

# 2018 Results Presentation Friday, February 1st, 2019



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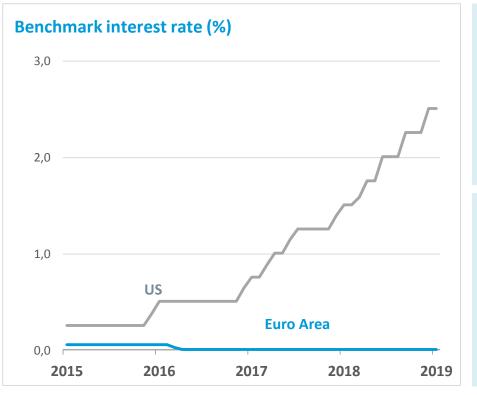
### World economy has entered a moderate slowdown

	<b>2018(e)</b>	<b>2019(f</b>
World economy	3.7	3.4
Advanced economies	2.2	1.9
US	2.8	2.3
Euro Area	1.8	1.4
Emerging economies	4.7	4.4

- A more mature economic cycle
- Uncertainties:
  - Trade tensions
  - Brexit
  - Italy's fiscal policy



### Monetary policy in a more volatile environment



### Fed



- Approaching the end of rate hikes
- Balance between risks of overheating and slowdown

### ECB



- Continued accommodative financial conditions
- Prolonged environment of low rates

Source: CaixaBank Research based on the data of the Fed and ECB.



## Spain and Portugal will continue to grow above the Euro Area

**CABK Research Forecasts** 

Spain	2018 (E)	2019 (F)
GDP growth	2.5	2.1
Unemployment rate	15.3	13.8
Portugal	2018 (E)	2019 (F)
GDP growth	2.1	1.8
	7.0	6.5
Unemployment rate	7.0	0.5

Ch	allenges
	Inclusive growth
	Public debt reduction
	Productivity improvements
	i roudetivity improvements

Note: (e) estimate; (f) forecast. Source: CaixaBank Research based on the data of the National Statistics Institutes of Spain and Portugal.



### A stronger sector, but important challenges remain

### The sector keeps improving

But important challenges still remain

- Significant reduction in NPAs
- Gradual improvement of profitability
- Strengthened solvency: positive stress test results

- Modest growth in loan volumes
- Digital transformation
- Reputation



### Successful completion of the 2015-2018 Strategic Plan



**Reinforcement of commercial leadership** 

**Increased profitability** 

**Deconsolidation & focus on our core business** 

Building our 2019-21 Strategic Plan on solid foundations



### **Reinforcement of the commercial leadership**

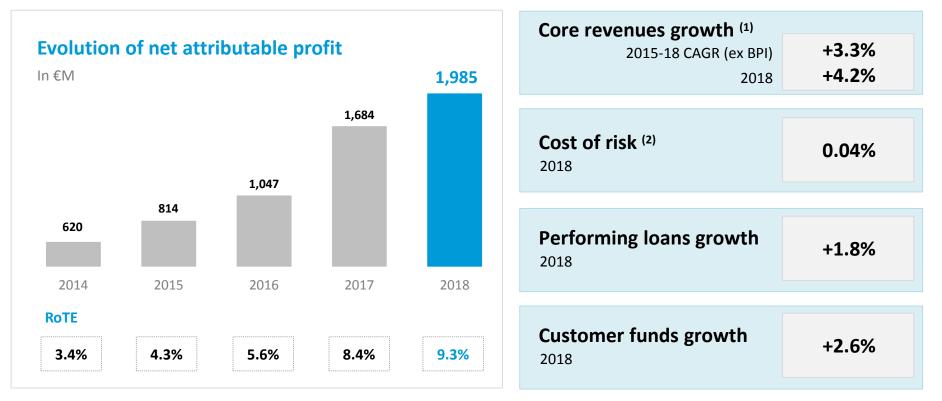


## 15.7 million customers

Note: (1) Retail clients in Spain aged 18 or above. Source: FRS Inmark. (2) 12-month average. Starting point corresponds to March 2015, due to non-comparable previous data (ComScore modified the methodology). Source: ComScore. (3) Market share in mutual funds + pension plans + life-savings insurance. Own estimates for 2018 based on last available data. Source: Social Security, INVERCO, ICEA.



#### **Improvement in results**



Note: (1) Core revenues: net interest income + net fees + revenues from insurance (life-risk premia and insurance contracts) + equity accounted income from SegurCaixa Adeslas and other bancassurance stakes of BPI. 2014 PF Barclays. (2) Trailing 12 months. 0.16% excluding extraordinary provision write-back of a large credit position.



### Focus on core business



Note: (1) NPLs and contingent liabilities. 2014 PF Barclays. (2) OREO portfolio available for sale net of provisions. 2014 PF Barclays. 2018 PF RE sale ex-BPI. (3) Capital allocation defined as the capital consumption of the investment portfolio over total capital charge.



### Maintaining attractive returns for shareholders...

### Attractive dividend policy

Meeting our 2015-18 cash payout target:

≥ 50%

Good relative stock performance

**Relative evolution of total return (1)** (vs Ibex-35 Banks and Euro Area Banks <sup>(2)</sup>)



Note: (1) Including paid dividends. (2) Eurostoxx Banks Index. Source: Bloomberg and own estimation.



### ...and showing our social commitment



### Financial inclusion

*MicroBank #1 in microcredit in Europe Present in 94% of towns >5,000 inhabitants* 

- Education and financial culture
- Social projects and volunteering 26,000 homes for social rent 13,668 employees in the Social Weeks
- Partnership with "la Caixa" Welfare Trust €44M through branch network Programs such as Incorpora, Comprehensive healthcare programs for patients with advanced illnesses,...

## • Environment

First Ibex-35 bank to offset its carbon footprint



### Beginning with confidence the new Strategic Plan 2019-2021



## **Strategic vision**

- Leaders
- Innovators
- With the best customer service
- Benchmark in socially responsible banking

With the <u>MISSION</u> to contribute to the financial wellbeing of our customers and to the progress of the whole society







## 2018, a year of significant steps

### Strengthening our leadership in retail banking and digital banking

- General improvement of market shares
- Big progress in digitalization and transformation initiatives
- Successful integration and performance of BPI in Portugal

### Decisive reduction of non-performing and non-core assets

- Strong decline in NPLs (-€3.1Bn) and OREO portfolio (-€5.1Bn) → -67% NPAs<sup>1</sup> 2014-18
- Significant weight decrease of non strategic assets
  - ▶ 1. Repsol (Sep.), 2. Real Estate business (Dec.) and 3. BFA reclass. (Dec.) → -€844M<sup>2</sup> of cost
- Rating upgrades by the 4 ratings agencies

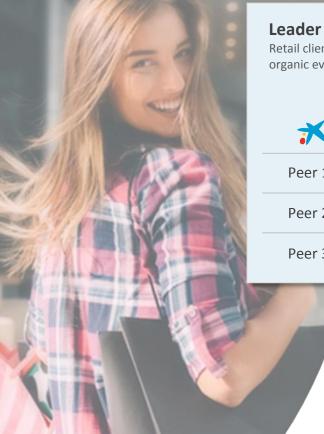
### **Restoring adequate levels of profitability**

- RoTE covers cost of capital (9.3%, €1,985M net profit)
- Necessary to secure business sustainability
- Allows "la Caixa" Foundation to maintain at full power its social programmes

### **Delivering on 2015-2018 Strategic Plan targets**

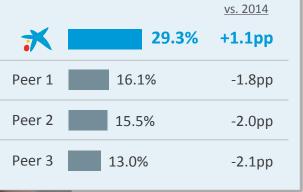
# Enhancement of our competitive position

# Leadership in retail banking and digital banking



#### Leader in retail banking

Retail client penetration in Spain<sup>1</sup> and organic evolution (w/o acquisition impacts)





Best bank in Spain 2018



Best bank in Spain 2018

Peer 1

Peer 2

Peer 3



13%

**Higher digital penetration** 

Penetration among digitals customers in Spain<sup>2</sup>

32%

24%

22%

Best digital bank in Western Europe 2018

vs. MAR-15<sup>3</sup>

+1.2pp

+8.5pp<sup>4</sup>

-0.9pp

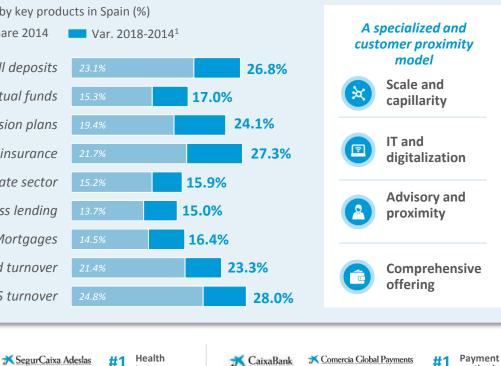
+0.3pp

<sup>(1)</sup> Retail clients in Spain aged 18 or above. Source: FRS Inmark 2018 (peer group: BBVA, Santander (including Popular) and Bankia)
 <sup>(2)</sup> 12 month average, latest available data (December 2018). Source: ComScore. Peer group includes: BBVA, Santander and Sabadell
 <sup>(3)</sup> Evolution versus March 2015, as historical figures prior to that date are not comparable (methodological change by ComScore).
 <sup>(4)</sup> Includes inorganic growth

# Full coverage of customer financial needs

# Strong market shares across the board





<sup>(1)</sup>Organic and inorganic growth

Source: Social Security, INVERCO, ICEA, Banc of Spain, Cards and Payments System. Latest available data.

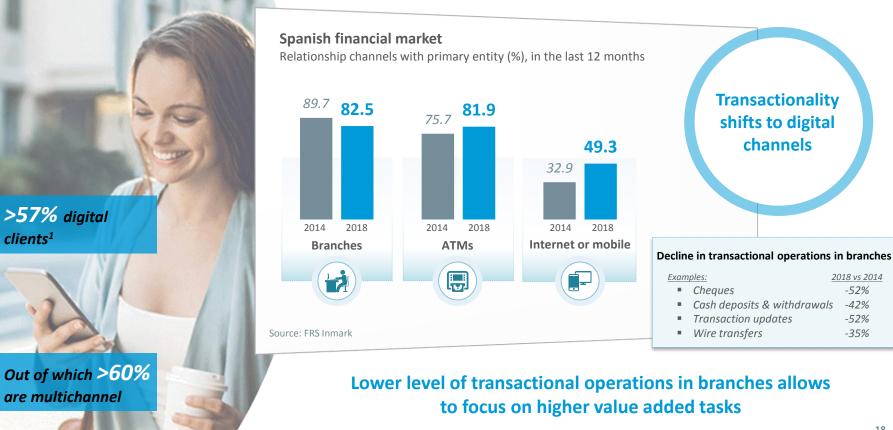
insurance

methods

(49%)

# *Customer behaviour is evolving*

# Digital channels grow but branches continue to play a key role



<sup>(1)</sup> % of retail customers of 20-74 years old with at least one transaction in CaixaBankNow in the last 12 months. Spain.

# We continue to invest and strengthen our specialized offer

# Transforming branches into advisory centres

# of Store branches



# Replacement of 2,072 ATMs in 2018

- New generation ATMs
- Operational absorption<sup>1</sup> rate 84.5%



# To better serve the client

# **Our Store branches**

**Closer to customer** *Open spaces encourage dialogue* 

**Specialisation and service capabilities** *Better adaptation to segments* 

**Proximity and digitalization** *Technology support (Smart PC)* 

**Extended opening hours and higher efficiency** *Afternoon opening, planned schedules, and collaborative work* 

# Financial inclusion and proximity continue among our priorities

# AgroBank: proximity, capillarity and specialization

AgroBank

# We maintain our presence in rural areas

- Specialized network during 2015-2018 Strategic Plan
- Will be maintained in 2019-2021 Strategic Plan

**~1.100 rural branches<sup>1</sup> network** (24% of network; 56% of towns)

Service and design offer customized to area and sector

On-going education for managers. Mobile devices for a better service

**Community development** (i.e. sectorial workshops), support for the sector and dissemination of best practice

AND ADDRESS OF A DECK OF A DECK

<sup>(1)</sup> Branches with <6 employees in towns with <10,000 inhabitants, according to the latest available census

CaixaBank present in more than **2,000** towns Covering 94% of towns of more than 5,000 inhabitants

The only bank in **200** towns

# Moving forward in our digital strategy to be closer to our clients



#### CaixaBankNow New app

6.0 M digitals clients<sup>1</sup> 5.2 M mobile clients<sup>1</sup>

Among the best rated apps

Núm. 1 en Finanzas 4.4

'he Banker TECH PROJECTS ARDS 2018



Best mobile banking

app in Western Europe

2018

pay

**1** M credit cards in mobile

Agreements with strategic partners

🛋 Pay

phones (x2.1 vs. 2017)



Leader in mobile payments

"Innovative touch-points & connected experiences" award 2018

34% e-commerce

penetration Spain<sup>2</sup>

GARMIN # fitbit pay + Fintechs

ADDED	VALUE

Innovative services

SERVICES ECOSYSTEM OF HIGH

Most innovative

**Financial Institution** 

Western Europe 2018

#### Mis Finanzas

PlanA

3.9M users

INNOVATORS

#RAKCE

Aggregator





Digital active clients, trailing 12 months. Includes individual clients of 20-74 years old.

Source: Redsys





# Significant increase in customer funds – Leadership in long-term savings

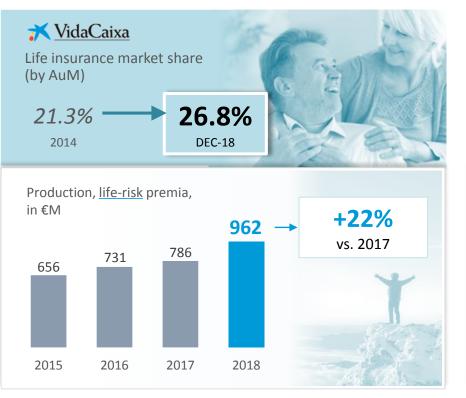
€358	Customer for CaixaBank (	unds managed by Group	+4.3%	+4.8%	-2.7%
$\Delta$ YTD	<b>+€9.0</b> Bn	(+2.6%)	Deposits <sup>1</sup>	Savings insurance	AuM <sup>2</sup>
	xaBank, a unique advisory model	Breakdown of own mutual fu segments (%), as of Dec-18	unds AuM by	Market share in term savings <sup>3</sup>	medium & long-
	<b>13,772</b> employees certified in advisory	85% Premio		19.0%	<b>21.3%</b>
	Digitalisation to better serve clients		e Banking	19.0%	
	Solutions for short, medium and long- term	K CaixaBank Private Banking	CaixaBank Wealth Smart Money	2014	2017 2018

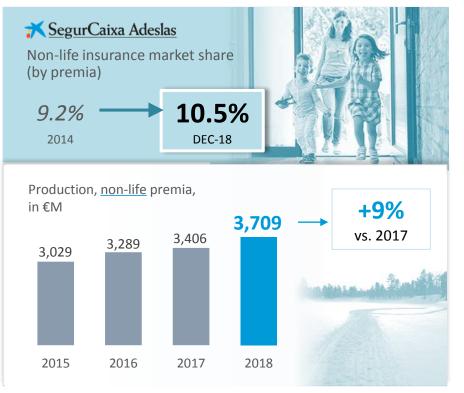
(1) Demand deposits, time deposits, retail debt securities and subordinated liabilities (3) It includes market share of mutual funds managed by CABK AM, pension plans and savings insurance. In 2018, internal estimate



# Familyseguros

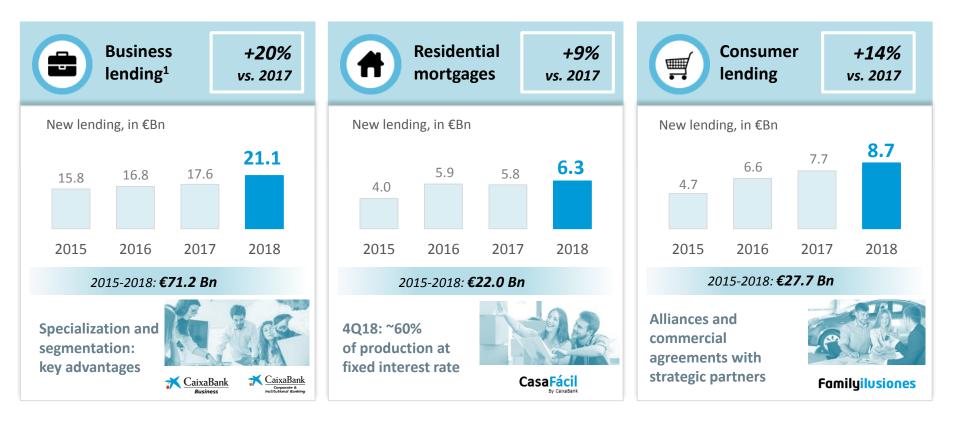
# **Excellent track record in protection products and services**





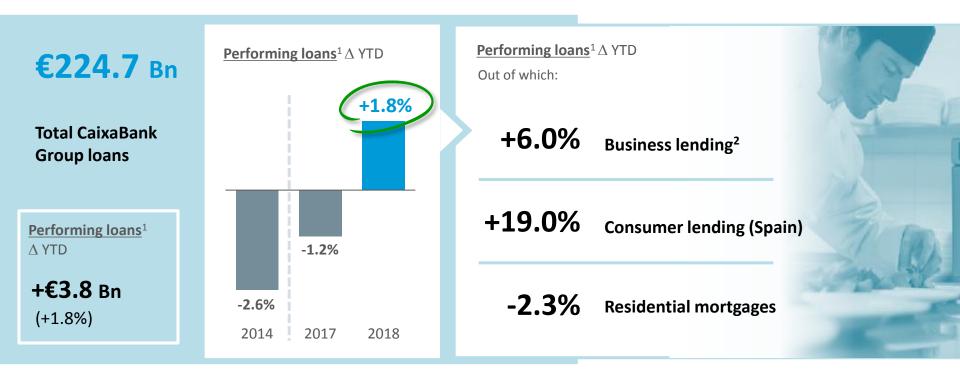


### Loan production continues to outpace



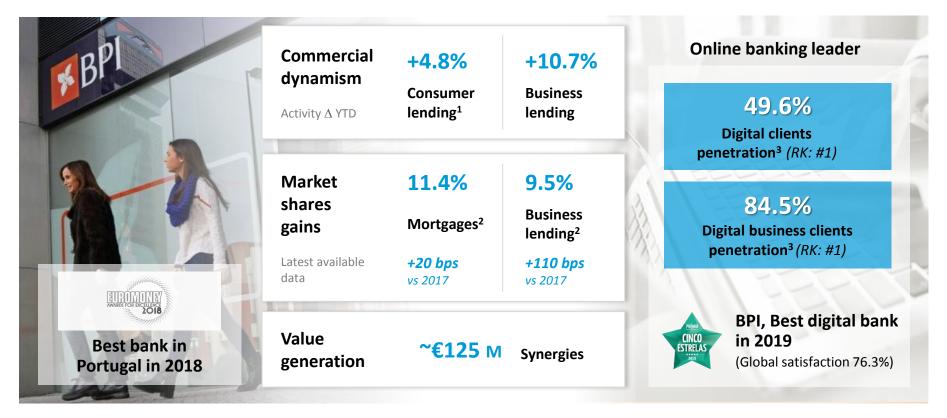


## Positive trend in loan book





## In Portugal, maintaining growth dynamics of recent quarters



<sup>(1)</sup> Consumer lending and other credit to individuals
 <sup>(2)</sup> Source: Bank of Portugal. Latest available data
 <sup>(3)</sup> % of clients of each bank using the channel. Source: BASEF Banca, DataE 2018. Period February – August 2018

Note: Activity data according to BPI reports

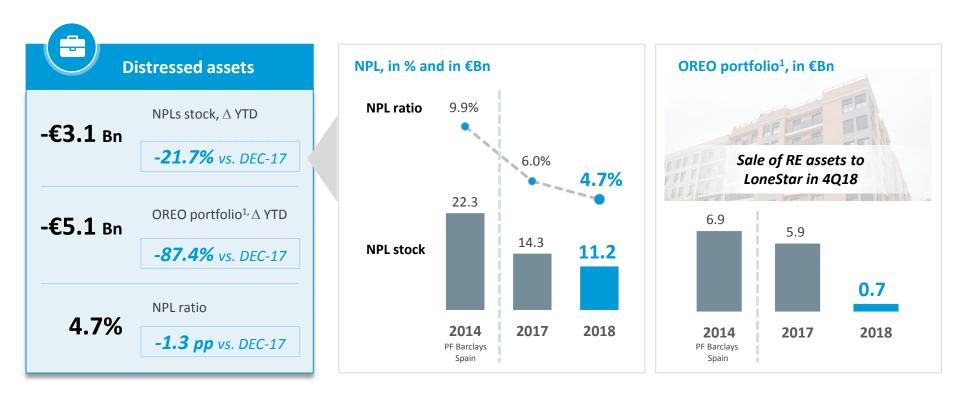




# Significant de-risking



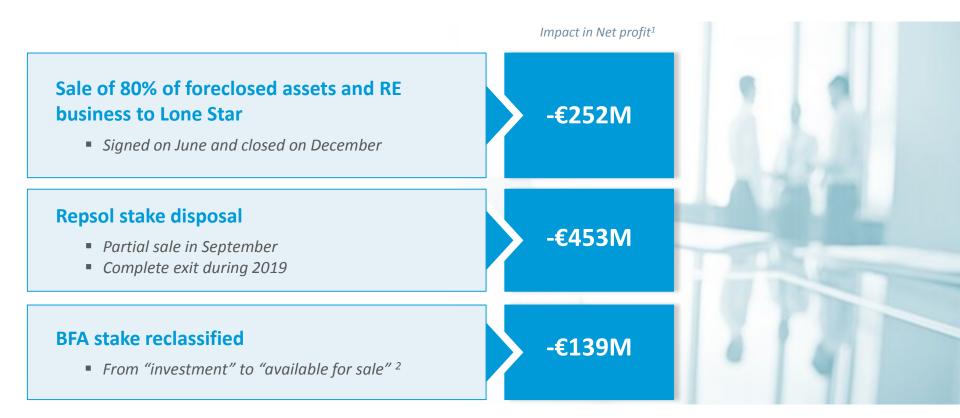
## Drastic decline in NPAs (NPLs and OREO portfolio)



CaixaBank Group data

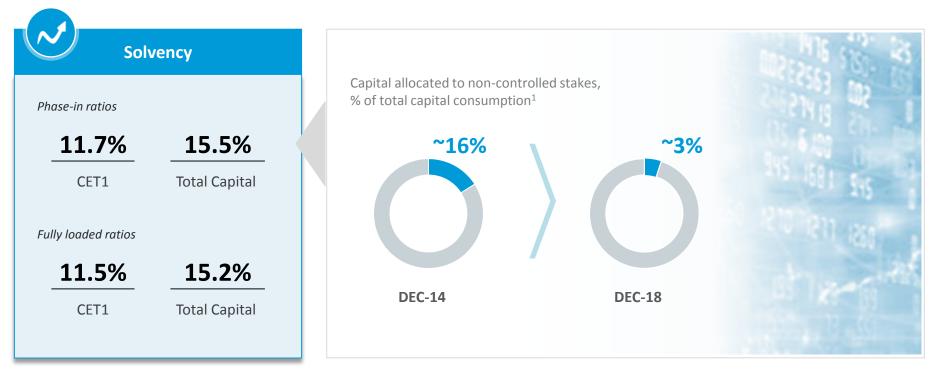


## Decreasing significantly the weight of non-strategic assets



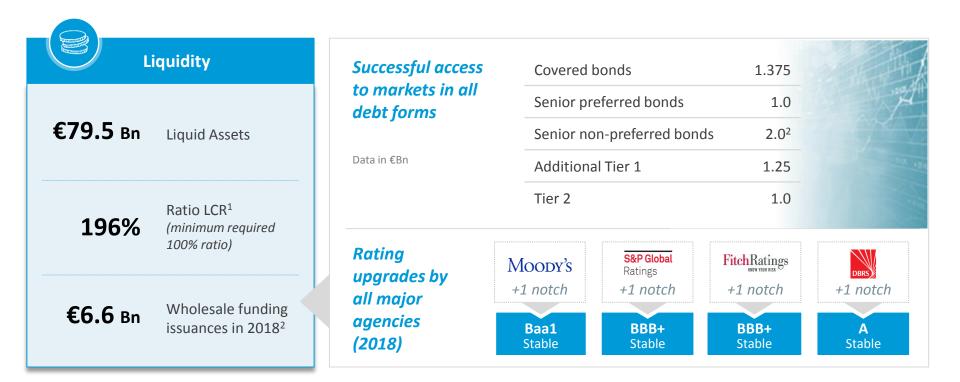


# High solvency ratios, with a more efficient capital allocation after Repsol stake sale and BPI acquisition





## **Excellent liquidity levels**



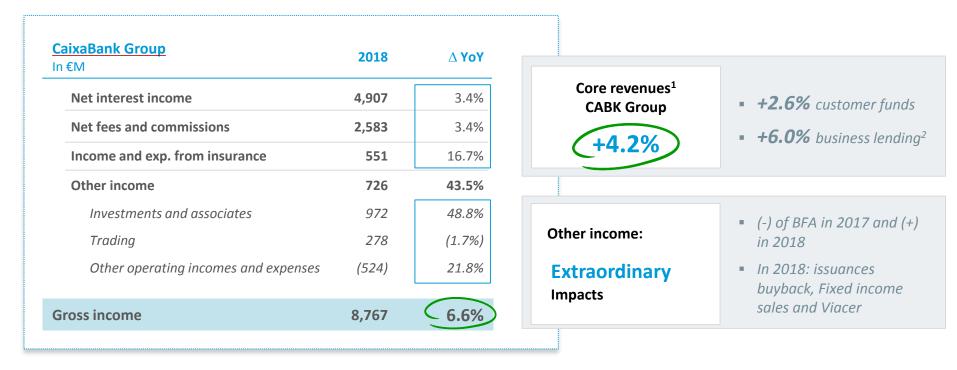




# **Profitability and Sustainability**



### Revenue growth on higher activity in the year



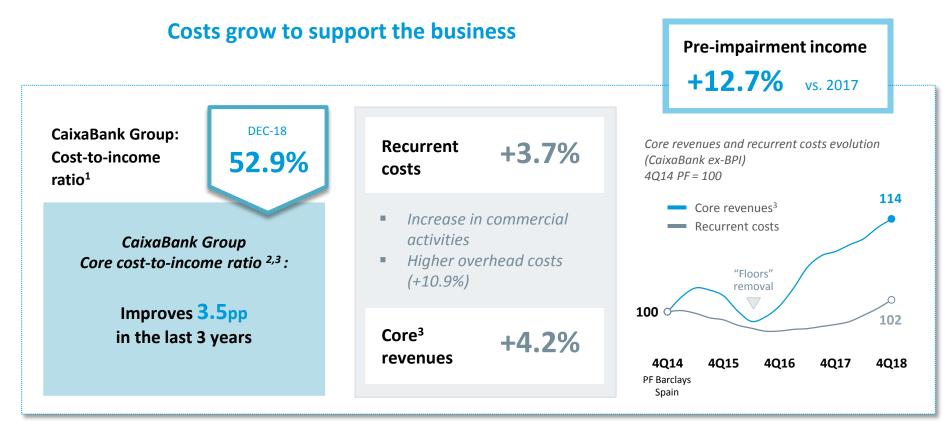
Note: In 2018, BPI accounts for 12 months, vs. 2017 with BPI accounting for 11 months (February - December)

(1) NII + Fees + life-risk premia, equity accounted income from SegurCaixaAdeslas and BPI bancassurance stakes.

(2) Performing business loans (excluding RE developers)

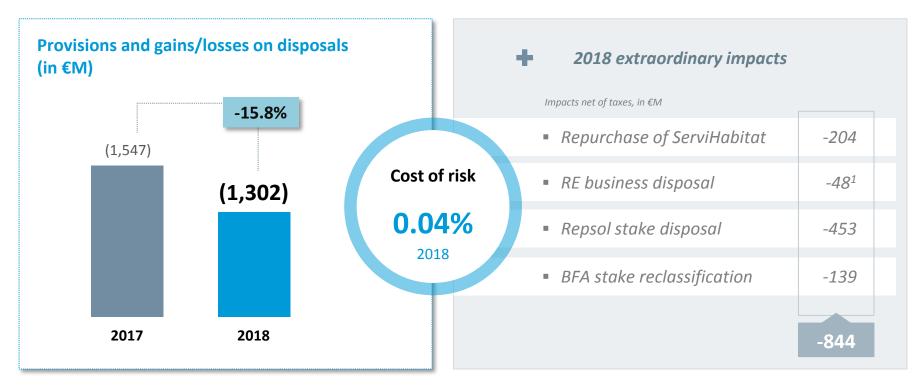
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### **Provisions reduction**



<sup>(1)</sup> Global impact of RE portfolio sale. It is included in "Gains/losses on disposals"

Note: In 2018, BPI accounts for 12 months, vs. 2017 with BPI accounting for 11 months (February - December) Cost of risk: total allowances for insolvency for the last 12 months over average loan book. It includes an extraordinary provision release of c.€275M derived

from updating the recoverable value of a large credit exposure. Excluding this release, cost of risk would stand at 0.16%

35



# Growth in core revenues above the increase in costs, lower allowances and higher BPI contribution

Profit attributable to the Group



Net interest income         4,907         4,746         3.4%           Net fees and commissions         2,583         2,499         3.4%           Income and exp. from insurance         551         472         16.7%           Other revenues         726         505         43.5%           Income from investments and associates         972         653         48.8%           Trading         278         282         (1.7%)           Other operating income and expenses         (524)         (430)         21.8%           Gross income         8,767         8,222         6.6%           Recurring operating expenses         (4,634)         (4,467)         3.7%           Pre-impairment income w/o extraord. exp.         4,133         3,755         10.1%           Extraordinary operating expenses         (24)         (110)         (78.1%)           Dan impairment losses and other provisions         (567)         (1,711)         (66.8%)           Gains/losses on disposals and other         (735)         164         -           Pre-tax income         2,807         2,098         33.8%           Income tax, minority interests and others <sup>1</sup> (822)         (414)         -	<u>CaixaBank Group data</u> In €M	2018	2017	% уоу
Income and exp. from insurance       551       472       16.7%         Other revenues       726       505       43.5%         Income from investments and associates       972       653       48.8%         Trading       278       282       (1.7%)         Other operating income and expenses       (524)       (430)       21.8%         Gross income       8,767       8,222       6.6%         Recurring operating expenses       (4,634)       (4,467)       3.7%         Pre-impairment income w/o extraord. exp.       4,133       3,755       10.1%         Extraordinary operating expenses       (24)       (110)       (78.1%)         Pre-impairment income       4,109       3,645       12.7%         Loan impairment losses and other provisions       (567)       (1,711)       (66.8%)         Gains/losses on disposals and other       (735)       164       -         Pre-tax income       2,807       2,098       33.8%         Income tax, minority interests and others <sup>1</sup> (822)       (414)       -	Net interest income	4,907	4,746	3.4%
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Pre-impairment income         4,109         3,645         12.7%           Loan impairment losses and other provisions         (567)         (1,711)         (66.8%)           Gains/losses on disposals and other         (735)         164         -           Pre-tax income         2,807         2,098         33.8%           Income tax, minority interests and others <sup>1</sup> (822)         (414)         -	Pre-impairment income w/o extraord. exp.	4,133	3,755	10.1%
Loan impairment losses and other provisions       (567)       (1,711)       (66.8%)         Gains/losses on disposals and other       (735)       164       -         Pre-tax income       2,807       2,098       33.8%         Income tax, minority interests and others <sup>1</sup> (822)       (414)       -	Extraordinary operating expenses	(24)	(110)	(78.1%)
Gains/losses on disposals and other       (735)       164       -         Pre-tax income       2,807       2,098       33.8%         Income tax, minority interests and others <sup>1</sup> (822)       (414)       -	Pre-impairment income	4,109	3,645	12.7%
Pre-tax income         2,807         2,098         33.8%           Income tax, minority interests and others <sup>1</sup> (822)         (414)         -	Loan impairment losses and other provisions	(567)	(1,711)	(66.8%)
Income tax, minority interests and others <sup>1</sup> (822) (414)	Gains/losses on disposals and other	(735)	164	-
	Pre-tax income	2,807	2,098	33.8%
Profit attributable to the Group1,9851,68417.8%	Income tax, minority interests and others <sup>1</sup>	(822)	(414)	-
	Profit attributable to the Group	1,985	1,684	17.8%

<sup>(1)</sup> FY18 includes -€55M from discontinued operations related to ServiHabitat from its acquisition in July 2018 until closing of the real estate business disposal in December 2018. Note: In 2018, BPI accounts for 12 months, vs. 2017 with BPI accounting for 11 months (February - December)



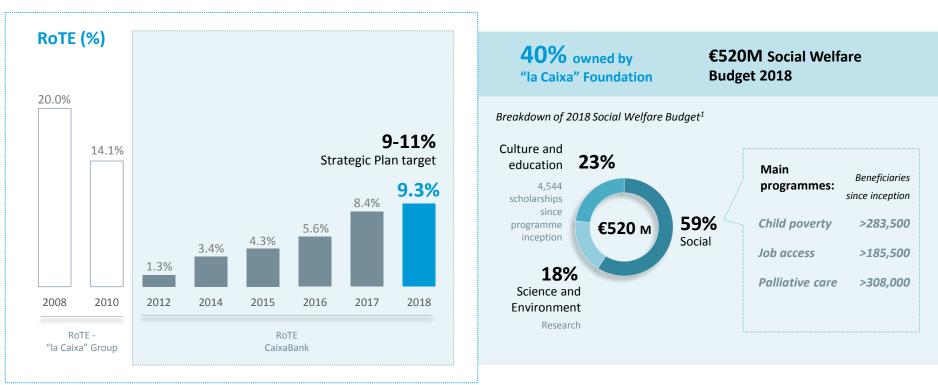


# We end 2015-2018 Strategic Plan reaching reasonable levels of profitability





# An adequate profitability allows "la Caixa" Foundation to sustain a Welfare Trust of more than €500M





# 2019 horizon

IMPORTANT SECTORIAL CHALLENGES

#### **Change in customer behaviour**

- Increasing use of digital channels
- Branches for higher value operations and lower transactionality

Need of strong investment in business transformation

**Extension of low interest rates environment** 

Limited growth in volumes

Sharp increase in expenses due to sectorial inertia

Cost of Risk below cycle average

Need for adaption of the distribution network to the client

- Extending opening hours
- Doubling Store branches
- Maintaining rural network
- Boosting models of remote customer service

Constant quest for efficiency to secure sustainability





WE WILL CONTINUE TO INVEST IN OUR CORE BUSINESS AND TO BE COMMITTED TO:

- Being closer to customers
- Maintaining profitability that secures sustainability
- Remaining a benchmark in responsible banking





Sculture



# 2018 Results Presentation Friday, February 1st, 2019



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