental variables (reduction of mobility, increase in ventilation needs, the rise in remote working, etc.), the Environmental Management Plan was updated in 2020.¹

>> FOCUS OF THE 2019-2021 ENVIRONMENTAL MANAGEMENT PLAN

01. **Carbon Neutral strategy**
Minimising and offsetting all calculated CO₂ emissions that it has not been possible to eliminate.
02. **Measures on environmental efficiency and certification**
Minimisation of the bank's impact, implementation of new energy saving measures and renewal of certification and environmental commitments.
03. **Extension of the environmental commitment to the value chain**
Action plans for suppliers to assume our environmental values as their own and to comply with the commitments they have made.
04. **Boost in sustainable mobility**
Measures to encourage sustainable mobility to minimize emissions by the organization, its workforce and suppliers.
05. **Commitment, transparency and engagement**
Engagement actions with employees strengthen commitment and improve environmental information for the public.



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For more details, see the **COVID-19** section

¹ Since 2020, environmental indicators are calculated from 1 October of the previous year to 30 September of the current year, to ensure the publication of certified data in this report.

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The **2019–2021 Environmental Management Plan** establishes quantitative objectives for all the years covered by the plan, so that the extent to which it has been successfully implemented can be measured:

Objective	Indicators	2018		2019		2020		2021	
		objective	actual	objective	actual	objective	actual	objective	actual
Carbon Neutral Project									
Minimising and offsetting the carbon footprint	Reduced CO ₂ emissions (v. 2015)	10%	38%	11.5%	50%	20%	63%	34%	
	Scope 1			11.5%	71%	20%	81%	40%	
	Scope 2			11.5%	82%	75%	87%	75%	
	Scope 3			11.5%	30%	15%	46%	25%	
	CO ₂ emissions offset	100%	100%	100%	100%	100%	100%	100%	
100% renewable energy contracted	Energy consumed from renewable sources	100%	100%	100%	100%	100%	100%	100%	
Environmental efficiency and certification									
Implementation of energy efficiency measures	Energy consumption savings (v.2015)	5.5%	9%	7%	13%	10.5%	18.8%	15%	
Value chain									
Environmental Procurement Plan (environmental criteria in purchasing and contracting of services and extension of the environmental commitment to the value chain)	Categories of environmental purchases/Total categories of environmental purchases	N/A	N/A	50%	50%	75%	75%	100%	



>> OTHER INITIATIVES

Sustainable Mobility Plan

Automated systems in the branch network

Commitment, transparency and engagement

Environmental certifications

Each year, CaixaBank publishes a report, audited by an external and independent firm, detailing the main environmental actions carried out by the Company. This report, referred to as *the Environmental Statement*, along with the environmental and energy management principles can be accessed on the CaixaBank website.



¹ https://www.caixabank.com/deployedfiles/caixabank/Estaticos/PDFs/responsabilidad_corporativa/68411_Declaracio_Mediambiental_2109_ANG_sellada.pdf

Main environmental initiatives

Electricity

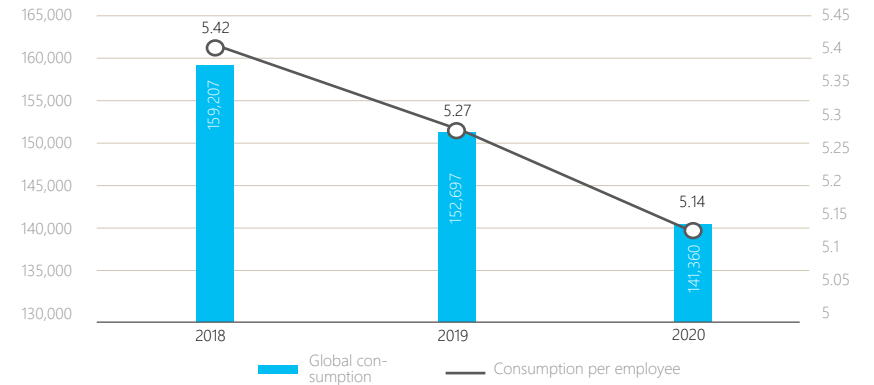
- > CaixaBank has implemented an automation project that allows it to monitor energy consumption in corporate buildings and the branch network, evaluate the energy savings of the measures implemented and define new efficiency initiatives.

<p>685 Branches monitored</p>	<p>19 Corporate buildings monitored</p>	<p>339 Remotely managed stores</p>
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- > In recent years, several initiatives have been implemented to reduce consumption in the branch network, based on the savings potential: Replacing fluorescent lights with LED lighting, replacing HVAC equipment with more efficient equipment, presence sensors and automatic light shut-off, single shut-off switches associated with the alarm connection, hibernation strips for peripheral circuits, replacement of computer equipment, etc.
- > The two Data Processing Centres (DPCs) have LEED certification, with the silver and gold category, respectively.
- > In 2020, electricity consumption fell by 7.4% compared to 2019. This reduction has been the result both of the management measures and energy savings implemented, and of the increase in remote working among corporate service staff. It should be noted that health-related safety measures are detrimental to the reduction goal, given that a larger surface area must be air-conditioned in relation to the number of employees, and air renewal needs are greater.

<p>99.3% of electric energy consumed is from renewable sources. 99.5% in 2019</p>	<p>-25% reduction in electric energy consumption over 10 years</p>
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>> ELECTRIC ENERGY CONSUMPTION - CaixaBank, S.A. (MWh)



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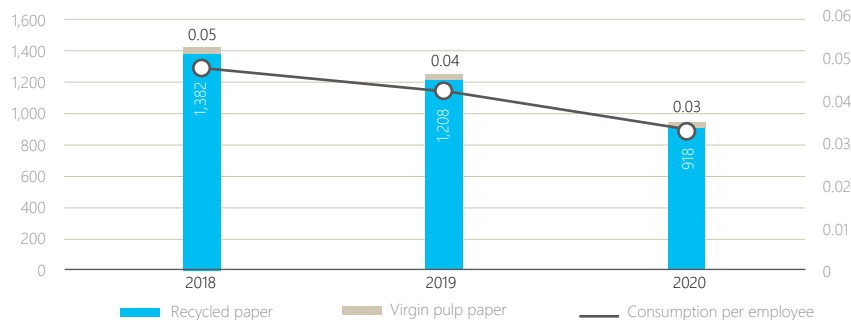
Paper

- > In recent years, several initiatives have been implemented to reduce paper consumption:
 - > The digitalisation project allows digital signatures for 100% of processes.
 - > ATMs allow for deposits without an envelope and offer the option to view information on-screen and not print a receipt.
 - > Invoicing is done electronically.
 - > The sending of notifications to customers has been reduced by 55% in the last 5 years.
 - > Reduction and centralisation of printers in multifunctional teams with a user identification system.
- > The company is committed to the preferential use of recycled paper.
- > Publications are produced on paper with FSC and PEFC certificates.

Water

- > Water consumed in the branch network is for sanitary use. Even though it is not a significant consumption, traditional taps are replaced by taps with interrupted flow and toilet cisterns are replaced by others with smaller capacity and a double flush button.
- > In unique buildings, the best technologies have been introduced to optimise water consumption associated with the refrigeration processes: Data Processing Centres use free cooling technology, which uses no water, and in the Barcelona corporate centre, the evaporative cooling towers have been replaced with adiabatic towers, with much lower water consumption.
- > The reduction in water consumption in 2020 (-14% vs 2019) is largely associated with the implementation of remote working.

>> PAPER CONSUMPTION - CaixaBank, S.A. (tonnes)



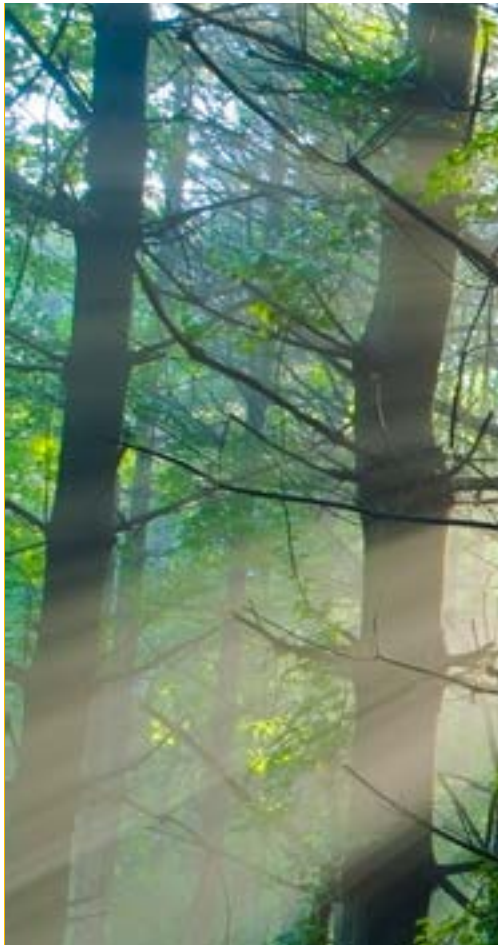
97.5%
recycled paper of all paper consumed.
97.2% in 2019

-24%
reduction in paper consumption in 2020
941,907 kg consumed





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Waste and circular economy

- > Selective collection allows for waste to be recovered and recycled.
- > In corporate buildings, waste is accounted for and managed by authorised managers. Corporate Services' cafeterias are free of single-use plastic.
- > In the branch network, waste from toner and maintenance operations is collected to be recycled. For all other waste, municipal selective collection containers are used.
- > CaixaBank launches regular awareness campaigns for staff to reduce waste generation.
- > Collection of obsolete cards in the branch network for subsequent recycling.
- > Marketing of cards made from biodegradable materials (33,192 units in 2020).
- > CaixaBank has 'Reuse me', a new plan for the branch network with the aim of donating both IT equipment and furniture to social solidarity entities. The programme is also open to customers and, in 2020, 36,634 items were donated, 13 companies participated and 159 companies benefited.

Sustainable mobility

- > Deployment of remote work tools and online communication options with customers (such as the Wall), which reduce the number of physical journeys.
- > Electric vehicle charging points (50 new points in 2020) and private bicycle parking in several corporate centres have been installed.
- > Reduction of the fleet of own vehicles and transition to hybrid cars.
- > Internal car-sharing programme in regional centres.
- > Delivery of packages in the last mile using an electric scooter.
- > Inclusion of environmental criteria for reducing the impact associated with mobility in events and trips, with the aim of making them sustainable (prioritisation of collective transport, use of more sustainable means of transport, proximity between hotel and event, etc.).



Carbon footprint

COMBATING CLIMATE CHANGE



Calculating the Bank's carbon footprint

Each year CaixaBank carries out an inventory of greenhouse gas (GHG) emissions generated as a result of its corporate activity, to calculate its carbon footprint and establish measures aimed at progressively reducing it



Reduction in CO₂ emissions

Through the introduction of technological improvements and good environmental practices



100% certified renewable energy consumption



Offsetting emissions that could not be avoided

Both in corporate buildings and throughout the commercial network (scopes 1, 2 and 3)

Since 2009, CaixaBank S.A. has calculated its carbon footprint as part of its commitment to minimise and offset the Bank's CO₂ emissions.

The carbon footprint of CaixaBank S.A. is verified by an independent external firm in accordance with standard ISO 14064.

CaixaBank S.A. has been carbon neutral since 2018, when total emissions in 2017 were offset. In 2020, the offsetting of emissions that could not be eliminated was provided through the participation in a project in India, recognised by Verified Carbon Standard (VCS), consisting in the installation and setup of wind turbines, as well as two own projects of CO₂ absorption by reforesting burned areas on the mountain of Montserrat, Barcelona, and in the town of Ejulve, Teruel.

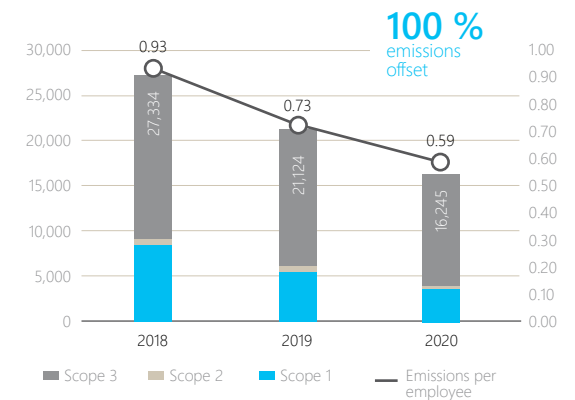
During 2020, work was carried out with the Group's subsidiaries to calculate its main environmental impacts and carbon footprint, with the aim of unifying the calculation methodologies and making the data public in 2021, after the merger with Bankia (in order to facilitate the year-on-year comparison).

>> EMISSIONS GENERATED

In 2020, emissions were reduced by 23% compared to the previous year. Changes in emissions have been due both to the impact of COVID-19 on our activity (reduction of emissions associated with corporate journeys or increases due to the provision of IT equipment needed to cover new remote working needs) and improvements implemented in recent years (reduction of emissions of cooling gas leaks due to the renewal of air-conditioning units or reductions in the consumption of materials such as paper).

>> CARBON FOOTPRINT OF CAIXABANK S.A. (T CO₂ EQ)

	2018	2019	2020
t CO ₂ eq Scope 1	8,576	5,573	3,597
t CO ₂ eq Scope 2	403	459	287
t CO ₂ eq Scope 3	18,355	15,092	12,361
t CO ₂ eq per employee	0.93	0.73	0.59



>> BREAKDOWN OF THE CARBON FOOTPRINT OF CaixaBank S.A. 2020

Total emissions
16,245 tCO₂eq
 -23% compared with 2019



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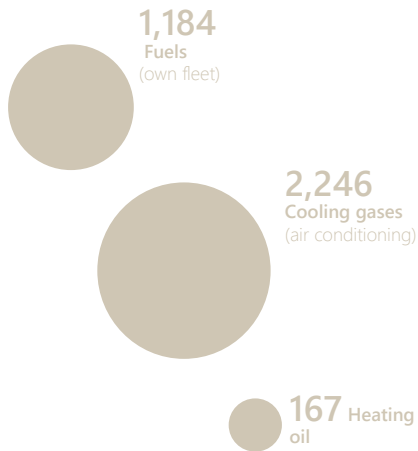
Glossary and Group structure



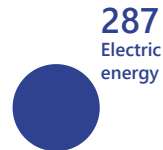
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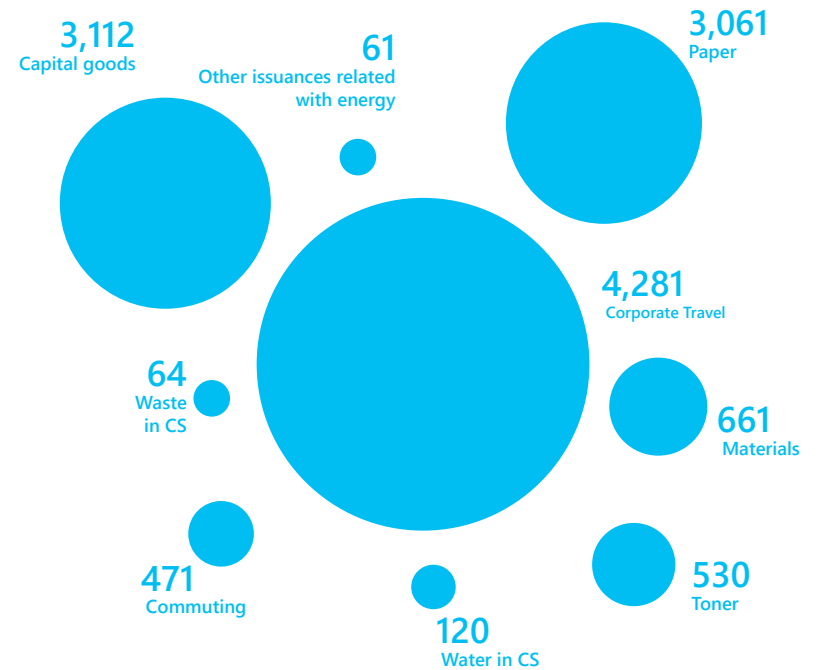
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Total emissions SCOPE 1
3,597 tCO₂eq
 Direct Emissions
 Fuels and refrigerants



Total emissions SCOPE 2
287 tCO₂eq
 Indirect Emissions
 Purchase of energy for own use



Total emissions SCOPE 3
12,361 tCO₂eq
 Other Indirect Emissions
 Products and services consumed

Social action and voluntary work

Social action and volunteering

Thanks to its capillary nature and proximity to people, CaixaBank's branch network is a very effective means for detecting needs, thus enabling "la Caixa" to allocate resources to great effect in all the areas where CaixaBank is present.

44.8

millions of euros of "la Caixa" 's budget has reached a multitude of local social entities thanks to the CaixaBank branch network

8,557

activities related to projects set up by local social organisations

6,904

recipient entities

>> TYPES OF PROJECT THAT HAVE RECEIVED FUNDS FROM THE DECENTRALIZED SOCIAL PROGRAMME



Digital Social Week

During the company's Social Weeks, employees and customers are invited to participate in local volunteering activities, mostly linked to entities receiving aid from the decentralised social work. In 2020, the format was adapted to the situation caused by COVID-19.

>> PARTICIPANTS IN THE DIGITAL SOCIAL WEEK

177

activities carried out in 111 local entities

17,017

hours of volunteering



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Voluntariado

4,594

COMMITTED VOLUNTEERS¹



1,825

RECURRING VOLUNTEERS²



4,257

ACTIVITIES CARRIED OUT EXCLUDING SOCIAL WEEK



859

ENTITIES CAIXABANK COLLABORATES WITH



¹ Volunteers who carry out activities during the year outside of Social Week.
² Volunteers who have taken part in at least 4 activities in the last 12 months.

Fundación "la Caixa"

CaixaBank's partnership with the "la Caixa" Banking Foundation, its main shareholder, extends to philanthropic and solidarity programmes that help to create opportunities for people and respond to the most pressing social challenges.

CaixaBank promotes initiatives and programmes among its customers, employees and shareholders, while publicising and promoting those of the "la Caixa" Banking Foundation.

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Solidarity projects

#No home without food

Campaign to collect food in collaboration with Banco de Alimentos food bank.

€2.4m
collected

El árbol de los sueños

Customers and employees commit to giving socially vulnerable children the gift they have requested in their letter to the Three Kings.

23,946
children in Spain who have received a gift

6,946
children in Portugal who have received a gift

"la Caixa" and BPI programmes

In 2020, "la Caixa" and BPI carried out social, cultural, educational and research initiatives with an overall value of €28.9 m, 33% more than in 2019, and with the aim of reaching a budget of €50m in 2022.

>> BUDGET ALLOCATION



53%
Social Programmes

The BPI "la Caixa" Foundation Awards finance projects implemented by private institutions aimed at people in vulnerable situations.

18%
Culture and science

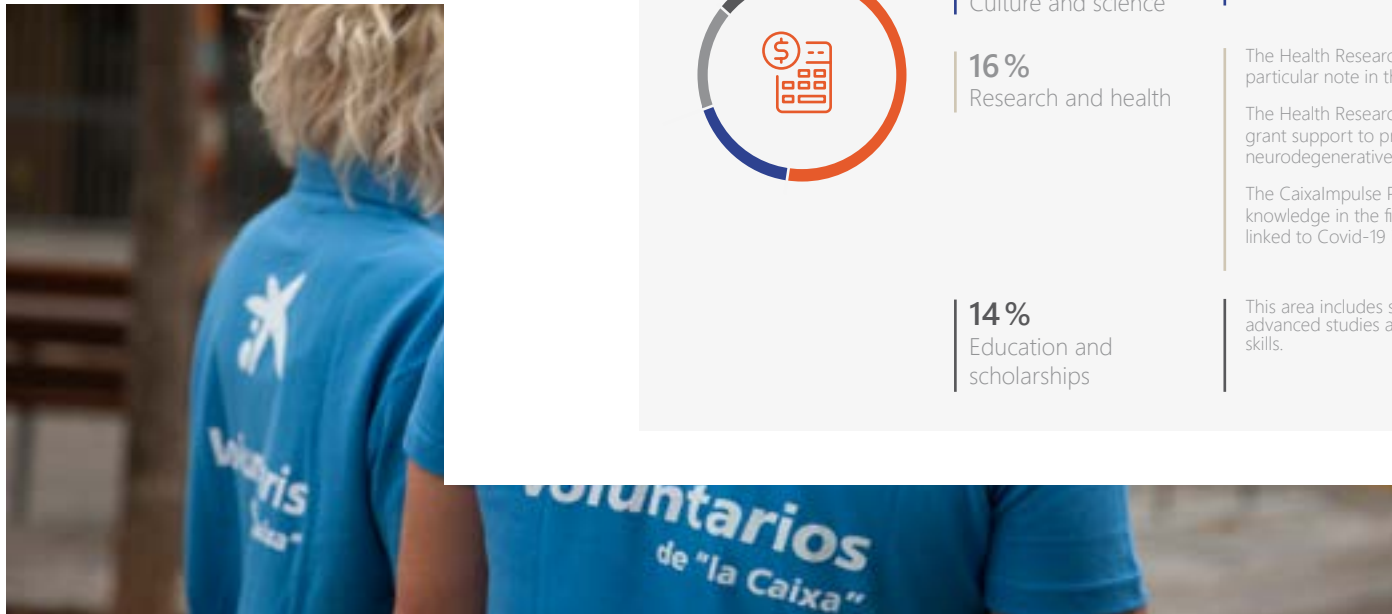
Support for the country's most prestigious cultural institutions - Serralves, Casa da Música and the Gulbenkian.

16%
Research and health

The Health Research and CaixaImpulse competitions are of particular note in this area.
The Health Research competition launched in 2020 aims to grant support to projects of research centres operating in the neurodegenerative and oncological fields, among others.
The CaixaImpulse Programme seeks to promote scientific knowledge in the field of health sciences. The allocation for projects linked to Covid-19 is of particular note in 2020.

14%
Education and scholarships

This area includes support for students in pursuing training in advanced studies and support for the teaching of entrepreneurial skills.



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- Principles for Responsible Banking - UNEP FI
- Task Force on Climate-related Financial Disclosures (TCFD)

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In accordance with the provisions of Law 11/2018 of 28 December on non-financial information and diversity, CaixaBank presents in the Statement of Non-financial Information, among other matters, the information necessary to understand the evolution, results and situation of the Group, and the impact of its activity with respect to environmental and social issues, respect for human rights and the fight against corruption and bribery, as well as in relation to staff.

The following shows the content requirements to be disclosed as specified in the Act and their agreement with the contents of the 2020 Consolidated Management Report.

Act 11/2018, of 28 December	Section or sub-section of the 2020 CMR index / Direct response	GRI indicator equivalence
Description of the business model and strategy		
Description of the business model	"Business Model" section of the 2020 Consolidated Management Report (CMR 2020)	102-1 / 102-2
Business environment and markets in which the Group operates	"Context and outlook for 2021" section of CMR 2020 "Business model" section of CMR 2020	102-3 / 102-4 / 102-6
Organisation and structure	"Glossary and Group structure" section of CMR 2020	102-7
Objectives and strategies	The priorities of the 2019-2021 Strategic Plan are the guidelines to structure this report in section 02 Strategic Lines. Some of the most relevant objectives are set out at the beginning of each of these, and are further elaborated upon in each of the chapters.	
Main factors and trends that can affect future evolution.	"Context and outlook for 2021" section of CMR 2020	
Description of the policies applied to the Group, which will include due diligence procedures applied to identify, assess, prevent and mitigate significant risks and implications, and control and verification procedures, including any measures adopted	"Risk management" section of CMR 2020 "Ethical and responsible behaviour" section of CMR 2020 "Corporate Responsibility Governance" section of CMR 2020	103 Approaches to managing each area within the economic, environmental and social scopes
The results of the policies, including key indicators that allow for progress to be monitored and assessed	"Risk management" section of CMR 2020 Similarly, the specific indicators for each non-financial area are detailed below in the successive sections of this table.	General or specific GRI standards of the economic, environmental and social scope are reported in the following blocks
The main short, medium and long-term risks associated with the group's activities. These include, inter alia, trade relations, products or services that can have negative effects in these areas	"Risk management" section of CMR 2020 "Stakeholders dialogue - Suppliers - Corporate procurement" section of CMR 2020 "Environmental strategy - Managing environmental risks and risks due to climate change" section of CMR 2020	102-15



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Matters relating to human rights and ethical conduct		
Application of due diligence procedures regarding human rights; prevention of risks of human rights violations and, where applicable, measures to mitigate, manage and redress possible abuses committed	"Risk management" section of CMR 2020 "Ethical and responsible behaviour" section of CMR 2020 "Corporate Responsibility Governance" section of CMR 2020	103 Management approach to Assessment of human rights and non-discrimination 102-16 / 102-17
Allegations of cases of human rights violations	"Ethics and integrity" section of CMR 2020 "Queries and reporting channel" section of CMR 2020	406-1
Promotion of and compliance with the provisions of fundamental Conventions of the International Labour Organisation related to respecting the freedom of association and the right to collective bargaining	"Ethics and integrity" section of CMR 2020 "Employee experience - Labour standards and staff rights" CMR 2020	407-1
The elimination of discrimination in employment and the workplace	"Diversity and equal opportunities" section of CMR 2020	103 Non-discrimination management approach 406-1
The elimination of forced or compulsory labour and the effective abolition of child labour	"Ethics and integrity" section of CMR 2020	408-1 / 409-1
Measures adopted to prevent corruption and bribery	"Queries and reporting channel" section of CMR 2020 "Ethics and integrity" section of CMR 2020 "Risk management - Operational and reputational risk - Conduct and compliance" section of CMR 2020	103 Anti-Corruption Management Approach 102-16 / 102-17 / 205-1 / 205-2 / 205-3
Measures to combat money laundering	"Queries and reporting channel" section of CMR 2020 "Ethics and integrity" section of CMR 2020 "Risk management - Operational and reputational risk - Conduct and compliance" section of CMR 2020	103 Anti-Corruption Management Approach 102-16 / 102-17 / 205-1 / 205-2 / 205-3
Contributions to foundations and non-profit entities	"Social action and volunteering" section of CMR 2020 "Covid-19: response to emergency and contribution to recovery - Social action - Specific COVID-19 measures" section of CMR 2020	413-1
Subcontracting and suppliers: inclusion of social, gender equality and environmental matters in the procurement policy; in relationships with suppliers and subcontractors, consideration of their social and environmental responsibility; oversight systems and their audit and results	"Stakeholders dialogue - Suppliers - Corporate procurement" section of CMR 2020	103 Management approach to procurement practices and environmental and social assessment of suppliers 102-9 / 204-1 / 308-1 / 414-1

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Environmental issues		
Detailed information on the current and foreseeable effects of the company's environmental activities	"Environmental strategy - Managing environmental risks and risks related to climate change green business" section of CMR 2020	103 Management approach to each area within the environmental scope 201-2
Detailed information on the current and foreseeable effects of the company's health and safety activities	This is not relevant for the CaixaBank Group	103 Management approach to each area within the environmental scope
Environmental assessment or certification procedures	"Environmental strategy - Environmental management plan" section of CMR 2020	103 Management approach to each area within the environmental scope
Resources dedicated to the prevention of environmental risks	"Environmental strategy - Managing environmental risks and risks related to climate change/ Promoting green business" section of CMR 2020	201-2
Application of the principle of precaution	"Environmental strategy - Managing environmental risks and risks due to climate change green business" section of CMR 2020	102-11
Amount of provisions and guarantees for environmental risks	Given the Group's activities, there is no significant risk of an environmental nature. CaixaBank did not receive any relevant fines or sanctions related to compliance with environmental regulations in 2020	307-1
Measures to prevent, reduce or restore carbon emissions that seriously affect the environment, taking into account any activity-specific form of air pollution, including noise and light pollution	This is not relevant for the CaixaBank Group	103 Management approach to Emissions/Biodiversity
Prevention, recycling and reuse measures, and other forms of recovering and eliminating waste; actions to fight against food waste	This is not relevant for the CaixaBank Group	103 Management approach to Effluents and waste
Water consumption and supply in accordance with local limitations	This is not relevant for the CaixaBank Group	303-1
Consumption of raw materials and measures adopted to improve the efficiency of their use	This is not relevant for the CaixaBank Group	103 Materials Management Approach 301-1 / 301-2
Direct and indirect energy consumption, measures taken to improve energy efficiency and the use of renewable energy	This is not relevant for the CaixaBank Group	103 Energy Management Approach 302-1

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Act 11/2018, of 28 December	Section or sub-section of the 2020 CMR index / Direct response	GRI indicator equivalence
Environmental issues		
The important elements of greenhouse gas emissions generated as a result of the company's activities, including the use of the goods and services it provides	This is not relevant for the CaixaBank Group	103 Emissions Management Approach 305-1 / 305-2 / 305-3
The measures adopted to adapt to the consequences of climate change	"Environmental strategy - Managing environmental risks and risks related to climate change/ Promoting green business" section of CMR 2020	201-2
The reduction goals voluntarily established in the mid and long term to reduce greenhouse gas emissions and the measures implemented for this purpose	This is not relevant for the CaixaBank Group	103 Emissions management approach
Preservation of biodiversity	This is not relevant for the CaixaBank Group	103 Biodiversity management approach
Impacts caused by activities or operations in protected areas	This is not relevant for the CaixaBank Group	304-2
Social and personnel matters		
Dialogue with local communities and measures adopted to guarantee the protection and development of these communities. Relationships with agents in local communities	"Materiality" section of CMR 2019 "Stakeholders dialogue" section of CMR 2020	102-43
Measures adopted to promote employment. Impact of the company's activity on employment and local development. Impact of the company on local populations and in the surrounding area	"Financial inclusion" section of CMR 2020 "Social action and volunteering" section of CMR 2020 "Covid-19: response to emergency and contribution to recovery - Social action - Specific COVID-19 measures" section of CMR 2020	103 Management approach to local communities and indirect economic impacts 203-1 / 413-1
Association and sponsorship actions	"Context and outlook for 2021 - Regulatory context" section of CMR 2020 "Social action and volunteering" section of CMR 2020 "Corporate Responsibility Governance - Alliances and affiliations" section of CMR 2020	102-12 / 102-13
Policies against all kinds of discrimination and diversity management. Measures to promote equal treatment and equal opportunities between men and women	"Diversity and equal opportunities" section of CMR 2020	103 Management approach to Diversity and Equal Opportunities and Non-discrimination

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Social and personnel matters		
Equality plans, measures adopted to promote employment, protocols against sexual and gender-based harassment, integration and universal accessibility for people with disabilities	"Diversity and equal opportunities" section of CMR 2020 "Queries and reporting channel" section of CMR 2020 "Financial inclusion - Local accessible banking" section of CMR 2020 "Employee experience - Equality Plan" section of CMR 2020	103 Management approach to Diversity and Equal Opportunities and Non-discrimination
Social dialogue; Procedures for informing, consulting and negotiating with staff	"Employee experience" section of CMR 2020	103 Worker-company relationship management approach
Total number of employees by gender, age, country, occupational classification and contract type	"Foster a people-centric, agile and collaborative culture" section of CMR 2020 "Diversity and equal opportunities - Tables Generational diversity in figures" section of CMR 2020 "Professional development and remuneration- Professional development and remuneration in figures" section of CMR 2020 "Diversity and equal opportunities - Tables Gender diversity in figures" section of CMR 2020	103 Employment management approach 102-8 / 405-1
Average annual number of permanent, temporary and part-time contracts, broken down by gender, age and occupational classification	The activities of the Group are not significantly cyclical or seasonal. For this reason, the annual average indicator is not significantly different from the number of employees at year-end.	102-8 / 405-1
Average remuneration and its evolution disaggregated by gender, age and occupational classification	"Diversity and equal opportunities - Tables Gender diversity in figures" section of CMR 2020 "Diversity and equal opportunities - Tables Generational diversity in figures" section of CMR 2020 "Professional development and remuneration- Professional development and remuneration in figures" section of CMR 2020	103 Management approach to Diversity and Equal Opportunities 405-2
Number of dismissals by gender, age and occupational classification	"Diversity and equal opportunities - Tables Gender diversity in figures" section of CMR 2020 "Diversity and equal opportunities - Tables Generational diversity in figures" section of CMR 2020 "Professional development and remuneration- Professional development and remuneration in figures" section of CMR 2020	401-1

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Social and personnel matters		
Salary gap	"Diversity and equal opportunities - Tables Gender diversity in figures" section of CMR 2020	103 Management approach to Diversity and Equal Opportunities 405-2
Average remuneration of Directors and Managers by gender	"Diversity and equal opportunities - Tables Gender diversity in figures" section of CMR 2020	103 Management approach to Diversity and Equal Opportunities 102-35 / 102-36 / 102-38 / 102-39
Implementation of policies to disconnect from work	"Employee experience" section of CMR 2020	103 Employment management approach
Number of employees with disabilities	"Diversity and equal opportunities- Functional diversity" section of CMR 2020	405-1
Organisation of working hours	"Employee experience" section of CMR 2020 "COVID-19: response to the emergency and contribution to recovery- Responsibility for CaixaBank staff" section of CMR 2020	103 Management approach to Employment
Number of hours of absenteeism	"Employee experience - Tables Working environment in figures" section of CMR 2020	403-9
Measures for promoting work-life balance for both parents	"Employee experience - Equality Plan" section of CMR 2020 "COVID-19: response to the emergency and contribution to recovery- Responsibility for CaixaBank staff" section of CMR 2020	103 Management approach to Employment
Occupational health and safety conditions	"Employee experience" section of CMR 2020 "COVID-19: response to the emergency and contribution to recovery Responsibility for CaixaBank staff" section of CMR 2020	Occupational Health and Safety Management Approach 403-1 / 403-2 / 403-3 / 403-6
Occupational accidents, in particular their frequency and severity, disaggregated by gender	"Employee experience - Tables Working environment in figures" section of CMR 2020	403-9
Type of occupational illnesses and distributed by gender	CaixaBank's activities do not lead to the development in its workers of any of the occupational diseases classified as serious.	403-10

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Social and personnel matters		
Percentage of employees covered by a collective bargaining agreement by country	"Employee experience - Labour standards and staff rights " section of CMR 2020	102-41
Overview of collective bargaining agreements, particularly in the field of occupational health and safety	"Employee experience - Labour standards and staff rights" section of CMR 2020	403-4
Policies implemented in the field of training	"Professional development and remuneration - Development of potential" CMR 2020	103 Training and teaching management approach
	"Professional development and remuneration - Ongoing training" section of CMR 2020	404-2
Total hours of training by job category	"Professional development and remuneration- Professional development and remuneration in figures" section of CMR 2020	404-1
Protocols for integration and universal accessibility for people with disabilities. Universal accessibility for people with disabilities	"Diversity and equal opportunities - Functional diversity" section of CMR 2020	103 Management approach to Diversity and Equal Opportunities and Non-discrimination
	"Financial inclusion - Local accessible banking" section of CMR 2020	
Other information		
Complaint systems available to customers	"Stakeholders dialogue - Customers" section of CMR 2020	103 Customer privacy and marketing and labelling management approach
Number of complaints received from customers and their resolution	"Stakeholders dialogue - Customers - Customer Service Office" section of CMR 2020	103 Customer privacy and marketing and labelling management approach 417-1 / 417-2 / 417-3 / 418-1
Measures for customer health and safety	This is not relevant for the CaixaBank Group	03 Health and Safety Management Approach in customers
Amount of profit obtained, country-by-country	"Tax transparency - Amount of taxes managed by the CaixaBank Group" section of CMR 2020	103 Economic Performance Management Approach 201-1
Amount of profit tax paid	"Tax transparency - Amount of taxes managed by the CaixaBank Group" section of CMR 2020	201-1 / 207-4
Amount of subsidies received	Annex 6.F of the accompanying 2019 Consolidated Annual Financial Statements	201-4

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General Disclosures		
GRI 101: Foundation		
Organizational profile		
	102-1 Name of the organization	Note 1.1 of the 2020 Consolidated Financial Statements (CFS 2020)
	102-2 Activities, brands, products and services	"Business Model" section in the 2020 Consolidated Management Report (CMR 2020) "Customer solutions" CMR 2020
	102-3 Location of headquarters	Note 1.1 CFS 2020
	102-4 Location of operations	"Business Model" CMR 2020
	102-5 Ownership and legal form	Note 1.1 CFS 2020 "Ownership - Share capital / Significant shareholders / Breakdown of indirect holding" CMR 2020
	102-6 Markets served	"Business Model" CMR 2020
	102-7 Scale of the organization	"CaixaBank in 2020" CMR 2020 Consolidated balance sheets CFS 2020
GRI 102: General Disclosures	102-8 Information on employees and other workers	"Foster a people-centric, agile and collaborative culture" CMR 2020
	102-9 Supply chain	"Stakeholders dialogue - Suppliers - Corporate procurement" CMR 2020
	102-10 Significant changes to the organization and its supply chain	"Significant events in the year" CMR 2020 Note 1.9 CFS 2020
	102-11 Precautionary principle or approach	"Corporate Responsibility Governance" CMR 2020 "Environmental Strategy" CMR 2020
	102-12 External initiatives	"Corporate Responsibility Governance- Alliances and affiliations" CMR 2020 "Diversity and equal opportunities - Adherence to national and international principles of promoting diversity" CMR 2020
	102-13 Membership of associations	"Context and outlook for 2021 - Regulatory context" CMR 2020

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Strategy		
	102-14 Statement from senior management decision-maker	"Letter from the Chairman" and "Letter from the CEO" CMR 2020
GRI 102: General Disclosures	102-15 Key impacts, risks and opportunities	"Context and outlook for 2021" CMR 2020 "Risk management" CMR 2020
Ethics and integrity		
	102-16 Values, principles, standards and norms of behavior	"Ethics and integrity" CMR 2020 "Corporate Responsibility Governance" CMR 2020
GRI 102: General Disclosures	102-17 Mechanisms for advice and concerns about ethics	"Ethics and integrity" CMR 2020
Governance		
	102-18 Governance structure	"The Administration - General Shareholders' Meeting / The Board of Directors" CMR 2020 "Senior Management - The Management Committee" CMR 2020
	102-19 Delegating authority	"The Administration - General Shareholders' Meeting / The Board of Directors" CMR 2020 "Senior Management - The Management Committee" CMR 2020 "Ethics and integrity" CMR 2020
	102-20 Executive-level responsibility for economic, environmental, and social topics	"Senior Management – Main Committees" CMR 2020 "Corporate Responsibility Governance" CMR 2020 "Environmental strategy - Managing environmental risks and risks related to climate change" CMR 2020
GRI 102: General Disclosures	102-21 Consulting stakeholders on economic, environmental, and social topics	"Materiality" CMR 2020 "Corporate Responsibility Governance- Reputation" CMR 2020 "Stakeholders dialogue" CMR 2020

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Governance		
	102-22 Composition of the highest governance body	"The Administration - The Board of Directors" CMR 2020
	102-23 Chair of the highest governance body	"The Administration - The Board of Directors" CMR 2020
	102-24 Nominating and selecting the highest governance body	"The Administration - Selection, appointment, re-election, assessment and termination" CMR 2020
	102-25 Conflicts of interest	"Corporate Responsibility Governance - Best Corporate Governance Practices" CMR 2020 "Ownership - Shareholder structure" CMR 2020
	102-26 Role of the highest governance body in selecting purpose, values, and strategy	"The Administration - The Board of Directors" CMR 2020 "Senior Management" CMR 2020 "Corporate Responsibility Governance" CMR 2020
GRI 102: General Disclosures	102-27 Collective knowledge of the highest governance body	"The Administration - The Board of Directors" CMR 2020
	102-28 Evaluating the highest governance body's performance	"The Administration - Formation of the Board of Directors / Selection, appointment, re-election, assessment and termination / Assessment of the Board" CMR 2020
	102-29 Identifying and managing economic, environmental, and social impacts	"Corporate Responsibility Governance" CMR 2020 "Environmental strategy - Managing environmental risks and risks related to climate change" CMR 2020
	102-30 Effectiveness of risk management processes	"Risk Management" CMR 2020
	102-31 Review of economic, environmental, and social topics	"The Administration - The Board of Directors" CMR 2020 "Senior Management - Main Committees" CMR 2020

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Governance		
	102-32 Highest governance body's role in sustainability reporting	<p>The Executive Management of Financial Accounting, Control and Capital is responsible for preparing and coordinating the 2020 CMR, which includes the Statement of Non-financial Information.</p> <p>This report is subsequently reviewed by the Management Committee, the Audit and Control Committee, and the Board of Directors of CaixaBank. The latter is responsible for formulating the Statement of Non-Financial Information which contains the sustainability information deemed to be significant in accordance with the law and the Materiality Analysis.</p>
	102-33 Communicating critical concerns	<p>"The Administration" CMR 2020</p> <p>"Senior Management" CMR 2020</p>
	102-34 Nature and total number of critical concerns	There are no critical concerns in the 2020 financial year
	102-35 Remuneration policies	"Remuneration" CMR 2020
GRI 102: General Disclosures	102-36 Process for determining remuneration	"Remuneration" CMR 2020
	102-37 Stakeholders' involvement in remuneration	"The Administration - General Shareholders' Meeting" CMR 2020
	102-38 Annual total compensation ratio	<p>Note 9.1 CFS 2020</p> <p>"Diversity and equal opportunities - Gender diversity in figures" CMR 2020</p>
	102-39 Percentage increase in annual total compensation ratio	<p>Note 9.1 CFS 2020</p> <p>"Diversity and equal opportunities - Gender diversity in figures" CMR 2020</p>
	102-40 List of stakeholder groups	<p>"Stakeholders dialogue" CMR 2020</p> <p>Corporate Social Responsibility Policy / Corporate Social Responsibility at CaixaBank (section 4.1)</p>
	102-41 Collective bargaining agreements	"Employee experience - Labour standards and staff rights" CRM 2020

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Governance		
	102-42 Identifying and selecting stakeholders	Stakeholders are identified and selected through a process of analysis and internal reflection carried out by the management team. The Corporate Responsibility department continually reviews identified stakeholders, as well as the related active listening, dialogue and monitoring processes, to understand and meet their expectations and needs
GRI 102: General Disclosures	102-43 Approach to stakeholder engagement	"Materiality" CMR 2020 "A benchmark for responsible management and social commitment- Reputation" CMR 2020 "Stakeholders dialogue" CMR 2020
	102-44 Key topics and concerns raised	"Materiality" CMR 2020
	Practices for creating reports	
	102-45 Entities included in the consolidated financial statements	Note 2.1 and Annexes 1, 2 and 3 CFS 2020
	102-46 Defining report content and topic boundaries	"Materiality" CMR 2020 In addition, the requirements of Act 11/2018 of 28 December have been taken into account to define the contents of the report
	102-47 List of material topics	"Materiality" CMR 2020
GRI 102: General Disclosures	102-48 Restatements of information	Note 1.4 CFS 2020
	102-49 Changes in reporting	In the list of material topics for 2020, there have been no significant changes related to the periods subject to previous reports
	102-50 Reporting period	Financial year 2020
	102-51 Date of most recent report	The 2019 Consolidated Management Report, drawn up in accordance with the GRI standards framework and incorporating the contents required by Act 11/2018 of 28 December, was registered with the CNMV in February 2020
	102-52 Reporting cycle	Yearly

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Practices for creating reports		
	102-53 Contact point for questions regarding the report	The usual service channels for customers, shareholders, corporate investors, and media, are available on the company website (investors@caixabank.com, accionista@caixabank.com).
GRI 102: General Disclosures	102-54 Claims of reporting in accordance with the GRI Standards	"Materiality - Criteria and scope of the Report" CMR 2020
	102-55 GRI content index	"Statement of Non-Financial Information - Table of contents Act 11/2018, of 28 December and GRI Content Index" CMR 2020
	102-56 External assurance	"Independent verification report" CMR 2020
Material topics		
Material topic: Cybersecurity and data confidentiality		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	"Risk management - Operational and reputational risk - Technological" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020 "Cybersecurity" CMR 2020
	103-2 The management approach and its components	"Risk management - Operational and reputational risk - Technological" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020 "Cybersecurity" CMR 2020
	103-3 Evaluation of the management approach	"Risk management - Operational and reputational risk - Technological" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020 "Cybersecurity" CMR 2020
GRI 418: Customer privacy		
GRI 418: Customer privacy	418-1 Substantiated complaints regarding breaches of customer privacy and losses of customer data	In 2020, no significant disciplinary action was taken with regard to this topic and no significant sanctions have been received.

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Material topic: Balance sheet soundness and profitability		
	103-1 Explanation of the material topic and its boundary	"Risk management - Business model risks" CMR 2020 "Attractive shareholder returns and solid financials" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Risk management - Business model risks" CMR 2020 "Attractive shareholder returns and solid financials" CMR 2020
	103-3 Evaluation of the management approach	"Attractive shareholder returns and solid financials" CMR 2020
GRI 201: Economic performance		
	201-1 Direct economic value generated and distributed	"CaixaBank in 2020 - Key indicators and impact on society" CMR 2020 "Tax transparency - Tax contributions handled by CaixaBank Group and amount" CMR 2020
GRI 201: Economic performance	201-2 Financial implications and other risks and opportunities due to climate change	"Environmental strategy" CMR 2020
	201-3 Defined benefit plan obligations and other retirement plans	Note 23.1 CFS 2020
	201-4 Financial assistance received from government	Annex 6.F CFS 2020
GRI 203: Indirect economic impacts		
	203-1 Infrastructure investments and services supported	"CaixaBank in 2020 - Key indicators and impact on society" CMR 2020 "Financial inclusion" CMR 2020
GRI 203: Indirect economic impacts	203-2 Significant indirect economic impacts	"CaixaBank in 2020 - Key indicators and impact on society" CMR 2020 "Financial inclusion" CMR 2020 "Environmental strategy - Promoting green business" CMR 2020

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GRI 204: Procurement practices		
GRI 204: Procurement practices	204-1 Proportion of spending on local suppliers	"Stakeholders dialogue - Suppliers - Corporate procurement" CMR 2020
Material topic: Long-term vision and anticipating change		
	103-1 Explanation of the material topic and its boundary	"Context and outlook for 2021" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Context and outlook for 2021" CMR 2020 "Risk management" CMR 2020
	103-3 Evaluation of the management approach	"Context and outlook for 2021" CMR 2020
Material topic: Principled, responsible and sustainable conduct		
	103-1 Explanation of the material topic and its boundary	"Risk management - Operational and reputational risk - Conduct and compliance / Reputational" CMR 2020 "Ethics and integrity" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Ethics and integrity" CMR 2020
	103-3 Evaluation of the management approach	"Ethics and integrity" CMR 2020
GRI 205: Anti-corruption		
	205-1 Operations assessed for risks related to corruption	"Risk management - Operational and reputational risk - Conduct and compliance" CMR 2020 "Queries and reporting channel" CMR 2020
GRI 205: Anti-corruption	205-2 Communication and training on anti-corruption policies and procedures	"Ethics and integrity - Measures to ensure compliance with policies" CMR 2020
	205-3 Confirmed incidents of corruption and actions taken	"Queries and reporting channel" CMR 2020
GRI 206: Anti-competitive behavior		
GRI 206: Anti-competitive behavior	206-1 Legal actions for anti-competitive behaviour, anti-trust, and monopoly practices	On 14 February 2019, a sanction was imposed (albeit not final) and published on the website of the competition authority. At present, an appeal has been filed under contentious-administrative jurisdiction and the total amount of the sanction has been paid. Apart from the aforementioned case, in 2020, there were no other significant legal proceedings.

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GRI 207: Tax		
	207-1 Approach to tax	"Tax transparency" CMR 2020
	207-2 Tax governance, control and risk management	"Tax transparency" CMR 2020
GRI 207: Tax		
	207-3 Stakeholder engagement and management of concerns related to tax	"Tax transparency" CMR 2020
	207-4 Country-by-country reporting	"Tax transparency" CMR 2020
GRI 412: Human rights assessment		
	412-1 Operations that have been subject to human rights reviews or impact assessments	"Ethics and integrity - Human Rights due diligence and assessment" CMR 2020
GRI 412: Human rights assessment		
	412-2 Employee training on human rights policies or procedures	"Ethics and integrity" CMR 2020
	412-3 Significant investment agreements and contracts that include human rights clauses or that underwent human rights screening	"Stakeholders dialogue - Suppliers - Corporate procurement" CMR 2020
GRI 415: Public policy		
GRI 415: Public policy		
	415-1 Political contributions	"Ethics and integrity" CMR 2020 "Context and outlook for 2021 - Regulatory context" CMR 2020
Material topic: Active management of financial and non-financial risks		
	103-1 Explanation of the material topic and its boundary	"Risk Management" CMR 2020
GRI 103: Management approach		
	103-2 The management approach and its components	"Risk management" CMR 2020 Note 3 CFS 2019
	103-3 Evaluation of the management approach	"Risk management" CMR 2020 Note 3 CFS 2020

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Material topic: Compliance with and adaptation to the regulatory framework		
	103-1 Explanation of the material topic and its boundary	"Risk management - Operational and reputational risk - Legal/ Regulatory" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Risk management - Operational and reputational risk - Legal/ Regulatory" CMR 2020
	103-3 Evaluation of the management approach	"Risk management - Operational and reputational risk - Legal/ Regulatory" CMR 2020
GRI 419: Socioeconomic compliance		
GRI 419: Socioeconomic compliance	419-1 Non-compliance with laws and regulations in the social and economic area	Note 23.3 CFS. There have been no cases of non-compliance leading to any sanctions been received that exceed the threshold considered significant for reporting under the GRI framework (€50m).
Material topic: Ensure operational effectiveness and business continuity		
	103-1 Explanation of the material topic and its boundary	"Risk management - Operational and reputational risk" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Risk management - Operational and reputational risk" CMR 2020
	103-3 Evaluation of the management approach	"Risk management - Operational and reputational risk" CMR 2020 "COVID-19: CaixaBank's response to the emergency and contribution to recovery" CMR 2020
Material topic: Communication of understandable and transparent information		
	103-1 Explanation of the material topic and its boundary	"Responsible marketing and communication" CMR 2019 "Risk management - Operational and reputational risk - Reliability of information" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Responsible marketing and communication" CMR 2019 "Risk management - Operational and reputational risk - Reliability of information" CMR 2020
	103-3 Evaluation of the management approach	"Responsible marketing and communication" CMR 2019 "Risk management - Operational and reputational risk - Reliability of information" CMR 2020

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GRI 417: Marketing and labeling		
	417-1 Requirements for product and service information and labeling	"Responsible marketing and communication" CMR 2020 "Risk management - Operational and reputational risk - Reliability of information" CMR 2020
GRI 417: Marketing and labeling	417-2 Incidents of non-compliance concerning product and service information and labelling	In 2020, there have been no cases of non-compliance leading to the imposing of significant final sanctions, other than the aspects detailed in standard 419-1
	417-3 Incidents of non-compliance concerning marketing communications	In 2020, there have been no cases of non-compliance leading to the imposing of significant final sanctions, other than the aspects detailed in standard 419-1
Material topic: Good corporate governance practices		
	103-1 Explanation of the material topic and its boundary	"Best Corporate Governance practices" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Best Corporate Governance practices" CMR 2020
	103-3 Evaluation of the management approach	"Best Corporate Governance practices" CMR 2020
Material topic: Responsible marketing in line with customers' needs		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	"Responsible marketing and communication" CMR 2020
	103-2 The management approach and its components	"Responsible marketing and communication" CMR 2020
	103-3 Evaluation of the management approach	"Responsible marketing and communication" CMR 2020
Material topic: Friendly service and specialised advice		
	103-1 Explanation of the material topic and its boundary	"Business model" CMR 2020 "Customer experience and quality" CMR 2020 "Financial inclusion - Local and accessible banking" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Business model" CMR 2020 "Customer experience and quality" CMR 2020 "Financial inclusion - Local and accessible banking" CMR 2020
	103-3 Evaluation of the management approach	"Business model" CMR 2020 "Customer experience and quality" CMR 2020 "Financial inclusion - Local and accessible banking" CMR 2020

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Material topic: Security: health and well-being of employees		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	"Employee experience" CMR 2020 "COVID-19: CaixaBank's response to the emergency and contribution to recovery - Responsibility for CaixaBank staff" CMR 2020
	103-2 The management approach and its components	"Employee experience" CMR 2020 "COVID-19: CaixaBank's response to the emergency and contribution to recovery - Responsibility for CaixaBank staff" CMR 2020
	103-3 Evaluation of the management approach	"Employee experience" CMR 2020 "COVID-19: CaixaBank's response to the emergency and contribution to recovery - Responsibility for CaixaBank staff" CMR 2020
GRI 403: Occupational health and safety		
GRI 403: Occupational health and safety	403-1 Occupational health and safety management system	"Employee experience - Promoting well-being in a healthy and sustainable environment" CMR 2020
	403-2 Hazard identification, risk assessment, and incident investigation	"Employee experience - Promoting well-being in a healthy and sustainable environment" CMR 2020
	403-3 Occupational health services	"Employee experience - Promoting well-being in a healthy and sustainable environment" CMR 2020
	403-4 Worker participation, consultation, and communication on occupational health and safety	"Employee experience - Promoting well-being in a healthy and sustainable environment" CMR 2020
	403-5 Worker training on occupational health and safety	"Employee experience - Promoting well-being in a healthy and sustainable environment" CMR 2020
	403-6 Promotion of worker health	"Employee experience - Promoting well-being in a healthy and sustainable environment" CMR 2020
	403-7 Prevention and mitigation of occupational health and safety impacts directly linked by business relationships	"Employee experience - Promoting well-being in a healthy and sustainable environment" CMR 2020

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GRI 403: Occupational health and safety	403-8 Workers covered by an occupational health and safety management system	"Employee experience - Promoting well-being in a healthy and sustainable environment" CMR 2020
	403-9 Work-related injuries	"Employee experience - Promoting well-being in a healthy and sustainable environment - Working environment in figures" CMR 2020
	403-10 Work-related ill health	CaixaBank's activities do not lead to the development in its workers of any of the occupational diseases classified as serious.
Material topic: Managing talent and professional development		
GRI 103: Management approach	103-1 Explanation of the material topic and its boundary	"Professional development and remuneration" CMR 2020
	103-2 The management approach and its components	"Professional development and remuneration" CMR 2020
	103-3 Evaluation of the management approach	"Professional development and remuneration" CMR 2020
GRI 401: Employment		
GRI 401: Employment	401-1 New employee hires and employee turnover	"Diversity and equal opportunities - Gender diversity in figures" CMR 2020
	401-2 Benefits provided to full-time employees that are not provided to temporary or part-time employees	Generally speaking, there are no differences in the social benefits received by employees based on the type of contract. However, some contracts contain specific requirements that must be met by employees in order to access the social benefits.
	401-3 Parental leave	"Employee experience - Equality Plan" CMR 2020
GRI 402: Labor/management relations		
GRI 402: Labor/management relations	402-1 Minimum notice periods regarding operational changes	In 2020, CaixaBank has complied with the deadlines established in current labour law for different circumstances
GRI 404: Training and education		
GRI 404: Training and education	404-1 Average hours of training per year per employee	"Professional development and remuneration- Ongoing training" CMR 2020
	404-2 Programs for upgrading employee skills and transition assistance programs	"Professional development and remuneration" CMR 2020
	404-3 Percentage of employees receiving regular performance and career development reviews	"Professional development and remuneration" CMR 2020

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Material topic: Responsible use of new technology and ethical data handling		
	103-1 Explanation of the material topic and its boundary	"Risk management - Operational and reputational risk - Conduct" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Risk management - Operational and reputational risk - Conduct" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020
	103-3 Evaluation of the management approach	"Risk management - Operational and reputational risk - Conduct" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020
Material topic: Solutions for customers with financial difficulties and Investment with a social impact and microfinance		
	103-1 Explanation of the material topic and its boundary	"Financial inclusion" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Financial inclusion" CMR 2020
	103-3 Evaluation of the management approach	"Financial inclusion" CMR 2020
Material topic: Diversity: equality and work-life balance		
	103-1 Explanation of the material topic and its boundary	"Diversity and equal opportunities" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Diversity and equal opportunities" CMR 2020
	103-3 Evaluation of the management approach	"Diversity and equal opportunities" CMR 2020
GRI 405: Diversity and equal opportunity		
	405-1 Diversity of governance bodies and employees	"Corporate Governance - The Administration - Diversity in Board of Directors" CMR 2020 "Diversity and equal opportunities" CMR 2020
GRI 405: Diversity and equal opportunity	405-2 Ratio of basic salary and remuneration of women to men	"Diversity and equal opportunities - Gender diversity in figures" CMR 2020

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Material topic: Working with the Decentralised Social Programme and promoting the activities of "la Caixa" Banking Foundation		
	103-1 Explanation of the material topic and its boundary	"Social action and volunteering" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Social action and volunteering" CMR 2020
	103-3 Evaluation of the management approach	"Social action and volunteering" CMR 2020
GRI 413: Local communities		
	413-1 Operations with local community engagement, impact assessments, and development programs	"Financial inclusion" CMR 2020 "Social action and volunteering" CMR 2020
GRI 103: Management approach	413-2 Operations with significant actual and potential negative impacts on local communities	"Financial inclusion" CMR 2020 "Social action and volunteering" CMR 2020
Material topic: Technological innovation and responsible development of new products and services / Development of digital and remote service channels		
	103-1 Explanation of the material topic and its boundary	"Context and outlook for 2021 - Technological, social and competitive context" CMR 2020 "Risk management - Operational and reputational risk - Technological" CMR 2020 "Customer solutions - Ongoing development of omnichannel distribution network" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Context and outlook for 2021 - Technological, social and competitive context" CMR 2020 "Risk management - Operational and reputational risk - Technological" CMR 2020 "Customer solutions - Ongoing development of omnichannel distribution network" CMR 2020
	103-3 Evaluation of the management approach	"Context and outlook for 2021 - Technological, social and competitive context" CMR 2020 "Risk management - Operational and reputational risk - Technological" CMR 2020 "Customer solutions - Ongoing development of omnichannel distribution network" CMR 2020

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Material topic: Managing climate change and environmental risks		
	103-1 Explanation of the material topic and its boundary	"Environmental strategy - Managing environmental risks and risks related to climate change / Driving sustainable business" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020
GRI 103: Management approach	103-2 The management approach and its components	"Environmental strategy - Managing environmental risks and risks related to climate change / Driving sustainable business" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020
	103-3 Evaluation of the management approach	"Environmental strategy - Managing environmental risks and risks related to climate change / Driving sustainable business" CMR 2020 "Context and outlook for 2021 - Technological, social and competitive context" CMR 2020
GRI 307: Environmental compliance		
GRI 307: Environmental compliance	307-1 Non-compliance with environmental laws and regulations	Note 42.1 CFS 2020

UNEP FI

On 22 September 2019, CaixaBank ratified its adherence to the Principles for Responsible Banking of the United Nations Environment Programme Finance Initiative (UNEP FI). The signing of and compliance with the Principles are in line with the commitment to “Setting the benchmark for responsible management and social commitment”, a strategic line set down in the Bank’s 2019-2021 Strategic Plan.

The objectives of the Principles for Responsible Banking are:

- > To establish a sustainable finance framework for the 21st century.
- > To bring the banking industry in line with the Sustainable Development Goals and the Paris Agreement.
- > To allow banks to demonstrate and communicate their contribution to society.
- > To promote ties with customers and establish specific goals and transparency through public reporting.

Signing the Principles implies aligning the Bank’s strategy and management with the Sustainable Development Goals and the Paris Agreement, establishing annual targets and reporting on the progress being made towards compliance. The degree of progress towards compliance with the Principles for Responsible Banking is reported below.



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1. ALIGNMENT

We will align our business strategy to be coherent and contribute to the needs of people and the objectives of society, as expressed in the Sustainable Development Goals, the Paris Agreement and relevant national and regional frameworks.

1.1 *Describe* (high level) the bank's business model, including the main customer segments to which it is addressed, the Types of products and services provided, the main sectors and types of activities and, where applicable, technologies financed in the main territorial areas in which the bank operates or provides products and services.

CaixaBank is committed to a socially-responsible long-term model of universal banking, based on quality, close relationships and specialisation, offering products and services that are adapted to each sector. The Group operates mainly in Spain and, through BPI, in Portugal.

CaixaBank has a 30.9% share of individual customers in Spain. It is the leader in online banking, with a 34.4% share of digital customers in Spain. MicroBank, the Group's social bank, is a leader in the field of social inclusion, using micro-loans and other forms of lending with a social impact. The Group's insurance activity is carried out through VidaCaixa, a leading insurance sector company in Spain, while CaixaBank Asset Management, with a market share of 17.5%, is the Group's asset management company.

"Business Model" section of the 2020 Consolidated Management Report (CMR 2020)

1.2 *Describe* how the bank has aligned or plans to align its business strategy to be coherent with and contribute to the objectives of society, as expressed in the Sustainable Development Goals, the Paris Agreement and relevant national and regional frameworks.

CaixaBank's mission is "to ensure the financial well-being of our customers while pursuing social progress". Accordingly, one of the five priority areas identified in the 2019-2021 Strategic Plan is "setting the benchmark in responsible management and commitment to society". To move forward in this direction, the company has a Corporate Responsibility Plan.

Within this framework, the bank works to contribute to the achievement of all the SDGs, both directly, through its activity and that of its subsidiaries (such as MicroBank, the social bank dedicated to micro-loans and social impact financing), and through strategic alliances with entities such as the "la Caixa" Banking Foundation. CaixaBank places special emphasis on four priority SDGs that are interconnected with the other goals (SDG1, SDG8, SDG12 and SDG17), with specific measures to contribute to their achievement.

CaixaBank is a signatory to the Collective Commitment to Climate Action and, as such, has committed to aligning its portfolio with the objectives of the Paris Agreement. The bank's 2019-2021 Environmental Strategy Roadmap is intended to help meet this commitment.

"CaixaBank's Contribution to Agenda 2030 - Sustainable Development Goals"

Socio-economic Report and CaixaBank's Contribution to the 2020 SDGs (<https://www.caixabank.com/es/sobre-nosotros/publicaciones.html>)

"Environmental strategy" section of CMR 2020



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2. IMPACT AND SETTING OF OBJECTIVES

We will continue to continually increase our positive impacts while reducing negative impacts and managing the risks for people and the environment resulting from our activities, products and services. To do this, we will establish and publish objectives through which we can have the most significant impacts.

2.1 Impact analysis

Show that the bank has identified the areas in which it has its most significant positive and negative (potential) impacts through an impact analysis that complies with the following elements:

- Scope: The bank's main areas of business, the products and services provided in the main territorial areas in which the bank operates, as described in point 1.1, have been considered for the scope of the analysis.
- Exposure: By identifying its most significant impact areas, the bank has considered where its main business and its main activities are located in sectoral, technological and geographical terms.
- Context and relevance: The bank has taken into account the most significant challenges and priorities related to sustainable development in the countries and regions in which it operates.
- Magnitude and intensity and relevance of the impact: By identifying its most significant impact areas, the bank has considered the magnitude and intensity and relevance of the (potential) social, economic and environmental impacts resulting from the bank's activities and the provision of products and services.

Demonstrate that, based on this analysis, the bank has:

- > Identified and disclosed its most significant (potential) positive and negative impact areas.
- > Identified strategic business opportunities in relation to increasing positive impacts and reducing negative impacts.

CaixaBank has identified 5 areas where it can focus its strategic priorities in the area of responsible management: integrity, transparency and diversity; governance; environment; financial inclusion; and social action. Identified through a context study, an impact analysis according to the company's activity and geographical presence, and a process of internal debate, these priorities are included in the Socially Responsible Banking Plan approved by the Board of Directors.

CaixaBank also conducts an annual Materiality Analysis with the aim of identifying priority financial, economic, social and environmental issues for its stakeholders and business. This analysis, which is based on multiple external and internal sources, is used to detect new priorities or changes in existing priorities, such as those derived from the COVID-19 health and economic crisis. In 2020, a broader list of relevant topics was used with the aim of prioritising the issues in greater detail.

"Business Model" section of CMR 2020

"Materiality" section of CMR 2020

"A benchmark for responsible management and social commitment" CMR 2020

Provide the bank's conclusion/statement as to whether it has met the requirements related to the Impact Analysis.

CaixaBank has various mechanisms for analysing the environment, engagement with stakeholders (customers, investors and shareholders, employees, regulators, suppliers, etc.), and comprehensive internal tools that allow its sustainability priorities to be identified and updated on the basis of potential positive and negative impacts on the environment. Specifically, these include the Socially Responsible Banking Plan, the materiality analysis, the relationship with stakeholders, and participation in global and sectoral initiatives. The bank also forms part of the working group for the development and application of the Impact Analysis tool promoted by the UNEPFI, with the aim of advancing the measurement of the impact of activity.



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2. IMPACT AND SETTING OF OBJECTIVES

We will continue to continually increase our positive impacts while reducing negative impacts and managing the risks for people and the environment resulting from our activities, products and services. To do this, we will establish and publish objectives through which we can have the most significant impacts.

2.2 Setting objectives

Demonstrate that the bank has established and published a minimum of two qualitative or quantitative objectives that are **Specific, Measurable, Achievable, Relevant and Time-bound (SMART)** and address at least two of the most significant impact areas identified, resulting from the bank's activities and the provision of products and services.

Demonstrate that these objectives are linked to and drive alignment with and a greater contribution to the corresponding Sustainable Development Goals, the objectives of the Paris Agreement and other relevant international, national or regional frameworks. The bank should have identified a baseline (assessed with regard to a particular year) and set targets with respect to it.

Demonstrate that the bank has analysed and recognised significant (potential) negative impacts of the objectives established in other dimensions of the SDGs, with regard to climate change or social objectives, and that it has established the relevant measures to mitigate them as far as possible to maximise the net positive impact of the objectives established.

CaixaBank's objectives for 2021, which are reflected in the Strategic Plan for 2019-2021, reflect its commitment to being a model of socially responsible banking and contributing to the SDGs.

Social inclusion and governance objectives for 2021: the bank has specific programmes and initiatives that help it to achieve its objectives, such as Wengage, which promotes diversity; MicroBank, a social bank specialising in microfinancing; and the corporate volunteering programme. Initiatives include:

- > €2,181 million in new microcredits granted (2019-2021) - SDG 1, 8 and 12
- > Ensuring that CaixaBank continues to be included in the DJSI index
- > 43% of managerial positions held by women in 2021 - SDG 5

Objectives linked to sustainable finance and climate change: CaixaBank has an Environmental Management Plan and a 2019-2021 Road Map for its environmental strategy, with objectives such as:

- > 34% reduction in CO₂ emissions (2021 v. 2015) - SDG 12
- > 100% of emissions offset - SDG 12, 13;
- > 15% savings in energy consumption (2021 v. 2015) - SDG 12
- > Issuance of €1,500 million in SDG-linked social, green or sustainable bonds (2019-2021) - SDG 8, 1, 12, 13, 15
- > Publication of targets for alignment of the bank's lending portfolio with the Paris Agreement targets by Q4 2022 - SDG 12, 13

"Promoting a flexible, supportive people-centred culture" section of CMR 2020

"A benchmark for responsible management and social commitment" section of CMR 2020

"Offering the best customer experience" section of CMR 2020

Provide the bank's conclusion/statement as to whether it has met the requirements related to setting objectives.

CaixaBank has defined sustainability targets in its 2019-2021 Strategic Plan, in the Socially Responsible Banking Plan, and in the programmes derived therefrom. These targets refer to the priority work areas defined by the company and are monitored to assess compliance and reviewed periodically to guarantee relevance.

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2. IMPACT AND SETTING OF OBJECTIVES

We will continue to continually increase our positive impacts while reducing negative impacts and managing the risks for people and the environment resulting from our activities, products and services. To do this, we will establish and publish objectives through which we can have the most significant impacts.

2.3 Plans for the Implementation and Monitoring of Objectives

Demonstrate that the bank has defined actions and milestones to meet the objectives established.

Demonstrate that the bank has implemented the means to measure and monitor its progress with respect to the objectives established. The definitions of key performance indicators, any changes in these definitions and any changes to the baseline must be transparent.

Monitoring of established programmes and targets is overseen by the Bank's governing bodies and committees defined by the bank. More specifically, these include the Corporate Responsibility and Reputation Committee (CRRC) and the Environmental Risk Management Committee, two high-level committees reporting to the Management Committee and, in the first case, the Appointments Committee delegated by the Board of Directors.

In relation to social inclusion and governance objectives:

- > MicroBank, the social bank dedicated to microfinance and social impact financing, has set out its own strategic plan and has its own governing bodies.
- > CaixaBank has the Wengage programme, with objectives and actions to champion diversity both inside and outside the Company, the progress of which is monitored by the Equality Committee.
- > The teams that coordinate the Volunteering and Social Action Programmes have plans to engage with employees, working to detect the most urgent social needs and the entities with which to collaborate in order to help provide a response.
- > Digitalisation and cybersecurity are among the bank's priority actions, for which it has specialised teams.

Concerning the goals related to sustainable finance and the environment, CaixaBank has defined an Environmental Strategy that is promoted through specialised teams and two major action plans:

- > 2019-2021 Road Map to deploy the Environmental Strategy. This road map seeks to promote sustainable business and to drive environmental and climate change risk management.
- > 2019-2021 Environmental Management Plan: Reducing energy consumption and offsetting the bank's carbon footprint.
- > Both VidaCaixa and CaixaBank Asset Management have their own strategic plans to promote socially responsible investment.

"Corporate responsibility governance" section of CMR 2020

"Financial inclusion - MicroBank" section of CMR 2020

"Diversity and equal opportunities" section of CMR 2020

"Environmental strategy" section of CMR 2020

"A benchmark for responsible management and social commitment" section of CMR 2020

Provide the bank's conclusion/statement as to whether it has met the requirements related to implementing and monitoring objectives.

CaixaBank has procedures for monitoring the Socially Responsible Banking Plan in order to guarantee regular monitoring of the actions and objectives established. These are made public in the Consolidated Management Report and are verified externally and independently, with corrective measures introduced in the event of deviation. Plans are also reviewed periodically by wide-ranging teams to guarantee their validity and relevance. Finally, the company has a three-line defence model which allows it to anticipate, identify and manage the risks it faces, including ESGs, and to promote the creation of sustainable value.



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2.4 Progress in the Implementation of Objectives

For each objective separately:

Demonstrate that the bank has implemented the measures defined previously to meet the objective established.

Or explain why the measures could not be implemented or needed to be changed and how the bank is adapting its plan to meet the objective set.

Report on the bank's progress over the last 12 months (up to 18 months in its first report after becoming a signatory) towards achieving each of the objectives set and the impact of its progress.

Progress in social inclusion and governance (in 2020):

- > €900 million granted through MicroBank in the form of microcredits and other financing with a social impact.
- > CaixaBank included in the DJSI index for the ninth consecutive year.
- > 94% of branches accessible and 100% of ATMs accessible (CaixaBank Spain).
- > 41.6% of managerial positions held by women (CaixaBank, S.A.) in 2020 and the bank has joined the Target Gender Equality initiative, promoted by the United Nations Global Compact.
- > 18,710 professionals certified for compulsory MiFID II training.
- > €1,000 million issuance of the COVID-19 social bond and publication of the Impact Report on the inaugural issue of social bonds linked to the SDGs in 2019.
- > More than €50 million invested in Information Security.
- > Bcorp certification obtained by Imagin.

The crisis caused by the COVID-19 pandemic has also prompted additional measures to support customers and society, such as:

- > More than 17,000 million euros granted in moratoria
- > More than 13,000 million euros to set up loans with government backing within the context of COVID-19.
- > Issuance of 200,000 social cards.

With regard to the environment and sustainable finance:

- > 23% reduction in CO₂ emissions and 100% of estimated emissions offset.
- > Electricity consumption down by 7.4% compared to 2019.
- > Issuance of green bonds linked to SDG 7 (clean energy) and SDG 9 (industry, innovation and infrastructure) for €1,000 million.

"Financial inclusion" section of CMR 2020

"COVID-19: response to the emergency and contribution to recovery" section of CMR 2020

"Environmental strategy" section of CMR 2020

"A benchmark for responsible management and social commitment" section of CMR 2020

2. IMPACT AND SETTING OF OBJECTIVES

We will continue to continually increase our positive impacts while reducing negative impacts and managing the risks for people and the environment resulting from our activities, products and services. To do this, we will establish and publish objectives through which we can have the most significant impacts.



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2.4 Progress in the Implementation of Objectives

For each objective separately:

Demonstrate that the bank has implemented the measures defined previously to meet the objective established.

Or explain why the measures could not be implemented or needed to be changed and how the bank is adapting its plan to meet the objective set.

Report on the bank's progress over the last 12 months (up to 18 months in its first report after becoming a signatory) towards achieving each of the objectives set and the impact of its progress.

- > Participation in the financing of 39 renewable energy projects, worth a total of €3,163 million.
- > 32 loan operations linked to sustainability variables signed for 2,997 million euros.
- > Granting of 788 loans worth €54 million linked to eco-financing.
- > Renewal of leadership category (A-) in CDP.
- > Adherence to the United Nations Collective Commitment to Climate Action and to the Climate Commitment promoted by CECA and AEB for Spanish banking.
- > Adherence to the Green Recovery Call to Action.
- > First qualitative analyses of the risks of the climate transition in the short, medium and long terms (2025, 2030 and 2040) through analysis of the energy sector, differentiating between oil & gas and electricity.
- > 88.2% (+2.9 pp compared to 2019) of investments that take CaixaBank Asset Management ESG criteria into account.
- > VidaCaixa's adherence to the Sustainable Insurance Principles (SIP).

The pandemic has involved the replanning of some activities envisaged for 2020, including certain measures in the Sustainable Mobility Plan and face-to-face engagement with employees in Corporate Services (in view of remote working arrangements).

"Financial inclusion" section of CMR 2020

"COVID-19: response to the emergency and contribution to recovery" section of CMR 2020

"Environmental strategy" section of CMR 2020

2. IMPACT AND SETTING OF OBJECTIVES

We will continue to continually increase our positive impacts while reducing negative impacts and managing the risks for people and the environment resulting from our activities, products and services. To do this, we will establish and publish objectives through which we can have the most significant impacts.

Provide the bank's conclusion/statement as to whether it has met the requirements related to progress in implementing objectives.

Progress continued throughout 2020 to meet the objectives set out in the 2019-2021 Strategic Plan and the Socially Responsible Banking Plan, new objectives being defined to mitigate the consequences of the COVID-19 pandemic. Similarly, a process has been initiated to review the Socially Responsible Banking Plan and its programmes to ensure that they are well adapted to the new socio-economic and organisational context of the company.



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3.1 *Provide a general description* of the policies and practices that the bank has implemented or intends to implement to promote responsible relationships with its customers. High-level information should be included on the programmes and actions implemented (or planned), their scope and, where possible, their results.

The company has a Code of Ethics and Principles of Action and other policies to promote ethical and responsible conduct among all its members, including the Anti-Corruption Policy, the Sustainability and Social Responsibility Policy, the Human Rights Policy, the Environmental Risk Management Policy and the Defence Policy. These policies require mandatory training and are reviewed at least bi-annually.

"Ethical and responsible behaviour" section of CMR 2020

"Business model" section of CMR 2020

"Socially responsible investment" section of CMR 2020

In 2020, a due diligence process was carried out to assess the degree of compliance with the Human Rights Policy, prior to its update in 2021.

The bank also has a Product Committee, which is responsible for approving any new product or service that the company designs and/or markets, including assessing its corporate and environmental responsibility. This Committee analysed 246 products and services during 2020.

Since 2018, CaixaBank has developed the Transparent Contracts Project to simplify the language of contractual and pre-contractual documents for the products and services it markets. CaixaBank also has a Financial Culture Plan with financial education initiatives aimed at all sectors of the public.

Furthermore, it has created new specialised teams with the aim of driving the transition to a more sustainable and inclusive economy. These notably include sustainable finance teams in corporate and business banking; the environmental risk team; and the social value proposition team in Private Banking.

3. CUSTOMERS

We will work responsibly with our customers to promote sustainable practices and enable economic activities that generate prosperity for both current and future generations.



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Reference(s) and link(s) to the bank's complete relevant replies and information

3.2 *Describe* how the bank has worked or aims to work with its customers to promote sustainable practices and enable sustainable economic activities. High-level information should be included on the measures planned or implemented, the products and services developed and, where possible, their impact.

CaixaBank has sustainable financing teams and teams specialising in some of the most sensitive business segments from the point of view of climate and environmental risk, including real estate, infrastructure, energy and agriculture. They work with customers to identify new sustainable business operations and to move forward in the transition to a low-carbon economy.

The products and services offered include green loans and loans linked to ESG indexes or sustainability goals; funding for renewable energy projects and energy-efficient buildings; participation in the green bond market; recycled plastic credit cards; and socially responsible investment funds.

Customers and operations with potential environmental, social and/or reputational risks are analysed to ensure they meet criteria set by the bank. Furthermore, the Environmental Risk Management Policy establishes criteria for accepting new customers and credit operations based on exclusions from certain activities that may have a significant environmental impact. The bank also applies the Equator Principles when assessing projects.

VidaCaixa's and CaixaBank Asset Management's investment policies also envisage dialogue and other measures with portfolio companies and managers to promote improvements in ESG management and disclosure.

"Business model" section of CMR 2020

"Environmental strategy" section of 2020 CMR

"Offering the best customer experience" section of CMR 2020

"Socially responsible investment" section of CMR 2020

3. CUSTOMERS

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4.1 *Describe* the stakeholders (groups or types of group) that the bank has consulted, with whom it has established relationships, collaborated or associated in order to implement these Principles and improve the bank's impacts. A general high-level description should be included of how the bank has identified relevant stakeholders, what problems have been resolved and what results have been achieved.

CaixaBank actively takes into account the expectations of the main stakeholders set out in its materiality report and identified in the development of the Socially Responsible Banking Plan and the reputational risk road map.

Engagement and cooperation with the regulator, peers, NGOs and other entities:

- > Participation in UNEPFI working groups to advance impact measurement; implementation of the sustainable taxonomy of banking products; financial inclusion and implementation of TCFD recommendations (analysis geared to climate-change scenarios).
- > Regular meetings with other organisations, think tanks and initiatives such as the Spanish Green Growth Group, Global Compact, CECA, WSBI, NAB, Forética and Seres to share knowledge about sustainability and further its implementation.
- > Working with the "la Caixa" Banking Foundation and the SDG Observatory to promote the implementation of the SDGs among Spanish companies.
- > Adherence to the Manifesto for Sustainable Economic Recovery and the Green Recovery Call to Action initiative.
- > Monitoring and participation in consultative processes for regulatory initiatives in sustainable finance, taxation, innovation and digitisation, consumer protection and transparency, financial stability and strengthening of the financial sector.

Engagement with customers, investors, employees and society in general:

- > Participation in ESG meetings with institutional investors, to share priorities and learn about their expectations, and with eminent sustainability analysts.
- > Processes of engagement related to ESG carried out by VidaCaixa and CaixaBank Asset Management.
- > Meetings to promote and teach our customers about sustainable finance, as well as disseminating this knowledge through the chairs supported by CaixaBank.
- > Establishment of the sustainability school for employees.
- > Participation in events as speakers to raise awareness of the importance of the SDGs and the Paris Agreement.

"A benchmark for responsible management and social commitment - Stakeholders dialogue" section of CMR 2020

4. STAKEHOLDERS

We will consult, establish relationships with and engage proactively and responsibly with relevant stakeholders to achieve the company's objectives.



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5.1 *Describe* the relevant governance structures, policies and procedures that the bank has implemented or intends to implement to manage significant positive and negative (potential) impacts and to support the effective implementation of the Principles.

In CaixaBank, the definition, follow-up and monitoring of compliance with the Principles for Responsible Banking is the responsibility of the governing bodies and committees defined by the bank. More specifically, these include the Corporate Responsibility and Reputation Committee (CRRC) and the Environmental Risk Management Committee, two high-level committees reporting to the Management Committee and the Appointments and Risk Committees, respectively, and to the Board of Directors.

"Corporate Responsibility Governance" section of CMR 2020

5. GOVERNANCE AND CULTURE

We will fulfil our commitment to these Principles through effective governance and a responsible banking culture.

Other committees and bodies seek to increase the positive impacts and avoid, mitigate or reduce the negative impacts of certain issues that cut across the Bank's entire range of activities. These include the Diversity Committee, the Transparency Committee and the Product Committee. The Bank also has teams specialising in matters such as microfinance, sustainable finance, social action and volunteering, socially responsible investment and environmental and climate risk management.

We highlight in particular the integrity, social and environmental policies defined by the Bank and which govern its full range of activity. These policies are integrated, in turn, into the Socially Responsible Banking Plan, with five broad lines of action in corporate responsibility.

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High-level summary of the bank's response

Reference(s) and link(s) to the bank's complete relevant replies and information

5. GOVERNANCE AND CULTURE

We will fulfil our commitment to these principles through effective governance and a responsible banking culture.

5.2 *Describe* the initiatives and measures that the bank has implemented or intends to implement to promote a responsible banking culture among its employees. A general high-level description of skill development, inclusion in remuneration structures and performance management and leadership communication, among others, should be included.

With regard to culture and training, CaixaBank has a corporate culture programme, "We are CaixaBank", which aims to strengthen corporate principles and values, including social commitment and the promotion of actions with a positive impact on people and society; proximity; responsibility, high standards, and honesty and transparency.

Initiatives include:

- > The Sustainability School, with training modules on topics such as climate change and socially responsible investment.
- > Specific teaching modules to ensure compliance with responsible policies.
- > Compulsory training in regulatory matters linked to variable remuneration.
- > Channel for enquiries and complaints regarding the Code of Ethics and action principles, the Anti-corruption Policy and other responsible policies.

With regard to remuneration policies, CaixaBank establishes the policy for its directors on the basis of general remuneration policies, committed to a market position that enables it to attract and retain the talent necessary, while encouraging behaviour that ensures long-term value generation and the sustainability of results over time. The long-term remuneration component is also linked to the Global Reputation Index

"Financial inclusion-Financial culture" section of CMR 2020

"Remuneration" section of CMR 2020

5.3 Governance Structure for Implementation of the Principles

Demonstrate that the bank has a governance structure for the implementation of the PRB, including:

- a) establishing objectives and measures to achieve the objectives set
- b) corrective action if targets or milestones are not achieved or unexpected negative impacts are detected.

The implementation of these principles is one of the comprehensive axes of the Socially Responsible Banking Plan, and is therefore subject to the same governance processes as corporate responsibility, described in section 2.3. The establishment, implementation and review of improvement plans, progress targets and remedial action have been integrated across the board among the existing teams and committees in the bank.

"Corporate Responsibility Governance" section of CMR 2020

Provide the bank's conclusion/statement as to whether it has met the requirements related to governance structure for the implementation of the Principles.

The Group has defined a governance model with the objective of ensuring the definition, implementation and monitoring of policies, plans and objectives that contribute to the responsible and sustainable development of its activity, setting a benchmark in socially responsible banking, facing future challenges and contributing to the progress of the whole of society.



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6. TRANSPARENCY AND RESPONSIBILITY

We will periodically review our individual and collective implementation of these Principles and we will be transparent and responsible with regard to our positive and negative impacts and our contribution to the objectives of society.

6.1 Progress in the implementation of Principles for Responsible Banking

Demonstrate that the bank has made progress in implementing the six Principles over the last 12 months (up to 18 months in its first report after becoming a signatory) as well as having set and achieved objectives in at least two areas (see points 2.1 and 2.4).

Demonstrate that the bank has considered existing international and regional good practices and those currently undergoing deployment relevant to the implementation of the six Principles for Responsible Banking. On this basis, it has defined priorities and objectives to align itself with good practice.

Demonstrate that the bank has implemented or is working to implement changes in its current practices to reflect and align itself with existing international and regional good practices and those currently undergoing deployment and that it has made progress in implementing these Principles.

CaixaBank's ESG information can be found in the Group's Consolidated Management Report, which is also aligned with the European Non-financial Information Directive and the GRI, SASB and TCFD reporting guidelines. This report is submitted for approval by the Annual General Meeting and is verified by an independent external expert in accordance with standard ISAE3000. The report also complies with the UN Global Compact Progress Report requirements.

CaixaBank and its subsidiaries also publish other annual reports that respond to internationally recognised good practices. They include the CDP and PRI questionnaires, the report on the application of the Equator Principles and the progress report on the Collective Commitment on Climate Action. The bank also publishes a study on its Socio-Economic Impact and contribution to the SDGs, an environmental statement that complies with EMAS certification and details of its carbon footprint.

This commitment to external accountability and its adherence to best practice drive the continuous improvement of Group entities. The bank also incorporates good practices and recommendations from the main regulatory bodies, such as the CNMV and its Code of Good Governance for Listed Companies, the OECD and its Guiding Principles for Business and Human Rights, and the evaluation criteria established by the main sustainable rating agencies.

"GRI" section of CMR 2020

"Environmental strategy" section of CMR 2020

CDP questionnaire in "Environmental management" section on corporate website (<https://www.caixabank.com/es/sostenibilidad/medioambiente/gestion-medioambiental.html>)

Socio-economic Impact and Contribution to the SDG - <https://www.caixabank.com/es/sobre-nosotros/publicaciones.html>

See section at <https://equator-principles.com/members-reporting/>

Provide the bank's conclusion/statement as to whether it has met the requirements related to progress in implementing the Principles for Responsible Banking.

CaixaBank is committed to transparency and the utmost accountability to its stakeholders. To this end, it makes its progress public through externally verified reports that are aligned with the main standards in the field of non-financial reporting, both regulatory and voluntary.



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TCFD

The Financial Stability Board (FSB) commissioned the TCFD (Task Force on Climate-related Financial Disclosures) to develop a reporting framework that will help the market assess the performance of companies with regard to climate change and contribute to the decision-making of

stakeholders. The initiative recommends the disclosure of financial information related to climate change addresses 4 main categories.

The **Environmental Strategy** section of the 2020 Conso-

lidated Management Report reflects CaixaBank's strategy and positioning in this area.

The following table shows the summary of progress of the initiative at 31 December 2020.

TCFD Recommendation

Summary response

1. GOVERNANCE

Reporting on the governance of organisations around climate-related risks and opportunities

- > The CaixaBank Board of Directors is the senior body in charge of **Environmental Risk Management Policy** to be implemented within CaixaBank, S.A., approved in February 2019 by the same Board of Directors.
- > The supervision of all environmental risk management initiatives is the responsibility of the **Environmental Risk Management Committee**, which reports to the Board of Directors.
- > The Corporate Directorate for Environmental Risk Management (DGRMA), reporting to the Directorate General for Risk, is responsible for managing environmental and climate-related risk.
- > The targets of the CEO, the Chief Risk Officer and the Director General for Environmental Risk Management include **indicators linked to the management of environmental and climate-related risk**.

2. ENVIRONMENTAL

Reporting on the actual and potential impacts of climate-related risks and opportunities on the organisation's businesses, strategy, and financial planning where this information is relevant

- > In line with the Strategic Plan and as part of the Bank's Environmental Strategy, in 2019 CaixaBank established a **2019-2021 Road map** for managing environmental risk, focused on 6 lines of action: business opportunities, definition and deployment of governance, environmental risk management policy, taxonomy, risk metrics and external reporting.
- > A **pilot has been conducted to analyse transition risk scenarios arising from climate change** for the energy sector.
- > Transition risk heat maps have been drawn up for the energy, transport and construction sectors and to assess the risks to which these sectors are exposed in the short, medium and long term in different locations in the 2°C scenario.
- > **The inaugural Green Bond** has been issued within the framework for issuing bonds linked to the SDGs.

3. RISK MANAGEMENT

Reporting on the processes used to identify, assess, and manage climate-related risks

- > The Environmental Risk Management Policy establishes **general and sector exclusions**, whereby CaixaBank will not assume credit risk linked to activities that could have a significant environmental impact.
- > **The environmental risk assessment has been incorporated into the operations of the process of accepting corporate customers** using a questionnaire.
- > In 2007, CaixaBank adhered to the **Equator Principles**, through which a series of additional processes are established in relation to ESG risk assessment for certain services.
- > **Climate risk has been incorporated into the Corporate Risk Catalogue**.
- > Environmentally sustainable activities have been defined internally, and the European Union taxonomy is being deployed.

4. METRICS AND OBJECTIVES

Reporting the metrics and objectives used to assess and manage relevant climate-related risks and opportunities

- > Exposure in the environmentally sustainable portfolio.
- > Operations financed under the Equator Principles framework.
- > Opinions issued on the environmental risks of lending operations.
- > Metric of portfolio exposure to carbon-intensive sectors.
- > Within the framework of the Collective Commitment to Climate Action, the Bank has committed to setting objectives for alignment with the Paris Agreement.
- > Carbon footprint of CaixaBank S.A.

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Non-financial information

This glossary contains definitions of the indicators and other terms related to the non-financial information presented in the consolidated management report.

Market share (%) - at December 2020 if no specific period is indicated

Spain

- > **Market share in credit to companies:** data produced by CaixaBank based on official data (Bank of Spain). Total credit to non-financial resident companies.
- > **Share of private customers in Spain:** percentage of the market dominated by CaixaBank in terms of customers. The universe comprises bank account holders over the age of 18 years living in towns of more than 2,000 inhabitants. Source: FRS Inmark.
- > **Digital adoption rate:** 12-month average of digital customers divided by the total number of customers. Source: ComScore.
- > **Trade share:** Market share in trade (remittances, documentary credits, and guarantees). Source: Swift – Traffic Watch.
- > **Market share in POS:** Data produced by CaixaBank based on official data (Bank of Spain).

Portugal

- > **Market share in consumer credit:** accumulated contracts during the year according to instruction no. 14/2013 of the Bank of Portugal. Source: Bank of Portugal/Bank Customer Website.
- > **Market share in deposits:** sight deposits and fixed-term deposits. Source: Data produced by CaixaBank based on official data (Bank of Portugal – Monetary and Financial Statistics).
- > **Market share in investment funds:** source: APFIPP (Portuguese Association of Investment Funds, Pension Funds and Asset Management) – Mutual Funds.
- > **Market share in mortgage loans:** total resident mortgage loans including securitised loans (estimate). Data produced by CaixaBank based on official data (Bank of Portugal – Monetary and Financial Statistics).
- > **Market share in salary direct deposits:** number of salary direct deposits corrected by a factor of 95% due to unavailable information in the Portuguese market. It is considered that 95% of salaried employees receive their salary by direct deposit. Source: National Statistics Institute (INE).
- > **Market share in insurance:** data produced by CaixaBank based on official data. Source: APS (Portuguese Association of Insurers).

General

- > **Contribution to Gross Domestic Product (%):** total contribution of CaixaBank (direct and indirect) to GDP is measured by dividing Gross Value Added (GVA) by GDP. The GVA of CaixaBank Group's businesses in Spain and Portugal is calculated as the gross income (excluding gains/losses on financial assets and liabilities and others) minus general expenses. The GVA for the businesses (excluding shareholdings) is multiplied by the fiscal multiplier to include indirect contributions. Source: CaixaBank Research.
- > **Intensive carbon portfolio:** ratio of credit exposure, fixed income and carbon-intensive equities to total CaixaBank Group financial instruments. Some exposures may contain a mix of power generation that includes renewable energies.
- > **Citizens with a branch in their municipality:** total population of Spain in municipalities where CaixaBank has a retail branch or a subsidiary window.
- > **Digital customers:** digital customers between the age of 20 and 74 years who have been active in the last 12 months. As a percentage of all customers and overall value. Spain Network.
- > **Client:** any natural or legal person with a total position equal to or greater than €5 in the Entity that has



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made at least two non-automatic movements in the last two months.

- > **Electricity consumption:** calculated for the network of branches and corporate centres of CaixaBank, S.A. in MWh. Consumption of data per employee is calculated over average staff for the year.
- > **Paper consumption:** calculated for the network of branches and corporate centres of CaixaBank, S.A. in tonnes. The consumption data per employee is calculated on average staff for the year.
- > **Water consumption:** estimate based on a sample of corporate buildings and branches in the CaixaBank, S.A. corporate network.
- > **Free Float (%):** The number of shares available for the public, calculated as the number of issued shares minus the shares held in the treasury, advisers, and shareholders represented on the Board of Directors. The Annual Corporate Governance Report specifies a different free float calculation to that used for management purposes, calculated according to the current regulations for the report.
- > **Investment (business model context):** balance of managed loans excluding investments on a fee or commission basis, foreclosed assets and cash.
- > **Investment in development and technology:** total amount invested in items identified as technology and computing, taking into account both current expenditure and activable elements, and including, among others, maintenance of infrastructure and software, development projects (digital channels, cybersecurity, business development, regulatory), telecommunications, acquisition of equipment and software, licences and rights of use.
- > **Micro-credits:** collateral-free loans of up to €25,000 granted to individuals whose economic and social circumstances make access to traditional bank financing difficult. Its purpose is to promote productive activity, job creation and personal and family development.
- > **Other financing with social impact loans** that contribute to generating a positive and measurable social impact on society, aimed at sectors related to entrepreneurship and innovation, the social economy, education and health. Its aim is to contribute to maximising social impact in these sectors.
- > **Businesses created with the support of microloans:** the start of business is considered when the application for the microloan is made between 6 months before and 2 years after the start of the activity.
- > **Number of jobs created due to the contribution of microloans:** based on a survey conducted by STIGA on entrepreneurs that have applied to MicroBank for a microloan to open or consolidate a business during 2020.
- > **Number of job positions generated through the multiplier effect of purchases from suppliers:** Indicator estimated based on the VAB of CaixaBank, Spanish and Portuguese GDP, the % of employment and productivity per worker according to National Accounting, and based on the input/output tables of the National Statistics Institutes (INE) of both countries with 4th-quarter data. Source: CaixaBank Research.
- > **Branches:** number of total centres. It includes retail branches and other specialised segments. It does not include windows (public service centres that are displaced, lack a main manager and are dependent on another main branch). It does not include branches and offices outside Spain or virtual/digital offices.
- > **Accessible branch:** a branch is deemed to be accessible when its features enable all types of people, regardless of their abilities, to enter, move around, navigate, identify, understand and make use of the available services and facilities, and to communicate with staff. The branch must also comply with current regulations.

- > **Management suppliers:** a professional or company that establishes a commercial relationship with CaixaBank, regulated through a contract, to provide or supply everything necessary for a purpose related to the bank's activity. For management purposes, suppliers with an annual amount of over €30,000 are reported. Excluded are creditors whose entry into competition does not bring value to the company or is not possible, including municipalities, associations, owners' communities, notaries, etc. It is provided for subsidiaries included in the corporate purchasing model.
- > **Resources and values managed (business model context):** balance of resources managed on the balance sheet and off-balance sheet.

Customer experience and quality

- > **Committed customers:** percentage of the total number of customers surveyed who assess experience, loyalty and recommendation with ratings of 9 or 10 across the board. Calculated for customers in Spain.
- > **Customer Experience Index (IEX):** measures the overall customer experience of CaixaBank on a scale of 0 to 100. It is a synthetic index of the Experience Rates of the 8 main CaixaBank businesses: Individuals, Premier, Private, Business, Business-Bank, Companies, Institutions and Corporate. It is weighted on the basis of the contribution to the Bank's Ordinary Margin by each of these businesses, which is obtained monthly.
- > **Net Promoter Score (NPS):** measures recommendations by CaixaBank customers on a scale of 0 to 10. The Index is the result of the difference between % Promoter customers (ratings 9-10) and Detractor customers (ratings 0-6). It is offered for the retail customer segment of CaixaBank Spain and for specific experiences.

Human Resources

- > **Number of work-related accidents:** total number of accidents with and without sick leave occurring in the company during the whole year.
- > **Serious accident:** injuries that present a risk of death or may leave aftermath behind which causes a permanent disability to develop its habitual profession (partial or total).
- > **Pay gap (%):** estimates the impact of gender on salary (determined through a model of multiple linear regression of salary, calculated as the sum of fixed and variable remuneration, on gender and other relevant factors, including age, longevity, longevity in duty, professional duty and level) and average salary of the company. The sample excludes duties (homogenous groups) of fewer than 50 observations (people) in CaixaBank, S.A. due to the fact that there are insufficient samples to infer statistically solid conclusions, although this aspect has not been extended to the subsidiaries due to the model's loss of predictive power.
- > **Number of employees with disabilities:** employees working at the Company with a recognised degree of disability equal to or greater than 33%.
- > **Manageable absenteeism hours:** total hours of manageable absenteeism (illness and accidents).
- > **Hours of training per employee:** total hours of training of all staff during the year divided by average staff.
- > **Investment in employee training (€):** Total hours of training of all staff during the year divided by average staff.
- > **Manageable absenteeism rate (%):** total hours of manageable absenteeism (illness and accidents) over total working hours.
- > **Accident frequency rate:** number of accidents resulting in sick leave divided by the total hours worked, multiplied by 10 to the power of 6. The rate does not include accidents which happen on an employee's way to or from work, as they are outside of work hours. In addition, it includes all real hours of work and excludes any permitted forms of absence, holidays, and sick leave.
- > **Women in managerial positions (%):** percentage of women in assistant management positions of A or B offices (or above) over the total number of employees in managerial positions. Data calculated for CaixaBank, S.A.
- > **New additions:** total new hires during the year (even if no longer remaining in the company).
- > **Number of certified professionals:** Number of employees who have passed the Financial Advice Information Course (CIAF). Other related courses officially recognised by the National Securities Market Commission (CNMV) are also included in this calculation.
- > **Certified professionals:** quotient between the number of certified employees and total employees that form part of the Premier and Private Banking group.
- > **Average remuneration:** average total remuneration (annual remuneration plus variable benefits paid in the year), segmenting if applied as foreseen.
- > **Average remuneration of board members:** average remuneration of the Board of Directors, including variable remuneration, allowances, severance, long-term savings provisions, and other income.
- > **Undesired turnover:** total final redundancies in the year over average staff multiplied by 100.
- > **Total employees:** active or structural workforce at year-end. Absences, partial retirees, non-computable staff, staff in centres pending destination, grant holders and ETTs are not considered.



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Financial information

In addition to the financial information prepared in accordance with International Financial Reporting Standards (IFRSs), 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"). Caixa-Bank uses certain APMs, which have not been audited, for a better understanding of the Group's financial performance. These measures are considered additional disclosures and in no case replace the financial information prepared under IFRSs. 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. Figures are presented in millions of euros unless the use of another unit is stated explicitly.

Alternative Performance Measures used by the Group

Profitability and cost-to-income

a) Customer spread:

Explanation: difference between:

- > average rate of return on loans (annualised quarterly income from loans and advances to customers divided by the net average balance of loans and advances to customers for the quarter).
- > average rate for retail customer funds (annualised quarterly cost of retail customer funds divided by the average balance of those same retail customer funds for the quarter, excluding subordinated liabilities).

Note: The average balances are calculated as the average value of the individual closing balances of each month of the analysed period.

Purpose: allows the Group to track the spread between interest income and costs for customers.

		2019	2020
Numerator	Annualised quarterly income from loans and advances to customers	4,745	4,352
Denominator	Net average balance of loans and advances to customers	214,376	229,195
(a)	Average yield rate on loans (%)	2.21	1.90
Numerator	Annualised quarterly cost of on-balance sheet retail customer funds	44	16
Denominator	Average balance of on-balance sheet retail customers funds	217,239	240,052
(b)	Average cost rate of retail customer funds (%)	0.02	0.01
Customer spread (%) (a - b)		2.19	1.89

b) Balance sheet spread:

Explanation: difference between:

- > Average rate of return on assets (annualised interest income for the quarter divided by total average assets for the quarter).
- > Average cost of funds (annualised interest expenses for the quarter divided by total average funds for the quarter).

Note: The average balances are calculated as the average value of the individual closing balances of each month of the analysed period.

Purpose: allows the Group to track the spread between interest income and cost for its on-balance sheet assets and liabilities.

		2019	2020
Numerator	Annualised quarterly interest income	7,038	6,863
Denominator	Average total assets for the quarter	407,407	456,953
(a)	Average return rate on assets (%)	1.73	1.50
Numerator	Annualised quarterly interest expenses	2,154	1,878
Denominator	Average total funds for the quarter	407,407	456,953
(b)	Average cost of fund rate (%)	0.53	0.41
Balance sheet spread (%) (a - b)		1.20	1.09

c) ROE

Explanation: Profit/(loss) attributable to the Group (adjusted by the amount of the Additional Tier 1 coupon reported in shareholder equity) divided by average shareholder equity plus valuation adjustments for the last 12 months.

Note: The average balances are calculated as the average value of the individual closing balances of each month of the analysed period.

Purpose: allows the Group to monitor the return on its shareholder equity.

		2019	2020
(a)	Profit/(loss) attributable to the Group 12M	1,705	1,381
(b)	Additional Tier 1 coupon	(133)	(143)
Numerator	Adjusted profit/(loss) attributable to the Group 12M (a+b)	1,572	1,238
(c)	Average shareholder equity 12M	25,575	26,406
(d)	Average valuation adjustments 12M	(843)	(1,647)
Denominator	Average shareholder equity + valuation adjustments 12M (c+d)	24,732	24,759
ROE (%)		6.4%	5.0%
ROE (%) excluding labour agreement		9.0%	-



d) ROTE

Explanation: quotient between

- > Profit/(loss) attributable to the Group (adjusted by the amount of the Additional Tier 1 coupon, reported in shareholder equity).
- > 12-month average shareholder equity plus 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).

Note: The average balances are calculated as the average value of the individual closing balances of each month of the analysed period.

Purpose: metric used to measure the return on a company's tangible equity.

		2019	2020
(a)	Profit/(loss) attributable to the Group 12M	1,705	1,381
(b)	Additional Tier 1 coupon	(133)	(143)
Numerator	Adjusted profit/(loss) attributable to the Group 12M (a+b)	1,572	1,238
(c)	Average shareholder equity 12M	25,575	26,406
(d)	Average valuation adjustments 12M	(843)	(1,647)
(e)	Average intangible assets 12M	(4,248)	(4,295)
Denominator	Average shareholder equity + valuation adjustments excluding intangible assets 12M (c+d+e)	20,484	20,463
ROTE (%)		7.7%	6.1%
ROTE (%) excluding labour agreement		10.8%	-

e) ROA

Explanation: net profit (adjusted by the amount of the Additional Tier 1 coupon reported in shareholder equity) divided by average total assets for the last 12 months.

Note: The average balances are calculated as the average value of the individual closing balances of each month of the analysed period.

Purpose: measures the level of return relative to assets.

		2019	2020
(a)	Profit/(loss) after tax and before minority interest 12M	1,708	1,382
(b)	Additional Tier 1 coupon	(133)	(143)
Numerator	Adjusted net profit 12M (a+b)	1,575	1,238
Denominator	Average total assets 12M	403,842	433,785
ROA (%)		0.4%	0.3%
ROA (%) excluding labour agreement		0.6%	-



f) RORWA

Explanation: net profit (adjusted by the amount of the Additional Tier 1 coupon reported in shareholder equity) divided by average total risk-weighted assets for the last 12 months.

Note: The average balances are calculated as the average value of the individual closing balances of each month of the analysed period.

Purpose: measures the return based on risk-weighted assets.

		2019	2020
(a)	Profit/(loss) after tax and before minority interest 12M	1,708	1,382
(b)	Additional Tier 1 coupon	(133)	(143)
Numerator	Adjusted net profit 12M (a+b)	1,575	1,238
Denominator	Risk-weighted assets (regulatory) 12M	148,114	146,709
RORWA (%)		1.1%	0.8%
RORWA (%) excluding labour agreement		1.5%	-

g) Core Income:

Explanation: total of net interest income, fee and commission income, income from the life-risk insurance business, the result of using the equity method for SegurCaixa Adeslas and income from the insurance investees of BPI.

Purpose: measures the recurring income stemming from the traditional business of the Group (banking and insurance).

		2019	2020
(a)	Net interest income	1,231	1,253
(b)	Equity method - SCA	37	67
(c)	Equity method - BPI Banca seguros	4	4
(d)	Net fee and commission income	694	671
(e)	Income and expense under insurance or reinsurance contracts	149	156
Core Income (a+b+c+d+e)		2,115	2,152

h) Cost-to-income ratio:

Explanation: operating expenses (administrative expenses, depreciation and amortisation) divided by gross income (or core income for the core efficiency ratio) for the last 12 months.

Purpose: metric widely used in the banking sector to compare the cost to income generated.

		2019	2020
Numerator	Administrative expenses, depreciation and amortisation 12M	5,750	4,579
Denominator	Gross income 12M	8,605	8,409
Cost-to-income ratio		66.8%	54.5%

		2019	2020
Numerator	Administrative expenses, depreciation and amortisation stripping out extraordinary expenses 12M	4,771	4,579
Denominator	Gross income 12M	8,605	8,409
Cost-to-income ratio stripping out extraordinary expenses		55.4%	54.5%

		2019	2020
Numerator	Administrative expenses, depreciation and amortisation stripping out extraordinary expenses 12M	4,771	4,479
Denominator	Core income 12M	8,316	8,310
Core cost-to-income ratio		57.4%	55.1%

Risk Management

a) Cost of risk

Explanation: total allowances for insolvency risk (12 months) divided by average of gross loans to customers plus contingent liabilities, using management criteria.

Note: The average balances are calculated as the average value of the closing balances of each month of the analysed period.

Purpose: indicator used to monitor and track the cost of allowances for insolvency risk on the loan book.

		2019	2020
Numerator	Allowances for insolvency risk 12M	376	1,915
Denominator	Average of gross loans + contingent liabilities 12M	243,143	255,548
Cost of risk (%)		0.15%	0.75%

b) Non-performing loan ratio:

Explanation: quotient between:

- > Non-performing loans and advances to customers and contingent liabilities, using management criteria.
- > Total gross loans and advances to customers and contingent liabilities, using management criteria.

Purpose: indicator used to monitor and track the change and quality of the loan portfolio.

		2019	2020
Numerator	Non-performing loans and contingent liabilities	8,794	8,601
Denominator	Total gross loans and contingent liabilities	244,262	260,794
Non-performing loan ratio (%)		3.6%	3.3%

c) Coverage ratio

Explanation: quotient between:

- > Total credit loss provisions for loans and advances to customers and contingent liabilities, using management criteria.
- > Non-performing loans and advances to customers and contingent liabilities, using management criteria.

Purpose: indicator used to monitor NPL coverage via provisions.

		2019	2020
Numerator	Provisions on loans and contingent liabilities	4,863	5,755
Denominator	Non-performing loans and contingent liabilities	8,794	8,601
Coverage ratio (%)		55%	67%

d) Real estate available for sale coverage ratio

Explanation: quotient between:

- > Gross debt cancelled at the foreclosure or surrender of the real estate asset less the present net book value of the real estate asset.
- > Gross debt cancelled at the foreclosure or surrender of the real estate asset.

Purpose: reflects the coverage level via write-downs and accounting provisions on foreclosed real estate assets available for sale.

		2019	2020
(a)	Gross debt cancelled at the foreclosure	1,576	1,613
(b)	Net book value of the foreclosed asset	958	930
Numerator	Total coverage of the foreclosed asset (a - b)	618	683
Denominator	Gross debt cancelled at the foreclosure	1,576	1,613
Real estate available for sale coverage ratio (%)		39%	42%



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e) Real estate available for sale coverage ratio with accounting provisions

Explanation: quotient between:

- > Accounting coverage: charges to provisions of foreclosed assets.
- > Book value of the foreclosed asset: sum of net carrying amount and the accounting provision.

Purpose: indicator of accounting provisions covering foreclosed real estate assets available for sale.

		2019	2020
Numerator	Accounting provisions of the foreclosed assets	414	488
(a)	Net book value of the foreclosed asset	958	930
(b)	Accounting provisions of the foreclosed assets	414	488
Denominator	Gross book value of the foreclosed asset (a + b)	1,372	1,418
Real estate available for sale accounting coverage (%)		30%	34%



Liquidity

a) Total Liquid Assets

Explanation: sum of HQLAs (High Quality Liquid Assets within the meaning of Commission Delegated Regulation of 10 October 2014) plus the available balance under the facility with the European Central Bank (non-HQLA).

Purpose: shows the Bank's liquidity position.

		2019	2020
(a)	High Quality Liquid Assets (HQLAs)	55,017	95,367
(b)	Available balance under the ECB facility (non- HQLAs)	34,410	19,084
Total liquid assets (a + b)		89,427	114,451

b) Loan-to-deposits

Explanation: quotient between:

- > Net loans and advances to customers using management criteria excluding brokered loans (funded by public institutions).
- > On-balance sheet customer funds.

Purpose: metric showing the retail funding structure (allows us to value the proportion of retail lending being funded by customer funds).

		2019	2020
Numerator	Loans and advances to customers, net (a-b-c)	218,420	234,877
(a)	Loans and advances to customers, gross	227,406	243,924
(b)	Provisions for insolvency risk	4,704	5,620
(c)	Brokered loans	4,282	3,426
Denominator	On-balance sheet customer funds	218,532	242,234
Loan to Deposits (%)		100%	97%

Stock market ratios

a) EPS (Earnings per share): Profit/(loss) attributed to the Group (adjusted by the amount of the Additional Tier 1 coupon, registered in shareholder equity) divided by the average number of shares outstanding.

Note: The **average number of shares outstanding is calculated** as average number of shares less the average number of treasury shares. The average is calculated as the average number of shares at the closing of each month of the analysed period.

		2019	2020
(a)	Profit/(loss) attributable to the Group 12M	1,705	1,381
(b)	Additional Tier 1 coupon	(133)	(143)
Numerator	Adjusted profit attributable to the Group (a+b)	1,572	1,238
Denominator	Average number of shares outstanding, net of treasury shares	5,978	5,978
EPS (Earnings per share)		0.26	0.21

b) PER (Price-to-earnings ratio): share price at the closing of the analysed period divided by earnings per share (EPS).

		2019	2020
Numerator	Share price at the end of the period	2,798	2.101
Denominator	Earnings per share (EPS)	0.26	0.21
PER (Price-to-earnings ratio)		10.64	10.14

c) Dividend yield: dividends paid (in shares or cash) corresponding to the last fiscal year divided by the period-end share price.

		2019	2020
Numerator	Dividends paid (in shares or cash) last year	0.17	0.07
Denominator	Share price at the end of the period	2,798	2.101
Dividend yield		6.08%	3.33%

d) BVPS (Book value per share): equity less minority interests divided by the number of fully diluted shares outstanding at a specific date.

Fully-diluted outstanding shares equals shares issued (less treasury shares) plus the shares resulting from a theoretical redemption/conversion of the issued exchangeable debt instruments, at a specific date.

TBVPS (Tangible book value per share): quotient between:

- > Equity less minority interests and intangible assets.
- > The number of fully-diluted outstanding shares at a specific date.

P/BV: share price at the end of the period divided by book value.

P/TBV: share price at the end of the period divided by tangible book value.

		2019	2020
(a)	Equity	25,151	25,278
(b)	Minority interests	(28)	(26)
Numerator	Adjusted equity (c = a+b)	25,123	25,252
Denominator	Shares outstanding, net of treasury shares (d)	5,978	5,977
e = (c/d)	Book value per share (€/share)	4.20	4.22
(f)	Intangible assets (reduce adjusted equity)	(4,255)	(4,363)
g = ((c+f)/d)	Tangible book value per share (€/share)	3.49	3.49
(f)	Share price at end the period	2,798	2.101
f/e	P/BV (Share price divided by book value)	0.67	0.50
f/g	P/TBV tangible (Share price divided by tangible book value)	0.80	0.60

Adapting the layout of the public income statement to management format

Net fee and commission income. Includes the following line items:

- > Fee and commission income.
- > Fee and commission expenses.

Trading income. Includes the following line items:

- > Gains/(losses) on derecognition of financial assets and liabilities not measured at fair value through profit or loss (net).
- > Gains/(losses) on financial assets not designated for trading compulsorily measured fair value through profit or loss (net).
- > Gains/(losses) on financial assets and liabilities held for trading (net).
- > Gains/(losses) from hedge accounting (net).
- > Exchange differences (net).

Administrative expenses, depreciation and amortisation. Includes the following line items:

- > Administrative expenses.
- > Depreciation and amortisation.

Pre-impairment income.

- > (+) Gross income.
- > (-) Operating expenses.

Impairment losses on financial assets and other provisions. Includes the following line items:

- > Impairment/(reversal) of impairment losses on financial assets not measured at fair value through profit or loss or gains/(losses) on adjustments.
- > Provisions/(reversal) of provisions.

Of which: Allowances for insolvency risk.

- > 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.
- > Provisions/(reversal) of provisions corresponding to Provisions for contingent liabilities, using management criteria.

Of which: Other charges to provisions.

- > 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.
- > Provisions/(reversal) of provisions, excluding provisions corresponding to contingent liabilities using management criteria.

Gains/(losses) on derecognition of assets and others. Includes the following line items:

- > Impairment or reversal of impairment on investments in joint ventures or associates.
- > Impairment or reversal of impairment on non-financial assets.
- > Gains/(losses) on derecognition of non-financial assets and investments (net).
- > Negative goodwill recognised in profit or loss.
- > Profit/(loss) from non-current assets and disposal groups classified as held for sale not qualifying as discontinued operations (net).

Profit/(loss) attributable to minority interests and others. Includes the following line items:

- > Profit/(loss) for the period attributable to minority interests (non-controlling interests).
- > Profit/(loss) after tax from discontinued operations.

Reconciliation of activity indicators using management criteria

>> LOANS AND ADVANCES TO CUSTOMERS, GROSS

December 2020
€ million

Financial assets at amortised cost - Customers (Public Balance Sheet)	236,988
Reverse repurchase agreements (public and private sector)	(232)
Clearing houses	(960)
Other, non-retail, financial assets	(481)
Financial assets not designated for trading compulsorily measured at fair value through profit or loss- Loans and advances (Public Balance Sheet)	85
Fixed income bonds considered retail financing (Financial assets at amortised cost - Public debt securities, Balance Sheet)	2,715
Fixed income bonds considered retail financing (Assets under the insurance business - Balance Sheet)	189
Provisions for insolvency risk	5,620
Loans and advances to customers (gross) using management criteria	243,924

>> LIABILITIES UNDER THE INSURANCE BUSINESS

December 2020
€ million

Liabilities under the insurance business (Public Balance Sheet)	75,129
Capital gains/(losses) under the insurance business (excluding unit link and other)	(15,769)
Liabilities under insurance contracts, using management criteria	59,360

>> CUSTOMER FUNDS

December 2020
€ million

Financial liabilities at amortised cost - Customer deposits (Public balance sheet)	245,167
Non-retail financial liabilities (registered under Financial liabilities at amortised cost - Customer deposits)	(2,312)
Multi-issuer covered bonds and subordinated deposits	(2,553)
Counterparties and other	241
Retail financial liabilities (registered under Financial liabilities at amortised cost - Debt securities)	1,436
Retail issues and other	1,436
Liabilities under insurance contracts, using management criteria	59,360
Total on-balance sheet customer funds	303,650
Assets under management	106,643
Other accounts¹	5,115
Total customer funds	415,408

¹ Includes, among others, transitional funds associated with transfers and collection activity, as well as other funds distributed by the Group.

>> INSTITUTIONAL ISSUANCES FOR BANKING LIQUIDITY PURPOSES

December 2020
€ million

Financial liabilities at amortised cost - Debt securities issued (Public Balance Sheet)	35,813
Institutional financing not considered for the purpose of managing bank liquidity	(3,356)
Securitised bonds	(1,077)
Value adjustments	(930)
Retail	(1,436)
Issues acquired by companies within the group and other	88
Customer deposits for the purpose of managing bank liquidity¹	2,553
Institutional financing for the purpose of managing bank liquidity	35,010

¹ A total of €2,520 million in multi-issuer covered bonds (net of retained issues) and €33 million in subordinated deposits.



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**Glossary and
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Group structure

CaixaBank Group » **CaixaBank, S.A.** 27,404 | Credit institution Spain



— Company subgroups. (%) Percentage of stake at 31 December 2020

XX Number of employees.
 N.B.: The most significant entities are included according to their contribution to the Group, excluding shareholder operations (dividends), extraordinary operations and non-core activities: Inversiones Inmobiliarias Teguipe Resort S.L. (67 employees), Líderes de Empresa Siglo XXI, S.L. (26) and Crediflmo, EFC, S.A. (17 employees), among others.

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Independent Verification Report





A free translation from the original in Spanish

This version of our report is a free translation of the original, which was prepared in Spanish. All possible care has been taken to ensure that the translation is an accurate representation of the original. However, in all matters of interpretation of information, views or opinions, the original language version of our report takes precedence over this translation.

Independent verification report

To the shareholders of CaixaBank, S.A.:

Pursuant to Article 49 of the Code of Commerce, we have verified, under a limited assurance scope, the Consolidated Non-Financial Information Statement (hereinafter NFIS) for the year ended 31st December 2020 of CaixaBank, S.A. (the Parent company) and subsidiaries (hereinafter CaixaBank or the Group) which forms part of the accompanying Group's Consolidated Management Report.

The content of the Consolidated Management Report includes additional information to that required by the current mercantile legislation related to non-financial information reporting which has not been covered by our verification work. In this respect, our work has been restricted solely to verifying the information identified in tables 'Table of contents Act 11/2018, of 28 December' and 'Index of GRI content' included in the accompanying Consolidated Management Report.

Responsibility of the Board of Directors of the Parent company

The preparation of the NFIS included in the Consolidated Management Report of CaixaBank and the content thereof are the responsibility of the Board of Directors of CaixaBank, S.A. The NFIS has been drawn up in accordance with the provisions of current mercantile legislation and with the Sustainability Reporting Standards of the Global Reporting Initiative (GRI Standards) in accordance with Exhaustive option in line with the details provided for each matter in tables 'Table of contents Act 11/2018, of 28 December' and 'Index of GRI content' of the aforementioned Consolidated Management Report.

This responsibility also includes the design, implementation and maintenance of the internal control considered necessary to allow the NFIS to be free of any immaterial misstatement due to fraud or error.

The directors of CaixaBank, S.A. are also responsible for defining, implementing, adapting and maintaining the management systems from which the information required to prepare the NFIS is obtained.

Our independence and quality control

We have complied with the independence requirements and other ethical requirements of the Code of Ethics for Professional Accountants issued by the International Ethics Standards Board for Accountants (IESBA) which is based on the fundamental principles of integrity, objectivity, professional competence and due care, confidentiality and professional behaviour.

Our firm applies the International Standard on Quality Control 1 (ISQC 1) and therefore has in place a global quality control system, which includes documented policies and procedures related to compliance with ethical requirements, professional standards and applicable legal and regulatory provisions.

PricewaterhouseCoopers Auditores, S.L., P^o de la Alameda, 35 Bis, 46023 Valencia, España
Tel.: +34 963 036 900 / +34 902 021 111, Fax: +34 963 036 901, www.pwc.es



The engagement team has been formed by professionals specialising in non-financial information reviews and specifically in information on economic, social and environmental performance.

Our responsibility

Our responsibility is to express our conclusions in an independent verification report based on the work carried out. Our work has been carried out in accordance with the requirements laid down in the current International Standard on Assurance Engagements 3000 Revised, 'Assurance Engagements Other than Audits or Reviews of Historical Financial Information' (ISAE 3000 Revised) issued by the International Auditing and Assurance Standards Board (IAASB) of the International Federation of Accountants (IFAC) and with the Guidelines for verification engagements on non-financial information statement issued by the Spanish Institute of Auditors ('Instituto de Censores Jurados de Cuentas de España').

In a limited assurance engagement, the procedures performed vary in terms of their nature and timing of execution, and are less extensive, than those carried out in a reasonable assurance engagement. Accordingly, the assurance obtained is substantially lower.

Our work has consisted of posing questions to management and several units of CaixaBank that were involved in the preparation of the NFIS, in the review of the processes for compiling and validating the information presented in the NFIS, and in the application of certain analytical procedures and review sampling tests, as described below:

- Meetings with the CaixaBank's personnel to ascertain the business model, policies and management approaches applied, the main risks related to these matters and to obtain the information required for the external review.
- Analysis of the scope, relevance and integrity of the contents included in the NFIS for 2020, based on the materiality analysis carried by CaixaBank and described in section 'Materiality', considering the content required under current mercantile legislation.
- Analysis of the procedures used to compile and validate the information presented in the NFIS for 2020.
- Review of information concerning risks, policies and management approaches applied in relation to material issues presented in the NFIS for 2020.
- Verification, through sample testing, of the information relating to the content of the NFIS for 2020 and its adequate compilation using data supplied by the Group's sources of information.
- Obtainment of a management representation letter from the directors and the management of the Parent company.



Conclusion

Based on the procedures performed and the evidence obtained, nothing has come to our attention that causes us to believe that the NFIS for 2020 of CaixaBank for the year ended 31st December 2020 has not been prepared, in all its significant aspects, in accordance with the provisions of current mercantile legislation and the GRI Standards in accordance with Exhaustive option in line with the details provided for each matter in tables 'Table of contents Act 11/2018, of 28 December' and 'Index of GRI content' of the aforementioned Consolidated Management Report.

Use and distribution

This report has been drawn up in response to the requirement laid down in current Spanish mercantile legislation and therefore might not be suitable for other purposes or jurisdictions.

PricewaterhouseCoopers Auditores, S.L.

PRICEWATERHOUSECOOPERS AUDITORES, S.L.

Original in Spanish signed by
Juan Ignacio Marull Guasch

February 19th, 2021

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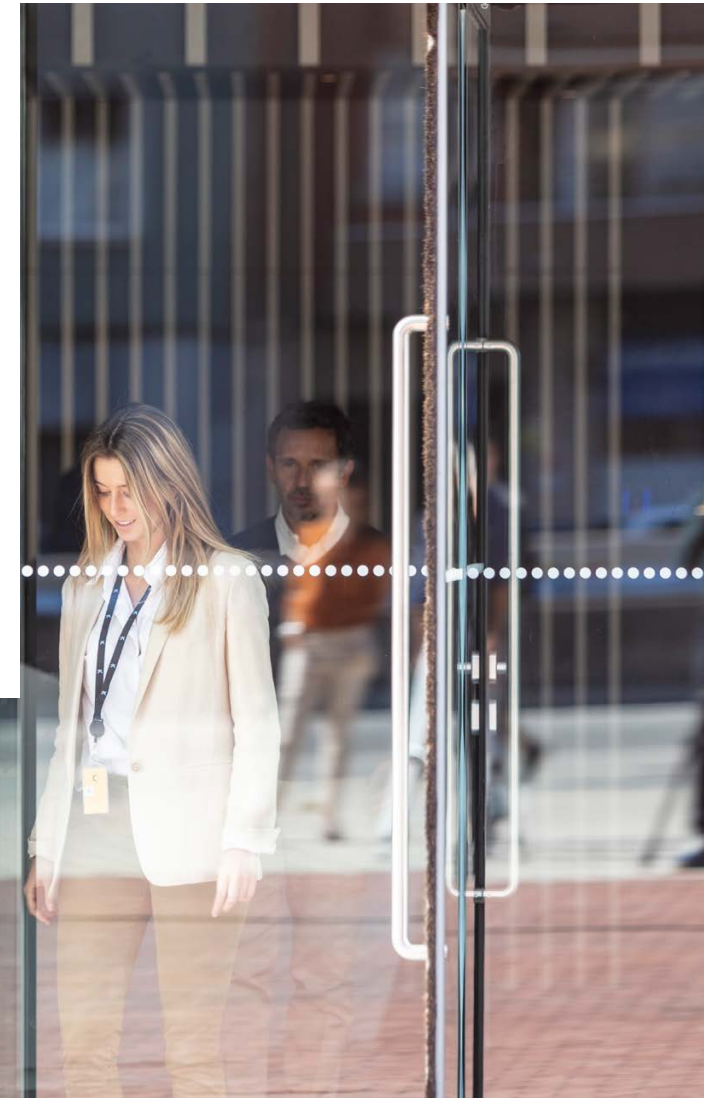
for 2020

The following document is the free-format Annual Corporate Governance Report of CaixaBank, S.A (hereinafter, CaixaBank or the Company) for the 2020 financial year (presented in the chapter on Corporate Governance in the **Group Management Report**) alongside the statistical information required by the CNMV.

The full document is available on the corporate website of CaixaBank (www.caixabank.com) and on the website of the CNMV.

The information contained in the Annual Corporate Governance Report refers to the financial year ending on 31 December 2020.

Abbreviations are used throughout the document to refer to the company names of various entities: FBLC ("La Caixa" Banking Foundation), CriteriaCaixa (CriteriaCaixa, S.A.U.); as well as CaixaBank governing bodies: the Board (Board of Directors) or the AGM (Annual General Meeting).



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Systems for Risk Management and Internal Control over related to financial reporting (ICFR)

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Environment for internal control over financial reporting (F.1)

- > Governance and responsible bodies
- > Organisational structure and Functions
- > Code of Ethics and Principles of Action and Other Internal Policies
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Risk assessment in financial reporting (F.2)

Procedures and activities for control over financial reporting (F.3)

- > Procedures for reviewing and authorising financial reporting
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Oversight of the operation of the system for Internal Control over Financial Reporting (F.5)

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Environment for internal control over financial reporting (F.1)

Governance and bodies in charge

GOVERNING BODIES

Board of directors

Senior body responsible for the existence of adequate and effective ICFR.

Risk Committee

Advises the Board on the current and future overall risk protection and its strategy, reporting on the risk appetite framework, assisting in the surveillance of the implementation of this strategy, ensuring that the Group's actions are consistent with the risk tolerance level set and monitoring the suitability of the risks with regard the risk profile.

Audit and Control Committee

Assists the Board in overseeing the process of preparing and submitting the regulated financial information and the effectiveness of the internal control and risk management systems.

COMMITTEES

Global Risk Committee

Responsible for knowing and analysing the most relevant events and changes in policies and methodologies regarding the administration, monitoring, mitigation and damage control of all risks under its scope of monitoring and management (such as the reliability of financial information, etc.), approved by the corresponding committees, and for monitoring their impact.

FUNCTIONAL AREAS

Financial Reporting Areas

The Executive Directorate of Financial Accounting, Control and Capital is the body that provides most financial reporting and requests the necessary collaboration from the other functional areas of the Company and its Group in order to obtain the level of detail deemed suitable for this information. However, other Directorates are also involved, both in the coordination and the creation of financial reporting.

Internal Control over Financial Reporting (ICFR)

Forming part of the Internal Financial Control department, within the Company's Second Line of Defence, ICFR is responsible for identifying, measuring, monitoring and reporting on the risk of the reliability of financial information, establishing the management policies and control procedures. It is also responsible for reviewing the implementation of these policies and procedures in the First Line of Defence.

Hierarchically, the ICFR reports to the Executive Directorate of Financial Accounting, Control and Capital and functionally to the Corporate Risk Management Function, which is responsible for the identification, measurement, assessment, management and reporting of risks under its remit, with a comprehensive overview of all the Group's risks.



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In terms of the internal regulations that govern the ICFR, in **2016** the Company drew up and approved a **corporate policy on the internal control over financial reporting system (ICFR)**, which included the more general and standard aspects of the ICFR, such as the financial reporting to be covered, the internal control model, policy supervision, custody and approval.

In **March 2018**, the **Corporate Policy on Disclosure and Verification of Financial Information** was approved for the first time. The main objective of this policy was to define the general policy and criteria related to the control and verification of the information to be disclosed.

After detecting **similarities**, as well as the existence of certain common procedures, directives and guidelines for action in both policies, in **2020** it was considered appropriate to draw up a new **Corporate Policy on the management of the Financial Information Reliability Risk**, which brings together the necessary content for the management and control of the Financial Information Reliability Risk as a whole. The objective of this Policy is to establish and define:

- > A **reference framework** that enables the management of Financial Information Reliability risk in relation to the information to be disclosed regard-

ing the Company and its Group which is generated at CaixaBank, standardising the control and verification criteria;

- > The **scope** of the Financial information to be disclosed;
- > The **governance framework** to be followed for both information to be disclosed and for the verification of this documentation and;
- > The criteria related to the **control and verification of the information** to be disclosed in order to guarantee the existence, design, implementation and correct operation of ICFR, making it possible to mitigate the Financial Information Reliability risk.

Three specific standards derive from this policy, which further describe the activities undertaken:

- i) ICFR standard, ii) Pillar III disclosure regulation and iii) Disclosure regulation for financial statements, explanatory notes and the management report.

The purpose of the **ICFR standard** is to develop the provisions on ICFR in the "Corporate Policy on the management of the Financial Information Reliability Risk", with the following objectives:



01. Develop the methodology applied for the management of ICFR as a whole

02. Establish the coordination process with the Group companies,

03. Establish the activities of the Internal Control over Financial Reporting function (hereinafter, ICFR)

04. Specify the more functional aspects of ICFR.

Organizational structure and Functions

The review and approval of organisational structure and the lines of responsibility and authority is carried out by the CaixaBank **Board of Directors**, through the **Management Committee** and the **Appointments Committee**.

The **Organisation** department designs the organisational structure of CaixaBank, and proposes the necessary organisational changes to the Company's bodies. Subsequently, the **Human Resources and Organisation Division** proposes the people to be appointed to carry out the duties defined.

The **lines of authority** and responsibility are defined in the preparation of the financial information, as set out in the 3 lines of defence (LoD) corporate internal control model explained in Note 3.2.4 of the accompanying consolidated financial statements. It also has a comprehensive plan which includes, among other issues, the allocation of tasks, key dates and the various revisions to be carried out by each of the hierarchical levels. Both the lines of authority and responsibility and the above-mentioned planning are documented and have been distributed among all people involved in the financial reporting process.



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Code of Ethics and Principles of Action and other internal policies

CaixaBank has a **Code of Ethics and Principles of Action**, approved by the Board of Directors in January 2019, which establishes the values (quality, trust and social commitment) and ethical principles behind its actions, and which must govern the activity of all employees, executives and members of its management body. These principles are as follows: compliance with laws and regulations at all times, respect, integrity, transparency, excellence, professionalism, confidentiality and social responsibility.

This Code is a **company-wide** document, so it applies throughout CaixaBank Group, serving as a reference for all companies in the Group.

As the Code establishes, CaixaBank undertakes to provide its customers with accurate, truthful and understandable information on its operations, the terms and conditions of products and services, fees and procedures for filing claims and resolving incidents. Moreover, CaixaBank provides its shareholders and institutional investors with all relevant financial and corporate information, in accordance with current regulations and in compliance with CaixaBank's information, communication and contact policy for shareholders, institutional investors and proxy advisors.

The **degree of internal dissemination of the Code of Ethics and Code of Conduct is universal**; it applies to member of the management bodies and all employees of CaixaBank. Specifically:

- > All **new employees** are given a document explaining the Code of Ethics and the main points in the Code of Conduct. Once the content of the Code is explained, the employee declares that /she has read, understands and accepts each of the terms in the document, manifesting his/her acceptance and undertaking to adhere to them.
- > The Code of Ethics and the main points in the Code of Conduct are available for consultation on the company **intranet** and some points in the Code of Conduct are also available on the **corporate website**.
- > **Annual training courses** are carried out for all employees. This training is mandatory and regulatory it is linked to the receipt of variable remuneration. Training is also carried out through CaixaBank's own e-learning platform, which includes a final test. This guarantees continual monitoring of courses taken by the Bank's employees.

The regulatory courses for 2020 were as follows: *Whistleblowing channel, Transparency in marketing CaixaBank products and services, Data protection in CaixaBank, Fraud, Information Security and PMLTF update and Sanctions.*

- > Sessions on compliance for new BADs (Business Area Directors) were held, an initiative included in the PROA programme; and, for certain groups within the Bank (BADs, Private Banking Centres, Business Centres, Business Control and CIB), awareness sessions that brought together the 4 main aspects of compliance risk: Integrity, Conduct, Prevention of Money Laundering/Sanctions and Markets.
- > In addition to the above, **notices and briefing notes** are sent out to disseminate CaixaBank's values and principles. For example, in the framework of complying with the Code of Ethics and Anti-Corruption Policy, there is an annual notice regarding Gifts for both CaixaBank employees and providers.

Derived from the values and ethical principles stipulated in the Code of Ethics, CaixaBank has put in place a **Code of Conduct** regarding various matters. These standards were approved by the Company's competent management bodies. The following points are particularly relevant:





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>> POLICIES AND CODE OF CONDUCT¹

CORPORATE POLICY ON CRIMINAL COMPLIANCE

To prevent and avoid the crimes within the organisation, in accordance with the provisions of the Criminal Code in relation to the criminal liability of legal persons. This Policy lays out the CaixaBank Group Crime Prevention Model.

ANTI-CORRUPTION POLICY

To prevent both the Company and its external partners, directly or through third-parties, from engaging in conduct that may be contrary to the law or to the basic principles of CaixaBank's activity. This Policy applies to all companies in the CaixaBank Group.

GENERAL CORPORATE POLICY ON CONFLICTS OF INTEREST AT THE CAIXABANK GROUP

It provides a global framework for all Group companies, stating, in a standard harmonised way, the general principles and procedures of action to be taken to address any real or potential conflicts of interest arising in the course of their respective activities and services.

INTERNAL CODE OF CONDUCT IN SECURITIES MARKETS (ICC)

To foster transparency in markets and uphold the legitimate interests of investors at all times in accordance with Regulation 596/2014 of the European Parliament and the Securities Market Law. It applies to both CaixaBank and the various companies in the Group.

CODE OF CONDUCT REGARDING DATA COMMUNICATION

To guarantee the proper use of the resources provided by CaixaBank and raise awareness of information security among employees. The scope of the Code covers, among others, all employees and partners with access to the CaixaBank Group IT systems.

We should also highlight an internal standard on Regulatory Compliance, which describes the content and scope of application of the regulatory compliance function at CaixaBank, a range of internal regulations that must be adhered to by CaixaBank employees, including matters regarding the query and whistleblowing channels.

Finally, and in relation to certain areas of the Group, there is a range of **internal policies and standards** that serve as a guide to conduct in the following categories (defined according to risk taxonomies): (i) customer protection; (ii) internal governance; (iii) markets and integrity; (iv) prevention of money laundering and terrorist financing; (v) employee activities; (vi) sanctions; (vii) data protection, privacy and regulatory reporting; and (viii) initiatives and AEOI (Tax compliance).

Depending on the area where there has been a breach to the Code of Ethics and/or Code of Conduct, the body responsible for analysing it and proposing corrective actions and potential sanctions varies. These include:

- > The **Corporate Criminal Management Committee**: A senior committee with autonomous powers of initiative and control, with the capacity to raise consultations, request information, propose measures, begin investigations or carry out any process required in relation to crime prevention and managing the Crime Prevention Model. It reports to the CaixaBank Global Risk Committee, to which it provides reports at least every six months and, in any event, whenever the Corporate Criminal Management Committee deems it appropriate. It also informs the Management Committee and Governing Bodies through the Risk Committee of the Board when circumstances so dictate.
- > **The ICC Committee**: A collegiate body responsible for analysing potential breaches and proposing corrective actions and sanctions. Any queries regarding the ICC can be forwarded to the Secretary of the ICC Committee or the Corporate Regulatory Compliance Division, depending on the issue.

¹ Except for the Code of Conduct regarding Data Communication, all the aforementioned standards of conduct are available on the corporate website. They are all accessible to all staff via the intranet.

Whistleblowing channel

CaixaBank Group has made the Queries and Whistleblowing Channel **available** to all users defined in CaixaBank and each of the Group companies with access to this Channel. For CaixaBank, the users with access to it are the following: Directors, Employees, Temporary Staff, Agents and Suppliers.

Through this channel, it is possible to send reports on acts or behaviour, past or present, related to the scope of the Code of Ethics, the Anti-Corruption Policy, the Criminal Compliance Corporate Policy, the Internal Code of Conduct in Securities Markets, the Code of Conduct of Providers or any other policy or internal standards in CaixaBank.

However, this is not the appropriate channel for reporting harassment in any of its manifestations. The potential seriousness of this conduct and the importance that the Group attaches to handling it means there is a specific channel for employees, which is managed by a team of specialised managers.

There are two types of reports:

- > **Queries**, understood as requests for clarification of specific questions, as a result of the application or interpretation of the texts mentioned above.
- > **Complaints**, understood as reports of possible irregularities that may involve offences.

Among the categories/ types provided for in the Query and Whistleblowing Channel, there is a specific category for reporting possible **financial and accounting irregularities** in transactions or financial reporting. This is understood to be financial information that does not reflect the rights and obligations through the corresponding assets and liabilities in accordance with applicable regulations, as well as transactions, occurrences or events that:

- > Are included in the financial information but which do not exist or which have not been documented at the corresponding time.
- > Have not been fully included in the financial information and in which the Company is the party concerned.
- > Are not recorded or evaluated in accordance with applicable regulations.
- > Are not classified, presented or disclosed in the financial information in accordance with regulations.

In February 2020, a new Query and Whistleblowing Channel was launched, which is essential for the prevention and correction of non-compliance with regulations and fulfils several objectives:

- > Alignment with national and international **best practices**.
- > Compliance with **new legal framework** (Organic Law on the Protection of Personal Data and Guarantee of Digital Rights, Whistleblower Protection Directive).

- > Greater **robustness in the management** of the Channel, which leads to increased confidence in its function.

Subsequently, and by agreement by the Governing Bodies of CaixaBank, the roll-out and implementation plan was established for the Query and Whistleblowing Channel at the **subsidiaries within the Legal Scope**. It was decided that **complaints would be managed on a corporate basis by CaixaBank Regulatory Compliance**, but that queries would be received and managed by each company.

In 2020, in addition to CaixaBank, the following companies within the Legal Scope have implemented the Query and Whistleblowing Channel:

- 01** VidaCaixa S.A.U. de Seguros y Reaseguros
- 02** CaixaBank Asset Management S.G.I.I.C. S.A.
- 03** BuildingCenter S.A.
- 04** CaixaBank Payments & Consumer, E.F.C., E.P., S.A.
- 05** Telefónica Consumer Finance, E.F.C., S.A.
- 06** CaixaBank Equipment Finance, S.A.
- 07** PromoCaixa, S.A.

The remaining companies in the Legal Scope are expected to join during the first half of 2021.





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The main milestones of this channel are:

- > **New platform:** implementation of a new platform accessible both internally and over the internet, 24 hours a day, 365 days of the year; from both corporate and personal devices; and from both the workplace and from a private home or any other location.
- > **Wider scope of users:** in addition to employees, the Channel is also open for CaixaBank Directors, temporary staff, agents and suppliers. The appropriate actions are taken to allow all the defined users at the rest of the Group companies to have access to this Channel.

The access given to suppliers is especially significant. This is a user group that CaixaBank Group considers essential to the achievement of its targets for growth and improving the quality of its service. The Group seeks to establish relationships with them based on trust and in line with its values.

- > **Anonymous whistleblowing:** complaints can be made anonymously or otherwise, whereas queries must be submitted with a name.
- > **Processing partially outsourced:** some of the complaint handling process is carried out by external experts in order to bolster the independence, objectivity and respect for the guarantees offered by the Channel. Specifically, the receipt and pre-analysis of admissibility are outsourced.

The Query and Whistleblowing Channel offers a series of guarantees:

Anonymity

CaixaBank is firmly committed to respecting anonymity when this is the option chosen by the whistleblower. To this end, it has put the appropriate IT resources in place to ensure that logins are deleted:

To the company code and
to the Queries and
Whistleblowing Channel.

Confidentiality

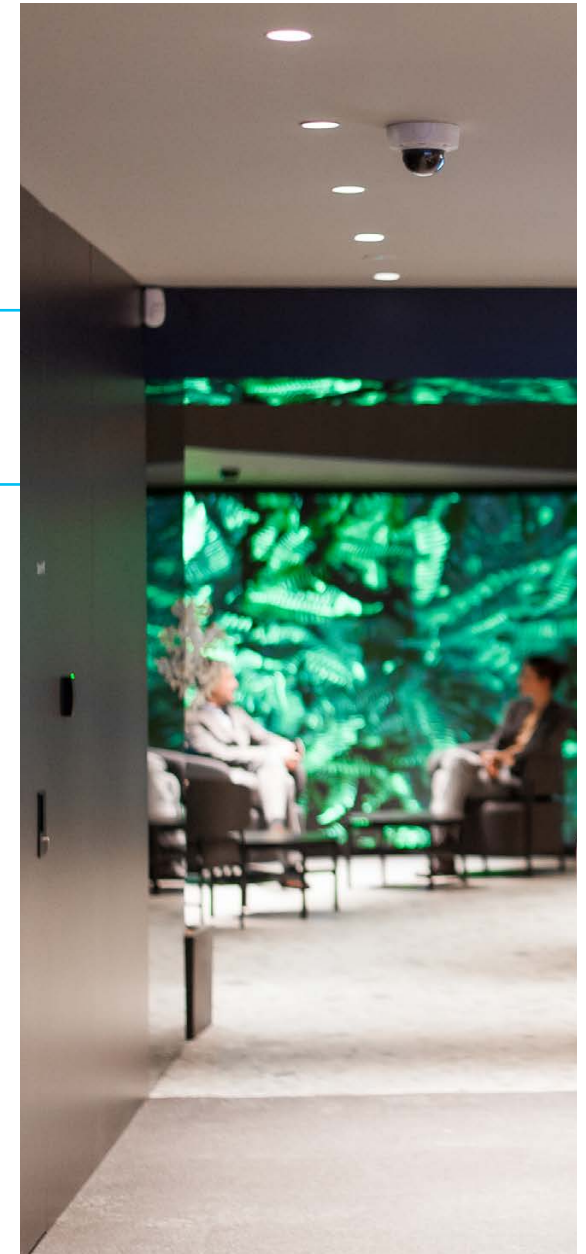
It is expressly forbidden to disclose to third parties any kind of information concerning the content of the complaints or queries. This information will only be known by individuals involved in handling the case.

Protection of the reporting party's identity

The protection of the identity of the reporting party is guaranteed and it will not be disclosed to the party being reported under any circumstances.

In the case of complaints, Regulatory Compliance will only provide the name of whistleblower to the Departments who require it to investigate the case, and in all such cases, the prior consent of the whistleblower will be required. Regulatory Compliance will not provide details of a complaint, including the identity of the whistleblower, to any party other than those authorised for that purpose, regardless of the position and functions of the requesting party within CaixaBank.

CaixaBank will take the appropriate disciplinary measures if, outside the provisions of the previous paragraph, the identity of the reporting party is disclosed or enquiries were carried out in order to obtain information on complaints lodged.



Prohibition on reprisals

CaixaBank Group expressly prohibits reprisals against individuals who submit a complaint, or against individuals who are involved in or assist in the investigation of the case, provided they have acted in good faith and have played no part in the reported event. CaixaBank Group will take the measures necessary to guarantee the protection of the reporting party.

Sharing of the same workplace

If, in the case of a complaint, the reporting party and the party being reported share the same workplace, the Company will determine whether measures should be taken to prevent this.

Incompatibilities

In the event that any party involved in a complaint is related by kinship, marriage or consanguinity with any of the parties tasked with handling, investigating or deciding on the case, the latter will not take part in the process and will be replaced with a person not under his/her authority.



Rights of person reported

The person reported must be informed of the complaint made against him/her as soon as the suitable checks have been made and the case file has been opened for processing.

In any case, CaixaBank will inform the reported person within a maximum of one month from receipt of the complaint and inform him/her of the existence of the complaint and the matter that is the subject of the complaint.

Finally, in terms of **governance**:

- > The CaixaBank Group Query and Whistleblowing Channel is **managed** by the **Regulatory Compliance** function, although the specialised team of CaixaBank's Corporate Regulatory Compliance Division, which reports to the Sub-Directorate General for Compliance, is responsible for managing the complaints and it assumes the senior role of responsibility for the Queries and Whistleblowing Channel.

CaixaBank's Regulatory Compliance may raise queries, request information, require investigations and any other measure or procedure for the proper management of the complaints process.

- > For any complaints in which, according to Regulatory Compliance, **there are indications of criminal offences**, Regulatory Compliance will inform the Corporate Criminal Risk Management Committee of the reported offence and it will keep this Committee informed of the procedural milestones and the **internal strategy** to follow in relation to the investigation. The Corporate Criminal Risk Management Committee may propose such aspects as it deems appropriate, and its proposal and the decision taken by Regulatory Compliance will be recorded.
- > CaixaBank's Regulatory Compliance provides Group companies with a general service for the operation and management of the Channel, which includes, among other things: the implementation of the Channel; the management of its operation; support in training and raising awareness regarding the Channel; any other function or assistance for its implementation and correct operation.
- > CaixaBank's Regulatory Compliance reports on the activity of the Channel to the Audit and Control Committee of CaixaBank at least every **six months** and, in any case, when it deems it appropriate according to the circumstances.
- > CaixaBank Group companies with access to the Channel will be responsible for reporting to their Governing Bodies, although they may request that CaixaBank Regulatory Compliance **assist their Board of Directors** to report on the nature of the complaints received on the platform, as well as the main trends identified.



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Training

CaixaBank Group ensures the provision of **ongoing training plans** adapted to the different positions and responsibilities of the staff involved in preparing and reviewing financial reporting, with a focus on accounting, audits, internal control (including ICFR), risk management, regulatory compliance and remaining up to date on legal/ tax matters.

These training programmes are used by members of the Executive Directorate of Financial Accounting and Control, the Internal Audit, Control and Compliance Division, the Non-performing Loans, Recoveries and Assets Division, as well as the members of the Company's Senior Management. It is estimated that more than **28,026 hours** of training in this area have been provided to **718 Group employees**.

In particular, in terms of ICFR, an **online course** on this subject is launched each year. This year, a new course was designed and launched in the last quarter of 2020 for all employees involved (directly or indirectly) in the financial reporting process. A total of 341 employees from Intervention and Accounting, Corporate Information and Control of Investees, Planning and Capital and Risks, among others, took the course. In 2019, 39 employees took this course and 585 did so between 2013 and 2018. This training is intended to raise awareness among these employees of the importance of establishing mechanisms that guarantee the reliability of the financial information, as well as their duty to ensure compliance with the applicable regulations.

Furthermore, the Executive Directorate of Financial Accounting, Control and Capital is also active, alongside other areas of the Group, in sector-specific working groups on both the national and international levels. These groups address topics relating to accounting standards and financial matters.

In terms of **training carried out for Company Directors**, in 2020, a session on the Prevention of Money Laundering and Terrorism Financing was given to all members of the Board of Directors. In addition, the Risk Committee included 12 single-topic presentations into the agenda at its ordinary meetings. These presentations looked in detail at relevant risks, such as reputational risk, compliance risk, reliability risk of financial information, structural balance sheet interest rate risk, legal risk, market risk, operational risk and cybersecurity, among others. The Audit and Control Committee has also included a total of 7 single-topic presentations in the agenda of its meetings, covering matters relating to audit, supervision and control. These committees also held two joint sessions to discuss important aspects of solvency.

Risk assessment in financial reporting (F.2)

The Group's Internal Control of Financial Reporting function adheres to the international standards established by the **Committee of Sponsoring Organizations of the Treadway Commission (COSO)** in its framework published in 2013, which covers the control objectives regarding the effectiveness and efficiency of operations, the purpose of financial reporting and compliance with applicable laws and regulations.

The Group has its own methodology for **identifying the risks**, which is implemented in the Group's main subsidiaries in a homogeneous manner, with regard to (i) the responsibility and implementation and updating; (ii) criteria to be followed and information sources to be used; and (iii) criteria to identify the significant components with regard to ICFR, as reflected in the following process:

- **Determining the scope**, including the selection of the financial information, relevant headings and entities of the Group generating it, using quantitative and qualitative criteria.
- **Identifying the key Group entities** and classifying them to determine the required standard of control for each one.
- **Identification of the Group's material processes** which are involved, either directly or indirectly, in preparing financial information.
- **Identification of the risks** associated with each process.
- Documentation of existing **controls** to mitigate the identified risks.
- **Continuous assessment of the effectiveness of Internal Control** over Financial Reporting.
- Reporting **to Governing Bodies**.

Risks relate to possible errors with potential material impact, including error and fraud, in relation to financial reporting objectives, and are categorised as follows:

- > Transactions and events included in the financial information genuinely exist, and were documented at the right time (**existence and occurrence**).
- > The information includes all transactions and events in which the Company is the party concerned (**completeness**).
- > Transactions and events are recorded and assessed in accordance with regulations in force (**valuation**).
- > The transactions and events are classified, presented and disclosed in the financial information in accordance with applicable regulations (**presentation, disclosure and comparability**).
- > On the corresponding date, the financial information reflects rights and obligations through the corresponding assets and liabilities, in accordance with applicable regulations (**rights and obligations**).

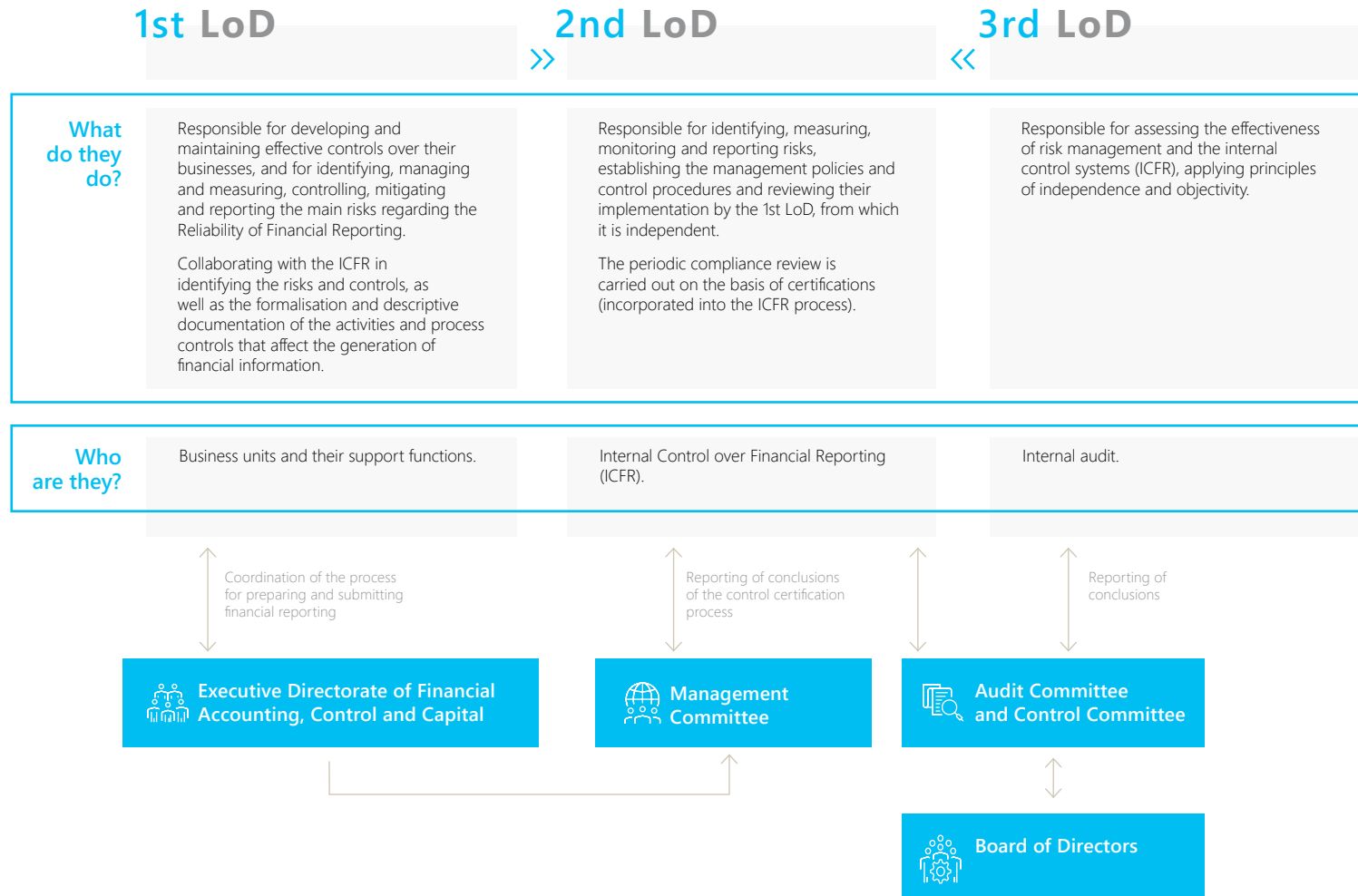
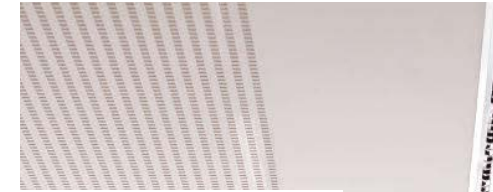
The risk identification process takes into account both routine transactions and less frequent transactions which are potentially more complex, as well as the effects of other types of risks (operational, technological, financial, legal, reputational, environmental, etc.). The entity also has an analysis procedure in place implemented by the various business areas involved in corporate transactions and non-recurring or special transactions, with all accounting and financial impacts being studied and duly reported.

The ICFR Function, at least once a year, reviews the risks within its scope and the control activities designed to mitigate these. If, during the course of the year, circumstances arise that could affect the preparation of financial information, the ICFR function must evaluate the existence of risks in addition to those already identified.

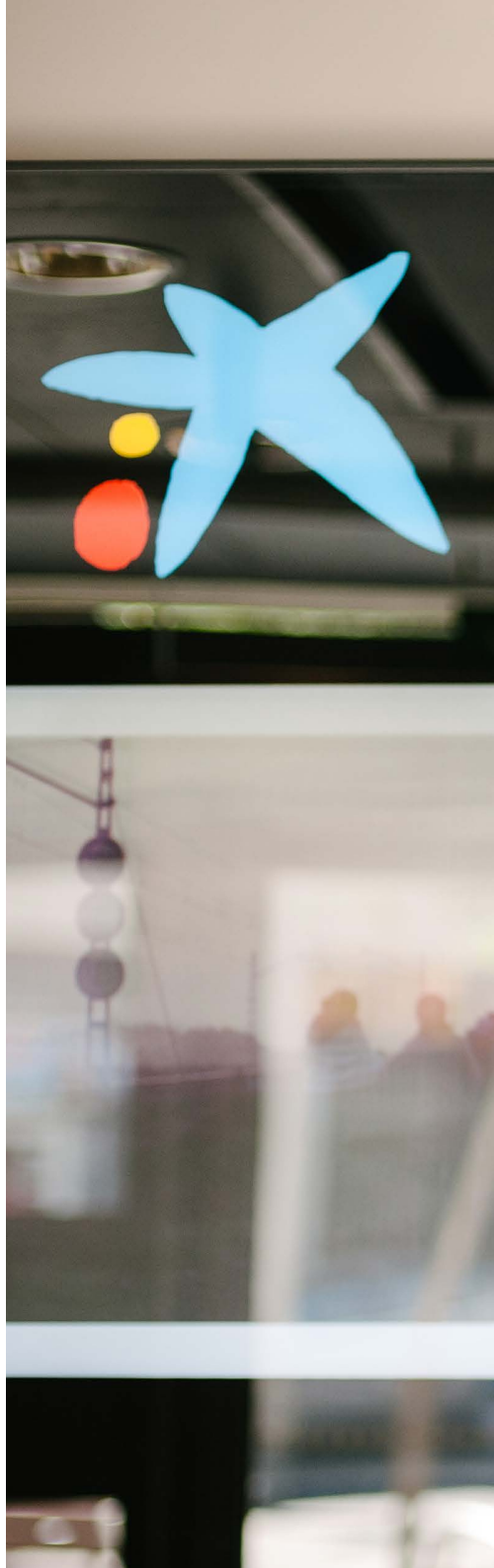
Finally, the Audit and Control Committee is tasked with overseeing the regulated financial reporting process of the Group and ICFR, supported by the work of the Internal Audit function and the conclusions of the external auditor.

Procedures and activities for control over financial reporting (F.3)

In line with regulatory guidelines and best practices in the industry, the **Internal Control Framework** applicable to CaixaBank Group's ICFR is structured around the three **Lines of Defence** model.



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Review and authorisation procedures for financial reporting

The professional profile of the personnel involved in reviewing and authorising the financial information is of a suitable standard, **with knowledge and experience in accounting, audit and/or risk management.**

The preparation and review of financial information is carried out by the various areas of the **Executive Directorate of Financial Accounting, Control and Capital**, which requests collaboration from the business units and support functions, as well as companies within the Group, in order to obtain the level of detail it deems necessary for this information. Financial reporting is monitored by the various hierarchical levels within this Executive Directorate and other areas within the Company. Finally, the relevant financial information to be disclosed to the market is presented by the Executive Directorate, alongside the conclusions of the ICFR certification, to the responsible Governing Bodies and to the Management Committee, where the information is examined and, if appropriate, approved.

CaixaBank has in place a process whereby it **constantly revises all documentation concerning the activities** carried out, any risks inherent in reporting the financial information and the controls needed to mitigate critical risks:

>> DOCUMENTATION WORKFLOW

01. PROCESSES/ SUB-PROCESSES

02. ASSOCIATED FINANCIAL RISKS/ ASSERTIONS

- > Existence and Occurrence
- > Completeness
- > Valuation
- > Rights and Obligations
- > Presentation, Disclosure and Comparability

- > Possibility of fraud?

- > Connection to corporate risk catalogue

03. CONTROL ACTIVITIES

- > Importance (key/ standard)
- > Automation
- > Evidence
- > System (linked computer applications)
- > Purpose (preventive, detective, corrective)
- > Frequency
- > Certification
- > COSO Component
- > Executor
- > Validator



04. REPORTING TO SENIOR MANAGEMENT AND GOVERNING BODIES

Revision prior to the design and implementation of controls



ICFR function



Revision of the effectiveness of the control and certification process

Internal Audit function

With respect to the systems used for **ICFR management**, the Company has the **SAP Governance, Risk and Compliance (SAP GRC)** tool in place. This allows for a comprehensive management of the risks and process controls related to the preparation of financial information and relevant documentation and evidence. The tool can be accessed by employees with different levels of responsibility in the assessment and certification process for the Group's internal control system.

In 2020, the certification process was carried out on a quarterly basis, as well as other specific processes at different intervals, and no material weaknesses were detected in the certifications conducted. In addition, for certain financial information to be disclosed to the markets, further

certifications were carried out beyond those conducted at the end of the quarter as standard. In this case, also, no material weaknesses were detected in any of the certifications conducted.

The preparation of the financial statements requires senior executives to make certain **judgments, estimates and assumptions** in order to quantify assets, liabilities, income, expenses and obligations. These estimates are based on the best information available at the date the financial statements are prepared, using generally-accepted methods and techniques and observable and tested data and assumptions. In accordance with the provisions of internal regulations, the Board and the Management Committee are responsible for approving these judgments and estimates, described in Note 1.3 to the consolidated financial statements, mainly in relation to:

- > The measurement of goodwill and intangible assets.
- > The term of the lease agreements used in the assessment of the lease liabilities.
- > The fair value of assets, liabilities and contingent liabilities in the context of the purchase price allocation in business combinations.
- > Impairment losses on financial assets, and of the fair value of guarantees associated thereto, according to their classification in accounts, which entail the need to make judgements regarding: i) the consideration of 'a significant increase in credit risk' (SICR), ii) the definition of default; and iii) the incorporation of forward-looking information.
- > The measurement of stakes in joint ventures and associates.
- > Determination of share of profit (loss) in associates.
- > Actuarial assumptions used to measure liabilities arising under insurance contracts.
- > The classification, useful life and impairment losses on tangible and intangible assets.
- > Impairment losses on non-current assets and disposal groups classified as held for sale.
- > Actuarial assumptions used to measure post-employment liabilities and commitments.
- > The measurement of the provisions required to cover labour, legal and tax contingencies.
- > The income tax expense based on the income tax rate expected for the full year and the capitalisation and recoverability of tax assets.
- > The fair value of certain financial assets and liabilities.



Procedures for IT systems

The **IT systems** which give support to processes regarding the preparation of financial information are subject to internal control **policies and procedures** which guarantee completeness when preparing and publishing financial information.

Specifically, CaixaBank's IT systems guarantee security by adhering to the requirements defined in **international best practices** for information security, such as the ISO/IEC 27000 standards, NIST, CSA, etc. These standards, alongside the obligations established in various laws and regulations and the requirements of local and sector-specific supervisory bodies, form part of the CaixaBank Group Regulations on Information Security. Compliance with these Regulations is monitored at all times and reports are shared with key players both within and outside the organisation.

The main activities are certified as follows:

- > CaixaBank Group's corporate cybersecurity activities, carried out at headquarters in Barcelona, Madrid and Porto are certified by **ISO 27001:2013** (BSI).
- > The official **CERT** accreditation (Computer Emergency Response Team) recognises the Bank's ability to manage information security.

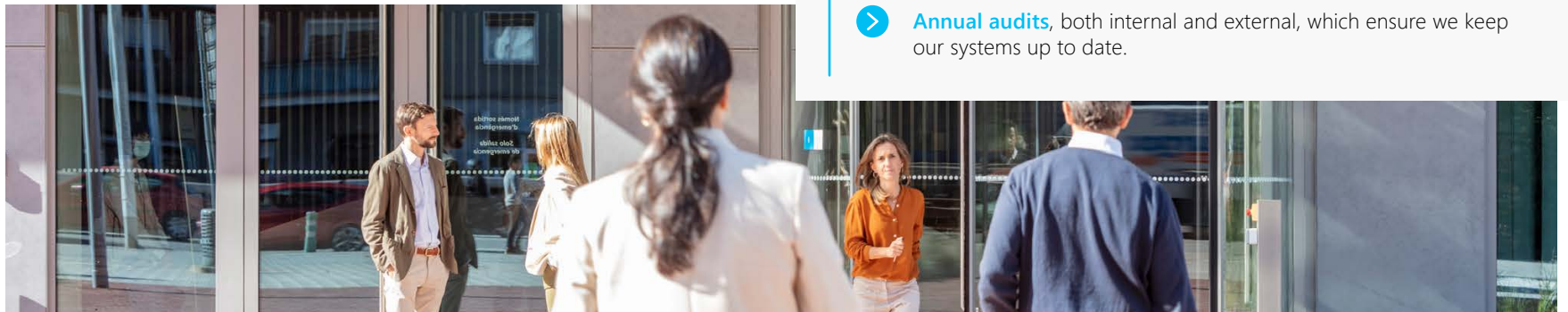
In addition, with regard to operational and business continuity, the Bank has in place an **IT Contingency Plan** to deal with serious situations to guarantee its IT services are not interrupted. It also has strategies in place to enable it to recover information in the shortest time possible. This IT Contingency Plan has been designed and operates according to **ISO 27031:2011**. Ernst&Young has certified that the CaixaBank's Technological Contingency governance regulations have been designed, developed and are operating in accordance with this Standard.

Furthermore, the BSI has certified the CaixaBank's Business Continuity Management Plan is compliant with **ISO 22301:2012**, which certifies:

- > The **commitment** of CaixaBank's senior management with respect to Business Continuity and Technological Contingency.
- > The implementation of Business Continuity and Technological Contingency management **best practices**.
- > A cyclical process based on **continuous improvement**.
- > That CaixaBank has deployed and operates **business continuity and technological contingency management systems** which are compliant with international standards.

Which offer:

- > **Assurance** to our customers, investors, employees and society in general that the Bank is able to respond to serious events that may affect business operations.
- > **Compliance** with the recommendations of regulators, the Bank of Spain, MiFID and Basel III.
- > **Advantages** in terms of the Bank's image and reputation.
- > **Annual audits**, both internal and external, which ensure we keep our systems up to date.





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In terms of **IT Governance**, CaixaBank's information and technology (IT) governance model ensures that its IT services are aligned with the Organisation's business strategy and comply with all regulatory, operational and business requirements. IT governance is an essential part of overall governance and encompasses organisational structures and guidelines to ensure that the IT services support and facilitate the fulfilment of strategic objectives.

CaixaBank's IT Governance Regulations are developed on the basis of requirements specified in the standard **ISO 38500:2008**.

CaixaBank's IT services have been designed to meet the business' needs, guaranteeing the following:

- > Segregation of duties.
- > Change management.
- > Incident management.
- > IT Quality Management.
- > Risk management: operational, reliability of financial reporting, etc.
- > Identification, definition and monitoring of indicators (scorecard).
- > Existence of governance, management and monitoring committees.
- > Periodic reporting to management.
- > Rigorous internal controls which include annual internal and external audits.



Procedures for managing **outsourced activities and independent experts**

The CaixaBank Group has a **Cost, Budget Management and Purchasing Policy**, approved by the Management Committee on 18 June 2018, which defines the global reference framework for the companies of the Group, and details the general principles and procedures regarding the definition, management, execution and control of the budget for CaixaBank Group's operational and investment costs.

This policy is detailed in the **internal regulations of the Group** which mainly regulate processes regarding:

- > **Budget** drafting and approval.
- > Budget execution and **demand management**.
- > Purchases and contracting **services**.
- > Payment of invoices to **suppliers**.

Most of the processes carried out between Group entities and suppliers are managed and recorded by programs which include all activities. The Efficiency Committee is responsible for ensuring that the budget is applied in accordance with internal regulations.

To ensure correct cost management, the CaixaBank Efficiency Committee has delegated duties to two committees:

- > **Expenses and Investments Committee (EIC):** reviews and ratifies all expenses and investment proposed by the various areas and subsidiaries in projects. It queries the need and reasonableness for expenditure by means of a profitability and/or efficiency analysis from the standpoint of the Bank.
- > **Purchasing Panel:** ensures the proper implementation of the purchasing/engagement policies and procedures defined in the regulations, encouraging equal opportunities among suppliers. The

bank's Code of Business Conduct and Ethics stipulates that goods must be purchased and services engaged objectively and transparently, avoiding situations that could affect the objectiveness of the people involved. Therefore, all purchases must have minimum of 3 competing bids submitted by different suppliers. Purchases above a certain threshold must be managed by the specialised team of buyers for the given purchase category: IT, Professional Services, Marketing, Facilities and Building Works.

CaixaBank Group has a **Suppliers' Portal** offering quick and easy communication between suppliers and Group companies. This channel allows suppliers to submit all the necessary documentation when bidding for contracts or processing their standard-approval for eligibility. This not only ensures compliance with internal procurement regulations but also makes management and control easier.

CaixaBank has an **Outsourcing Policy**, updated in May 2019, which is primarily based on the European Banking Authority Guidelines on Outsourcing Arrangements GL/2019/02. The Outsourcing Policy establishes the methodological framework and criteria to take into account when outsourcing the Bank's activities to third parties. It also sets out the corporate principles that establish the scope, governance, management framework and risk control framework of the CaixaBank Group, on which the actions to be carried out in the full life cycle of outsourcing services must be based.

The wording of the new outsourcing governance policy, prepared jointly with the second line of defence for non-financial risks, ensures:

- > CaixaBank senior management's **commitment** to outsourcing governance.

- > The existence of outsourcing management initiative **best practices**.
- > A cyclical process based on **continuous improvement**.

Formalisation of this Policy means:

- > Our customers, investors, employees and other stakeholders **trust** in the decision-making and control process for outsourcing initiatives.
- > **Compliance** with the recommendations of regulators, such as the Bank of Spain, ABE, MiFID and Basel III.
- > **Advantages** in terms of the Bank's image and reputation.

CaixaBank continues to increase its control efforts, ensuring that future outsourcing does not represent a loss of supervision, analysis and enforcement capacities of the service or activity in question.

The following procedure is followed when there is a new outsourcing initiative:



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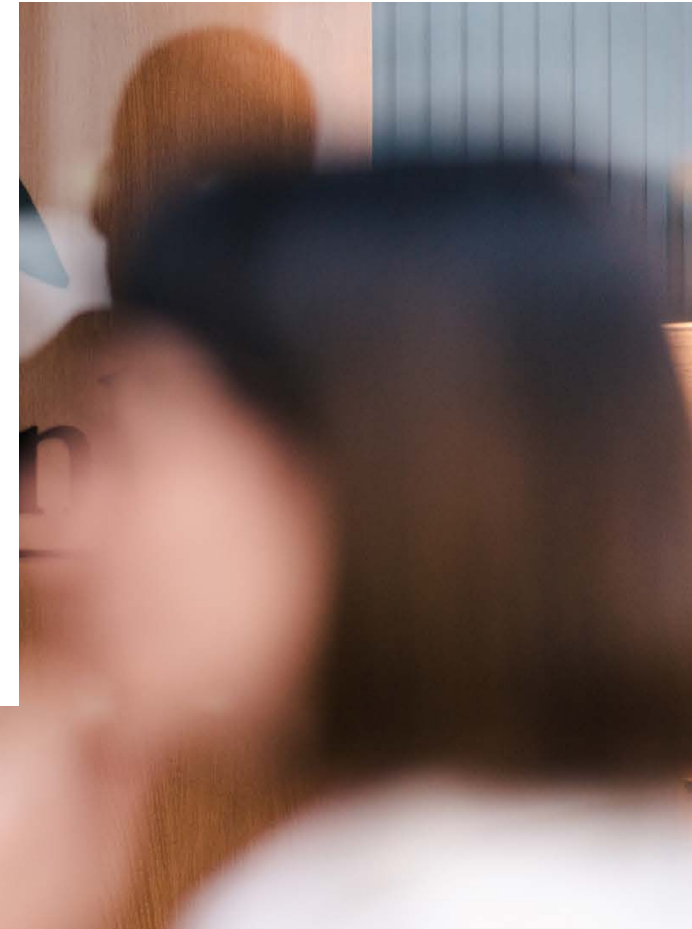
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- > **Analysis** of the applicability of the outsourcing model to the supplier
- > **Assessment** of the outsourcing decision by measuring criticality, risks and the associated outsourcing model
- > **Approval** of the risk inherent in the initiative by a collegial internal body
- > **Engagement** of the supplier
- > **Transfer** of the service to the external supplier
- > **Oversight and monitoring** of the activity or service rendered

All outsourced activities are subject to controls, largely based on service **performance indicators and mitigation measures** included in the contract. These help mitigate the risks detected in the outsourcing decision assessment. Each person in charge of an outsourced activity shall request that the supplier report all indicators and keep these up-to-date. These are then reviewed internally on a periodical basis.

In **2020**, the **activities** outsourced to third parties in relation to valuations and calculations of independent experts mainly concerned the following:

- > Certain internal audit and technology services.
- > Certain financial consultancy and business intelligence services.
- > Certain marketing and various procurement services.
- > Certain IT and technology services.
- > Certain financial services.
- > Certain financial, fiscal and legal advisory services.
- > Certain processes related to Human Resources and various procurement services.
- > Certain processes related to Information Systems.



Reporting and communication (F.4)

Accounting policies

Sole responsibility for specifying and communicating the Group's accounting criteria falls to the Intervention and Accounting Management Division, specifically the **Accounting Policies and Regulation Department**, which is integrated into the Executive Directorate of Financial Accounting, Control and Capital.

Its responsibilities include **monitoring and analysing regulations** relating to financial reporting applicable to the Group, for their interpretation and subsequent application in financial reporting, uniformly across all companies that comprise the Group; it also **continually updates** accounting criteria applied for any new kind of contract or operation, or any regulatory change.

The monitoring of new regulations in relation of **non-financial reporting** is also included among the duties of the Accounting Policies and Regulation Department. In particular, it carries out a **continuous analysis** of the new information requirements and the trends in national, European and international regulations in terms of sustainability and non-financial reporting. Alongside the other relevant areas in Caixa-Bank Group, it interprets the resulting implications and works to ensure that these implications are managed and incorporated into the Group's working practices.

Furthermore, it **analyses and studies the accounting implications** of individual transactions, to anticipate impacts and ensure the correct accounting process is applied in the consolidated financial statements, and resolves any questions or conflicts surrounding accounting matters that are not included in a cost sheet, or where there are any doubts regarding their interpretation. Accounting queries that have been concluded by the Department are shared with the rest of the Intervention and Accounting Management Division at least once per month, with an explanation of the technical arguments that support them or the interpretations made, as well as issues currently being analysed.

In the process for **creating new products**, through their participation in the Group's Product Committee, they analyse the **accounting implications** of the products on the basis of their characteristics, whereby this analysis leads to the creation or update of a cost sheet, detailing all the potential events that a contract or transaction may involve. In

addition, the main characteristics of the administrative operation, tax regulations, accounting criteria and applicable standards are described. Additions and amendments to the accounting circuits are notified immediately to the Organisation and most can be consulted on the Entity's intranet.

This department also participates in and supports the **Regulation Committee of the CaixaBank Group** in terms of regulations on financial and non-financial reporting. In the event of any applicable regulatory change applicable that must be implemented in the Group, the Department communicates this to the Departments or Group subsidiaries affected, and participates or leads the implementation projects for such changes where relevant.

The Accounting Policies and Regulation Department is also involved in individual projects related to **sustainability and non-financial reporting**, be it in transversal Group projects, internal and external training courses, or through its participation in working groups with peers and external stakeholders.

The previous activities in relation to financial reporting are materialised in the existence and maintenance of a **manual on accounting policies**, which establishes the standards, principles and accounting criteria adopted by the Group. This manual guarantees the comparability and quality of the financial information of all companies of the Group, and is complemented by the queries received by the Department.

Communication with operation managers is permanent and fluid.

Additionally, the Accounting Policies and Regulation Department is responsible for developing **training activities** on accounting developments and amendments in the organisation's relevant business departments.



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Mechanisms for financial reporting

CaixaBank has internal IT tools that ensure the completeness and homogeneity in the **preparation processes for financial information**. All the applications have IT contingency mechanisms, to ensure the conservation and accessibility of information under any circumstances.

The Company is currently undergoing a project to improve the **architecture of accounting information**, with a view to increase quality, completeness, immediacy and access to data provided by business applications. The various IT applications are gradually being included in the scope of the project which currently includes a very significant materiality of balances.

For the purposes of elaborating **consolidated information**, both CaixaBank and the companies that

comprise the Group use specialised tools to employ information capturing, analysis and preparation mechanisms with homogeneous formats. The accounts plan, which is incorporated in the consolidation application, has been defined to comply with requirements of the various regulators.

With respect to the Systems used for **ICFR management**, the Company has the **SAP Governance, Risk and Compliance (SAP GRC)** tool in place, in order to guarantee its completeness, reflecting the existing risks and controls. The tool also supports the Corporate Risks Catalogue and the Key Risk Indicators (KRIs), under the responsibility of the Executive Directorate of Corporate Risk Management Function & Planning.



Oversight of the operation of the system for Internal Control over Financial Reporting (F.5)

The **Audit and Control Committee** is entrusted with overseeing the preparation and submission process for regulated financial information and the effectiveness of the internal control and risk management systems in place at the Bank. These duties are explained in detail in the section "The Administration – The Board Committees – Audit and Control Committee".

The **Internal Audit** function, represented by the Executive Directorate of Audits in the Management Committee, is governed by the principles contained in the CaixaBank Group Internal Audit Regulations, approved by the CaixaBank Board of Directors. It is an **independent and objective function** that offers a systematic approach to the assessment of risk management processes and controls, as well as corporate governance. Its purpose is to support the Audit and Control Com-

mittee in its supervisory role. In order to establish and ensure this independence, Internal Audit reports to the Chair of the Audit and Control Committee, without prejudice to obligation to report to the Chair of the Board of Directors for the proper performance of its duties.

Internal Audit has **213 auditors working in various teams** specialising in certain fields. These include a group tasked with coordinating the oversight of processes relating to CaixaBank Group's financial reporting, which is attached to the Financial Audit, Investees and Regulatory Compliance Division.

The activities of the internal audit function are periodically reported to the Audit and Control Committee, which, in turn, reviews the following within the scope of

the financial information reliability risk: (i) internal audit planning and the adequacy of its scope; (ii) the conclusions of the audits carried out and the impact on financial reporting; and (iii) monitoring corrective action.

Internal Auditing develops a **specific work programme to review ICFR**, which is focused on the relevant processes (transversal and business-based) defined by the ICFR team, along with the review of existing controls in the audits of other processes.



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Currently, this work programme is completed by **reviewing the proper certification and evidence of effective execution** of a sample of controls, selected according to continual auditing indicators. Based on this, the Internal Audit function publishes an annual global report which includes an assessment of the performance of ICFR during the year. The 2020 assessment focused on:

- > Review of the **application of the reference framework** defined in the document "Internal Control over Financial Reporting in Listed Companies", published by the CNMV.
- > Verification of application of the **Corporate Policy on the Financial Information Reliability Risk** and the **ICFR Standard** to ensure that ICFR across the group is adequate
- > Assessment of the **internal bottom-up certification** of key controls.

- > Evaluating the **specifications of the relevant processes, risks and controls** in financial reporting.

Furthermore, in 2020, Internal Audit carried out a range of reviews of processes that affect the generation, preparation and presentation of financial information, focused on financial and accounting areas, corporate risk management, financial instruments, information systems and the insurance business, among other matters.

The Company also has **procedures for regular discussions with its external auditor**, which assists the Audit and Control Committee and reports on its audit planning and the conclusions reached before publishing the results, as well as any weaknesses found in the internal control system.

External auditor's report

In accordance with the recommendation concerning the Auditor's Report included in the guidelines on the information relating to Internal Control over Financial Reporting in Listed Companies published by the National Securities Market Commission on its website, the **auditor of the financial statements of CaixaBank has reviewed** the information on internal control over financial reporting system. The final report concludes that, as a result of the procedures applied regarding information on ICFR, there are no relevant inconsistencies or incidents.

This report is attached as an Appendix to the Annual Corporate Governance Report.



Extent of compliance with corporate governance recommendations (G)

>> CROSS-REFERENCE TABLE FOR COMPLIANCE OR EXPLANATION OF CORPORATE GOVERNANCE RECOMMENDATIONS

	Recommendation 1	Recommendation 2	Recommendation 3	Recommendation 4
DESCRIPTION	<p>The By-laws of listed companies should not place an upper limit on the votes that can be cast by a single shareholder, or impose other obstacles to the takeover of the company by means of share purchases on the market.</p>	<p>When a dominant and a subsidiary company are both listed, they should provide detailed disclosure on:</p> <p>a) The activity they engage in and any business dealings between them, as well as between the subsidiary and other group companies.</p> <p>b) The mechanisms in place to resolve possible conflicts of interest.</p>	<p>During the annual general meeting the chairman of the board should verbally inform shareholders in sufficient detail of the most relevant aspects of the company's corporate governance, supplementing the written information circulated in the annual corporate governance report. In particular:</p> <p>a) Changes taking place since the previous annual general meeting.</p> <p>b) The specific reasons for the company not following a given Good Governance Code recommendation, and any alternative procedures followed in its stead.</p>	<p>The company should draw up and implement a policy of communication and contacts with shareholders and institutional investors, in the context of their involvement in the company, as well as proxy advisors, which complies in full with market abuse regulations and accords equitable treatment to shareholders in the same position. This policy should be disclosed on the company's website, complete with details of how it has been put into practice and the identities of the relevant interlocutors or those charged with its implementation.</p> <p>Further, without prejudice to the legal obligations of disclosure of inside information and other regulated information, the company should also have a general policy for the communication of economic-financial, non-financial and corporate information through the channels it considers appropriate (media, social media or other channels) that helps maximise the dissemination and quality of the information available to the market, investors and other stakeholders.</p>
COMPLIANT	Yes	Not applicable	Yes	Yes
COMMENTS		CaixaBank is the only listed company in the Group.		

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Recommendation 5

The Board of Directors should not make a proposal to the general meeting for the delegation of powers to issue shares or convertible securities without pre-emptive subscription rights for an amount exceeding 20% of capital at the time of such delegation.

When a Board approves the issuance of shares or convertible securities without pre-emptive subscription rights, the company should immediately post a report on its website explaining the exclusion as envisaged in company legislation.

DESCRIPTION

COMPLIANT

Partial compliance

COMMENTS

The Board of Directors, in its meeting dated 10 March 2016, agreed to propose at the Annual General Meeting on 28 April the ratification of an agreement to delegate powers in favour of the Board of Directors in order to issue bonds, preference shares and any other fixed income securities or instruments of a similar nature which are convertible into CaixaBank shares, or which directly or indirectly give the right to the subscription or acquisition of the company's shares, including warrants. The proposed delegation expressly included the power to waive the pre-emptive subscription right of shareholders. This proposal was approved at the Annual General Meeting held on 28 April 2016.

The capital increases that the Board of Directors may approve under this authorisation to carry out the conversion of shares in whose issuance the pre-emptive subscription right has been disapplied are not subject to the maximum limit of 20% of the share capital that the Annual General Meeting of 22 May 2020 unanimously agreed for any capital increases that the Board of Directors may approve (the legal limit of 50% of the capital at the time of the approval does apply).

Directive 2013/36/EU of the European Parliament and of the Council of 26 June 2013 on access to the activity of credit institutions and the prudential supervision of credit institutions and investment companies, and Regulation (EU) No 575/2013 on prudential requirements for credit institutions and investment firms, and Spanish Act 11/2015 of 18 June on the recovery and resolution of credit institutions and investment services companies, anticipate the need for credit entities to provide, in certain proportions, different instruments in the composition of their regulatory capital so that they can be considered suitably capitalised. Therefore, different capital categories are contemplated that must be covered by specific instruments. Despite the Company's adequate capital situation, it was deemed necessary to adopt an agreement that allows instruments to be issued that may be convertible in certain cases. To the extent that the issuance of these instruments implies the need to have an authorised capital that, at the time of its issuance, covers a possible convertibility and in order to provide the company with greater flexibility, it was deemed suitable for the capital increases that the Board approves to be carried out under the delegation agreement in the report in order to address the conversion of shares in whose issuance the pre-emptive subscription right has been excluded, not being subject to the maximum limit of 20% of the share capital and only subject to the 50% limit.

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	Recommendation 6	Recommendation 7	Recommendation 8
DESCRIPTION	<p>Listed companies drawing up the following reports on a voluntary or compulsory basis should publish them on their website well in advance of the annual general meeting, even if their distribution is not obligatory:</p> <ul style="list-style-type: none"> a) Report on auditor independence. b) Reviews of the operation of the audit committee and the nomination and remuneration committee. c) Audit committee report on third-party transactions. d) Report on corporate social responsibility policy. 	<p>The company should broadcast its general meetings live on the corporate website. The company should have mechanisms that allow the delegation and exercise of votes by electronic means and even, in the case of large-cap companies and, to the extent that it is proportionate, attendance and active participation in the general shareholders' meeting.</p>	<p>The audit committee should strive to ensure that the financial statements that the board of directors presents to the general shareholders' meeting are drawn up in accordance to accounting legislation. And in those cases where the auditors includes any qualification in its report, the chairman of the audit committee should give a clear explanation at the general meeting of their opinion regarding the scope and content, making a summary of that opinion available to the shareholders at the time of the publication of the notice of the meeting, along with the rest of proposals and reports of the board.</p>
COMPLIANT	Yes	Yes	Yes
COMMENTS			



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Recommendation 9

The company should disclose its conditions and procedures for admitting share ownership, the right to attend general meetings and the exercise or delegation of voting rights, and display them permanently on its website.

Such conditions and procedures should encourage shareholders to attend and exercise their rights and be applied in a non-discriminatory manner.

Recommendation 10

When an accredited shareholder exercises the right to supplement the agenda or submit new proposals prior to the general meeting, the company should:

- a)** Immediately disclose the supplementary items and new proposals.
- b)** Disclose the model of attendance card or proxy appointment or remote voting form duly modified so that new agenda items and alternative proposals can be voted on in the same terms as those submitted by the board of directors.
- c)** Put all these items or alternative proposals to the vote applying the same voting rules as for those submitted by the board of directors, with particular regard to presumptions or deductions about the direction of votes.
- d)** After the general shareholders' meeting, disclose the breakdown of votes on such supplementary items or alternative proposals.

Recommendation 11

In the event that a company plans to pay for attendance at the general meeting, it should first establish a general, long-term policy in this respect.

DESCRIPTION

COMPLIANT

Yes

Partial compliance

Yes

COMMENTS

With regard to section c), the Board agrees that there are different presumptions about the direction of the vote for proposals submitted by shareholders and those submitted by the Board (as established in the Regulations of the Company's General Meeting), opting for the presumption of a vote in favour of agreements proposed by the Board of Directors (because the shareholders absent for the vote have had the opportunity to record their absence so their vote is not counted and they can also vote early in another direction through the mechanisms established for that purpose) and for the presumption of a vote against agreements proposed by shareholders (since there is a probability that the new proposals will deal with agreements that are contradictory to the proposals submitted by the Board of Directors and it is impossible to attribute opposite directions for their votes to the same shareholder. Additionally, shareholders who were absent have not had the opportunity to assess and vote early on the proposal).

Although this practice does not reflect the wording of Recommendation 10, it does better achieve the final objective of Principle 7 of the Good Governance Code which makes express reference to the Corporate Governance Principles of the OECD, which outline that the procedures used in Shareholders' Meetings must ensure the transparency of the count and the adequate registration of votes, especially in situations of voting battles, new items on the agenda and alternative proposals, because it is a measure of transparency and a guarantee of consistency when exercising voting rights.

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	Recommendation 12	Recommendation 13	Recommendation 14	Recommendation 15	Recommendation 16
DESCRIPTION	<p>The Board of Directors should perform its duties with unity of purpose and independent judgement, according to the same treatment to all shareholders in the same position. It should be guided at all times by the company's best interest, understood as the creation of a profitable business that promotes its sustainable success over time, while maximising its economic value.</p> <p>In pursuing the corporate interest, it should not only abide by laws and regulations and conduct itself according to principles of good faith, ethics and respect for commonly accepted customs and good practices, but also strive to reconcile its own interests with the legitimate interests of its employees, suppliers, clients and other stakeholders, as well as with the impact of its activities on the broader community and the natural environment.</p>	<p>The Board of Directors should have an optimal size to promote its efficient functioning and maximise participation. The recommended range is accordingly between five and fifteen members.</p>	<p>The Board of Directors should approve a Director selection policy that:</p> <ul style="list-style-type: none"> a) Is specific and verifiable. b) Ensures that appointment or re-election proposals are based on a prior analysis of the board's needs. c) Favours a diversity of knowledge, experience and gender. The results of the prior analysis of board needs should be written up in the nomination committee's explanatory report, to be published when the general meeting is convened that will ratify the appointment and re-election of each Director. The Director selection policy should pursue the goal of having at least 30% of total board places occupied by women Directors before the year 2020. The nomination committee should run an annual check on compliance with the Director selection policy and set out its findings in the annual corporate governance report. 	<p>Proprietary and independent Directors should constitute an ample majority on the Board of Directors, while the number of executive Directors should be the minimum practical bearing in mind the complexity of the corporate group and the ownership interests they control. The number of female directors should represent at least 40% of the total number of members of the board of directors before the end of 2022 and not being below 30% before that time.</p>	<p>The percentage of proprietary Directors out of all non-executive Directors should be no greater than the proportion between the ownership stake of the shareholders they represent and the remainder of the company's capital. This criterion can be relaxed:</p> <ul style="list-style-type: none"> a) In large-cap companies where few or no equity stakes attain the legal threshold for significant shareholdings. b) In companies with a plurality of shareholders represented on the board but not otherwise related.
COMPLIANT	Yes	Yes	Yes	Yes	Yes
COMMENTS					



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Recommendation 17

Independent Directors should be at least half of all Board members.

However, when the company is not highly capitalised or is highly capitalised but has one or more shareholders acting in concert and controlling more than 30% of the share capital, the minimum number of independent directors should be at least one third of the total.

Recommendation 18

Companies should post the following Director particulars on their websites, and keep them permanently updated:

- a)** Background and professional experience.
- b)** Directorships held in other companies, listed or otherwise, and other paid activities they engage in, of whatever nature.
- c)** Statement of the director class to which they belong, in the case of proprietary directors indicating the shareholder they represent or have links with.
- d)** Date of their first appointment as a board member and subsequent re-elections.
- e)** Shares held in the company, and any options on the same.

Recommendation 19

Following verification by the nomination committee, the annual corporate governance report should disclose the reasons for the appointment of proprietary directors at the urging of shareholders controlling less than 3% of capital; and explain any rejection of a formal request for a Board place from shareholders whose equity stake is equal to or greater than that of others applying successfully for a proprietary directorship.

Recommendation 20

Proprietary Directors should resign when the shareholders they represent dispose of their ownership interest in its entirety. If such shareholders reduce their stakes, thereby losing some of their entitlement to proprietary Directors, the latter's number should be reduced accordingly.

Recommendation 21

The Board of Directors should not propose the removal of independent Directors before the expiry of their tenure as mandated by the By-laws, except where they find just cause, based on a proposal from the nomination committee. In particular, just cause will be presumed when Directors take up new posts or responsibilities that prevent them allocating sufficient time to the work of a board member, or are in breach of their fiduciary duties or come under one of the disqualifying grounds for classification as independent enumerated in the applicable legislation.

The removal of independent Directors may also be proposed when a takeover bid, merger or similar corporate transaction alters the company's capital structure, provided the changes in board membership ensue from the proportionality criterion set out in Recommendation 16.

Yes

Yes

Yes

Yes

Yes

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	Recommendation 22	Recommendation 23	Recommendation 24	Recommendation 25	Recommendation 26
DESCRIPTION	<p>Companies should establish rules obliging directors to disclose any circumstance that might harm the organisation's name or reputation, related or not to their actions within the company, and tendering their resignation as the case may be, and, in particular, to inform the board of any criminal charges brought against them and the progress of any subsequent trial.</p> <p>When the board is informed or becomes aware of any of the situations mentioned in the previous paragraph, the board of directors should examine the case as soon as possible and, attending to the particular circumstances, decide, based on a report from the nomination and remuneration committee, whether or not to adopt any measures such as opening of an internal investigation, calling on the director to resign or proposing his or her dismissal. The board should give a reasoned account of all such determinations in the annual corporate governance report, unless there are special circumstances that justify otherwise, which must be recorded in the minutes. This is without prejudice to the information that the company must disclose, if appropriate, at the time it adopts the corresponding measures.</p>	<p>Directors should express their clear opposition when they feel a proposal submitted for the board's approval might damage the corporate interest. In particular, independents and other Directors not subject to potential conflicts of interest should strenuously challenge any decision that could harm the interests of shareholders lacking board representation.</p> <p>When the Board makes material or reiterated decisions about which a Director has expressed serious reservations, then he or she must draw the pertinent conclusions. Directors resigning for such causes should set out their reasons in the letter referred to in the next Recommendation. The terms of this Recommendation also apply to the Secretary of the Board, even if he or she is not a Director.</p>	<p>Directors who give up their place before their tenure expires, through resignation or otherwise, should state their reasons in a letter to be sent to all members of the Board. Irrespective of whether such resignation is filed as a significant event, the motive for the same must be explained in the Annual Corporate Governance Report.</p>	<p>The Nomination Committee should ensure that non-executive Directors have sufficient time available to discharge their responsibilities effectively. The Board of Directors regulations should lay down the maximum number of company boards on which Directors can serve.</p>	<p>The Board should meet with the necessary frequency to properly perform its functions, eight times a year at least, in accordance with a calendar and agendas set at the start of the year, to which each Director may propose the addition of initially unscheduled items.</p>
COMPLIANT	Yes	Yes	Yes	Yes	Yes
COMMENTS					

	Recommendation 27	Recommendation 28	Recommendation 29	Recommendation 30
DESCRIPTION	Director absences should be kept to a strict minimum and quantified in the Annual Corporate Governance Report. In the event of absence, Directors should delegate their powers of representation with the appropriate instructions.	When Directors or the Secretary express concerns about some proposal or, in the case of Directors, about the company's performance, and such concerns are not resolved at the meeting, the person expressing them can request that they be recorded in the minute book.	The company should provide suitable channels for Directors to obtain the advice they need to carry out their duties, extending if necessary to external assistance at the company's expense.	Regardless of the knowledge Directors must possess to carry out their duties, they should also be offered refresher programmes when circumstances so advise.
COMPLIANT	Partial compliance	Yes	Yes	Yes
COMMENTS	<p>In the event of unavoidable absences, in order to prevent de facto changes to the balance of the Board of Directors, legislation allows for delegation to another director (non-executives only to other non-executives) - this is established in Principle 14 of the Good Governance Code and also envisaged in By-laws (article 37), as well as the Board's Regulations (article 17), which determine that Directors must personally attend Board meetings. However, when they are unable to do so in person, they shall endeavour to grant their proxy in writing, on a special basis for each meeting, to another Board member, including the appropriate instructions therein. Non-executive Directors may only delegate a proxy who is another non-executive Director, while independent Directors may only delegate to another independent Director.</p> <p>It should also be noted that CaixaBank's Corporate Governance Policy states that in relation to the duty of directors to attend Board meetings, and in the event of their unavoidable absence, directors shall endeavour to grant their proxy in writing, and separately for each meeting, to a fellow Board member. Every attempt must be made to ensure that each and every director attends at least 80% of Board meetings. As such, proxies are a comparative rarity at CaixaBank.</p> <p>The Board of Directors considers, as good corporate governance practice, that when directors are unable to attend meetings, proxies are not generally delegated with specific instructions. This does not amend, de facto, the balance of the Board given that delegations may only be made by non-executive directors to other non-executive directors, and independent directors may only delegate to other independent directors, while directors are always required to defend the company's corporate interest regardless of their director status.</p> <p>Moreover, and reflecting the freedom of each director who may also delegate with the appropriate instructions as suggested in the Board's Regulations, the decision to delegate without instructions represents each director's freedom to consider what provides most value to their proxy, and they may finally decide on the grounds that they want to give their proxy freedom to adapt to the result of the Board meeting debate. This, in addition, is in line with the law on the powers of the Chairman of Board, who is given, among others, the responsibility of encouraging a good level of debate and the active involvement of all directors, safeguarding their right to adopt any position or stance they see fit.</p> <p>Therefore, the freedom to appoint proxies with or without specific instructions, at the discretion of each director, is considered good practice and, specifically, the absence of instructions is seen as facilitating the proxy's ability to adapt to the content of the debate.</p>			

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	Recommendation 31	Recommendation 32	Recommendation 33	Recommendation 34	Recommendation 35
DESCRIPTION	<p>Companies should establish rules obliging Directors to inform the board of any circumstance that might harm the organisation's name or reputation, tendering their resignation as the case may be, with particular mention of any criminal charges brought against them and the progress of any subsequent trial.</p> <p>The moment a Director is indicted or tried for any of the offences stated in company legislation, the Board of Directors should open an investigation and, in light of the particular circumstances, decide whether or not he or she should be called on to resign. The Board should give a reasoned account of all such determinations in the annual corporate governance report.</p>	<p>Directors should be regularly informed of movements in share ownership and of the views of major shareholders, investors and rating agencies on the company and its group.</p>	<p>The Chairman, as the person responsible for the efficient functioning of the Board of Directors, in addition to the functions assigned by law and the company's By-laws, should prepare and submit to the Board a schedule of meeting dates and agendas; organise and coordinate regular evaluations of the board and, where appropriate, the company's Chief Executive Officer; exercise leadership of the Board and be accountable for its proper functioning; ensure that sufficient time is given to the discussion of strategic issues, and approve and review refresher courses for each Director, when circumstances so dictate.</p>	<p>When a lead independent director has been appointed, the By-laws or Regulations of the Board of Directors should grant him or her the following powers over and above those conferred by law: chair the Board of Directors in the absence of the Chairman or Deputy Chairmen; give voice to the concerns of non-executive directors; maintain contact with investors and shareholders to hear their views and develop a balanced understanding of their concerns, especially those to do with the Company's corporate governance; and coordinate the Chairman's succession plan.</p>	<p>The Board Secretary should strive to ensure that the Board's actions and decisions are informed by the governance recommendations of the Good Governance Code of relevance to the company.</p>
COMPLIANT	Yes	Yes	Yes	Yes	Yes
COMMENTS					

	Recommendation 36	Recommendation 37	Recommendation 38	Recommendation 39	Recommendation 40
DESCRIPTION	<p>The Board in full should conduct an annual evaluation, adopting, where necessary, an action plan to correct weakness detected in:</p> <p>a) The quality and efficiency of the Board's operation.</p> <p>b) The performance and membership of its committees.</p> <p>c) The diversity of Board membership and competences.</p> <p>d) The performance of the Chairman of the Board of Directors and the company's Chief Executive.</p> <p>e) The performance and contribution of individual directors, with particular attention to the chairmen of Board committees.</p> <p>The evaluation of Board committees should start from the reports they send the Board of Directors, while that of the Board itself should start from the report of the Appointments Committee.</p> <p>Every three years, the Board of Directors should engage an external facilitator to aid in the evaluation process. This facilitator's independence should be verified by the Appointments Committee.</p> <p>Any business dealings that the facilitator or members of its corporate group maintain with the company or members of its corporate group should be detailed in the Annual Corporate Governance Report.</p> <p>The process followed and areas evaluated should be detailed in the Annual Corporate Governance Report.</p>	<p>When there is an executive committee, there should be at least two non-executive members, at least one of whom should be independent; and its secretary should be the secretary of the Board of Directors.</p>	<p>The Board should be kept fully informed of the business transacted and decisions made by the executive committee. To this end, all Board members should receive a copy of the committee's minutes.</p>	<p>All members of the audit committee, particularly its chairman, should be appointed with regard to their knowledge and experience in accounting, auditing and risk management matters, both financial and non-financial.</p>	<p>Listed companies should have a unit in charge of the internal audit function, under the supervision of the audit committee, to monitor the effectiveness of reporting and control systems. This unit should report functionally to the Board's Non-Executive Chairman or the Chairman of the audit committee.</p>
COMPLIANT	Partial compliance	Yes	Yes	Yes	Yes
COMMENTS	<p>With respect to the 2020 financial year, the Board of Directors has carried out the self-assessment of its operation internally after ruling out the benefit of the assistance of an external advisor, as given the partial renewal process the Board will undertake once the merger of CaixaBank with Bankia takes effect, it was more advisable and reasonable to postpone the external collaboration to the next self-assessment exercise.</p> <p>As a result, the self-assessment process was carried out along the same lines as the previous year with the assistance of the General Secretary and Secretary of the Board.</p>				

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Recommendation 41

The head of the unit handling the internal audit function should present an annual work programme to the audit committee, for approval by this committee or the board, inform it directly of any incidents or scope limitations arising during its implementation, the results and monitoring of its recommendations, and submit an activities report at the end of each year.

Yes

Recommendation 42

The audit committee should have the following functions over and above those legally assigned:

1. With respect to internal control and reporting systems:
 - a)** Monitor and evaluate the preparation process and the integrity of the financial and non-financial information, as well as the control and management systems for financial and non-financial risks related to the company and, where appropriate, to the group – including operating, technological, legal, social, environmental, political and reputational risks or those related to corruption – reviewing compliance with regulatory requirements, the accurate demarcation of the consolidation perimeter, and the correct application of accounting principles.
 - b)** Monitor the independence of the unit handling the internal audit function; propose the selection, appointment and removal of the head of the internal audit service; propose the service's budget; approve or make a proposal for approval to the board of the priorities and annual work programme of the internal audit unit, ensuring that it focuses primarily on the main risks the company is exposed to (including reputational risk); receive regular report-backs on its activities; and verify that senior management are acting on the findings and recommendations of its reports.
 - c)** Establish and supervise a mechanism that allows employees and other persons related to the company, such as directors, shareholders, suppliers, contractors or subcontractors, to report irregularities of potential significance, including financial and accounting irregularities, or those of any other nature, related to the company, that they notice within the company or its group. This mechanism must guarantee confidentiality and enable communications to be made anonymously, respecting the rights of both the complainant and the accused party.
 - d)** In general, ensure that the internal control policies and systems established are applied effectively in practice.
2. With respect to the external auditor:
 - a)** Investigate the issues giving rise to the resignation of the external auditor, should this come about.
 - b)** Ensure that the remuneration of the external auditor does not compromise its quality or independence.
 - c)** Ensure that the company notifies any change of external auditor through the CNMV, accompanied by a statement of any disagreements arising with the outgoing auditor and the reasons for the same.
 - d)** Ensure that the external auditor has a yearly meeting with the board in full to inform it of the work undertaken and developments in the company's risk and accounting positions.
 - e)** Ensure that the company and the external auditor adhere to current regulations on the provision of non-audit services, limits on the concentration of the auditor's business and other requirements concerning auditor independence.

Yes

Recommendation 43

The audit committee should be empowered to meet with any company employee or manager, even ordering their appearance without the presence of another senior officer.

Yes

Recommendation 44

The Audit Committee should be informed of any fundamental changes or corporate transactions the company is planning, so the committee can analyse the operation and report to the Board beforehand on its economic conditions and accounting impact and, when applicable, the exchange ratio proposed.

Yes

Recommendation 45

The risk control and management policy should identify or establish at least:

- a)** The different types of financial and non-financial risk the company is exposed to (including operational, technological, financial, legal, social, environmental, political and reputational risks, and risks relating to corruption), with the inclusion under financial or economic risks of contingent liabilities and other off-balance-sheet risks.
- b)** A risk control and management model based on different levels, of which a specialised risk committee will form part when sector regulations provide or the company deems it appropriate.
- c)** The level of risk that the company considers acceptable.
- d)** The measures in place to mitigate the impact of identified risk events should they occur.
- e)** The internal control and reporting systems to be used to control and manage the above risks, including contingent liabilities and off-balance-sheet risks.

Yes

Recommendation 46

Companies should establish a risk control and management function in the charge of one of the company's internal department or units and under the direct supervision of the Audit Committee or some other dedicated Board committee. This function should be expressly charged with the following responsibilities:

- a)** Ensure that risk control and management systems are functioning correctly and, specifically, that major risks the company is exposed to are correctly identified, managed and quantified.
- b)** Participate actively in the preparation of risk strategies and in key decisions about their management.
- c)** Ensure that the risk control and management systems are mitigating risks effectively in the frame of the policy drawn up by the Board of Directors.

Yes

Recommendation 47

Appointees to the Nomination and Remuneration Committee - or of the Nomination Committee and Remuneration Committee, if separately constituted - should have the right balance of knowledge, skills and experience for the functions they are called on to discharge. The majority of their members should be independent Directors.

Yes

Recommendation 48

Large cap companies should operate separately constituted nomination and remuneration committees.

Yes

Recommendation 49

The nomination committee should consult with the company's chairman and chief executive, especially on matters relating to executive directors.

When there are vacancies on the Board, any Director may approach the nomination committee to propose candidates that it might consider suitable.

Yes

Recommendation 50

The remuneration committee should operate independently and have the following functions in addition to those assigned by law:

- a)** Propose to the Board the standard conditions of senior management contracts.
- b)** Monitor compliance with the remuneration policy established by the company.
- c)** Periodically review the remuneration policy for directors and senior officers, including share-based remuneration systems and their application, and ensure that their individual compensation is proportionate to the amounts paid to other directors and senior officers in the company.
- d)** Ensure that conflicts of interest do not undermine the independence of any external advice the committee engages.
- e)** Verify the information on director and senior officers' pay contained incorporate documents, including the annual directors' remuneration statement.

Yes



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Recommendation 51

The Remuneration Committee should consult with the Chairman and Chief Executive, especially on matters relating to executive Directors and senior officers.

Recommendation 52

The rules of performance and membership of supervision and control committees should be set out in the board of directors' regulations and aligned with those governing legally mandatory board committees as specified in the preceding sets of recommendations. They should include:

- a)** Committees should be formed exclusively by non-executive directors, with a majority of independents.
- b)** They should be chaired by independent directors.
- c)** The board should appoint the members of such committees with regard to the knowledge, skills and experience of its directors and each committee's terms of reference; discuss their proposals and reports; and provide report-backs on their activities and work at the first board plenary following each committee meeting.
- d)** They may engage external advice, when they feel it necessary for the discharge of their functions.
- e)** Meeting proceedings should be minuted and a copy made available to all board members.

Recommendation 53

The task of supervising compliance with the policies and rules of the company in the environmental, social and corporate governance areas, and internal rules of conduct, should be assigned to one board committee or split between several, which could be the audit committee, the nomination committee, a committee specialised in sustainability or corporate social responsibility, or a dedicated committee established by the board under its powers of self-organisation. Such a committee should be made up solely of non-executive directors, the majority being independent and specifically assigned the following minimum functions.

Recommendation 54

The minimum functions referred to in the previous recommendation are as follows:

- a)** Monitor compliance with the company's internal codes of conduct and corporate governance rules, and ensure that the corporate culture is aligned with its purpose and values.
- b)** Monitor the implementation of the general policy regarding the disclosure of economic-financial, non-financial and corporate information, as well as communication with shareholders and investors, proxy advisors and other stakeholders. Similarly, the way in which the entity communicates and relates with small and medium-sized shareholders should be monitored.
- c)** Periodically evaluate the effectiveness of the company's corporate governance system and environmental and social policy, to confirm that it is fulfilling its mission to promote the corporate interest and catering, as appropriate, to the legitimate interests of remaining stakeholders.
- d)** Ensure the company's environmental and social practices are in accordance with the established strategy and policy.
- e)** Monitor and evaluate the company's interaction with its stakeholder groups.

Yes

Yes

Yes

Yes

DESCRIPTION

COMPLIANT

COMMENTS

Recommendation 55

Environmental and social sustainability policies should identify and include at least:

- a)** The principles, commitments, objectives and strategy regarding shareholders, employees, clients, suppliers, social welfare issues, the environment, diversity, fiscal responsibility, respect for human rights and the prevention of corruption and other illegal conducts.
- b)** The methods or systems for monitoring compliance with policies, associated risks and their management.
- c)** The mechanisms for supervising non-financial risk, including that related to ethical aspects and business conduct.
- d)** Channels for stakeholder communication, participation and dialogue.
- e)** Responsible communication practices that prevent the manipulation of information and protect the company's honour and integrity.

Yes

Recommendation 56

Director remuneration should be sufficient to attract individuals with the desired profile and compensate the commitment, abilities and responsibility that the post demands, but not so high as to compromise the independent judgement of non-executive Directors.

Yes

Recommendation 57

Variable remuneration linked to the company and the Director's performance, the award of shares, options or any other right to acquire shares or to be remunerated on the basis of share price movements, and membership of long-term savings schemes such as pension plans should be confined to executive Directors.

The company may consider the share-based remuneration of non-executive Directors provided they retain such shares until the end of their mandate. The above condition will not apply to any shares that the Director must dispose of to defray costs related to their acquisition.

Yes

Recommendation 58

In the case of variable awards, remuneration policies should include limits and technical safeguards to ensure they reflect the professional performance of the beneficiaries and not simply the general progress of the markets or the company's sector, or circumstances of that kind.

In particular, variable remuneration items should meet the following conditions:

- a)** Be subject to predetermined and measurable performance criteria that factor the risk assumed to obtain a given outcome.
- b)** Promote the long-term sustainability of the company and include non-financial criteria that are relevant for the company's long-term value creation, such as compliance with its internal rules and procedures and its risk control and management policies.
- c)** Be focused on achieving a balance between the delivery of short, medium and long-term objectives, such that performance-related pay rewards ongoing achievement, maintained over sufficient time to appreciate its contribution to long-term value creation. This will ensure that performance measurement is not based solely on one-off, occasional or extraordinary events.

Yes

Recommendation 59

The payment of the variable components of remuneration is subject to sufficient verification that previously established performance, or other, conditions have been effectively met. Entities should include in their annual directors' remuneration report the criteria relating to the time required and methods for such verification, depending on the nature and characteristics of each variable component.

Additionally, entities should consider establishing a reduction clause ('malus') based on deferral for a sufficient period of the payment of part of the variable components that implies total or partial loss of this remuneration in the event that prior to the time of payment an event occurs that makes this advisable.

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	Recommendation 60	Recommendation 61	Recommendation 62
DESCRIPTION	In the case of remuneration linked to company earnings, deductions should be computed for any qualifications stated in the external auditor's report.	A major part of executive Directors' variable remuneration should be linked to the award of shares or financial instruments whose value is linked to the share price.	<p>Following the award of shares, options or financial instruments corresponding to the remuneration schemes, executive directors should not be able to transfer their ownership or exercise them until a period of at least three years has elapsed.</p> <p>Except for the case in which the director maintains, at the time of the transfer or exercise, a net economic exposure to the variation in the price of the shares for a market value equivalent to an amount of at least twice his or her fixed annual remuneration through the ownership of shares, options or other financial instruments.</p> <p>The foregoing shall not apply to the shares that the director needs to dispose of to meet the costs related to their acquisition or, upon favourable assessment of the nomination and remuneration committee, to address an extraordinary situation.</p>
COMPLIANT	Yes	Yes	No
COMMENTS			<p>The prohibition on directors transferring ownership (or exercising them as the case may be) of the shares, options or financial instruments corresponding to the remuneration schemes until a period of at least three years has elapsed is not applied as such at CaixaBank. There is no provision governing this matter, although executive directors (who are the only directors entitled to receive share-based remuneration) are expressly prohibited from transferring shares received under their remuneration package, no matter the amount, until one year has elapsed since receiving them.</p> <p>The purpose established in Principle 25 that director remuneration be conducive to achieving business objectives and the company's best interests is also achieved through the existence of malus and clawback clauses, and via the remuneration structure for executive directors, whose remuneration in shares (corresponding to half their variable remuneration and in relation to long-term incentive plans) is not only subject to a lock-up period but is also deferred. Moreover, this variable remuneration constitutes a limited part of their total remuneration, thus complying fully with the prudential principles of not providing incentives for risk-taking while being suitably aligned with the Company's objectives and its sustainable growth.</p> <p>The Annual General Meeting held on 22 May 2020 approved the Remuneration Policy for the members of the Board of Directors from 2020 to 2022, both inclusive. This policy introduces a number of changes to the Remuneration Policy in place up to that date, maintaining the same principles and characteristics and lending it greater stability given that the term of the previous policy was nearing its end. The new Remuneration Policy includes only the following changes with respect to the previous one, in addition to some improvements in the wording: The express inclusion in the Remuneration Policy of the remuneration of the directors who are members of the Innovation, Technology and Digital Transformation Committee, created by resolution of the Board of Directors of 23 May 2019, and the establishment of the new weighting of the parameters relating to the Core Efficiency Ratio and the Variation of Troubled Assets of the corporate challenges to calculate the variable remuneration in the form of a bonus for the Executive Director in 2020 and the following financial years.</p>

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COMMENTS	COMPLIANT	DESCRIPTION
		<p>Recommendation 63</p> <p>Contractual arrangements should include provisions that permit the company to reclaim variable components of remuneration when payment was out of step with the Director's actual performance or based on data subsequently found to be misstated.</p>
		<p>Recommendation 64</p> <p>Termination payments should not exceed a fixed amount equivalent to two years of the Director's total annual remuneration and should not be paid until the company confirms that he or she has met the predetermined performance criteria.</p> <p>For the purposes of this recommendation, payments for contractual termination include any payments whose accrual or payment obligation arises as a consequence of or on the occasion of the termination of the contractual relationship that linked the Director with the company, including previously unconsolidated amounts for long-term savings schemes and the amounts paid under post-contractual non-compete agreements.</p>
	Yes	Partial compliance
		<p>Payments for termination or expiry of the CEO's contract, including severance pay in the event of termination or expiry of the relationship in certain cases and the post-contractual non-competition agreement, do not exceed the amount equivalent to two years of the CEO's total annual remuneration, in accordance with the amounts reflected in the annual directors' remuneration report.</p> <p>Furthermore, the Bank has recognised a social security supplement for the CEO to cover the contingencies of retirement, death and total, absolute or severe permanent disability, the conditions of which are detailed in the CaixaBank Directors' Remuneration Policy. In the case of the commitment to cover the retirement contingency, this is a system established under a defined contribution plan, for which the annual contributions to be made are fixed in advance. By virtue of this commitment, the CEO is entitled to receive a retirement benefit when he/she reaches the legally established retirement age. This benefit will be the result of the sum of the contributions made by the Bank and their corresponding returns up to that date, provided that he/she is not terminated for just cause, and without prejudice to the applicable treatment of discretionary pension benefits in accordance with the remuneration regulations applicable to credit institutions. Under no circumstances is it envisaged that the CEO will receive retirement benefits early.</p>



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This annual corporate governance report was approved by the company's Board of Directors at its meeting on 18 February 2021, receiving one vote against from director Alejandro García-Bragado, with the remaining directors voting unanimously in favour.

Reason: Because section C.1.37 of the Report should have described the legal problems affecting him as a director, given that, in his opinion, they are relevant to his situation and to his actions in relation to the impact that this could have on the name and reputation of the company.

>> TABLE RECONCILING THE CONTENTS WITH THE TEMPLATE OF THE CNMV ANNUAL CORPORATE GOVERNANCE REPORT

A. OWNERSHIP STRUCTURE

CNMV template section	Included in the statistical report	Comments
A.1	Yes	CMR Section "Our Identity – Corporate Governance – Ownership – Share performance – Share Capital" CMR Section "Our Identity – Corporate Governance – Ownership – Share increase authorisation"
A.2	Yes	CMR Section "Our Identity – Corporate Governance – Ownership – Significant shareholders"
A.3	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
A.4	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the related-party transactions"
A.5	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the related-party transactions"
A.6	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
A.7	Yes	CMR Section "Our Identity – Corporate Governance – Ownership – Significant shareholders – Shareholders' agreements"
A.8	Yes	Not applicable - No individual or company exercises or may exercise control over the company in accordance with Article 5 of the Spanish Securities Market Act.
A.9	Yes	CMR Section "Our Identity – Corporate Governance – Ownership – Treasury shares"
A.10	No	CMR Section "Our Identity – Corporate Governance – Ownership – Treasury shares"
A.11	Yes	CMR Section "Our Identity – Corporate Governance – Ownership – Share information – Share Capital"
A.12	No	CMR Section "Our Identity – Corporate Governance – Ownership – Shareholder rights"
A.13	No	CMR Section "Our Identity – Corporate Governance – Ownership – Shareholder rights"
A.14	Yes	CMR Section "Our Identity – Corporate Governance – Ownership – Share Capital"

B. GENERAL SHAREHOLDERS' MEETING

CNMV template section	Included in the statistical report	Comments
B.1	No	CMR Section "Our Identity – Corporate Governance – The Administration – The General Shareholders' Meeting"
B.2	No	CMR Section "Our Identity – Corporate Governance – The Administration – The General Shareholders' Meeting"
B.3	No	CMR Section "Our Identity – Corporate Governance – Ownership – Shareholder rights"
B.4	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The General Shareholders' Meeting"
B.5	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The General Shareholders' Meeting"
B.6	Yes	CMR Section "Our Identity – Corporate Governance – Ownership – Shareholder rights"
B.7	No	CMR Section "Our Identity – Corporate Governance – The Administration – The General Shareholders' Meeting"
B.8	No	CMR Section "Our Identity – Corporate Governance – The Administration – The General Shareholders' Meeting"

C. COMPANY ADMINISTRATION STRUCTURE

C.1 Board of Directors

CNMV template section	Included in the statistical report	Comments
C.1.1	Yes	CMR Section "Our Identity – Corporate Governance – Changes in the composition of the Board and its Committees in 2020" CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
C.1.2	Yes	CMR Section "Our Identity – Corporate Governance – Changes in the composition of the Board and its Committees in 2020" CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
C.1.3	Yes	CMR Section "Our Identity – Corporate Governance – Changes in the composition of the Board and its Committees in 2020" CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
C.1.4	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Diversity of the Board of Directors"
C.1.5	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Diversity of the Board of Directors"
C.1.6	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Diversity of the Board of Directors"
C.1.7	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Diversity of the Board of Directors"
C.1.8	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
C.1.9	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors" CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Executive Committee"
C.1.10	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
C.1.11	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
C.1.12	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
C.1.13	Yes	CMR Section "Our Identity – Corporate Governance – Remuneration"
C.1.14	Yes	CMR Section "Our Identity – Corporate Governance – Senior Management"
C.1.15	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Operation of the Board of Directors – Regulations of the Board"
C.1.16	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Principles of proportionality between categories of Board members" CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Selection and Appointment" CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Re-election and time in the role"
C.1.17	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Assessment of Board activities"
C.1.18	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Assessment of Board activities"



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C.1.19	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Termination"
C.1.20	No	CMR Section "Our Identity– Corporate Governance – The Administration – The Board of Directors – Operation of the Board of Directors – Decision-making"
C.1.21	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Other limitations to the role of directors"
C.1.22	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Other limitations to the role of directors"
C.1.23	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Other limitations to the role of directors"
C.1.24	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Operation of the Board of Directors – Proxy Voting"
C.1.25	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Operation of the Board of Directors" CMR Section "Our Identity– Corporate Governance – The Administration – The Board of Directors – Operation of the Board of Directors – Decision-making" CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Executive Committee" CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Appointments Committee" CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Risk Committee" CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Remuneration Committee" CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Innovation, Technology and Digital Transformation Committee" CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee"
C.1.26	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Operation of the Board of Directors"
C.1.27	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Supervision of financial reporting" CMR Section "Our Identity – Corporate Governance – Internal Control over Financial Reporting (ICFR) – Procedure and activities for control over financial reporting"
C.1.28	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Supervision of financial reporting" CMR Section "Our Identity – Corporate Governance – Internal Control over Financial Reporting (ICFR) – Procedure and activities for control over financial reporting" CMR Section "Our Identity – Corporate Governance – Internal Control over Financial Reporting (ICFR) – Oversight of the operation of the internal control system"
C.1.29	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors"
C.1.30	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the independence of the external auditor" and "Relations with the market"
C.1.31	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the independence of the external auditor"
C.1.32	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the independence of the external auditor"
C.1.33	Yes	Not applicable

C.1.34	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the independence of the external auditor"
C.1.35	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Operation of the Board of Directors - Information"
C.1.36	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Termination"
C.1.37	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board of Directors – Selection, Appointment, Re-election, Assessment and Termination of Board members – Termination"
C.1.38	No	CMR Section "Our Identity– Corporate Governance – The Administration – The Board of Directors – Operation of the Board of Directors - Decision-making"
		The Company maintains contractual termination clauses under the following terms:
		<ul style="list-style-type: none"> • CEO: One year of the fixed components of his remuneration. • Four members of the Management Committee: indemnity clause equivalent to one annual payment of the fixed components of their remuneration, or the amount payable by law, whichever is higher. There are currently four members of the committee for whom the indemnity to which they are legally entitled is still less than one year of their salary. • Four executives and 20 middle managers: between 0.1 and 1.5 annual payments of fixed remuneration above that provided by law. Executives and middle managers of Group companies are included in the calculation.
C.1.39	Yes	<p>A total of 29 Further, the CEO and members of the Management Committee are entitled to one annual payment of their fixed remuneration, paid in monthly instalments, as consideration for their non-compete undertaking. This payment would be discontinued were this covenant to be breached.</p> <p>These clauses are approved by the Board of Directors and are not notified to the General Shareholders' Meeting.</p>

C.2 Committees of the Board of Directors

CNMV template section	Included in the statistical report	Comments
C.2.1	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees"
C.2.2	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees"
C.2.3	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees"

D. RELATED-PARTY AND INTRAGROUP TRANSACTIONS

CNMV template section	Included in the statistical report	Comments
D.1	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the related-party transactions"
D.2	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the related-party transactions"
D.3	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the related-party transactions"
D.4	Yes	Not applicable
D.5	Yes	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the related-party transactions"
D.6	No	CMR Section "Our Identity – Corporate Governance – The Administration – The Board committees – Audit and Control Committee – Activities during the year – Monitoring the related-party transactions"
D.7	No	Not applicable. In Spain, the Bank is the only listed company belonging to the CaixaBank Group.

E. RISK CONTROL AND MANAGEMENT SYSTEMS

CNMV template section	Included in the statistical report	Comments
E.1	No	See section 3.2. Risk governance, management and control in Note 3 to the CFS .
E.2	No	See section 3.2. Risk governance, management and control - 3.2.1. Governance and Organisation in Note 3 to the CFS ; section C.2. Committees of the Board of Directors in this document; and the section on Responsible and ethical behaviour – Tax transparency in the CMR .
E.3	No	See section 3.2. Risk governance, management and control - 3.2.2. Strategic risk management processes - Corporate Risk Catalogue in Note 3 to the CFS and the sections on Ethics and integrity, Tax transparency and Risk Management in the CMR .
E.4	No	See section 3.2. Risk governance, management and control - 3.2.2. Strategic risk management processes - Risk Appetite Framework in Note 3 to the CFS .
E.5	No	See section on Risk management - Main milestones in 2020 in the CMR ; sections 3.3, 3.4 and 3.5 (description of each risk in the Corporate Risk Catalogue) in Note 3; and section 23.3. Provisions for pending legal issues and tax litigation in Note 23 to the CFS .
E.6	No	See section 3.2. Risk governance, management and control - 3.2.4. Internal Control Framework and sections 3.3, 3.4 and 3.5 (description of each risk in the Corporate Risk Catalogue) in Note 3 to the CFS and the sections on Corporate Governance and Responsible behaviour and ethics in the CMR .

F. INTERNAL CONTROL OVER FINANCIAL REPORTING

CNMV template section	Included in the statistical report	Comments
F.1	No	CMR Section "Annual Corporate Governance Report for 2020 – Internal Control over Financial Reporting (ICFR) – Control environment"
F.2	No	CMR Section "Annual Corporate Governance Report for 2020 – Internal Control over Financial Reporting (ICFR) – Risk assessment in financial reporting"
F.3	No	CMR Section "Annual Corporate Governance Report for 2020 – Internal Control over Financial Reporting (ICFR) – Procedure and activities for control over financial reporting"
F.4	No	CMR Section "Annual Corporate Governance Report for 2020 – Internal Control over Financial Reporting (ICFR) – Reporting and communication"
F.5	No	CMR Section "Annual Corporate Governance Report for 2020 – Internal Control over Financial Reporting (ICFR) – Oversight of the operation of the internal control system"
F.6	No	Not applicable
F.7	No	CMR Section "Annual Corporate Governance Report for 2020 – Internal Control over Financial Reporting (ICFR) – External auditor report"

G. DEGREE OF COMPLIANCE WITH CORPORATE GOVERNANCE RECOMMENDATIONS

CNMV template section	Included in the statistical report	Comments
G.	Yes	CMR Section "Annual Corporate Governance Report for 2020 – Extent of compliance with corporate governance recommendations"



Our Identity



Strategic Lines



Statement of Non-financial Information



Glossary and Group structure



Independent Verification Report



Annual Corporate Governance Report for 2020

H. OTHER USEFUL INFORMATION

CNMV template section	Included in the statistical report	Comments
H.	No	CMR Section "Strategic lines – Setting the benchmark for responsible management and social commitment – Corporate Responsibility Governance - Principal alliances and affiliations" and "Our identity - Tax transparency"

CFS - Consolidated Financial Statements of the Group for 2020

CMR - Consolidated Management Report of the Group for 2020

Statistical appendix to the ACGR

>> ISSUER IDENTIFICATION



Year-end date:
31/12/2020



Corporate name:
CAIXABANK, S.A.



CIF
A-08663619



Registered office:
Cl. Pintor Sorolla N. 2-4 (Valencia)

>> A. OWNERSHIP STRUCTURE

A.1. COMPLETE THE FOLLOWING TABLE ON THE COMPANY'S SHARE CAPITAL:

Date of last amendment	Share capital (€)	Number of shares	Number of voting rights
14/12/2016	5,981,438,031.00	5,981,438,031	5,981,438,031

State whether different types of shares exist with different associated rights:

YES NO

A.2. DETAILS OF DIRECT AND INDIRECT OWNERS OF SIGNIFICANT HOLDINGS AT THE END OF THE FINANCIAL YEAR, EXCLUDING DIRECTORS:

Name or corporate name of the shareholder	% of voting rights attributed to the shares		% of voting rights through financial instruments		% total voting rights
	Direct	Indirect	Direct	Indirect	
INVESCO LIMITED	0.00	1.96	0.00	0.00	1.96
BLACKROCK, INC	0.00	2.98	0.00	0.24	3.23
"LA CAIXA" BANKING FOUNDATION	0.00	40.02	0.00	0.00	40.02
NORGES BANK	3.01	0.00	0.00	0.00	3.02

DETAILS OF INDIRECT HOLDING:

Name or corporate name of the indirect owner	Name or corporate name of the direct owner	% voting rights attributed to shares	% voting rights through financial instruments	% total voting rights
INVESCO LIMITED	INVESCO ASSET MANAGEMENT LIMITED	1.91	0.00	1.91
INVESCO LIMITED	INVESCO ADVISERS, INC	0.01	0.00	0.01
INVESCO LIMITED	INVESCO MANAGEMENT, S.A.	0.03	0.00	0.03
BLACKROCK, INC	OTHER CONTROLLED ENTITIES BELONGING TO THE BLACKROCK GROUP, INC	2.98	0.25	3.23
"LA CAIXA" BANKING FOUNDATION	CRITERIACAIXA, S.A.U.	40.02	0.00	40.02

A.3. IN THE FOLLOWING TABLES, LIST THE MEMBERS OF THE BOARD OF DIRECTORS (HEREINAFTER, "DIRECTORS") WITH VOTING RIGHTS ON COMPANY SHARES:

Name or corporate name of the shareholder	% voting rights attributed to shares		% voting rights through financial instruments			% of voting rights that can be transferred through financial instruments		
	Direct	Indirect	Direct	Indirect	% total voting rights	Direct	Indirect	
Jordi Gual	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Tomás Muniesa	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Gonzalo Gortázar	0.02	0.00	0.00	0.00	0.02	0.00	0.00	
John S. Reed	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
CajaCanarias Foundation	0.64	0.00	0.00	0.00	0.64	0.00	0.00	
María Teresa Bassons	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Verónica Fisas	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Alejandro García-Bragado	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Cristina Garmendia	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Ignacio Garralda	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Amparo Moraleda	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Eduardo Javier Sanchiz	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
José Serna	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
Koro Usarraga	0.00	0.00	0.00	0.00	0.00	0.00	0.00	
% of total voting rights held by the Board of Directors							0.67	

DETAILS OF INDIRECT HOLDING:

Name or corporate name of the shareholder	Name or corporate name of the direct owner	% voting rights attributed to shares	% voting rights through financial instruments	% total voting rights	% of voting rights that can be transferred through financial instruments
José Serna	María Soledad García Conde	0.00	0.00	0.00	0.00

A.7. STATE WHETHER THE COMPANY HAS BEEN NOTIFIED OF ANY SHAREHOLDERS' AGREEMENTS PURSUANT TO ARTICLES 530 AND 531 OF THE CORPORATE ENTERPRISES ACT ("CEA"). PROVIDE A BRIEF DESCRIPTION AND LIST THE SHAREHOLDERS BOUND BY THE AGREEMENT, AS APPLICABLE:
 YES **NO**

Shareholders bound by agreement	% of share capital affected	Brief description of agreement	Expiration date of the agreement, if there is one
FUNDACIÓN BANCARIA CAJA NAVARRA, FUNDACIÓN CajaCanarias AND FUNDACIÓN CAJA DE BURG, FUNDACIÓN BANCARIA "LA CAIXA"	40.64	<p>Until the date of its termination, the Shareholders' Agreement signed on 1 August 2012 (and last amended in October 2018) between Fundación Bancaria Caja de Burgos, Fundación Bancaria Caja Navarra, Fundación Bancaria Caja Canarias and FBLC concerned at least 40.64% of the Company's share capital, according to the public data available on the CNMV website. The Agreement originated from the merger by absorption of Banca Cívica by the Company, with the aim of regulating the reciprocal relations between the aforementioned foundations and their relations with CaixaBank, as shareholders of the Company.</p> <p>Among other undertakings, the Agreement included the commitment of the FBLC to vote in favour of the appointment of one member of the CaixaBank Board and one member of the Board of Directors of VidaCaixa proposed by the other foundations.</p>	The expiry date of the agreement was 3 August 2020. On 3 August 2020, CaixaBank informed the market by means of Other Relevant Information that the Shareholders' Agreement, signed on 3 August 2012 for the merger by absorption of Banca Cívica, had been terminated upon expiration of its term. As part of the finalisation of the Shareholders' Agreement, the CajaCanarias Foundation has tendered its resignation as a director to the CaixaBank Board of Directors.

State whether the company is aware of the existence of any concerted actions among its shareholders. Give a brief description as applicable:

 YES **NO**
A.8. STATE WHETHER ANY INDIVIDUAL OR COMPANY EXERCISES OR MAY EXERCISE CONTROL OVER THE COMPANY IN ACCORDANCE WITH ARTICLE 5 OF THE SPANISH SECURITIES MARKET ACT. IF SO, IDENTIFY THEM:
 YES **NO**
A.9. COMPLETE THE FOLLOWING TABLES ON THE COMPANY'S TREASURY STOCK:
AT YEAR-END:

Number of shares held directly	Number of shares held indirectly(*)	% of total share capital
3,528,919	532,590	0.07

(*) THROUGH:

Name or corporate name of direct shareholder	Number of shares held directly
BANCO BPI, S.A.	506,446
CAIXABANK PAYMENT & CONSUMER	3,466
VIDACAIXA, S.A. DE SEGUROS Y REASEGUROS	14,743
MICROBANK	7,935
Total	532,590

A.11. ESTIMATED FLOATING CAPITAL:

Estimated floating capital (%)	51.02
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A.14. STATE IF THE COMPANY HAS ISSUED SHARES THAT ARE NOT TRADED ON A REGULATED EU MARKET.
 YES **NO**

-  Our Identity
-  Strategic Lines
-  Statement of Non-financial Information
-  Glossary and Group structure
-  Independent Verification Report
-  **Annual Corporate Governance Report for 2020**

>> B. GENERAL SHAREHOLDERS' MEETING

B.4. GIVE DETAILS OF ATTENDANCE AT GENERAL SHAREHOLDERS' MEETINGS HELD DURING THE YEAR REFERRED TO IN THIS REPORT AND THE TWO PREVIOUS YEARS:

Date of general meeting	% attending in person	% by proxy	% remote voting		Total
			Electronic means	Other	
06/04/2018	41.48	23.27	0.03	0.23	65.01
Of which, free float	3.78	19.57	0.03	0.23	23.61
05/04/2019	43.67	20.00	0.09	1.86	65.62
Of which, free float	3.02	15.96	0.09	1.86	20.93
22/05/2020	40.94	24.92	0.11	0.30	66.27
Of which, free float	0.28	16.90	0.11	0.30	17.59
03/12/2020	43.05	25.85	1.17	0.27	70.34
Of which, free float	2.36	15.90	1.17	0.27	19.70

B.5. STATE WHETHER ANY POINT ON THE AGENDA OF THE GENERAL MEETINGS DURING THE YEAR HAS NOT BEEN APPROVED BY THE SHAREHOLDERS FOR ANY REASON:

YES NO

B.6. STATE WHETHER THE BY-LAWS CONTAIN ANY RESTRICTIONS REQUIRING A MINIMUM NUMBER OF SHARES TO ATTEND THE GENERAL SHAREHOLDERS' MEETING, OR ON DISTANCE VOTING:

YES NO

AT YEAR-END:

Number of shares required to attend the General Meetings	1,000
Number of shares required for distance voting	1

>> C. C. COMPANY ADMINISTRATIVE STRUCTURE

C.1. BOARD OF DIRECTORS

C.1.1 MAXIMUM AND MINIMUM NUMBER OF DIRECTORS ESTABLISHED IN THE BY-LAWS AND THE NUMBER SET BY THE GENERAL SHAREHOLDERS' MEETING:

Maximum number of Directors 22

Minimum number of Directors 12

Number of directors set by the general meeting 15

C.1.2 COMPLETE THE FOLLOWING TABLE WITH THE BOARD MEMBERS' DETAILS:

Name or corporate name of the director	Representative	Director category	Position on the Board	Date of first appointment	Date of last appointment	Election procedure
Jordi Gual		Proprietary	Chairman	30/06/2016	06/04/2017	AGM RESOLUTION
Tomás Muniesa		Proprietary	Deputy Chairman	01/01/2018	06/04/2018	AGM RESOLUTION
Gonzalo Gortázar		Executive	CEO	30/06/2014	05/04/2019	AGM RESOLUTION
John S. Reed		Independent	Director	03/11/2011	05/04/2019	AGM RESOLUTION
CajaCanarias Foundation	Natalia Aznárez	Proprietary	Director	23/02/2017	06/04/2017	AGM RESOLUTION
María Teresa Bassons		Proprietary	Director	26/06/2012	05/04/2019	AGM RESOLUTION
Verónica Fisas		Independent	Director	25/02/2016	28/04/2016	AGM RESOLUTION
Alejandro García-Bragado		Proprietary	Director	01/01/2017	06/04/2017	AGM RESOLUTION
Cristina Garmendia		Independent	Director	05/04/2019	05/04/2019	AGM RESOLUTION
Ignacio Garralda		Proprietary	Director	06/04/2017	06/04/2017	AGM RESOLUTION
Amparo Moraleda		Independent	Director	24/04/2014	05/04/2019	AGM RESOLUTION
Eduardo Javier Sanchiz		Independent	Director	21/09/2017	06/04/2018	AGM RESOLUTION
José Serna		Proprietary	Director	30/06/2016	06/04/2017	AGM RESOLUTION
Koro Usarraga		Independent	Director	30/06/2016	06/04/2017	AGM RESOLUTION

Total number of Directors

14

STATE THE TERMINATIONS, EITHER BY RESIGNATION OR RESOLUTION OF THE GENERAL SHAREHOLDERS' MEETING, THAT OCCURRED IN THE BOARD OF DIRECTORS DURING THE PERIOD SUBJECT TO THIS REPORT:

Name or corporate name of the director	Category of the Director at the time of termination	Date of last appointment	Date director left	Specialised committees of which he/she was a member	State whether the director left before the end of the term
Marcelino Armenter	Proprietary	05/04/2019	02/04/2020	Innovation, Technology and Digital Transformation Committee	Yes
Xavier Vives	Independent	23/04/2015	22/05/2020	Executive Committee. Appointments Committee	No

C.1.3. COMPLETE THE FOLLOWING TABLES ON BOARD MEMBERS AND THEIR RESPECTIVE CATEGORIES:
EXECUTIVE DIRECTORS

Name or corporate name of the director	Position held in the company	Profile
Gonzalo Gortázar	CEO	Born in Madrid in 1965, he has been the CEO of CaixaBank since June 2014. He holds a degree in Law and Business from Universidad Pontificia de Comillas (ICADE) and an MBA with distinction from the INSEAD Business School. He is currently Chairman of VidaCaixa and Director of Banco BPI. He was the Chief Financial Officer of CaixaBank until his appointment of CEO in June 2014. He was formerly the Director-General Manager of Critería CaixaCorp from 2009 to June 2011. From 1993 to 2009, he worked at Morgan Stanley in London and Madrid, where he held various positions in the investment banking division, heading up the European Financial Institutions Group until mid 2009 when he joined Critería. Previously, he held various corporate banking and investment banking positions at Bank of America. He was the First Vice-Chairman of Repsol, and Director of the Inbursa Financial Group, Erste Bank, SegurCaixa Adeslas, Abertis, Port Aventura and Saba.
Total number of executive Directors		1
% of the Board		7.14

EXTERNAL PROPRIETARY DIRECTORS

Name or corporate name of the director	Name or corporate name of significant shareholder represented or proposing appointment	Profile
Jordi Gual	Banking Foundation "La Caixa"	Jordi Gual, born in Lleida in 1957. He has been the Chairman of CaixaBank since 2016. He holds a PhD in Economics (1987) from the University of California at Berkeley and is a professor of Economics at the IESE Business School and a Research Fellow at the Centre for Economic Policy Research (CEPR) in London. He currently sits on the Board of Directors of Telefónica and on the Supervisory Board at Erste Group Bank. He is also Chairman of FEDEA, Vice President of the Círculo de Economía and Cotec Foundation for Innovation, and serves on the Boards of the CEDE Foundation, the Real Instituto Elcano and Fundación Barcelona Mobile. Prior to his appointment as Chairman of CaixaBank, he was the Chief Economist and Head of Strategic Planning and Research for CaixaBank and Director General of Planning and Strategic Development for CriteríaCaixa. He joined the "la Caixa" group in 2005. He has been a member of the Board of Directors of Repsol and served as an Economics Advisor for the European Commission's Directorate-General for Economic and Financial Affairs in Brussels and as a Visiting Professor at the University of California at Berkeley, the Université Libre de Bruxelles and the Barcelona Graduate School of Economics. Jordi Gual's work on banking, European integration, regulation and competition policy has been widely published. In 2019, he was awarded the Gold Badge from the Spanish Institute of Financial Analysts. In 1999, he was awarded the research prize from the European Investment Bank and, in 1979, the special award as part of his degree in economic and business sciences. He was also a Fulbright Scholar.
Tomás Muniesa	Banking Foundation "La Caixa"	Tomás Muniesa, born in Barcelona in 1952; he has been the Vice-chairman of CaixaBank since April 2018. He holds a degree in Business Studies and a Master of Business Administration from the ESADE Business School. He joined 'La Caixa' in 1976, and was appointed Assistant Managing Director in 1992. In 2011, he was appointed Managing Director of CaixaBank's Insurance and Asset Management Group, where he remained until November 2018. He was the Executive Vice-chairman and CEO of VidaCaixa from 1997 to November 2018. He currently holds the positions of Vice-chairman of CaixaBank, VidaCaixa and SegurCaixa Adeslas. He is also a member of the Trust of the ESADE Foundation and Director of Allianz Portugal. Prior to this, he was Chairman of MEFF (Sociedad Rectora de Productos Derivados), Vice-chairman of BME (Bolsas y Mercados Españoles), 2nd Vice-chairman of UNESPA, Director and Chairman of the Audit Committee of the Insurance Compensation Consortium, Director of Vithas Sanidad SL and Alternate Director of the Inbursa Financial Group in Mexico.

CajaCanarias Foundation	Signatory Foundations of the Shareholders' Agreement	Natalia Aznárez, born in Santa Cruz de Tenerife in 1964, has represented Fundación CajaCanarias on CaixaBank's Board of Directors since February 2017. She holds a degree in Business and Commercial Management from Universidad de Málaga and Diploma in Business (specialising in accounting and finance) from Universidad de La Laguna. She has taught accounting and finances at Universidad de La Laguna. She began her career by collaborating with the General Management of REA METAL WINDOWS, to launch the distribution of their products in Spain. In 1990, she joined the CajaCanarias marketing department. In 1993, Ms Aznárez assumed the leadership of the CajaCanarias individual customers segment, participating in the development of financial products and campaigns, the development and implementation of a CRM tool, and the personal banking and private banking service. Following, she became Director of the Marketing Area. In 2008, she was appointed as Deputy Director of CajaCanarias, in charge of human resource management for the entity and, in 2010, she was appointed as Vice General Director of CajaCanarias. After Banca Cívica acquired all the assets and liabilities of CajaCanarias, she became General Manager at CajaCanarias as the financial institution indirectly carrying out the financial activity. Following the entity's transformation into a banking foundation, she served as General Manager until 30 June 2016. She has actively served on several committees in the savings bank sector, including the executive committee of the Savings Bank Association for Labour Relations (Asociación de Cajas de Ahorros Para Relaciones Laborales, ACARL), the Euro6000 Marketing Committee, and the marketing committee and the human resources committee of the Spanish Confederation of Savings Banks (Confederación Española de Cajas de Ahorros, CECA). She has also held several positions at foundations. She is currently chair of the CajaCanarias employee pension plan control committee, vice-chair of the Cristino de Vera Foundation, secretary of the CajaCanarias Business Learning and Development Foundation, and director of the CajaCanarias Foundation.
Maria Teresa Bassons	Banking Foundation "La Caixa"	Maria Teresa Bassons, born in Cervelló in 1957. Se has been a member of the CaixaBank Board of Directors since June 2012. She earned her degree in Pharmacy from University of Barcelona (1980), specialising in Hospital Pharmacy. She holds a pharmacy licence. She has also been a member of the Barcelona Chamber of Commerce's Executive Committee since 2002 and, until 2019, the Chair of its Enterprise Commission for the Health Sector. She also served as Vice-President of the Barcelona Board of Pharmacists (1997-2004) and as Secretary-General to the Board of Catalonia Pharmacists Associations (2004-2008). She serves on the Board of Directors of Bassline, S.L. She is also a Director at TERBAS XXI, S.L., a member of the Board of Directors of Laboratorios Ordesa since January 2018 and she sits on the Oncolliga Scientific Committee. She served on the Board of Directors of Criteria CaixaHolding from July 2011 to May 2012, as a director of Caixa d'Estalvis i Pensions de Barcelona "la Caixa" from April 2005 to June 2014 and as trustee of the Caixa d'Estalvis i Pensions de Barcelona "la Caixa" Banking Foundation from June 2014 to June 2016. She was also a member of the Advisory Committee of CaixaCapital Risc until June 2018. She has also been a member of the Advisory Council on tobacco use in the Ministry of Health of the Generalitat de Catalunya (1997-2006) and the bioethics Advisory Committee of the Generalitat de Catalunya (2005-2008) and Director of the INFARMA conference at Fira de Barcelona, at the 1995 and 1997 editions, and of the publications "Circular Farmacéutica" and "l'Informatiu del COFB" for 12 years. In 2008, the General Council of Pharmacists in Spain awarded her the Professional Merit award. In June 2018, she was accepted to the Royal Academy of Pharmacy of Catalonia.
Alejandro García-Bragado	Banking Foundation "La Caixa"	Born in Girona in 1949, he has sat on CaixaBank's Board of Directors since January 2017. He graduated in law from the University of Barcelona. After becoming a State Attorney in 1974, he first worked in Castellón de la Plana before moving to Barcelona in late 1975. In 1984, he requested an extended leave of absence to become the Barcelona Stock Exchange's legal advisor and in 1989, once the stock exchange became a company, was appointed Secretary to the Board of Directors while continuing to practice law. In 1994, he left the Barcelona Stock Exchange to concentrate on the legal profession and to provide legal advice to "la Caixa". In 1995, he was appointed Deputy Secretary to the Board of Directors and then Secretary in 2003. He was appointed Deputy Director in 2004 and then Executive Director in 2005. He served as Deputy Chairman and Deputy Secretary to the Board of Trustees of Fundación Bancaria Caixa d'Estalvis i Pensions de Barcelona "la Caixa" from June 2014 through to December 2016. At CaixaBank, he was Secretary (non-director) of the Board of Directors from May 2009 to December 2016, and General Secretary from July 2011 through to May 2014. He was also Secretary to the Board of Directors of La Maquinista Terrestre y Marítima, SA; Intelhorce; Hilaturas Gossipyum; Abertis Infraestructuras, SA; Inmobiliaria Colonial, SA; and Sociedad General de Aguas de Barcelona, SA. He served on the Board of Gas Natural SDG, S.A. from September 2016 up to May 2018, and he was First Deputy Chair of CriteriaCaixa from June 2014 to 6 July 2020. He has sat on the board of Saba Infraestructuras since June 2018.
Ignacio Garralda	Mutua Madrileña Automovilista Sociedad De Seguros A Prima Fija	Ignacio Garralda, born in Madrid in 1951, has been a director at CaixaBank since 2017. He holds a degree in Law from Complutense University of Madrid. He has been a notary public on leave of absence since 1989. He began his professional career as Notary for Commercial Matters, from 1976 to 1982, the year in which he became a Licensed Stock Broker of the Ilustre Colegio de Agentes de Cambio y Bolsa de Madrid until 1989. He was a founding member of AB Asesores Bursátiles, S.A, where he was Vice-Chairman until 2001, Vice-Chairman of Morgan Stanley Dean Witter, SV, S.A. from 1999 to 2001 and Chairman of Bancoval, S.A. from 1994 to 1996. Between 1991 and 2009 he was on the Board of the Governing Body of the Madrid Stock Exchange. He is currently Chairman and CEO of Mutua Madrileña Automovilista. He has been a board member since 2002 and a member of the Executive Committee since 2004. He presently serves as its Chairman and also chairs the Investments Committee. He sits of the Board of Directors of Endesa S.A, serving as Chair of its Appointments and Remuneration Committee since 1 September 2020. He is also Chairman of Fundación Mutua Madrileña and sits on the Board of Trustees of Fundación Princesa de Asturias, of Museo Reina Sofia, of Pro Real Academia Española and of the Drug Addiction Help Foundation.

José Serna	Banking Foundation "La Caixa"	José Serna, born in Albacete in 1942, has been a member of CaixaBank's Board of Directors since July 2016. He graduated in Law at the Complutense University of Madrid in 1964, and began his career in legal counselling with Butano, S.A. (1969/70). In 1971, he became a State Attorney, providing services at the State Attorney's Office for Salamanca and at the Ministries for Education and Science and Finance. He then joined the Adversary Proceedings Department of the State at the Audiencia Territorial de Madrid (now the Tribunal Superior de Justicia - High Court of Justice), before taking leave of absence in 1983. From 1983 to 1987 he was legal counsel to the Madrid Stock Exchange. In 1987, he became a stockbroker at Barcelona Stock Exchange and was appointed secretary of its Governing Body. He took part in the stock market reform of 1988 as Chairman of the company that developed the new Barcelona Stock Exchange and also as a member of the Advisory Committee to the recently created Comisión Nacional del Mercado de Valores, the Spanish securities market regulator. In 1989, he was elected Chairman of the Barcelona Stock Exchange, a role that he held for two consecutive terms until 1993. From 1991 to 1992, he was Chairman of the Spanish Sociedad de Bolsas (Stock Exchange Company), which groups the four Spanish stock exchanges together, and Deputy Chairman of the Spanish Financial Futures Market, in Barcelona. He was also Deputy Chairman of Fundación Barcelona Centro Financiero and of Sociedad de Valores y Bolsa Interdealers, S.A. In 1994, he became a stockbroker and member of the Association of Chartered Trade Brokers of Barcelona. He was on the Board of Directors of ENDESA from 2000 to 2007. He was also a member of the Control and Auditing Committee, chairing it from 2006 to 2007. He also sat on the boards of ENDESA Diversificación and ENDESA Europa. He worked as a notary in Barcelona from 2000 through to 2013.
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Total number of proprietary Directors	7
% of the Board	50.00

INDEPENDENT EXTERNAL DIRECTORS

Name or corporate name of the director	Profile
John S. Reed	John Reed, born in Chicago in 1939, has been a member of CaixaBank's Board of Directors since 2011 and Coordinating Director since 2020. He was raised in Argentina and Brazil. He completed his university studies in the United States. In 1961, he earned a degree in Philosophy and Arts and Sciences from Washington and Jefferson College and the Massachusetts Institute of Technology under a double degree programme. He was a lieutenant in the US Army Corps of Engineers from 1962 to 1964 and again enrolled at MIT to study a Master in Science. John Reed worked in Citibank/Citicorp and Citigroup for 35 years, the last 16 of which as Chairman, retiring in April 2000. From September 2003 to April 2005, he began working again as Chairman of the New York Stock Exchange, and was Chairman of the MIT Corporation from 2010 to 2014. He was appointed Chairman of the Board of American Cash Exchange in February 2016. He is the Chairman of the Boston Athenaeum and a trustee of the NBER. He is a Fellow of the American Academy of Arts and Sciences and of the American Philosophical Society.
Verónica Fisas	Born in Barcelona in 1964, Verónica Fisas has served on the Board of Directors of CaixaBank since February 2016. She holds a degree in Law and a Master in Business Administration. She joined Natura Bissé very early in her career, thus acquiring extensive knowledge of the company and of all its departments. She has been the Executive Officer of the Board of Directors of Natura Bissé and General Director of the Natura Bissé Group since 2007. Since 2008, she is also a Patron of the Fundación Ricardo Fisas Natura Bissé. In 2001, as the CEO of the United States subsidiary of Natura Bissé, she was responsible for the expansion and consolidation of the business, and obtained outstanding results in product distribution and brand positioning. In 2009, she joined the Board of Directors of Stanpa, Asociación Nacional de Perfumería y Cosmética, becoming Chair of Stanpa in 2019 and, in turn, Chair of Fundación Stanpa. She received the Work-Life Balance Award at the 2nd Edition of the National Awards for Women in Management in 2009, and the IWEC Award (International Women's Entrepreneurial Challenge) for her professional career, in 2014. In November 2017, Emprendedores magazine named Verónica Fisas as 'Executive of the Year'.
Cristina Garmendia	Cristina Garmendia, born in San Sebastián in 1962. She has been a member of the CaixaBank Board of Directors since June 2019. She holds a degree in Biological Sciences, specialising in Genetics, an MBA from the IESE Business School of the University of Navarra and a PhD in Molecular Biology from the Severo Ochoa Molecular Biology Centre of the Autonomous University of Madrid. She currently sits on the boards of Compañía de Distribución Integral Logista Holdings, S.A., Mediaset and Ysios Capital. She has previously been Executive Deputy Chair and Financial Director of the Amasua Group, President of the Association of Biotechnology Companies (ASEBIO) and member of the Governing Board of the Spanish Confederation of Business Organisations (CEOE). She has also been a member of the governing bodies of, among other companies, Science & Innovation Link Office, S.L., Naturgy Energy Group, S.A. (formerly Gas Natural S.A.), Corporación Financiera Alba and Pelayo Mutua de Seguros, Chair of the Spanish-American company Satlantic Microsats and Chair of Genetrix S.L. She also served as Minister of Science and Innovation of the Spanish Government during the entire XI Legislature, running from April 2008 through to December 2011. She is the Chair of the COTEC Foundation, a member of the España Constitucional, SEPI and Women for Africa foundations, as well as a member of the Social Council of the University of Seville.

Amparo Moraleda	Amparo Moraleda, born in Madrid in 1964, has been a member of CaixaBank's Board of Directors since 2014. She graduated in Industrial Engineering from the ICAI and holds an MBA from the IESE Business School. She is an independent director at several companies: Solvay, S.A. (from 2013), Airbus Group, S.E. (since 2015) Vodafone Group (since 2017). She is also a member of the Supervisory Board of the Spanish High Council for Scientific Research (since 2011) and a member of the advisory boards of SAP Ibérica (since 2013) and of Spencer Stuart (since 2017). Between 2012 and 2017, she was a member of the board of directors of Faurecia, S.A. and member of the Advisory Board of KPMG España (since 2012). Between January 2009 and February 2012 she was Chief Operating Officer of Iberdrola SA's International Division with responsibility for the United Kingdom and the United States. She also headed Iberdrola Engineering and Construction from January 2009 to January 2011. She was Executive Chairman of IBM Spain and Portugal between July 2001 and January 2009, responsible for Greece, Israel and Turkey from July 2005 to January 2009. Between June 2000 and 2001 she was assistant executive to the President of IBM Corporation. From 1998 to 2000 she was General Manager at INSA (a subsidiary of IBM Global Services). From 1995 to 1997 she was Head of HR for EMEA at IBM Global Services and from 1988 to 1995 she held various offices and management positions at IBM España. She is also a member of various boards and trusts of different institutions and bodies, including the Academy of Social Sciences and the Environment of Andalusia, the Board of Trustees of the MD Anderson Cancer Center in Madrid. Vodafone Foundation and Airbus Foundation. In December 2015 she was named full academic member of Real Academia de Ciencias Económicas y Financieras. In 2005, she was inducted into the Women in Technology International (WITI) Hall of Fame, which recognises the people in the world of business and technology who have made the greatest impact on the inclusion and contribution of women in technology development worldwide. She has also received numerous accolades, such as: the Values Leadership Award (FIGEVA Foundation – 2008), the Javier Benjumea Prize (Engineering Association of the ICAI – 2003) and the Award for Excellence (Spanish Federation of Female Directors, Executives, Professionals and Entrepreneurs – Fedepe – 2002).
Eduardo Javier Sanchiz	Eduardo Javier Sanchiz, born in Vitoria in 1956, he has been a member of the CaixaBank Board of Directors since September 2017. He holds a degree in economics the University of Deusto, San Sebastián campus, and a Master's Degree in Business Administration from the Instituto Empresa in Madrid. He was CEO of Almirall from July 2011 until 30 September 2017. During this period, the company underwent a significant strategic transformation with the aim of becoming a global leader in skin treatment. Previously, after joining Almirall in May 2004, he was executive director of Corporate Development and Finance and Chief Financial Officer. In both positions, Eduardo led the company's international expansion through a number of alliances with other companies, and through licensing of external products, in addition to five acquisitions of companies and product portfolios. He also coordinated the IPO process in 2007. He was a member of the Almirall Board of Directors from January 2005 and member of the Dermatology Committee from its creation in 2015. Prior to joining Almirall, he worked for 22 years (17 outside Spain) at Eli Lilly & Co, an American pharmaceutical company, in finance, marketing, sales and general management positions. He was able to live in six different countries and some of his significant positions include General Manager in Belgium, General Manager in Mexico and, in his last position in the company, Executive Officer for the business area that encompasses countries in the centre, north, east and south of Europe. He was a member of the American Chamber of Commerce in Mexico and of the Association of Pharmaceutical Industries in a number of countries in Europe and Latin America. He is currently a member of the Strategic Committee of Laboratory Pierre Fabre and he has been a director of this company since May 2019.
Koro Usarraga	Koro Usarraga, born in San Sebastián in 1957, has been a member of CaixaBank's Board of Directors since 2016. She has a degree in Business Administration and a Masters in Business Management from ESADE, took the PADE (Senior Management Programme) at IESE and is a qualified chartered accountant. She was an independent Director of NH Hotel Group from 2015 to October 2017. She worked at Arthur Andersen for 20 years and in 1993 was appointed partner of the audit division. In 2001, she assumed responsibility for the General Corporate Management of Occidental Hotels & Resorts, a group with significant international presence and specialising in the holiday sector. She was responsible for the finance, administration and management control departments, as well as IT and human resources. She was General Manager of Renta Corporación, a real estate group specialising in the purchase, refurbishment and sale of properties. She is a director at Vocento, S.A. She has been shareholder and administrator of the company 2005 KP Inversiones, S.L. since 2005, which is dedicated to investing in companies and management consultancy. She is also an Administrator of Vehicle Testing Equipment, S.L.

Total number of independent Directors 6

% of the Board 42.86

STATE WHETHER ANY INDEPENDENT DIRECTOR RECEIVES FROM THE COMPANY OR ANY GROUP COMPANY ANY AMOUNT OR BENEFIT OTHER THAN REMUNERATION AS A DIRECTOR, OR HAS OR HAS HAD A BUSINESS RELATIONSHIP WITH THE COMPANY OR ANY COMPANY IN THE GROUP DURING THE PAST YEAR, WHETHER IN HIS OR HER OWN NAME OR AS A SIGNIFICANT SHAREHOLDER, DIRECTOR OR SENIOR EXECUTIVE OF A COMPANY WHICH HAS OR HAS HAD SUCH A RELATIONSHIP.

IF APPLICABLE, INCLUDE A STATEMENT FROM THE BOARD DETAILING THE REASONS WHY THE SAID DIRECTOR MAY CARRY OUT THEIR DUTIES AS AN INDEPENDENT DIRECTOR.

Name or corporate name of the director	Description of the relationship	Reasons
Cristina Garmendia	Member of the CaixaBank Private Banking Advisory Board.	Cristina Garmendia is a member of the CaixaBank Private Banking Advisory Board. Remuneration received for membership of Advisory Board in 2020 amounts to fifteen thousand euros, not considered significant.

OTHER EXTERNAL DIRECTORS

Name or corporate name of Director	Reason	Company, executive or shareholder with whom the relationship is maintained	Profile
No data			
Total number of independent Directors	N.A.		
% of the Board	N.A.		

LIST ANY CHANGES IN THE CATEGORY OF EACH DIRECTOR WHICH HAVE OCCURRED DURING THE YEAR:

Name or corporate name of the director	Date of change	Previous category	Current category
No data			

C.1.4. COMPLETE THE FOLLOWING TABLE WITH INFORMATION RELATING TO THE NUMBER OF FEMALE DIRECTORS AT THE CLOSE OF THE PAST 4 YEARS, AS WELL AS THE CATEGORY OF EACH:

	Number of female directors				% of total Directors of each category			
	Financial year 2020	Financial year 2019	Financial year 2018	Financial year 2017	Financial year 2020	Financial year 2019	Financial year 2018	Financial year 2017
Executive					0	0	0	0
Proprietary	2	2	2	2	28.57	25	25	28.57
Independent	4	4	3	3	66.67	57.14	33.33	33.33
Other external					0	0	0	0
Total	6	6	5	5	42.86	37.5	27.78	27.78

C.1.11. LIST ANY LEGAL-PERSON DIRECTORS OF YOUR COMPANY WHO ARE MEMBERS OF THE BOARD OF DIRECTORS OF OTHER COMPANIES LISTED ON REGULATED MARKETS OTHER THAN GROUP COMPANIES, AND HAVE COMMUNICATED THAT STATUS TO THE COMPANY:

Name or corporate name of Director	Corporate name of the listed company	Position
Jordi Gual	Erste Group Bank, AG.	Director
Jordi Gual	Telefónica, S.A.	Director
Cristina Garmendia	Mediaset España Comunicación, S.A.	Director
Cristina Garmendia	Compañía de Distribución Integral Logista Holdings, S.A.	Director
Ignacio Garralda	Endesa, S.A.	Director
Amparo Moraleda	Vodafone Group PLC	Director
Amparo Moraleda	Solvay, S.A.	Director
Amparo Moraleda	Airbus Group, S.E.	Director
Koro Usarraga	Vocento, S.A.	Director

C.1.12. STATE WHETHER THE COMPANY HAS ESTABLISHED RULES ON THE NUMBER OF BOARDS ON WHICH ITS DIRECTORS MAY HOLD SEATS, PROVIDING DETAILS IF APPLICABLE, IDENTIFYING, WHERE APPROPRIATE, WHERE THIS IS REGULATED:

 YES NO

C.1.13. STATE TOTAL REMUNERATION RECEIVED BY THE BOARD OF DIRECTORS:

Board remuneration in financial year (thousand euros)	5,959
Cumulative amount of rights of current Directors in pension scheme (thousands of euros)	6,121
Cumulative amount of rights of former Directors in pension scheme (thousands of euros)	

C.1.14. LIST ANY MEMBERS OF SENIOR MANAGEMENT WHO ARE NOT EXECUTIVE DIRECTORS AND STATE THEIR TOTAL REMUNERATION ACCRUED DURING THE YEAR:

Name or corporate name	Position(s)
Juan Antonio Alcaraz	Chief Business Officer
Francesc Xavier Coll	Chief Human Resources and Organisation Officer
Jorge Mondéjar	Chief Risks Officer
Ignacio Badiola	Head of CIB and International Banking
Luis Javier Blas	Head of Resources
Matthias Bullach	Head of Financial Accounting, Control and Capital.
María Luisa Martínez	Head of Communication, Institutional Relations, Brand and CSR
Javier Pano	Chief Financial Officer
María Luisa Retamosa	Head of Internal Audit
Francisco Javier Valle	Head of Insurance
Óscar Calderón	General Secretary and Secretary to the Board of Directors
Number of women in senior management	2
Percentage of total members of senior management	18.18
Total remuneration received by senior management (thousands of euros)	9,338

C.1.25. STATE THE NUMBER OF BOARD MEETINGS HELD DURING THE YEAR AND, IF APPLICABLE, HOW MANY TIMES THE BOARD HAS MET WITHOUT THE CHAIRMAN'S ATTENDANCE. MEETINGS WITH PROXIES APPOINTED WITH SPECIFIC INSTRUCTIONS WILL ALSO BE COUNTED AS ATTENDED:

Number of Board meetings	16
Number of Board meetings held without the Chairman's attendance	0

STATE THE NUMBER OF MEETINGS HELD BY THE COORDINATING DIRECTOR WITH THE OTHER DIRECTORS, WHERE THERE WAS NEITHER ATTENDANCE NOR REPRESENTATION OF ANY EXECUTIVE DIRECTOR:

Number of meetings	1
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C.1.15. STATE WHETHER THE BOARD REGULATIONS WERE AMENDED DURING THE YEAR:

YES NO

C.1.21. STATE WHETHER THERE ARE SPECIFIC REQUIREMENTS, OTHER THAN THOSE RELATING TO DIRECTORS, TO BE APPOINTED AS CHAIR OF THE BOARD OF DIRECTORS:

YES NO

C.1.23. STATE WHETHER THE BY-LAWS OR THE REGULATIONS OF THE BOARD ESTABLISH ANY TERM LIMITS FOR INDEPENDENT DIRECTORS OTHER THAN THOSE REQUIRED BY LAW:

YES NO

STATE THE NUMBER OF MEETINGS OF THE VARIOUS BOARD COMMITTEES HELD DURING THE YEAR:

Number of meetings of the audit and control committee	20
Number of meetings of the innovation, technology and digital transformation committee	4
Number of meetings of the appointments committee	13
Number of meetings of the remuneration committee	5
Number of meetings of the risk committee	14
Number of meetings of the executive committee	20

C.1.26. STATE THE NUMBER OF MEETINGS HELD BY THE BOARD OF DIRECTORS DURING THE YEAR AND THE INFORMATION ON MEMBER ATTENDANCE:

Number of meetings attended in person by at least 80% of directors	16
% attended in person out of the total votes during the year	100.00
Number of meetings attended in person or by representations made with specific instructions of all directors	16
% of votes issued at meetings attended in person or by representations made with specific instructions out of all votes cast during the year	100.00

C.1.27. STATE IF THE INDIVIDUAL AND CONSOLIDATED FINANCIAL STATEMENTS SUBMITTED TO THE BOARD FOR PREPARATION WERE PREVIOUSLY CERTIFIED:

YES NO

Identify, where applicable, the person or people that certified the company's individual and consolidated annual accounts for presentation to the board:

C.1.29. STATE IF THE INDIVIDUAL AND CONSOLIDATED FINANCIAL STATEMENTS SUBMITTED TO THE BOARD FOR PREPARATION WERE PREVIOUSLY CERTIFIED:

YES NO

Complete if the Secretary is not also a Director:

Name or corporate name of Secretary	Representative
Óscar Calderón	

C.1.31. STATE WHETHER THE COMPANY HAS CHANGED ITS EXTERNAL AUDIT FIRM DURING THE YEAR. WHERE APPLICABLE, IDENTIFY THE INCOMING AND OUTGOING AUDITOR:

YES NO

Explain any disagreements with the outgoing auditor and the reasons for the same:

YES NO

C.1.32. STATE WHETHER THE AUDIT FIRM PROVIDES ANY NON-AUDIT SERVICES TO THE COMPANY AND/OR ITS GROUP AND, IF SO, THE SUM OF THE FEES PAID AND THE PERCENTAGE THIS REPRESENTS OF THE FEES FOR AUDIT WORK INVOICED TO THE COMPANY AND/OR ITS GROUP:

YES NO

	Society	Group companies	Total
Amount of non-audit work (thousands of euros)	547	573	1,120
Amount invoiced for non-audit services/ Amount for audit work (in %)	24.00	23.00	24.00

C.1.33. STATE WHETHER THE AUDITORS' REPORT ON THE FINANCIAL STATEMENTS FOR THE PRECEDING YEAR CONTAINS A QUALIFIED OPINION OR RESERVATIONS. IF SO, PLEASE EXPLAIN THE REASONS GIVEN BY THE CHAIRMAN OF THE AUDIT COMMITTEE TO THE SHAREHOLDERS AT THE GENERAL SHAREHOLDERS' MEETING TO EXPLAIN THE CONTENT AND EXTENT OF THE AFOREMENTIONED QUALIFIED OPINION OR RESERVATIONS:

YES NO

C.1.34. STATE THE NUMBER OF CONSECUTIVE YEARS THE CURRENT AUDIT FIRM HAS BEEN AUDITING THE INDIVIDUAL AND/OR CONSOLIDATED FINANCIAL STATEMENTS OF THE COMPANY. FURTHERMORE, STATE THE NUMBER OF YEARS AUDITED BY THE CURRENT AUDIT FIRM AS A PERCENTAGE OF THE TOTAL NUMBER OF YEARS THAT THE FINANCIAL STATEMENTS HAVE BEEN AUDITED:

	Individual	Consolidated
Number of consecutive years	3	3
	Individual	Consolidated
Number of financial years audited by the current audit firm/ No. of financial years for which the company or its group has been audited (in %)	14.00	14.00

C.1.35. STATE WHETHER THERE IS A PROCEDURE WHEREBY BOARD MEMBERS HAVE THE INFORMATION NECESSARY TO PREPARE THE MEETINGS OF THE GOVERNING BODIES WITH SUFFICIENT TIME AND PROVIDE DETAILS IF APPLICABLE:

YES **NO**

There is a procedure in place whereby directors may obtain the information needed to prepare for the meetings with the governing bodies with sufficient time.

Pursuant to article 22 of the Regulations of the Board of Directors, when carrying out their duties, Directors have the duty to demand and the right to obtain from the company any information they need to discharge their responsibilities. For such purpose, the director should request information on any aspect of the Company and examine its books, records, documents and further documentation. The right to information extends to investee companies provided that this is possible.

Requests for information must be directed to the Chairman of the Board of Directors, if they hold executive status, and otherwise to the Chief Executive Officer, who will forward the request to the appropriate party in the Company. If they deem that the information is confidential, they will notify the Director of this as well as their duty of confidentiality.

Notwithstanding the above, documents must be approved by the Board. In particular, documents that cannot be fully analysed and discussed during the meeting due to their size are sent out to Board members prior to the Board meeting in question.

C.1.39. IDENTIFY INDIVIDUALLY, FOR DIRECTORS, AND COLLECTIVELY, IN OTHER CASES, AND PROVIDE DETAILS OF ANY AGREEMENTS MADE BETWEEN THE COMPANY AND ITS DIRECTORS, EXECUTIVES OR EMPLOYEES CONTAINING INDEMNITY OR GOLDEN PARACHUTE CLAUSES IN THE EVENT OF RESIGNATION OR DISMISSAL OR TERMINATION OF EMPLOYMENT WITHOUT CAUSE FOLLOWING A TAKEOVER BID OR ANY OTHER TYPE OF OPERATION:

Number of beneficiaries	29
Type of beneficiary	Description of the agreement
29 CEO and 4 members of the Management Committee, 4 Executives // 20 middle managers	Chief Executive Officer: One year of the fixed components of his remuneration. Members of the Management Committee: indemnity clause equivalent to one annual payment of the fixed components of their remuneration, or the amount payable by law, whichever is higher. There are currently four members of the committee for whom the indemnity to which they are legally entitled is still less than one year of their salary. Further, the CEO and members of the Management Committee are entitled to one annual payment of their fixed remuneration, paid in monthly instalments, as consideration for their non-compete undertaking. This payment would be discontinued were this covenant to be breached. Executives and middle managers: 24 executives and middle managers between 0.1 and 1.5 annual payments of fixed remuneration above that provided by law. Executives and middle managers of Group companies are included in the calculation.

State if these contracts have been communicated to and/or approved by management bodies of the company or of the Group, beyond the cases stipulated by regulations. If so, specify the procedures, events and nature of the bodies responsible for their approval or for communicating this:

	Board of Directors	General Shareholders' Meeting
Body authorising clauses	√	
	Yes	No

Is the General Shareholders' Meeting informed of such clauses? √

C.2. BOARD COMMITTEES

C.2.1. Give details of all the Board committees, their members and the proportion of proprietary and independent Directors:

AUDIT AND CONTROL COMMITTEE

Name	Position	Category
Cristina Garmendia	Member	Independent
Eduardo Javier Sanchiz	Member	Independent
José Serna	Member	Proprietary
Koro Usarraga	Chairman	Independent

% of executive Directors	0.00
% of proprietary Directors	25.00
% of independent Directors	75.00
% of other external Directors	0.00

Explain the duties exercised by this committee, including any that are in addition to those stipulated by law, and describe the rules and procedures it follows for its organisation and operation. For each one of these duties, briefly describe their most important actions during the year and how they have exercised in practice each of the duties attributed thereto by law, in the articles of association or other corporate resolutions.

Identify the board members who are member of the audit committee and have been appointed taking into account their knowledge and experience in accounting or audit matters, or both, and state the date that the Chairperson of this committee was appointed.

Names of directors with experience	Koro Usarraga
Date of appointment of the chairperson	05/04/2019

INNOVATION, TECHNOLOGY AND DIGITAL TRANSFORMATION COMMITTEE

Name	Position	Category
Jordi Gual	Chairman	Proprietary
Gonzalo Gortázar	Member	Executive
Cristina Garmendia	Member	Independent
Ámparo Moraleda	Member	Independent
<hr/>		
% of executive Directors	25.00	
% of proprietary Directors	25.00	
% of independent Directors	50.00	
% of other external Directors	0.00	

Explain the duties exercised by this committee, other than those that have already been described in Section C.1.9, and describe the rules and procedures it follows for its organisation and operation. For each one of these duties, briefly describe their most important actions during the year and how it has exercised in practice each of the duties attributed thereto by law, in the articles of association or other corporate resolutions.

APPOINTMENTS COMMITTEE

Name	Position	Category
John S. Reed	Chairman	Independent
Maria Teresa Bassons	Member	Proprietary
Eduardo Javier Sanchiz	Member	Independent
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% of executive Directors	0.00	
% of proprietary Directors	33.33	
% of independent Directors	66.67	
% of other external Directors	0.00	

Explain the duties exercised by this committee, including any that are in addition to those stipulated by law, and describe the rules and procedures it follows for its organisation and operation. For each one of these duties, briefly describe their most important actions during the year and how they have exercised in practice each of the duties attributed thereto by law, in the articles of association or other corporate resolutions.

REMUNERATION COMMITTEE

Name	Position	Category
Alejandro García-Bragado	Member	Proprietary
Cristina Garmendia	Member	Independent
Amparo Moraleda	Chairman	Independent
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% of executive Directors	0.00	
% of proprietary Directors	33.33	
% of independent Directors	66.67	
% of other external Directors	0.00	

Explain the duties exercised by this committee, including any that are in addition to those stipulated by law, and describe the rules and procedures it follows for its organisation and operation. For each one of these duties, briefly describe their most important actions during the year and how they have exercised in practice each of the duties attributed thereto by law, in the articles of association or other corporate resolutions.

RISK COMMITTEE

Name	Position	Category
Tomás Muniesa	Member	Proprietary
CajaCanarias Foundation	Member	Proprietary
Verónica Fisas	Member	Independent
Eduardo Javier Sanchiz	Chairman	Independent
Koro Usarraga	Member	Independent

% of executive Directors	0.00
% of proprietary Directors	40.00
% of independent Directors	60.00
% of other external Directors	0.00

Explain the duties exercised by this committee, other than those that have already been described in Section C.1.9, and describe the rules and procedures it follows for its organisation and operation. For each one of these duties, briefly describe their most important actions during the year and how it has exercised in practice each of the duties attributed thereto by law, in the articles of association or other corporate resolutions.

EXECUTIVE COMMITTEE

Name	Position	Category
Jordi Gual	Chairman	Proprietary
Tomás Muniesa	Member	Proprietary
Gonzalo Gortázar	Member	Executive
Verónica Fisas	Member	Independent
Amparo Moraleda	Member	Independent
Koro Usarraga	Member	Independent

% of executive Directors	16.67
% of proprietary Directors	33.33
% of independent Directors	50.00
% of other external Directors	0.00

Explain the duties exercised by this committee, other than those that have already been described in Section C.1.9, and describe the rules and procedures it follows for its organisation and operation. For each one of these duties, briefly describe their most important actions during the year and how it has exercised in practice each of the duties attributed thereto by law, in the articles of association or other corporate resolutions.

C.2.2. COMPLETE THE FOLLOWING TABLE WITH INFORMATION CONCERNING THE NUMBER OF FEMALE BOARD MEMBERS ON THE COMMITTEES OF THE BOARD OF DIRECTORS AT THE CLOSE OF THE LAST FOUR FINANCIAL YEARS:

	Number of female directors							
	Financial year 2020		Financial year 2019		Financial year 2018		Financial year 2017	
	Number	%	Number	%	Number	%	Number	%
Audit and Control Committee	2	50.00	1	33.33	1	25.00	1	33.33
Innovation, Technology and Digital Transformation Committee	2	50.00	2	40.00	0	0.00	0	0.00
Appointments Committee	1	33.33	1	33.33	1	33.33	2	66.67
Remuneration Committee	2	66.67	2	66.67	1	33.33	2	66.67
Risk Committee	3	60.00	2	66.67	2	40.00	1	25.00
Executive Committee	3	50.00	2	33.33	2	25.00	2	25.00



Our Identity



Strategic Lines

Statement of
Non-financial
InformationGlossary and
Group structureIndependent
Verification
ReportAnnual Corporate
Governance Report
for 2020

>> D. RELATED-PARTY AND INTRAGROUP TRANSACTIONS

D.2. DESCRIBE ANY TRANSACTIONS WHICH ARE SIGNIFICANT, EITHER BECAUSE OF THE AMOUNT INVOLVED OR SUBJECT MATTER, ENTERED INTO BETWEEN THE COMPANY OR ENTITIES WITHIN ITS GROUP AND THE COMPANY'S SIGNIFICANT SHAREHOLDERS:

Name or corporate name of significant shareholder	Name or corporate name of the company or its group entity	Nature of the relationship	Type of transaction	Amount (thousands of euros)
CRITERIACAIXA, S.A.U.	CAIXABANK, S.A.	Corporate	Dividends and other profits distributed	167,477

D.3. DESCRIBE ANY TRANSACTIONS THAT ARE SIGNIFICANT, EITHER BECAUSE OF THEIR AMOUNT OR SUBJECT MATTER, ENTERED INTO BETWEEN THE COMPANY OR ENTITIES WITHIN ITS GROUP AND BOARD MEMBERS OR DIRECTORS OF THE COMPANY:

Name or corporate name of shareholder or senior manager	Name or corporate name of the company or its group entity	Relationship	Type of transaction	Amount (thousands of euros)
No data				N.A.

D.4. REPORT ANY SIGNIFICANT TRANSACTIONS CARRIED OUT BY THE COMPANY WITH OTHER ENTITIES BELONGING TO THE SAME GROUP, PROVIDED THAT THESE ARE NOT ELIMINATED IN THE PREPARATION OF THE CONSOLIDATED FINANCIAL STATEMENTS AND DO NOT FORM PART OF THE COMPANY'S ORDINARY BUSINESS ACTIVITIES IN TERMS OF THEIR PURPOSE AND CONDITIONS.

IN ANY CASE, ANY INTRAGROUP TRANSACTION MADE WITH ENTITIES ESTABLISHED IN COUNTRIES OR TERRITORIES THAT ARE CONSIDERED A TAX HAVEN WILL BE REPORTED:

Corporate name of the group company	Brief description of the transaction	Amount (thousands of euros)
No data		N.A.

D.5. STATE ANY SIGNIFICANT TRANSACTIONS CONDUCTED BETWEEN THE COMPANY OR OTHER COMPANIES IN ITS GROUP AND RELATED PARTIES THAT HAVE NOT BEEN REPORTED IN THE PREVIOUS SECTIONS.

Corporate name of the related party	Brief description of the transaction	Amount (thousands of euros)
No data		N.A.

>> G. DEGREE OF COMPLIANCE WITH CORPORATE GOVERNANCE RECOMMENDATIONS

Indicate the degree of the company's compliance with the recommendations of the Good Governance Code of Listed Companies.

Should the company not comply with any of the recommendations or comply only in part, include a detailed explanation of the reasons so that shareholders, investors and the market in general have enough information to assess the company's behaviour. General explanations are not acceptable.

1. The By-laws of listed companies should not place an upper limit on the votes that can be cast by a single shareholder, or impose other obstacles to the takeover of the company by means of share purchases on the market.

Compliant Partially compliant

2. When the listed company is controlled, pursuant to the meaning established in Article 42 of the Commercial Code, by another listed or non-listed entity, and has, directly or through its subsidiaries, business relationships with that entity or any of its subsidiaries (other than those of the listed company) or carries out activities related to the activities of any of them, this is reported publicly, with specific information about:
 - a. The respective areas of activity and possible business relationships between, on the one hand, the listed company or its subsidiaries and, on the other, the parent company or its subsidiaries.
 - b. The mechanisms established to resolve any conflicts of interest that may arise.

Compliant Partially compliant Explain Not applicable

[CaixaBank is the only listed company in the Group.]

3. During the annual general meeting the chairman of the board should verbally inform shareholders in sufficient detail of the most relevant aspects of the company's corporate governance, supplementing the written information circulated in the annual corporate governance report. In particular:
 - a. Changes taking place since the previous annual general meeting.
 - b. The specific reasons for the company not following a given Good Governance Code recommendation, and any alternative procedures followed in its stead.

Compliant Partially compliant Explain

4. The company should draw up and implement a policy of communication and contacts with shareholders and institutional investors, in the context of their involvement in the company, as well as proxy advisors, which complies in full with market abuse regulations and accords equitable treatment to shareholders in the same position. This policy should be disclosed on the company's website, complete with details of how it has been put into practice and the identities of the relevant interlocutors or those charged with its implementation.

Further, without prejudice to the legal obligations of disclosure of inside information and other regulated information, the company should also have a general policy for the communication of economic-financial, non-financial and corporate information through the channels it considers appropriate (media, social media or other channels) that helps maximise the dissemination and quality of the information available to the market, investors and other stakeholders.

Compliant Partially compliant Explain

5. The Board of Directors should not make a proposal to the general meeting for the delegation of powers to issue shares or convertible securities without pre-emptive subscription rights for an amount exceeding 20% of capital at the time of such delegation.

When a Board approves the issuance of shares or convertible securities without pre-emptive subscription rights, the company should immediately post a report on its website explaining the exclusion as envisaged in company legislation.

Compliant Partially compliant Explain

The Board of Directors, in its meeting dated 10 March 2016, agreed to propose at the Annual General Meeting on 28 April the ratification of an agreement to delegate powers in favour of the Board of Directors in order to issue bonds, preference shares and any other fixed income securities or instruments of a similar nature which are convertible into CaixaBank shares, or which directly or indirectly give the right to the subscription or acquisition of the company's shares, including warrants. The proposed delegation expressly included the power to waive the pre-emptive subscription right of shareholders. This proposal was approved at the Annual General Meeting held on 28 April 2016.

The capital increases that the Board of Directors may approve under this authorisation to carry out the conversion of shares in whose issuance the pre-emptive subscription right has been disappplied are not subject to the maximum limit of 20% of the share capital that the Annual General Meeting of 22 May 2020 unanimously agreed for any capital increases that the Board of Directors may approve (the legal limit of 50% of the capital at the time of the approval does apply).

Directive 2013/36/EU of the European Parliament and of the Council of 26 June 2013 on access to the activity of credit institutions and the prudential supervision of credit institutions and investment companies, and Regulation (EU) No 575/2013 on prudential requirements for credit institutions and investment firms, and Spanish Act 11/2015 of 18 June on the recovery and resolution of credit institutions and investment services companies, anticipate the need for credit entities to provide, in certain proportions, different instruments in the composition of their regulatory capital so that they can be considered suitably capitalised. Therefore, different capital categories are contemplated that must be covered by specific instruments. Despite the Company's adequate capital situation, it was deemed necessary to adopt an agreement that allows instruments to be issued that may be convertible in certain cases.

To the extent that the issuance of these instruments implies the need to have an authorised capital that, at the time of its issuance, covers a possible convertibility and in order to provide the company with greater flexibility, it was deemed suitable for the capital increases that the Board approves to be carried out under the delegation agreement in the report in order to address the conversion of shares in whose issuance the pre-emptive subscription right has been excluded, not being subject to the maximum limit of 20% of the share capital and only subject to the 50% limit.

6. Listed companies drawing up the following reports on a voluntary or compulsory basis should publish them on their website well in advance of the annual general meeting, even if their distribution is not obligatory:
- Report on auditor independence.
 - Reviews of the operation of the audit committee and the nomination and remuneration committee.
 - Audit committee report on third-party transactions.

Compliant Partially compliant Explain

7. The company should broadcast its general meetings live on the corporate website.

The company should have mechanisms that allow the delegation and exercise of votes by electronic means and even, in the case of large-cap companies and, to the extent that it is proportionate, attendance and active participation in the general shareholders' meeting.

Compliant Partially compliant Explain

8. The audit committee should strive to ensure that the financial statements that the board of directors presents to the general shareholders' meeting are drawn up in accordance to accounting legislation. And in those cases where the auditors includes any qualification in its report, the chairman of the audit committee should give a clear explanation at the general meeting of their opinion regarding the scope and content, making a summary of that opinion available to the shareholders at the time of the publication of the notice of the meeting, along with the rest of proposals and reports of the board.

Compliant Partially compliant Explain

9. The company should disclose its conditions and procedures for admitting share ownership, the right to attend general meetings and the exercise or delegation of voting rights, and display them permanently on its website.

Such conditions and procedures should encourage shareholders to attend and exercise their rights and be applied in a non-discriminatory manner.

Compliant Partially compliant Explain

10. When an accredited shareholder exercises the right to supplement the agenda or submit new proposals prior to the general meeting, the company should:

- Immediately circulate the supplementary items and new proposals.
- Disclose the model of attendance card or proxy appointment or remote voting form duly modified so that new agenda items and alternative proposals can be voted on in the same terms as those submitted by the Board of Directors.

- c. Put all these items or alternative proposals to the vote applying the same voting rules as for those submitted by the Board of Directors, with particular regard to presumptions or deductions about the direction of votes.
- d. After the general meeting, disclose the breakdown of votes on such supplementary items or alternative proposals.

Compliant Partially compliant Explain Not applicable

With regard to section c), the Board agrees that there are different presumptions about the direction of the vote for proposals submitted by shareholders and those submitted by the Board (as established in the Regulations of the Company's General Meeting), opting for the presumption of a vote in favour of agreements proposed by the Board of Directors (because the shareholders absent for the vote have had the opportunity to record their absence so their vote is not counted and they can also vote early in another direction through the mechanisms established for that purpose) and for the presumption of a vote against agreements proposed by shareholders (since there is a probability that the new proposals will deal with agreements that are contradictory to the proposals submitted by the Board of Directors and it is impossible to attribute opposite directions for their votes to the same shareholder. Additionally, shareholders who were absent have not had the opportunity to assess and vote early on the proposal).

Although this practice does not reflect the wording of Recommendation 10, it does better achieve the final objective of Principle 7 of the Good Governance Code which makes express reference to the Corporate Governance Principles of the OECD, which outline that the procedures used in Shareholders' Meetings must ensure the transparency of the count and the adequate registration of votes, especially in situations of voting battles, new items on the agenda and alternative proposals, because it is a measure of transparency and a guarantee of consistency when exercising voting rights.

11. In the event that a company plans to pay for attendance at the general meeting, it should first establish a general, long-term policy in this respect.

Compliant Partially compliant Explain Not applicable

12. The Board of Directors should perform its duties with unity of purpose and independent judgement, according the same treatment to all shareholders in the same position. It should be guided at all times by the company's best interest, understood as the creation of a profitable business that promotes its sustainable success over time, while maximising its economic value.

In pursuing the corporate interest, it should not only abide by laws and regulations and conduct itself according to principles of good faith, ethics and respect

for commonly accepted customs and good practices, but also strive to reconcile its own interests with the legitimate interests of its employees, suppliers, clients and other stakeholders, as well as with the impact of its activities on the broader community and the natural environment.

Compliant Partially compliant Explain Not applicable

13. The Board of Directors should have an optimal size to promote its efficient functioning and maximise participation. The recommended range is accordingly between five and fifteen members.

Compliant Partially compliant

14. The Board of Directors should approve a policy aimed at promoting an appropriate composition of the board that:

- a. Is concrete and verifiable;
- b. ensures that appointment or re-election proposals are based on a prior analysis of the competences required by the board; and
- c. favours diversity of knowledge, experience, age and gender. Therefore, measures that encourage the company to have a significant number of female senior managers are considered to favour gender diversity.

The results of the prior analysis of competences required by the board should be written up in the nomination committee's explanatory report, to be published when the general shareholders' meeting is convened that will ratify the appointment and re-election of each director.

The nomination committee should run an annual check on compliance with this policy and set out its findings in the annual corporate governance report.

Compliant Partially compliant Explain

15. Proprietary and independent Directors should constitute an ample majority on the Board of Directors, while the number of executive Directors should be the minimum practical bearing in mind the complexity of the corporate group and the ownership interests they control.

The number of female directors should represent at least 40% of the total number of members of the board of directors before the end of 2022 and not being below 30% before that time.

Compliant Partially compliant Explain

16. The percentage of proprietary Directors out of all non-executive Directors should be no greater than the proportion between the ownership stake of the shareholders they represent and the remainder of the company's capital.

This criterion can be relaxed:

- In large cap companies where few or no equity stakes attain the legal threshold for significant shareholdings.
- In companies with a plurality of shareholders represented on the board but not otherwise related.

Compliant Partially compliant

17. Independent Directors should be at least half of all Board members.

However, when the company does not have a large market capitalisation, or when a large cap company has shareholders individually or concertedly controlling over 30 percent of capital, independent Directors should occupy, at least, a third of Board places.

Compliant Partially compliant

18. Companies should post the following Director particulars on their websites, and keep them permanently updated:

- Professional experience and background.
- Directorships held in other companies, listed or otherwise, and other paid activities they engage in, of whatever nature.
- Statement of the Director class to which they belong, in the case of proprietary Directors indicating the shareholder they represent or have links with.
- Dates of their first appointment as a board member and subsequent re-elections.
- Shares held in the company, and any options on the same.

19. Following verification by the nomination committee, the Annual Corporate Go-

Compliant Partially compliant Explain

vernance Report should disclose the reasons for the appointment of proprietary Directors at the request of shareholders controlling less than 3 percent of capital; and explain any rejection of a formal request for a Board place from shareholders whose equity stake is equal to or greater than that of others applying successfully for a proprietary directorship.

Compliant Partially compliant Explain Not applicable

20. Proprietary Directors should resign when the shareholders they represent dispose of their ownership interest in its entirety. If such shareholders reduce their stakes, thereby losing some of their entitlement to proprietary Directors, the latter's number should be reduced accordingly.

Compliant Partially compliant Explain Not applicable

21. The Board of Directors should not propose the removal of independent Directors before the expiry of their tenure as mandated by the By-laws, except where they find just cause, based on a proposal from the nomination committee. In particular, just cause will be presumed when Directors take up new posts or responsibilities that prevent them allocating sufficient time to the work of a board member, or are in breach of their fiduciary duties or come under one of the disqualifying grounds for classification as independent enumerated in the applicable legislation.

The removal of independent Directors may also be proposed when a takeover bid, merger or similar corporate transaction alters the company's capital structure, provided the changes in board membership ensue from the proportionality criterion set out in Recommendation 16.

Compliant Partially compliant

22. Companies should establish rules obliging directors to disclose any circumstance that might harm the organisation's name or reputation, related or not to their actions within the company, and tendering their resignation as the case may be, and, in particular, to inform the board of any criminal charges brought against them and the progress of any subsequent trial.

When the board is informed or becomes aware of any of the situations mentioned in the previous paragraph, the board of directors should examine the case as soon as possible and, attending to the particular circumstances, decide, based on a report from the nomination and remuneration committee, whether or not to adopt any measures such as opening of an internal investigation, calling on the director to resign or proposing his or her dismissal. The board should give a reasoned account of all such determinations in the annual corporate governance report, unless there are special circumstances that justify otherwise, which must be recorded in the minutes. This is without prejudice to the information that the company must disclose, if appropriate, at the time it adopts the corresponding measures.

Compliant Partially compliant Explain

23. Directors should express their clear opposition when they feel a proposal submitted for the board's approval might damage the corporate interest. In particular, independents and other Directors not subject to potential conflicts of interest should strenuously challenge any decision that could harm the interests of shareholders lacking board representation.

When the Board makes material or reiterated decisions about which a Director has expressed serious reservations, then he or she must draw the pertinent conclusions. Directors resigning for such causes should set out their reasons in the letter referred to in the next Recommendation.

The terms of this Recommendation also apply to the Secretary of the Board, even if he or she is not a Director.

Compliant Partially compliant Explain Not applicable

24. Directors who give up their position before their tenure expires, through resignation or resolution of the general meeting, should state the reasons for this decision, or in the case of non-executive directors, their opinion of the reasons for the general meeting resolution, in a letter to be sent to all members of the board.

This should all be reported in the annual corporate governance report, and if it is relevant for investors, the company should publish an announcement of the departure as rapidly as possible, with sufficient reference to the reasons or circumstances provided by the director.

Compliant Partially compliant Explain Not applicable

25. The Nomination Committee should ensure that non-executive Directors have sufficient time available to discharge their responsibilities effectively.

The Board of Directors regulations should lay down the maximum number of company boards on which Directors can serve.

Compliant Partially compliant Explain

26. The Board should meet with the necessary frequency to properly perform its functions, eight times a year at least, in accordance with a calendar and agendas set at the start of the year, to which each Director may propose the addition of initially unscheduled items.

Compliant Partially compliant Explain

27. Director absences should be kept to a strict minimum and quantified in the Annual Corporate Governance Report. In the event of absence, Directors should delegate their powers of representation with the appropriate instructions.

Compliant Partially compliant Explain

In the event of unavoidable absences, in order to prevent de facto changes to the balance of the Board of Directors, legislation allows for delegation to another director (non-executives only to other non-executives) - this is established in Principle 14 of the Good Governance Code and also envisaged in the By-laws (article 37), as well as the Board's Regulations (article 17), which determine that Directors must personally attend Board meetings. However, when they are unable to do so in person, they shall endeavour to grant their proxy in writing, on a special basis for each meeting, to another Board member, including the appropriate instructions therein. Non-executive Directors may only delegate a proxy who is another non-executive Director, while independent Directors may only delegate to another independent Director.

It should also be noted that CaixaBank's Corporate Governance Policy states that in relation to the duty of directors to attend Board meetings, and in the event of their unavoidable absence, directors shall endeavour to grant their proxy in writing, and separately for each meeting, to a fellow Board member. Every attempt must be made to ensure that each and every director attends at least 80% of Board meetings. As such, proxies are a comparative rarity at CaixaBank.

The Board of Directors considers, as good corporate governance practice, that when directors are unable to attend meetings, proxies are not generally delegated with specific instructions. This does not amend, de facto, the balance of the Board given that delegations may only be made by non-executive directors to other non-executive directors, and independent directors may only delegate to other independent directors, while directors are always required to defend the company's corporate interest regardless of their director status.

Moreover, and reflecting the freedom of each director who may also delegate with the appropriate instructions as suggested in the Board's Regulations, the decision to delegate without instructions represents each director's freedom to consider what provides most value to their proxy, and they may finally decide on the grounds that they want to give their proxy freedom to adapt to the result of the Board meeting debate. This, in addition, is in line with the law on the powers of the Chairman of Board, who is given, among others, the responsibility of encouraging a good level of debate and the active involvement of all directors, safeguarding their right to adopt any position or stance they see fit.

Therefore, the freedom to appoint proxies with or without specific instructions, at the discretion of each director, is considered good practice and, specifically, the absence of instructions is seen as facilitating the proxy's ability to adapt to the content of the debate.

28. When Directors or the Secretary express concerns about some proposal or, in the case of Directors, about the company's performance, and such concerns are not resolved at the meeting, the person expressing them can request that they be recorded in the minute book.

Compliant Partially compliant Explain Not applicable

29. The company should provide suitable channels for Directors to obtain the advice they need to carry out their duties, extending if necessary to external assistance at the company's expense.

Compliant Partially compliant Explain

30. Regardless of the knowledge Directors must possess to carry out their duties, they should also be offered refresher programmes when circumstances so advise.

Compliant Partially compliant Explain

31. The agendas of Board meetings should clearly indicate on which points directors must arrive at a decision, so they can study the matter beforehand or gather together the material they need.

For reasons of urgency, the Chairman may wish to present decisions or resolutions for board approval that were not on the meeting agenda. In such exceptional circumstances, their inclusion will require the express prior consent, duly minuted, of the majority of directors present.

Compliant Partially compliant Explain

32. Directors should be regularly informed of movements in share ownership and of the views of major shareholders, investors and rating agencies on the company and its group.

Compliant Partially compliant Explain

33. The Chairman, as the person responsible for the efficient functioning of the Board of Directors, in addition to the functions assigned by law and the company's By-laws, should prepare and submit to the Board a schedule of meeting dates and agendas; organise and coordinate regular evaluations of the board and, where appropriate, the company's Chief Executive Officer; exercise leadership of the Board and be accountable for its proper functioning; ensure that sufficient time is given to the discussion of strategic issues, and approve and review refresher courses for each Director, when circumstances so dictate.

Compliant Partially compliant Explain

34. When a lead independent director has been appointed, the By-laws or Regulations of the Board of Directors should grant him or her the following powers over and above those conferred by law: chair the Board of Directors in the absence of the Chairman or Deputy Chairmen; give voice to the concerns of non-executive directors; maintain contact with investors and shareholders to hear their views and develop a balanced understanding of their concerns, especially those to do with the Company's corporate governance; and coordinate the Chairman's succession plan.

Compliant Partially compliant Explain Not applicable

35. The Board Secretary should strive to ensure that the Board's actions and decisions are informed by the governance recommendations of the Good Governance Code of relevance to the company.

Compliant Partially compliant

36. The Board in full should conduct an annual evaluation, adopting, where necessary, an action plan to correct weakness detected in:

- The quality and efficiency of the Board's operation.
- The performance and membership of its committees.
- The diversity of Board membership and competences.
- The performance of the Chairman of the Board of Directors and the company's Chief Executive.
- The performance and contribution of individual directors, with particular attention to the chairmen of Board committees.

The evaluation of Board committees should start from the reports they send the Board of Directors, while that of the Board itself should start from the report of the Appointments Committee.

Every three years, the Board of Directors should engage an external facilitator to aid in the evaluation process. This facilitator's independence should be verified by the Appointments Committee.

Any business dealings that the facilitator or members of its corporate group maintain with the company or members of its corporate group should be detailed in the Annual Corporate Governance Report.

The process followed and areas evaluated should be detailed in the Annual Corporate Governance Report.

Compliant Partially compliant Explain

With respect to the 2020 financial year, the Board of Directors has carried out the self-assessment of its operation internally after ruling out the benefit of the assistance of an external advisor, as given the partial renewal process the Board will undertake once the merger of CaixaBank with Bankia takes effect, it was more advisable and reasonable to postpone the external collaboration to the next self-assessment exercise. As a result, the self-assessment process was carried out along the same lines as the previous year with the assistance of the General Secretary and Secretary of the Board.

37. When there is an executive committee, there should be at least two non-executive members, at least one of whom should be independent; and its secretary should be the secretary of the Board of Directors.

Compliant Partially compliant Explain Not applicable

38. The Board should be kept fully informed of the business transacted and decisions made by the executive committee. To this end, all Board members should receive a copy of the committee's minutes.

Compliant Partially compliant Explain Not applicable

39. All members of the audit committee, particularly its chairman, should be appointed with regard to their knowledge and experience in accounting, auditing and risk management matters, both financial and non-financial.

Compliant Partially compliant Explain

40. Listed companies should have a unit in charge of the internal audit function, under the supervision of the audit committee, to monitor the effectiveness of reporting and control systems. This unit should report functionally to the Board's Non-Executive Chairman or the Chairman of the audit committee.

Compliant Partially compliant Explain

41. The head of the unit handling the internal audit function should present an annual work programme to the audit committee, for approval by this committee or the board, inform it directly of any incidents or scope limitations arising during its implementation, the results and monitoring of its recommendations, and submit an activities report at the end of each year.

Compliant Partially compliant Explain Not applicable

42. The audit committee should have the following functions over and above those legally assigned:

1. With respect to internal control and reporting systems:

- a. Monitor and evaluate the preparation process and the integrity of the financial and non-financial information, as well as the control and management systems for financial and non-financial risks related to the company and, where appropriate, to the group –including operating, technological, legal, social, environmental, political and reputational risks or those related to corruption– reviewing compliance with regulatory requirements, the accurate demarcation of the consolidation perimeter, and the correct application of accounting principles.

- b. Monitor the independence of the unit handling the internal audit function; propose the selection, appointment and removal of the head of the internal audit service; propose the service's budget; approve or make a proposal for approval to the board of the priorities and annual work programme of the internal audit unit, ensuring that it focuses primarily on the main risks the company is exposed to (including reputational risk); receive regular report-backs on its activities; and verify that senior management are acting on the findings and recommendations of its reports.

- c. Establish and supervise a mechanism that allows employees and other persons related to the company, such as directors, shareholders, suppliers, contractors or subcontractors, to report irregularities of potential significance, including financial and accounting irregularities, or those of any other nature, related to the company, that they notice within the company or its group. This mechanism must guarantee confidentiality and enable communications to be made anonymously, respecting the rights of both the complainant and the accused party.

- d. In general, ensure that the internal control policies and systems established are applied effectively in practice.

2. With respect to the external auditor:

- a. Investigate the issues giving rise to the resignation of the external auditor, should this come about.

- b. Ensure that the remuneration of the external auditor does not compromise its quality or independence.

- c. Ensure that the company notifies any change of external auditor through the CNMV, accompanied by a statement of any disagreements arising with the outgoing auditor and the reasons for the same.

- d. Ensure that the external auditor has a yearly meeting with the Board in full to inform it of the work undertaken and developments in the company's risk and accounting positions.
- e. Ensure that the company and the external auditor adhere to current regulations on the provision of non-audit services, limits on the concentration of the auditor's business and other requirements concerning auditor independence.

Compliant Partially compliant Explain Not applicable

43. The audit committee should be empowered to meet with any company employee or manager, even ordering their appearance without the presence of another senior officer.

Compliant Partially compliant Explain

44. The Audit Committee should be informed of any fundamental changes or corporate transactions the company is planning, so the committee can analyse the operation and report to the Board beforehand on its economic conditions and accounting impact and, when applicable, the exchange ratio proposed.

Compliant Partially compliant Explain Not applicable

45. The risk control and management policy should identify or establish at least:
- a. The different types of financial and non-financial risk the company is exposed to (including operational, technological, financial, legal, social, environmental, political and reputational risks, and risks relating to corruption), with the inclusion under financial or economic risks of contingent liabilities and other off-balance-sheet risks.
- b. A risk control and management model based on different levels, of which a specialised risk committee will form part when sector regulations provide or the company deems it appropriate.
- c. The level of risk that the company considers acceptable.

- d. Measures in place to mitigate the impact of risk events should they occur.
- e. The internal reporting and control systems to be used to control and manage the above risks, including contingent liabilities and off-balance-sheet risks.

Compliant Partially compliant Explain

46. Companies should establish a risk control and management function in the charge of one of the company's internal department or units and under the direct supervision of the Audit Committee or some other dedicated Board committee. This function should be expressly charged with the following responsibilities:

- au. Ensure that risk control and management systems are functioning correctly and, specifically, that major risks the company is exposed to are correctly identified, managed and quantified.
- av. Participate actively in the preparation of risk strategies and in key decisions about their management.
- aw. Ensure that risk control and management systems are mitigating risks effectively in the frame of the policy drawn up by the Board of Directors.

Compliant Partially compliant Explain

47. Appointees to the Nomination and Remuneration Committee - or of the Nomination Committee and Remuneration Committee, if separately constituted - should have the right balance of knowledge, skills and experience for the functions they are called on to discharge. The majority of their members should be independent Directors.

Compliant Partially compliant Explain

48. Large cap companies should operate separately constituted nomination and remuneration committees.

Compliant Partially compliant Explain

49. The nomination committee should consult with the company's chairman and chief executive, especially on matters relating to executive directors.

When there are vacancies on the Board, any Director may approach the nomination committee to propose candidates that it might consider suitable.

Compliant Partially compliant Explain

50. The remuneration committee should operate independently and have the following functions in addition to those assigned by law:

- Propose to the Board the standard conditions for senior officer contracts.
- Monitor compliance with the remuneration policy set by the company.
- Periodically review the remuneration policy for Directors and senior officers, including share-based remuneration systems and their application, and ensure that their individual compensation is proportionate to the amounts paid to other Directors and senior officers in the company.
- Ensure that conflicts of interest do not undermine the independence of any external advice the committee engages.
- Verify the information on Director and senior officers' pay contained in corporate documents, including the Annual Directors' Remuneration Statement.

Compliant Partially compliant Explain

51. The Remuneration Committee should consult with the Chairman and Chief Executive, especially on matters relating to executive Directors and senior officers.

Compliant Partially compliant Explain

52. The terms of reference of supervision and control committees should be set out in the Board of Directors regulations and aligned with those governing legally mandatory Board committees as specified in the preceding sets of recommendations. They should include at least the following terms:

- Committees should be formed exclusively by non-executive Directors, with a majority of independents.
- Committees should be chaired by an independent Director.
- The board should appoint the members of such committees with regard to the knowledge, skills and experience of its directors and each committee's missions, discuss their proposal and reports; and provide report-backs on their activities and work at the first board plenary following each committee meeting.
- They may engage external advice, when they feel it necessary for the discharge of their functions.
- Meeting proceedings should be minuted and a copy made available to all Board members.

Compliant Partially compliant Explain Not applicable

53. The task of supervising compliance with the policies and rules of the company in the environmental, social and corporate governance areas, and internal rules of conduct, should be assigned to one board committee or split between several, which could be the audit committee, the nomination committee, a committee specialised in sustainability or corporate social responsibility, or a dedicated committee established by the board under its powers of self-organisation. Such a committee should be made up solely of non-executive directors, the majority being independent and specifically assigned the following minimum functions.

Compliant Partially compliant Explain

54. The minimum functions referred to in the previous recommendation are as follows:
- Monitor compliance with the company's internal codes of conduct and corporate governance rules, and ensure that the corporate culture is aligned with its purpose and values.
 - Monitor the implementation of the general policy regarding the disclosure of economic-financial, non-financial and corporate information, as well as communication with shareholders and investors, proxy advisors and other stakeholders. Similarly, the way in which the entity communicates and relates with small and medium-sized shareholders should be monitored.
 - Periodically evaluate the effectiveness of the company's corporate governance system and environmental and social policy, to confirm that it is fulfilling its mission to promote the corporate interest and catering, as appropriate, to the legitimate interests of remaining stakeholders.
 - Ensure the company's environmental and social practices are in accordance with the established strategy and policy.
 - Monitor and evaluate the company's interaction with its stakeholder groups.

Compliant Partially compliant Explain

55. Environmental and social sustainability policies should identify and include at least:
- The principles, commitments, objectives and strategy regarding shareholders, employees, clients, suppliers, social welfare issues, the environment, diversity, fiscal responsibility, respect for human rights and the prevention of corruption and other illegal conducts
 - The methods or systems for monitoring compliance with policies, associated risks and their management.
 - The mechanisms for supervising non-financial risk, including that related to ethical aspects and business conduct.
 - Channels for stakeholder communication, participation and dialogue.

- e. Responsible communication practices that prevent the manipulation of information and protect the company's honour and integrity.

Compliant Partially compliant Explain

56. Director remuneration should be sufficient to attract individuals with the desired profile and compensate the commitment, abilities and responsibility that the post demands, but not so high as to compromise the independent judgement of non-executive Directors.

Compliant Partially compliant

57. Variable remuneration linked to the company and the Director's performance, the award of shares, options or any other right to acquire shares or to be remunerated on the basis of share price movements, and membership of long-term savings schemes such as pension plans should be confined to executive Directors.

The company may consider the share-based remuneration of non-executive Directors provided they retain such shares until the end of their mandate. The above condition will not apply to any shares that the Director must dispose of to defray costs related to their acquisition.

Compliant Partially compliant Explain

58. In the case of variable awards, remuneration policies should include limits and technical safeguards to ensure they reflect the professional performance of the beneficiaries and not simply the general progress of the markets or the company's sector, or circumstances of that kind.

In particular, variable remuneration items should meet the following conditions:

- Be subject to predetermined and measurable performance criteria that factor the risk assumed to obtain a given outcome.

- b. Promote the long-term sustainability of the company and include non-financial criteria that are relevant for the company's long-term value, such as compliance with its internal rules and procedures and its risk control and management policies.
- c. Be focused on achieving a balance between the delivery of short, medium and long-term objectives, such that performance-related pay rewards ongoing achievement, maintained over sufficient time to appreciate its contribution to long-term value creation. This will ensure that performance measurement is not based solely on one-off, occasional or extraordinary events.

Compliant Partially compliant Explain Not applicable

59. The payment of the variable components of remuneration is subject to sufficient verification that previously established performance, or other, conditions have been effectively met. Entities should include in their annual directors' remuneration report the criteria relating to the time required and methods for such verification, depending on the nature and characteristics of each variable component.

Additionally, entities should consider establishing a reduction clause ('malus') based on deferral for a sufficient period of the payment of part of the variable components that implies total or partial loss of this remuneration in the event that prior to the time of payment an event occurs that makes this advisable.

Compliant Partially compliant Explain Not applicable

60. In the case of remuneration linked to company earnings, deductions should be computed for any qualifications stated in the external auditor's report.

Compliant Partially compliant Explain Not applicable

61. A major part of executive Directors' variable remuneration should be linked to the award of shares or financial instruments whose value is linked to the share price.

Compliant Partially compliant Explain Not applicable

62. Following the award of shares, options or financial instruments corresponding to the remuneration schemes, executive directors should not be able to transfer their ownership or exercise them until a period of at least three years has elapsed.

Except for the case in which the director maintains, at the time of the transfer or exercise, a net economic exposure to the variation in the price of the shares for a market value equivalent to an amount of at least twice his or her fixed annual remuneration through the ownership of shares, options or other financial instruments.

The foregoing shall not apply to the shares that the director needs to dispose of to meet the costs related to their acquisition or, upon favourable assessment of the nomination and remuneration committee, to address an extraordinary situation.

Compliant Partially compliant Explain Not applicable

The prohibition on directors transferring ownership (or exercising them as the case may be) of the shares, options or financial instruments corresponding to the remuneration schemes until a period of at least three years has elapsed is not applied as such at CaixaBank. There is no provision governing this matter; although executive directors (who are the only directors entitled to receive share-based remuneration) are expressly prohibited from transferring shares received under their remuneration package, no matter the amount, until one year has elapsed since receiving them. The purpose established in Principle 25 that director remuneration be conducive to achieving business objectives and the company's best interests is also achieved through the existence of malus and clawback clauses, and via the remuneration structure for executive directors, whose remuneration in shares (corresponding to half their variable remuneration and in relation to long-term incentive plans) is not only subject to a lock-up period but is also deferred. Moreover, this variable remuneration constitutes a limited part of their total remuneration, thus complying fully with the prudential principles of not providing incentives for risk-taking while being suitably aligned with the Company's objectives and its sustainable growth. The Annual General Meeting held on 22 May 2020 approved the Remuneration Policy for the members of the Board of Directors from 2020 to 2022, both inclusive. This policy introduces a number of changes to the Remuneration Policy in place up to that date, maintaining the same principles and characteristics and lending it greater stability given that the term of the previous policy was nearing its end. The new Remuneration Policy includes only the following changes with respect to the previous one, in addition to some improvements in the wording: The express inclusion in the Remuneration Policy of the remuneration of the directors who are members of the Innovation, Technology and Digital Transformation Committee, created by resolution of the Board of Directors of 23 May 2019, and the establishment of the new weighting of the parameters relating to the Core Efficiency Ratio and the Variation of Troubled Assets of the corporate challenges to calculate the variable remuneration in the form of a bonus for the Executive Director in 2020 and the following financial years.

63. Contractual arrangements should include provisions that permit the company to reclaim variable components of remuneration when payment was out of step with the Director's actual performance or based on data subsequently found to be misstated.

Compliant Partially compliant Explain Not applicable

- Our Identity
- Strategic Lines
- Statement of Non-financial Information
- Glossary and Group structure
- Independent Verification Report
- Annual Corporate Governance Report for 2020

64. Termination payments should not exceed a fixed amount equivalent to two years of the Director's total annual remuneration and should not be paid until the company confirms that he or she has met the predetermined performance criteria.

For the purposes of this recommendation, payments for contractual termination include any payments whose accrual or payment obligation arises as a consequence of or on the occasion of the termination of the contractual relationship that linked the Director with the company, including previously unconsolidated amounts for long-term savings schemes and the amounts paid under post-contractual non-compete agreements.

Compliant Partially compliant Explain Not applicable

Payments for termination or expiry of the CEO's contract, including severance pay in the event of termination or expiry of the relationship in certain cases and the post-contractual non-competition agreement, do not exceed the amount equivalent to two years of the CEO's total annual remuneration, in accordance with the amounts reflected in the annual directors' remuneration report.

Furthermore, the Bank has recognised a social security supplement for the CEO to cover the contingencies of retirement, death and total, absolute or severe permanent disability, the conditions of which are detailed in the CaixaBank Directors' Remuneration Policy. In the case of the commitment to cover the retirement contingency, this is a system established under a defined contribution plan, for which the annual contributions to be made are fixed in advance. By virtue of this commitment, the CEO is entitled to receive a retirement benefit when he/she reaches the legally established retirement age. This benefit will be the result of the sum of the contributions made by the Bank and their corresponding returns up to that date, provided that he/she is not terminated for just cause, and without prejudice to the applicable treatment of discretionary pension benefits in accordance with the remuneration regulations applicable to credit institutions. Under no circumstances is it envisaged that the CEO will receive retirement benefits early.

State whether any Directors voted against or abstained from voting on the approval of this Report.

YES NO

Names of the members of the Board of Directors who voted against the approval of this report

Reasons (voted against, abstained, non-attendance)

Explain the reasons

Alejandro García-Bragado

Voted against

Because section C.1.37 of the Report should have described the legal problems affecting him as a director, given that, in his opinion, they are relevant to his situation and to his actions in relation to the impact that this could have on the name and reputation of the company.

I declare that the details included in this statistical annex coincide and are consistent with the descriptions and details included in the Annual Corporate Governance Report published by the company.