



INTEGRATED
CORPORATE
REPORT

[2013]

*Being true to
your values is
what makes you big*

INTEGRATED CORPORATE REPORT **[2013]**





The UN Global Compact Principles

CaixaBank is a member of the United Nations Global Compact. The Principles of the United Nations Global Compact covered in the text are presented at the beginning of each section of this Integrated Corporate Report, which also serves as a Communication on Progress Report.

Principle 1 Businesses should support and respect the protection of internationally proclaimed human rights.

Principle 2 Businesses should make sure that they are not complicit in human rights abuses.

Principle 3 Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.

Principle 4 Businesses should support the elimination of all forms of forced and compulsory labor.

Principle 5 Businesses should uphold the effective abolition of child labour.

Principle 6 Businesses should support the elimination of discrimination in respect of employment and occupation.

Principle 7 Businesses should take a precautionary approach to environmental challenges.

Principle 8 Businesses should undertake initiatives to promote greater environmental responsibility.

Principle 9 Businesses should encourage the development and diffusion of environmentally friendly technologies.

Principle 10 Businesses should work against corruption in all its forms, including extortion and bribery.

NOTE: The non-financial information disclosed in this report has been verified by Deloitte according to the terms set forth in the Independent director assurance report attached as Appendix 3. Economic and financial information was obtained from the audited financial statements of the CaixaBank Group, available on our corporate website.



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[CaixaBank in 2013] Overview of a year of sound management

Strong commercial capacity, with a leading multichannel strategy

First-choice bank for almost 1 in 4 households in Spain



The largest network
in Spain

5,730
branches

9,597
ATMs

Online banking

9.2
million
customers



Mobile banking

3.8
million
customers



Payment methods

13
millions of cards

245,130
POS terminals



Employees

31,948
persons



Integrations of **Banca Cívica** and **Banco de Valencia** completed



Voted **Best Bank in Spain** for second consecutive year by **Euromoney**



Voted **Bank of the Year** by **The Banker**



Voted **most innovative bank in the world** in the Global Banking Innovation Awards conferred by the Bank Administration Institute and Finacle (BAI)



Awarded **European Seal of Excellence** awarded by the European Foundation for Quality Management (EFQM) with a score of +500 points, certified by AENOR (2012)



Most Innovative Bank in the World

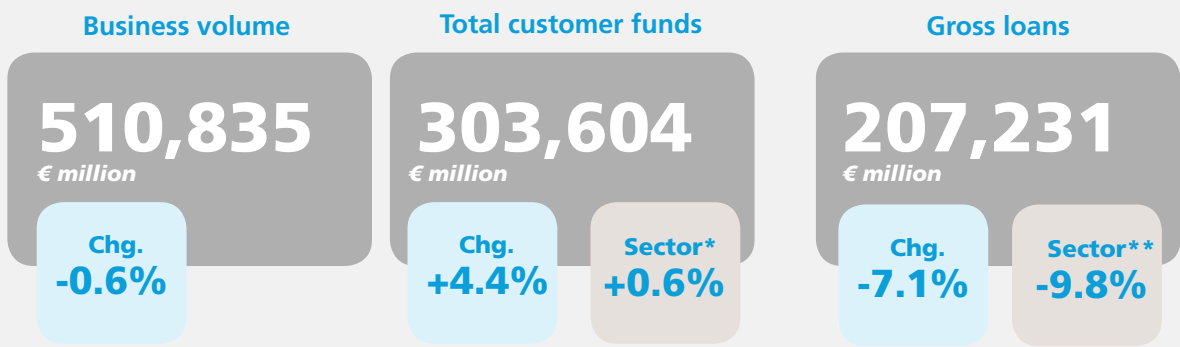


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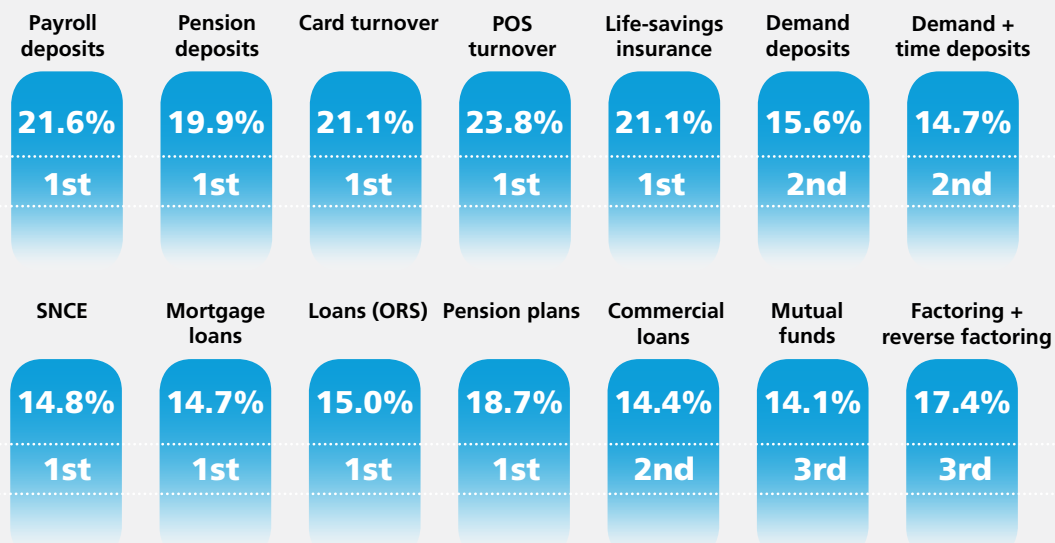
Consolidating our leadership: boosting market share in main products and services



*"la Caixa" Research estimate, based on Bank of Spain data

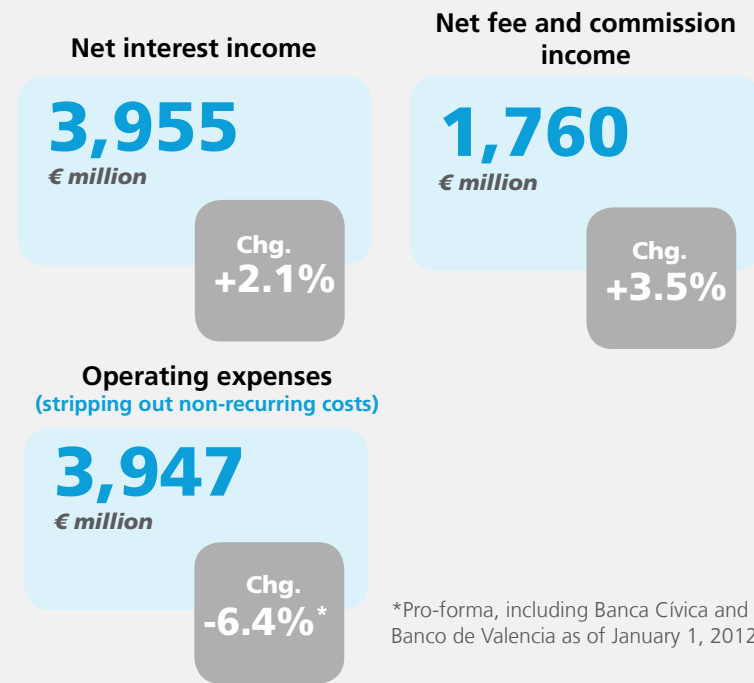
**In-house. Source: Bank of Spain

Market* shares and ranking



*December 2013. Source: Bank of Spain

Sustained capacity to generate earnings and cut costs



*Pro-forma, including Banca Cívica and Banco de Valencia as of January 1, 2012.

Robust operating results





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Sizeable NPL allowances and write-downs

Prudent risk management with adequate coverage ratio

7,501
€ million

Fair value adjustments

€2,507 M

Profit and Loss

€4,994 M

High coverage ratios

Risk management

61%
for NPLs

54%
for foreclosed
real estate assets

Reduction in doubtful
balances in 4Q

€511 M

Real estate commercial
activity

€2,180 M

Increased financial strength

Liquidity

Capital adequacy

60,762

€ million

(+€7,670 M)

€29,142 M

Balance sheet liquidity

€31,620 M

Unused ECB discount
facility

Loan to deposit

109.9%

Core Capital Basel II

12.9%

(+197 basis points)

11.7%

CET1-fully loaded (Basel II)

11.2%

CET1-phase in (Basel III)



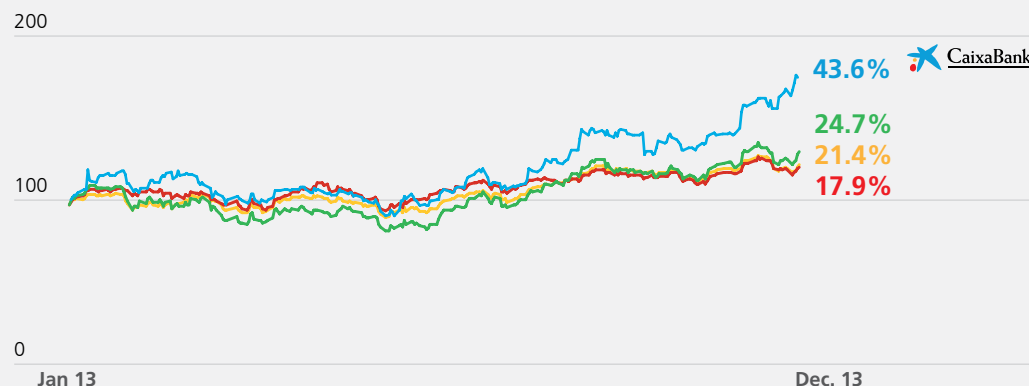
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[CaixaBank shares]

Trend in share price vs. indices / Share price performance



Increase in CaixaBank share price

43.6%
throughout 2013

60.4%
in 4Q

- CaixaBank
- Spanish banks*
- IBEX 35
- Eurostoxx, European banks

*Spanish banks: Internally-prepared peer share price index (Bankia, Bankinter, BBVA, Popular, Sabadell and Santander), weighted by daily market capitalization.

Key indicators

<p>Market capitalization</p> <p>19,045 € million</p>	<p>Share price at end of year</p> <p>3.788 euros</p>	<p>Book value per share - fully diluted (12/31/13)^(*)</p> <p>4.43 euros</p>	<p>Share price/book value</p> <p>0.86 PICA</p>
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*The quantity of shares is calculated including the shares resulting from the conversion of all of the issued debentures and bonds mandatory convertible into CaixaBank shares. Treasury shares at December 31, 2013 have been deducted.



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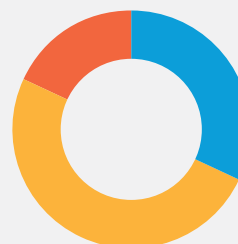
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Position in sustainability indices



Analysts

23 national and international brokerage companies cover CaixaBank (at December 31, 2013)



Outstanding leadership in retail banking in Spain and healthy balance sheet

82% of analysts have issued "hold" or "sell" recommendations

3.61 euros per share, average target price

Shareholder remuneration

Dividend yield

20 euro cents per share

5.3% considering share price at December 31, 2013

6.9% considering average share price in 2013

Quarterly payout through Scrip Dividend Program

CaixaBank's Scrip Dividend Program

Shareholders can choose one of the three options or a combination thereof

Remuneration in shares

Option **A** (Default option)
Receive shares from the bonus share issue
(NO TAX WITHHOLDING)

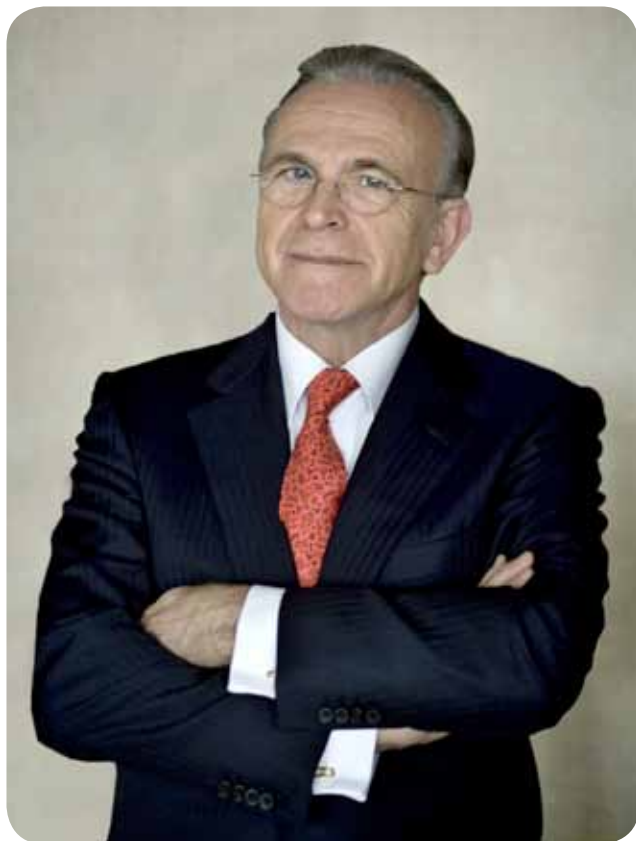
Remuneration in cash

Option **B**
Receive cash by selling the free subscription rights allocated in the scrip issue on the market.
(NO TAX WITHHOLDING)

Option **C**
Receive cash by selling the free subscription rights allocated in the scrip issue to CaixaBank.
(TAX WITHHOLDING)



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[Letter from the Chairman]

2013 has once again been a year of growth. After the acquisition of Banco de Valencia, we now serve 13.6 million customers throughout Spain. 27 of every 100 Spaniards are CaixaBank customers, and for almost one in four, we are their main bank. We are therefore making further progress in consolidating our leading position in retail banking and achieving a balance across regions, in line with the objectives defined in our 2011-2013 Strategic Plan.

CaixaBank has been able to maintain its business volume despite the profound restructuring of the financial sector and marked deleveraging. Indeed, the bank has seen an increase in funds, outstripping that of the market, while the decline in lending has been less pronounced than in the market as a whole. We have brought in 6.9% more retail funds: an excellent indication of our customers' faith in our institution.

Our healthy performance is also fruit of prudent, forward-looking and meticulous management. Despite historically low interest rates, we have managed to boost net interest income, while significantly containing costs. Off the back of our banking activity and also our ability to generate non-recurring gains, CaixaBank achieved a net profit of €503 million in 2013, even after shoring up the balance sheet through allowances and write-downs of €7,501 million.

The earnings obtained by "la Caixa" from the financial activity of CaixaBank and its subsidiary Criteria CaixaHolding, enabled a budget of €500 million to be allocated to the "la Caixa" Foundation for 2014; maintaining the levels of the previous six years. Our willingness and endeavor to open up opportunities for the most disadvantaged members of society remain the same as they did on day one. This budget positions the "la Caixa" Foundation as the leading private foundation in Spain and one of the most important in the world.

CaixaBank ratifies its commitment to adhere to the ten principles on human rights, labor, the environment and anti-corruption laid down in the United Nations Global Compact, as part of its overarching dedication to social responsibility.

To close, I would like to extend my sincerest thanks to everyone who has placed their trust in us, and once again contributed to CaixaBank retaining its status as Spain's top bank and made it possible for us to fulfill our underlying mission: our commitment to society.

Isidro Fainé Casas



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[Letter from the Deputy Chairman and C.E.O.]

A turning point was reached in 2013, marked by an upturn in confidence and improved economic forecasts, although pressures on the financial system persisted.

In this climate, CaixaBank enjoyed a successful year, improving its competitive position and further strengthening its already healthy balance sheet; thereby laying the foundations for efficient, profitable and solvent growth. We also continued to offer our shareholders an attractive payout.

The outstanding sales drive over the last 12 months resulted in very solid results in a year in which the integration of the technological infrastructures of Banca Cívica and Banco de Valencia was also completed. All these efforts enabled us to hit our 2011-2014 Strategic Plan growth targets ahead of schedule.

CaixaBank is Spain's leading retail bank, boasting a market share of 14.6% by business volume. During 2013, we gained ground in most of the retail banking product segments and aim to continue to grow, remaining true to our values of leadership, trust and social commitment, unlocking the value of innovation and talent development.

Our model is built upon an accessible and specialized value proposal, made possible by our enduring dedication to service quality and innovation and a multi-channel distribution model. We have a workforce of over 31,000 professionals and the largest network of branches, ATMs and POS terminals in the Spanish market, offering a flagship electronic, mobile and online banking service.

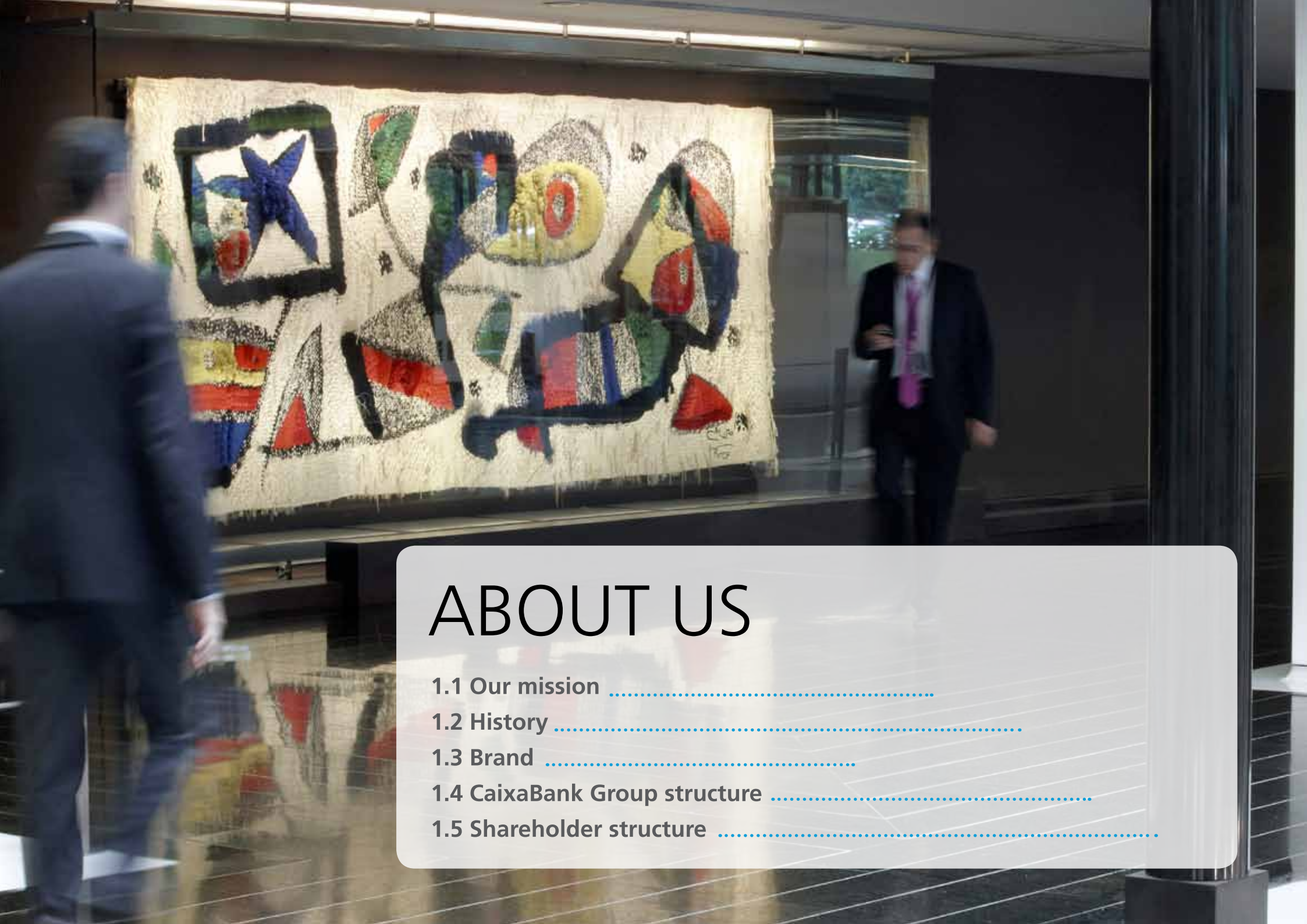
The intensive sales campaign was accompanied by shoring up our capital (Basel II Core Capital ratio of 12.9%) and liquidity (€60,762 million, up €7,670 million from 2012). These areas were a priority during the year, along with a forward-looking and appropriate approach to risk management (NPL coverage ratio of 61%).

Once again, the bank demonstrated its capacity to generate earnings: gross income climbed to €6,632 million off the back of the banking business's first-rate performance. The Group's structure was also streamlined and further synergies tapped, contributing to efficient cost controls. This enabled us to recognize significant write-downs and allowances.

The combination of all these factors –service quality, innovation, commercial and financial strength and ability to generate income– is certainly the best way of guaranteeing our business' long-term future.

We will continue to strive to generate value for our stakeholders, giving priority to service quality to exceed our customers' expectations, offering our employees greater professional development opportunities, acting responsibly, and achieving sustained earnings to enable "la Caixa", our main shareholder, to manage its Foundation's welfare projects as effectively as possible.

Juan María Nin Génova



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[1.1 Our mission]

We are not just a bank. We are CaixaBank

“ *The essence of our mission is to serve people and drive economic and social development in the widest sense in the regions in which we operate.*

Isidro Fainé, Chairman



The leading financial group in the Spanish market. A group that is useful to society, ethically committed, technically efficient, close to people.

“ *CaixaBank is committed to customer service and excellence. It is a forward-looking entity and invests to build a sustainable and socially responsible banking model.*

Juan María Nin, Deputy Chairman and C.E.O.

OUR RAISON D'ÊTRE

Respect for our code of ethics and staying true to our founding values
LEADERSHIP, TRUST AND SOCIAL COMMITMENT

WHAT WE DO

Financial business

Specialized management

Tailor-made value proposal for each segment

Multi-channel management

At the forefront of the sector thanks to our leadership in technological innovation

Diversified business

Internationalization

We stand side-by-side our customers and spread risk

Investments

We diversify earnings through investments in strategic sectors

HOW WE DO IT

Excellence

Conscientious management and high-quality service

Innovation

Substantial technological capability and forward-thinking approach

Customer proximity

Wide reach and dedication to local communities

Talent

Transformational leadership model

WHY WE DO IT

Historical commitment to people and society

Positive impact of our activity from an economic, environmental and social perspective

2011-2014 Strategic Plan: Nine challenges and nine transversal projects
A clear strategy for a hundred year-old mission



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[1.2 More than 100 years of history]

CaixaBank’s origins go back to 1904 when Francesc Moragas founded the institution, Caja de Pensiones para la Vejez (“la Caixa”), along with a number of entities from Catalan civil society to encourage savings and welfare provisions, objectives which today may appear to be purely financial but in those days of social instability, were a huge help for the most disadvantaged citizens.

Moragas established a private institution with a new economic and social savings agenda, which was the precursor to country-wide social provision: one of the mainstays of today’s welfare state. From the very beginning, the institution stood out for a number of reasons: its proximity and ties with the local community;

its strategy to open branches in the main towns in which it did business; its social commitment realized through the incorporation of the “la Caixa” Foundation into its organizational structure to ensure effective and professional management; an innovative and ground-breaking management style; and the introduction of new savings models and pioneering use of information technology.

This unique management model has been maintained over the years, and today, CaixaBank – the product of a long list of entities joining Moragas’s original project – is proof that the founding principle of providing support to people and the local community is still at the heart of the bank’s work.

CaixaBank continues a tradition in banking and finance that dates back to the beginning of the twentieth century



Opening of Igualada (1909) branch



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A banking tradition that dates back over 100 years



1904

Caja de Pensiones para la Vejez y de Ahorros de Cataluña y Baleares founded.

1918

Integration of the "la Caixa" Foundation into the savings bank's organizational structure.

1955

Start of development of social housing.

1963

Start of roll-out of IT systems with the implementation of the Electronic Accounting Service.

1975

Commercialization of first credit cards.

1979

Introduction of first ATMs.

1980-1990

The savings bank launches a plan to invest in leading service and infrastructure corporations to generate returns on its funds and diversify its revenue streams.

1982

Unveiling of a new corporate image featuring the Miró star as the savings bank's symbol.

1990

Caja de Ahorros y Pensiones de Barcelona is incorporated through the merger of Caja de Ahorros y Monte de Piedad de Barcelona, founded in 1844, and Caja de Pensiones para la Vejez y de Ahorros de Cataluña y Baleares, founded in 1904.

2000

"la Caixa" contributes practically all its stakeholdings to Caixa Holding, S.A.U., bringing its already significant portfolio of subsidiaries and investees under a single management strategy.





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2007
 "la Caixa" approves an initial public offering of its investment portfolio, grouped under Criteria CaixaCorp, in which "la Caixa" would hold a controlling stake.

January 2011
 Creation of CaixaBank. Framework agreement for the reorganization of the "la Caixa" Group under which the latter would start to carry out its banking business activity indirectly through CaixaBank, a listed bank.

2012
 Acquisition of Banca Cívica by CaixaBank.

2013
 Shareholders of Banco de Valencia vote at an extraordinary general meeting on June 12 to approve the acquisition of Banco de Valencia by CaixaBank.

2008-2010
 Criteria CaixaCorp operates as an investment group with stakes in the banking, financial, and services sectors.

June 2011
 As part of the restructuring, "la Caixa" transfers its banking business (except for certain assets, mainly real estate, and certain liabilities) to Criteria CaixaCorp, now CaixaBank, a banking group, with the latter transferring to "la Caixa" part of its industrial shareholdings and newly-issued shares for a total amount of €2,044 million.

July 2011
 CaixaBank stock market flotation.



77 mergers

Throughout our history, other entities sharing the same values and dedication to leadership and serving society have joined our project.

- **1915**
Caja de Ahorros del Empordà
- **1930**
Caja Rural de la Federación Católicoagraria de Ibiza
- **1979**
Caja de Ahorros y Monte de Piedad de Lleida
- **1987**
Caja Rural de Talavera
- **1990**
Caja de Ahorros y Monte de Piedad de Barcelona
- **1996**
Banco Granada-Jerez
- **2010**
Caixa Girona
- **2012**
Banca Cívica
- **2013**
Banco de Valencia



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[1.3 Brand]

Developing a strong corporate personality through its brand is the best approach to raise awareness of CaixaBank’s unique identity and strengthen its market position. We are not just a bank. We are CaixaBank.

The key to building the CaixaBank brand is respect for and loyalty to our corporate values, which shape and provide inspiration for our management model; our distinctive approach to banking. Our actions define us. Our market reputation is fruit of the day-to-day endeavors of all our Group’s personnel and the experience we have serving all our customers.

The CaixaBank brand defines us as a leading bank that generates value for all its customers, shareholders, employees and society as a whole, with:

- A dynamic and proactive leadership style
- Physical and emotional links to all stakeholders
- Security and solvency
- Innovative solutions and cutting-edge technologies
- Respect for society, the environment and people
- Dedication to the local community

Our values: an ever-present reference for building our brand

Leadership

The result of a desire to improve and the pursuit of excellence. Based, above all, on responsibility, integrity, pushing for the highest standards and team work.

Trust

The product of honesty and professionalism. With understanding, through dialogue and by being open and accessible. Offering the highest quality service and care.

Social commitment

A cornerstone of our origins, our founding value. It is what makes us unique and sets us apart: Our historical commitment to people and society.



“You are the Star” (Tú eres la estrella) summarizes and transmits our willingness to serve and devotion to all our customers:

- A overarching slogan that brings meaning to our symbol – the famous star by Joan Miró – shining light over all our activities.
- Encompassing our entire communications drive and engaging all our customers with our brand.

Biography of a star

At the end of the seventies, “la Caixa” decided to create its own corporate identity, setting it apart from other institutions. The aim was to give it a unique, easily-recognizable personality, capable of reflecting its founding principles. It chose what it deemed to be the most appropriate and innovative proposal: to ask Joan Miró, the most important artist in Catalonia and the Balearic Islands who enjoyed global renown, to make a tapestry from which an emblematic symbol could be drawn.

In 1980, this process led to the star and its colors which are so Mediterranean and characteristic of the artist’s work, becoming the institution’s symbol, setting a trend for branding and corporate images in the financial sector.





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The value of the CaixaBank brand is over \$2,350 million, according to Brand Finance

The CaixaBank brand was highly valued by experts in 2013, who ranked it as a leading brand in Spain. In the latest *Top 500 Most Valuable Banking Brands* league table devised by Brand Finance and published in *The Banker*, the bank climbed 33 places in the world ranking to 79th, with a financial value topping \$2,350 million.

In order to maintain this brand vitality, internal branding management has been bolstered through the Cultural Reinforcement Program, while externally, a new department was created in 2013 bringing together brand, sponsorship and corporate image functions.

Sponsorship

Sponsorship is a fundamental lever for boosting awareness of the CaixaBank brand and underpinning its standing through universally-recognized values that define our corporate culture. Sponsorship is another communication tool we use to explain who we are and where our affinities lie.

Sponsorships with shared values



Leadership and trust:
Spanish national basketball team

This sponsorship deal links us with a top team in this sport, who are close to their public, have a polished image and a shared goal. CaixaBank shares all these values and fully identifies with them. The agreement with the Spanish Basketball Federation (FEB, as per the Spanish acronym) extends to all the lower categories, and focuses especially on the women's national squad.



Excellence and quality:
Cap Roig Festival

Sponsorship for 13 years of one of Spain's best summer music festivals in Jardines de Cap Roig, on the Costa Brava. A unique experience for the event's over 2,000 attendees.

The premise of this sponsorship is to put on the best artists and quality services, positioning the brand at the level CaixaBank aims to reach every day.



Proximity to and dialog with customers: **Local sponsorship deals**

Our accessibility to customers and willingness to engage with them bring us closer to the events that define each community we serve. CaixaBank sponsors over 200 local events such as the *pelota* tournaments [a court sport played with a ball using one's hand] in the Basque Country and Navarre, sea rowing championships on the Cantabrian coast, or Tenerife's carnival; all of which clearly demonstrate the bank's involvement in and proximity to each and every region in which it operates.



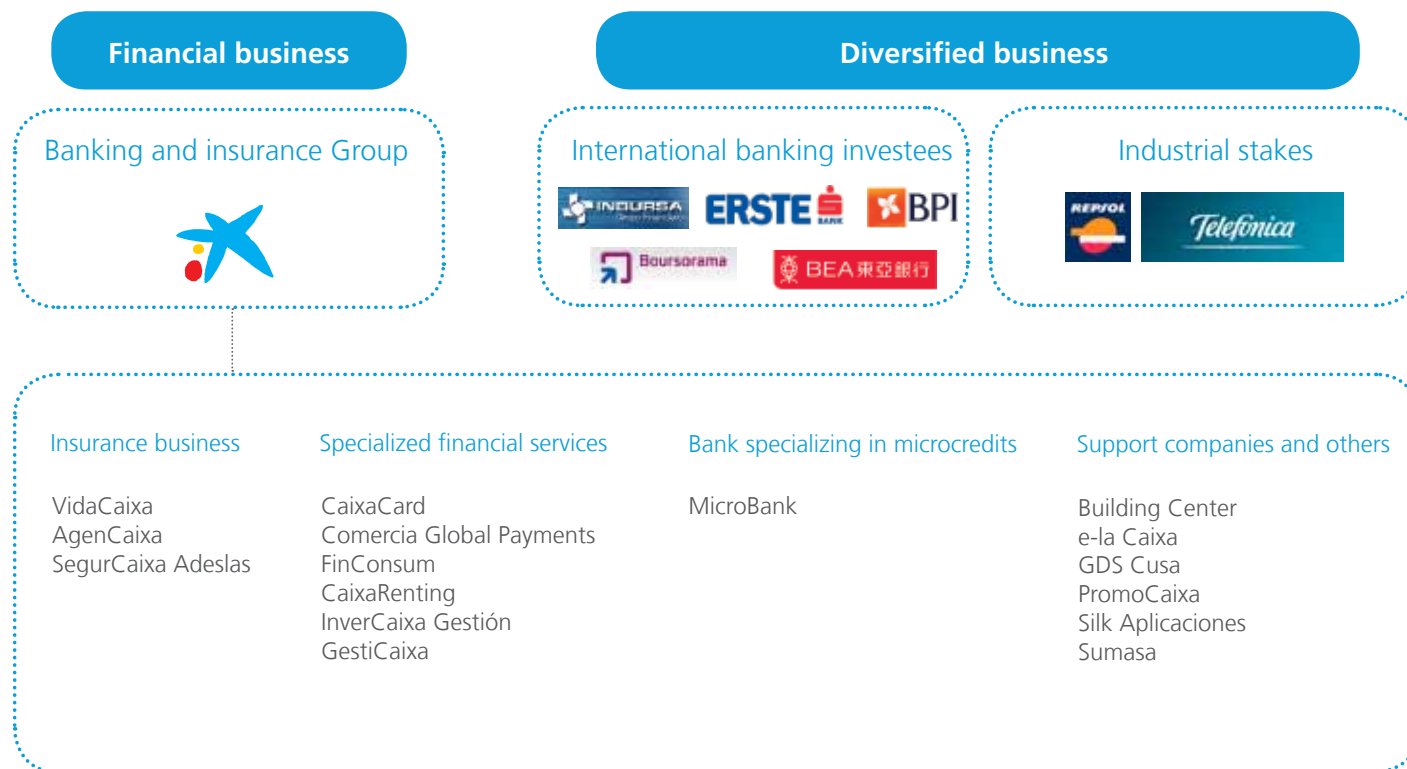
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[1.4 CaixaBank group structure]

CaixaBank is an integrated financial group engaged in banking and insurance activities that holds stakes in international banks and in leading service sector companies.

CaixaBank provides banking and insurance services through a number of subsidiaries that contribute to achieving the bank's commercial targets and ensuring a high level of customer service excellence, provided through their own operations or by offering operational support to the banking activity.

It also benefits from several support companies that complement and bolster its commercial offering and end-to-end service.





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Insurance business

CaixaBank rounds out its catalog of banking products and services with a specialized offering of life insurance, pension plans and general insurance products, through VidaCaixa and SegurCaixa Adeslas.

The VidaCaixa Group was restructured in 2013, a process that included the integration of Banca Cívica's insurance arm. As a result, VidaCaixa took over VidaCaixa Group (including the integrated Banca Cívica life insurance companies), while SegurCaixa Adeslas acquired Banca Cívica's non-life insurers from CaixaBank.

VidaCaixa

The Group offers a wide range of insurance and pension plan products instrumented through VidaCaixa for individual customers and VidaCaixa Previsión Social for large companies and groups. This offering is backed by a personalized service provided through specific offices, CaixaBank branches and electronic channels.

It also provides risk-life insurance for individuals and businesses, and a wide range of pension plan and life-savings insurance products. At the end of 2013, the bank led the Spanish market, with a

20.7% share of the pension and insurance market.

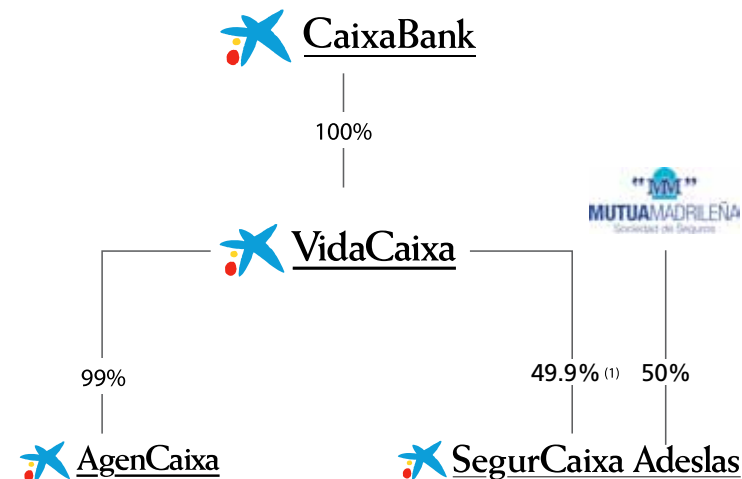
The company manages its investments in strict adherence to the United Nations Principles for Responsible Investment (UNPRI). It also joined Spainsif in 2013: the Spanish socially-responsible investment forum.

Further information in the Socially-responsible investments and Specialized management sections

SegurCaixa Adeslas

This is the Group's non-life insurance company at the forefront of the Spanish health insurance market, while also enjoying a strong position in home and automobile insurance.

For further information



(1) 0.08% held by non-controlling interests

VidaCaixa, boasting 3.6 million customers (+14.1 vs 2012)

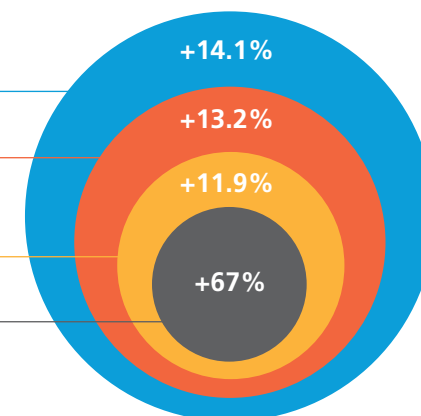
3.6 million insured parties and unit holders

2.7 million individual customers

907,000 corporate customers

726 multinationals, 28 IBEX companies and 339 public entities

174,000 SME and self-employed customers





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Specialized financial services

The CaixaBank Group includes a set of companies offering a wide range of complementary fund management services and specialized financing products.

100%	→ CaixaCard, S.A.	→ Manages the card business, with a view to extending and improving the products and services currently offered to customers and develop new technologies (such as contactless NFC, pay-by-mobile, e-wallets). Includes <i>Money to Pay</i> specialized in pre-paid cards. The management focus is on extending and improving the pre-paid products and services offering, as well as opening new sales channels.
49%	→ Comercia Global Payments. Entitat de pago, S.L.	→ Partnered with Global Payments to manage retail-focused electronic payment services.
100%	→ FinConsum	→ Offers consumer financing products, mainly through distributors of goods and services and automobile dealers. Manages a portfolio of €1,165 million, with a business volume of €849 million. In 2013, it took over the financing business of Banco de Valencia and signed an agreement with Telefónica to incorporate Telefónica Consumer Finance in 2014.
100%	→ CaixaRenting	→ Arranges equipment lease financing through the CaixaBank branch network. At December 31, 2013, it managed a portfolio of lease agreements totaling €507 million.
100%	→ MicroBank	→ Specializes in offering microcredits and other financial products with the basic aim of fostering productive activity, job creation, personal and family development and encouraging financial inclusion.
100%	→ InverCaixa Gestió	→ The Group's Collective Investment Schemes (CIS) management company. At December 31, 2013, it handled funds totaling around €22,018 million across a diverse range of products, including mutual funds, SICAVs and portfolios.
100%	→ GestiCaixa	→ Manages asset securitization, handling 20 securitization funds at December 31, 2013 with a volume of bonds in circulation of approximately €9,818 million.



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Support companies and others

The CaixaBank Group also encompasses a number of subsidiaries whose main objective is to provide services to the bank.

100%	→ BuildingCenter	→ Performs property investments and sells, administrates and manages properties linked to CaixaBank's activity and its own properties.
100%	→ e-la Caixa	→ Responsible for managing and developing CaixaBank's electronic channels and providing services to other Group companies. e-la Caixa is entrusted with the commercial management and support services of non-physical channels, working in collaboration with the branch network.
100%	→ GDS Cusa	→ Renders services related to the management of arrears and the centralized management of specific CaixaBank operational tasks. Took over TradeCaixa (100%) in August 2013.
100%	→ PromoCaixa	→ Entrusted with managing promotional and customer loyalty programs, purchasing promotional items and performing other marketing activities.
100%	→ Silk Aplicaciones	→ Entrusted with managing the Group's technology architecture and providing IT services to CaixaBank and its subsidiaries, and with the international expansion of this architecture. Its subsidiary, Silc Inmobles (100%), manages the new data processing center, which houses the Group's data processing equipment and infrastructure. It also holds a 49% interest in IT Now through a strategic alliance with IBM.
100%	→ Sumasa	→ Manages, on behalf of CaixaBank and the "la Caixa" Group companies, services relating to the construction and maintenance of buildings and premises, and their facilities. It operates a marketplace through a proprietary IT platform, and manages logistics services and office and IT supplies procurement on behalf of third parties.



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[1.5 Shareholder structure]



At December 31, 2013, CaixaBank's capital was represented by 5,027,610,282 shares, with a par value of €1.00 each.

The bank's controlling shareholder is Caja de Ahorros y Pensiones de Barcelona, "la Caixa", which holds a 64.37% stake. The bank's free float (the portion of share capital not held by the majority shareholder and members of the Board of Directors) is distributed among more than 735,000 shareholders, with over half being held by institutional investors.

CaixaBank has not been informed of any agreements between its shareholders for the concerted exercise of voting rights or that could constrain the free transfer of shares, except for the agreement described on the bank's website.

[For further information](#)

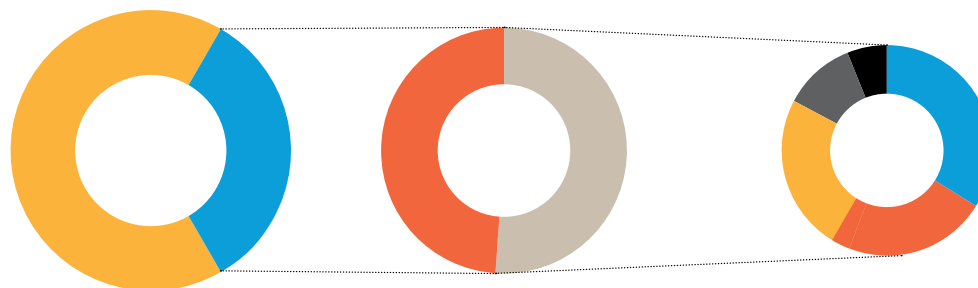
Policy on treasury shares

Transactions with treasury shares (involving 0.04% of share capital at the 2013 reporting close) must always be for legitimate purposes and in accordance with prevailing regulations, such as supporting the

market liquidity of CaixaBank shares or enhancing regularity in trading. Treasury share operations must never be carried out in order to intervene in the free market or to benefit certain shareholders of CaixaBank.

[For further information](#)

Shareholder structure



"la Caixa" and members of its Board of Directors 66.4%

Free float 33.6%

Institutional investors 51%

Retail shareholders, employees 49%

United States 33%

Great Britain and Ireland 26%

Spain 22%

Rest of Europe 14%

Rest of the world 5%





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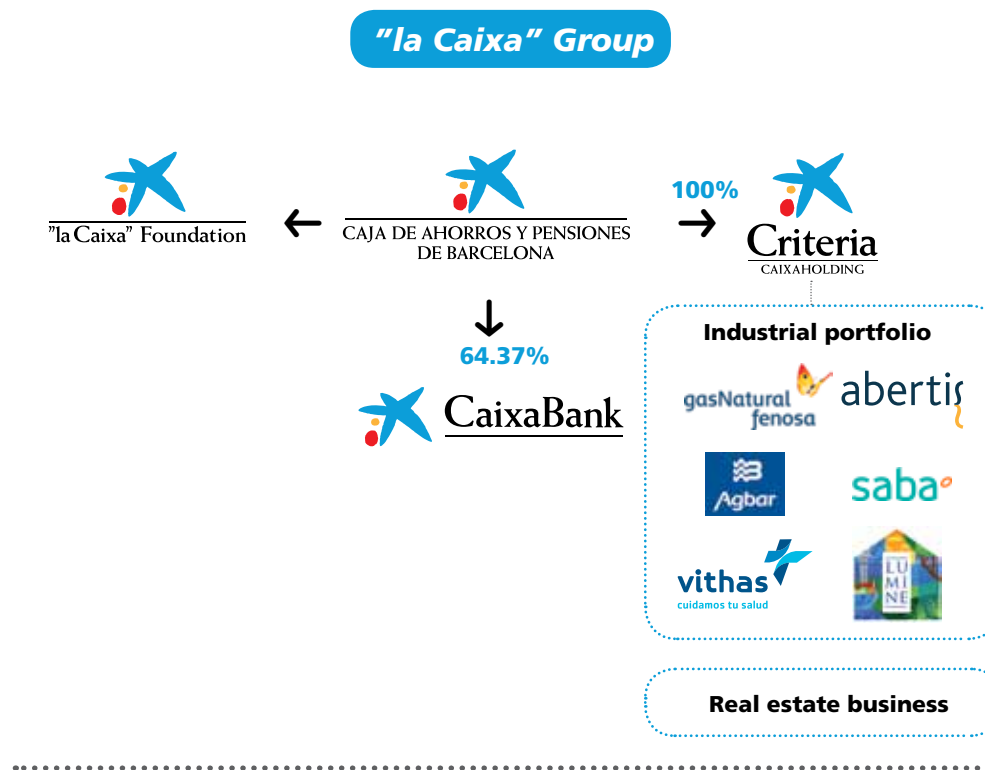
"la Caixa", controlling shareholder

CaixaBank's controlling shareholder is Caja de Ahorros y Pensiones de Barcelona, "la Caixa". This savings bank's long-standing financial tradition began in the 19th Century, with the management of household savings and the provision of old-age pensions, over 100 years before this type of social welfare benefit became established practice.

During 2014, "la Caixa" will be converted into a banking foundation in accordance with Law 26/2013.

The institution has a deep commitment to the well-being of society, borne out through its financial activity (through CaixaBank) and its extensive social welfare activities. Through Criteria CaixaHolding (a solely-owned company), "la Caixa" also guides the Group's strategy of investing in economic sectors of importance for the community, including Abertis (transportation and communications infrastructure management), Gas Natural Fenosa (energy distribution), Aguas de Barcelona (water distribution), Saba (car park and logistics park management) and Vithas (healthcare).

For further information



Relationship between CaixaBank and "la Caixa"

The relationship between "la Caixa" and CaixaBank, and between their respective groups, is governed by an internal protocol providing a transparent view of how CaixaBank carries out the financial activity of "la Caixa".

This protocol sets out CaixaBank's main areas of activity, defines the business and service relations between the institution and the "la Caixa" Group and its companies, and regulates the flow of information needed to prepare their financial statements and to comply with the reporting and oversight obligations of the Bank of Spain, the CNMV, and other regulatory bodies. The protocol defines all the activities CaixaBank may carry out in accordance with prevailing legislation governing credit institutions, the investments and divestments it may make in all types of Spanish and foreign financial companies, and the possibility of making joint investments with the "la Caixa" Group.



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"la Caixa" Foundation

Since it was founded, the "la Caixa" Group has been firmly dedicated to offer the most vulnerable members of society opportunities that remove them from the risk of social exclusion and division. This same willingness is the driving force behind its social initiatives to find solutions to emerging challenges and new social needs, channeling the financial earnings of "la Caixa" to support citizens. Its goal is to build bridges between members of society and encourage coexistence; create new education, human development and job opportunities for people; and help them to assimilate local culture and values. All this is predicated on a desire to reach the highest number of people, prioritizing support for the most disadvantaged populations and those groups facing a greater risk of social exclusion.

For the last 11 years, the "la Caixa" Foundation has been the leading private foundation in Spain and one of the most important in the world in terms of funds invested and the range and number of initiatives carried out. With a budget of €500 million (which has remained stable over the last six years), its programs are varied, ranging from providing care and services to vulnerable groups to developing, raising awareness of and spreading culture, science and knowledge, with special emphasis on education and training.

During 2013, "la Caixa" focused once again on responding to the needs of the most disadvantaged members of the population to alleviate the impact of the economic downturn:

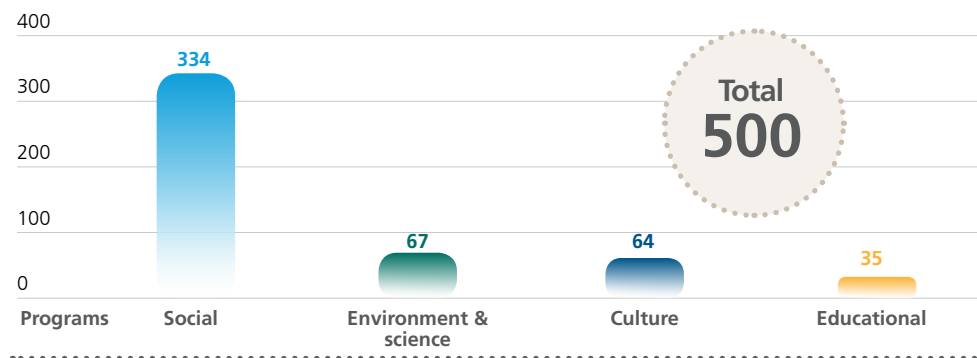
- Prevention of child poverty (CaixaProinfancia): 58,242 beneficiaries.
- Improved access to decent housing for young people, the elderly, and families facing economic difficulties (Accessible Housing and Solidarity Renting programs), with over 10,300 apartments rented.
- Support for job creation and equal opportunities in the workplace for groups facing greater difficulties (Incorpora and Reincorpora programs), with 14,638 work opportunities created.
- Promotion of active aging, healthy lifestyles, learning and IT use among the elderly, as well as their full integration into society. The Gente 3.0 program has benefited 734,434 individuals.

In addition, the "la Caixa" Foundation continued to target education and training (eduCaixa and university scholarships), high-level research, environmental protection, and universal access to culture and scientific knowledge, across all areas of society.

For further information

2013: allocation of "la Caixa" Foundation's budget

(€ million)



500 € million budget in each of the last six years

11 years as the leading private foundation in Spain

42,546 activities developed in 2013

More than 8.78 million participants in 2013



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Retail shareholders and institutional investors

CaixaBank's commitment to its minority shareholders is one of the bank's top priorities. This commitment is borne out both by the strong remuneration and the educational initiatives, information services, and other benefits extended to shareholders.

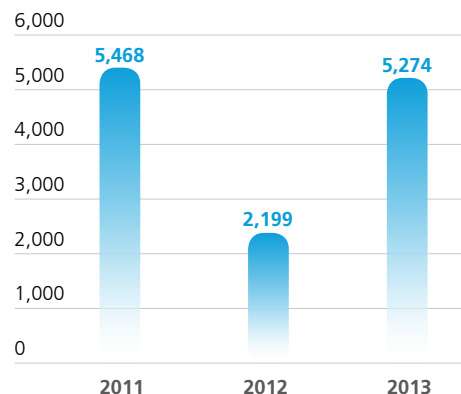
In 2013, CaixaBank fine-tuned its existing initiatives, extending their reach and visibility, while also rolling out new proposals. The bank also shored up its shareholder communication channels in order to quickly address shareholder concerns, doubts and consultations, as well as to receive their comments and proposals for improvement. In recognition of these efforts, CaixaBank received the *Foro de Buen Gobierno's* award for the best shareholder service initiatives.

Institutional investors

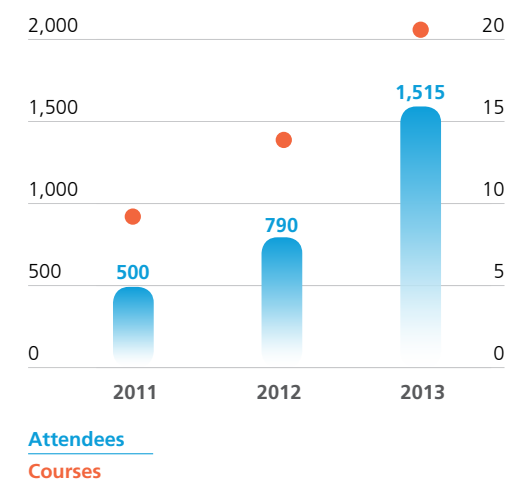
Relations with institutional investors and analysts were further nurtured during the year, strengthened through close communication. Over 240 meetings were arranged with institutional investors in the main financial marketplaces (London, Paris, New York, Boston, Toronto, Tokyo, etc.), as well as 13 banking sector conferences offering a new point of contact for CaixaBank and these investors.

The management team also gave a webcast to present the quarterly results, during which analysts and institutional investors were given the opportunity to ask questions.

Enquiries handled by the Shareholder Information Service



Shareholder courses and conferences held in 2013



Foro de Buen Gobierno award for best shareholder service initiatives in 2013



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CaixaBank alongside its shareholders in 2013

Personalized service

- **5,274 exchanges** through the Shareholder Information Service by email and over the telephone.
- **22 face-to-face meetings**, in order to report on the bank's earnings, shareholder remuneration and all initiatives targeting shareholders.
- **Two meetings of the** CaixaBank Shareholder Advisory Committee, which comprises 17 members representing the bank's shareholder base.
- Launch of the **Shareholder Office Roadshow**, offering an additional service to the Barcelona Shareholder Office.
- **Nine visits to the corporate headquarters**, through the Conocer CaixaBank [Get To Know] Program, attended by 206 shareholders.
- **Specific shareholder advice corner** during the Annual General Meeting, which was broadcast live via a webcast.

Multiple information channels

- **221,629 visits to the Shareholder Services area** on the corporate website; redesigned based on suggestions from shareholders themselves on how to improve access to information.
- **600,000 copies of the Shareholder Magazine** – a quarterly publication offering corporate information.
- **CaixaBank Shareholder Handbook** for new shareholders, with corporate information and other aspects of interest.
- **Daily, weekly and monthly reports** by the Shareholder Information Service, which shareholders can subscribe to free of charge. These are sent by e-mail.
- **Three million e-mails and text messages** in relation to the Annual General Meeting, among other information.

Knowledge-building and sharing

- Launch of the **Aula shareholder training** program featuring face-to-face courses on macroeconomic and stock-market issues, conferences with speakers from the academic and financial arenas, and online resources such as videos, handbooks and manuals; all available on the corporate website.
- Three sessions, attracting 250 participants, of the **CaixaBank Shareholders' Circle** (Círculo de Accionistas): a conference cycle featuring speakers from the academic, institutional and financial worlds and covering the most salient economic topics in an easy-to-understand manner.

Exclusive advantages

- **Financial benefits**, such as exemption from paying fees for the purchase, administration or custody of CaixaBank shares deposited at the bank; the CaixaBank Share Investment Account; or the CaixaBank shareholder card, which is free for shareholders holding at least 1,000 shares and entitles holders to exclusive benefits.
- **Regular offers** for shareholders – technology products, travel, etc.
- **Four competitions** for shareholders to find out more about the bank, with 4,380 people taking part.
- A variety of **cultural**, and sporting **events** and informative sessions such as the Shareholder Day held in July in various cities across Spain to commemorate the second anniversary of CaixaBank's flotation.



CORPORATE GOVERNANCE

2.1 Governance model.....

2.2 Business ethics.....



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[2.1 Governance model]



One of CaixaBank's priorities, as set out in the 2011-2014 Strategic Plan, is to guarantee the bank's transparency, independence and good governance in order to safeguard the interests of all stakeholders and instill confidence in our investors, Spanish and foreign alike.

At CaixaBank, the control and management of the bank is shared by the Annual General Meeting, the Board of Directors and the Board committees: the Executive Committee, the Audit and Control Committee and the Appointments and Remuneration Committee.

The Chief Executive Officer is tasked with the company's everyday management and ordinary decisions and is ultimately accountable to the Board and the Executive Committee.

Best governance practices

- One share, one vote
- Separation of duties between Chairman and C.E.O.
- All stakeholders represented on the Board
- Minority shareholders protected
- 22.2% of the Board are women (26.3% until December 12, 2013 when a female Independent director stood down)
- 22.2% of Board members are Independent director (26.3% as from February 27, 2014 when a new Independent director was appointed to cover the existing vacancy)
- Majority of the members of the Audit and Control Committee and the Appointments and Remuneration Committee are external directors, while the chairpersons of both committees are Independent directors



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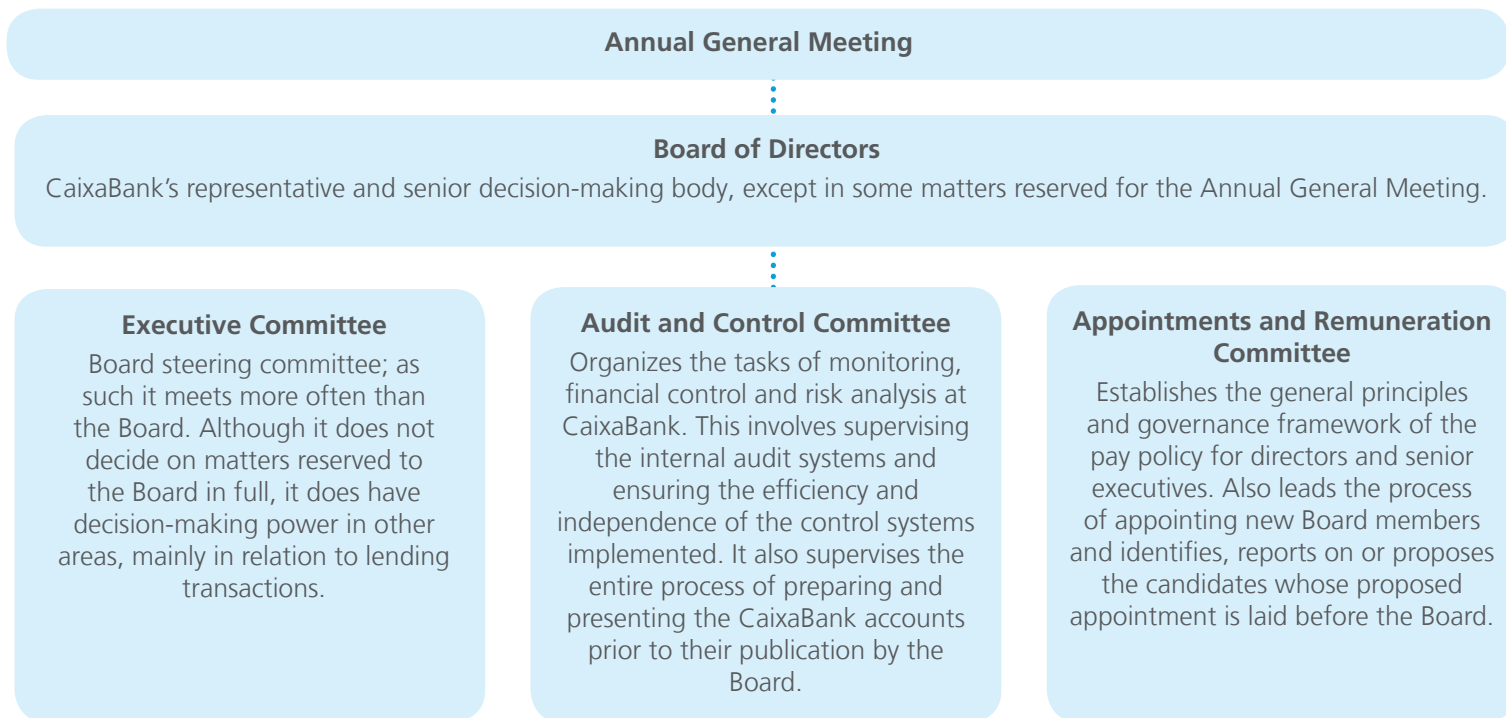
Annual General Meeting

All the bank's shareholders are eligible to exercise their voting rights and appoint a proxy through means of remote communication. Shareholders owning at least 1,000 CaixaBank shares, either individually or pooled with other shareholders, are entitled to attend general meetings in person.

Board of Directors

CaixaBank's representative and senior decision-making body, except in some matters reserved for the Annual General Meeting.

For further information on the Annual General Meeting



Annual General Meeting

Board of Directors

CaixaBank's representative and senior decision-making body, except in some matters reserved for the Annual General Meeting.

Executive Committee

Board steering committee; as such it meets more often than the Board. Although it does not decide on matters reserved to the Board in full, it does have decision-making power in other areas, mainly in relation to lending transactions.

Audit and Control Committee

Organizes the tasks of monitoring, financial control and risk analysis at CaixaBank. This involves supervising the internal audit systems and ensuring the efficiency and independence of the control systems implemented. It also supervises the entire process of preparing and presenting the CaixaBank accounts prior to their publication by the Board.

Appointments and Remuneration Committee

Establishes the general principles and governance framework of the pay policy for directors and senior executives. Also leads the process of appointing new Board members and identifies, reports on or proposes the candidates whose proposed appointment is laid before the Board.



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Board of Directors

Directors at December 31, 2013



Isidro Fainé Casas
Chairman
Proprietary director



Eva Aurín Pardo
Proprietary director



Salvador Gabarró Serra
Proprietary director



Javier Ibarz Alegria
Proprietary director



Maria Dolores Llobet Maria
Proprietary director



Juan Rosell Lastortras
Other external director



Alejandro García-Bragado Dalmau
Secretary (non-director)



Juan María Nin Génova
Deputy Chairman and C.E.O.
Executive/Proprietary director



Maria Teresa Bassons Boncompse
Proprietary director



Susana Gallardo Torrededia
Independent director



David K.P. Li
Other external director



Alain Minc
Independent director



John S. Reed
Independent director



Óscar Calderón de Oya
First Deputy Secretary
(non-director)



Fundación Caja Navarra
Proprietary director
represented by
Juan Franco Pueyo



Javier Godó Muntañola
Proprietary director



Juan José López Burniol
Proprietary director



Leopoldo Rodés Castañé
Proprietary director



Fundación de Carácter Especial
Monte San Fernando
Proprietary director
represented by **Guillermo Sierra Molina**



Adolfo Feijóo Rey
Second Deputy Secretary
(non-director)



Xavier Vives Torrents
Independent director



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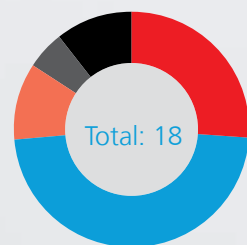
Representation of stakeholders on the governing bodies

CaixaBank's Board of Directors is made up of proprietary directors (representatives of its majority shareholder "la Caixa" and of Fundación Caja Navarra, Fundación de Carácter Especial Monte San Fernando, Caja General de Ahorros de Canarias and Caja de Ahorros Municipal de Burgos, pursuant to the shareholder entered into with "la Caixa"), independent directors, executive directors and other external directors.

As majority shareholder, the "la Caixa" Board of Directors proposes appointments to the CaixaBank Board from among its own members and Managing Director. In doing so, the Board must take into account the various groups represented on its own Board so that they will be represented on the CaixaBank Board.

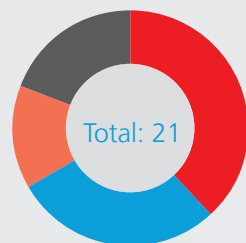
Minority groups are represented on the CaixaBank Board by through a significant number of independent directors.

Board of Directors of CaixaBank



Independent directors	4
"la Caixa"	9
Savings banks	2
Executive directors	1
Other external directors	2

Board of Directors of "la Caixa"

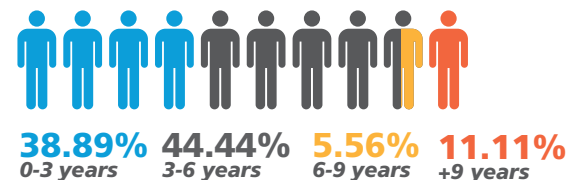


Deposit holders	8
Founding and community-interest entities	6
Employees	3
Local corporations	4

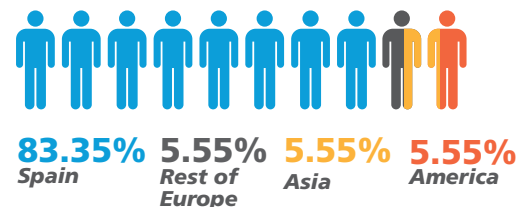
Diversity on the CaixaBank Board of Directors



Term of office

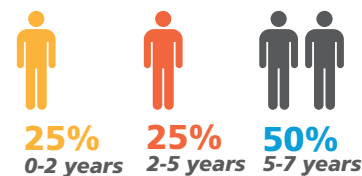


Origin



Independent directors: years on the Board

At 31/12/13





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Changes to the Board during 2013

In December, Ms. Isabel Estapé Tous was appointed as director of Criteria CaixaHolding, S.A.U, a "la Caixa" Group company, and submitted her resignation as a member of the Board of Directors of CaixaBank, which was accepted. Ms. Estapé was also a member of CaixaBank's Executive Committee and Chairwoman of the Appointments and Remuneration Committee.

Functions

The Board approves CaixaBank's strategy, making arrangements to put the strategy into effect. It also supervises and controls the senior management so that they meet the objectives set and operate in the best interest of the community.

In order to do so, it is responsible for:

- Supervising the performance of the bank and creating value for shareholders in a sustainable manner, within the framework of the policy for the prudent and efficient control and management of risk.
- Ensuring that the shareholders are kept informed about CaixaBank's progress and the main developments that affect its situation.

- Guaranteeing that CaixaBank honors its commitment to ethical conduct and equal treatment of shareholders.

Directors serve for a term of six years, although they may be re-elected or removed by the shareholders at the General Meeting. Independent directors may not serve on the Board for a continuous period of more than 12 years.





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Activities and relevant matters covered during the year

In 2013, the Board met on 14 occasions.

At these Board meetings there were a total of 22 absences among all of the Board members, with proxies without specific instructions being counted as absences. This represents non-attendance of 8.27% out of the total votes at Board meetings in 2013.

At each meeting, the Board members are updated by the Chairman and Deputy Chairman and C.E.O. of the general state of the domestic and world economy, and other matters such as:

- CaixaBank's financial, capital, commercial and risk positions and its results.
- Changes in the market value of the portfolio and share price performance.
- Investments and divestments.
- Shareholdings in international banks.
- The latest financial reporting and forecasts for the reporting close.

- Information on risks, in accordance with the calendar approved by the Board.
- Requests and communiqués received from the National Securities Market Commission (CNMV), the Bank of Spain, and other agencies and institutions.

The Board also discusses, examines, reviews and passes resolutions on recurrent matters including:

- The bank's strategy.
- Budget control and risk management.
- Relevant financial transactions and investments.
- Annual General Meeting notices and other matters related to these meetings and shareholders.
- Regulated financial reporting and reports (for internal and external dissemination) prepared by the bank, which the Board reviews and, where applicable, approves. These include: the Annual Corporate Governance Report, reports of management of CaixaBank treasury shares, assessments of the quality and efficiency of the Board's performance, the annual report on Board members'

remuneration, the report on the degree of compliance with the Code of Conduct on matters relating to the Securities Market, and evaluations of compliance with the Code of Ethics.

- Remuneration of Board members and executives.
- Targets for principal and core capital ratios.

Other one-off resolutions were also passed in 2013, including:

- Mergers with and acquisitions of other financial institutions.
- Transactions involving the conversion, issuance and/or exchange of securities and treasury share transactions.
- Approval of the reorganization of the insurance group.
- Appointment and removal of CaixaBank senior management.
- Approval of the CaixaBank workforce restructuring plan agreed with workers' representatives.

- Authorization to carry out share issues with a charge to distributable reserves under the Scrip Dividend Program.
- Ratification of the Protocol on Procedures for Selecting and Assessing the Suitability of Posts pursuant to Royal Decree 256/2013 of April 12. And approval of the reports assessing the directors' suitability.
- Approval of CaixaBank's Code of Business Conduct and Ethics, CaixaBank's Anti-corruption Policy, and the policies and manuals on the prevention of money laundering and the financing of terrorism.



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Board committees

1) Executive Committee

Chairman

Isidro Fainé Casas	<i>Proprietary director</i>
--------------------	-----------------------------

Members

Juan María Nin Génova	<i>Executive director</i>
Susana Gallardo Torrededía	<i>Independent director</i>
Javier Ibarz Alegría	<i>Proprietary director</i>
Juan José López Burniol	<i>Proprietary director</i>
Maria Dolors Llobet Maria	<i>Proprietary director</i>

Secretary

Alejandro García-Bragado Dalmau	Secretary (non-director)
Óscar Calderón de Oya	First Deputy Secretary (non-director)
Adolfo Feijóo Rey	Second Deputy Secretary (non-director)

Activities and relevant matters covered during the year

- Responsible for the day-to-day management of CaixaBank and for taking ordinary decisions under the direct authority of the Board of Directors, to which it reports.
- Reviewing and, where applicable, approving other recurrent matters such as:

- Information on the economy in general and competitors.
- Key data on CaixaBank including: accounting results, performance of commercial and financial activity, share price, resolutions passed on matters relating to personnel, and securities transactions performed
- Granting of loans and guarantees.
- Real estate sales.
- Filing of appeals for judicial review.
- Resolutions relating to investees.
- Analysis of corporate actions involving investments and divestments.





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2) Audit and Control Committee

Chairman	
Xavier Vives Torrents	<i>Independent director</i>
Members	
Salvador Gabarró Serra	<i>Proprietary director</i>
Alain Minc	<i>Independent director</i>
Secretary	
Alejandro García-Bragado Dalmau	Secretary (non-director)
Óscar Calderón de Oya	First Deputy Secretary (non-director)
Adolfo Feijóo Rey	Second Deputy Secretary (non-director)

Activities and relevant matters covered during the year

- Organizes the tasks of monitoring, financial control and risk analysis at CaixaBank. This involves supervising the internal audit systems and ensuring the efficiency and independence of the control systems implemented.
- Supervising the process of preparation and presentation of CaixaBank's regulated financial reporting and other public information prior to it being published by the Board.
- Analyzing regulated financial reporting submitted for approval by the Board of Directors every quarter or the transactions that are analyzed by this committee pursuant to the rules laid down in the Internal Relations Protocol between "la Caixa" and CaixaBank.
- Discussing, examining, making decisions on and issuing reports on matters such as:
 - The external auditor (appointment, independence, and report it issues).
 - Degree of completion and headline conclusions of the Internal Audit Plan
 - Internal audit reports issued at the Group and follow-up of the recommendations therein.
 - Monitoring the effectiveness of the internal control systems.
 - Monitoring the activity of Regulatory Compliance.
 - Overseeing the effectiveness of the mechanisms in place for employees to report in confidence on potentially significant irregularities at CaixaBank (Whistle-blowing Channel).
 - Supervising compliance with the Internal Rules of Conduct on Matters Relating to the Securities Market.
- Monitoring risk management systems
- Disclosures of transactions that involve or could lead to conflicts of interest between CaixaBank and its directors or parties related thereto.





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3) Appointments and Remuneration Committee

Chairman	
Susana Gallardo Torrededia	<i>Independent director</i>
Members	
Maria Teresa Bassons Boncompte	<i>Proprietary director</i>
Javier Godó Muntañola	<i>Proprietary director</i>
Secretary	
Alejandro García-Bragado Dalmau	Secretary (non-director)
Óscar Calderón de Oya	First Deputy Secretary (non-director)
Adolfo Feijóo Rey	Second Deputy Secretary (non-director)

Activities and relevant matters covered during the year

- Establishes the general principles and governance framework of the directors' and senior executives' pay policy and remuneration systems.
- Approves the Annual Report on the Remuneration of the Members of the Board of Directors.
- Leads the process of appointing new Board members and members of the Board committees and identifies, reports on or proposes the candidates whose proposed appointment is laid before the Board.
- Performs an annual check on the classification of directors.
- Proposes the appointment and removal of senior executives.
- In 2013, it was agreed to establish an internal unit responsible for preparing a proposal on internal procedures for selecting and continuously evaluating members of the Board of Directors and individuals in key positions, along with the first evaluation proposal (Royal Decree 256/2013 of April 12).

Best good governance practices

CaixaBank voluntarily adopts most of the recommendations set forth in the Unified Good Governance Code published by the CNMV.

However, the following points should be mentioned:

- The Code advises that boards of directors have between five and fifteen members to be of the appropriate size to function effectively and encourage participation. CaixaBank's Board has 19 members, although there were only 18 members at year end due to the position that became vacant on December 12. We consider that the composition of the Board is deemed to be suitable to ensure maximum effectiveness and participation with a wide variety of opinions.
- Another recommendation is that at least a third of the Board's members should be independent directors. At CaixaBank, the controlling shareholder, "la Caixa", has ten Board members representing its shareholding. Moreover, pursuant to the shareholder agreement signed when CaixaBank acquired Banca Cívica, a further two proprietary directors represent the shareholding of the "Savings Banks".

With regard to the external directors (six members: four independent and two external), two cannot be classified as independent because one is a member of the "la Caixa" General Assembly and the other is the Executive Chairman of BEA where CaixaBank is a significant shareholder.

At year end, the Board of Directors had four independent members and one vacant position held by an independent director until December 12. At the start of 2014 (February 27), the Board resolved to fill the vacancy by appointing another independent director.

- With regard to the presence of female directors on the Board of Directors (Recommendation 14), selection procedures are not biased in any way that may hinder the appointment of women to the Board. CaixaBank's Board of Directors has the highest share of women of any of the boards of IBEX 35 corporations.
- CaixaBank partially complies with the recommendation that if a member is forced to miss a Board meeting, he/she must appoint a proxy and issue them with specific instructions. At CaixaBank, Board members only miss meetings if it is impossible for them to attend.



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However, proxies, when appointed, do not generally include specific instructions for the proxyholder, so that the proxyholder can adhere to the outcome of the discussion by the Board.

- One of the recommendations in the Code is that in the case of remuneration linked to company earnings, deductions should be computed for any qualifications stated in the external auditor's report. Qualifications concerning this remuneration are not examined explicitly and therefore, no specific decisions are taken one way or another in this regard.
- The Code also recommends that the Board be kept up-to-date of matters covered and decisions taken by the Executive Committee, with all its members receiving a copy of the minutes of the meetings of this committee. CaixaBank's Board is informed of such matters but members do not receive a copy of the minutes.

- The minutes of the Appointments and Remuneration Committee meetings are available to all Board members through the office of the Secretary, but shall not be forwarded or delivered for reasons of discretion, unless otherwise ordered by the Chairman of the said committee. It is therefore concluded that CaixaBank partially complies with the recommendation on the organization of the Appointments and Remuneration Committee.
- Concerning the recommendation that the majority of the members of the Appointments and Remuneration Committee should be independent directors, it is worth highlighting that both the Audit and Control Committee and the Appointments and Remuneration Committee are formed solely by external directors and chaired by independent directors.

Nonetheless, independent directors were temporarily not in the majority on the Appointments and Remuneration Committee between December 12 (the date on which Ms. Estapé (independent director) stood down and February 27, 2014 when a new independent director was appointed to fill the vacancy left by Ms. Estapé and was also appointed as a member of the Appointments and Remuneration Committee.

-  **Access to the Unified Good Governance Code**
-  **Additional information on CaixaBank's regulatory compliance is available in its Corporate Governance Report**





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Remuneration

CaixaBank's remuneration policy for its teams and executives aims to encourage behavior that ensures value is generated in the long term, at the same time as attracting, motivating and retaining high-value individuals across all levels of the organization. The bank also strives to ensure remuneration policies and practices are in line with shareholders' long-term interests.

The Board strives to ensure that the remuneration of its members is moderate and commensurate with market conditions, that it is distributed in accordance with the effective commitment of the directors and is calculated in such a way as to offer incentives for the generous commitment of each director without becoming an obstacle to their independence.

This compensation must always be ratified by shareholders at the General Meeting. If deemed necessary, the Board of Directors may reduce compensation in a specific year.

Since 2013, the Board has received fixed annual remuneration. At the April 25 General Meeting, this was set at €3,100,000.

The resulting amount is distributed among the Board of Directors and its

Board Committees as the Board sees fit and pursuant to recommendations from the Appointments and Remuneration Committee, according to the duties and position of each member and their membership of each committee (which could result in different amounts being allocated to each member), and in terms of the timing and form of payment as attendance fees, remuneration stipulated in the Bylaws, etc.

Directors may also receive remuneration in the form of CaixaBank shares or shares in another listed Group company, share options or instruments linked to the share price.

Directors carrying out executive duties are entitled to receive remuneration for these duties, which may consist of a fixed amount, a supplementary variable amount and also incentive schemes, as well as benefits, such as pension plans and insurance, and also social security payments.

In the event directors are removed from their post for reasons not owing to a breach of duties, they may be entitled to receive compensation.

CaixaBank remunerates directors on a straight-line basis for sitting on the Board or belonging to any of its committees.

In 2013, the remuneration paid to Board members which was not linked to attendance at meetings broke down as follows:

- €81,000 p.a. paid to each member of the Board of Directors; and
- €27,000 p.a. paid to each member of the Executive Committee, the Audit and Control Committee and the Appointments and Remuneration Committee.

The remuneration received in 2013 by the members of the Board and its committees was unchanged in 2012 with respect to the new, 10% lower levels introduced in mid-2012.

Likewise, the Board of Directors resolved to establish additional remuneration for the Chairman of the Board for 2013 at €1,000,000 which is the same as that set in 2012.


The fixed remuneration of the Deputy Chairman and C.E.O. was set by the Board of Directors at €1,777,000, which is the same amount agreed for 2011 and 2012.

His variable remuneration for 2012 (to be paid in February 2013) was set at €658,894, based on a target amount of

€700,000, corresponding to a 94.13% achievement rate. This remuneration is paid in tranches:

- 20% in cash (in 2013); and
- 20% in shares (in 2013).
- Of the remaining 60%, 20% will be paid in February 2014, 20% in February 2015, and 20% in February 2016. All payments will be made half in cash and half in CaixaBank shares.

In 2013, the annual insurance policy premium of €100,000 was also paid, and €9,407.60 corresponding to interest and dividend income accrued in respect of the payment, in cash and shares, of the first third of the portion of the deferred 2011 bonus.

 For further information, please consult the 2013 Annual Report on the Remuneration of Members of the Board of Directors.



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Management Committee

At December 31, 2013



Isidro Fainé Casas
Chairman



Juan María Nin Génova
Deputy Chairman and C.E.O.

General Managers



Antonio Massanell Lavilla
Chief Resources Officer



Tomás Muniesa Arantegui
Chief Insurance and Asset Management Officer



Juan Antonio Alcaraz García
Chief Business Officer



Joaquim Vilar Barrabeig
Head of Audit, Internal Control and Regulatory Compliance



Xavier Coll Escursell
Head of Human Resources



Jaume Giró Ribas
Head of Communication, Institutional Relations, Brand and CSR

Deputy General Managers



Gonzalo Gortázar Rotaeché
Chief Finance Officer



Pablo Forero Calderón
Chief Risk Officer



Ignacio Álvarez-Rendueles Villar
Head of International Division

Executive Directors



Javier Pano Riera
Head of Treasury and Capital Markets



Ignacio Redondo Andreu
Head of Legal Advisory



Alejandro García-Bragado Dalmau
General Secretary



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Changes in Management Committee in 2013

On April 4, CaixaBank's Board of Directors appointed Mr. Forero as General Manager of Risks, subsequent to the appointment of Mr. Marcelino Armenter Vidal as General Manager of Criteria CaixaHolding, S.A.U.

Areas of action

The Management Committee meets weekly in order to resolve matters relating to implementation of the annual operating plan and organization of the Group. Occasionally and on a limited basis, the Chairman of the Board also attends CaixaBank Management Committee meetings.

The committee's duties include approving any structural changes, appointments, expense lines and business strategies. All areas and business lines are represented on the committee.

Duties of the areas represented

• General Divisions

Resources

Manages the following areas:

- Electronic channels (ATMs, internet banking and mobile banking).

- Payment methods products and services: card business, retailers and points of sale.
- The Group's real estate portfolio.
- The Group's investee portfolio and financial investments.
- IT and communications infrastructures, and IT services.
- Banking operating services and operating services related with securities and capital markets.
- Maintenance, logistics, fixed assets and works services for the Group, as well as the Procurement Area, with its services contracting platform and control mechanisms that ensure transparency in supplier contracting.
- Security (physical, software, intelligence, IT systems, etc.).
- Definition, implementation and improvement of efficiency in processes and activities throughout the organization (both Central Services and the branch network, as well as the Group's subsidiaries).
- Productivity measurements, assignment of personnel and definition of organizational structures.
- Integration of financial institutions.
- Quality measurement, both external (customers) and internal (processes).
- Customer service (claims and complaints).
- The Group's investment and expense budget.
- Innovation in order to promote a cultural change. Bringing in new ideas

and turning them into new business products and/or customer service improvements.

Insurance and Asset Management

Primarily oversees the following:

- Corporate development in the Insurance and Asset Management departments.
- Management of partnerships in the Insurance departments.

Risks

The main areas managed are:

- Global Risk Management.
- Loan Analysis and Approval.
- Technical Secretariat and Validation.
- Loans to the real estate sector, SMEs and individual customers.
- Credit risk analysis and monitoring.
- Loans to companies and the public sector.
- Risk models.

Business

Primarily oversees the following:

- Branch network.
- Individual banking.
- Private and personal banking.
- Transactional and SME banking.
- Business banking.
- Corporate centers.

- Corporate banking.
- Investment banking.
- Institutional banking.
- Structured financing.
- Consumer loans and long-term financing.
- Business development.
- Commercial information.
- Marketing.

Finance

This division encompasses the following areas:

- Capital management and planning: management and control of the bank's capital and solvency
- Management control: reporting public and internal management information (management, offices), managing the relationship with rating agencies, short and medium-term financial planning and control of management in areas and subsidiaries.
- Accounts and audit inspection: accounting and accounting control, public financial statements and annual accounts, and dealings with auditors and supervisory bodies.
- Corporate development: analyzing and carrying out M&A operations and divestment transactions.



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• **Deputy General Divisions**

Audit, Internal Control and Regulatory Compliance

Primarily oversees the following:

- Internal Audit: implements the Annual Audit Plan to evaluate the performance and effectiveness of the internal control systems used to manage the risks to which the Group is exposed.
- Internal Control: examines the procedures for controlling the risks affecting the Group's activities to provide an complete and synthetic view of the control environment.
- Regulatory Compliance: ensures action is taken to mitigate compliance at the Group, in terms of risks associated with breaches of regulations and anti-money laundering rules.

Human Resources

Primarily oversees the following:

- Executive Development Center.
- Communication and Culture.
- Training and Development.
- Skills Management and Remuneration.
- Labor Relations.
- Labor Advisory.
- Human Resources Search and Selection.

Communication, Institutional Relations, Brand and CSR

Primarily oversees the following:

- External Relations and Communication.
- Sponsorship, Brand and Corporate Image.
- Institutional Relations and Public Affairs.
- Corporate Social Responsibility and Reputation.
- Consumer Organization Relations.

International Banking

Primarily oversees the following:

- International financial institutions and representation offices.
- International business and branches.
- Strategic banking alliances.

• **Executive Divisions**

Capital Markets and Treasury

Has the following responsibilities:

- Liquidity and wholesale financing management.
- Structuring and Creation of Cash Products Markets and Capital Markets for customers.
- Origination of fixed income securities and Distribution of cash products to wholesale customers.
- Analysis of fixed and variable income markets.

Legal Advisory

Primarily oversees the following:

- Minimizing the legal risks inherent in the bank's operations.
- Proactive legal advice to both the branch network and to the different areas within the bank.
- Coordinating the representation and defense of the bank in all types of court procedures, including enforcement procedures and, in general, cases aimed at recovering cash amounts. This body also coordinates the bank's response to any indictment of the legal entity.
- Contractually formalizing all the relationships the Group enters into with suppliers and partners.

- Coordinating legal actions for all subsidiaries and investees.
- Arranging the legal aspects of investment and divestment operations in all Group companies.
- Tax Advisory: handling tax declarations and tax aspects of the products sold by the bank and the transactions it carries out.

• **General Secretary and Secretary to the Board of Directors**

Its main duties are:

- Ensuring that the Board of Directors and the Board committees operate smoothly and appropriately.
- Providing directors with all necessary information and support.
- Safeguarding corporate documents.
- Duly and faithfully reflecting the Board meetings in the minutes thereto.
- The Secretary also assists the Chairman in overseeing CaixaBank's Board of Directors, ensures the formal and material legality of the Board's actions, and witnesses the Board's resolutions.
- Relations with the regulators with regard to corporate governance.
- Mergers & acquisitions.
- Advice on particularly relevant matters.



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[2.2 Business ethics]






1-10

One of CaixaBank’s fundamental principles is to ensure our conduct is in line with our values. The actions of all CaixaBank personnel must be guided by good faith, integrity and common sense, as determined in the Code of Business Conduct and Ethics. They must also comply with the other rules of conduct put in place by the bank, and international ethics standards that have been adopted, such as the principles of the United Nations Global Compact.

CaixaBank has a Code of Business Conduct and Ethics that governs the actions of all employees, executives and officers. The bank also has rules of conduct on specific matters, including the Internal Internal Rules of Conduct on matters relating to the Stock Market (IRC) and the Telematic Code of Conduct.

In 2013, the bank approved a money laundering prevention policy, which must also be followed by all its staff. The anti-corruption policy covers CaixaBank’s position in its relations with public administrations, political parties, authorities and civil servants and contain guidelines regarding, inter alia, accepting and giving gifts, sponsorships and donations to non-governmental organizations.

These codes and principles are available on the intranet and corporate website.

-  [Access to Code of Business Conduct and Ethics](#)
-  [Access to IRC](#)
-  [Access to the Anti-corruption Policy](#)

CaixaBank Code of Business Conduct and Ethics

- The Code revolves around the values of:
 - Leadership, trust and social commitment
- It promotes the following principles of conduct:
 - Compliance with the law, rules and regulations at all times
 - Respect for people, cultures, institutions, and the environment
 - Integrity
 - Transparency
 - Excellence and professionalism
 - Confidentiality
 - Social responsibility



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In 2013, the bank also reviewed the procedure for participating on the Euribor panel of which CaixaBank is a contributor. This review forms part of the reform instigated by the administrator of the index, Euribor-EBF, at the behest of European regulators. During this process, CaixaBank has analyzed the internal control and management framework and put in place internal rules of conduct covering matters such as the identification and management of conflicts of interest. At year end, these rules were being brought into line with the new Euribor Code of Conduct published by Euribor-EBF in October 2013.

In addition, the bank has publicly stated its commitment to uphold and mainstream other international ethical standards, such as the UN Global Compact principles.

Consulting and Whistle-blowing Channel

In order to facilitate compliance with the codes of conduct, a confidential internal channel has been set up through which employees can:

- Submit any questions they may have on how to interpret these codes and put them into practice.
- Report possible breaches of the rules set forth in the codes.

- Report irregularities regarding accounting and financial information.

Regulatory Compliance responds to any enquiries and, in the case of complaints, leads any investigations and if needed, involves other areas at the bank. The confidentiality of the person submitting a complaint is ensured at all times and their identity is only revealed if it absolutely essential to the investigation, and only after they have given approval for it to be made known. Subsequently, a collegiate body decides on each case based on the results of the investigations performed.

Eight enquiries on the Code of Business Conduct and Ethics and one on the

Telematic Code of Conduct were received during 2013. Three complaints regarding the Code of Business Conduct and Ethics were also filed: one was not accepted for investigation as it did not meet the necessary requirements, although it was referred to the relevant department; another triggered the existing protocol for dealing with possible cases of sexual or workplace harassment; and the third was rejected due to a lack of evidence of the alleged events.

Any enquiries or complaints received from customers are processed through the usual customer service channels in place at CaixaBank.

Further information provided in the Regulatory Compliance section

Ethics in the supply chain

An online portal was launched in 2013 for "la Caixa" Group suppliers which they can use to register their products and services. First, they are required to read the document setting out the Group's *ethical, social and environmental criteria or suppliers* and declare that they comply with these criteria.

Access to the portal and the ethical, social and environmental criteria



KEY STRATEGIES

3.1 Economic, financial and social context

3.2 2011-2014 Strategic Plan





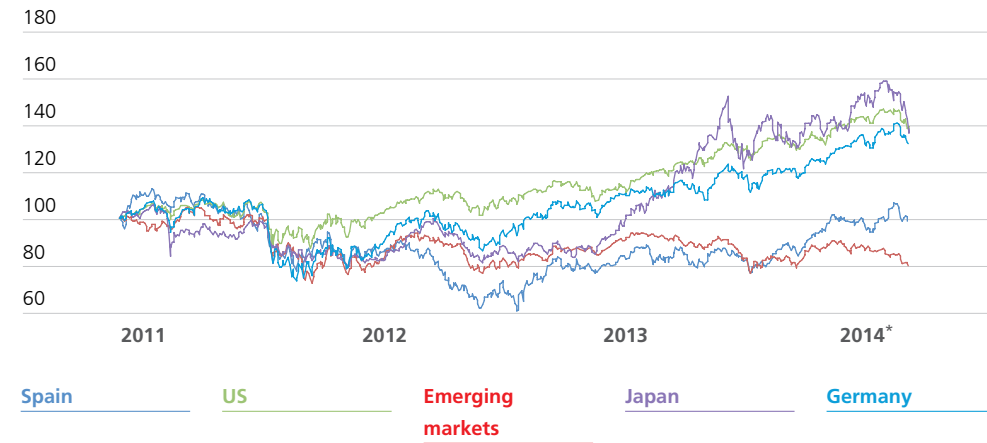
[3.1 Economic, financial and social context]

As forecast early on in the year, the economic environment improved gradually throughout 2013 and tensions surrounding the sovereign debt crisis eased as the year progressed. The eurozone as a whole and the Spanish economy in particular moved out of recessionary figures in the second and third quarters, respectively.

Global and European context

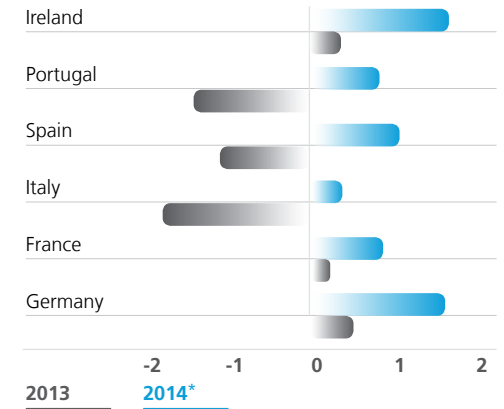
The world's advanced economies saw improvements throughout 2013, largely due to the expansive monetary policies adopted by the main central banks. In emerging economies, the growth rate tended to level out, although China and Mexico, two countries to which CaixaBank has considerable exposure through its holdings in BEA and Inbursa, reported relatively favorable indicators.

Performance of leading international stock exchanges (January 2011=100)



Source: "la Caixa" Research, based on Bloomberg data

GDP growth (in %) Average 2013 = -0,4% Average 2013 = +1%



Source: "la Caixa" Research, based on European Commission data

*Forecast at February 28, 2014

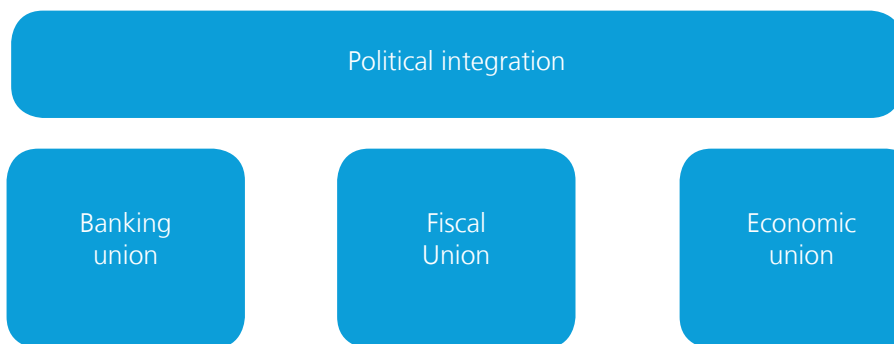


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In addition to the support of the European Central Bank (ECB), the eurozone's recovery was underpinned in part by more flexible fiscal adjustment targets and partly by progress toward a banking union, which is essential for shoring up the foundations of the European economic and monetary union.

The steps agreed toward a banking union, which will take firm hold moving forward, should help break the negative loop between sovereign risk and banking risk. In September 2013, the European Parliament approved the Single Supervisory Mechanism (SSM), whereby the ECB will assume ultimate responsibility for all eurozone-based banks as from November 2014. In December, European authorities also agreed to the creation of a Single Resolution Mechanism and a Single Bank Resolution Fund, which will entail the gradual sharing of the costs of bailing out troubled banks.

Banking union underpins the foundations of the eurozone



Source: "la Caixa" Research

2014: Single European supervisor

3 preliminar steps

- Risk assessment
- Asset quality review (AQR)
- Stress testing

2014 milestones

- Improvement in net interest income
- Gradual reduction in non-performing loans and stabilization of distressed assets
- Writedown effort (inertia)
- Prioritizing capital and liquidity



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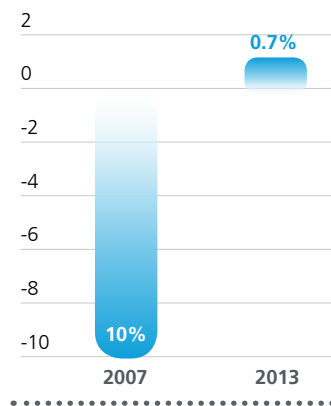
Spain

The Spanish economy benefited from the improved financial environment, which caused the risk premium to fall and spurred capital inflow from abroad. Confidence was also bolstered by the considerable reduction in Spain's macroeconomic imbalances, such as its external deficit. Meanwhile, the Spanish government evidenced its clear commitment toward complying with fiscal consolidation and implementing its agenda of structural reforms.

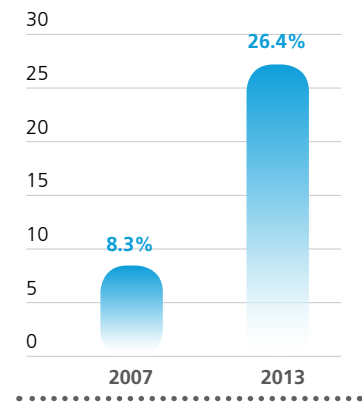
Although GDP dropped an estimated 1.2% in 2013, toward the end of the year Spain returned to the path of growth, primarily driven by exports and the fact that internal demand picked up sufficiently to cease hindering the country's expansion. Also in late 2013, the labor market began to show signs of stability, although the unemployment rate remains unacceptably high at above 26%.

Outlooks for 2014 indicate that GDP could grow at around 1%, allowing for net job creation and a gradual reduction in the unemployment rate.

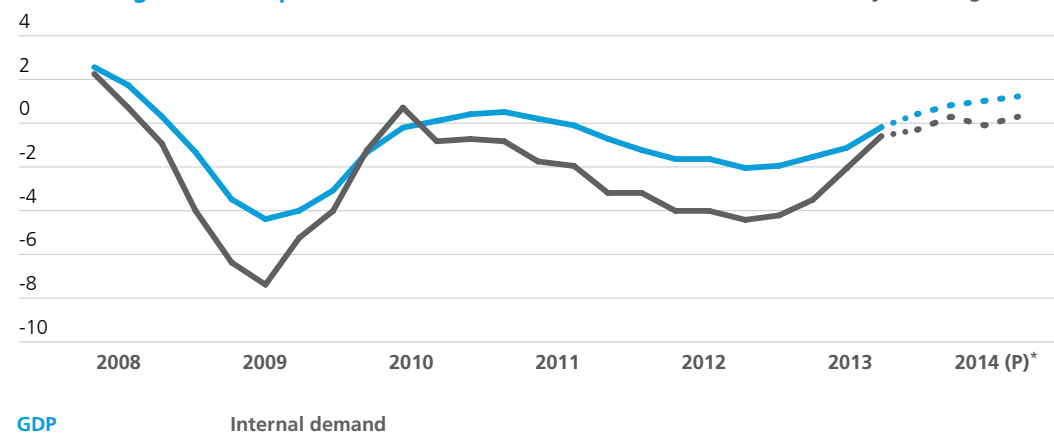
Balance of trade (% of GDP)



Unemployment rate (%)



Real GDP growth in Spain



Source: "la Caixa" Research, based on INE data.

*Forecast at February 28, 2014



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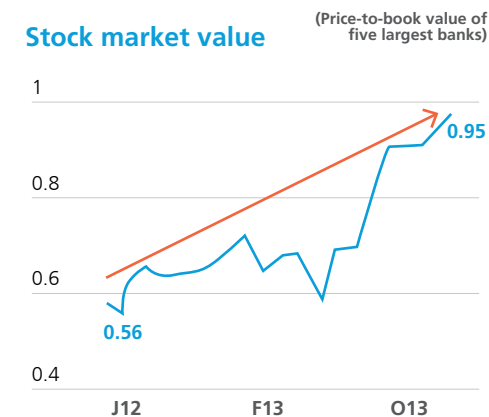
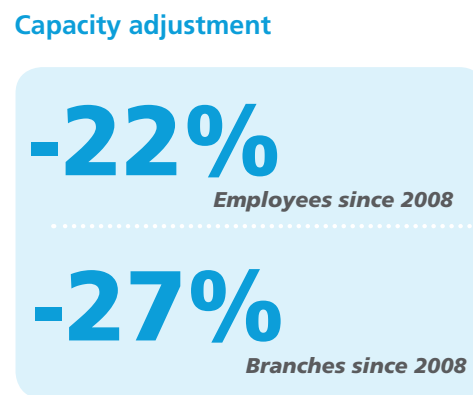
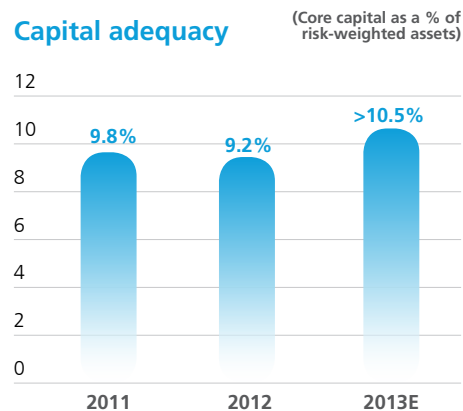
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Financial sector

Despite the improvement in the macroeconomic and financial context, the banking system continued to operate against a complicated backdrop. The widespread deleveraging process in the Spanish economy, the decline in economic activity and the drop in the Euribor all pushed net interest income down considerably.

Likewise, greater provisioning was required due to the deterioration of loan quality and to new classification criteria for restructured transactions. At the same time, with Basel III requirements looming on the horizon, greater capital adequacy and liquidity became pressing goals. In this environment, the Spanish banking system continued its consolidation and restructuring process, aimed at securing sustainable profit levels in the medium term.

Financial system. A strengthened sector



Source: "la Caixa" Research, based on Bank of Spain and Bloomberg data



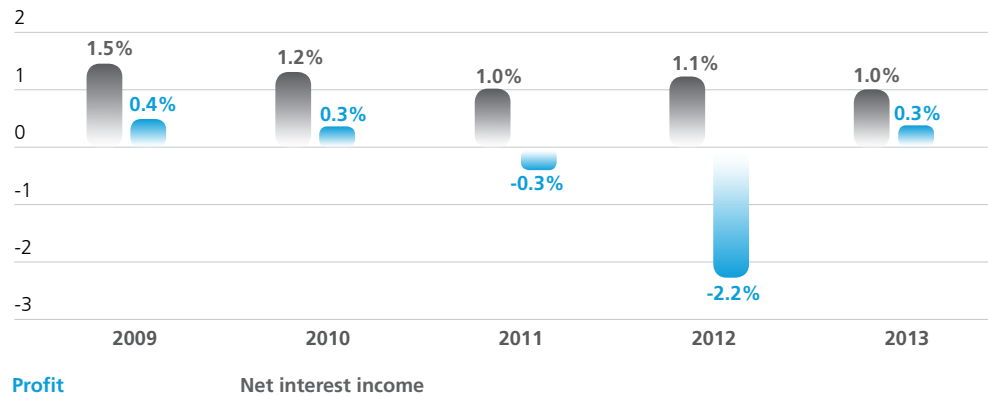
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Profitability of the Spanish financial sector

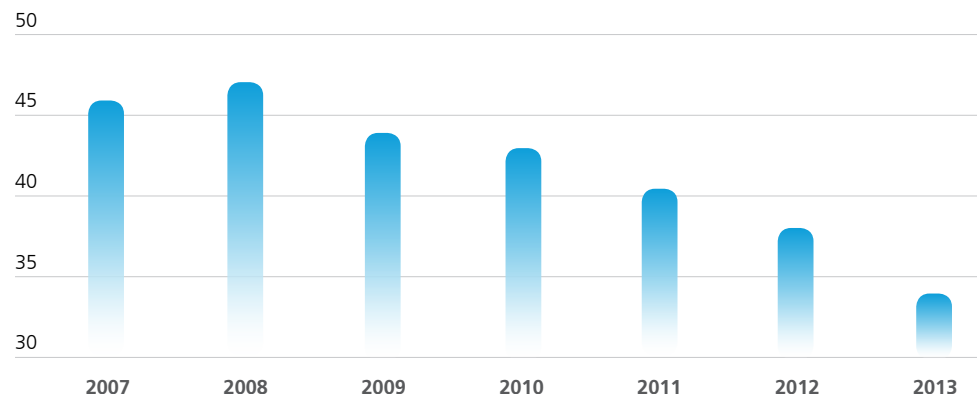
(% of assets)



Source: "la Caixa" Research, based on Bank of Spain data

Reduction of branches in Spain

(In thousands)



Source: "la Caixa" Research, based on Bank of Spain data

Entities receiving public assistance moved forward in their restructuring processes, in accordance with the plans approved by the European Commission. Improved confidence in the financial markets allowed Spanish entities to increasingly tap wholesale financing markets and reduce their dependency on ECB assistance, by more than €100,000 million in 2013.

As part of the European Stability Mechanism's financial assistance program, Spain carried out a thorough review of the governance, regulations and supervision of the Spanish banking

sector. Among other measures, the government approved a new legal framework clarifying the role of savings banks as shareholders of banks, while ensuring better governance (Law on Bank Foundations).

European authorities and the International Monetary Fund issued positive overall assessments of the assistance program. In 2014, those entities that will be supervised directly by the ECB are required to complete a balance sheet review, a general risk exam, and a stress test in an adverse scenario.

CaixaBank has worked tirelessly in this area to shore up the Group's financial strength in terms of solvency, liquidity and profitability, in order to maintain its solid position, in line with strategic objectives.



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Social and technological context

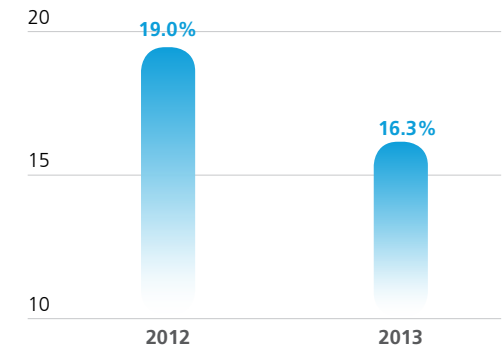
The social context has undoubtedly been marked by a loss of confidence in the financial sector by customers and society at large. The years of crisis have taken their toll on financial entities in many countries: their reputation has been tarnished, with customers no longer believing they will receive sound financial advice. In 2012, 76% of Spanish residents said they trusted the banks less, and 15% said they planned to change financial institution during the year. The reputational impact of the crisis has also been echoed in the media: 16% of bank-related news articles were negative.

Nonetheless, there is no doubt that reputation is a cornerstone of the financial sector's long-term sustainability. CaixaBank has therefore reviewed its 2011-2014 Strategic Plan to underscore its values and business principles, underpinned by ethical conduct, in order to boost customer confidence and the bank's reputation.

Meanwhile, technological changes are also shaping the way banks and customers interact, allowing for greater crossover and support between channels. Against this backdrop, CaixaBank embraces innovation

as a strategic challenge and unique defining attribute. It therefore remains strategically committed to continuing to innovate, with mobility developments as a signature line of development. This pledge has been acknowledged by Forrester Research, which has rated us Europe's best mobile banking provider and the second best in the world. CaixaBank was also named most innovative bank in the world at the Global Banking Innovation Awards.

Instances of negative news articles on the sector in media



Source: CaixaBank's Directorate-General of Communication, Institutional Relations, Brand and CSR





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[3.2 2011-2014 Strategic Plan: Making the difference]



1,2,3,6,8 9 and 10

The long-term sustainability and success of the Group is ensured by the commitment to excellence in daily dealings with customers, employees, shareholders and other stakeholders. With that aim in mind and drawing from the unique management model, proactive efforts, and prudent approach, CaixaBank has set itself nine strategic goals, placing the spotlight on quality, reputation and financial strength.

The Strategic Plan has been implemented in an extremely challenging financial and macroeconomic environment, and with a financial system whose reputation has been severely tarnished. In late 2012 and as foreseen since its initial approval, the plan was updated to prioritize quality, social commitment and good governance principles as the essential pillars for

shoring up both customer confidence and the bank's reputation.

In order to secure these goals, nine cross-departmental projects are in place, managed by work teams from different areas.

At the same time, CaixaBank aims to build upon its leading position in retail banking in Spain, underpinned by the integration of Banca Cívica in 2012 and Banco de Valencia in 2013, and to enhance the bank's financial stability.

Three years into the Strategic Plan, the bulk of the targets set have been either fulfilled or are near fulfillment.





Strategic lines of initiative and related transversal projects

Key strategies

Transversal projects

- 1 Provide the best possible customer service**
- 2 Conduct business in accordance with the highest ethical and good governance standards**
- 3 Maintain status as Spain's leading retail bank**
- 4 Diversify the business toward corporate customers**
- 5 Prioritize financial strength**
- 6 Improve risk-adjusted return**
- 7 Develop leadership and management skills**
- 8 Remain at the forefront of innovation**
- 9 Continue building on international expansion**

Key strategies	Transversal projects								
	Branches	Valora	Cultural reinforcement	Measuring profitability	Business ideas	Advocacy Network	Risk map	Customer default	Expansion
1 Quality	●		●			●			
2 Reputation			●			●	●		
3 Marketing leadership	●	●		●		●			
4 Focus on corporate customers				●				●	●
5 Financial strength		●		●	●			●	
6 Profitability		●	●	●	●				
7 Managerial leadership			●				●		
8 Innovation			●		●				
9 International expansion			●		●				●



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1. Provide the best possible customer service

Service excellence is CaixaBank's highest priority, as it is the pillar on which both its leadership and growth potential rest. CaixaBank views its dealings with customers as part of long-term relationships that must create value for all. Accordingly, the bank strives to offer the highest possible level of quality.

OBJECTIVES

- Maintain a customer-centric business.
- Boast the highest quality of service of any bank in the industry.
- Leverage service quality to stand out from peers.

ACTION AREAS

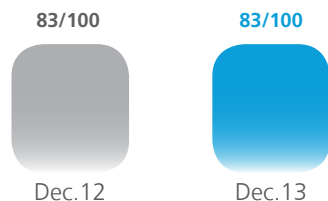
- Promote actions to reduce the number of customer claims.
- Redefine the complaint resolution process to improve communication, response time and customer satisfaction with the solutions provided.
- Evaluate and implement customer suggestions.
- Review quality indicators in the Central Services areas that most affect customer satisfaction.
- Further implement the European Foundation for Quality Management model, renewing the EFQM seal with a target of 600 points.
- Improve the external quality ranking (Equos - FRS Inmark).

RELATED TRANSVERSAL PROJECTS

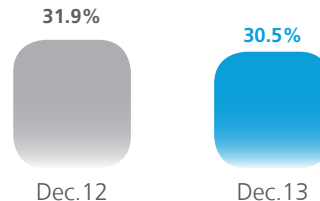
- Branch measurement
- Cultural reinforcement
- Advocacy Network

PROGRESS ACHIEVED

Average customer satisfaction



% of offices with a score of less than 82/100



Cultural reinforcement

CaixaBank rolled out a Cultural Reinforcement Program two years ago which will continue in coming years to nurture and reinforce a unique corporate culture in line with corporate values and business principles. The bank's efforts in this area focus on management leadership, the development of internal talent, innovation, and managerial excellence.

The program is based on three main pillars: teamwork, people and constant innovation.

Related key strategies:

Quality, Reputation, Profitability, Managerial Leadership, Innovation, International expansion



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2. Carry out the business in keeping with the strictest ethical and good governance principles

The economic and social crisis of recent years has considerably weakened customer and investor confidence in the Spanish financial system. Accordingly, it is an essential priority for the Group to recover its strong reputation and market confidence. The bank therefore reiterates its commitment to apply the best ethical and good governance principles in all its business dealings.

OBJECTIVES

- Maintain exemplary corporate governance.
- Be the standard-bearer in transparency and external communication.
- Demonstrate social commitment in every business and social action.

ACTION AREAS

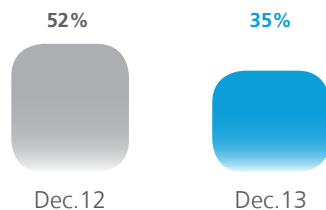
- Establish mechanisms to anticipate both internal risks (control and monitoring systems, guiding principles, etc.) and environmental risks (participation in decision-making bodies, etc.).
- Boost CaixaBank's unique market positioning through communication plans that transmit the bank's values and showcase its social commitment.
- Increase and deepen CaixaBank's ties with the "la Caixa" Foundation by encouraging the active participation of employees, customers and shareholders.
- Remain in the Dow Jones Sustainable Index (DJSI) and in a leading position in the main studies of prestige.

RELATED TRANSVERSAL PROJECTS

- Cultural reinforcement
- Risk map
- Advocacy network

PROGRESS ACHIEVED

DJSI - Corporate governance (%)



Press articles (% cast in a positive light relative to the competition)



Advocacy Network

The goal of this project is to highlight the bank's commitment to society and its unique way of operating in the market, by involving employees, customers, "la Caixa" Foundation beneficiaries, and shareholders.

Key actions have included the recent creation of an organizational area to facilitate a more direct relationship with the key consumer organizations. In addition, new promotional materials for the "la Caixa" Foundation have been designed and distributed to personnel and at branch offices.

Related key strategies:

Quality, Marketing leadership, Reputation



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3. Maintain its position as Spain's leading retail bank

In the current climate in the financial sector, CaixaBank remains committed to locking in its leading position in the Spanish retail market, offering the best possible service to customers, striving to create long-standing relationships and working toward a balance in business across all regions.

OBJECTIVES

- Continue to be the leading retail bank in Spain.
- Complete regional presence with higher market share through organic growth.

ACTION AREAS

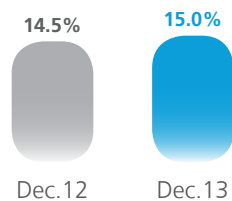
- Launch initiatives to bring in customers and secure their loyalty, thereby increasing customer funds, pricing products and services in line with the customer value.
- Maintain an extensive branch network and share best practices in order to balance the business across all regions.
- Evaluate the implementation of a network of agents to serve certain areas.
- Develop and implement a value proposal for the agrarian sector.

RELATED TRANSVERSAL PROJECTS

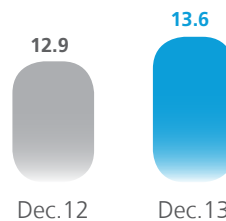
- Value Analysis (Valora)
- Branch measurement
- Measuring profitability
- Advocacy network

PROGRESS ACHIEVED

Market share - Lending to other resident sectors (ORS)



Total customers (millions)



Branch measurement

Since 2012, CaixaBank has operated a Branch Management Program designed to nurture customer needs and the corporate strategy. The value contributed by each branch in the network is measured under the program and a new type of network is being redefined for retail banking.

The project is wide-reaching with a view to driving up managerial excellence and identifying synergies through branch mergers. This has been one of the core drivers of the Branch Integration Plan for branches from Banca Cívica.

Related key strategies:

Quality, Marketing leadership



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4. Diversify by supporting businesses

CaixaBank is gearing up in response to the new economic and lending climate to strengthen the corporate business and ties with these customers. To achieve this, the bank remains committed to diversifying revenue streams and further supporting growth of the Spanish business sector, all in response to our commitment to socioeconomic development in Spain.

OBJECTIVES

- Build up a business specialized in corporate customers.
- Underpin this business with long-term ties and relationships.
- Develop financing alternatives in capital markets for retail banking.

ACTION AREAS

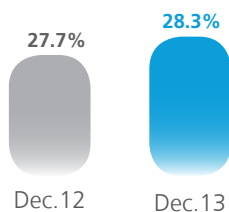
- Continue to ramp up the specialization model.
- Develop specific campaigns to attract corporate customers.
- Continue moving toward an integrated vision of the customer and the calculation and management of risk-adjusted return (RaR).

RELATED TRANSVERSAL PROJECTS

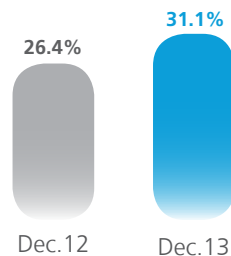
- Customer Default Management
- Expansion
- Measuring profitability

PROGRESS ACHIEVED

Lending to corporate customers (non-real estate sector)/total lending



Business banking market penetration



Measuring profitability

Define, roll out and encourage the use of standard tools to calculate risk-adjusted return at both a customer and business segment level. The project helps to define criteria for correctly interpreting risk-adjusted return from a financial and accounting and regulatory capital angle.

Related key strategies:

Marketing leadership, Focus on corporate customers, Financial strength, Profitability



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5. Prioritize financial strength

In light of emerging productive dynamics in the Spanish economy, CaixaBank is working to shore up its corporate-client business and relationships. To achieve this, the bank remains committed to diversifying its earnings streams and further strengthening the Spanish business landscape, as part of its overriding commitment to Spain's social and economic development.

OBJECTIVES

- Consistently boost capital adequacy and liquidity.
- Actively manage NPLs and foreclosed property assets.
- Constantly improve risk systems (decision and monitoring) to achieve a high-quality lending portfolio.
- Improve loan-to-deposit (LTD) ratio with particular emphasis on attracting customer funds.

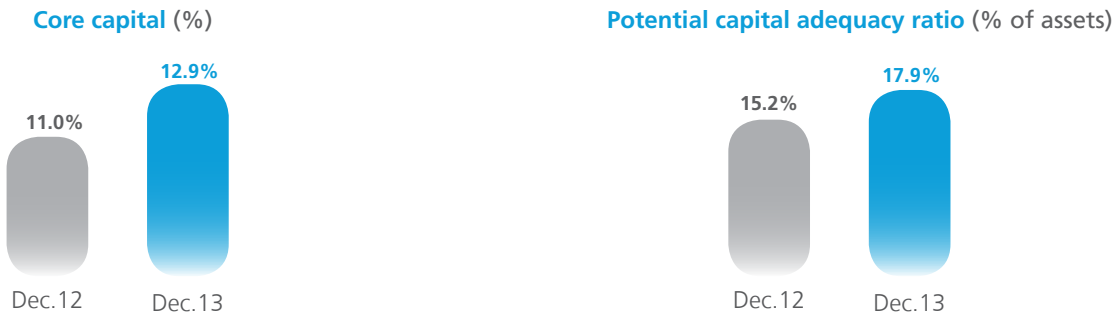
ACTION AREAS

- Proactively adapt to regulatory changes and participate in national and international policy debates.
- Shore up solvency and design contingency plans.
- Diversify fixed-income investors, maturities, intermediaries and markets.

RELATED TRANSVERSAL PROJECTS

- Value Analysis (Valora)
- Customer Default Management
- Measuring profitability
- Business ideas

PROGRESS ACHIEVED



Customer Default Management

This project involves a review of the arrears and collection management model to drive up productivity. The bank aims to standardize best practices throughout the country, streamlining the organizational structure, optimizing team size, and boosting the ability to adapt to highly volatile market conditions.

The project has four phases: definition of the organizational model, demarcation of functions, introduction of policies, and measurement of results.

Related key strategies:

Focus on corporate customers, Financial strength



6. Improve risk-adjusted return

Financial institutions' bottom-lines have been hit hard in recent years due to the economic downturn. Against this backdrop and in order to address these market challenges, CaixaBank optimizes all its business lines in order to maximize their profitability without compromising the bank's service quality hallmark.

OBJECTIVES

- Apply risk-adjusted returns as a risk management principle in all business units.
- Adjust product and service margins to customer profiles.
- Guarantee that all activities add value in the most efficient way.

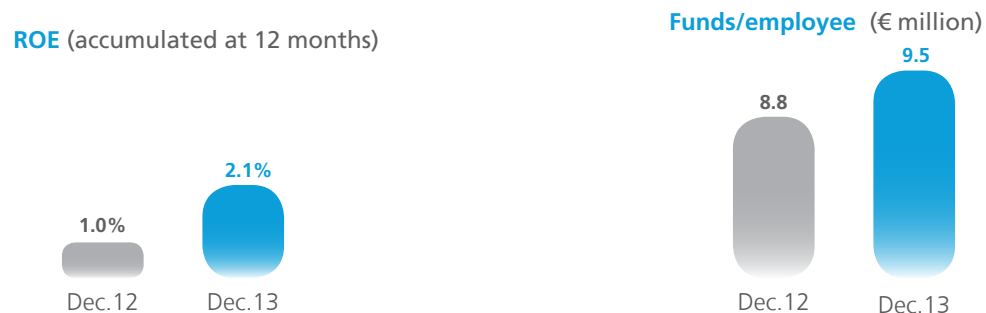
ACTION AREAS

- Develop the necessary tools to measure risk-adjusted return in coordination with all areas.
- Set for each customer the risk premium that corresponds to their particular risk level.
- Improve the negotiation scope of SME managers.
- Develop new businesses that bring in revenues and generate value for the Group.

RELATED TRANSVERSAL PROJECTS

- Value Analysis (Valora)
- Cultural reinforcement
- Measuring profitability
- Business ideas

PROGRESS ACHIEVED



Value Analysis (Valora)

Aims to boost the Group's productivity by identifying and eliminating tasks and/or processes that do not contribute value. It also involves streamlining processes by exploiting improvement opportunities to drive down costs (in terms of time and money) or boost the value generated. Lastly, it is intended to drive up use of new technologies and electronic channels to make efficiency gains and optimize service quality.

Related key strategies:

Marketing leadership, Financial strength, Profitability



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7. Cultivate managerial leadership

CaixaBank's focus on constant improvement and adaptation translates into proactive communication, cooperation and internal collaboration in order to continue growing in an ever-changing financial environment.

OBJECTIVES

- Uphold organizational culture against a constantly changing backdrop.
- Foster internal communication and team work.
- Improve performance recognition.

ACTION AREAS

- Keep internal communication both transparent and proactive, especially regarding talent management, the prevailing environment and corporate strategy.
- Create joint work environments comprising teams from different areas within the bank.
- Build up a performance assessment program.

RELATED TRANSVERSAL PROJECTS

- Cultural reinforcement
- Risk map



Risk map

Designed to obtain a global and comparable view of all the bank's internal and external risks; systematizing the monitoring of these risks and the controls employed, using a corporate tool.

In light of the challenging market climate, this project is founded on the bank's control areas collaborating to offer a more sensitive and accurate view of the corporate risks to which the Group is exposed, covering all areas of operations

Related key strategies:

Reputation, Managerial Leadership



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8. Remain at the forefront of innovation

In response to the changes occurring in recent years in the financial sector, CaixaBank is working to innovate and create new forms of business adapted to customer needs and the changing face of market competition. The bank is well aware of the changes occurring in society, and therefore continually works to adapt its business approach as needed.

OBJECTIVES

- Encourage creativity and innovation in customer service and efficiency.
- Become leaders in adopting new technologies and applying them to customer services.
- Develop new business opportunities to diversify the revenue base.

ACTION AREAS

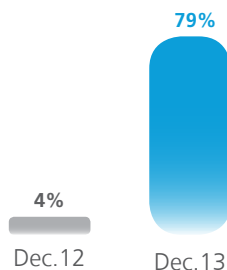
- Design an internal system for generating ideas through tools such as the Innova portal.
- Identify a network of external collaborators for detecting trends, ideas, solutions, etc.
- Be among the first to roll out new technologies that improve customer interactions and enhance service levels.

RELATED TRANSVERSAL PROJECTS

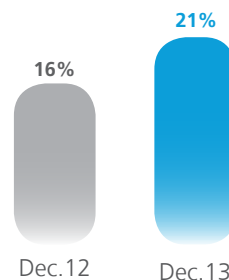
- Cultural reinforcement
- Business ideas

PROGRESS ACHIEVED

Employee participation in Innova (%)



Sales through electronic channels (%)



Business ideas

The goal is to develop new business models and revenue streams for CaixaBank; unlocking the value of the investee portfolio and relationships with international partners. Action has included establishing Comercia Global Payments (joint venture) to provide international methods of payment, and Telefónica Consumer Finance, the aim of which is to finance acquisitions of mobile devices and terminals.

Related key strategies:

Financial strength, Profitability, Innovation, International expansion



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9. Continue building on international expansion

Markets, businesses and customer needs are all being redefined in an increasingly globalized world. To respond to the new shape of the economy, CaixaBank focuses on internationalization of the business toward economies with high growth potential, closely collaborating with international partners and facilitating the expansion of our customers.

OBJECTIVES

- Drive the international business by bringing in funds and diversifying the lending portfolio.
- Develop new joint projects with international partners.
- Build internal capabilities needed for international expansion of the business.

ACTION AREAS

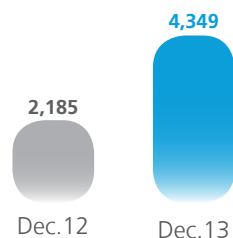
- Accompany corporate customers abroad.
- Lay the foundations for future financing from foreign central banks and supranational/multilateral bodies.
- Encourage new business opportunities with partner banks through international joint ventures.
- Shore up the international profile of the bank's professionals through training programs such as *Move Up!*, which aims to prepare more people for levels of responsibility in areas and offices with a high degree of international exposure.

RELATED TRANSVERSAL PROJECTS

- Cultural reinforcement
- Business ideas

PROGRESS ACHIEVED

Volume of funds raised abroad (€ million)



Expansion

CaixaBank is working through its International Banking team to foster collaboration with international partners to share best practices, launch joint projects (joint ventures) and further joint marketing campaigns to offer corporate customers a preferential service abroad and diversify lending through banking syndicates. This team also manages relations with supranational agencies and coordinates the various departments internally. CaixaBank has opened new representation offices in key economic hubs, and launched the second edition of the *Move Up!* international training program.

Related key strategies:

Focus on corporate customers, International expansion



OUR VIEW ON BANKING: A UNIQUE APPROACH

- 4.1 What we do: the nuts and bolts of our business model
- 4.2 How we do it: corporate culture
- 4.3 Why we do it: a commitment to people and society.....



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WHAT WE DO
HOW WE DO IT
WHY WE DO IT

[4.1 What we do: the nuts and bolts of our business model]

CaixaBank's universal banking model is predicated on the provision of excellent personal customer service underpinned by a value proposition tailored for its over 13.6 million customers. This is achieved by means of a specific catalogue of solutions, a team of specialists and a broad and segmented network of branches.

Moreover, it has developed a front-running multi-channel distribution system designed to make banking with CaixaBank possible any time, any place. To this end, it operates the most extensive branch and ATM networks in Spain, in parallel with leading online, mobile and e-banking platforms. This strategic commitment to technology and innovation paves the way for building a closer and more complicit customer

relationship, as well as facilitating the provision of advice.

Meanwhile, the bank is expanding its geographic footprint by means of a direct presence, in the form of branches and representative offices, as well as strategic alliances with investee banks in emerging markets. It also has earnings-diversifying investments in companies which lead their respective sectors.

CaixaBank is strategically committed to a universal banking model



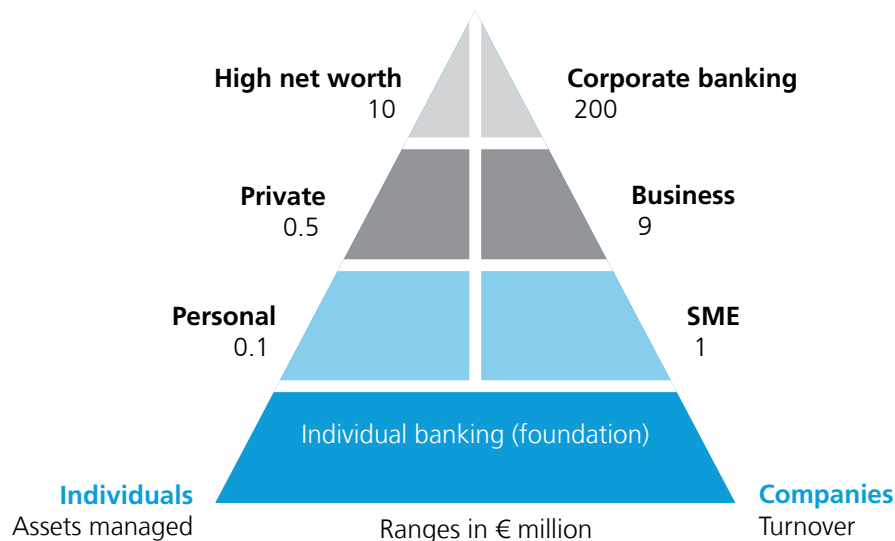


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WHAT WE DO
HOW WE DO IT
WHY WE DO IT

SPECIALIZED MANAGEMENT

CaixaBank cemented its position as the leading bank in Spain in 2013 by continuing to leverage its strategic commitment to a complicit, innovative, excellent and tailored universal banking model. In order to adapt to the varying profiles and needs of its more than 13.6 million customers, the bank structures its value proposition around six business segments, tailoring its product and service offering for each, thanks to a specific catalog of financial and non-financial solutions and dedicated teams of expert professionals. It likewise segments its branch network as warranted.



Individual banking

Targeted at individuals with a net worth of up to €100,000 and at businesses (retail establishments, self-employed and freelance professionals, micro-companies and farmers) with annual turnover of up to €1 million. This is CaixaBank's legacy business, and the bedrock of the rest of its specialized value propositions.

Over **5,700** branches, the most extensive commercial network in the Spanish financial system

Private banking

Targeted at customers with more than €500,000 of assets under management through 34 exclusive centers. For high net worth individuals (over €10 million), the dedicated *Altium* team works with the Private Banking advisors to offer a more sophisticated wealth management service.

379 exclusively-dedicated professionals

Personal banking

Tailored solutions for customers with a net worth of between €100,000 and €500,000. The value proposition is based on the ability to tailor solutions to each customer, leverage the multi-channel platform and ensure homogenous advisory standards.

1,250 specialists

SME banking

This service is targeted at companies with annual turnover of between €1 and €9 million and is coordinated by the general-purpose and specialized branches, which include SME banking specialists among their staff. Both teams are supported by a group of experts (financing and services, cash management, trade financing and corporate financing).

361 specialized offices
627 SME managers

Corporate banking

The banking business of companies with annual turnover in excess of €200 million is managed from several specific centers located in Madrid and Barcelona. These accounts are managed by relationship managers who coordinate with the rest of the Institution's experts and transaction support staff.

137 exclusively-dedicated professionals
3 exclusive centers

Business banking

Five years ago CaixaBank set up a specialist network of business banking centers targeted at companies with annual turnover of over €9 million.

85 business centers
1,023 specialist managers



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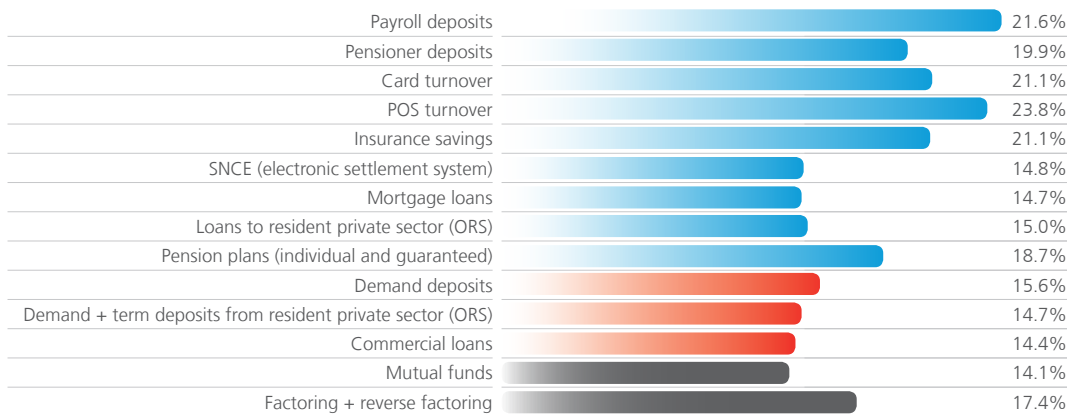
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CaixaBank, a leading bank, once again in 2013

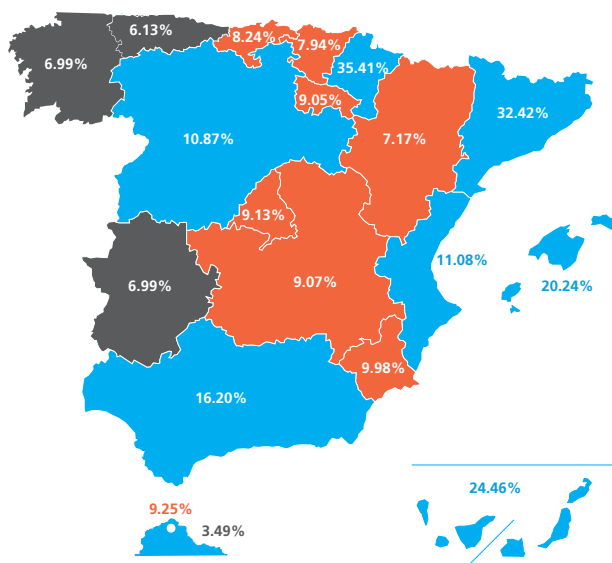
Clear leadership in the majority of retail products

Market shares and ranking (December 2013)



First Second Third

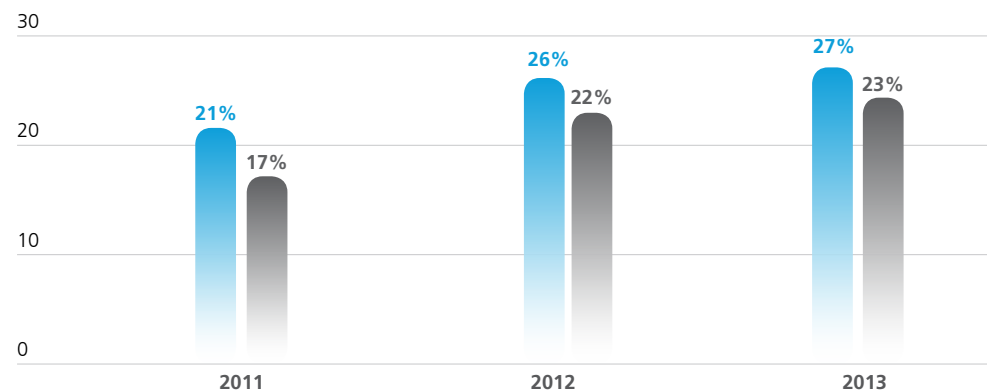
Market share map by business volume (December 2013)



> 10% share
> 7% share
≤ 7% share

Customers as a % of the Spanish population*

(December 2013)



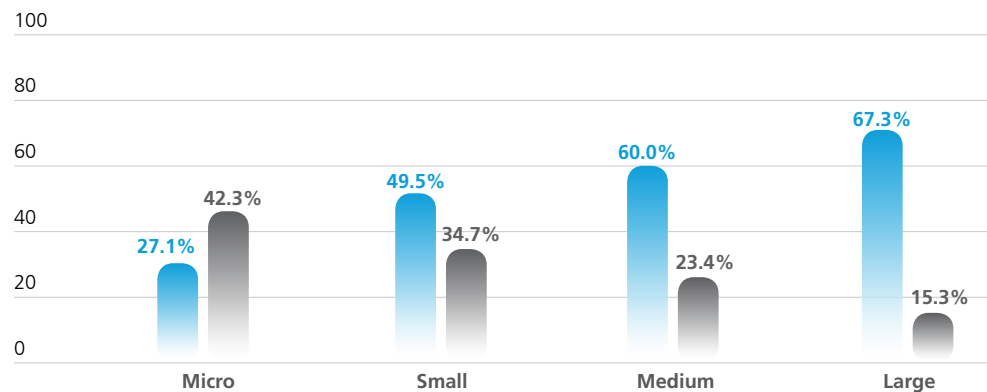
Penetration - individuals over the age of 18

Penetration as primary lender

Penetration and bundling of corporate clients

(December 2013)

*Source: FRS 2013



Penetration businesses

CIRBE**

*Source: FRS 2013
**Source: INFORMA



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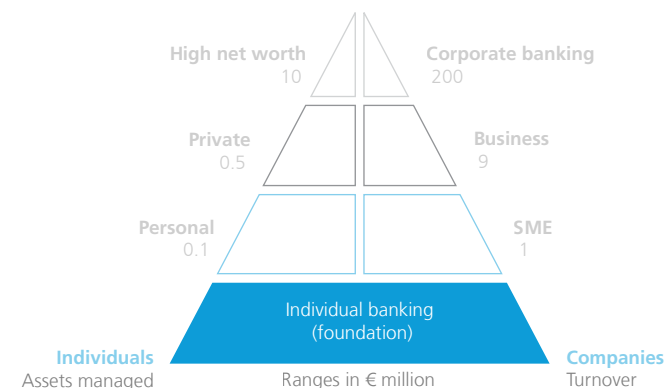
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Individual Banking

The Individual banking arm strives to be the customer's primary financial provider. To this end, it offers a premium multi-channel platform staffed by teams focused on increasing customer interaction opportunities and boosting sales effectiveness.

Values enablers

- **Value proposition:** user-friendly and convenient solutions configured into a differentiated and simple offering structured around product and service packages.
- **Proximity:** the broadest network in the market (5,560 commercial banking branches), coupled with a comprehensive multi-channel platform, makes banking with CaixaBank possible 24/7.
- **Relationship management:** customer service models designed to get to know customers better in order to satisfy their needs and foster credibility, segment and tailored marketing offers and contact all customers at least once a year.



One in every four Spanish households has placed its trust in CaixaBank



More than **12.4** million customers (+7.8%)

113,666 € million of assets under management

83,921 € million of customer funds under management



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What we did in 2013 and outlook

Throughout the year, the sales priority was to win new customers and increase the loyalty of existing customers.

- Customer wins driven by payroll deposits and early bundling efforts.

In 2013, almost 740,000 customers signed up to have their payrolls directly deposited at CaixaBank, boosting the bank's share of payroll deposits to 21.6% (+1.6pp).

The range offered to bundled customers was reinforced with an account that generates rewards for the use of basic services. The benefits of the *multiEstrella* loyalty program were also reviewed and extended.

- The value proposition targeted at the retail sector was padded out with new solutions designed to facilitate these establishments' everyday work, including giving retailers the ability to offer their customers payment financing options straight from their PoS terminals, new mobile PoS terminals for smartphones and the continued rollout of contactless PoS terminals.
- A special mortgage financing facility for houses sold by SAREB, a Spanish financial institution created to hold non-performing assets owned by a state guaranteed bank.
- Innovation in terms of the deposit catalog in order to offer customers attractive returns in the current low-rate environment.
- The overhaul of AgroCaixa, the value proposition targeted at the farming sector. Specifically:
 - New tailored products, including a facility for funding sustainable development/energy efficient farming projects.
 - A training program for the 350 experts staffing the Institution's 1,000 specialized offices.
 - Agreements with the main farming, breeding and fishing associations.
- The launch of www.presentesentufuturo.es, a website developed in conjunction with VidaCaixa in order to help customers to plan, build for and manage their retirement as a function of their needs, resources and stage of life.

Almost one-third of Spain's businesses (retailers, self-employed and freelance professionals) have entrusted their financial management to us





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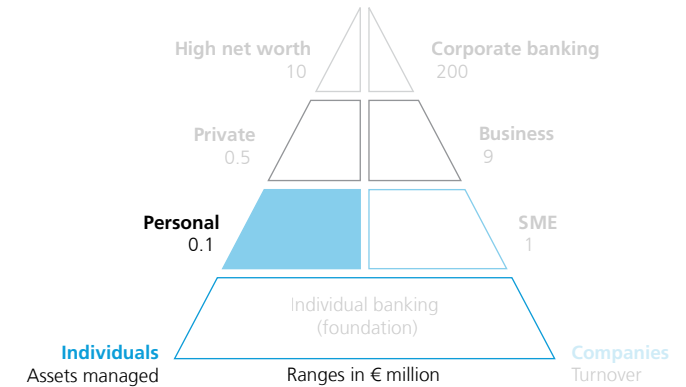
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Personal Banking

This value proposition is based on proximity and the development of products and services designed to address each and every customer need in order to offer a bespoke personal banking service.

What we did in 2013 and outlook

- Thanks to its complicit, transparent and professional advisory model, the Personal Banking arm is now an AENOR-certified personal banking advisor.
- Throughout the year, the bank continued to work to boost manager-customer proximity and complicity by leveraging the multi-channel platform: almost 158,800 contacts were made via the Personal Banking Wall, through which customers can contact their managers online.
- Last year, CaixaBank work hard to better train its experts. Since 2013, the bank's Personal Banking managers are attending a post-graduate course devoted to savings and retirement planning given by Pompeu Fabra University (UPF), reflecting the bank's goal of becoming a benchmark in all matters regarding retirement savings and planning. This course complements the financial advisory post-graduate course already on offer and also provided by UPF.
- In 2014, the spotlight will be placed on increasing the number of products used by Personal Banking customers (bundling) and portfolio diversification, with a special focus on long-term savings and performance.



More than
850,000
customers

More than
5,500
portfolios under management

91,965
million of euros in
business volume



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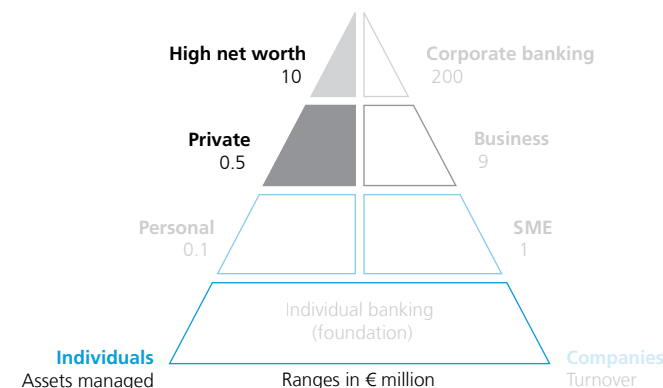
Private Banking

The Private Banking division has developed an innovative advisory model, which is based on structuring portfolios around investment objectives so that customers' risk profiles and appetites are rigorously defined. This approach, coupled with dedicated customer service, guarantees pioneering management efficiency in the provision of financial services and advice.

Last year this division received the prize for the Most Innovative Business Model at the 23rd edition of the *PBI Global Awards* given by *Private Banker International*, which identify the world-leading players in the wealth management business.

What we did in 2013 and outlook

- The bank's commercial efforts delivered a switchover from term deposits to higher-margin managed products in 2013.
- In line with its pledge to continually innovate, CaixaBank used its multi-channel platform to strength ties with its customers, developing a series of applications designed to facilitate the provision of tailored services. To this end, in 2013 CaixaBank consolidated the Private Banking 2.0 model, launched in 2012, by adding capabilities such as the Wall, My Manager and the Self-planning tools which allow customers to interact with their managers online, ensuring ongoing advice and access to information 24/7. Almost 48,000 contacts were made through the portal in 2013.
- The spotlight was also placed on adding to the skills of the 360 Private Banking asset, center and team managers; this training effort will continued in 2014.
- In 2014, CaixaBank will continue to focus strategically on mobility. Accordingly, all the Private Banking managers will be given the use of a smart PC for work purposes; these devices, enabled for trading and contracting, will enable these financial advisors to provide better customer service in situ.



More than
80,000
customers

1 € million of assets under management on average

34 centers nationwide

39,694
million of euros in business volume

assets under management in mutual funds, savings policies and pension plans jumped **29.5% vs. 2012**



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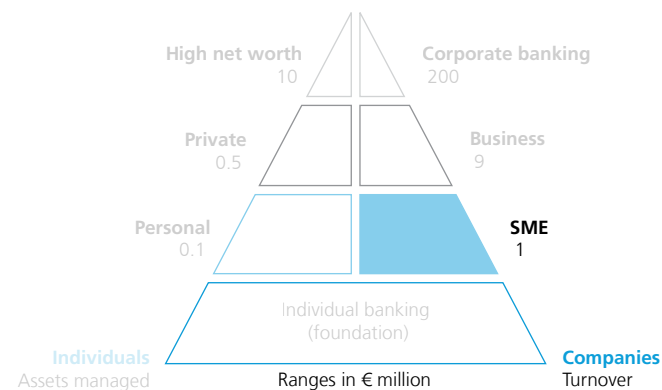
SME Banking

The SME Banking business is managed from two types of offices: dedicated SME banking offices, where there is a sufficient critical mass of SME clients, staffed by SME managers, and the branch network's regular offices, relationship being managed by the branch managers in this instance.

Both the dedicated SME managers and the branch managers are supported by staff specialized in financing and services, cash management, trade financing and corporate financing. These professionals bring experience and know-how with respect to valuable products, enabling CaixaBank to cater to small and medium sized companies' end-to-end banking needs.

What we did in 2013 and outlook

- Proximity, understanding their needs and problem-solving mentality: these are the service attributes which small and medium sized companies prize the most. Along this line of initiative, in 2013 the bank culminated the process of specializing and concentrating this business segment around two office types: specialized SME offices and all-purpose branches. The SME sales and marketing protocol was also updated to reinforce the personalized care aspect and place the customer at the heart of the commercial relationship.
- In 2014, the bank will continue to fine-tune this end-to-end model in order to reinforce the expert advice provided to SMEs and increase the flow of credit to these companies, which are crucial to Spain's fledgling economic recovery. To this end, the sales thrust will focus on new customer wins and strengthening the relationship with and bundling existing SME clients.
- CaixaBank also plans to reinforce the use of new electronic communication channels in this segment in 2014 with the launch of the SME Wall which will allow SMEs to get in touch with their managers online.



More than
90,000
 customers

42% of Spain's SME

14,124
 € million, business volume

627 managers

361 offices



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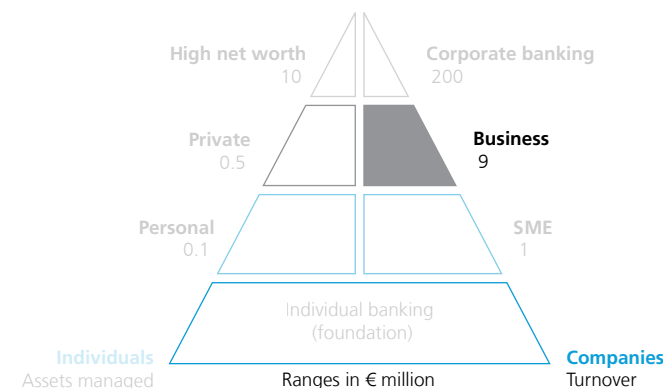
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Business Banking

Having completed the integration of Banca Cívica in 2013, three new Business Banking centers were added in Navarra, Vizcaya and Santa Cruz de Tenerife, bringing the network of specialist centers to a total of 85. These are staffed by 292 directors who manage the overall customer relationship, providing business clients with made-to-measure solutions.

What we did in 2013 and outlook

- We created the Business Wall, a new electronic customer-director communication channel which enables direct contact, safe document transfer and increases accessibility. By year-end, 21% of the bank's business clients had signed up for the service.
- The strategy of staying close to the customer was reinforced with a new meet-and-greet format dubbed Coffee&Break (<http://coffeeandbreak.com/>) at which high-profile speakers from the world of business share new visions and insight into current trends. Seven such events were hosted in 2013, as well as the 122 CaixaEmpresa Meetings organized in collaboration with other areas of the bank to discuss topics of interest to the client base. In addition, 44 seminars were organized on specific issues related to the regulatory changes affecting the SEPA interbank clearing system.
- With a view to driving growth in business volumes, in 2014 this division will focus on winning new customers and center its sales pitch on financing its business clients' working capital needs and solvent investment plans.



More than
43,000
 customers
 (+10.73%)

26,761
 millions of euros in business volume

- 144 corporate finance specialists**
- 190 trade finance, financing and financial services and cash management specialists**





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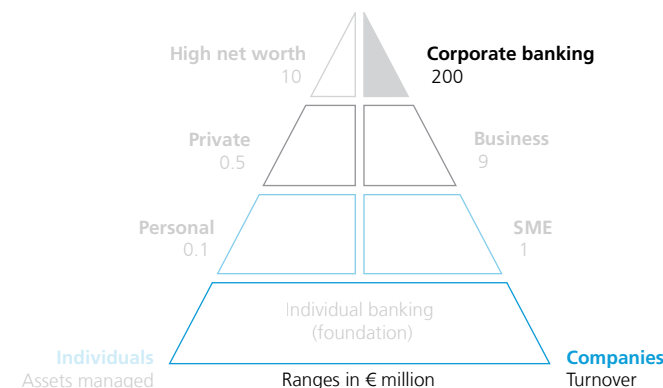
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Corporate banking

The Corporate Banking division works with 600 groups of companies comprising close to 6,000 customers, to which it offers tailored services.

What we did in 2013 and outlook

- In 2013 the bank completed the internal reorganization of the support teams with a view to separating customer service operations from transaction execution. This has resulted in the creation of operational assistance teams which are responsible for order execution procedures and are physically separate from the customer management teams. The customer management teams have stayed on in the Corporate Banking centers with a view to remaining in close contact and ensuring service excellence, while the transaction execution support staff has moved to the head offices.
- The bank also managed to drive growth in the division's ordinary and pre-impairment income by building higher market share across its various products and services. Liquidity also improved substantially.
- In 2014, the plan is to maintain the loan book, increase assets under management and improve gearing, measured as the ratio of loans to 'investible' resources. The division also aims to increase risk-adjusted returns and deliver more efficient capital consumption relative to returns.



5,804
customers

20,706
€ million of investment

17,541
€ million of assets under management



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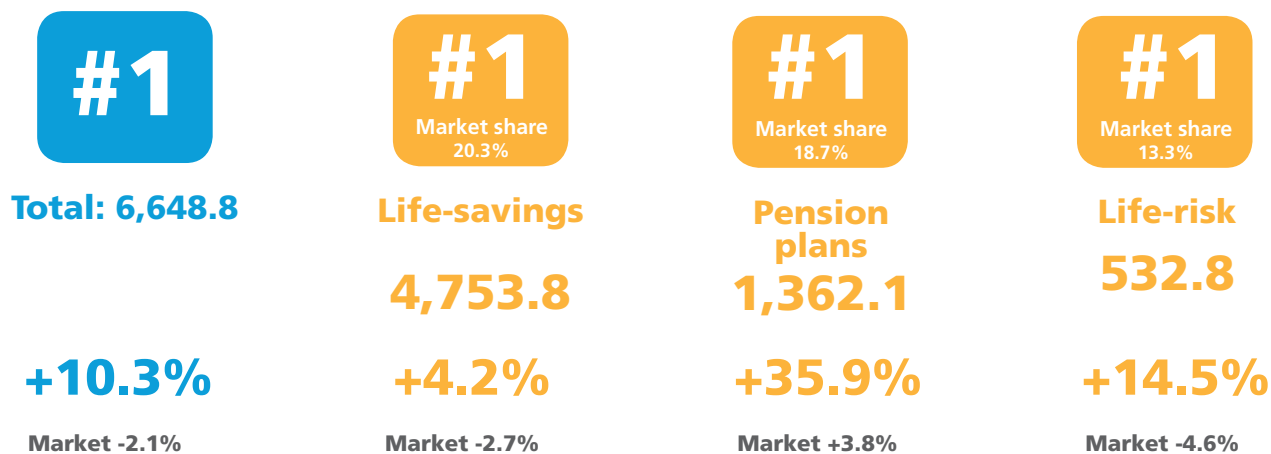
Insurance business

The insurance business, which is managed by VidaCaixa, complements the banking business perfectly

- VidaCaixa's assets under management exceeded the €50 billion mark, year-on-year growth of 14.1%.
- The insurance arm ended the year with 3.6 million customers, growth of 14.1%.
- Pension plan contributions rose 15.1% to €1.85 billion last year.
- VidaCaixa is responsible for the payment of approximately 27% of Spain's private pensions.

(in € million)

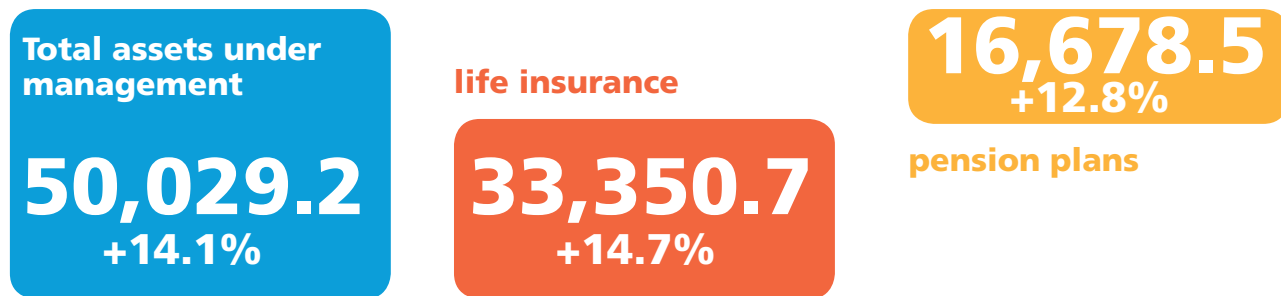
Leadership in three major business segments



Source for ranking and market share figures: ICEA, INVERCO and CaixaBank

Assets under VidaCaixa's management exceeded the €50 billion mark

(in € million)



Source: In-house



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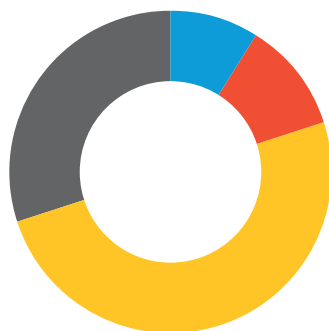
MULTI-CHANNEL APPROACH

CaixaBank's specialized management model is complemented and underpinned by a leading multi-channel distribution platform nourished by the bank's entrenched culture of innovation and uninterrupted investment in technology.

The electronic channels - internet, mobile platform, ATMs, payment gateways and social networks - allow CaixaBank to offer its customers excellent and accessible banking, no matter where they are, no matter the time of day. The continual deployment of the latest technology is

one of the best ways of enhancing our services, penetrating new customers and retaining existing ones: technology paves the way for building a closer and more personal relationship with our customers and facilitating the branch network's ability to provide tailored and value-added advice.

Transactions by distribution channel



5,830
millions of transactions

+20% vs. 2012

>90%
of transactions performed using e-channels

Branches free to focus on value





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Online banking

In 2013, CaixaBank was once again the leading player in online banking in Spain. It ranked #1 in terms of its share of the home market (32% in December 2013, Comscore) and #2 in the international playing field. For the fourth year running, Aqmetrix rated the bank #1 in terms of service quality.

This performance was enabled by constant innovation and improvement. The new projects rolled out last year included the new www.lacaixa.es portal, which is far more intuitive and user-friendly; a new service called Recibox, which gives customers total control over their direct debits; and Bolsa Abierta [Open Exchange], a new, simpler and more accessible online stock investing experience, designed with the help of more than 200 customers.

In parallel, the bank continued to work to improve customer service and productivity by honing its 'online relationship', to which end it rolled out the Business Wall, a new business-manager relationship channel, and consolidated Ready-to-Buy, a new digital signature system which allows customers to authorize their transactions online, to give just a couple examples of the initiatives pursued in this arena.

Línea Abierta in 2013

900
different transactions

19
languages

5.1
millions of active online customers

9.2
millions of customers under contract

2,080
millions of transactions



In 2013, over 50% of banking transactions were carried out using the internet and mobile banking platforms





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CaixaMóvil

With more than 942 million transactions in 2013, the mobile banking platform consolidated its position as the second-most popular channel among CaixaBank customers, after the online banking platform, Línea Abierta. CaixaBank's mobile banking platform is a sector frontrunner in Spain and an international benchmark. According to Forrester Research, CaixaBank is Europe's best mobile banking provider and the second best in the world. It also continues to hold the top spot in the AQmetrix ranking, which assesses the quality of services provided on-the-go.

One of last year's most important milestones in this respect was the overhaul of Línea Abierta Touch for touch-screen smartphones; this newly-designed app is more user-friendly and offers more capabilities. Over 250 customers joined mobility experts and bloggers in designing the new version of this app.

Another major development was the largest commercial deployment of the Near Field Communication (NFC) payment system in Europe which allows NFC-enabled handset users to store their card data on their SIM cards for secure tap-and-go payments. Thanks to an alliance with Spain's leading telecommunications operators, the bank covers 80% of the market.

New applications were also added to Caixamóvil Store. Noteworthy additions include SegurCaixa Auto, winner of BAI-Finacle's Global Banking Innovation Awards in the Product & Service Innovation category, the mobile POS terminal, the new Multiestrella app and Línea Abierta Basic, designed for users of basic online banking services. CaixaBank's app store boasted more than 70 free native apps at year-end, all of which were tailored for the various leading mobile operating systems.

For more information, go to the Innovation section

By the end of 2013, CaixaBank's native mobile apps had amassed a total of 7.9 million downloads

CaixaMóvil in 2013


2.8
million active Línea Abierta mobile customers at year-end 2013

3.8
million users of mobile services

942
millions of transactions

2.9
million app downloads in 2013

27.7
million alerts sent






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Social networks

CaixaBank remains strategically committed to the development of native communities. At year-end, these communities had over 100,000 active users. In 2013, the bank launched Stocktactics, an investment strategy sharing community for supporting decision-making in Bolsa Abierta.

In parallel, it reinforced its proximity model by nurturing a dynamic presence in the main social networks.

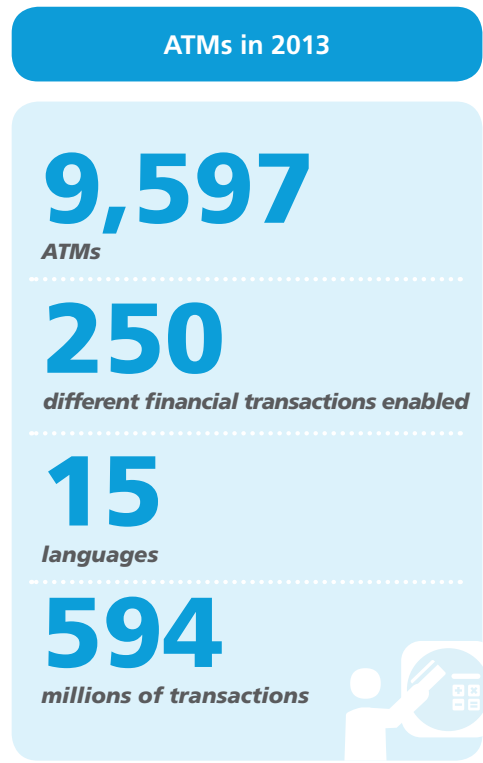
further information in the section on customer proximity

- 2010** *CaixaNegocios Community*, for the self-employed and SME
- 2011** *Club ahora*, for the elderly
- 2012** *PremiaT*, for buyers and retailers
- 2013** *Stocktactics*, targeted at the investor community, a forum where users can share their investing strategies

ATMs

In 2013, CaixaBank restyled its ATMs, drawing on the suggestions of more than 300 customers, in order to offer a more user-friendly and pleasant experience. The browsing experience is inspired by the tablet phenomenon and can be customized to reflect customers' favorite transactions. The bank also continued to deploy the latest technology to optimize ATM availability and functionality. This work included the rollout of contactless technology, thanks to which customers can withdraw money by simply waving a contactless-enabled card or mobile phone in front of an ATM. At year-end 2013, more than 1,719 ATMs had been enabled for contactless technology.

Sixty-two per cent of the bank's ATMs are totally barrier-free and 99% are equipped with sign language support videos.





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Payment methods

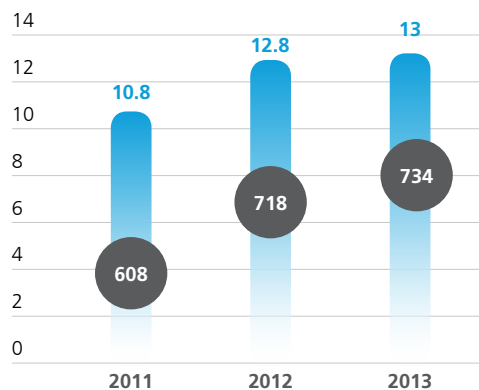
CaixaBank is the leading player in the payments industry, with 13 million cards in circulation and a market share by billing value of 21.1%. Through its subsidiary, CaixaCard, it has pioneered the issuance of contactless cards: technology which facilitates low-ticket purchases formerly paid for in cash which is already a reality in Spain's most important cities and regions (Barcelona, Pamplona, Santander, Burgos, Madrid, Canary Islands, Balearic Islands and Valencia).

In 2013, over 3.1 million contactless cards, which work by merely waving them in front of a POS terminal, were used to pay for 17.5 million transactions worth €537 million.

Through its subsidiary, M2P, CaixaBank also leads the prepaid card segment, having issued over one million of such cards (almost 8.4% of the total in circulation). These cards were topped up 2.6 million times in 2013. These cards are sold in the bank's branches, on a dedicated website, on Línea Abierta and, since 2013, through a range of distributors and points of sale, including newsstands.

The Group's retailer payment operation has been managed by Comercia Global Payments for the last three years. In 2013, CaixaBank launched the first mobile POS solution developed by a Spanish entity, specifically an innovative system which enables billing from a smartphone, facilitating e-payments on the part of small businesses and self-employed professionals who work from home.

CaixaBank: leader in the card market



Total number of cards (in millions)
Transactions/year (in millions)

CaixaBank cards

21.1%
market share by card billings

64.2%
share of the contactless card market

3,350
€ million of e-commerce sales processed (+19% vs. 2012)

44,941
€ million of store payments and cash withdrawals processed

2,089
managed per second (cards + retailers)



Customer retailers

23.8%
market share in terms of card billings

245,130
POS terminals installed

736
million retailer transactions (+11.8% vs. 2012)

28,044
€ million of payments processed (+10.4% vs. 2012)

3,837
€ million of e-commerce sales processed (+24% vs. 2012)





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Infrastructure and security

CaixaBank invests continually in new technology in order to satisfy customer demands, guarantee their growth, adapt to emerging business needs and provide access to information around the clock. In 2013, it invested €154 million in technology development, €35.5 million of which was earmarked to R&D+i work.

The bank is strongly committed to guaranteeing the safety of its people and facilities, a pledge which extends to IT security. To this end, CaixaBank renews its ISO 27001 certification annually and works to protect both its image and its customers' information. In 2013, it ran a number of campaigns to raise employee awareness of safety issues.

It also continued to participate in and shape the debate at several Spanish and international taskforces and forums in order to learn about and share best IT security practices.

In keeping with its environmental pledge, CaixaBank works to make its computer equipment and facilities as energy efficient as possible. Its data processing center has obtained the Leed Silver green building rating. Energy-efficiency criteria are taken into account each time the bank upgrades its computer equipment.

Investment in secure and sustainable technology

154 € million invested in technology developments
35.5 € million of which correspond to R&D investments

Leed Silver status for the data processing center, certifying it as a green building (41% more efficient)

ISO 27001 IT security certification

Powerful IT platform: two integrations in two years

Banca Cívica (in 8 months)

1,710
ATMs adapted

Over **1.9**
million active card migrations

Over **1.7**
million cards issued

Almost **32,000**
new POS terminals activated

Integration of the data and contracts of

3.3 million customers and **32,489** retailers

Banco de Valencia (in 5 months)

293
ATMs adapted

8,514
retail establishments activated

204,986
new cards distributed

460,000
integration of the data and contracts



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INTERNATIONAL DIVERSIFICATION



1 and 2

International expansion: market diversification

International diversification is one of CaixaBank's core strategic targets. This strategy is being articulated around a direct presence in the form of banking branches and representative offices; and strategic alliances with leading investee banks and long-term relationships with multilateral organisms and central banks.

Direct presence

CaixaBank has banking branches in Poland (Warsaw) and Morocco (Casablanca and Tangier); these offices provide financing and financial services to Spanish companies with interests and activities in those countries and to local businesses with commercial ties with Spain.

The representative offices in Europe, located in Italy (Milan), the UK (London), France (Paris) and Germany (Stuttgart and Frankfurt), provide advisory services to the parent companies of European multinationals with subsidiaries in Spain with respect to the products and services CaixaBank can offer them to meet their financing needs in Spain.

Outside the European Union, CaixaBank has representative offices in China (Beijing and Shanghai), Turkey (Istanbul), Singapore, United Arab Emirates (Dubai), India (Delhi), Egypt (Cairo), Chile (Santiago) and Colombia (Bogota), the latter two having been opened in 2013.

The representative offices advise Spanish companies with projects abroad and provide them with information on contract tenders and the requisite procedures. They also serve as a link with local financial institutions and guide customers in their local banking arrangements.





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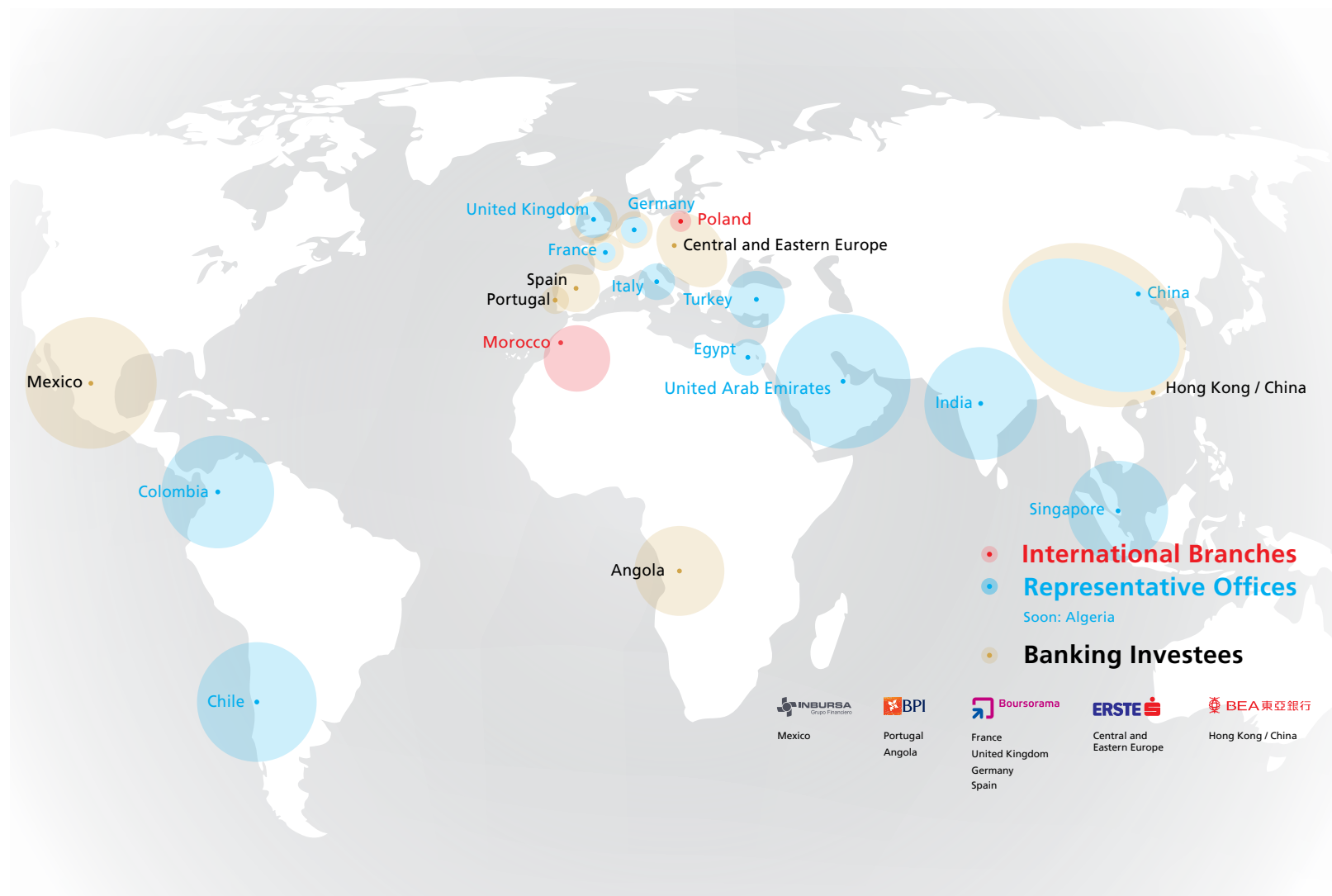
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In countries in which CaixaBank has neither a direct nor an indirect presence (through its associate banks), CaixaBank has a network of correspondent banks –over 2,900– which help its customers with their business operations abroad.

CaixaBank has strategic investments in five major banking groups in order to offer shareholders and investors preferential access to new business opportunities in high-growth regions with a balanced risk profile. These financial groups, with combined assets of over €335 billion, also help CaixaBank customers with their business interests abroad.

Further information

CaixaBank's international presence





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Strategic alliance model

+ Control/Synergies/Risk

Controlling interests



Strategic alliances

Financial investments

- Control/Synergies/Risk

Investments in leading banks

- Well-managed banks with solid competitive positions
- Top-notch local partners with a shared vision
- Focused on retail banking
- Highly solvent and creditworthy entities

Investment profile

- Long-term horizon
- Positions of influence
- Investments made at fair value (no control premium)

Building strong international alliances

- Long-term strategic agreements
- Sharing best practices
- Exporting know-how as appropriate
- Joint business/project development





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(46.2%)
Founded: 1981
Total assets: ~€43bn
Branches: 700 (Portugal) and 170 (Angola)

BPI is the third-largest private financial group in Portugal in terms of business volume. Its core business is commercial banking targeted at companies, institutions and individuals. Through its investment in Banco Fomento Angola (BFA), this entity is also a leading player in this emerging market.

Together with CaixaBank, BPI provides a specialized service to major groups in Spain and Portugal from shared centers in Madrid and Lisbon. The Iberian Business Solutions service also provides business customers with preferential collection and payment services and conditions, enabling them to operate between Portugal and Spain as if they were performing domestic transactions. This commercial alliance has been extended to encompass both entities' international operations, complementing each other's offer and providing customers with a better service worldwide.



(20.7%)
Founded: 1995
Total assets: ~€5.6bn

Boursorama is part of the Société Générale group (which owns 56% of the company) and is a key player in online banking in Europe, with a presence in four markets.

Boursorama is the market leader in the online distribution of financial information, as well as a prominent online bank, in France. It is also has a presence in the UK and Germany, where it is one of the leading online brokers through OnVista Bank. Since 2009, under the scope of a joint venture with Boursorama, CaixaBank holds a 49% interest in the Spanish online bank, Self Bank.



(16.5%)
Founded: 1918
Total assets: ~€70bn
Branches: 233

Bank of East Asia (BEA) is the leading independent private bank in Hong Kong and one of the best positioned foreign banks in China, where its presence dates back to 1920; through its subsidiary, BEA China, it has a burgeoning network of more than 125 branches. It offers retail, corporate and investment banking services. It also serves the Chinese community abroad through its branches in Southeast Asia, North America and the United Kingdom.

The collaboration between CaixaBank and BEA extends to co-financing projects led by Spanish and Chinese groups and fostering the sharing of know-how. Together with car dealer Brilliance, the entities have also set up a joint venture that will begin to extend auto loans from 2014.

Since 2010, the "la Caixa" Foundation, the Bank of East Asia Charitable Foundation and the Salvation Army Hong Kong and Macau Command have been working together to develop a palliative care program for terminally ill patients in Hong Kong.



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(9.1%)
Founded: 1819
Total assets: ~€200bn
Branches: 2,800

Erste Bank is Austria's number two banking group and a leading bank in central and eastern Europe. Its geographic footprint extends to Austria, the Czech Republic, Romania, Slovakia, Hungary, Croatia and Serbia; it is the market leader in most of these countries with 16 million customers and 2,800 branches.

CaixaBank has collaborated with Erste Group Bank to co-finance Spanish business groups and develop technological innovations and offer reverse factoring services and prepaid cards, as well as sharing staff and negotiating joint purchases. The Central and Eastern European Solutions platform has been operational since 2011 for the provision of services to each partner's customers in their respective home markets.



(9.01%)
Founded: 1965
Total assets: ~€20bn
Branches: 320

Grupo Financiero Inbursa (GFI) is the largest financial group in Mexico in terms of assets under management/custody and number six in terms of total assets; it is also very well-positioned in the insurance and pension fund segments. A Mexican benchmark in commercial banking, GFI is also one of the largest financial groups in Latin America by market capitalization.

In 2013, CaixaBank reduced its shareholding in GFI from 20% to 9.01%, placing 7.3% on the market and selling 3.7% to Inmobiliaria Carso, a company owned by the Slim family. This transaction generated an after-tax gain of €63 million for CaixaBank.

Throughout 2013, CaixaBank continued to support GFI's retail banking expansion plan for Mexico by providing know-how and sharing best practices in branch office management, the use of sales tools and the implementation of a culture of service excellence service that spurs value creation and enhances customer loyalty.

Lastly, the "la Caixa" Foundation and the Inbursa Foundation work together to articulate and implement community work programs, such as initiatives for combatting addiction.

Multilateral organisms and central banks

To reinforce its expansion effort and become more competitive at a global level, CaixaBank enters into long-term strategic alliances with international organisms whose areas of influence coincide with its priority growth markets.

For example, in 2013 the Group stepped up its foreign trade transactions through the International Finance Corporation (World Bank Group), the European Bank for Reconstruction and Development (EBRD) and the Asian Development Bank. It is also worth highlighting the funds extended by the European Investment Bank (EIB) and the Council of Europe Development Bank (CEB); these facilities enabled CaixaBank to deliver on its commitment to people.

CaixaBank shored up its relationship with central banks and sovereign funds worldwide, in order to position the entity as a benchmark in the sovereign investment market. The bank offers these entities investment products tailored to their needs, such as deposits, currency transactions, and sovereign and corporate debt.

For more information see the Why do we do it: a commitment to people and society section



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Investments: earnings diversification

In order to diversify its sources of income, CaixaBank also holds equity interests in Repsol and Telefónica, leading companies in their respective sectors, which offer growth and value stories as well as a strong international presence. Both are strategically committed to attractive shareholder remuneration.

Both Repsol and Telefónica stand out for their environmental pledges, business ethics and CSR policies, as have been acknowledged by the leading sustainability stock indices.

Repsol (12.02%)

Repsol is a vertically integrated (exploration & production, refining & marketing) oil and gas company with a presence in more than 30 countries. It has total assets of around €65 billion.

Further information

Telefónica (5.37%)

Telefónica is an integrated telecommunications operator, with a presence in 24 countries in Europe and Latin America. It generates over 77% of its revenue outside Spain, and is the benchmark carrier in the Spanish- and Portuguese-speaking markets. It has over 323 million customers and total assets in excess of €118 billion.

Further information

- **Earnings diversification**
- **Financial flexibility:** highly-liquid investments
- **Potential capital buffer**
- **Value plays:** solid shareholder remuneration fundamentals
- **Returns:** attractive returns on equity
- **Geographic diversification:** 70% of earnings generated outside Spain

Market capitalization: €5.8 billion (at December 31, 2013)

**Repsol and Telefónica diversify
 CaixaBank's earnings stream and present
 a potential capital buffer**



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[4.2 How we do it: corporate culture]



CaixaBank's corporate culture is underpinned by its heritage values of leadership, trust and commitment to society, the basic tenets that guide and inspire everything we do.

CaixaBank has built a native culture on the basis of these values; this corporate culture is articulated around innovation, customer proximity, excellence and talent management.

Our proximity banking model means proximity and complicity with our customers and communities. We strive for excellence in all areas of our management through innovation and

talent development, all with the goal of maximizing the satisfaction of our customers, employees, shareholders and other stakeholders.

These attributes shape CaixaBank's unique management model, a model which underpins the bank's sustainability and the creation of shared value in the long term.

Corporate culture

Excellence

Proximity

Talent

Innovation





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EXCELLENCE

CaixaBank strives to achieve excellence in every aspect of its management and is firmly committed to delivering on the expectations of its stakeholders: customers, employees, shareholders and society at large.

Quality, a shared responsibility

One of CaixaBank's top strategic priorities is the provision of excellent customer service. To this end, it bases its banking model on personalized customer service, a broad spectrum of financial products and services, credibility in the eyes of its customers, transparency and financial strength.

Against this backdrop, CaixaBank follows stringent quality guidelines underpinned by proximity, efficiency and continual improvement and supported by a team of professionals focused on this goal.

This requires remaining true to our values and fostering an innovative spirit and the adoption of emerging technologies in order to understand what our customers need and expect and track their satisfaction.

Service quality is a core driver of our competitiveness. It depends on the quality of our customer relations and our internal processes and procedures.





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Internal processes

CaixaBank strives to ensure that all of its internal processes are flexible, effective and error-free. To this end, it is working on the development of an objective measurement model underpinned by quantitative and qualitative indicators in order to map service levels. This model, which is slated for implementation in 2014, will complement the ongoing internal surveys already performed regularly.

Relationship management

In 2013, CaixaBank created a team within the branch network whose remit is to champion the quality improvement plan devised by the bank in 2012. To this end, these professionals visit the branches in need of relatively greater improvement and design action plans adapted to each one's specific circumstances.

The improvement plan envisages an open and participative model which encourages the direct involvement of the branch teams, who are called on to suggest ideas and share their know-how and experiences so that, by engaging the entire workforce, the bank can achieve its goal of providing the highest customer service standards possible.

We listen to our customers

In order to continually raise quality standards it is vital to measure how our customers perceive the service they receive. This enables the identification of new areas for improvement which are fed into the action plans set in motion.

With this goal in mind, CaixaBank fosters active dialogue with its customers. Our customers have access to a multitude of two-way communication channels, as well as the personalized service provided by the network's almost 30,000 managers and 5,730 branches and offices.

Customers can also contact the bank by phone, e-mail, post or through the social networks. CaixaBank has had a Twitter account - @laCaixaresponde - since 2011 which it uses to keep customers abreast of entity developments and facilitate enquiry resolution by directing them to CaixaBank's in-house channels, at all time guaranteeing secure and confidential exchanges.

The bank has other platforms for engaging customers such as Inspiranos, through which customers can submit suggestions through which customers can submit their ideas for new products and services.

Our management model, under the spotlight



In 2013, CaixaBank applied for the renewal of the European Seal of Excellence awarded by the European Foundation for Quality Management (EFQM). This seal was certified by AENOR in 2012: CaixaBank scored over 500 points, the highest score obtained in Spain.

This score, one of the goals set down in the Strategic Plan, is the result of a continuous improvement process. Among others, this process has entailed the following initiatives since 2011:

- Formally setting down the overall process planning, measurement and improvement methodology.
- Identifying and developing improvements in key processes.
- Establishing new sales guidelines and practices at branch level and in the private and business banking centers in order improve quality.
- Bolstering the leadership, people management and internal communication models.

Our challenge for 2014 is to position CaixaBank as the leading player in Spain in terms quality management excellence by achieving a score of over 600 points.

In 2013, CaixaBank also obtained AENOR Conform certification for its wealth management effort, a milestone that places the bank at the vanguard of the personal banking segment.



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Measuring customer satisfaction

CaixaBank conducts regular customer satisfaction surveys and has devised an internal service quality indicator for the branch network which it has coined the Quality Satisfaction Index (QSI). This index is fuelled by some 409,000 retail customer satisfaction surveys and 11,000 company satisfaction surveys every year.

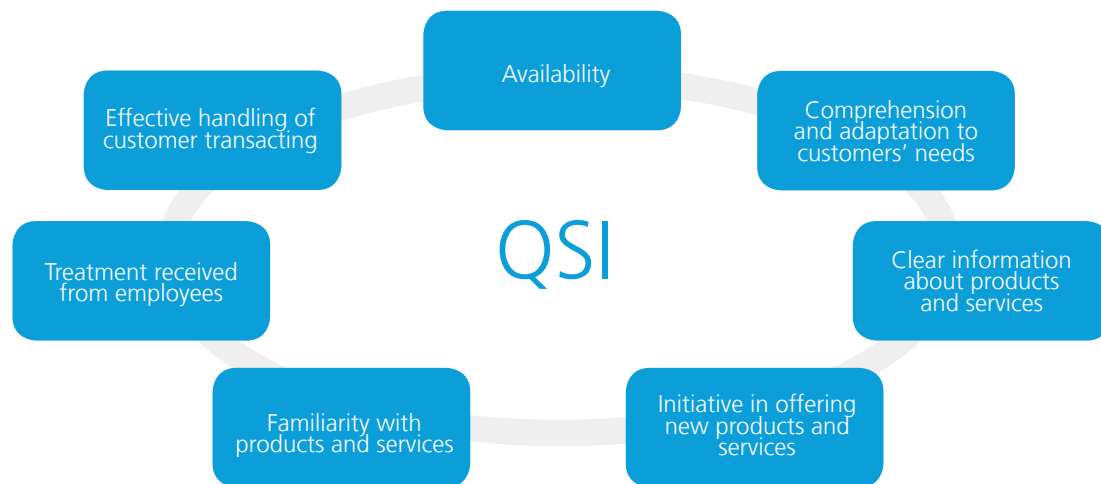
The bank also evaluates the service offered by the Business, SME and Private Banking centers and tracks customer satisfaction using digital channels.

In addition to these surveys, it uses the 'mystery shopper' research method to evaluate various aspects of the service provided to potential new customers;

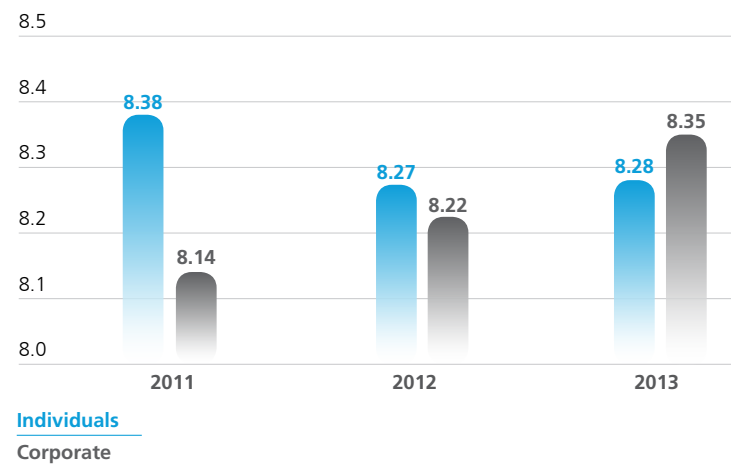
the results of this research are used to diagnose issues and prepare strategies, while underpinning ongoing service quality standards. Certain branches also carry out specific satisfaction questionnaires with a view to proactively detecting areas for improvement and facilitating quality management.

Over 420,000 customer satisfaction surveys every year

Components of the Quality Satisfaction Index



Trend in the Quality Satisfaction Index





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Customer Care Service

At CaixaBank we make sure all our customers have access to the various internal communication channels in place so that they can help us serve them better and present their complaints and claims. In addition to these informal channels, we offer official channels.

Customer Service Office

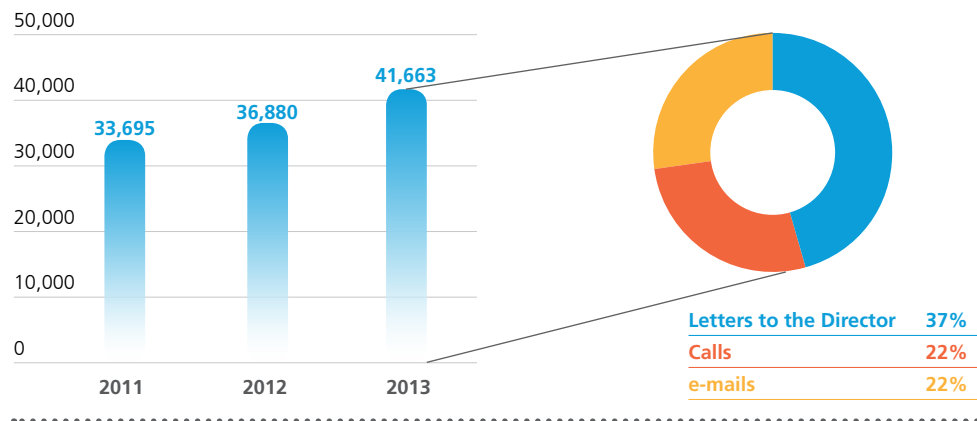
The Customer Service Office channels the complaints, comments and enquiries that customers and users feel they need to present by means of letters to the Managing Director, the local toll-free customer service line (900 323 232) and a complaints form hosted on the corporate website (www.lacaixa.es).

In 2013, CaixaBank redefined the complaints resolution process in order to improve its management and effectiveness. The goal is to offer customers an excellent and flexible process which increases customer satisfaction in the wake of the remedy provided and reinforces the customer relationship and communication experience.

To this end, CaixaBank is working to build a more comprehensive vision of its customers, standardize decision-making and resolution criteria and facilitate the case-by-case management of the various situations presented and issues raised and shortening response times. This facilitates detection of the source of the problem and identification of the processes and services in need of fine-tuning.

Collaboration with the business units is also vital to offering solutions to each of the situations presented and issues raised and CaixaBank is working hard to offer more personalized solutions and responses and reduce the volume of incoming requests.

Enquiries handled by the Customer Service Office





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Official channels

These channels allow customers and users to present their formal complaints. They can resort first to the Customer Ombudsman and the Customer Care Service and, if this does not satisfy them, the bank of Spain and the CNMV.

The number of claims received by the Customer Ombudsman and Customer Care Service increased by 6% year-on-year in 2013, while the number received by the regulators (Bank of Spain and CNMV) jumped by 37%.

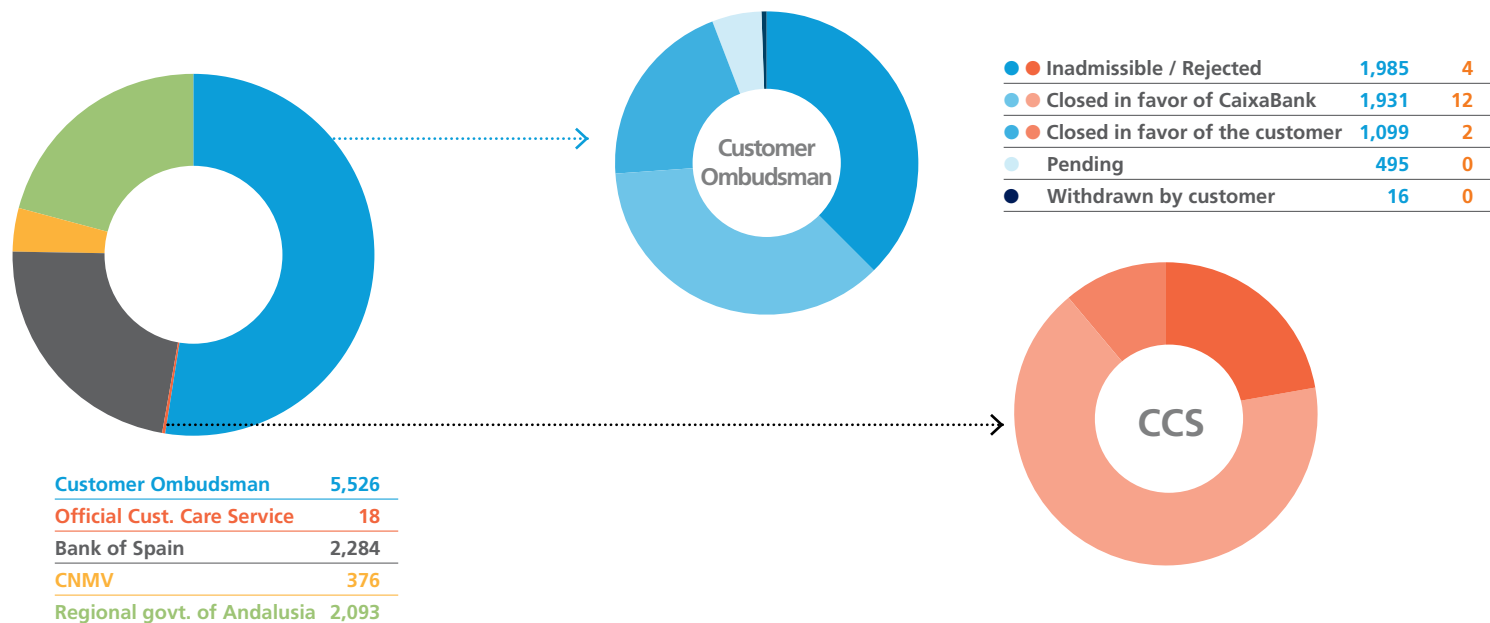
Evolution

Overall the number of incoming complaints and claims increased by 64% compared to 2012.

Fees and after-sales service were some of the grounds for the complaints received. Note that the spike in claims was due mainly to complaints relating to applications to have floor rate clauses eliminated from mortgage agreements. Complaints in respect of these clauses accounted for 33% of the total: stripping these out, customer claims would have risen 10% over 2012 levels.

Given this situation, and remaining true to its basic principles, the bank has established mechanisms to ensure that

Complaints presented through official channels*



*The differences with respect to the information provided in the Management Report relate to updates to factor in the best information available as of the date of publication of this report (April 24, 2014).

each claim is addressed individually. As a result, the claims received in connection with the elimination of the floor clauses have been analyzed and handled by the Spanish branch network on a case-by-case basis.

Work began in 2013 on reengineering the claims management model in order to provide customers with more personalized and faster responses; this work is set to continue in 2014. In addition, the Customer Care Service stepped up its claims analysis effort

with the help of the business units in an attempt to lower incoming complaints. Processes are accordingly being reviewed with the aim of adding value to the service provided to customers and, by extension, to the institution as a whole.



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Responsible communication and sales policy

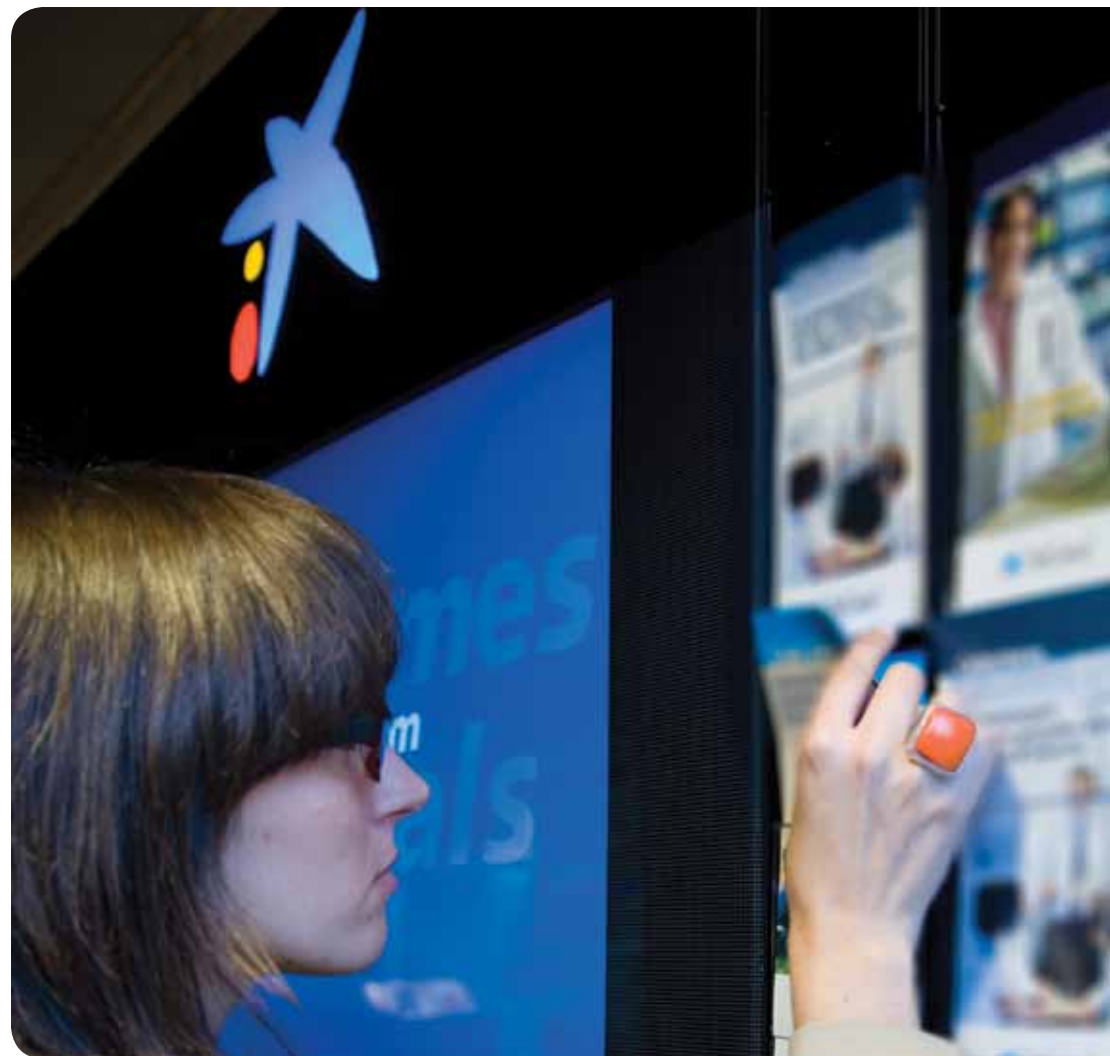
CaixaBank has a Transparency Committee on which the Business, General Secretariat, Risk Management, Resources, Audit, Internal Control and Compliance divisions are represented. It is chaired by the Legal Advisory division.

The committee determines all transparency-related aspects of the design and marketing of financial instruments, banking products and savings and investment plans.

The committee is tasked with ensuring the transparent marketing of the bank's products by defining and approving policies covering marketing, the prevention of conflicts of interest, the safeguarding of customer assets and order execution. It also 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. Accordingly, the launch of any new product or service requires prior approval by the committee.

The bank also has a Marketing Message Style Guide which is designed to make its advertising messages as transparent as possible. Likewise, and to this same end, there is also a Marketing Communication policy, which is based on respect for society, customers and the bank's corporate values and is similarly designed to inject the utmost transparency into advertisements. In 2013, CaixaBank carried out over 550 advertising projects in keeping with these principles; these advertisements were additionally sent to the Bank of Spain-certified advertising self-governance association, Autocontrol, for approval before broadcast.

In order to instill sustainability criteria in its advertising activities, CaixaBank requires all printing firms involved in its print advertising and all suppliers of printing and direct marketing systems to offer Forest Stewardship Council (FSC) certification. This certification ensures that both paper manufacturing and printing processes are sustainable and environmentally friendly.





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INNOVATION

CaixaBank defines innovation as the means to raising customer service standards and generating new sources of income by anticipating changes in society and emerging technology.

The following is crucial to delivery of this dual objective:

- **Analysis of external trends:** a study of changes emerging in society and on the technology front enables the early detection of new business opportunities and trends that will ultimately shape new business models.
- **Feedback from employees and customers:** their ideas and suggestions help to continually improve processes and products and, by extension, the service standards offered.

CaixaBank's innovation model

OPEN ARCHITECTURE

In close collaboration with cutting-edge companies, institutes, universities and organizations from different sectors

Immersion in the trends that will materialize in new business to identify emerging technologies and test new concepts. In a nutshell, the ability to tap into disruptive innovation models.

In 2013, the bank detected several relevant financial sector trends, which have since translated into priority areas of initiative:

- Customer and employee mobility
- Social technologies
- Business intelligence at the service of enhanced decision-making
- Process digitalization and automation
- Changes affecting the customer relationship, shifting customer behavior and more stringent customer demands

PARTICIPATIVE

A model that leverages customer and employee ideas

Encouragement of active customer and employee involvement in the generation and evaluation of initiatives via the bank's virtual platforms. This interaction enables CaixaBank to pinpoint the ideas that are most likely to translate into growth.

- Customers can use the Inspíranos platform, which received over 140,000 visits and 1,275 contributions regarding new ATM and internet and mobile banking services in 2013.
- Employees, meanwhile, are urged to use the Innova platform, which proposes activities designed to encourage free and creative expression; over 80% of the workforce participated in this initiative during its first year in existence.

There is also a Suggestions Inbox for spontaneous ideas for how to do things better.

ACKNOWLEDGED

By multiple national and international prizes and accolades

- Named Most Innovative Bank in the World in 2011 and 2013, one of the Global Banking Innovation Awards given by the Bank Administration Institute (BAI) and Finacle
- Best Retail Bank for Technology Innovation, according to *Euromoney*
- Global Innovator Winner, a prize awarded by Accenture and EFMA, an association that encompasses more than 3,300 retail banks across 130 countries
- Named Bank of the year in Spain 2013 by British trade journal *The Banker*
- Best Internet Bank in Spain, according to *Global Finance*
- Private Banking Division named Most Innovative Business Model by trade journal *Private Banker International*
- Best of the Best Award for the most innovative entity in the payments field
- Financial Services Institution of the Year at the Payment Awards 2013



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Open-architecture innovation model: projects

"la Caixa"-IBM Digital Innovation Center

In December 2011, as part of the IT infrastructure management alliance between CaixaBank and IBM, the "la Caixa"-IBM Innovation Center was opened in Barcelona.

This center provides CaixaBank with access to the newest business process technology developments, research and innovation capabilities with a view to making its business more valuable.

In 2013, the Innovation Center focused its work on three broad areas:

1. Semantic analytics: this project focused on making internal information search engines smarter so that they can understand questions asked by users and answer them automatically.
2. Voice-to-text: testing of voice-recognition software for translation into text that can be analyzed with a view to improving customer knowledge and service standards.

3. Real-time predictive analytics: construction of models to detect anomalies in order to anticipate and classify changes in behavior with the goal of generating real-time responses or alerts.

Data management

In collaboration with Oracle, CaixaBank has begun work on its Big Data project with the aim of rendering decision-making more nimble and developing new financial services and products underpinned by mass management of data in any format.

To this end the bank is developing a unified, streamlined, flexible, powerful and secure data bank, from which any business information request can be easily and quickly fulfilled by selecting a set of appropriate filters and exporting the most relevant information for the business.

This will allow CaixaBank to implement new processes to reinforce risk management and the anti-fraud effort, among other applications. The bank will also be able to compile and aggregate the customer data gathered from all of

its communication channels (branches, internet, mobile banking, ATMs, etc.). The information generated by a given channel will become immediately available in all other channels, reinforcing the ability to offer customers tailored proposals, among other benefits.

FinAppsParty

The competition, targeted at mobility experts (designers, engineers and entrepreneurs in general) rewards the best mobile app ideas for topics proposed by CaixaBank; the winning apps are evaluated for user-friendliness, features and graphic originality, among other aspects.

Thirty-seven projects worked on by 46 teams, with a total of 122 participants, submitted entries for the third edition of the FinApps Party in 2013.





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Participative innovation model: ideas as a source of innovation

Customer and employee participation is key to the success of CaixaBank's innovation model, which is designed to spark group intelligence and co-creation. We encourage customers and employees to send us their ideas and suggestions; not only does this improve the service we offer, it also strengthens bonds with the Institution.

Inspíranos [Inspire us] for customers

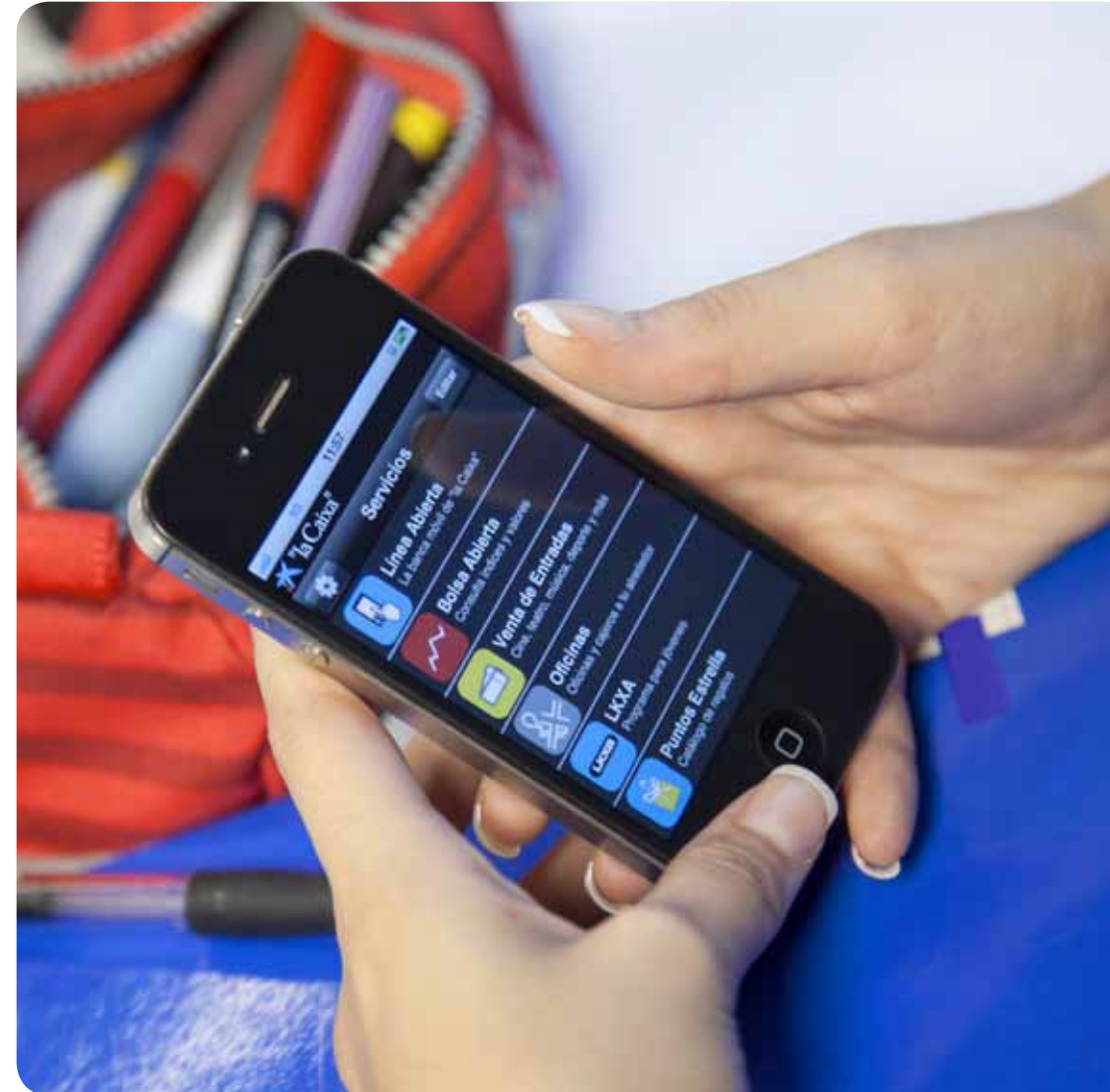
In order to fuel continued dynamic innovation and ensure the customer remains at the heart of our strategy in this respect, CaixaBank uses its Inspíranos platform to encourage continual user participation in new product and service design.

This innovation community is based on Web 2.0 technology and admits the involvement of all internet banking users.

Via Inspíranos, which can be reached from Línea Abierta, customers can send CaixaBank's innovation leaders ideas for new products and services as well as commenting on ideas made by other users.

CaixaBank then studies the potential and viability of the proposals it receives. If the ideas are similar to services or products already on offer, they are given personalized advice on how to activate them without delay.

Since it set up the platform, towards the end of 2012, the bank has implemented over 100 customer ideas. Ideas turned into actual services include the ReciBox service for the smart management of direct debits, the new Bolsa Abierta online investment platform and the ability to choose among three types of different notes when making ATM cash withdrawals.



Inspíranos:
140,000 visits in 2013



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Innova, for employees

Keenly aware that our human capital is one of our most important assets, CaixaBank encourages all its professionals to flex their creative muscle by setting up instruments and tools to help them share their ideas and know-how. The Innova platform was created in early 2013 to bring all these initiatives under one roof.

Innova has several sections:

- **Tus ideas suman [Your ideas count]**, which gathers proposals submitted in response to a specific topic.

This section of the portal includes a forum for debate designed to spark dialogue and facilitate the exchange of ideas regarding the topic under

consideration. The ideas received have been used to improve several products such as the Multiestrella Payroll Program, simplifying access requirements and adding new financial and non-financial benefits.

Innova is also equipped with a Challenges area, in which teamwork is put to the service of project execution, and a Product-testing section, in which employees can trial and comment on new products before they are launched.

- The **Suggestions Inbox** collects ideas for how to do better; these ideas are sent in spontaneously by employees and are then voted and commented on by their peers. In 2013, 6,632 ideas were received, of which 533 are slated for implementation.





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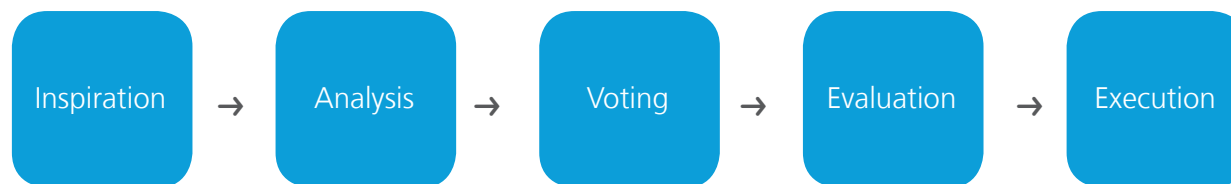
Innova Challenge: Connecting with self-employed professionals

The first Innova Challenge was launched in mid-2013: to put on their management hats, specifically that of a manager of a self-employed banking center, and come up with new ideas. 53 teams submitted proposals which were then published in the Your Ideas Count section for consultation, vote and comment.

Once the winning project was selected, work began on implementing some of the initiatives suggested. The major lines of initiative identified include:

- end-to-end solutions to facilitate everyday management.
- a specialized customer care model based on the personal manager concept.
- enhanced access to credit.
- business defense and manager mobility activities.
- specific tool planning.

Innova: 12 months, 12 debates



36,787 accesses
4,798 ideas contributed

229 comments
3,671 likes

Over 80% of the workforce has participated in Innova

Project/initiative highlights in 2013:

- Improvements to the "Línea Abierta Basic" app
- Start-up of a suggestions inbox within Innova
- Launch of the fu[TU]ro website and retirement guide
- Improvements to ReciBox and Bolsa Abierta
- Encouragement of customer appointments
- New applications for corporate smartphones
- Improvements in the service suite targeted at the self-employed



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2013: Channel innovation



New www.lacaixa.es portal
 Revamped, more commercial and user-friendly portal. Direct access to relevant product and service information, multimedia content and customization features designed to enhance the user experience.



ReciBox
 New online, multi-device service for the end-to-end and smart management of direct debits. At year-end the service had over 500,000 registered users.



LÍnea Abierta Touch
 New LÍnea Abierta mobile app for touchscreen smartphones; restructured menus and better graphics for an enhanced user experience. Experts in mobility, bloggers and over 250 customers participated in the app's design.



The Business Wall
 New two-way manager-business client communication model designed to boost efficiency, customer service and sales productivity.



Bolsa Abierta
 New and more user-friendly and accessible online stock trading platform. Featuring interactive graphics, over 50 indicators, a map of the world with information on 33 countries and information on customer trading positions.



Stocktactics
 New online community designed to allow customers to share their investing strategies in order to facilitate decision-making in Bolsa Abierta.



NFC-enabled mobile payments
 This new app allows users to store their credit card information on their SIM cards for secure tap-and-go payments directly from their phones.



ATM style guide
 Personalized browsing based on customers' favorite transactions and inspired by the tablet browsing experience; over 300 customers participated in the design.



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PROXIMITY

At CaixaBank we have been working to earn the trust of all of our stakeholders by leveraging professionalism and proximity, the latter in both the physical and emotional sense, for over a century. To this end we strive to remain accessible and close at all times. We do this through our branch network, by showing empathy, listening carefully and displaying respect for and engagement with our communities.

Branch network

Our branches remain a core component of our customer relationships; they facilitate the provision of tailored and expert advice, which is then reinforced by the rest of our complementary sales channels. In line with our strategic commitment to remaining close to and complicit with our customers, CaixaBank has articulated the most extensive branch network in the Spanish banking system.

CaixaBank's network is nationwide and boasts tremendous reach. With its 5,730 branches, the bank is present in 100% of Spanish towns with more than 10,000 inhabitants and in 84% of those with over 5,000 inhabitants.

In 2013, CaixaBank absorbed the retail networks of Banca Cívica and Banco de Valencia. By absorbing some of these entities' smaller or overlapping branches, the bank made progress on the streamlining of its network without abandoning any market or withdrawing services in any rural towns.

With a view to prioritizing customer proximity within overall business structuring, CaixaBank has adapted its network in the wake of the integration of several banks in recent years, increasing the number of Regional Divisions to 13. The bank has accordingly evolved towards a model designed to leverage the network structure by creating greater proximity between the branches and the next decision-making level in the command chain in order to improve direct internal communication and improve efficiency by reducing the services centralized in the Regional Divisions.

The current model therefore remains predicated on the network's reach. However, in order to create value for the customer by providing better and more personalized service, the bank has segmented the business, fostering staff specialization and redesigning the branch network and its distribution in order to cater to segmented customer profiles.

The most extensive branch network in Spain



Presence in all towns with over 10,000 inhabitants



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Accessibility

As part of its customer proximity pledge, CaixaBank has gone to great lengths to facilitate access to its services by as many people as possible.

The bank, which has a broad product offering, segmented by its various target audiences, understands the accessibility concept in the broadest sense. One of its goals is to foster access to the financial market by people and groups at risk of social exclusion. Through MicroBank, its social bank, it therefore offers products and services for people whose circumstances exclude them from the customary approval processes.

For more information, see section 4.3.2 Boosting economic activity

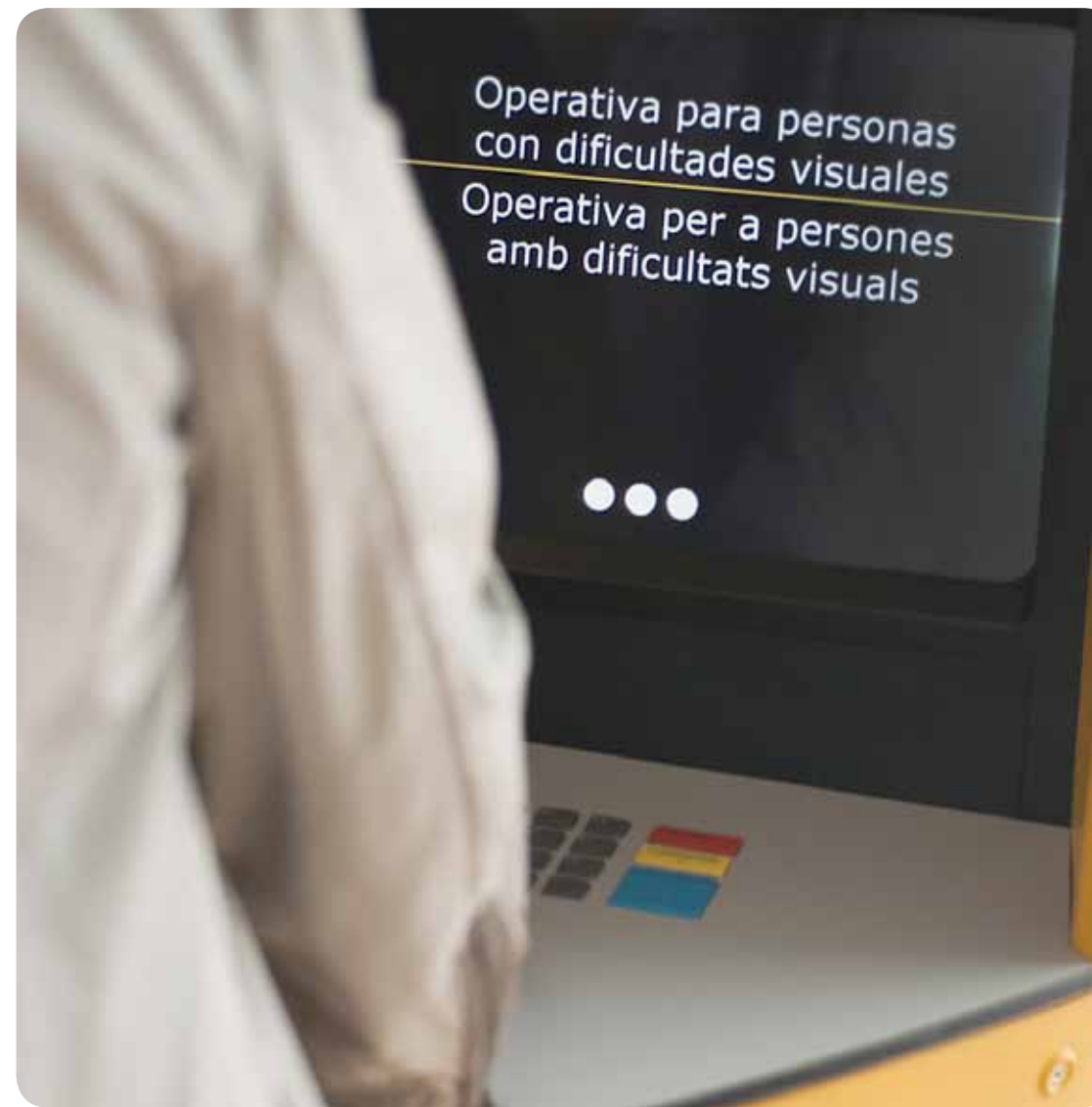
CaixaBank also works to ensure that its branches, ATMs and online platforms are accessible.

The policy applied at its branches is to eliminate any elevation between footpaths and the inside of its establishments or, falling short of this, remedying them with ramps or elevators. In turn, the furniture and desk layout inside its offices is designed to offer customers a more personalized experience and to foster an propitious atmosphere for customer relations.

CaixaBank has also gone to lengths to make its ATM operations barrier-free: high contrast screen resolution, sign language video guides, voice-guided options for the blind, simple option menus, etc.

Internet accessibility is based on the recommendations issued by the Web Accessibility Initiative (WAI) and created by the World Wide Web Consortium (W3C). CaixaBank's websites are designed to AA-accessibility criteria and are continually improved in this respect.

Accessible branches





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Close to people and their communities

In order to strengthen ties with its customers in the various regions of Spain, CaixaBank tries to speak their same language. In addition to offering its online and ATM browsing experiences in different languages, customers can opt to receive their print documentation in Spanish, Catalan, Basque, Galician, Valencian, English, French and German.

This reinforcement of emotional bonds is similarly echoed in the bank's more local sponsorship activities: sponsorship of the sports and cultural traditions specific to each region, city and town. These activities are a CaixaBank hallmark: with a history reaching far back in time, they are made possible by the branch network's tremendous reach and result in

the sponsorship of a myriad of small local events and activities.

CaixaBank's extensive nationwide presence also facilitates delivery of the welfare work goals of "la Caixa" Foundation. Under the umbrella of a framework agreement between CaixaBank and "la Caixa", the Foundation allocates part of its budget to the branch network so that the latter can help the people that need it the most in collaboration with charitable organizations and other local institutions in order to cover, to the extent possible, the social needs detected by the branches in their local communities. This support is earmarked to each local community's most pressing social causes in keeping with the foundation's overall priority lines of initiative.

Local sponsorship campaigns are a CaixaBank hallmark

Corporate trademarks integrated

In the provinces in which the savings banks comprising Banca Cívica were particularly entrenched, these entities' original trademarks have been preserved, in keeping with CaixaBank's commitment to its local communities; in this same spirit, these entities' community welfare projects were also maintained.

CaixaBank has also committed to preserving the original Banco de Valencia and Banco de Murcia trademarks and logos.

The bank has decided to preserve these brands on account of their entrenchment, history, associations, contribution and penetration in their respective regions of influence. The bank wants to demonstrate in this manner its commitment to the people, families, companies and society at large in these regions.

Accordingly, the branches in these regions display new brands which feature the logo of the original entity alongside the CaixaBank star.





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New communication channels

With the aim of fostering transparent communication and keeping stakeholders (employees, customers and shareholders) abreast of Group developments, CaixaBank relates vigorously and proactively with the media and through new communications channels to transmit its corporate values.

The Group has communication staff in each Regional Office who, in coordination with the corporate communication department, are responsible for media

relations in each region, in line with the local proximity pledge.

In order to offer customers and users proximity around the clock, the Group has deployed an extensive social media presence.

It has set up and maintains corporate profiles to provide information on the Group and its various initiatives and complements these with dedicated customer service and shareholder service profiles on Twitter. It also has business segment-specific profiles in the various leading social networks.

Key corporate social media profile stats

(data at year-end 2013)



435,658 visits



83,768 followers



10,017 followers



17,505 followers



17,093,759 downloads

El Blog de "la Caixa"

INICIO CORPORATIVO INNOVACIÓN SOCIAL ES

16 Diciembre 2013

"la Caixa" inicia el mayor lanzamiento comercial de Europa de pago con móvil NFC

Posteado por "la Caixa" el 16/12/2013 en Innovación / 8 comentarios

"la Caixa" inicia el servicio comercial de pago con móvil NFC (Near Field Communications), en lo que supone el mayor lanzamiento de Europa de esta tecnología. Este acuerdo cuenta con el apoyo de las principales empresas de telecomunicaciones del mercado (Telefónica, Vodafone y Orange), así como de Visa Europe. De esta forma, los clientes podrán pagar con el móvil cualquiera de sus compras.

Buscar

Recientes Comentarios Etiquetas

Hola, Te informamos que la Tarjeta Union Pay es la...

"la Caixa", 15/04/2014

Entonces puedo sacar

Championing consumer rights

Towards the end of 2013, CaixaBank set up a dedicated department for relations with consumer protection associations with a view to giving this stakeholder group a specific voice and relationship channel in order to facilitate the management of the

main topics of interest, as they affect CaixaBank. So far a number of working sessions have taken place with various consumer associations. These visits are scheduled to continue in 2014 in order to gather further feedback.



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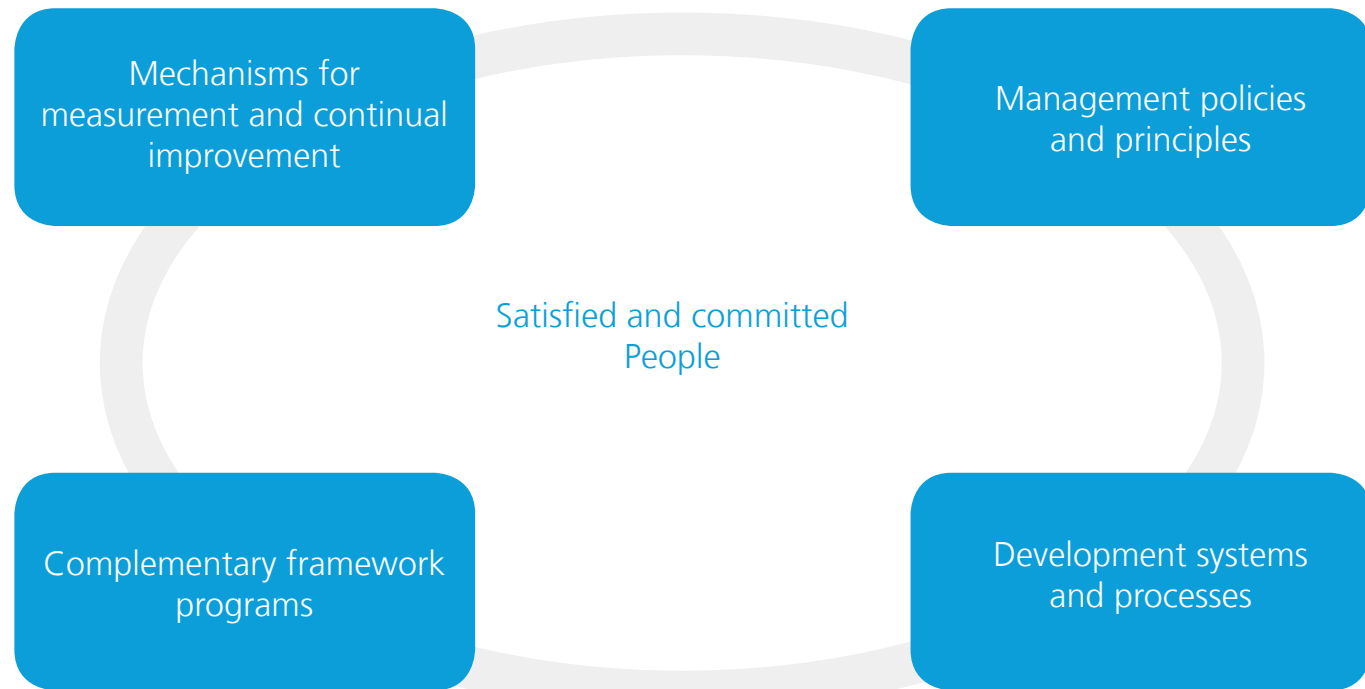
TALENT MANAGEMENT: PEOPLE FIRST

CaixaBank aspires to excellence in everything it does. To this end, a proprietary human capital management model has been developed which encompasses HR management policies and principles and career development processes and systems, all of which are designed to motivate and engage its professionals and are underpinned by multiple complementary programs. To ensure its continual fine-tuning, the model is rounded out and benchmarked by means of several measurement mechanisms.

True to our values of leadership, trust and social commitment, and aware that we will only achieve our strategic goals if we can call on a satisfied, skilled, motivated and committed team of professionals, at CaixaBank we place people at the heart of our management model.

This model is framed by our HR management policies and principles. These lie at the heart of a series of development systems and processes (performance evaluation, training and recognition, among others) designed to bring about full employee satisfaction and commitment. An extraordinary effort is required to bring about a goal so elusive yet necessary. As a result, in 2013, CaixaBank launched complementary framework programs such as our Leadership Transformation model and the *Valor* [Value] project.

How CaixaBank manages its people





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Integration of Banco de Valencia and the CaixaBank Restructuring Plan

On the HR management front, CaixaBank integrated the Banco de Valencia teams in 2013. It prepared a meticulous welcome protocol to this end:

- 887 employees taken on board
- 1,734 talent identification interviews and evaluations, 121 executive talent identification interviews and 239 interviews with non-executive staff
- 71,503 training hours
- 647 people placed on work exchange placements between branches

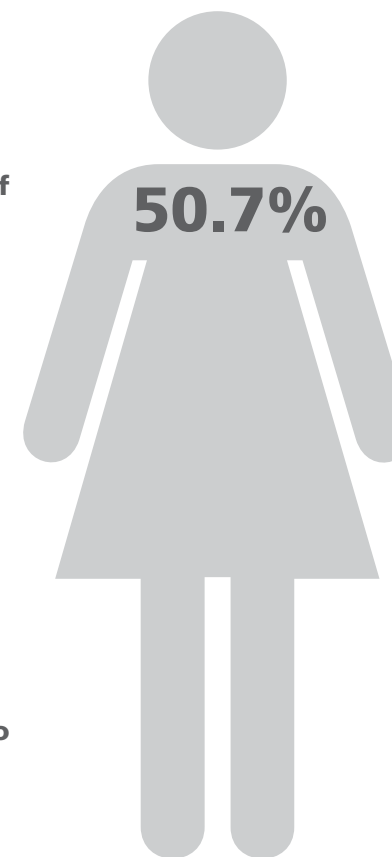
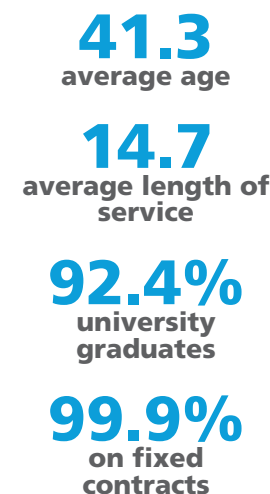
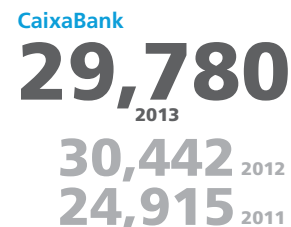
At the end of the integration process, the integrated employees were polled: 46% rated the information, welcome and training received positively.

Another highlight in 2013 was the CaixaBank Restructuring Plan, an exceptional measure for streamlining the organizational structure and adapting the workforce to business needs with a view to positioning the bank to continue to provide service excellence, increasing its ability to compete sustainably over the medium term and consolidating its leadership of the Spanish market.

The plan was negotiated with all of the unions, the priority being to save as many jobs as possible:

- prioritization of voluntary redundancies (2,600)
- forced layoffs ruled out
- the need to downsize approached by offering paid redundancies and leaves of absence (98) and geographic relocations (297)

CaixaBank's human capital





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Management policies and principles

CaixaBank predicates its HR policy on respect for diversity, equal opportunities and non-discrimination on any grounds, including gender, age or disability. As a result, it is firmly committed to ensuring transparency in its hiring and internal promotion decisions.

The bank has defined the following HR management policies and principles:

- gender quality and work/life balance
- promotion of career development
- merit-based promotion
- performance-based pay directly related to delivery of individual and team targets
- occupational health and safety
- job stability
- an optimal internal communication effort

Equality and work/life balance policies

CaixaBank's commitment to equality and work/life balance is evident in its adherence to different initiatives and certifications as well as the gradual growth in female representation in the Group's management ranks.



- Certified **Family-friendly firm** (EFR) since 2011 by the Másfamilia Foundation. This certificate acknowledges our efforts to foster equal opportunities and work-life balance. In 2013 we were upgraded to a B rating, which means we are considered a "Proactive Company".



- Member of the **Network of businesses with an 'equality seal'** from the Spanish Ministry of Health, Social Services and Equality; the goal of this platform is to encourage and facilitate the exchange of best practices and information in this field.



- Signatory of the **Women's Empowerment Principles (WEPs)**, a global initiative championed by the UN and its Global Compact; membership implies a public commitment to supporting and implementing the WEPs.

Equality and work/life balance

46%	women in management positions
2,095	paid leave for maternity, paternity and adoption
630	people adhering to the shorter working day scheme
17,832	professionals with flexible working hours
690	people on leave to care for their children or relatives, study, do charity work or for other personal reasons

Women in management at CaixaBank





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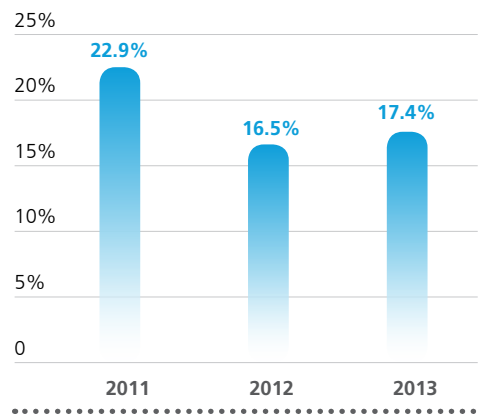
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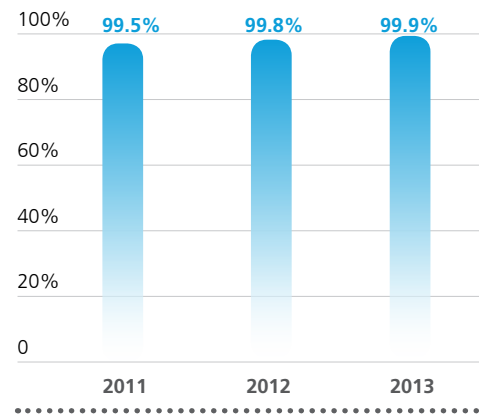
CaixaBank's promotion policy is merit-based



Trend in internal promotions



Vacancies filled internally



Compensation policy

In 2013, CaixaBank continued to promote information on remuneration, incentive schemes, and the wide range of benefits offered by the bank. Against this backdrop, the *Individual total compensation report* is emerging as a key tool by permitting all employees to become familiar with the financial and non-financial benefits comprising their total compensation. This dynamic and personalized report is updated each month with data from the past 12 months.

Internal communication policy

CaixaBank's internal communications policy not only establishes key objectives based on implementing its Strategic Plan, but also encourages direct contact with the bank to keep employees informed of progress and discuss the plan with them. This approach focuses especially on

providing information on the business's priorities at all times, disseminating internal policies which affect employees, and finding out about their expectations and concerns so that the bank can liaise effectively with them.

To achieve this, the 'People' section of the Intranet (with over 1.6 hits a month) provides specific information on strategic and institutional news, can be used to share best practices, recognize the good work of staff, and encourage use of knowledge-management and collective-working tools such as Innova, Conecta and Virtaula. The CanalCaixa quarterly magazine also offers features on specific members of staff.

Lastly, face-to-face meetings are held with Senior Management to forge tighter relationships with teams. These meetings take different formats and are held with groups of employees from all areas.



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Career development

Underpinned by its HR management policies and principles and with a view to ensuring the satisfaction and commitment of all its people, CaixaBank has defined a series of career development systems and processes:

- training and knowledge management.
- performance evaluation and talent management.
- employee participation and recognition schemes.

To facilitate the management of these systems and processes on a daily basis, CaixaBank offers all of its people a series of innovative tools and applications. These include:

- **The Employee Portal:** staff can use this platform to manage their personal data and requests in the HR arena; it is also instrumental to the performance evaluation process and the advertisement of internal vacancies.
- **Manager Portal:** this platform allows all managers to access and manage team member information, carry out their corresponding job assessments, set and monitor targets and approve HR-related requests (leaves, training, transfers, etc.).

- **Executive Channel:** an online communication platform for exclusive use by Bank executives which provides access to organizational, business and team management information.

Training and knowledge management

A well-trained team is critical to guaranteeing excellent customer service and adapting to emerging business and market requirements.

The various training programs are adapted to the different workplaces and are supported by Virtaula, CaixaBank's e-learning platform, which was updated in 2013; this tool facilitates access to training content, saves time for professionals and facilitates the sharing and exchange of knowledge.

Its professionals' store of knowledge is a hugely valuable intangible asset. To this end, CaixaBank works to structure and transmit this knowledge by different means, including internal trainers and knowledge leaders, technology such as the Virtaula platform and the in-house social networks such as Valora, Conecta & Innova, which facilitate the sharing of information, ideas, opinions and experiences.

Training in 2013

€10.2
million, investment in training

99.5%
employees received training

5.1%
employees work as in-house trainers

51.4
training hours per employee per annum

86%
of training provided online

2,819,174
hours online

3,486
forums
727 blogs
1,232 wikis

32,194
active initiatives
such as participation in debates

>9.2
million passive initiatives,
such as reading assignments
and video views

Virtaula in 2013



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Performance evaluation and talent management

CaixaBank has consolidated a proprietary model for identifying, evaluating and nurturing executive talent.

The management track and skills evaluation programs have been extended to virtually the entire workforce. This process has helped the bank to identify high-potential professionals and include them in specific training programs.

In tandem with this initiative, CaixaBank rolled out *My performance evaluation*, a document compiling each employee's individual skills and performance assessment along with a detailed justification for the outcome.

The Executive Development Center (EDC)

The Executive Development Center (EDC) helps to reinforce the key role played by CaixaBank's executives in terms of its business model and leadership by honing their skills and providing support for the deployment of strategic initiatives. It also reinforces executives' sense of belonging at the bank and their identification with its values and culture, while facilitating executive networking opportunities.

The EDC offers continuity programs, management skills workshops and conference cycles. Participants also receive a monthly newsletter and can access an online forum, the virtual EDC.

Evaluation and talent management programs

140
executives in the executive talent program

17,274
people in the skills assessment program

1,131
evaluators involved in the 180° assessment program

95.35%
of the headcount within the performance evaluation program

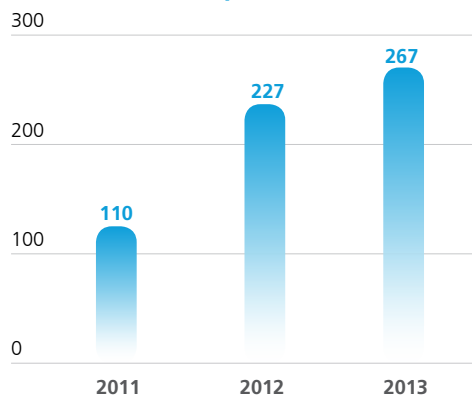
799
persons in the executive track program

Employee participation and recognition schemes

Employee recognition is crucial to motivation, engagement and commitment with respect to delivery of individual targets and contribution to team objectives.

CaixaBank recognizes and rewards its employees' attitudes and contributions with individual prizes as well as awards at the team and business segment levels. In 2013, the 1,790 people comprising the 387 best sales teams were acknowledged in a series of award ceremonies held nationwide.

Number of participants in the Executive Development Center



4.6
out of 5, the average score according to participants' feedback

Social commitment

Given that the betterment of society is one of the bank's institutional values, and because it is essential for the development of its personnel, CaixaBank offers its employees participation-based systems for channeling ideas, initiatives and community outreach endeavors, as well as recognition and knowledge management systems. The Corporate Volunteering and Espacio Solidario programs stand out in this respect.

For more information, see section 4.3 "Giving back to the community"



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Complementary framework programs

VALOR project

The Valor project, launched in 2013, focuses on branch managers and their interaction with the business unit directors to whom they report. The aim is to provide guidance to these key management personnel in developing and executing the Strategic Plan, driving proactive sales efforts, strengthening the corporate culture, and deepening the use of best management practices at branch level.

Transformational leadership

CaixaBank's leadership model, defined in 2013, helps guide team leaders in keeping with both the business strategy and corporate values.

The model relies on innovation and creation as the drivers of change (a necessary element in the current competitive environment), promotes the personal and professional growth of all employees, and empowers individuals and their ideas as the drivers of the bank's transformation.

Phases of the VALOR project



Measurement and continual improvement

CaixaBank uses a number of mechanisms for identifying and prioritizing actions for honing employee development, satisfaction and commitment.

The second CaixaBank opinion poll

In 2013, 67% of the workforce participated in the second opinion poll, a valuable source of feedback regarding how to improve the work climate on which the bank scored 8.4 out of 10.

The 2013 scores are better in the areas flagged for specific action in 2011, such as the Cultural Reinforcement Program, in the wake of the previous survey. These surveys allow CaixaBank to identify new areas for improvement as well as those that are already performing satisfactorily.

MercoPersonas survey

In 2013, CaixaBank ranked #18 on MERCO's list of the top 100 places to work at in Spain, coming in third in the banking sector.

The results of this independent and rigorous ranking are used to enhance talent management and plan specific initiatives.





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[4.3 Why we do it: a commitment to people and society]

CaixaBank marries its leadership and growth ambitions with a commitment to its people and surroundings. To this end, it views its competitiveness and wealth creation as the foundation for making a decisive contribution to society at large.

The ultimate goal of CaixaBank, whose heritage dates back over a century, is to contribute to the social and economic development of the communities in which it does business.

The bank attempts to drive economic growth and help increase private sector productivity, create jobs and raise living

standards through its financial activity and through the businesses carried on by the rest of the Group companies. In addition, it helps to publicize and implement the community welfare programs championed by "la Caixa" Foundation with a view to rising to the major challenges presented by society today: equality, longevity, diversity management and sustainability.

CaixaBank marries its leadership ambitions with an unwavering commitment to its people and surroundings





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OUR BUSINESS IMPACT



1,2,10

As a financial institution, CaixaBank is an integral part of the Spanish economy and society in general in its capacity as provider of financial services to households, businesses, institutions and the public sector. A solid business and healthy earnings performance guarantees the bank's sustainability, our ability to remunerate shareholders (and make valuable contributions to funding the community work pursued by "la Caixa"), safeguard jobs and boost economic growth in our operating markets.

In this sense, CaixaBank's economic impact goes beyond the provision of financial services; it encompasses, for example, the payment of dividends to shareholders, the creation of jobs and payment of wages, the purchases made from its suppliers, the payment of levies and taxes and the collection of these on behalf of the state, the financing of viable business plans, including the credit extended by MicroBank, and community work, both directly and by the people comprising the Institution.

Any attempt to quantify the economic value generated by CaixaBank must factor

in not only its core financial business activities but also the derivative effects of expenditure on supplies (which could be termed its indirect impact) as well as the economic effects of its employees and suppliers' employees when they spend their salaries and the productive activity generated by businesses and professionals thanks to the financing we give them (the knock-on contribution).

Value added and boost to economic activity

Although CaixaBank's overall contribution to the economy as a whole is hard to quantify, some of this contribution can be readily measured. Specifically, it is possible to estimate the value added directly by the generation of financial services, namely 0.73% of Spanish GDP in 2013. This figure represents around 17.5% of the value added by the financial sector as a whole. Factoring in the value added by its suppliers via the bank's purchases, CaixaBank's contribution to Spanish GDP rises to 0.95%.

CaixaBank's knock-on effect, generated by the granting of loans and the sums spent by its employees and its suppliers' employees, is not included in these estimates. We show some figures that give an idea of the scale of this contribution:

2013: Contribution to the Spanish economy

Value added

7,976

€ million, the value added by the Group's business activities*

0.95%

CaixaBank's direct + indirect contribution to Spanish GDP*

Knock-on effect: a few figures

More than

1,661

€ million, supplier purchases

99%

Spanish suppliers

1.5

€ millions, loans extended with an aggregate value of €83.4Bn

+16,673

€ million, retail funds taken in (excluding institutional issues)

*Source: "la Caixa" Research estimates; the direct contribution to Spanish GDP is estimated at 0.73% and the indirect contribution at 0.22%.



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Job creation

CaixaBank directly employs almost 32,000 people, the vast majority of which (99.8%) under permanent contracts.

CaixaBank is also a source of job creation thanks to the multiplier effect of its purchases from suppliers (indirect employment). Moreover, the goods and services consumed by the employees of the Group and its suppliers also drive job

and wealth creation, as does the financing extended to its customers for the pursuit of their productive activities (induced employment). Meanwhile, the bank also collaborates actively on publicizing the "la Caixa" Foundation sponsored Incorpora program, which is designed to help integrate persons at risk of exclusion into the workforce.



31,948

people working at the CaixaBank Group

35,086

*jobs generated indirectly via purchases from suppliers**

101,199

*jobs related to the microcredits extended to fund entrepreneurs since 2007 ***

67,771

work opportunities created through Incorpora since 2006

* Source: "laCaixa" Research, based on the value added by the Group's Business activity, Spanish GDP, employment figures taken from the national accounts, productivity figures per worker and the use of input-output tables.

** See our Report on the social impact of the microcredit on [MicroBank's website](#).



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2013: the Group's tax contribution

In addition to upholding prevailing legislation at all times, CaixaBank's fiscal policy is underpinned by the following principles: responsibility, prudence and transparency.

The banks believes it is duty-bound to contribute via its tax obligations to the public finances to enable the funding of the public services and infrastructure which are crucial for society and enable progress and local development.

CaixaBank's contribution to inland revenue includes the levies and taxes paid directly by CaixaBank and the revenue collected for the tax authorities from third parties in the course of their financial dealings with it (personal income tax payroll withholdings and withholdings from interest and dividend payments, Social Security contributions as well as the VAT levied on invoices which increases the cost to the entity).

In 2013, the CaixaBank Group paid €717 million in tax, including direct taxes (corporate income tax, business tax and property tax), indirect taxes (VAT, stamp duty) and social security contributions.

It also collected a further €1.6 billion from third parties for the various tax authorities.

In a sign of its commitment to fiscal transparency, CaixaBank will continue to report these figures in the years to come.

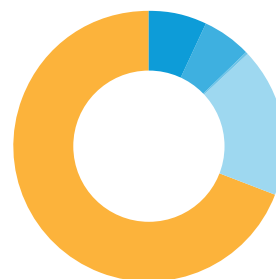
CaixaBank also facilitates tax collection at the various levels of government in Spain by making its network of branches, ATMs and online platforms available to them; note that this effort is not contemplated in the figures reported here. Nor do the numbers factor in the costs associated with the resources, human capital and materials which CaixaBank devotes to the delivery of this service to society and government.

CaixaBank pays its taxes in its operating markets. In 2013, the bank generated most of its income in Spain. As a result, the breakdown of this figure by tax jurisdiction is no longer a meaningful piece of disclosure.

€2,320 M

of taxes paid

Taxes paid and collected (in € millions)



Direct taxes	166
Indirect taxes	132
Other	6
Social security contributions	413
Taxes collected	1,603

About the tax contribution

The information provided regarding CaixaBank's total tax contribution is not a figure that is disclosed in its annual financial statements: in addressing the entity's tax situation and matters, the annual financial statements focus on corporate income tax from the standpoint of income statement tax expense, and the tax actually paid is shown in the entity's cash flow statement. Both figures differ from the figures provided here on account of the scope considered and differences in the

criteria for recognizing and measuring the payment obligation as a function of the various tax rates. Note in addition that the entity has unused tax losses which additionally affect the amounts of current and future tax expense.

Due to these factors, management deemed it more appropriate to provide information regarding CaixaBank's tax contribution in this section using separate criteria to those used in the financial statements.



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BOOSTING ECONOMIC ACTIVITY: SUPPORT FOR THE BUSINESS FABRIC AND ENTREPRENEURS

In an adverse economic environment, CaixaBank has multiplied its efforts to help boost business productivity, create new jobs and enhance living standards. CaixaBank offers a wide array of products and services for businesses and self-employed professionals. It additionally channels its strategic commitment to innovation, to fostering change in Spain's productive model and to promoting financial inclusion through MicroBank, which in 2013 extended 55,773 microcredits to entrepreneurs and households, through four private equity entities, which have invested in 43 innovative and promising young companies, and through its EmprendedorXXI Prizes, which acknowledged talent and innovation at 40 companies.

CaixaBank, #1 in the recommendation index (FRS Inmark)

Self-employed professionals and businesses

The construction of a powerful business fabric is one of the keys to the economic development of any country. The bank continues to support Spain's productive base: over 51.5% of its small, medium and large companies are CaixaBank customers.

Note that Spain's total investment portfolio and the bank's specific loan book have contracted in recent years as part of a widespread deleveraging trend (due mainly to the economic cycle), coupled by more pronounced deleveraging in the developer loan segment (where the loan book has been scaled back by 26%). Demand has fallen back in tandem, particularly on the part of large companies and the public sector, both of which have substituted bank debt for bond issues. Overall customer lending, gross of impairment charges, narrowed by 7.1% in 2013 to €207.23 billion.

CaixaBank's loan book is diversified, primarily consisting of loans to individuals and SMEs. In 2013, CaixaBank approved over 1.5 million loans in total for an aggregate of €83.4 billion. It is worth noting the efforts made to lend financial support for Spanish companies efforts to expand internationally in an attempt to offset the slump in the home market.

2013: business financing*

153,574
transactions (+3.3% vs. 2012)

46,050
€ million, loans granted (+0.2% vs. 2012)

* Excluding developer loans, Servihabitat Group, other legal persons, the public sector and financing extended to subsidiaries.

2013: professional financing*

109,742
transactions (+6.8% vs. 2012)

2,167
€ million, loans granted (-18.3% vs. 2012)

**Includes own transactions as well as the business activity.



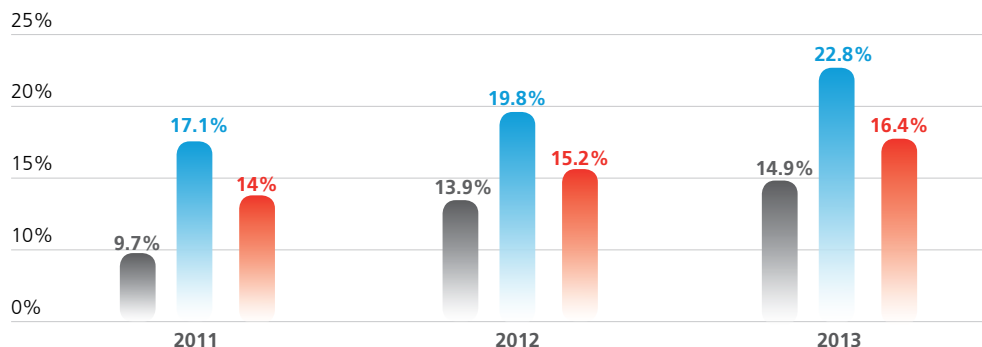
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Segmented customer service

SME Banking, Business Banking and Corporate Banking*



Market share, loans to finance productive activities

Market share, export financing

Market share, import financing

*In-house. Source: Bank of Spain

In 2013, CaixaBank once again supported entrepreneurial and employment-generating businesses with a new €300 million lending facility funded by the European Investment Bank (EIB). By topping this facility up by a further €300 million, CaixaBank has the ability to fund €600 million of new SME investment projects.

Meanwhile, in order to cater to the demand for credit and fund young people's business ideas, CaixaBank

created a loan for young entrepreneurs, which in conjunction with MicroBank, enabled the funding of 635 projects entailing an investment of over €6 million in the form of loans and microcredits.

Elsewhere, virtually all of a €100 million loan received from the Council of Europe Development Bank (CEB) was earmarked to projects backed by the "la Caixa" Foundation, extending the commitment to society and its citizens' well-being.





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MicroBank, an innovative social banking model

Since 2007, MicroBank, the only Spanish bank specialized in microfinance, has offered solutions to different segments of the population whose financial needs are not being sufficiently met, through financial products and services that are especially adapted to the needs of entrepreneurs, micro-businesses individuals and families, with the aim of boosting production, job creation, self-employment, personal and household development, and financial inclusion.

In 2013, micro-lending increased by 33% year-on-year by value and growth in microcredits to entrepreneurs was a higher 45%.

According to the *2013 Report on the social impact of microcredits*, compiled by Esade and MicroBank, each business financed by a microcredit creates 1.81 jobs on average (including that of the entrepreneur). Since it was established, MicroBank has contributed to creating or defending over 101,199 jobs.

[Click here to view the 2013 Report on the social impact of microcredits](#)



Microcredits for every need

For entrepreneurs

- Financial microcredits: targeted at self-employed professionals and micro-businesses looking to start up or expand their businesses or cover working capital requirements.
- Social microcredits: to finance self-employment initiatives pursued by entrepreneurs facing difficulty accessing the traditional lending system. These individuals receive advice from one of 515 entities collaborating entities before the loan is awarded.
- EcoMicrocredits: for entrepreneurs, the self-employed, and microenterprises which dedicate the financing secured to investments in sustainable sectors and environment-enhancing products.

For individuals and families

- Loans to finance projects relating to personal or family development, and one-off or unexpected needs (expenses related with the home, healthcare, education, situations of dependency or disability, etc.)

Pawn-broking

- Loans targeted at individuals whose labor, financial or family circumstances impede access to traditional lines of finance and who secure their loans by pledging a piece of jewelry they own.



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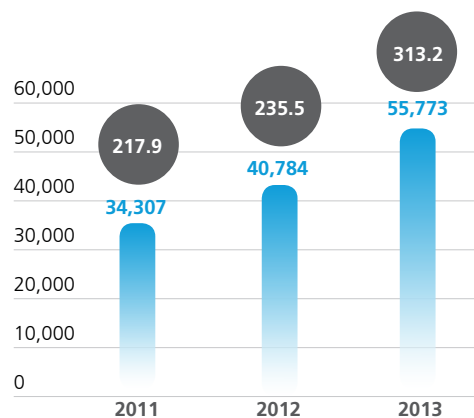
The average loan awarded amounted to €5,616; this figure rises to €10,790 in the case of the loans funding entrepreneurs' business plans.

At year-end 2013, the bank's outstanding microloan portfolio totaled €514.3 million, up 21% on 2012.

MicroBank is well-capitalized and has ample liquidity; it boasts the support of

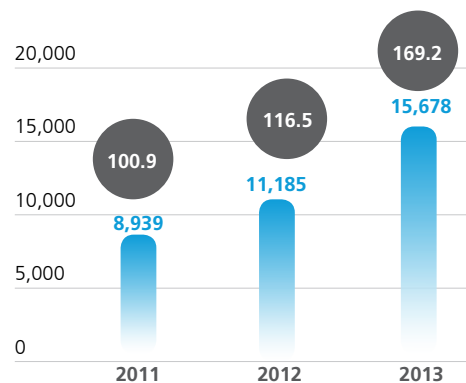
CaixaBank and the backing of European financial institutions. It has a broad distribution network: CaixaBank's branch network. In addition to these competitive advantages, the quality of MicroBank's loan book remains one of the key factors underpinning the project's sustainability. At year-end 2013, the social bank's non-performing loan ratio was an acceptable 2.30%, below the sector average in Spain.

Trend in microcredits granted



Number
Amount (€ million)

Trend in microcredits for entrepreneurs



Number
Amount (€ million)





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Fostering entrepreneurialism

Caixa Capital Risc is the “la Caixa” Group company that invests in innovative Spanish companies presenting high growth potential in the biotechnology and life science and information and communication technology sectors, as well as other emerging industries, at the earliest stage of development.

Caixa Capital Risc manages four private equity companies with a total of €73 million under management; most of this equity has been put in by CaixaBank.

- Caixa Capital Micro SCR (micro-business start-ups headquartered in Spain).
- Caixa Capital Biomed SCR (life sciences).
- Caixa Capital TIC SCR (digital technology).
- Caixa Innvierte Industria SCR (SMEs with a strong strategic focus on technology and international expansion).

In 2013, Caixa Capital Risc made 11 new equity investments through Caixa Capital Biomed, Caixa Capital TIC and Caixa Innvierte Industria and extended 32 equity loans through Caixa Capital Micro for an aggregate investment of €13 million.

Nurturing an entrepreneurial spirit

One of the challenges facing Spain is the creation of companies to tap the know-how developed in its universities and research centers.

To this end, since 2010 CaixaBank has been organizing business-creation programs in emerging sectors in collaboration with different institutions, with the aim of helping researchers to succeed with their business projects, either in a consortium with their universities, in the form of a spin-off or on their own. These programs include business management training, and focus on promising sectors such as the life science (BioEmprendedorXXI), clean technology (EcoEmprendedorXXI) and digital technology (EmprendedorXXIDigital) sectors.

EmprendedorXXI Prizes

CaixaBank has been awarding these prizes, created with the goal of identifying, acknowledging and accompanying innovative Spanish start-up growth stories, since 2007. This prize is awarded in conjunction with ENISA, the Spanish Ministry for Industry, Tourism and Commerce’s innovation body.

There are two prize categories:

- “creces” [you grow]; this category is awarded once a year and is nationwide in scope. Contenders are developing companies that can show meaningful results, a track record in the market of between two and seven years, an ambitious growth plan and a capable management team.
- “emprendes” [you set out]; this category is targeted at start-ups (less than two years in operation) and comprises a regional qualifier (thanks to the support of the more than 100 organizing and collaborating entities) and a later nationwide round in which the regional winners compete for the final prize.

665 companies from all over Spain participated in the seventh edition of these prizes in 2013. 451 competed in the start-up category and the remaining 214 in the developing company category.

“la Caixa” Group, by entrepreneurs’ side

Under the umbrella of “la Caixa” Group’s strategic commitment to entrepreneurial activity, since 2011, the community work arm of “la Caixa” has been backing a “community entrepreneurship” initiative targeted at people and teams presenting new ways to meet social needs underpinned by solid business plans and sustainable financial, social and environmental proposals. The purpose of this program is to offer comprehensive support for entrepreneurs and social enterprises at the seed stage, specifically providing financial support, training, consulting, networking opportunities, and assistance with publicity. Twenty projects participated in this program in 2013.

Also articulated by the Foundation “la Caixa”, specifically its Young Entrepreneurs program, secondary school students were given the chance to start up their own companies and to acquire the know-how and resources needed to manage them. This experience has been offered in 40 schools in Catalonia and has resulted in 194 microbusiness projects involving 1,098 students. These students have been mentored by over 132 CaixaBank professionals who additionally helped the teachers tasked with implementing the program in the classroom.



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GIVING BACK TO THE COMMUNITY

CaixaBank is committed to the needs of society and the well-being of its citizens in its business markets. It collaborates closely with "la Caixa" Foundation on the dissemination and implementation of the latter's programs, which include initiatives for integrating people at risk of social exclusion in the workplace, helping young people, the elderly and families find affordable living, vaccinating children in poor countries and promoting the Corporate Volunteering program.

CaixaBank's nationwide reach facilitates delivery of "la Caixa" Foundation's goals. Through its extensive branch network, CaixaBank can help cover social needs in the vicinity and publicize the community work initiatives backed by "la Caixa" in order to encourage citizen participation. CaixaBank's branches devote dedicated corners to community work; there, customers can learn more about the activities scheduled locally, see local media coverage of community programs carried out and other information of interest.

The bank's employees are likewise encouraged to participate in the activities and programs underway either as volunteers, by making small donations or by helping to publicize them in their daily dealings with customers.

In 2013, over 8.7 million participated in and benefitted from the 42,546 community work activities carried out. Among the myriad activities carried out, CaixaBank plays an especially active role in the program for helping to integrate people at risk of social inclusion in the workforce (Incorpora), the initiatives designed to facilitate housing access for the young, the elderly and families and individuals afflicted by the economic crisis (Accessible Housing & Solidarity Renting) and vaccination drives in the world's poorest countries (through the Business Alliance for Child Vaccination).





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Occupational integration

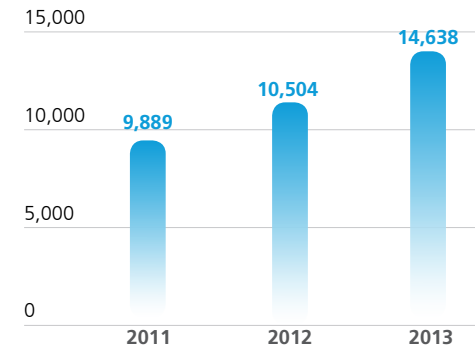
CaixaBank supports the Incorpora program, which is managed by “la Caixa” Foundation’s, with the aim of integrating people who face particular difficulties in finding work and at risk of social exclusion into the workplace. Since 2006, with the collaboration of 26,781 companies, this program has generated 67,771 job opportunities for people with some form of disability, immigrants, young people finding it hard to get their first job and victims of domestic violence, among others.

This program is enabled by the work of 343 social entities and 692 experts who use various workplace integration methods and techniques. CaixaBank, through its country-wide network, helps to publicize the program and identify job opportunities for these people, as well as organizing seminars with businessmen and businesswoman.

[For more information on Incorpora](#)

Incorpora has generated over 67,700 job opportunities

Occupational insertions



Incorpora program in 2013

33%
persons with disabilities

67%
of which disabled

4,727
employers





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Vivienda Asequible [Accessible Housing] and Alquiler Solidario [Solidarity Renting] programs

"la Caixa" Group, through its community work arm, "la Caixa" Foundation, has been operating the Accessible Housing program since 2005 with the aim of providing young people, the elderly and families with access to decent housing. The housing, 3,973 units in total, is located all over Spain and awarded through public draws, governed by the principles of objectivity, transparency and publicity. CaixaBank's branch staff actively help to publicize the draws so that they reach as many people as possible.

The Solidarity Renting scheme was rolled out in 2011 and encompasses over 4,400 homes all over Spain targeted at people whose financial wherewithal has been diminished by the economic crisis.

Accessible Housing scheme, since 2005

3,973

accessible houses delivered to young people, elderly people and families

Monthly rent of **€190-€350** for young and old people; and **€300-€500** for families



Solidarity Renting scheme, since 2011

4,400

solidarity rental homes, for people whose income has been affected by the prevailing crisis

3,541 houses leased at year-end

Maximum monthly rent of **€300**, 50% of which is subsidized by "la Caixa" Foundation's (final max. rent: €150)



Solidarity Renting scheme for victims of foreclosure, since 2012

2,000

solidarity rental homes specifically for people whose houses have been foreclosed or who have deeded their mortgages back to the lender in lieu of foreclosure, adjudicated by the regional offices

1,787 houses leased at year-end

Leases of 3 - 5 years, **subsidized** by "la Caixa" Foundation in an amount of up to 50% of the monthly payment for the first two years



Over 5,300 solidarity rental homes for people whose income has been hurt by the crisis

Over 10,300 housing rents subsidized in 2013 by the "la Caixa" Foundation



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In addition, since 2012, there is also a subsidized 'decentralized' Solidarity Renting scheme under which CaixaBank's regional offices can manage the rental of as many as 2,000 homes. These rental arrangements are targeted at people whose mortgages have been foreclosed, as result of which they have lost their homes and are looking to continue to live there and at those who have deeded their mortgages back to the lender in lieu of foreclosure, similarly with a view to finding a suitable housing solution. This scheme can also accommodate other cases of social concern passed on by mediators, people who liaise between the bank and its debtors.

CaixaBank's priority in this respect is to allow customers who are behind on their mortgage payments to continue to live in their homes. Since 2009, there has been a specific early-intervention Default Prevention Assistance Plan in place, which is designed to make sure the bank is listening to customers' needs and offering viable and tailored solutions.

Further information

Accessible Housing and Solidarity Renting programs





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Measures to help mortgage holders experiencing financial difficulties

Since 2009, CaixaBank has been rolling out a raft of measures under its early-intervention Default Prevention Assistance Plan, which aims to help customers facing circumstantial financial difficulties make their mortgage payments on their primary residences, tailoring the installments to their disposable income. Since its rollout, the plan has provided families with over 374.000 debt relief measures.

CaixaBank is striving to offer solutions in a bid to avoid evictions or accord

and satisfaction, situations in which the customers end up losing their homes. With this objective in mind, CaixaBank has become the first entity in the Spanish market to create a taskforce charged with offering tailored case-by-case solutions.

Assistance program for retail mortgage holders

The plan was created specifically for households that have been meeting their payment obligations but suddenly find themselves at risk of default due to the loss of work by one of the mortgage holders, illness, a temporary drop in income, or other circumstantial factors.

The measures take varying forms depending on the individual needs of each customer, albeit all with the aim of restructuring the debt burden on their primary residence:

- Introduction of an interest-only period in order to temporarily reduce mortgage payments.
- One of the bank's mortgages, Hipoteca Abierta [Open Mortgage] comes with a grace period clause which, if invoked, allows the customer to defer all payments for up to one year.
- Debt restructuring: all borrowings secured by personal guarantees are replaced with a single mortgage loan.
- Arrangement of a second mortgage or new drawdowns under flexible contracts in order to service mortgage payments.

If customers are unable to refinance their mortgage under this plan, they may deed their mortgage back to the lender in order to settle their debt while avoiding costly legal action.

This option entails handing the mortgaged home back to the bank in exchange for the write-off of all of the borrower's debt. At CaixaBank, this course of action

1,437,347
retail mortgages outstanding (at year-end)

14,518
deeds in lieu of foreclosure (2009-2013)

6,408
deeds in lieu of foreclosure (2013)

Over **50%** Properties transferred in lieu of payment which are subject to rental agreements

6,400
Solidarity Renting housing units

5,328
Accessible Housing units delivered

may be arranged in conjunction with a rental agreement under which the former mortgage holder may continue to live in the property under a lease agreement tailored to their circumstances.

In extreme cases of severe physical or mental disability or risk of social exclusion, the "la Caixa" Foundation may, after studying the case in detail, decide to subsidize part of the rent over a certain period of time.

Assistance program (2009-2013): over 374,300 interventions undertaken*

Number of initiatives	2009	2010	2011	2012	2013
Interest-only	9,987	13,032	14,362	17,458	15,166
Grace period	158	88	95	100	64
Debt forgiveness	15,116	10,916	11,147	20,886	23,721
Debt restructuring	60,139	38,140	35,082	42,364	46,365
TOTAL	85,400	62,176	60,686	80,808	85,316

*No. of interventions in effect and terminated. Since a given contract may have been subject to more than one kind of intervention, there may be overlap.



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Through its Solidarity Renting programs, CaixaBank is in a position to offer over 6,400 housing units subsidized by the "la Caixa" Foundation to people whose income has diminished in the wake of the economic crisis or who have been forced to deed back their mortgages in lieu of foreclosure.

Mortgage Customer Advisory Service

This plan was reinforced in 2013 with the creation of a dedicated mortgage customer advisory service, which is designed to guide and support the branches in their dealings with individual customers whose homes are subject to a foreclosure notice. This service includes a local toll-free number for customers (900 100 072), staffed 24/7, through which customers can get information at any time on the status of their cases, while enabling CaixaBank to detect potential instances of social exclusion in order to offer a better solution under the default prevention plan.

Other initiatives

CaixaBank signed up for the government-approved Code of Good Practices for the viable restructuring of mortgage loans on primary residences in 2012. CaixaBank's decision to join was based on the fact that the code mirrors one of the bank's own core objectives: its long-standing fight against social and financial exclusion.

The purpose of the code is to protect families at risk of social exclusion, particularly when all family members are out of work and their mortgage payments exceed 50% of the household's take-home pay, among other criteria.

Also since 2012, CaixaBank is a signatory of the first mediation agreement with the regional government of Catalonia for the prevention of evictions. The aim here is to champion and encourage mediation processes to prevent foreclosure when payment defaults are caused by economic troubles.

In 2013, CaixaBank contributed 850 homes to the State Social Housing Fund; adding in the 93 contributed by Banco de Valencia bringing the total to 943. These homes are provided to families evicted as a result of enforcement proceedings brought by the contributing mortgage lender insofar as the evicted families are considered especially vulnerable. The apartments are rented at between €150 and €400/month and in no event may cost more than one-third of the tenants' income.

In the case of CaixaBank, given the scant number of foreclosures (illustrating the bank's desire to avoid such drastic measures), the homes it has contributed will also be made available to families that have lost their home through foreclosures enforced by other entities. There is also scope for subsidizing these rents under one of the bank's Solidarity Renting programs.





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Child vaccination drive

Since 2008, “la Caixa” Group has been sponsoring, in collaboration with the Global Alliance for Vaccines and Immunization (GAVI), the Business Alliance for Child Vaccination, a child vaccination program in the world’s most underdeveloped countries. Through this alliance, CaixaBank offers Spanish companies the chance to collaborate, as part of their corporate social responsibility programs, on this campaign to boost access to vital vaccines and protect citizen health.

Between 2000, when it was created, and 2013, GAVI has vaccinated over 440 million children, avoiding approximately

6 million premature deaths according to World Health Organization (WHO) calculations.

“la Caixa”, through its Foundation, is one of GAVI’s leading private partners in Europe. In 2013, it donated €1 million, while the Group’s employees contributed an additional €50,000.

In addition, CaixaBank runs several campaigns to make as many Spanish companies as possible aware of and familiar with the initiative. In 2013, with the help of the Business Banking and Corporate Banking divisions, the program collected €358,000 from 150 companies.

Meanwhile, the international division of the “la Caixa” Foundation monitors the project to ensure that all donations go in full to child vaccination.

In 2013, the contributions by the Group, its customers and CaixaBank’s staff will enable 160,000 children in Honduras and Nicaragua to be vaccinated.

For more information on the Business Alliance

For more information on the GAVI Alliance

Child vaccination program

341

member companies

736

volunteer employees

447

company contributions

2.3

More than million children vaccinated (in Africa and Latin America)*



*Adding up the contributions made by the “la Caixa” Group, the Business Alliance and employees.



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A giving staff

CaixaBank employees can participate in the "la Caixa" Group's Corporate Volunteering program, sponsored by the Foundation since 2006 and coordinated by FASVOL, the federation of "la Caixa" volunteer associations.

These volunteers keep the elderly company, collaborate on the "la Caixa" Foundation's **CaixaProinfancia** program, help people with disabilities or at risk of social exclusion to regain their confidence and rejoin society and participate in charity drives such as food collections, among other initiatives. In 2013, by means of the food collection drives organized in collaboration with the Red Cross, they collected 509,751 kilos of food nationwide.

Note that 40 volunteers collaborated on several international cooperation projects in developing countries, providing technical assistance and advice on managing microenterprises in these regions.

Last year, "la Caixa"'s volunteers also joined forces with other companies to create the Employee Volunteering European Network (EVEN), whose goals include experience sharing and the provision of excellent training to raise volunteers' skills.

For further information on volunteering

2013 Citizen Award in recognition of their humanitarian work and commitment to volunteering

Volunteering in figures

40
volunteer associations

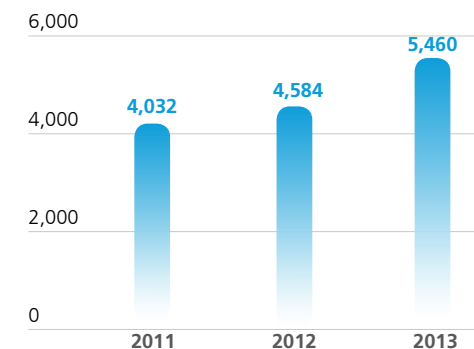
5,460
volunteers

40
volunteers collaborating on international cooperation projects

1,720
initiatives in which the "la Caixa" volunteers participated

141,521
beneficiaries

Participants in the volunteer program



Donation of computer equipment

CaixaBank, along with several other Group companies (e-laCaixa, FinConsum, VidaCaixa, Sumasa and Silk) and the "la Caixa" Foundation, give surplus computer equipment (once all confidential information has been wiped clean) to FASVOL for donation to NGOs. Equipment deemed obsolete is destroyed in accordance with sustainability criteria following a strict protocol.



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Espacio Solidario Program

CaixaBank employees can participate in the Espacio Solidario [Charity Corner] program by making small donations to projects run by various non-governmental organizations with which the "la Caixa" Foundation also works.

The more than €85,380 donated in 2013 by 1,100 participating employees were earmarked to projects such as the GAVI Alliance and other charities including the Red Cross, the Spanish food bank federation, FESBAL, and ECOSOL, an initiative for the provision of skills to female farmers in Ecuador.

Espacio solidario program

CHRISTMAS TOY COLLECTION DRIVE

CaixaBank's employees were asked to participate in a Christmas charity drive by donating one of their children's Christmas presents or making a financial donation through Espacio Solidario and earmarking it for the purchase of toys for children aged between 0 and 7.

The organization of the gifts was handled by CaixaProinfancia, a community work effort targeted at fighting child poverty and helping families at risk of social exclusion. The presents were then distributed to various social entities across 13 Spanish cities.

The results

- **4,288** toys initially intended for employees' children and donated
- **€10,282.85** donated through Espacio Solidario and parallel charity initiatives
- **6,070** children received a toy

[Further information on CaixaProinfancia](#)

MICRO-DONATION PROGRAM

By means of micro-donations, the "la Caixa" Group offers all of society the chance to participate, by making small contributions, in the main projects carried out by its Foundation. This program enables one-off or regular contributions via Línea Abierta or SMS.

The main projects supported in 2013 include:

- The fight against child poverty, with over **85,200** donors raising more than **€133,300**.
- The food collection drive, with more than **25,400** donors raising almost **€85,000**.
- Emergency relief work (e.g. humanitarian aid for victims of the typhoon in the Philippines), with almost **9,400** donors raising over **€148,000**

[Click here for the micro-donation program](#)

Puntos Estrella

CaixaBank's customers, meanwhile, can participate in more than 80 charity projects, selected by the the "la Caixa" Foundation, through the Puntos Estrella loyalty program. To do so they can convert their points into monetary donations or exchange them for Fairtrade products. In 2013, customer point donations translated into €502,020 worth of donations.



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TOWARDS A SUSTAINABLE ECONOMY



1,7,8,9

WE SUPPORT

CaixaBank promises to make sure that it manages its business, projects, products and services so as to respect and protect the planet and its people. To this end, it strategically finances projects that help boost energy efficiency and foster long-term environmental sustainability. In 2013, it earmarked over €4.7 million to financing energy-efficiency projects. In parallel it works to ensure that corporate responsibility criteria are upheld in its supply chain and to foster socially-responsible investing.

ecoFinancing

In 2013, CaixaBank rolled out a new ecoFinancing line of loans for sustainable development farming projects related with energy efficiency, efficient use of water, organic farming, renewable energies, waste management and development of rural areas. Since the facility was introduced in the middle of last year, 80 loans for a total of more than €1 million have been granted.

This line includes a broad range of loan products in an attempt to tailor products by project, including specific farming, lease and business microloan facilities.

Throughout 2013, CaixaBank granted 547 ecoLoans totaling €1.63 million to fund the purchase of more environmentally-friendly vehicles and domestic appliances and the introduction of energy-efficient features to customer homes.

MicroBank, meanwhile, financed 429 personal ecoMicrocredits for a total of over €820 thousand, spurring sustainable investments to improve resource consumption efficiency or reduce environmental impacts. In addition, it approved 153 business ecoMicrocredits in excess of €1.3 millions to support investments or finance the working capital of self-employed professionals or micro companies that produce or sell ecological products or services, such as ecotourism services, the production and distribution of sustainable products, recycling and waste treatment, etc.

MicroBank also collaborates with the World Wildlife Fund (WWF) on environmental conservation and sustainable development through its own financial contributions and those of its customers, via the Green Account. With over 24,000 such accounts open, MicroBank is helping reforest the Doñana National Park, a UNESCO World Heritage Site.

ecoFinance in 2013

1.6
€ million granted as ecoLoans

2.1
€ million of ecoMicrocredits to individuals and businesses

1
€ million of ecoFinance awarded to farming sector

24,000
Green Accounts



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Renewable energies

In 2013, CaixaBank participated in a renewable energy transaction, specifically a wind energy development which generated 137.5 MWh, investing almost €177 million. Since 2011, the renewable energy projects financed by CaixaBank on a standalone basis or together with other banks have generated 8,375 MWh of clean electricity.

Given the complex economic, financial and regulatory environment, the volume of renewable energy projects has declined substantially in the last two years.

[For more information, see Section 5.5 Environmental and social risk management](#)

Promoting the use of electric and hybrid vehicles

CaixaRenting promotes the use of fuel-efficient vehicles. This Group company, which works with IDAE's signature energy saving program, offers special assistance packages to companies and government offices that purchase fleets of hybrid or electric vehicles. CaixaRenting has also rolled out an action plan to promote the Spanish government's *PIMA Aire* Plan for encouraging a widespread shift by Spanish drivers towards more fuel-efficient and environmentally-friendly vehicles.

In 2013, it launched several advertising campaigns to promote the leasing of more energy-efficient vehicles. 57% of the vehicles sold under special promotions during the year were low-emission cars. In addition, this entity continued to organize courses and events for clients, hosting specific workshops on safe and efficient driving.

Environmental management at CaixaBank

The Environmental Committee oversees CaixaBank's environmental policy, certified under ISO 14001 and the European quality seal 1221/2009 EMAS, both of which are renewed yearly. Furthermore, since 2006 CaixaBank's branches in Catalonia (27% of the network) have displayed the Environmental Guarantee seal issued by the regional government of Catalonia, valid until 2015.

[Click here to view the bank's environmental management policy](#)

Ongoing certification of the environmental management system guarantees our stakeholders' compliance with the bank's voluntary and binding environmental commitments, framed by a pledge to continually do better while providing excellent customer service.

CaixaBank has been participating in the Carbon Disclosure Project (CDP) since 2012. Note that in 2013, it scored 97B, the highest mark in the Spanish financial sector. This achievement earned CaixaBank a spot on the Carbon Disclosure Leadership Index (CDLI), which recognizes transparency and reporting quality in respect of climate change.

[For more information on CaixaBank's environmental management effort](#)



CaixaBank, included in the Carbon Disclosure Leadership Index



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2013: Cornerstones of CaixaBank's environmental management effort

MEASURING ITS CARBON FOOTPRINT

- In 2013, for the third year running, CaixaBank audited the greenhouse gases emitted by its business activities in order to calculate its carbon footprint and to establish plans for minimizing this.
- The bank discloses its carbon footprint on its website.

MINIMIZING ITS IMPACT ON THE ENVIRONMENT

- CaixaBank's power provider, Gas Natural Fenosa, has promised to certify that 100% of the power it supplies it with, 87% of total electricity consumption, was generated from renewable sources or produced at co-generation facilities.
- Electricity usage (without factoring in the integration of Banco de Valencia) narrowed by 3% over 2012.
- The number of video calls and virtual meetings, designed to prevent travel, jumped by 53.8%.
- 99% of the paper consumed was recycled.
- 17.4 tons of paper and plastic waste were sent for recycling*.

STAKEHOLDER AWARENESS

- Updated draft of the *Good Practice Manual for internal use*.
- Revamping of the ecoCaixa website which presents CaixaBank's green product and service range.
- Encouraging the use of online banking and 'ready-to-buy' products, with more than 90,000 transactions executed online (+243% vs. 2012).
- Growing number of Forest Sustainable Council (FSC) certified printing houses authorized to handle CaixaBank's print advertising.
- Promotion, via the "la Caixa" Foundation, of projects such as EcoTendencias [EcoTrends] and Climadat.

EMISSION OFFSETTING

- 658 tons of greenhouse gas emissions generated by the activities of the Central Services head office in Barcelona were offset in 2013, thanks to participation in one wind energy project in Colombia.
- The Central Services head office in Barcelona is a 'net zero emissions' building.

- Access to
- Carbon footprint
 - ecoCaixa
 - ecoTendencias
 - Climadat

*Central Services data



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Socially Responsible Investing (SRI)

By using criteria relating to business ethics, community work, environmental considerations and corporate governance to filter investment opportunities, investors can marry sustainability and return targets. CaixaBank has two dedicated SRI funds, while VidaCaixa, the company that manages the Group's pension funds, is a signatory of the United Nations Principles for Responsible Investment (UNPRI), which entails the application of socially responsible criteria when managing its investments.

Investment funds

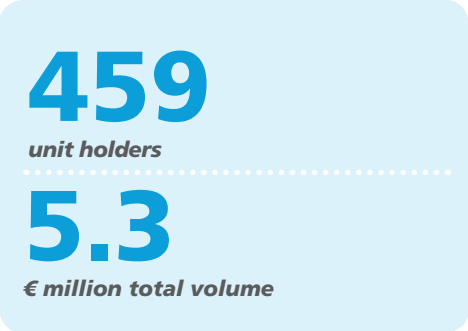
In 2013, CaixaBank began to market the MicroBank Fondo Ecológico [Ecological Fund], which invests in the equity of international companies that make or manufacture environmentally-friendly products and technology or help fight climate change through their business activities (e.g., pollution control and water treatment service providers).

Since 2011, CaixaBank has also been marketing the MicroBank Fondo Ético [Ethical Fund], a business ethics focused fund combining returns, social responsibility and philanthropy criteria. It therefore invests in companies which manage their businesses on the basis of ethical, community and environmental criteria. This fund's investment scope systematically excludes investments in the arms, tobacco or nuclear power industries or in companies that violate human rights.

In addition, InverCaixa, CaixaBank's fund manager, gives 25% of its management fee to the NGOs chosen by fund's unit holders. In parallel, the "la Caixa" Foundation matches this sum with a donation to a cooperation project.

An external and independent ethics committee sets and monitors the stock-picking criteria and controls the transfer and use of the fees to the selected charities.

MicroBank Ecological Fund



MicroBank Ethical Fund





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United Nations Principles for Responsible Investment (UNPRI)

CaixaBank's insurance and pension management company, VidaCaixa, has been a signatory of the UNPRI since 2009, which means that it manages its investments in accordance with ESG (environmental, social and governance) criteria.

To ensure these criteria are upheld, VidaCaixa follows an internal procedure which varies depending on whether it is contemplating an investment in a fund or in a fixed-income asset. It does not analyze the bonds issued by supranational bodies or governments or mortgaged or covered bonds, due to a lack of market coverage and the specific nature of these securities.

Each year, VidaCaixa sends the United Nations a report updating its progress and achievements and the challenges it plans to tackle in order to enhance its analytical and management processes. VidaCaixa also works to actively promote these principles on the part of its customers, suppliers and asset managers. To this end, it trains customers and potential customers from the corporate and public institution segments.

VidaCaixa also manages the pension fund for the employees of "la Caixa" Group, a UNPRI signatory fund since 2008. At year-end, this fund had invested €3.69 billion.

"la Caixa" Group's employee pension fund was named the Best Spanish Pension Fund for the fourth time, and the third year running, by Investment & Pensions Europe (IPE)

Arms sector financing policy

CaixaBank, in keeping with its Code of Business Conduct and Ethics and corporate values, does not finance the purchase or export of arms for military use. Nor will it enter any form of business relationship with companies involved in the production or sale of landmines or cluster bombs.

How VidaCaixa applies SRI criteria to its asset management processes

Investment funds

Before taking investment decisions, VidaCaixa verifies, through an evaluation questionnaire, the ESG (environmental, social and governance) criteria applied by the corresponding fund management team. Certain investments are automatically excluded, such as investment in arms companies, in keeping with CaixaBank's defense policy. This questionnaire is updated annually. Furthermore, every six months management checks that the portfolio companies continue to meet VidaCaixa's ESG criteria. Any breach of these criteria is reported to the fund manager in question, triggering dialog. If unconvinced by the explanations given, VidaCaixa may even consider the sale of the investment in question.

Fixed-income assets

Before taking investment decisions, VidaCaixa ascertains whether or not the issuer is a member of any sustainability index and its compliance with ESG criteria is analyzed. If it does not form part of any sustainability index, the secondary information published by the company is reviewed, as are its sustainability reports, in order to determine whether it meets these criteria. This process is completed every six months, in addition to an assessment of the entire fixed-income portfolio.



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Responsible purchases

CaixaBank believes that responsible value chain management implies a duty to ensure transparent and rigorous supplier relations. The sustainability pledge also drives efficiency improvements and cost streamlining.

Against this backdrop, CaixaBank, its subsidiaries and the rest of the "la Caixa" Group companies include a binding clause in their contracts by which suppliers warranty awareness and observation of the United Nations Global Compact Principles and the entity's environmental management policy.

A "la Caixa" Group Supplier Portal was set up in 2013 to enable potential suppliers to register their product and service offerings. To register, they must first accept the *Group's ethics and social and environmental criteria*. They must also provide information on the environmental and workplace safety certifications they hold.

[Click here for the Supplier Portal](#)

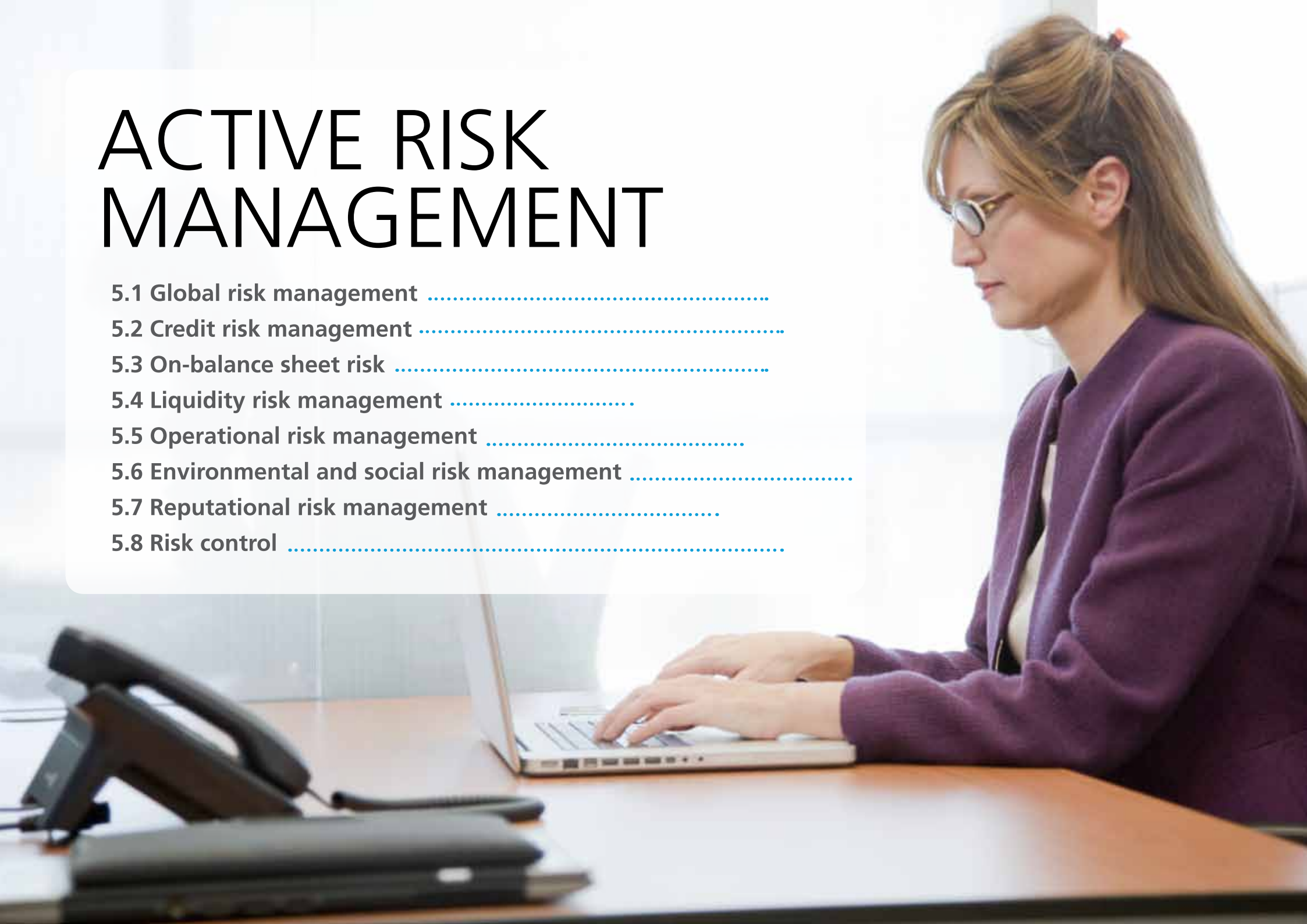
PromoCaixa, a CaixaBank subsidiary which manages promotional material, has audited nine China-based suppliers manufacturing exclusively for CaixaBank and other Group companies. Three of these audits revealed anomalies, as a result of which the supplier relationships were discontinued. In these instances the bank sought an alternative home market producer.

CaixaBank also sponsors CaixaExchange, an electronic marketplace for the purchase and sale of goods and services by companies, including Group companies and the market in general. CaixaExchange makes it easier for potential suppliers to present their credentials and other required documentation, and ensures maximum transparency in the contracting process, which is channeled through requests for bids and tendering.



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5.2 Credit risk management
5.3 On-balance sheet risk
5.4 Liquidity risk management
5.5 Operational risk management
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5.7 Reputational risk management
5.8 Risk control





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[5.1 Global risk management]

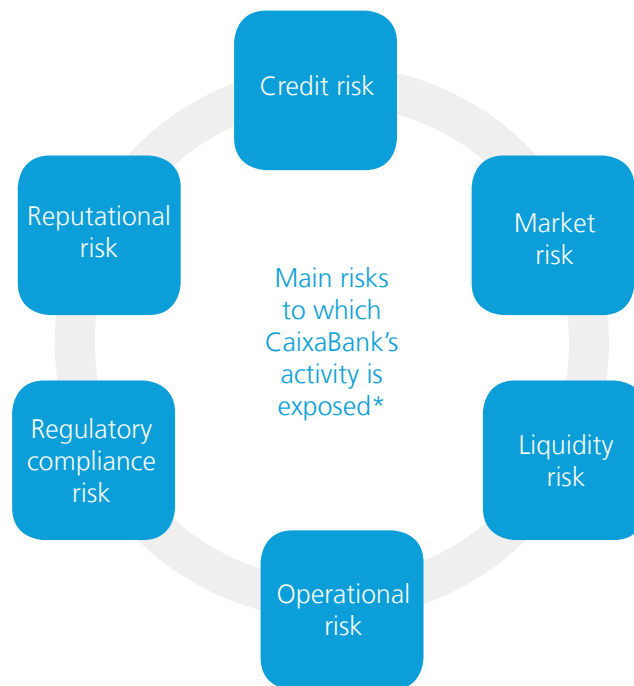


Global risk management is essential for the business of any credit institution. At CaixaBank, the main objective of global risk is to optimize the return/risk ratio. To that end, risk identification, measurement and assessment is constantly taken into account in the decision-making processes, while always safeguarding the utmost quality in customer service. Likewise, it aims to ensure the Group's robust risk profile and to preserve capital adequacy and security mechanisms to strengthen the Group's position as one of the soundest entities in the Spanish market.

CaixaBank measures risks in accordance with the most advanced methodologies recommended by the Basel Committee, which have been reviewed and validated by the Bank of Spain, and are in line with best market practices.

In order to ensure each risk profile is aligned with the associated strategic objectives, a system of authorization levels has been developed based on all fundamental risk variables and transaction amounts, which enables CaixaBank to quantify risks using scenarios based on capital use and expected loss.

In order to enhance the independence of the risk management, monitoring and control functions, gatekeepers are structured and operate separately from the areas that assume risks.



*Find more information on these and other risk factors such as regulatory and actuarial risk in the Consolidated financial statements, management report and auditors' report for 2013.





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Structure and organization

The Board of Directors of CaixaBank is the Group's highest risk-policy setting body. It delegates its powers to senior executives, all of whom are members of the following risk management committees:

CaixaBank has a Chief Risk Officer in charge of all Group risks, to which the Corporate Directorate of Global Risk Management reports directly. This is an independent global control unit with the responsibility to ensure the soundness of the assets and the capital adequacy and security mechanisms. Its objectives are to identify, assess and integrate exposures and the risk-adjusted return in each business, from a Group-wide perspective and in accordance with the management strategy.



General risk management principles

Approved by the Board of Directors

- The Board of Directors is ultimately responsible for risk management.
- The Group's target risk profile is medium-low.
- Risks are managed throughout the entire institution and the full cycle of transactions: from preliminary analysis until approval, monitoring of solvency and profitability, to repayment or recovery of impaired assets
- The risk function is independent from the business and operating units. The way in which this function is structured contributes to the decentralization of decision-making, with decisions taken jointly.
- Approvals are based on the borrower's repayment capacity and factor in an appropriate return.
- Standard criteria and tools are employed across the whole institution.



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[5.2 Credit risk management]



Credit approval processes and organization

With regard to awarding loans, the bank has an authorization system in place, which is a highly effective tool for delegating powers to manage risk. The system is based on the treatment of maximum amounts by guarantee and customer/group in the case of individuals and large corporations, and by customer/economic group expected-loss thresholds in other business segments.

The risk parameters and credit rating of borrowers updated in 2013 are all taken into consideration when establishing the approval powers of each employee.

New management models were also rolled out during the year to continuously improve the predictive capabilities of these tools. In this respect, the bank periodically updates the financial statements and qualitative information of its corporate customers to achieve the maximum level of coverage of the internal rating.

To determine the price of operations, the pricing tools included in the applications systems (based on appropriate coverage of the risk premium) are used. Data from the RAR (risk-adjusted return) tool are also employed, which was fully implemented in the corporate and business centers network and are currently being tested in the SME segment, managed by the branch network.

The RAR tool can be used to identify the factors determining the returns on each customer more easily and analyze customers and portfolios in accordance with their risk-adjusted returns. It also achieves greater control over the balance between risk and return.

For public sector risks, the Group established a new transaction approval circuit during the year, placing the decision-making power with Central Services.

After Law 1/2013 was published, setting out a series of loan and mortgage loan modification measures, the bank applied these measures to better protect borrowers that have mortgaged their primary residence.

Going forward, work will continue to simplify and streamline current policies (approval level, policy optimization, workloads, etc.).

Integration of Banca Cívica and Banco de Valencia

The top priority in 2013 was the integration of the two Banca Cívica entities that had yet to be incorporated (Caja Canarias and Caja Burgos) and with Banco de Valencia. Teams were assigned to each of the three entities to achieve this, which were responsible for a range of tasks such as ensuring convergence with the risk criteria and policies applied by CaixaBank, defining authorization systems during the transitional periods and scheduling risk training.

Specific circuits were also put in place for customers included in the asset protection scheme and for assets transferred to Sociedad de Gestión de Activos Procedentes de la Reestructuración Bancaria (SAREB), a financial institution created to hold non-performing assets owned by a state guaranteed bank.



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Credit risk analysis and monitoring

The area entrusted with monitoring credit risk and recoveries is independent from the area that analyses and grants these transactions.

The duties of this department are two-fold: to prepare follow-up reports on individual borrowers or groups of companies with higher risk levels, and to monitor risk holders whose creditworthiness shows signs of deteriorating, using a rating and scoring system based on the risk alerts of each borrower.

Follow-up scoring is critical when awarding loans and monitoring repayments as this system can be used to analyze borrowers with higher probabilities of defaulting in the short term more exhaustively and frequently. Another feature of the alert system is

that once assigned to the customer, it is included in all information systems.

CaixaBank has a risk prevention system in place for individuals, SMEs and micro-enterprises, whereby it uses scoring and rating tools to detect and proactively manage any customers with a high default potential.

The outcome of the monitoring process is the establishment of "action plans" for each of the borrowers analyzed, which complement the alert-based scoring system, while acting as a guide to the approvals policy for future loans.

Recoveries management

In 2013, the Group continued to deal with the rise in NPLs and carefully implement the necessary measures to effectively collect debts that are challenging to recover. This policy is implemented as soon as any signs of deterioration in debtor solvency appear, by constantly monitoring debt repayment and the assets offered as collateral. In this respect, and without prejudice to the ongoing controls over the loans portfolio, CaixaBank has taken steps to mitigate the impact of the recession on its individual customers.

After thorough risk analysis, in certain cases, the bank tailors installments falling due in the short term to the current income available to debtors, understanding that delaying collections will help ensure the loans are repaid in full. In order to ensure that debts are repaid, the option that is best suited to the customers' needs is analyzed in conjunction with the customer, always ensuring that the final objective of recovering the loan is achieved and internal risk approval procedures are followed.





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Credit risk measurement and rating

A specific department builds, maintains and monitors the credit risk management systems. It is also in charge of guaranteeing and advising on the use of these systems, while seeking to ensure that the decisions based on these measurements take their quality into account.

CaixaBank is authorized by the bank of Spain to use methods based on internal rating-based (IRB) models to calculate the minimum capital requirements for credit risk.

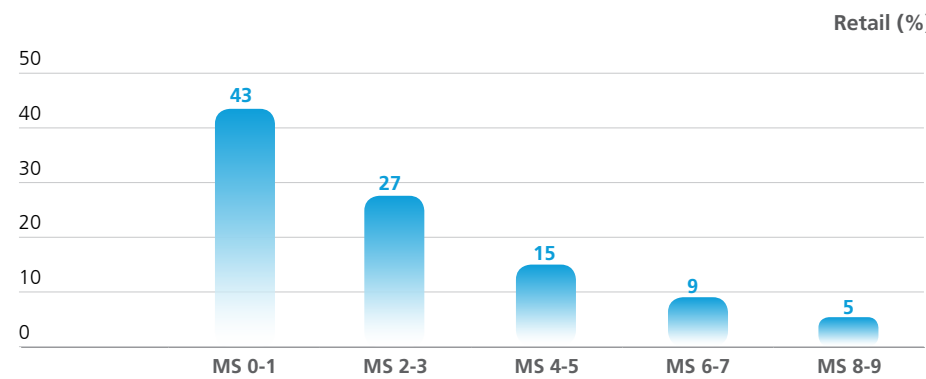
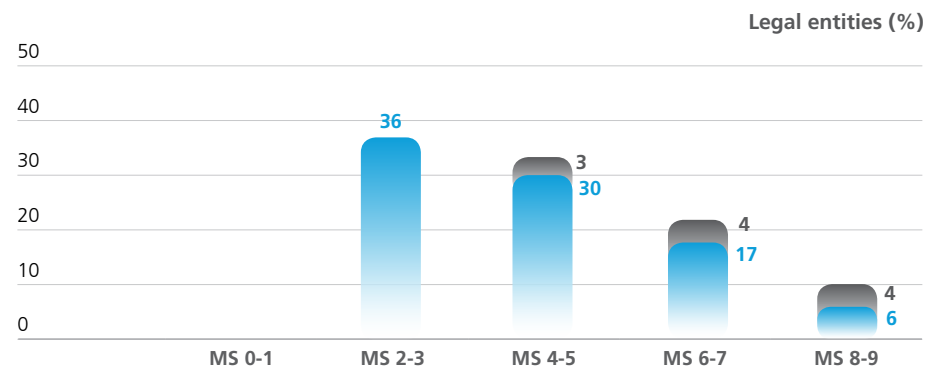
All the models are regularly reviewed to detect any deterioration in the quality of the measurements, so as to take into account in the estimates fluctuations in the economic cycle. Virtually the entire retail banking portfolio, which includes

the individual and SME segments, is assessed on a monthly basis, enabling the knowledge base on these customers and their portfolios to be continually updated.

At December 2013, 89.38% of all credit risk exposure in segments that can be assessed using advanced methodology was evaluated using advanced internal rating models. When isolating transactions deriving from the merged institutions to which the advanced methodology has yet to be applied, the coverage ratio stands at 94.36%.

i Find more information in section 3, "Credit risk measurement and rating" of the Annual Report, in the Consolidated financial statements, management report and auditors' report for 2013

Distribution of EAD of 2013 portfolio



MS: Risk master scale, from highest to lowest creditworthiness

Non-developer

Developer



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Internal Validation

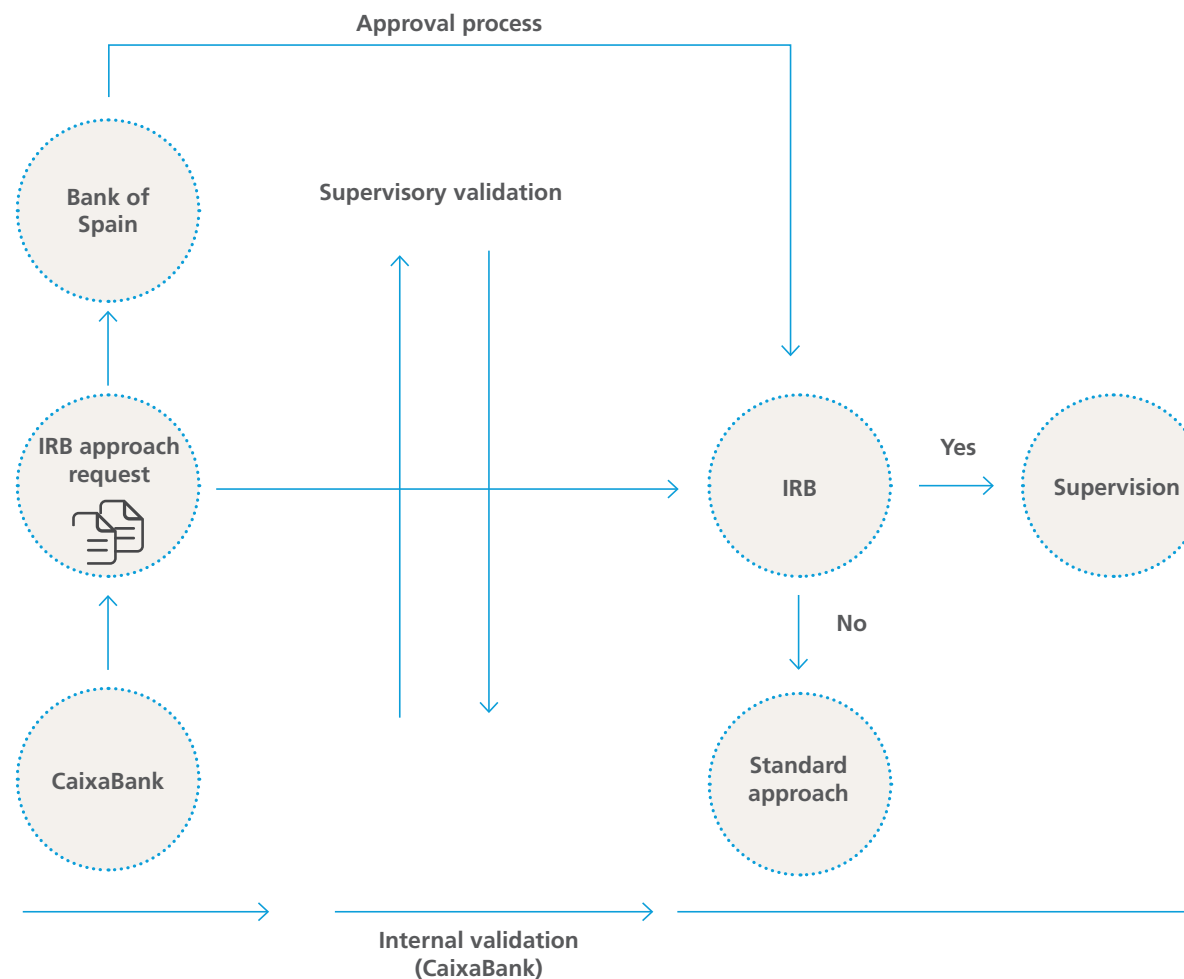
CaixaBank uses internal rating models and its own estimates of credit risk parameters to determine its capital requirements. These models have been brought into line with Basel requirements and authorized by the Bank of Spain.

CaixaBank has created an independent, specialized department to assess the suitability of the models used for management and regulatory purposes, and to determine whether the risk control and management procedures are in line with the bank's strategy and risk profile. These processes are carried out on a continuous basis and act as a complement to traditional control functions (internal audit and supervision).

Another of the division's remits is to support the Global Risk Committee in its mandate to authorize internal models and to coordinate the supervisory validation process with the Bank of Spain.

In 2013, the reviews carried out due to the implementation of the new IRB models and the methodology assessments were especially noteworthy.

Process for approving the IRB approach





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Investee Portfolio

The risk relating to CaixaBank's investee portfolio is the risk associated with the possibility of incurring losses due to changes in market prices and/or losses on the positions comprising the investment portfolio, in the medium to long term.

The following are used to measure risk relating to these positions:

- VaR models (a statistical estimate of the maximum potential losses based on historical data on changing prices) used to calculate risk inherent in market price volatility.
- Models based on the PD/LGD approach which have been developed in accordance with the provisions of the Basel Committee to calculate possibility of default.

CaixaBank has a division that monitors and controls the risk associated with the positions held by the bank in investees. This monitoring ensures that the most appropriate decisions are always taken based on the past and projected performance of the markets, and to facilitate strategic decision-making by CaixaBank senior executives relating to the composition of the portfolio.

CaixaBank has also entrusted an independent area with day-to-day monitoring of derivatives and the exchange rate risk associated with the portfolio, while continually controlling risks related with financial market transactions in respect of banking investees.





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[5.3 On-balance sheet risk]

Management of balance sheet interest rate risk

CaixaBank efficiently, prudently and conservatively manages balance sheet interest rate risk and strictly controls this risk under a large number of scenarios.

It manages interest rate risk for two purposes:

- To reduce the sensitivity of net interest income to interest rate fluctuations.
- To preserve the economic value of the balance sheet.

The following limits were in force at the end of 2013 to manage interest rate risk:

- Sensitivity of net interest income: 5% variation at 1 year and 10% variation at 2 years.
- Value of the balance sheet: the VaR of the balance sheet must be less than 10% of the economic value of the balance sheet.

CaixaBank actively manages risk by arranging additional hedging transactions on financial markets to supplement the natural hedges generated on its own balance sheet as a result of the complementary nature of the sensitivity to interest rate fluctuations of both deposits and lending transactions arranged with customers.

The mission of the Asset-Liability Committee (ALCO) is to optimize and ensure profitability of the financial structure of the balance sheet by coordinating prices, maturities and volumes among the activities generating assets and liabilities. The ALCO analyzes risk and proposes appropriate hedging transactions in accordance with established risk management objectives and coordinates the proposed courses of action with the risk management area.

Management tools

Several risk assessment tools are available for managing this risk:

- The **static gap**, which reveals the spread of maturities and interest rate reviews, on a specific date, for sensitive items on the balance sheet.
- **The sensitivity of net interest income**, which reflects the impact of the review of balance sheet transactions due to changes in the interest rate curve. This sensitivity is determined by comparing a net interest income simulation, on the basis of various interest rate scenarios. Scenarios with both parallel and non-parallel shifts in the yield curve are analyzed.
- **The sensitivity of equity to interest rates** measures the potential effect on the present value of the balance sheet in the event of interest rate fluctuations.
- **VaR** (Value at Risk) measurements, taken in accordance with treasury-specific methodology.
- **EaR** (Earnings at Risk) measurements, taken in order to establish with a certain level of confidence (99%) the maximum loss of net interest income over the subsequent two years, considering a specific amount of balance sheet growth.



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Market risk management in trading activities

Market risk primarily refers to the potential loss in value of financial assets as a result of adverse fluctuations in market rates or prices. Mainly through the treasury area's involvement in financial markets, the Group is exposed to the risk of unfavorable movements in the following risk factors: interest rate, currency, share price, commodities price, inflation, volatility and changes in the credit spread of private fixed-income positions.

The levels of market risk assumed were moderate in 2013, with an average risk of €7 million.

To measure and control this risk, the following four-fold approach is applied:

- Estimation of day-to-day risk.
- Testing of quality of the measurements.
- Calculation of hypothetical results in the event of sudden changes in market prices.
- Monitoring and control of limits.

The accuracy of the risk estimates is compared against actual daily gains and losses, i.e. backtesting, demonstrating the suitability and quality of the metrics used.

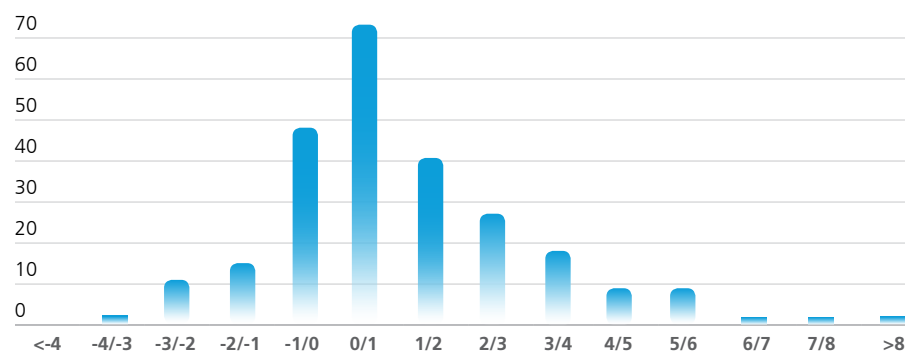
The measurements of potential loss are complemented by estimates on hypothetical profit or loss in the event of sudden changes in relevant risk factors or the possible repetition of previous crises, known as stress tests, which provide an in-depth understanding of the Group's market risk profile.

CaixaBank also has a robust structure of controls and limits ensuring that the market positions taken are aligned with the objective of achieving returns while keeping risk at acceptable levels.

In addition, a specific area within the bank is entrusted with valuing financial instruments and measuring, controlling and monitoring the associated risks, as well as estimating the counterparty risk and the operational risk associated with financial market activity. This area monitors transactions contracted on a daily basis, calculates the effect of market

Distribution of results from trading activities in 2013

Frequency, days. € million



trends on positions (i.e., daily results are marked to market), quantifies the market risk assumed, monitors compliance with limits, and analyzes the risk/return ratio.

Further information on balance sheet market risk management and portfolio market risk management is available in the Consolidated Financial Statements, Management Report and Auditors' Report for 2013



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Controls over risks assumed in financial market transactions must be reinforced by estimating and monitoring the losses that could arise if counterparties become insolvent and default on their obligations.

The maximum authorized credit risk exposure for a single counterparty is determined using a calculation (that requires approval by Management), based on ratings for the entities and on an analysis of their financial statements. In addition, the trading prices of any shares of the counterparties and any protection insurance (CDS) are monitored in order to detect a possible decrease in their solvency.

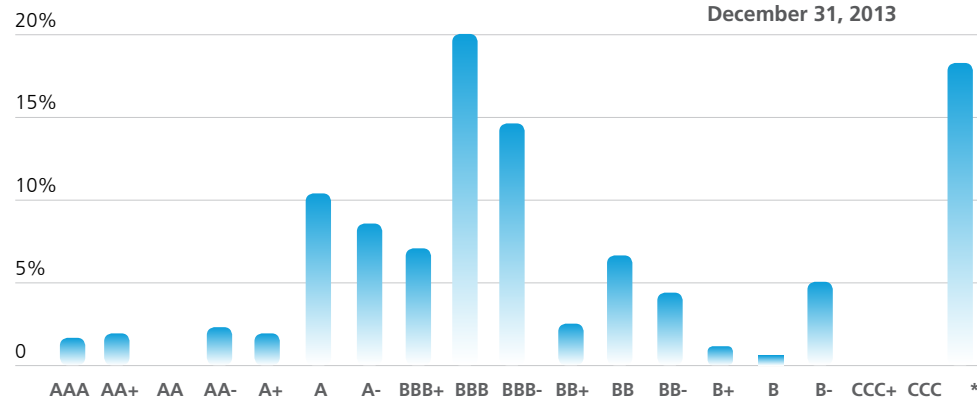
In the event of controversial situations, management has the power to lower risk exposure limits immediately below the thresholds contemplated in the model.

Counterparty risk is controlled by an integrated real-time system that provides up-to-date information of the available limit for any counterparty, by product and maturity. Risk is therefore measured both in respect of current market value and future exposure.

The adequacy of the related contractual documentation is also monitored. To mitigate exposure to counterparty risk, CaixaBank has a solid base of collateral agreements. Virtually all risks assumed in derivative transactions are covered by standard ISDA and/or the Spanish CMOF, under which pending collections and payments may be offset between the parties throughout the term of the derivatives. CaixaBank has signed collateral agreements with most of its counterparties, thereby arranging a guarantee of the market value of derivative transactions.

Distribution of risk by counterparty credit rating

As a percentage. Status at December 31, 2013



Total December, 2013: €5,143 million

(*) Others, e.g. life insurance companies and foreign trade





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[5.4 Liquidity risk management]

The Group manages liquidity in such a way as to ensure that it is always able to meet its obligations on a timely basis, and that it never allows its investment activities to be diminished due to a lack of lendable funds. The aim is to ensure that liquid assets are permanently available on the balance sheet and minimize the structural liquidity risk inherent to the banking business, as well as to preserve and protect the interests of deposit holders.

CaixaBank avails itself of existing mechanisms in the financial markets (debt issuance programs, ability to issue mortgage-covered bonds, public-sector covered bonds and government-backed debt, and the ECB discounting facility) and actively manages its balance sheet to ensure levels of liquidity are consistent with its strategic goals while always following a prudent and conservative liquidity management policy.

Diversified sources of financing and a spread of maturities are also available. Reliance on wholesale markets is low, since 71% of financing is obtained from customer deposits, which brings stability to the balance sheet and reflects the trust of its customers.

In 2013, CaixaBank proved it has the ability to attract investors and placed:

- Three issues of €1,000 million in senior bonds (3Y, 3.5Y and 5Y).
- One 5Y mortgage-covered bonds issue for €1,000 million.
- One Tier 2 subordinated debt issue for €750 million (10Y issue, with optional repurchase at five years).
- Issue of bonds convertible into Repsol, S.A. shares, for €594.3 million (3Y).

Premises for liquidity management

- **Active liquidity management** involving constant monitoring of the balance sheet structure, by terms of maturity, to ensure the early detection of possible inadequate short- and medium-term liquidity structures. A daily breakdown of liquidity by maturity is made available by drawing up projections of future flows, which provides information on the time structure of liquid assets at all times.
- A **liquidity risk contingency plan** which analyzes liquidity risk both under normal market conditions and in crisis situations. In the latter case, various specific, systemic and combined crisis scenarios are considered, involving different LGD assumptions in terms of reduced liquidity. The plan includes an action plan for each crisis scenario established, setting forth the commercial, institutional, and communication measures required to react to situations of this type, incorporating a second line of liquidity that acts as a buffer for extraordinary situations.
- A strategy that provides **flexibility and stability to the sources of financing** and has a wide variety of ordinary financing programs that cover a number of maturity periods to ensure adequate levels of liquidity at all times.
- An **issuance policy** that focuses on limiting reliance on wholesale markets, ensuring a balanced distribution of maturities to prevent their concentration and diversify the instruments used.
- Maintaining **significant financing capacity on the market** through instruments of the highest quality such as mortgage or public-sector covered bonds.
- To adopt a prudent stance and cope with potential liquidity pressures or crises in the markets, the bank **placed a series of collateralized assets with the ECB** that allow for immediate liquidity.
- **Generation of liquid assets** that provide sufficient liquidity to cope with extremely adverse situations in wholesale and/or retail financing markets.



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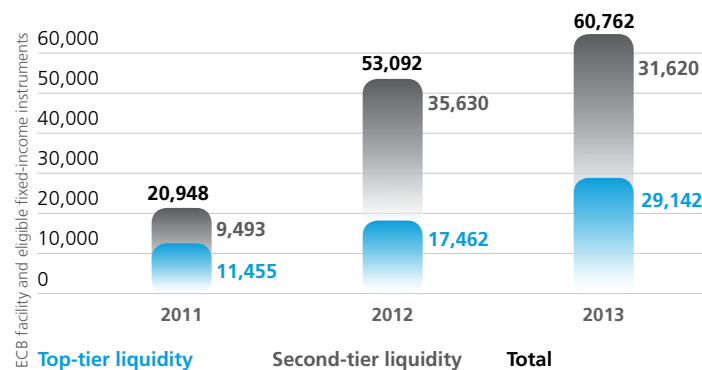
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[60,762]
Liquidity (€ million)

CaixaBank's liquidity position at the end of 2013 was comfortable, standing at €60,762 million (17.9% of total assets), with a notable increase during the year, enabling the bank to adapt to the current economic climate, finance the growth of the Group's businesses, and respond to customers' borrowing requirements.

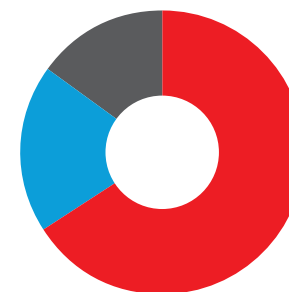
Excellent liquidity position

(€ million)



Diversification of sources of financing

(%)



Retail funds	71%
Institutional issues	18%
Net interbank	11%





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Institutional debt maturities

The liquidity position at December 31 was sufficient to cover all expected maturities.

In 2013, CaixaBank focused intensively on activities that generate liquid assets and placed several issues with wholesale investors, enabling it to repay the long-term financing provided by the European Central Bank.

Wholesale issue maturities (net of treasury shares)

(€ thousand)

	2014	2015	2016	2017	> 2017	Total
Mortgage covered bonds	7,249,441	5,364,178	5,673,039	3,540,700	14,176,870	36,004,228
Public-sector covered bonds	0	0	0	0	50,000	50,000
Senior debt	1,051,150	1,286,000	802,000	866,500	843,300	4,848,950
Subordinated debt and preference shares	0	48,600	156,869	0	937,756	1,143,224
Convertible bonds	0	0	594,300	0	0	594,300
Total	8,300,591	6,698,778	7,226,207	4,407,200	16,007,926	42,640,702

Financing capacity

The amount drawable on the ECB facility at December 31, 2013 was €27,984 million. The financing obtained from the ECB through various monetary policy instruments amounted to €15,480 million.

Capacity to issue mortgage covered and public-sector covered bonds

(€ thousand)

	2012	2013
Mortgage covered bonds	3,767,291	885,280
Public-sector covered bonds	1,229,146	1,217,600





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[5.5 Operational risk management]



Operational risk covers all events that could give rise to a loss caused by shortcomings in internal processes, human error, malfunctioning of information systems and/or external events. Operational risk rises as the banking business becomes more reliant on factors such as the intensive use of IT, outsourcing and the utilization of complex financial instruments.

Operational risk is inherent to all business activities and, although it can never be wholly eliminated, it can be managed, mitigated and, in some cases, insured.

An expert workforce and the procedures, systems and controls in place help mitigate operational risk at CaixaBank. The Global Risk Committee also defines the strategic lines of action and monitors operational risk.

Operational risk management

A comprehensive operational risk measurement and control model that is used across the entire Group is adopted in CaixaBank. It uses the standardized approach for calculating regulatory capital for operational risk, with an operational risk management framework in place which defines the objectives, policies, management model and measurement methodologies relating to operational risk.

The overall objective is to improve the quality of business management based on information concerning operational risks, aiding decision-making to ensure the organization's long-term continuity and improving processes and the quality of customer service, while complying with the established regulatory framework and optimizing the use of capital.

In 2013, Banco de Valencia was included in the scope of corporate operational risk management. Work is underway to move from the current standard approach to more advanced approaches with a dual objective of implementing best practices in operational risk management and, at the same time, calculating regulatory capital requirements with risk-sensitive approaches.

The Operational Risk Committee was also created in CaixaBank during 2013 to oversee operational risk and assess how this risk could affect solvency and capital management. This committee reports to the Global Risk Committee.





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Continuous risk management process

• Identification and detection of operational risks (existing and potential).

Qualitative techniques –the opinion of process experts, risk indicators, extreme scenarios of operational losses– and other management procedures are used to define the operational risk profile of CaixaBank. The measurements are based on expected loss and VaR. The most relevant operational risks are reassessed and remeasured on an annual basis.

• Quantitative assessment of operational risk using actual data on losses recorded by the operational events database.

In 2013, the bank became a member of the ORX international consortium for the exchange of operational risk loss data with other financial institutions with a view to gaining greater insight into the risk profile of the financial sector and managing the losses already sustained by competitors sooner.

• Active management of CaixaBank’s risk profile, which involves establishing a reporting model at all levels of the organization.

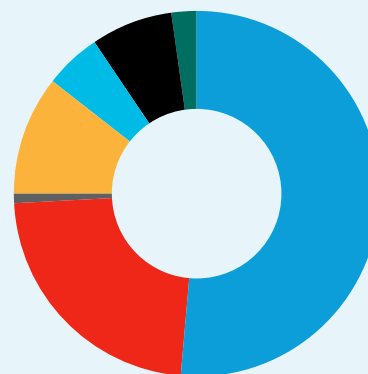
The main qualitative risks and actual losses are therefore monitored and remedial steps and action plans are put in place. This allows the possible causes of risk to be foreseen, assisting with decision-making in order to mitigate risk and reduce its economic impact.

The IT systems used by the department are being updated to improve risk management.

Further information on the risk management model and policies is provided in Section 3 of the Annual Report

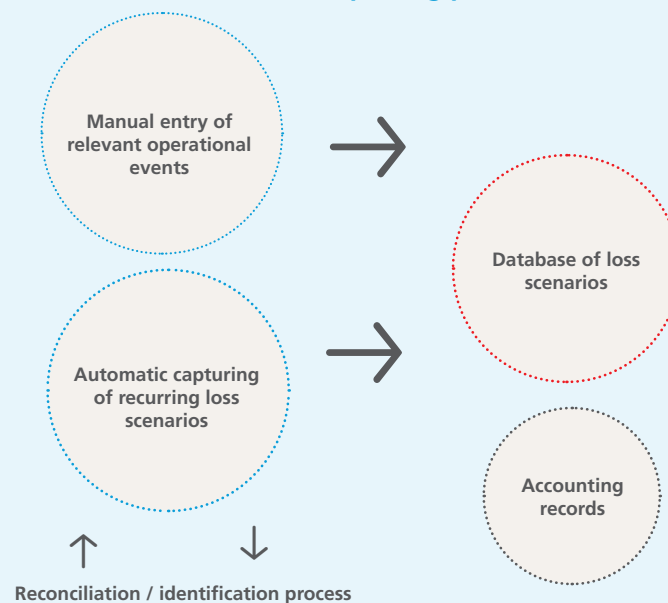
Further information on the organizational model is available in the Information on Capital Standards document

Distribution of operational risk events



Customer-related practices	50.8%
Execution, delivery and process management	22.5%
External fraud	10.9%
Impairment of tangible assets	7.2%
Labor relations and workplace safety	5.1%
System failures	2.5%
Internal fraud	1.0%

Event capturing process





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[5.6 Environmental and social risk management]



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CaixaBank considers the social and environmental implications of its activities, both in its daily management and its medium- and long-term strategy, which must be consistent with its corporate values, code of ethics, and general risk principles.

It continuously strives to optimize the risk/return ratio and avoid, minimize, mitigate or remedy, insofar as possible, those factors that could entail a risk for the environment or community. It also works with customers to help them shore up their preventative systems and develop the capacity to manage social and environmental risks.

In general, environmental and social risks are included in traditional risk circuits. In particular, project finance is carried out under the Equator Principles. Since 2011, an internal procedure inspired by those principles has been applied to syndicated transactions linked to projects exceeding €7 million.

CaixaBank adhered to the Equator Principles in 2007 and ratified its commitment in 2013 following approval of the Equator Principles III. Accordingly, the approval and subsequent management of project finance entailing an overall investment of more than \$10 million require an analysis of the potential environmental and social risks

of the projects, pursuant to the standards established by the International Finance Corporation (IFC). The risks entailed in project finance bridge loans and advisory services are also carefully analyzed.

As from January 1, 2014, corporate loans linked to investment projects in excess of \$100 million overall will also be subject to such analysis, where CaixaBank's stake is at least \$50 million. CaixaBank will also voluntarily apply the procedure to project bonds exceeding €7 million.

Application of the Equator Principles to project financing

In accordance with the Equator Principles, project financing in CaixaBank requires a prior analysis of the risks potentially affecting the environment and community. In accordance with the potential risks and impacts detected in the due diligence process, performed by the commercial departments supported by a team of technical experts, projects are classified into three categories: A, B and C.

Projects classified under category A, and some of those under category B, may have potentially significant adverse risks. Based on an assessment of the client's environmental and social risk management plan and system by an independent external expert, an action plan is drawn up to avoid adverse environmental and social impacts to help prevent, minimize, mitigate and offset adverse social and environmental fallout.

Any projects that are identified in a preliminary analysis as having potential significant risks and irreversible impacts for which a viable action plan cannot be established, or those that contravene CaixaBank's corporate values, are not considered and are not assessed in greater depth. The bank's participation in the financing of any such projects is rejected from the start.



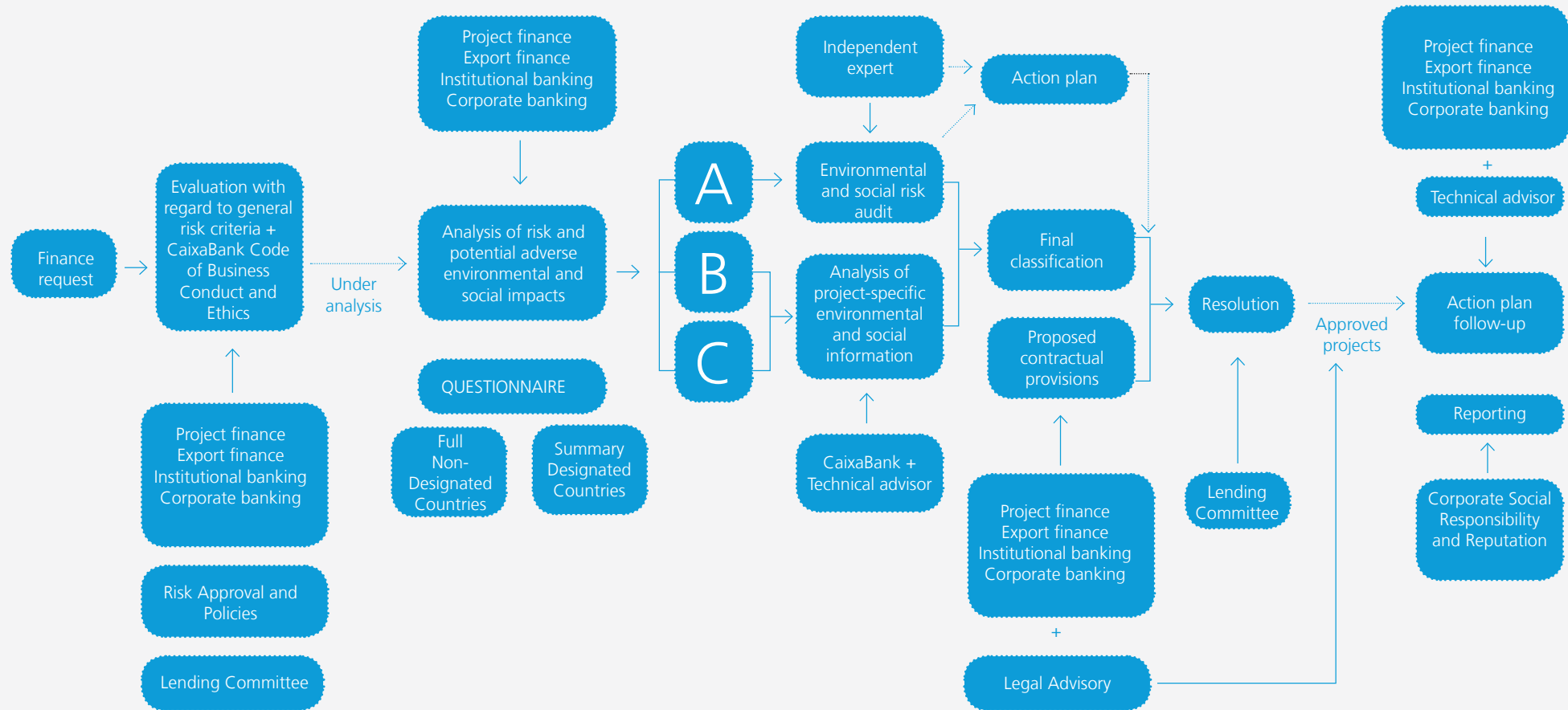


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How are environmental and social risks associated with project finance analyzed?



A – Projects with potential significant adverse environmental and social risks (diverse, irreversible or unprecedented)
 B – Projects with potential limited adverse environmental and social risks and/or impacts that are few in number, generally site-specific, largely reversible and readily addressed through mitigation measures
 C – Projects with minimal or no adverse environmental and social risks and/or impacts

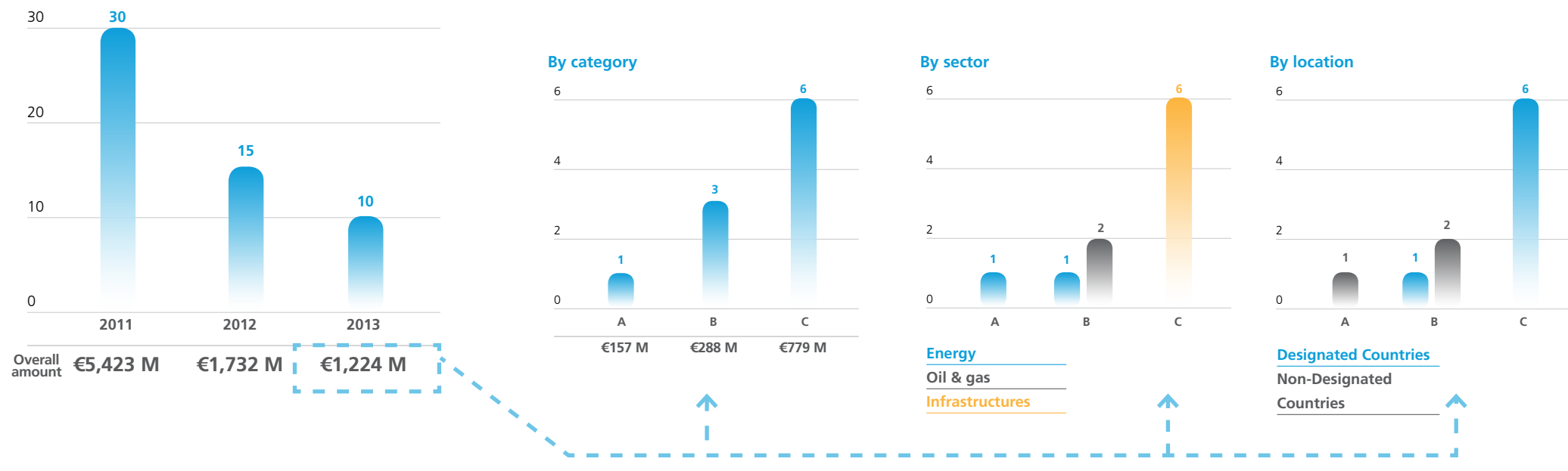


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Project finance transactions subject to Equator Principles II



Throughout 2013, CaixaBank reviewed and updated the policies and procedures for managing environmental and social risks based on the new version of the Equator Principles. Professionals from nine of the bank's departments were involved in this process.

The internal procedure for syndicated transactions has also been reviewed and the questionnaire for assessing potential risks and impacts of projects has been

expanded. The new features of the procedure have been included in training for risk analysts.

A road map for 2014 has also been drawn up including periodic training sessions for the managers of departments that are directly involved in project finance.

Throughout 2013, CaixaBank financed 10 projects, with a total investment in excess of €1,224 million, of which the

bank contributed €210 million. One of these projects was category A, three were category B and the remainder category C (on the basis of the Equator II Principles).

With regard to syndicated transactions assessed based on the internal procedure, one such transaction in category C was financed in 2013, for a total investment of over €20 million.



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[5.7 Reputational risk management]



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WE SUPPORT

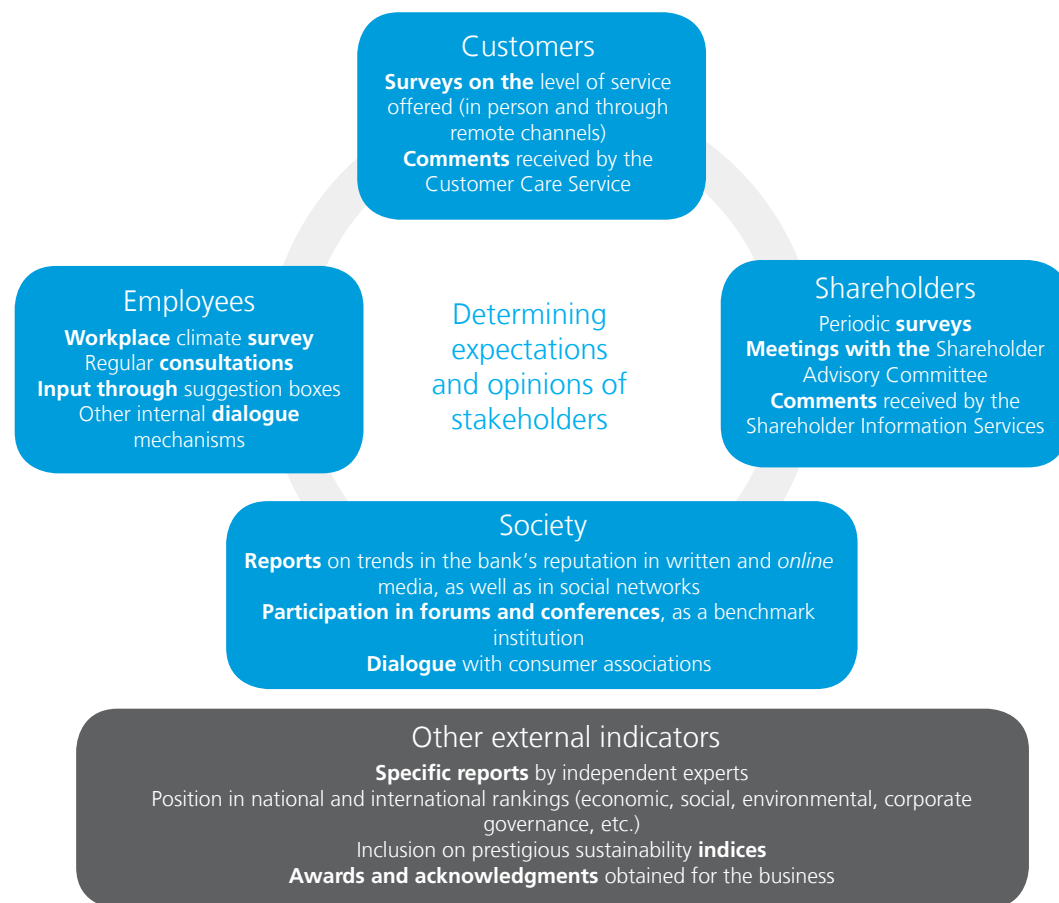
The Corporate Social Responsibility and Reputation area, supervised and coordinated by the Reputation Committee, is entrusted with monitoring reputational risk which, should it arise, could adversely affect CaixaBank's image, understood to be the stakeholders' perception of and expectations for the institution.

CaixaBank's reputational risk map identifies the risks with the highest potential impact on its image and the degree to which preventative measures are being applied. For each relevant risk, the map establishes a series of indicators that allow the effectiveness of the preventative measures implemented to be periodically monitored. These indicators are integrated in a scorecard and periodically submitted to the Reputation Committee and the Management Committee.

In 2013, the bank implemented use of the scorecard showing the indicators for risks classified as critical due to their potential impact on CaixaBank's reputation and their degree of coverage through preventive measures.

In 2014, the scorecard will be enhanced to include indicators for risks with a potentially high impact on the bank's reputation. The reputational risk map will also be integrated in the Group's Corporate Risk Map, thereby offering a comprehensive, standardized and synthesized view of internal control of these risks.

Measuring CaixaBank's reputation





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[5.8 Risk control]



1,2,3,6,10

After the creation of CaixaBank and in the wake of the recent integration of other financial institutions, the "la Caixa" Group has become far more complex. Moreover, due to the current volatile macroeconomic environment and changes in the financial system and the regulatory framework, demands on and duties of Senior Management and governing bodies are increasing, as is stakeholder sensitivity to corporate governance and internal control.

Responsibility for managing and overseeing the Group's internal control model lies with Internal Control and Regulatory Compliance, which operate independently from each other and other Group areas and companies under the auspices of a shared Sub-Directorate-General, in accordance with the guidelines set out by the EBA (European Banking Authority).

Internal Control

Internal Control's mission is to design and roll out suitable controls needed to manage the risks to which the CaixaBank Group is exposed. This department also systematically reports on these matters to the Board of Directors, Senior Management and the Audit and Control Committee.

To fulfill this mission, a Corporate Risk Map Project was launched in 2013, which will combine existing risk maps and will become the basic tool for managing the internal control model.

The Map is scheduled to be introduced in 2014, providing a complete, transversal and synthetic view of the Group's control environment and serving as a base for reporting and offering advice to Senior Management and the governing bodies.

Work also continued in 2013 on the 2012 project to strengthen the Group's internal control model. The following work was carried out during the year:

- Completion of the restructuring of the department based on market best practices.
- Start of work to roll out an IT tool for end-to-end monitoring of the Group's risks and controls.
- Continuation of the Transversal Risk Map Project.

Regulatory Compliance

The compliance policy is based on the principles of integrity and ethical conduct, the cornerstones of the CaixaBank Group's business.

Regulatory compliance risk

Compliance risk is defined as the risk to CaixaBank and Group companies of incurring legal or regulatory penalties, or financial, material or reputational losses as a result of failure to comply with the laws, regulations, rules, self-regulation standards or codes of conduct applicable to CaixaBank's businesses.

This risk is managed by each of the Group's business and management areas by correctly applying the internal rules and procedures put in place by the bank to comply with current regulations.



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Oversight of regulatory compliance risk is carried out by the Regulatory Compliance department through the establishment of second-tier controls, which allow for the detection of potential deficiencies in the procedures implemented in the bank to ensure compliance with regulations in all its areas of activity. When deficiencies are detected, it develops, together with the areas affected, proposals for improvement initiatives, which are monitored regularly until they are effectively implemented, thereby mitigating the risk detected.

This department's functions include:

- Identifying and regularly evaluating the regulatory compliance risk indicators of the various business areas.
- Establishing a program of supervision and control, and developing appropriate control methodologies and tools to verify that policies and procedures are actually in place.
- Ensuring personnel have the required skills and experience, and participating in training programs.
- Providing advice to and supporting the governing and management bodies with regard to regulatory compliance matters.

- Submitting reports to the governing and management bodies on the results of the work performed.
- Ensuring best practices in integrity and rules of conduct are followed at the bank, such as the Code of Business Conduct and Ethics and the Telematic Code of Conduct, managing the Confidential Consulting and Whistle-blowing Channel available to employees.
- Overseeing and reporting on Internal Rules of Conduct on matters relating to the Stock Market (IRC), and collaborating with the IRC Oversight Committee.

The department operates independently and in no case is involved in the management decisions or operations of the activities it supervises. It also regularly reports on its activities and the outcomes of its work to Senior Management and the Audit and Control Committee.

 Further information provided in Section 2.2 Business Ethics

Work performed in 2013 included the following:

- The internal whistle-blowing channel was improved, raising its visibility through the intranet.
- Replies have been coordinated to the requests and requirements of supervisors, primarily the Spanish National Securities Market Commission (CNMV), the Bank of Spain, and the Executive Department of the Prevention of Money Laundering Commission (SEPBLAC, as per the Spanish Acronym).
- A project was completed to detect potential scenarios of conflicts of interest in the securities market arena in the areas of greatest risk, resulting in adaptations to existing management procedures.
- Measures were taken to mitigate risks detected by the Regulatory Compliance unit.
- Transactions suspected of involving securities market abuse detected by CaixaBank's internal control systems were analyzed, and where applicable, dealt with.

On the training front, 7,381 individuals attended courses on Internal Rules of Conduct on matters relating to the Stock Market (IRC), while 7,290 completed the Reporting Suspicious Transactions (RST) course. The global training plan for personnel from Banco de Valencia also included content on IRC and RST.

In 2014, new tools and procedures will be rolled out to improve the efficiency of controls and their focus on risk, honing in on the most significant risks.





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Prevention of money laundering and the financing of terrorism

The sole mission of the Prevention of Money Laundering and the Financing of Terrorism Unit (MLPOU) is to enforce compliance with anti-money laundering and terrorist financing laws. To this end, it analyzes the information received from the sales divisions and monitors and reports any suspicious transactions. The MLPOU operates under the auspices of the Regulatory Compliance department and is an independent unit that is managed and overseen by the Money Laundering Prevention Committee (PML/FT Committee). It also reports on its activities to Senior Management and the Audit and Control Committee.

This unit is required to present on a timely basis and in the appropriate manner the regular statements required by money laundering prevention regulations, and fulfill promptly, safely and efficiently requirements to report matters of money laundering prevention to the competent authorities.

In 2013:

- An action plan was devised to bring CaixaBank's money laundering prevention system into line with SEPBLAC guidelines and recommendations issued in April 2013.
- Over 36,600 alerts raised by the internal control systems were reviewed, along with 776 transactions suspected of involving money laundering or the financing of terrorism. 127 transactions were also reported to SEPBLAC.

Training (in person and through remote channels) was also provided on the prevention of money laundering and the financing of terrorism to over 6,269 employees, focusing in particular on those areas with the greatest risk. In addition, special training was provided to employees from Banca de Valencia.

12 employees dedicated solely to this area

127 transactions reported to SEPBLAC

More than **36,600** alerts reviewed

776 transactions investigated by the MLPOU

21% of the workforce given training in 2013

Specific training plan for employees from Banco de Valencia



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Internal Audit

CaixaBank’s control environment is organized into three “lines of defense.” Internal Audit is responsible for overseeing the last tier of control, and has a position within the organization that allows it to issue an independent opinion on the matters it supervises.

It operates independently and takes an objective approach, supporting Senior Management and the governing bodies and offering them reasonable assurance that the Group’s objectives are fulfilled. To this end, it takes a systematic and disciplined approach to evaluate and boost the effectiveness of risk management, control and corporate governance processes.

Internal Audit’s work in 2013 primarily involved rolling out the 2013 Annual Plan approved by the Audit and Control Committee. It also conducted specific one-off audits on the main risks detected during the year and resulting from corporate operations during 2013 and the various significant projects carried out by the Group or required to comply with

regulations or regulators’ requirements. In both instances, the aim was to identify the existence or not of significant risks to which the bank is exposed, and oversee their appropriate control and management.

In 2014, the department will be dedicated to implementing the respective Annual Audit Plan and other projects relating to new risks identified as requiring the bank’s attention.

The main Challenges for 2014 given these objectives and the current regulatory climate are as follows:

- To maintain the dynamic nature of the activities performed, ensuring work planned takes into account new risks.
- To analyze new regulatory developments affecting CaixaBank, especially the European single supervisory mechanism, to ensure the bank is as compliant as possible.



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- 6.1 Milestones during the year
- 6.2 Results
- 6.3 Business activity
- 6.4 Quality of loan book
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- 6.6 Ratings



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[6.1 Milestones in 2013]

2013 was marked by the culmination of the integration of Banca Cívica and Banco de Valencia into CaixaBank’s accounting and IT systems, reinforcement of CaixaBank’s financial strength thanks to an excellent liquidity positions, the generation of substantial amounts of capital and the early delivery of the Basel III targets. CaixaBank reported profit attributable to the Group of €503 million, growth of 118.9% over 2012. It is worth noting the growth in net interest income and net fee and commission income, the reduction in expenses thanks to the early materialization of synergies and the sustained provisioning and write-down effort, combined with stringent risk management and provisioning and the generation of gains on investments sold.

Building upon leadership in retail banking in Spain.

The strength of the branch network and completion of the integration of Banca Cívica and Banco de Valencia helped to reinforce CaixaBank’s leadership position. Consequently, gains in market share of all the main retail banking products and services were achieved².

Higher banking revenues, greater-than-expected synergies and high levels of provisioning.

Net interest income rose (+2.1%) in 2013 through wider margins on new investment and proactive management to drive down financing costs.

Efforts to streamline the Group’s structure unlocked synergies of €436 million

(156% of those planned for 2013) and reduced like-for-like recurring operating expenses¹ (-6.4%).

Non-recurring gains partially offset the high levels of provisions and write-downs recognized (€7,501 million in 2013).

Capital optimization has been a priority: Core Capital Basel II of 12.9%.

Significant capital generation (+193 basis points) and Basel III targets met ahead of schedule: Common Equity Tier 1 (CET1) Basel III fully loaded of 11.7% and CET1 Basel III phase in of 11.2%.

Reinforcement of liquidity and financing profile³, with lower Loan-to-Deposit ratio, reflecting a narrowing of the loan-deposit gap.

At December 31, 2013, the CaixaBank Group’s liquidity amounted to €60,762 million (up €7,670 million in the year), all of which is immediately available (17.9% of total assets).

The Loan-to-Deposit ratio fell 18.2 percentage points to 109.9%.

The decrease in European Central Bank financing is noteworthy, which has dropped to €13,000 million in January 2014 from the high of €34,000 million at January 1, 2013.

Success of the CaixaBank’s securities issues in international markets in a year of restricted access to wholesale markets. €5,344 million placed with institutional investors in 2013.

Foundations were laid in 2013 for a gradual improvement in profitability

340,190
€ million total assets

60,762
€ million liquidity

12.9%
Core Capital under Basel II

(1) Pro-forma, including Banca Cívica and Banco de Valencia as of January 1, 2012.

(2) Additional information on market shares provided in Section 4.1 “Specialized management”.

(3) Further information in Section 5.3 “Liquidity risk management”.



[6.2 Results]

Profit attributable to the Group stood at €503 million (+118.9%) in 2013, driven up by high levels of recurring banking income and the generation of non-recurring gains that partially offset the major provisioning and write-down effort.

Income statement

€ million	2013	2012	Chg. (%)
Financial income	9,301	9,178	1.3
Financial expenses	(5,346)	(5,306)	0.7
Net interest income	3,955	3,872	2.1
Dividends	107	228	(53.1)
Income accounted for using the equity method	339	581	(41.7)
Net fees and commissions	1,760	1,701	3.5
Gains on financial assets and liabilities and exchange differences	679	455	48.9
Other operating income and expense	(208)	(100)	108.3
Gross income	6,632	6,737	(1.6)
Recurring operating expenses	(3,947)	(3,518)	12.2
Non-recurring operating expenses	(839)	(48)	
Pre-impairment income	1,846	3,171	(41.8)
Pre-impairment income, stripping out non-recurring costs	2,685	3,219	(16.6)
Impairment losses on financial and other assets	(4,329)	(3,942)	9.8
Gains/(losses) on disposal of assets and others	1,770	709	149.7
Pre-tax income	(713)	(62)	
Income tax	1,208	291	
Consolidated profit for the period	495	229	116.6
Profit attributable to non-controlling interests	(8)	(1)	
Profit attributable to the Group	503	230	118.9

Year-on-year shifts in revenues and expenses were affected by the integrations of Banca Cívica (July 1, 2012) and Banco de Valencia (January 1, 2013).

Healthy operating results with high levels of provisions





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Net interest income and Gross income

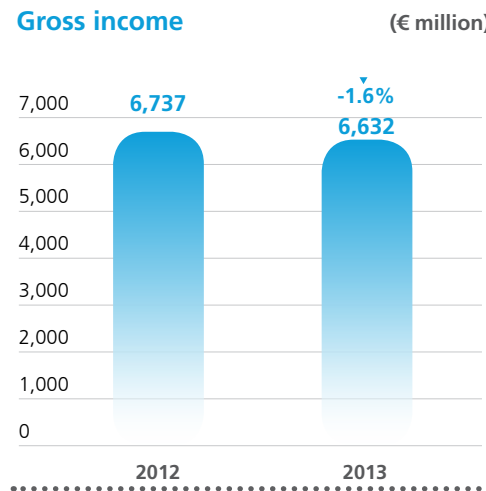
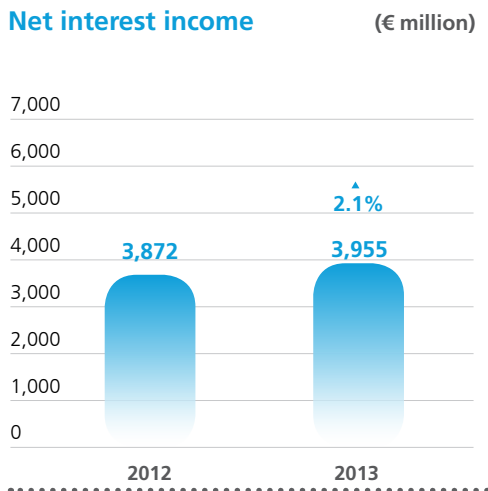
- Net interest income rose 2.1% in a macroeconomic environment characterized by very low interest rates. The highly successful containment of financial expenses through retail deposit management and optimization of sources of wholesale financing offset the impact of the shift in the interest rate curve on mortgage repricing, deleveraging and NPL rates.

The improved customer spread is a reflection of retail financing yields and stood at 1.67% (average for the year), shaped mainly by the mortgage

repricing phenomenon. Interest rates on funding fell throughout the second half of the year, while interest rates on lending changed tack.

- Financial expenses fell on the back of the major drive by the sales team to manage retail deposit interest rates with a growth in volumes.
- New finance granted, especially to manufacturing sectors, and a lessening of the negative impact of the repricing of the mortgage portfolio improved loan book margins and interest income.

Significant recurring banking income: gross income rising to €6,632million





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- Buoyant sales, segment specialization and the greater business volume managed underpinned the 3.5% rise in fees in 2013.

Banking, securities and other fees include those received on transactions, risks, management of deposits and funds, and payment methods. Growth in recurring fees in banking activity partially offset the decline in income from one-off securities transactions.

The success of sales campaigns targeting specific high value segments (such as professionals and companies) underpinned the strong growth in fees on the insurance and pension plan activity (up 31.8%).

Fees on investment funds also grew on the back of the increase in assets under management and the varied range of mutual fund products (+17.4% growth).

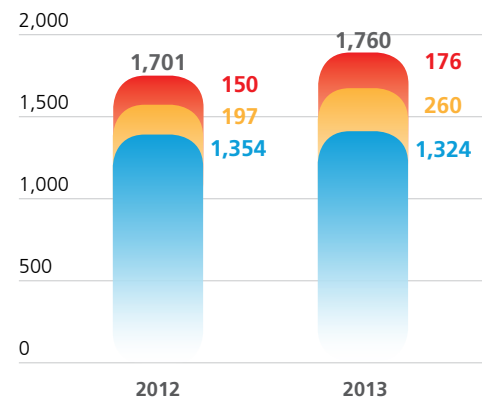
- The change in income from the investee portfolio was mainly fueled by the lower dividend from Telefónica and recognition of investee write-downs.

- Gains on financial assets and liabilities and exchange gains added €679 million to CaixaBank's profit in 2013.

Opportunities in the market have made it possible to realize capital gains stemming, inter alia, from the sale of available-for-sale financial assets and the selective repurchase of issues. As a result of these transactions, the contribution from these gains was higher than in 2012.

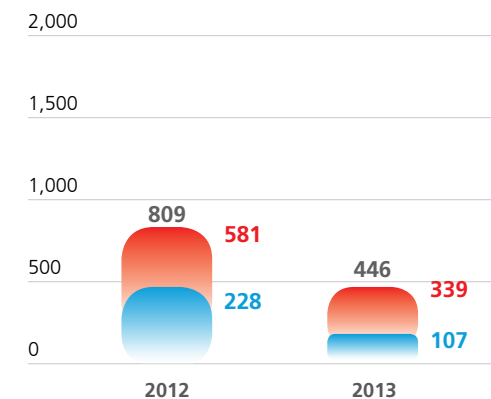
- Other operating income and expense reflects the reinsurance agreement reached in 4Q12 in respect of VidaCaixa's individual life-risk portfolio, partially offset by the strong performance of the insurance business. Higher contributions to the Deposit Guarantee Fund and greater foreclosed real estate management costs, due to changes in the scope of consolidation, also played their part.

Net fee and commission income (€ million)



Banking, securities and other fees
 Insurance and pension plan sales
 Mutual funds

Return on equity instruments (€ million)



Dividends
 Profits of entities accounted for using the equity method



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Pre-impairment income

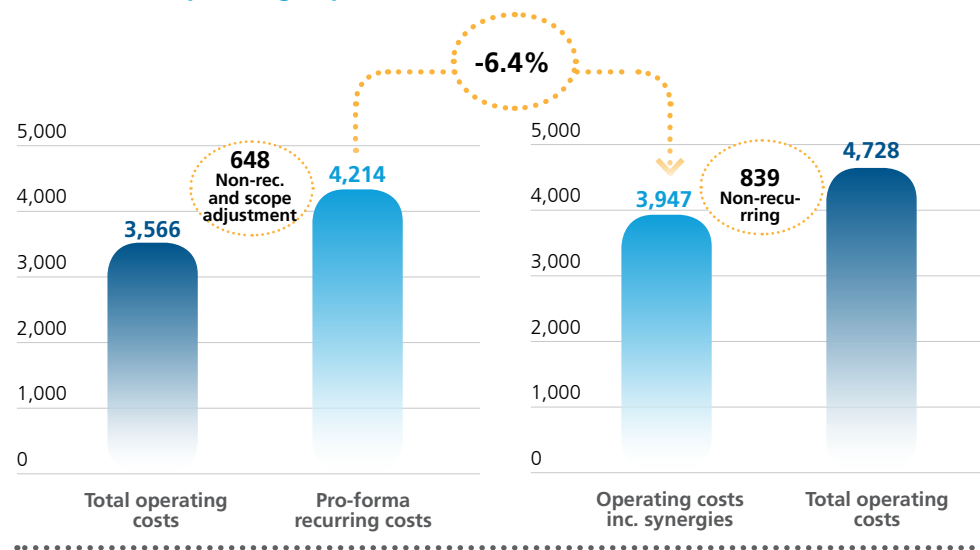
- Like-for-like¹, recurring expenses are down 6.4% as a result of the drive to optimize the Group's structure and reaching the main milestones of the Banca Cívica and Banco de Valencia integration (workforce restructuring agreement, branch network streamlining and technological integrations)².
- Work continues at a pace to unlock synergies that guarantee cost savings: synergies totaling €436 million were captured, 156% of the target announced for 2013.
- Total operating expenses also reflect the recognition in 2013 of non-recurring costs of €839 million, primarily derived from the CaixaBank personnel restructuring agreement.
- Continued management of returns on transactions and services, financing cost containment, improved investee income and cost synergies (97% captured of the €682 million projected through 2015) will be leveraged to secure further growth in this line, and to improve efficiency.

(1) Pro-forma, including Banca Cívica and Banco de Valencia as of January 1, 2012.

(2) For more information, go to sections 4.2.3 Proximity and 4.2.4 Talent management.

Like-for-like operating expenses

(In € million)

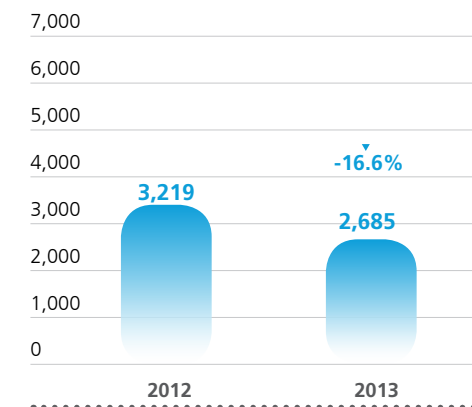


Recurring expenses, on a like-for-like basis¹ were achieved, while non-recurring restructuring costs were booked

Stripping out non-recurring costs, pre-impairment income was €2,685 million (-16.6%)

Pre-impairment income, stripping out non-recurring costs

(€ million)





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Non-recurring results and allowances

- Impairment losses on financial and other assets included €375 million of additional allowances recognized in June on application of new refinancing criteria, as well as a further €902 million to set aside to comply with the provisions stipulated in Royal Decree Law 18/2012.

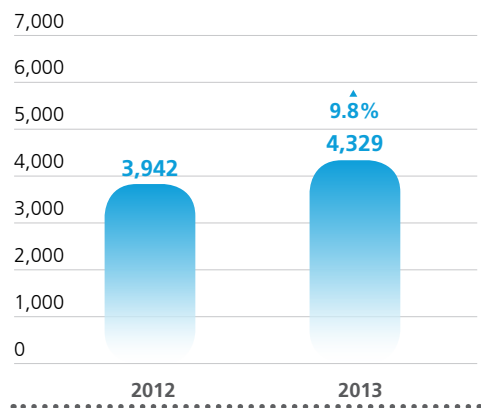
In 2012, €3,636 million was included in relation to the partial provisioning requirements for the real estate developer portfolio (Royal Decree Laws 2/2012 and 18/2012) and the release of a €1,835 million general loan loss provision.

- In 2013, gains/(losses) on disposal of assets and other includes the negative goodwill from the acquisition of Banco de Valencia, non-recurring gains on corporate transactions (sale of 51% of the real estate servicing business and the non-life insurance business from Banca Cívica and Banco de Valencia to SegurCaixa Adeslas, and part of the stake in Grupo Financiero Inbursa), as well as gains, losses and write-downs of the real estate portfolio.

In 2012, the figure reflected gains on the sale and lease back of branch offices, gains on the reinsurance agreement in respect of VidaCaixa's individual life-risk portfolio, and gains on the sale of the depository business.

- With respect to income tax, double taxation avoidance principles are applied to income contributed by investees and gains or losses on corporate transactions (including negative goodwill generated on Banco de Valencia).

Impairment losses on financial and other assets (€ million)



The positive non-recurring results partially offset the stringent provisioning and write-down effort

Total allowances and write-downs recognized in 2013

Provisioning drive continued during the year...

€ million	
Royal Decree Law 18/2012	902
Allowances for refinanced transactions	540
Less: transfer from general provisions to cover real estate developer loans	(165)
Other provisions to cover loans	2,764
Other provisions	288
Write-downs	4,329
Write-down of foreclosed real estate assets available for sale	665
Fair value adjustments	2,507
Total allowances and write-downs recognized	7,501



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[6.3 Business activity]

Consolidated balance sheet for the CaixaBank Group

€ million			Change	
	Dec. 2013	Dec. 2012	Absolute	%
Cash and balances with central banks, deposits at credit institutions and fixed-income securities	57,127	48,694	8,433	17.3
Net loans and advances to customers	192,255	210,487	(18,232)	(8.7)
Assets under insurance contracts	32,150	28,302	3,848	13.6
Equity securities	13,440	14,266	(826)	(5.8)
Non-current assets held for sale	6,215	5,274	941	17.8
Property and equipment and intangible assets	9,147	8,126	1,021	12.6
Other assets	29,856	33,025	(3,169)	(9.6)
Total assets	340,190	348,174	(7,984)	(2.3)
Liabilities	315,857	325,463	(9,606)	(3.0)
Deposits by credit institutions	41,232	51,311	(10,079)	(19.6)
On-balance sheet customer funds	247,635	238,062	9,573	4.0
Provisions	4,321	3,429	892	26.0
Other liabilities	22,669	32,661	(9,992)	(30.6)
Equity	24,333	22,711	1,622	7.1
Shareholders' equity	23,646	22,793	853	3.7
Capital, reserves, share premium and other	23,143	22,563	580	2.6
Profit attributable to the Group	503	230	273	118.9
Valuation adjustments	704	(117)	821	
Non-controlling interests	(17)	35	(52)	
Total equity and liabilities	340,190	348,174	(7,984)	(2.3)

**Ongoing improvement
in financing
structure**

340,190
€ million total assets

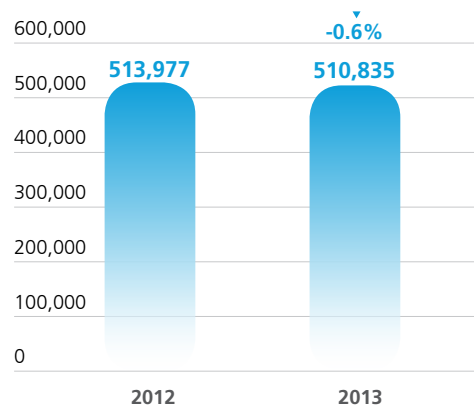


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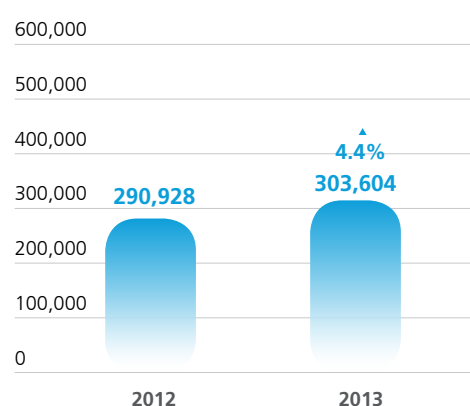
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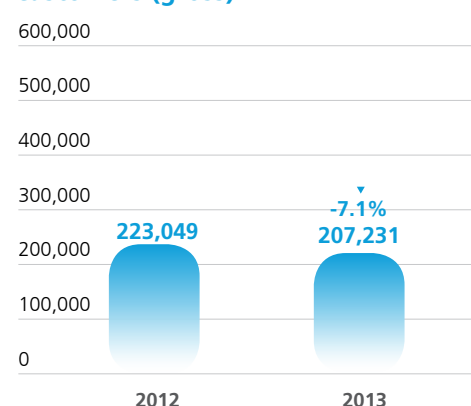
Banking business volume (€ million)



Total customer funds (€ million)



Loans and advances to customers (gross) (€ million)



- Business volume amounted to €510,835 million (-0.6% in 2013). The decrease was primarily due to the widespread deleveraging process, with a 7.1% reduction in the lending portfolio and growth in retail customer funds (+6.0%) on the balance sheet.
- At the 2013 close, the *loan-to-deposit* ratio stood at 109.9% (-18.2 percentage points compared to the 2012 close).

- The variation in on-balance sheet assets and liabilities associated with cash management and Asset and Liability Management (ALM) is shaped by the integration of Banco de Valencia, management of fixed-income investments through repos, the significant reduction in European Central Bank (ECB) funding, and the trend in wholesale funding.

The increase in customer funds and deleveraging continue to narrow the loan-deposit gap





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Customer loans and advances

The change in customer loans and advances is mainly due to widespread deleveraging, the reduced exposure to real estate development, and the shift away from bank financing towards debt issues by large corporations and the public sector.

CaixaBank's loan book is diversified, primarily consisting of loans to individuals and SMEs.

In organic terms¹, the loan book diminished by 12.8%. On a segment basis:

- Loans to individual customers fell 6.4% due to deleveraging of households.
- Loans to companies reduced 19.3%. The reduction in loans to real estate developers is noteworthy, on the back of an intense effort to manage assets in this portfolio.
- Loans to companies other than real estate developers decreased due to the economic backdrop and the shift from bank financing to debt issues among large corporations.
- The shift away from bank financing towards debt issues largely explains the reduction in loans to public administrations (-25.3% in the year).
- "la Caixa"'s ability to tap the wholesale markets during the year helped to reduce the loans provided to the "la Caixa" real estate subsidiaries.

Stripping out the impact of moving away from bank financing towards debt issues, the reduction in gross customer lending was 5.6% (-11.1% in organic terms¹).

14.9%

market share of lending to individual customers

14.9%

market share of loans to finance productive activities

Customer loans and advances

€ million			Change (%)	
	2013	2012	Total	Organic ¹
Loans to individuals	117,760	119,249	(1.2)	(6.4)
Residential mortgages	87,508	87,720	(0.2)	
Other	30,252	31,529	(4.1)	
Loans to businesses	79,305	90,651	(12.5)	(19.3)
Non real estate businesses	58,667	61,983	(5.3)	
Real estate developers	19,980	26,992	(26.0)	
"la Caixa" real estate subsidiaries	658	1,676	(60.7)	
Public sector	10,166	13,149	(22.7)	(25.3)
Loans and advances to customers, gross	207,231	223,049	(7.1)	(12.8)

(1) Variations calculated stripping out the impact of Banco de Valencia balance sheet items at January 1, 2013.



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Customer funds

Customer funds managed climbed to €16,673 million (+6.9%) during a year marked by the inclusion of Banco de Valencia balances and the major sales drive. Organic growth¹ of €9,308 million (+3.8%) was fueled by:

- Product diversification tailored to different customer segments.

- Channeling of maturities of higher-cost funds (debt securities and subordinated liabilities) toward traditional savings deposits (demand and term deposits), insurance and mutual funds. Liabilities under insurance contracts also rose 10.4% during the year.

- Meanwhile, off-balance sheet retail funds amounted to €55,969 million (+5.9% in the year, +4.9% organic growth¹). In particular, mutual funds grew strongly.

Institutional lending stood at €44,360 million. The organic decrease¹ (-15.4%) is mainly due to maturities and management of issues.

Total customer funds

€ million			Change (%)	
	2013	2012	Total	Organic ¹
Financial liabilities - due to customers	216,804	210,132	3.2	(1.7)
Retail customer funds	168,374	158,889	6.0	
Demand deposits	80,482	69,204	16.3	
Term deposits	81,216	76,524	6.1	
Debt securities (retail)	3,075	8,819	(65.1)	
Retail subordinated debt	3,601	4,342	(17.1)	
Repurchase agreements and other accounts	4,070	2,886	41.0	
Institutional issues	44,360	48,357	(8.3)	
Liabilities under insurance contracts	30,831	27,930	10.4	10.4
Total on-balance sheet customer funds	247,635	238,062	4.0	(0.3)
Mutual funds, managed accounts and SICAV s	27,952	22,828	22.4	
Pension plans	16,797	15,759	6.6	
Other accounts	11,220	14,279	(21.4)	
Total off-balance sheet customer funds	55,969	52,866	5.9	4.9
Total customer funds	303,604	290,928	4.4	0.6
Total retail funds	259,244	242,571	6.9	3.8
Total wholesale funds	44,360	48,357	(8.3)	(15.4)

21.1%
market share of savings plans

14.1%
market share of mutual funds managed

18.7%
market share of pension plans

(1) Change calculated stripping out the impact of Banco de Valencia balance sheet items at January 1, 2013.



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[6.4 Quality of loan book]

NPLs and coverage

- The main impacts behind the year-on-year change in NPLs in 2013 relate to the integration of Banco de Valencia and the application of new criteria for classifying refinanced transactions in June 2013. The NPL ratio rose on the back of the deleveraging process.

In the second half of 2013, the bank saw a turn-around in NPLs, with a net decrease of €511 million.

The NPL ratio for mortgage loans to individual customers remains very low and with contained growth (4.41%).

Non-performing loans to the real estate sector continue to represent the greatest proportion of the bank's distressed assets. When stripping out the real estate development segment, CaixaBank's NPL ratio stood at 6.83%.

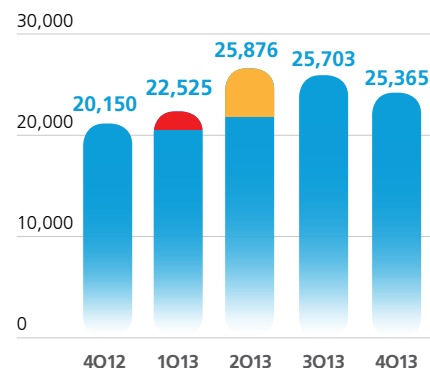
- CaixaBank maintains a solid level of coverage as a result of the sizeable allowances and write-downs made and the application of CaixaBank's conservative criteria when integrating Banca Cívica and acquiring Banco de Valencia.

Proactive management of and prudent policies for risk coverage

NPL ratio, by segment

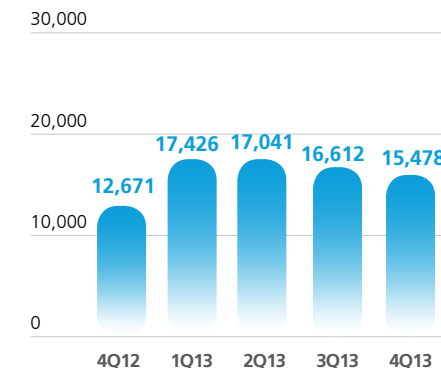
	2013	2012	Total change
Loans to individuals	5.52%	3.57%	1.95
Residential mortgages	4.41%	2.80%	1.61
Other	8.73%	5.72%	3.01
Loans to businesses	23.06%	17.24%	5.82
Non real estate companies	10.94%	5.96%	4.98
Real estate developers	59.39%	44.22%	15.17
Public sector	1.84%	0.74%	1.10
NPL ratio (loans + guarantees)	11.66%	8.63%	3.03
NPL ratio (non real estate companies)	6.83%	3.98%	2.85

Non-performing loans NPL ratio¹ (€ million)



	4Q12	1Q13	2Q13	3Q13	4Q13
NPL ratio (%)	8.63	9.41	11.17	11.40	11.66
NPL ratio (%) excluding real estate developers	3.98	4.71	6.41	6.69	6.83

Provisions Coverage¹ (€ million)



	4Q12	1Q13	2Q13	3Q13	4Q13
Coverage ratio (%)	63	77	66	65	61
Coverage ratio (%) excluding real estate developers	57	84	61	58	63

Banco de Valencia

Refinanced transactions

(1) Loans and contingent risks.



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Loans to real estate developers

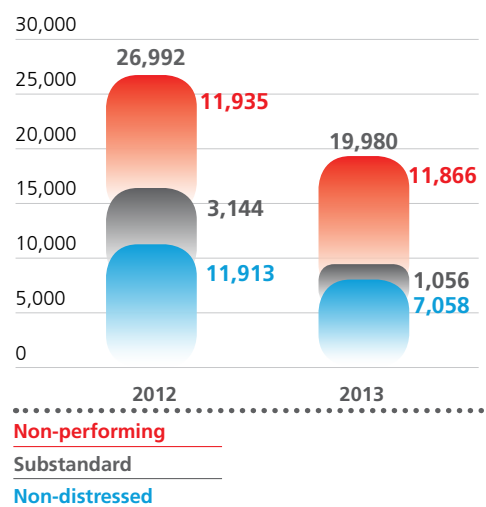
- Financing for completed developments accounted for 59% of the portfolio, evidencing the strength of the collateral put forward by developers. The proportion of financing earmarked for land and developments in progress fell in 2013 (30% in 2013 vs. 32% in 2012).
- Total coverage of the real estate loan book rose from 30% in December 2012 to 35% in December 2013.

At December 31, general allowances for the portfolio of assets in this sector were reassigned pursuant to Royal Decree Law 18/2012. This provision now mainly covers specific risks associated with the real estate developer loan book and foreclosed real estate assets.

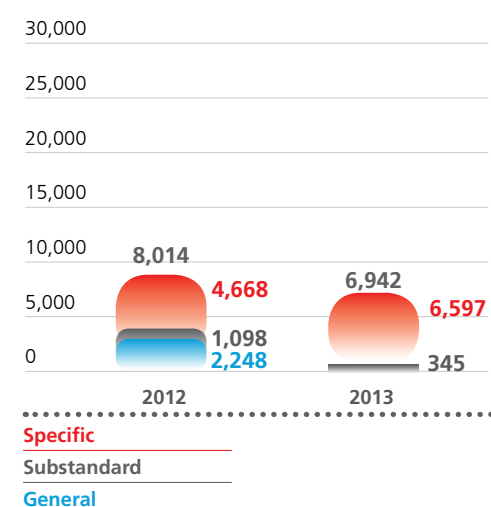
In 2013, exposure to this segment was cut by €7.01 billion (-26.0%)

Higher NPL coverage ratio: 35% of the total loan book at year-end 2013 (30% at year-end 2012)

Change in lending to real estate developers (€ million)



Changes in provisions (€ million)



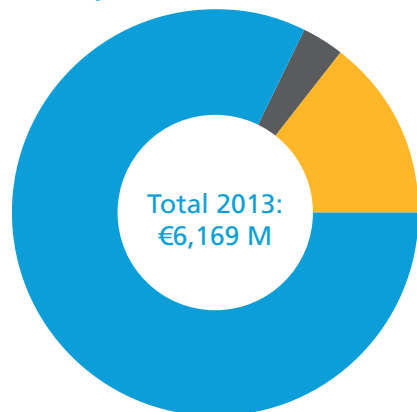


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Foreclosed real estate assets

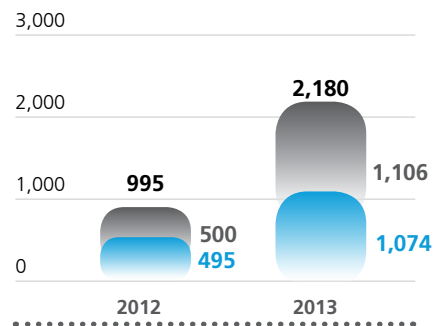
- In 2013, sizeable provisions were made to cover the portfolio of foreclosed assets held for sale, bringing coverage to 54% (up 9 percentage points compared to December 2012).
- The quality of the foreclosed real estate portfolio held for sale, 62.2% of which are finished homes, is a unique factor that facilitates the sale of these properties on the market.
- The intense activity of CaixaBank's real estate subsidiary, BuildingCenter, in 2013 led to the sale or lease of properties totaling €2,180 million, up 119.1% on the 2012 figure.

Breakdown of real estate assets (net of provisions) classified as available-for-sale



Completed buildings	4,304
Buildings under construction	261
Land	1,604

Commercialization of real estate (€ million)



Sales
Rentals





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[6.5 Capital management]

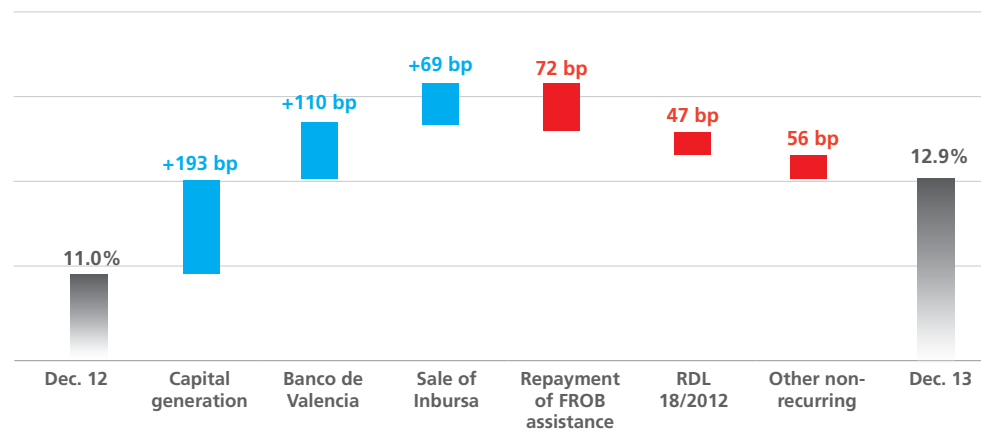
- CaixaBank's Core Capital Basel II stood at 12.9% at December 2013, following repayment of FROB assistance received by Banca Cívica, the integration of Banco de Valencia and the sale of part of the Grupo Financiero Inbursa holding.

This ratio highlights the Group's ability to generate capital, with Core Capital climbing 193 basis points in 2013.

- CaixaBank's total eligible equity at December 31 amounted to €18,754 million, up €113 million (+0.6%) on December 2012.

- Risk weighted assets (RWA) stood at €129,110 million, down €32,090 million on December 2012. The drop in RWA continues to be underpinned by lower lending activity, as well as the optimization of Group capital, including the application of internal models to portfolios assumed from Banca Cívica. These effects have been partially offset by the incorporation of provisions from Banco de Valencia. RWAs continued to decrease due to the application of the weighting assigned to credit risk exposure in SMEs, in accordance with Royal decree law 14/2013 of September 2013 to support entrepreneurial initiatives.

Trends in Core Capital (Basel II)



12.9%
Core Capital Basel II

+193
basis points, increase in eligible capital

- The principal capital ratio stands at 14.5%, while eligible capital exceeded the minimum regulatory requirement by 81.6%, €8,425 million.
- The principal capital ratio, as defined in Circular 7/2012, stood at 12.9% at December 31, 2013, with a capital surplus of €5,069 million, 43.6% above the minimum requirement of 9%. As set out in Royal decree law 14/2013, this requirement will lapse as from January 2014.
- In late June, an agreement was reached to transpose Basel III regulations to national law through Regulation (EU)

575/2013, entering into force in January 2014. These new standards set a minimum Common Equity Tier 1 (CET1) ratio of 7% for the end of the transitional period in 2019. At December 2013, CaixaBank's fully-loaded (i.e., without applying the transitional period) CET1 Basel III was 11.7%.

Including the transition period, at December 2013, CaixaBank's CET1 under Basel III criteria applicable in 2014 as set out in the new Bank of Spain Circular 2/2014 of January 31 would be 11.2%. During the transition period, convertible bonds are not included in CET 1. If they were included, the ratio would be 12.3%.

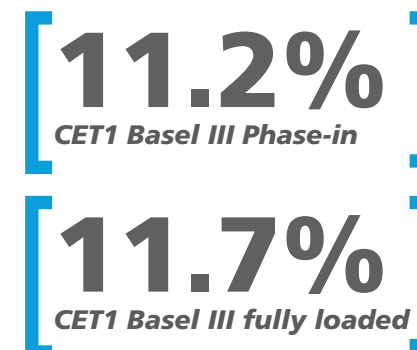


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Key solvency indicators

€ million	2013	2012
Core capital instruments ¹	23,359	24,261
Deductions	(6,670)	(6,608)
Core Capital	16,689	17,653
TIER 1 additional instruments		90
Deductions		(90)
Basic equity (Tier 1)	16,689	17,653
TIER 2 instruments	4,404	4,020
Deductions	(2,339)	(3,032)
Complementary equity (Tier 2)	2,065	988
Eligible equity (Tier total)	18,754	18,641
Risk-weighted assets	129,110	161,200
Capital surplus	8,425	5,745
Core capital ratio	12.9%	11.0%
Tier 1 ratio	12.9%	11.0%
Tier total ratio	14.5%	11.6%



€ million	2013	2012
Principal capital (Bank of Spain Circular 7/2012) and CT1 EBA	16,689	16,813
Principal capital/Core Tier 1 EBA	12.9%	10.4%
Proforma Basel III	Dec 31, 2013	
CET1 Phase-in	11.2%	
CET1 Fully loaded	11.7%	
Leverage ratio ²	5.5%	

(1) Primarily includes equity and non-controlling interests.


(2) Calculated as the ratio between Tier 1 Basel III phase-in and exposure, as per criteria published by the Basel Committee in January 2014.



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[6.6 Ratings]

CaixaBank is one of only three Spanish financial institutions to be rated investment grade by the four rating agencies (Information at December 31, 2013).

	Long term	Short term
	BBB-	A-3
	BBB	F2
	Baa3	P-3
	A (low)	R-1 (low)

Outlook: stable for S&P, negative for the other three agencies.



COMMITMENTS IN 2013 AND CHALLENGES FOR 2014



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[7.1 Commitments in 2013]



1-10

WE SUPPORT

This section sets out the challenges published in the 2012 Integrated Corporate Report, all of which are addressed in the 2011-2014 Strategic Plan, and describes the degree of completion thereof.

Corporate	Challenges set for 2013	Progress during 2013	Degree of completion
Accessible and specialized retail banking	Tailored banking: <ul style="list-style-type: none"> Further progress in implementation of the model, disseminate our proposal and incorporate all customers from Banca Cívica. 	<ul style="list-style-type: none"> All Banca Cívica customers have been integrated into CaixaBank's portfolio. 	●
	<ul style="list-style-type: none"> Strengthen commercialization of simple and easy-to-understand financial products to boost loyalty. 	<ul style="list-style-type: none"> Publication of new digital brochures that help to explain products so that they can be more easily understood by customers. Updating of the CaixaBank Marketing Communications Policy and supervision by AutoControl of online advertising messages. 	●
	<ul style="list-style-type: none"> Strengthen leadership in sales and management of insurance and pension plans. 	<ul style="list-style-type: none"> Launch of Multi-insurance Pack, which allows insurance to be grouped together, offering credit facilities, a single telephone support line, and discounts. Launch of fu[Tu]ro project, covering available pension products and fostering long-term savings for retirement. Includes publication of a <i>Guide for Retirement</i> and a website providing advice on how to prepare for retirement and information on the pension products on offer. Strengthening of training for Personal Banking advisors, with a specific post-grad course. 	●
	Remote banking: <ul style="list-style-type: none"> Boost commercial activities through electronic channels, establishing these as a sales channel. 	<ul style="list-style-type: none"> Boosting R2B (Ready to buy) enabling contracts to be signed online, and extending this option to new products. 	●
	<ul style="list-style-type: none"> Maintaining leadership in services offered to customers through CaixaMóvil. Increase the weight of transactions carried out through electronic channels, i.e. Línea Abierta (internet and mobile) and ATMs. 	<ul style="list-style-type: none"> Inclusion of new mobile banking products and services and establishing a new Línea Abierta mobile service. Over 140 (classroom-based and online) sessions provided to branch staff to further automate operations and boost multi-channel activities. The share of transactions performed via the internet and mobile phone has risen from 50% to 52%, while ATM transactions as a percentage of total transactions remains at 11%. 	●



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Corporate	Challenges set for 2013	Progress during 2013	Degree of completion
Bolstering our reputation	<ul style="list-style-type: none"> Complete and implement the new monitoring and control indicator scorecard for risks with the greatest potential impact on the reputation of CaixaBank. 	<ul style="list-style-type: none"> The monitoring and control indicators for critical risks have been defined, and the corresponding scorecard prepared. The Reputation Committee will monitor these indicators. 	
	<ul style="list-style-type: none"> Preparation, approval and publication of CaixaBank's anti-corruption policy. 	<ul style="list-style-type: none"> The policy has been prepared and is pending approval and publication, which will take place in the first quarter of 2014. 	
Commitment to security	<ul style="list-style-type: none"> Design and implement new security controls against possible cyber-espionage. 	<ul style="list-style-type: none"> Latest-generation solutions for detecting and preventing cyber-espionage have been designed and procured to protect the bank's image and our customers' data. 	
	<ul style="list-style-type: none"> Develop a secure and efficient channel for quick generation of new business processes and access to corporate information from outsourced specialized back office services. 	<ul style="list-style-type: none"> Construction and roll-out of the BPO (Business Process Outsourcing) Channel, which reduces operational risk in processes and allows new business processes to be efficiently and securely developed that can be outsourced. 	
Efficiency improvements	<ul style="list-style-type: none"> Continue to manage integration (Banca Cívica and Banco de Valencia) to ensure synergies in HR. 	<ul style="list-style-type: none"> Integration of the workforce from Banca Cívica and Banco de Valencia has been completed, with 100% of employees being assigned to vacant posts matching their profiles. All personnel from these entities have been included in the integration and training plan, a competency assessment process and a performance-based bonus program. 	



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Customers	Challenges set for 2013	Progress during 2013	Degree of completion
Service excellence	<ul style="list-style-type: none"> Improve the complaint management system: reduce response time (-20%). 	<ul style="list-style-type: none"> The Customer Care Service has been redesigned and a circuit introduced for end-to-end claims management (which will be reinforced in 2014). Response time has fallen by 10%. 	
	<ul style="list-style-type: none"> Monitor quality indicators and related improvement plans: create the position of quality coordinator in each regional division. 	<ul style="list-style-type: none"> A quality director has been appointed for each regional division, and several measures have been taken, including: <ul style="list-style-type: none"> Creating a plan to tackle branch visits where customer service quality has been reported as unsatisfactory. Putting a protocol in place to notify customers of a change in their advisor. Developing an alerts system to identify service quality improvement points. Contacting customer groups and consumer associations. 	
	<ul style="list-style-type: none"> In tailored, advance towards more global and integrative management with view towards providing customers the best solutions, the best service and to reward their loyalty. 	<ul style="list-style-type: none"> Work has continued to roll out customer loyalty programs such as multiEstrella and Club Ahora, offering customers discounts depending on the level of the products contracted and perks packages. The number of points awarded that can be exchanged for gifts (Puntos Estrella) has also been multiplied for loyal customers. This marketing drive has driven up the percentage of customers with the greatest number of products contracted. 	



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Customers	Challenges set for 2013	Progress during 2013	Degree of completion
Sustainable commercial offering	<ul style="list-style-type: none"> Develop new products with a clear-cut environmental focus for new customer groups. 	<ul style="list-style-type: none"> In 2013, the range of finance options for customers in the farming sector to make sustainable investments was extended. This included the ecoPréstamo Agrario, the ecoAgroinversión, the ecoLising and the ecoMicrocréditos Negocio options. 	●
	<ul style="list-style-type: none"> Continue to increase assets in socially responsible investing and commercial offer in ethical investment funds. 	<ul style="list-style-type: none"> The volume of assets in the MicroBank Fondo Ético has been boosted by 147% (to €11.63 million), and the MicroBank Fondo Ecológico has been launched with assets in excess of €5.2 million. 	●
	In CaixaRenting: <ul style="list-style-type: none"> Promote or organize efficient driving and fuel saving courses among customers. 	<ul style="list-style-type: none"> Eight driving courses and events have been run providing theoretical and practical training. 	●
	<ul style="list-style-type: none"> Continue to increase our commercial offer of vehicles with low CO₂ emissions. 	<ul style="list-style-type: none"> 26 of the 46 models offered during the 2013 campaign had low emissions. 	●
	<ul style="list-style-type: none"> Actively support authorities in any initiative that involves use of more environmentally friendly vehicles. 	<ul style="list-style-type: none"> CaixaRenting has launched a new line of credit totaling €100 million under the state-run PIVE-2 and PIMA Aire plans (through lease finance) aimed at professionals, the self-employed, SMEs and other companies, which is designed to increase financing for more efficient light commercial vehicles. 	●
Boost remote banking	<ul style="list-style-type: none"> Keep the priority of optimizing quality of online services available to customers. 	<ul style="list-style-type: none"> The volume of complaints about ATMs and Línea Abierta have fallen 22%, beating the target set (-20%). Monitoring of the various concepts and ratios assessed by AQmetrix. 	●
	<ul style="list-style-type: none"> Progress with the APSIS4all (2011-2013) project designed to improve ATM accessibility in different areas: operability, mobility, etc. 	<ul style="list-style-type: none"> A new ATM Style Guide has been designed, which had been applied to 900 terminals in the Barcelona area by year end. 971 new Punt Groc terminals have also been installed, which improve access for persons with reduced mobility. 	●



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Customers	Challenges set for 2013	Progress during 2013	Degree of completion
Bring the "la Caixa" Foundation closer to customers	<ul style="list-style-type: none"> Strengthen customers' knowledge of the "la Caixa" Foundation and launch initiatives to enable customers to take part in them. 	<ul style="list-style-type: none"> The micro-donations program has been extended, through which customers can make donations to the projects managed by the "la Caixa" Foundation. Customers have been able to contribute to actions such as the food bank campaign. Information boards have been installed in all branches providing the main news articles featuring the Foundation published in the newspapers in each region. The Cerca de ti [Closer to you] project has been kicked off, which provides details of the Foundation's work in each region, so that staff can disseminate said information to customers. 	●
Shareholders	Challenges set for 2013	Progress during 2013	Degree of completion
Enhance loyalty of shareholder base and disseminate initiatives	<ul style="list-style-type: none"> Launch new loyalty initiatives. Improve shareholders' awareness of initiatives targeted at them. Relaunch training/communication program for shareholders and increase its presence throughout the country. 	<ul style="list-style-type: none"> The new Advantages for Shareholders program has been launched, along with the CaixaBank Shareholders' Circle conference series. Seven newsletters (1,264,000 sent) have been published detailing advantages and new offerings, along with four editions of the <i>Shareholder Magazine</i> (600,000 copies). Details of new advantages and training have also been disseminated through financial and general publications. The Aula shareholder training program has been launched. Courses and conferences have been held in 17 Spanish cities, attended by over 1,200 people. 	●
Support for our retail network in shareholder relations	<ul style="list-style-type: none"> Increase information provided through the bank's internal channels and support for our retail network to improve the service (care and information) offered to shareholders. 	<ul style="list-style-type: none"> Information has been sent to the commercial network on a weekly basis concerning share price, results, shareholder remuneration, initiatives targeting shareholders and corporate developments. Conference calls and face-to-face meetings have been held with the commercial network to explain quarterly results and initiatives that may be of interest to shareholders. 	●
Bring "la Caixa" Welfare Projects closer to shareholders	<ul style="list-style-type: none"> Strengthen shareholders' knowledge of the work of the "la Caixa" Foundation and launch initiatives to enable shareholders to take part. 	<ul style="list-style-type: none"> 250 shareholders have been invited to 23 events and exhibitions organized by "la Caixa" to raise awareness of its social, cultural and educational work. A section on the Foundation has been included in all issues of the <i>Shareholder Magazine</i>. Presentations on the Foundation have been given during shareholders' visits to the corporate headquarters as part of the Get To Know CaixaBank program. 	●



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Employees	Challenges set for 2013	Progress during 2013	Degree of completion
Advanced human resource management	<ul style="list-style-type: none"> Ensure that a bilateral communication system is generated and promote the transmission of policies in all areas of the bank. 	<ul style="list-style-type: none"> The new Transformational Leadership model has been rolled out to encourage the spread of the bank's policies and objectives across all levels and areas of the organization. The program focuses on training current management to be drivers of change and the gatekeepers of knowledge, placing special emphasis on their role as communicators so that they are able to boost staff participation and collaboration. 	●
	<ul style="list-style-type: none"> Establish a system of continuous improvement and adapt the management system to maximize efficiency. 	<ul style="list-style-type: none"> CaixaBank has been awarded European service excellence certification by the EFQM Foundation after an exhaustive evaluation of its internal processes. This seal of approval, which is renewed annually, certifies that CaixaBank is an innovative company with a clear commitment to continuously improving its personnel management model. 	●
	<ul style="list-style-type: none"> Contribute to continuous improvement of service quality, actively listening to staff and monitoring their perceptions. Steps to this end include, but are not limited to, conducting a further social and working environment survey. 	<ul style="list-style-type: none"> A model has been put in place to perform an annual review of the working environment survey, which combines workforce surveys with polls aimed at a representative sample. A new edition of the general survey was launched in December 2013, which was answered by 67% and showed an overall level of satisfaction of 84%. 	●
	<ul style="list-style-type: none"> Improve the cost-to-income ratio by adjusting performance evaluation to people's contribution (in different target programs). 	<ul style="list-style-type: none"> A new performance management tool has been introduced to bring objective-based appraisals and competency assessments together. Consequently, a system is in place to evaluate performance, which covers 100% of the workforce and facilitates the follow-up of evaluations of both partners and managers. 	●
	<ul style="list-style-type: none"> Draw up an Human Resources Management indicator scorecard. 	<ul style="list-style-type: none"> The scorecard has been designed and introduced, which includes key indicators to be monitored on a monthly basis. 	●



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Employees	Challenges set for 2013	Progress during 2013	Degree of completion
Training and development of employee talent	<ul style="list-style-type: none"> Initiate professional evaluation of business area heads by branch managers. 	<ul style="list-style-type: none"> Launch of Valor program, which has kicked off with a 180° appraisal by branch managers of their immediate superiors. This is the basis for nurturing relational dynamics between the two and developing joint personal development plans. 	
	<ul style="list-style-type: none"> Train managers in transformative leadership model. 	<ul style="list-style-type: none"> Communication campaign to present the model to all target groups via existing internal communication channels. Online training program included in "skills itineraries", offering specific training for each target group. 	
	<ul style="list-style-type: none"> Promote development of employee talent by fostering mobility and re-balancing resources. 	<ul style="list-style-type: none"> Work has started to implement the measures set out in the workforce restructuring plan agreed with all workers' representatives. These measures (voluntary redundancies, leave of absence and short- and long-distance relocations) aim to rebalance the regional distribution to bring the workforce in line with the business's current needs. This plan will be completed in 2014. 	
	<ul style="list-style-type: none"> Drive the training of branch managers and heads to achieve high quality standards in customer service. 	<ul style="list-style-type: none"> The training plan through Virtaula includes specific itineraries for the various groups, including content on service quality. Over 1.5 million hours of training were recorded in 2013. 	
Foster work-life balance and equality	<ul style="list-style-type: none"> Renew certification as Family-Friendly Business (FFB). 	<ul style="list-style-type: none"> This certification has been renewed with CaixaBank being moved up to Category B, classifying it as a Proactive Company. 	
	<ul style="list-style-type: none"> Renew Equality Seal. 	<ul style="list-style-type: none"> As well as renewing this seal, the bank has also joined the new business network established by the Ministry of Health, Social Services and Equality. 	



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Employees	Challenges set for 2013	Progress during 2013	Degree of completion
Good practices	<ul style="list-style-type: none"> Improve the visibility of the Code of Ethics questions or complaints communication channel available to all employees, through the bank's intranet. 	<ul style="list-style-type: none"> All employees have been made aware of the channel through the intranet, and it is easily accessible through any of the four permanent links in the different sections of the internal portal. 	
	<ul style="list-style-type: none"> Provide mandatory training to all employees on good practices in information security. 	<ul style="list-style-type: none"> The course has been given to all CaixaBank staff. 	
	<ul style="list-style-type: none"> Publish the Manual of Good Environmental Practice in order to raise awareness and spread the best routines in this area among the staff. 	<ul style="list-style-type: none"> An update of the manual has been published and disseminated via the corporate intranet and articles in the internal magazine. 	
Innovation in jobs	<ul style="list-style-type: none"> Continue to foster the mobility of the workforce through mobile devices (corporate tablets and smartphones) and through a virtualized environment. 	<ul style="list-style-type: none"> The work station virtualization project has gradually been rolled out, involving the introduction of corporate smartphones and a new version of the working platforms for mobiles and tablets. 	
	<ul style="list-style-type: none"> Develop and use apps for multiple devices. 	<ul style="list-style-type: none"> Practically all the planned multiplatform apps have been developed (for corporate tablets, smartphones, etc.). 	
	<ul style="list-style-type: none"> Continue bringing information within the reach of all, allowing non-experts to access significant business information without intermediaries or tools with a steep learning curve. 	<ul style="list-style-type: none"> Big Data concepts have been introduced in relation to the organization of resources, which enable data to be captured, stored and processed to generate information to improve the business. 	
Promote volunteering	<ul style="list-style-type: none"> Bring the "la Caixa" Foundation closer to employees by strengthening their knowledge and through initiatives to allow them to take part in such work, especially through volunteering. 	<ul style="list-style-type: none"> During 2013, the micro-donations program was expanded, accompanied by new volunteering schemes such as donations of toys for children benefiting from the CaixaProinfancia program. 	



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Social action	Challenges set for 2013	Progress during 2013	Degree of completion
MicroBank's support for the community	<ul style="list-style-type: none"> Award microcredits amounting to €257 million. 	<ul style="list-style-type: none"> Over €310 million in microcredits has been awarded thus far. 	●
	<ul style="list-style-type: none"> Achieve an outstanding microcredit book of over €470 million. 	<ul style="list-style-type: none"> At year-end 2013, the outstanding microcredit book totaled €514.3 million, up 21% year on year. 	●
	<ul style="list-style-type: none"> Promote the development of products and services that contribute to sustainable environmental development (eco Lines). 	<ul style="list-style-type: none"> The MicroBank Fondo Ecológico fund has been opened, through which over €2.1 million in ecoMicrocredits has already been granted to families and businesses. The commercial portfolio has also been expanded with sustainable mobility ecoMicrocredits. 	●
Programs for entrepreneurs	<ul style="list-style-type: none"> Continue to support the same number of companies through the EmprendedorXXI prizes. 	<ul style="list-style-type: none"> As in previous years, EmprendedorXXI prizes were awarded in recognition of 40 entrepreneurial projects (17 emprendes [You Learn] prizes and 23 creces [You grow] prizes). 	●
	<ul style="list-style-type: none"> Redefine the content for company start-up programs to adapt them to the present needs of entrepreneurs in different sectors. 	<ul style="list-style-type: none"> Content has not been reviewed. The schedules of the three sector programs have been combined to make better use of the content and teaching staff and to boost networking opportunities and synergies between the different projects. 	○
	<ul style="list-style-type: none"> Continue to support investees and invest in information technology projects, life sciences and companies operating in industry or sustainability. 	<ul style="list-style-type: none"> Stakes have been taken in 11 start-ups in life sciences, and digital and industrial technologies through the sector investment vehicles. 	●
	<ul style="list-style-type: none"> Continue to invest at the same pace through Caixa Capital Micro. 	<ul style="list-style-type: none"> Caixa Capital Micro has invested €13 million in 32 seed-stage companies. 	●
Efficient supplier management	<ul style="list-style-type: none"> Make the Suppliers' Portal available throughout the Group and, hence, to all suppliers, replacing the present program. 	<ul style="list-style-type: none"> The Portal has been launched. 	●



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Social action	Challenges set for 2013	Progress during 2013	Degree of completion
Commitment to sustainability	Continue to improve the bank's environmental efficiency: <ul style="list-style-type: none"> Reduction in paper consumption: 2.5%. 	<ul style="list-style-type: none"> This target has not been achieved and the projects have been pushed back to achieve the goal in 2014. 	<input type="radio"/>
	<ul style="list-style-type: none"> Reduction in general waste: 2.5%. 	<ul style="list-style-type: none"> This target has not been achieved and the projects have been pushed back to achieve the goal in 2014. 	<input type="radio"/>
	<ul style="list-style-type: none"> Reduction in energy consumption: 3%. 	<ul style="list-style-type: none"> Electricity consumption has been cut by 3% despite incorporating Banca Cívica's branch network during the entire year (not including the integration of Banco de Valencia). 	<input checked="" type="radio"/>
	<ul style="list-style-type: none"> Improve control of water consumption. 	<ul style="list-style-type: none"> An application has been rolled out to control water consumption at 500 branches in the Barcelona metropolitan area. 	<input checked="" type="radio"/>
	<ul style="list-style-type: none"> Raise awareness of travel-related CO₂ generation. 	<ul style="list-style-type: none"> Improvements have been made to the internal travel agency tool which generates messages on environmental awareness and data on CO₂ emissions produced. 	<input checked="" type="radio"/>
	<ul style="list-style-type: none"> Offset the CO₂ impact of the head office or, otherwise, of five major institutional events. 	<ul style="list-style-type: none"> In 2014 CaixaBank will offset 658 tonnes of GHG emissions by means of its participation in the development of a wind energy complex in Colombia. 	<input checked="" type="radio"/>



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[7.2 Challenges for 2014]



1-10

In the 2011-2014 Strategic Plan, CaixaBank has set for itself nine strategic challenges (see section 3.2 “2011-2014 Strategic Plan”). In order to meet these challenges successfully, stand out from the rest and prove sustainable in the long term, the bank maintains its commitment to quality of service and ongoing improvement. The following is a non-exhaustive list of challenges included in the Plan, which complement those already announced in previous sections:

Corporate governance and business model	
Risk management and commercial activity	<ul style="list-style-type: none"> • Bolster the bank’s customer loyalty programs (for children, young people, professionals, the elderly, etc.), ensuring they offer greater added value and improving customer awareness and perceptions of these programs. • Create effective, memorable campaigns targeting consumers’ needs that help to underpin the branch network’s day-to-day commercial effort. • In the corporate and business banking arena, increase communication with companies and small businesses by exploiting technological advances and supporting managers in the emerging area of relational marketing.
Risk Management	<ul style="list-style-type: none"> • Tighten up controls over environmental and social risks associated with major project finance transactions by training up contract managers.
Ramp up remote banking and multichannel offering	<ul style="list-style-type: none"> • Maximize the quality of the on-line services available to customers. • Boost commercial activities through electronic channels, consolidating these as a sales channel. • Increase the weight of transactions carried out through electronic channels, i.e. Línea Abierta (internet and mobile) and ATMs. • Maintain leadership in services offered to customers through CaixaMóvil. • Increase communication with companies and small businesses by exploiting technological advances and supporting advisors in the new area of relational marketing. • Bolster the mechanisms for exchanging information with customers and partners using tools that are secure and easy to use.
Good governance	<ul style="list-style-type: none"> • Extend the scope of the confidential whistle-blowing channel for employees to report breaches of or submit questions on the Anticorruption Policy and the policy and internal code of conduct relating to contributions to the Euribor panel. • Obligatory on-line training for the entire workforce to increase knowledge of the bank’s Code of Ethics and Anticorruption Policy.
Technological infrastructure and organization	<ul style="list-style-type: none"> • Ramp up development and use of virtual relationship tools for customers and employees. • Continue to bolster the Group’s technological structure: <ul style="list-style-type: none"> – Extend the roll-out of the Big Data technological solution through new tools for handling data and decision-making. – Consolidate the Data Mart: stores of specific data for business areas that help improve access to data and decision-making between different users. – Improve the document digitalization infrastructure.
Efficient supplier management	<ul style="list-style-type: none"> • Reach the target that 80% of suppliers billing the Group are included in the new Suppliers’ Portal to create better and more advanced responsible supply chain management.



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Shareholder structure	
Enhance loyalty of shareholder base	<ul style="list-style-type: none"> • Launch new initiatives for all shareholders and other specific groups (such as young people). • Introduce new benefits for shareholders. • Expand the Aula shareholder training program.
Strengthen lines of communication	<ul style="list-style-type: none"> • Improve awareness among shareholders of services and benefits available to them. • Reinforce flows of information about shareholders: <ul style="list-style-type: none"> – By applying ideas and suggestions put forward by branch staff. – Through new channels of information: <ul style="list-style-type: none"> • For the market in general • For the bank's branch network • For potential shareholders, to provide them with information on the bank and its results
Corporate culture	
Service excellence	<ul style="list-style-type: none"> • Obtain a score of 8.5 on the QSI (Quality Satisfaction Index) through a raft of measures such as a program of visits to branches with the greatest room for improvement to put specific solutions in place. • Drive improvements to the Customer Care Service: <ul style="list-style-type: none"> – Effective resolution of complaints by obtaining a complete view of and direct contact with customers. – Standardize replies to customers. – Boost response times for resolving complaints. • Renew the EFQM certification and internal quality index of HR. • Continue to strengthen training of specialized professionals.
Innovation	<ul style="list-style-type: none"> • Develop a center that identifies, analyzes, tests and develops new technological solutions to be meshed with CaixaBank's systems. • Continue to extend the open innovation model through existing virtual platforms such as Innova or Inspíranos.
Customer proximity	<ul style="list-style-type: none"> • Open new branches using the Insignia model and optimize tools, content and image of other branches in the network. • Develop a new sales model under the umbrella of the CaixaNegocios program, the philosophy of which is: CaixaBank will go to the client's home • Maintain and further close relationships with customers through activities such as corporate customer events.
Advanced human resource management	<ul style="list-style-type: none"> • Update the organizational culture project to foster attitudes among staff to help meet the goals of the CaixaBank Strategic Plan. • Introduce a system for monitoring the social and working environment so as to more actively listen to personnel. • Contribute to the business's sustainability through the workforce restructuring plan launched in 2013. • Contain labor costs to drive up the cost-to-income ratio.
Training and development of employee talent	<ul style="list-style-type: none"> • Roll out the Valor program across all regions to contribute to achieving business targets. • Enhance the programs for rewarding the attitudes and achievements of individuals and teams. • Improve the knowledge and skills of personnel, which is a competitive advantage for the bank.
Work-life balance and equality	<ul style="list-style-type: none"> • Reach the goal of 45% of directorships being filled by women (objective set in the CaixaBank Equality Plan). • Put new energy into the work-life balance and equality management system.



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Commitment to people and society

MicroBank	<ul style="list-style-type: none"> • Award microcredits amounting to €360.6 million. • Achieve an outstanding microcredit book of over €600 million. • Encourage the granting of microcredits to young entrepreneurs, raising the figure awarded to this group by 25%.
Sustainable products and services	<ul style="list-style-type: none"> • Expand the portfolio of products and services with an environmental component (2014-2015) and ramp up commercialization of the existing offering (+10%).
Support for the community	<ul style="list-style-type: none"> • Bolster CaixaBank corporate volunteering, increasing participation and developing new activities related with entrepreneurialism and the culture of finance. • Reinforce awareness of the culture of finance among investors and consumers through training and teaching and information on financial concepts and products. • Offers SMEs the opportunity to participate in the Business Alliance for Child Vaccination, and continue promoting the alliance through the branch network with the support of the bank's business areas.
Efficient environmental management	<ul style="list-style-type: none"> • Cut paper consumption (-2.5%) and general waste (-2.5%). • Reduce energy consumption (-2%). • Encourage adoption of best environmental practices by suppliers serving Central Services (Barcelona). • Carry out a study on emissions associated with corporate travel, evaluate the measures introduced to curb emissions, and roll out new measures.



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1 [Summary of GRI indicators]

Scope and materiality of the Report

This appendix is a supplement to the 2013 *CaixaBank Integrated Corporate Report*, providing an overview of the bank's position, its management model and strategies. For this purpose, the report contains the most relevant economic, financial and legal information in addition to information concerning social and environmental aspects and corporate governance.

Scope

The Report refers to CaixaBank and its financial, insurance and support subsidiaries. Information has also been provided in relation to Banco de Valencia following the acquisition of this bank with effect from the beginning of July 2013. Economic and financial information in this Report is based on the *Consolidated management report and financial statements of the CaixaBank Group*¹.

Information on the environment and human resources, featured in the "Talent management", and "Towards a sustainable economy" sections refers to CaixaBank Individual.

Information set out in the "Summary of GRI indicators in the 2013 CaixaBank Integrated Corporate Report" tables under the "CaixaBank Group" heading refers to CaixaBank Individual and the following subsidiaries and investees: CaixaRenting, Caixa EmprendedorXXI, e-laCaixa, FinConsum, GDS-Cusa, InverCaixa, Nuevo MicroBank, PromoCaixa, Silk Aplicaciones, Sumasa and VidaCaixa². This scope covers approximately 98.9%³ of the CaixaBank Group's staff. The remaining 1.1% mainly correspond to the subsidiaries incorporated into the Group through the merger with Banca Cívica. Only economic and financial information is provided on these companies.

In addition, the "Verification" column in the table of indicators sets forth the limitations on coverage or their scope.

Lastly, information on the scope of the management of the stakes in international banking groups and other significant stakes is provided in section 4.1.2 "Specialized management"⁴.



1. The consolidated financial statements and directors' report for 2013, together with the auditors' report dated February 28, 2014, which contains an unqualified opinion, may be consulted on the website of the Spanish National Securities Market Commission: www.cnmv.es.
2. VidaCaixa includes VidaCaixa Mediación and AgenCaixa, S.A. in its group.
3. Percentage calculated based on the number of employees of each company.
4. These companies publish their own Responsibility Report, available on their websites.



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Materiality

The 2013 CaixaBank Integrated Corporate Report provides a detailed response to relevant issues that are of interest to social groups and the persons to which it relates and which are also priorities for CaixaBank. In this regard, it offers an integrated overview of CaixaBank's economic, financial, social, environmental and corporate governance performance.

Relevant issues for stakeholders were detected through a process with a number of phases, following the methodology based on the AA 1000 Assurance Standard Accountability. Firstly, in order to identify issues of major general interest, issues were identified that are relevant to the entire financial sector, along with the global trends in the contents of companies' annual reports. The recommendations of CSR and sector leaders were analyzed. Moreover, an analysis was performed of the reports of other financial sector companies listed on recognized sustainability indices and of companies participating in the International Integrated Reporting Council (IIRC) pilot scheme.

Subsequently, the issues were analyzed to determine their importance to society by analyzing coverage of CaixaBank

by leading traditional and online media organizations. The process was completed with telephone consultations with a number of financial analysts and sustainability experts (ESADE, Cecot, Ethic, UGT, Fidentiis, Morgan Stanley, JB Capital, Ecodes, Robeco SAM and OEKOM). Shareholders, customers, personnel, consumer organizations and community-interest entities were also consulted over the telephone or on line, generating over 21,000 responses.

Lastly, the importance to CaixaBank's strategy of each of the issues identified as being important to stakeholders was evaluated. To this end, the bank's strategies, activity and programs carried out in 2013 and the content of the 2012 Integrated Corporate Report were reviewed. Conversations were also held in house with the various departments involved in drawing up the report.

As a result of this process, priority issues were determined for CaixaBank and its stakeholders. These issues were classified in a matrix classifying them in order of the importance attached to them by stakeholders and the bank.





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- #### IMPORTANT ISSUES
- Solvency
 - Regulatory compliance
 - Specific risks and opportunities and how these are managed
 - Quality of service offered to customers
 - Action taken to the benefit of society
 - Lines of dialog with stakeholders
 - Accessibility of financial services (ATMs, branches, 24h services, services for the disabled)
 - Business ethics
 - Economic value and shareholder value
 - Innovation leading to new technologies, products and marketing systems
 - Corporate governance
 - Responsible and sustainable management of procurements
 - Training and development
 - Money laundering prevention and anticorruption
 - Business model and corporate strategy
 - Inclusion of social and environmental issues in customer lending and investment policies
 - Corporate volunteering
 - Clear and transparent information and responsible marketing
 - Job creation
 - Diversity and equality
 - Financial education of citizens
 - Products tailored to the needs of individuals, entrepreneurs and businesses
 - Work-life balance
 - Occupational health and safety
 - Environmental impact management



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Summary of indicators in the 2013 Integrated Corporate Report. GRI G3.1 CONTENTS*

1.	STRATEGY AND ANALYSIS	PAGES OF THE REPORT	COMMENTS
1.1.	Statement by the bank's most senior decision-maker concerning the relevance of sustainability to the bank and its strategy	10-11	
1.2.	Description of key impacts, risks and opportunities	52-62; 177-189	
2.	THE BANK'S PROFILE	PAGES OF THE REPORT	COMMENTS
2.1.	Name of the bank	223	
2.2.	Primary brands, products and/or services	65-86	Bank's commercial website .
2.3.	Operational structure of the bank	23 ; 68-78	
2.4.	Location of bank's headquarters	223	
2.5.	Number of countries where the bank operates, and names of countries with either major operations or that are specifically relevant to the sustainability issues covered in the report	81-85	
2.6.	Nature of ownership and legal form	32- 41	Corporate website .
2.7.	Markets served		CaixaBank operates on the Spanish market, and virtually all its income and expenses are generated on this market. Over 13.6 million customers are served in the bank's markets.
2.8.	Dimensions of the bank (employees, transactions, net sales, total capitalization, etc.)	5-9	
2.9.	Significant changes, structure and ownership of the bank	10-11 ; 16	
2.10.	Prizes and awards	5 ; 26 ; 70 ; 77; 81; 94; 127	

*The content of this Summary of GRI indicators is also a part of CaixaBank's Communication on Progress.

Further information on the Memorandum of Understanding, which links sustainability reporting under the GRI Guidelines with the 10 Principles of the United Nations Global Compact.



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3.	REPORT PARAMETERS	PAGES OF THE REPORT	COMMENTS
3.1.	Reporting period for information provided		2013 calendar year.
3.2.	Date of most recent previous report		The 2012 Integrated Corporate Report was published in April 2013.
3.3.	Reporting cycle (annual, two-yearly, etc.)		Annual.
3.4.	Contact point	223	
3.5.	Process to define the contents of the report (determination of materiality, priority of issues, identification of stakeholders)	191-193	The contents of this Report are based on the guidelines for preparing reports, specific supplements and technical protocols of the GRI.
3.6.	Scope of the report	191-193	
3.7.	Limitations on the scope or boundary of the report	191-193	The information set out in the tables in the "CaixaBank Group" section refers to CaixaBank as an Individual entity and a number of subsidiaries and investees. This scope covers approximately 98.9% of the CaixaBank Group's staff. The remaining 1.1% mainly corresponds to the subsidiaries incorporated into the Group through the merger with Banca Cívica. Only economic and financial information is provided on these companies. In addition, the "Verification" column in the table of indicators sets forth the limitations on their coverage or scope.
3.8.	Basis for reporting on joint ventures, subsidiaries, leased facilities, outsourced operations and other entities that can significantly affect comparability from period to period and/or between banks		To facilitate comparisons of data, 2011 data for "la Caixa" are supplied in comparison to data for CaixaBank Individual. The information available concerning the Group's support entities has also been entered.
3.9.	Data measurement techniques and the bases of calculations, assumptions and estimates applied. Reasons for not applying the GRI Indicator Protocols		The contents of this Report are based on the guidelines for preparing reports, specific supplements and technical protocols of the GRI.
3.10.	Description of the possible effects of any restatements of information provided in previous reports		No such restatements of information have been made, except occasionally, as specified.
3.11.	Significant changes in scope, boundary or calculation methods	16 ; 80 ; 100; 104-106; 138; 149-150; 160; 164-174	In 2013 several insignificant changes were made to the scope of the Report as a result of Banco de Valencia being integrated into CaixaBank subsequent to the acquisition, and Caixa Capital Risc leaving the CaixaBank Group.
3.12.	Table identifying the location of Standard Disclosures in the report	4 ; 194-220	
3.13.	Policy and current practice with regard to seeking external assurance for the report	222	



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4.	GOVERNANCE, COMMITMENTS AND INVOLVEMENT OF STAKEHOLDERS	PAGES OF THE REPORT	COMMENTS
4.1.	Governance structure of the bank	28-44	For more information see the 2013 Annual Corporate Governance Report .
4.2.	Indicate whether the Chairman of the most senior governing body is also an executive officer	28-44	For more information see the 2013 Annual Corporate Governance Report .
4.3.	In the case of banks with a direct unitary structure, the number of members and gender of the most senior governing body will be stated, irrespective of whether they are independent or non-executive	31-32	For more information see the 2013 Annual Corporate Governance Report .
4.4.	Mechanisms for shareholders and employees to provide recommendations or direction to the highest governing body	28-44	For more information see the 2013 Annual Corporate Governance Report .
4.5.	Link between remuneration of members of the most senior governing body and the bank's performance	39	For more information see the 2013 Annual Corporate Governance Report .
4.6.	Processes in place for the most senior governing body to ensure conflicts of interest are avoided	28-44	For more information see the 2013 Annual Corporate Governance Report .
4.7.	Process for determining the composition, qualifications and expertise required of the members of the most senior governing body and its committees, including any matters regarding their gender and other diversity indicators	28-44	For more information see the 2013 Annual Corporate Governance Report .
4.8.	Internally produced statement of mission and values, codes of conduct, and principles relevant to economic, environmental, and social performances, and the status of their implementation	3; 13 ; 43-44; 155 -157	See Environmental policy on the bank's Corporate Responsibility webpage.
4.9.	Procedures of the most senior governing body for overseeing the bank's identification and management of economic, environmental and social performances, and adherence to or compliance with internationally agreed standards, codes of conduct and principles	28-44	For more information see the 2013 Annual Corporate Governance Report .
4.10.	Processes for evaluating the most senior governing body's own performance, particularly with respect to economic, environmental, and social performances	28-44	For more information see the 2013 Annual Corporate Governance Report .
4.11.	Description of how the bank has adopted a precautionary principle	46-51; 136-158; 159-175	
4.12.	Externally produced economic, environmental and social charters, principles, or other initiatives to which the bank subscribes or endorses	3; 106-107; 111-134; 151-153	For more information see Corporate Responsibility section of corporate website



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4.13.	<p>Membership of associations and/or national/international bodies supported by the bank and in which it:</p> <ul style="list-style-type: none"> · Holds positions in governing bodies · Participates in projects or committees · Provides substantial funding beyond routine membership dues · Views membership as strategic 	3; 94; 111-134	
4.14.	List of stakeholders engaged by the bank	32 ; 191-193	
4.15.	Basis for identification and selection of stakeholders to which the bank is committed	24; 26-27; 32 ; 191-193	
4.16.	Stakeholder involvement (frequency)	23-27 ; 191-193	
4.17.	Key issues of interest and concerns that have been raised through stakeholder involvement, and how the bank has responded to those issues of interest and concerns in its report	191-193	



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Information concerning the management and/or executive approach

ECONOMIC DIMENSION	PAGES OF THE REPORT	COMMENTS
Economic performance	10-11; 160-161	
Market presence	10-11; 81-85	
Indirect economic impact	120-128	
ENVIRONMENTAL DIMENSION	PAGES OF THE REPORT	COMMENTS
Materials		See: Table of "Environmental impact indicators"
Energy	80; 129-134; 189	See: Table of "Environmental impact indicators"
Water		See: Table of "Environmental impact indicators"
Biodiversity		See: Table of "Environmental impact indicators"
Emissions, effluents and waste		See: Table of "Environmental impact indicators" See CaixaBank environmental policy on the corporate website
Products and services	129-130; 180	
Compliance	130; 151-153	See CaixaBank environmental policy on the corporate website
Transport		See: Table of "Environmental impact indicators"
General aspects	186; 189	See CaixaBank environmental policy on the corporate website
SOCIAL DIMENSION LABOR PRACTICES AND WORK ETHICS	PAGES OF THE REPORT	COMMENTS
Employment	104-110	
Labor/management relations	181	
Health and safety in the work place	104-110	
Training and education	104-110	
Diversity and equal opportunities	106-107	
Equal pay for men and women	106-107	



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SOCIAL DIMENSION HUMAN RIGHTS	PAGES OF THE REPORT	COMMENTS
Investment and procurement practices	43-44; 133-134; 151-154	For more information, see the CaixaBank supplier portal.
Non-discrimination	44; 106-107; 183	
Freedom of association and collective bargaining	134; 151-154	
Abolition of child labor	134	In view of CaixaBank's area of activity, no risk activities or operations have been identified.
Prevention of forced and compulsory labor	134	In view of CaixaBank's area of activity, no risk activities or operations have been identified.
Safety practices	93; 134; 151-152	
Rights of indigenous people	151-152	In view of CaixaBank's area of activity, no risk activities or operations have been identified.
Evaluation	134; 151-152	In view of CaixaBank's area of activity, no risk activities or operations have been identified.
Corrective measures	134; 151-152	Complaints relating to human rights are not disclosed.
SOCIAL DIMENSION SOCIETY	PAGES OF THE REPORT	COMMENTS
Local communities	102; 117-118; 120-134	
Corruption	43-44 ; 134; 157	See CaixaBank anti-corruption policy on the corporate website.
Public policy		CaixaBank has not defined a general policy in relation to participation in public policy development or lobbying.
Anti-competitive behavior		As a result of the takeover of Banca Cívica, a disciplinary penalty was imposed by the Spanish anti-trust authorities (Comisión Nacional de Competencia) in relation to prior years. An appeal has been filed to withdraw this penalty, which is ongoing.
Compliance	43-44; 136 ; 155-156	



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SOCIAL DIMENSION PRODUCT RESPONSIBILITY	PAGES OF THE REPORT	COMMENTS
Customer health and safety	80; 178	
Product and service labeling	93; 177	
Marketing communications	93; 177	
Customer privacy	155-156	CaixaBank has the duty to protect the personal and private information of its customers and employees to the maximum, as set forth in its Code of Ethics and prevailing legislation on intimacy, data protection and bank privacy. Data protection and the right to privacy are considered in all aspects of the bank's management. Strict internal rules are in place and staff are provided with specific training on this matter. CaixaBank also enters all files containing personal data it handles in the General Data Protection Register, and all staff have access to a security document setting forth the necessary measures for ensuring the security of files containing personal data and data processing centers, etc. Access to customer data that is not strictly required for work is also prohibited, while any unauthorized access gained is subject to sanction, even if it has no impact outside the bank.
Compliance	155-156	



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GRI G3.1 indicators and indicators specific to the finance sector

GRI G3.1 indicators

	INDICATORS OF ECONOMIC PERFORMANCE	TYPE	PAGES OF THE REPORT	COMMENTS	VERIFICATION
EC1	Direct economic value generated and distributed, including revenues, operating costs, employee compensation, donations and other community investments, retained earnings, and payments to capital providers and governments	C	6-7; 9; 114	<p>See: Table: "Economic value generated, distributed and retained by the CaixaBank Group".</p> <p>Data concerning the economic value generated and distributed were obtained from the Consolidated Financial Statements of the CaixaBank Group and subsidiaries. The country breakdown is not relevant to CaixaBank since Spain is the bank's main country of operations.</p>	✓
EC2	Financial implications and other risks and opportunities for the bank's activities due to climate change	C		CaixaBank considers the impact of this risk to be minimal. Risks and opportunities are disclosed in the Carbon Disclosure Project, which is publicly-available on the CDP webpage .	✓
EC3	Coverage of the bank's defined benefit plan obligations	C		<p>CaixaBank pension commitments are externalized and are implemented through a pensions plan and additional policies taken out with several insurance companies. The CaixaBank employees' pension plan is operated in addition to the public pensions system (Social Security), and is a combined defined-contribution plan (defined contribution for retirement and defined benefit for disability and death). The plan meets the commitments of the bank initially established in the "la Caixa" Labor Agreement on pension provisions of July 2000 which, subsequently and due to the Group's business reorganization process, were set forth in the Labor Agreement of July 2011 whereby the "la Caixa" Pensions Plan was transformed into a "la Caixa"/ CaixaBank Combined-Promotion Pensions Plan.</p> <p>During the year, the CaixaBank Group set aside €207 million in social benefits for its employees, including health plans, education grants, life and accident insurance and advantageous borrowing terms.</p> <p>The number of days leave for maternity leave (one or more children in single birth), paternity leave and breast-feeding time are set forth by law and applicable as per the corresponding labor agreements. At CaixaBank (individual) this leave amount to 132, 150 and 23 days, respectively. e-la Caixa, GDS Cusa, MicroBank, PromoCaixa and VidaCaixa employees are also entitled to 15 days paternity leave.</p> <p>At CaixaBank, 690 employees took some form of leave (702 at the Group) and 630 employees opted to work part-time or reduce their hours, representing 2.1% of the workforce (703 employees in the Group).</p> <p>See Note 24 to the 2013 Consolidated Financial Statements</p>	✓



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	INDICATORS OF ECONOMIC PERFORMANCE	TYPE	PAGES OF THE REPORT	COMMENTS	VERIFICATION
EC4	Significant financial assistance received from governments	C		See Note 8 to the 2013 Consolidated Financial Statements.	✓
EC5	Range of ratios of standard entry level wage by gender compared to local minimum wage at significant locations of operation	A		CaixaBank's main country of operations is Spain, and it only has 56 employees (0.19% of the total headcount) working abroad. All employees, regardless of their geographic location, earn remuneration above the legal minimum established in each country.	✓ Qualitative data are provided
EC6	Policy, practices, and proportion of spending on locally-based suppliers at significant locations of operation	C	112-113; 134	In 2013, CaixaBank procured €1,661 million of products and services, paid through 663,900 bills. The level of compliance with payment conditions on these bills stood at 88.5%, within the maximum legal deadline for all suppliers. 99% of billing volume corresponds to local suppliers (those with an operational base in Spain, as per CaixaBank criteria).	✓
EC7	Procedures for local hiring and proportion of senior management hired from the local community at locations of significant operation	C		There are no specific procedures for the local hiring of senior management.	✓
EC8	Development and impact of infrastructure investments and services provided primarily for public benefit through commercial, in-kind or pro bono engagement	C	120-128		✓
EC9	Understanding and describing significant indirect economic impacts, including the extent of impacts	A	58 ; 111-114		✓



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	INDICATORS OF ENVIRONMENTAL PERFORMANCE	TYPE	PAGES OF THE REPORT	COMMENTS	VERIFICATION
EN1	Materials used by weight or volume	C		See: Table of "Environmental impact indicators".	✓
EN2	Percentage of materials used that are recycled input materials	C		See: Table of "Environmental impact indicators".	✓
EN3	Direct energy consumption by primary energy source	C		See: Table of "Environmental impact indicators".	✓ Not broken down by primary sources
EN4	Indirect energy consumption by primary source	C		See: Table of "Environmental impact indicators".	✓ Not broken down by primary sources
EN5	Energy saved due to conservation and efficiency improvements	A	80; 186		✓ Overall variations in consumption provided
EN6	Initiatives to provide energy-efficient or renewable energy based products and services, and reductions in energy requirements as a result of these initiatives	A	129-130; 151-153; 180; 186	CaixaBank's products and services are not subject to energy requirements.	✓ Qualitative data are provided
EN7	Initiatives to reduce indirect energy consumption and reductions achieved	A	80; 186	Consumption by the branch network is controlled and quarterly updates of kWh consumed are provided. During 2013, 23,328 emails were sent to individual about their consumption and the best practices to be followed to reduce consumption. 120 branches with above average consumption or which have increased their electricity consumption were also visited or received telephone calls.	✓ Qualitative data are provided
EN8	Total water withdrawal by source	C		See: Table of "Environmental impact indicators". All the water used is from one municipal supply network.	✓
EN9	Water sources significantly affected by withdrawal of water	A		The water used by CaixaBank is always from the municipal supply, and this does not affect water sources or habitats.	✓
EN10	Percentage and total volume of water recycled and reused	A		The volume of recycled water that is not reused is not significant.	✓
EN11	Description of land in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas. Location and size of land owned, leased, managed in, or adjacent to, protected areas and areas of high biodiversity value outside protected areas	C		CaixaBank does not operate any facilities in protected areas or areas with high biodiversity value.	N/A



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EN12	Description of significant impacts of activities, products, and services on biodiversity in protected areas and areas of high biodiversity value outside protected areas	C		This indicator is not applicable, since CaixaBank does not operate any facilities in protected areas or areas with high biodiversity value.	N/A
EN13	Habitats protected or restored	A		This indicator is not applicable to CaixaBank's activities.	N/A
EN14	Strategies, current actions, and future plans for managing impacts on biodiversity	A		The bank's impact is not significant.	N/A
EN15	Number of IUCN Red List species and national conservation list species with habitats in areas affected by operations, by level of extinction risk	A		The bank's impact is not significant.	N/A
EN16	Total direct and indirect greenhouse gas emissions by weight	C		See: Table of "Environmental impact indicators".	✓
EN17	Other relevant indirect greenhouse gas emissions by weight	C		See: Table of "Environmental impact indicators".	✓ Emissions from business trips by air, train and company/rented car are included
EN18	Initiatives to reduce greenhouse gas emissions and reductions achieved	A	129-134; 189		✓
EN19	Emissions of ozone-depleting substances by weight	C		CaixaBank does not produce any significant emissions of ozone-depleting substances.	N/A
EN20	NO, SO and other significant air emissions by type and weight	C		Not reported in view of CaixaBank's low consumption of fossil fuels.	N/A
EN21	Total water discharge by quality and destination	C		In 2013, CaixaBank did not make any significant wastewater discharges.	✓
EN22	Total weight of waste by type and disposal method	C		See: Table of "Environmental impact indicators". CaixaBank reports all waste collected for recycling, since it feels this is the best way to dispose of waste in view of the bank's activity.	✓
EN23	Total number and volume of significant spills	C		In 2013, there were no significant spills at CaixaBank.	✓



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EN24	Weight of transported, imported, exported, or treated waste deemed hazardous under the terms of the Basel Convention Annex I, II, III, and VIII, and percentage of transported waste shipped internationally	A		CaixaBank produces an insignificant amount of hazardous waste.	N/A
EN25	Identity, size, protected status, and biodiversity value of water bodies and related habitats significantly affected by the reporting Institution's discharges of water and runoff	A		This indicator is not applicable to CaixaBank's activities.	N/A
EN26	Initiatives to mitigate environmental impacts of products and services, and extent of impact mitigation	C	129-134;151-154		✓ Qualitative data are provided
EN27	Percentage of products sold and packaging materials that are reclaimed at the end of their service life, by product categories	C		CaixaBank does not sell any products which can be recovered.	N/A
EN28	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with environmental laws and regulations	C		CaixaBank was unaffected by any major fines or judicial sanctions in relation to compliance with environmental regulations.	✓
EN29	Significant environmental impacts of transporting products and other goods and materials used for the bank's operations, and transporting members of the workforce	A		Transportation of CaixaBank's products has no significant impacts.	✓
EN30	Total environmental protection expenditures and investments by type	A		It is deemed that the impact of CaixaBank's activity on the environment is minimal. In 2013, environmental protection expenditures and investments were not significant.	✓



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	Labor practices				
LA1	Total workforce by employment type, employment contract, and region, broken down by gender	C		See: Table showing "Breakdown of workforce by gender and employment contract"	✓
LA2	Total number and rate of new employee hires and employee turnover by age group, gender, and region	C		See: Table of "Total number of employees and average turnover by age group, gender and region".	✓
LA3	Benefits provided to full-time employees that are not provided to temporary or part-time employees, by significant locations of operation	A		<p>Benefits do not vary from one work center to another.</p> <p>Pension plans are not offered to temporary staff at CaixaBank. At FinConsum, life insurance and advantageous borrowing terms are not offered to employees on this type of contract. Pension plans, education grants and healthcare benefits are not provided at GDS-Cusa. The latter two concepts are not offered at Silk or at Sumasa, where life insurance is also not provided. VidaCaixa offers the same social benefits to permanent and temporary staff. At Caixa e-la Caixa, CaixaRenting, Nuevo MicroBank, PromoCaixa and InverCaixa all employees have permanent contracts.</p> <p>Part-time employees receive benefits in proportion to hours worked.</p>	✓
LA15	Return to work and retention rates after parental leave, by gender	C		At CaixaBank, 2,095 employees (1,251 women) took maternity/paternity leave in 2013. At CaixaBank, all employees return to work after their leave, unless they request voluntary redundancy or unpaid leave, and therefore no reincorporation rates are disclosed. In 2013, 364 employees applied for leave to care for dependents (family members, children or other dependents). Across the entire Group, 2,200 employees (870 men) took maternity/paternity leave.	<p>✓</p> <p>No data are provided on the number of employees continuing at the Group twelve months after their return to work after maternity/paternity leave</p>
LA4	Percentage of employees covered by collective bargaining agreements	C		100% of employees at CaixaBank and its subsidiaries are covered by the collective bargaining agreement applicable to them.	✓
LA5	Minimum notice period(s) regarding operational changes, including whether specified in collective agreements	C		The minimum period of notice is the same as that generally established in common employment legislation (Workers' Statute and other legislation applicable), 45 days.	✓



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	Labor practices				
LA6	Percentage of total workforce represented in formal joint management-worker health and safety committees that help monitor and advise on occupational health and safety programs	A		CaixaBank has two Health and Safety Committees representing 100% of its employees. The first is the Single Occupational Health and Safety Committee, which has equal representation of management and workers' representatives. It also has the Occupational Risk Prevention Coordination Committee. This internal committee is composed of the representatives of the General Sub-Directorate responsible for General Services, Human Resources Management, Management of the Efficiency Division and Management of the Audit Division. It is responsible for defining, establishing and revising the bank's health and safety targets, as well as ensuring compliance with prevailing legislation.	 Refers solely to CaixaBank
LA7	Rates of injury, occupational diseases, lost days, and absenteeism, and number of work-related fatalities by region and by gender	C		<p>See: Table on "Absenteeism: work-related lost days, by gender".</p> <p>The rate of absenteeism at CaixaBank is 5.59%, 2.44% due to common illness (1.54 men and 3.37% women), and 0.03% due to accidents (0.05% for men and 0.08% for women).</p> <p>Of the total number of accidents (379), the greatest number were recorded in Catalonia (50), and the fewest in Galicia and the Basque Country-Cantabria (4). 56% of the aforementioned accidents did not require the affected employee to take leave.</p> <p>There were no fatalities due to occupational accidents during the year.</p> <p>No information is provided on subcontracted personnel for the safety of whom CaixaBank is responsible.</p>	



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	Labor practices				
LA8	Education, training, counseling, prevention, and risk-control programs in place to assist workforce members, their families, or community members regarding serious diseases	C		<p>Among other functions, the Occupational Risk Prevention Service arranges information campaigns in relation to prevention, the promotion of health and healthy lifestyles. In 2013, employees were provided, through the corporate intranet, with courses on the prevention of high blood pressure, reducing smoking habits, prevention of obesity, early detection of breast cancer, prevention of backache and medical emergencies. The department responsible for monitoring health also carried out 783 health checks of CaixaBank employees. 4,949 employees also received general checkups through Adeslas.</p> <p>Workers also received training on occupational risks, road safety and risks associated with bank hold-ups. A first-aid guide has also been published, and the associated webpage supplies advice on lipoatrophia, road safety and self-medication. It should be pointed out that CaixaBank's activities do not entail any high risk to the health of its employees. In 2013, 16,688 employees received occupational risk prevention training (14,194 in 2012). At Group level, 16,871 employees received this training.</p>	✓
LA9	Health and safety topics covered in formal agreements with trade unions	A		<p>In addition to the Collective Agreement of Savings Banks and Financial Savings Entities, CaixaBank also operates internal agreements between management and trade unions to improve working conditions for its employees. The bank has two Occupational Health and Safety Committees representing 100% of staff. The first is the Single Occupational Health and Safety Committee, which has equal representation of management and workers' representatives. It also boasts a Occupational Risk Prevention Coordination Committee. Since 2010, it has also operated a Protocol for the Prevention, Management and Elimination of Sexual and Workplace Harassment.</p>	✓



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	Labor practices				
LA10	Average hours of training per year per employee, by gender, and by employee category	C	108	<p>See: Table on "Average hours of training per year per employee, by employee categories".</p> <p>In 2013, €10.2 million was invested in training (€10.9 million in the Group) and 51.64 hours of training per person were provided. This equates to 51.87 hours of training per person for men and 50.87 for women.</p>	✓
LA11	Programs for skills management and lifelong learning that support the continued employability of employees and assist them in managing career endings	A	62; 108	No disclosures are made on continuous training to assist employees in managing the end of their professional careers. The CaixaBank personnel restructuring agreement informs employees of the general conditions thereof, while the employees portal and information pack provided to employees at the end of their contract provide the specific conditions that would apply in their particular case. The aforesaid agreement also offers the possibility of affected employees signing up to an External Reinsertion Plan to receive ongoing and one-to-one support for a minimum of six months.	✓
LA12	Percentage of employees receiving regular performance and career development reviews, by gender	A		The performance of 100% of employees is assessed on a regular basis.	✓
LA13	Composition of governance bodies and breakdown of employees per employee category according to gender, age group, minority group membership, and other indicators of diversity	C	32	<p>See: Table showing "Total number of employees, rate of new employee hires and average turnover by age group, gender, and region".</p> <p>Records of ethnic minorities are not kept since the bank's human resources policy is based on the non-discrimination principle.</p>	✓
LA14	Ratio of basic salary and remuneration of women to men by employee category and by significant locations of operation	C		Professional employees at CaixaBank are paid in accordance with their professional status and the functions performed, regardless of their gender or origins. In equal categories and seniority, the basic wage of men and women is the same, for all employment categories at the bank.	<p>✓</p> <p>Quantitative information refers solely to CaixaBank</p>



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	Human rights				
HR1	Percentage and total number of significant investment agreements and contracts that include clauses incorporating human rights concerns, or that have undergone human rights screening	C		There are no significant investment agreements which include human rights clauses because it is felt there are no risks that make them necessary.	✓
HR2	Percentage of significant suppliers, contractors and other business partners that have undergone human rights screening, and actions taken	C	44; 111-114	The total number of contractors and suppliers is provided, but not the percentage, because this information is not available. It is expected that this information will be obtained in 2014.	✓ Refers solely to PromoCaixa
HR3	Total hours of employee training on policies and procedures concerning aspects of human rights that are relevant to operations, including the percentage of employees trained	C	156-157		✓ Refers solely to CaixaBank
HR4	Total number of incidents of discrimination and corrective actions taken	C		CaixaBank has a Protocol for the Prevention, Management and Elimination of Sexual and Workplace Harassment. In 2013, two measures were taken through independent mediators to tackle workplace harassment. As set forth in the protocol, the mediators prepared a report on the formal complaints, which resulted in the following: a proposal to begin compiling an information report, which resulted in the case being shelved because no evidence supporting the claim could be found; and a proposed recommendation of measures to resolve the conflict between the parties involved by ensuring they work apart. The number of cases was down on previous years.	✓ Refers solely to CaixaBank
HR5	Operations and significant suppliers identified in which the right to exercise freedom of association and collective bargaining may be violated or at significant risk, and actions taken to support these rights	C	105; 134	In 2013, no such risk situations were detected, except in relation to suppliers of promotional materials in Asia, who are subjected to occasional analysis.	✓
HR6	Operations and significant suppliers identified as having significant risk for incidents of child labor, and measures taken to contribute to the effective abolition of child labor	C	134	Given its area of activity, CaixaBank has not identified any risk activities or transactions, except in relation to suppliers of promotional materials in Asia, who are subject to occasional analysis.	✓



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	Human rights				
HR7	Operations and significant suppliers identified as having significant risk for incidents of forced or compulsory labor, and measures to contribute to the elimination of all forms of forced or compulsory labor	C	134	Given its area of activity, CaixaBank has not identified any risk activities or transactions, except in relation to suppliers of promotional materials in Asia, who are subject to occasional analysis.	✓
HR8	Percentage of security personnel that has been trained in the bank's policies or procedures concerning aspects of human rights that are relevant to operations	A		All security guards are hired through a company which has certified that they have received the corresponding training (Prosegur).	✓ Refers solely to CaixaBank
HR9	Total number of incidents of violations involving rights of indigenous people and actions taken	A		In view of CaixaBank's area of activity, no risk activities or operations have been identified.	N/A
HR10	Percentage and total number of operations that have been subject to human rights reviews and/or impact assessments	C		In view of CaixaBank's area of activity, no risk activities or operations have been identified.	N/A
HR11	Number of grievances related to human rights filed, addressed, and resolved through formal grievance mechanisms	C	43-44		✓
	Local communities				
SO1	Percentage of operations with implemented local community engagement, impact assessments, and development programs	C	111-114; 117-134	CaixaBank belongs to the "la Caixa" Group. Group investment in welfare projects is channeled through the "la Caixa" Foundation, which produces its own Annual Report .	✓
FS13	Accessibility in areas of small populations or economically disadvantaged areas		100		✓
FS14	Initiatives to improve access to financial services for the disadvantaged		78; 100-102; 115-121		✓
SO9	Operations with significant potential or actual negative impacts on local communities	C	122-125		✓
SO10	Prevention and mitigation measures implemented in operations with significant potential or actual negative impacts on local communities	C	122-125		✓



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	Local communities				
SO2	Percentage and number of business units analyzed for risks related to corruption	C	155-158	This information is not available as no specific analysis has been performed. In 2013, the bank's anti-corruption policy was updated, and it is envisaged that the associated risk will be analyzed in the future.	✓ The percentage of business lines analyzed is not disclosed
SO3	Percentage of employees trained in the bank's anti-corruption policies and procedures	C	155-158		✓
SO4	Actions taken in response to incidents of corruption	C	155-158	In cases where employees of the bank engaged in behavior that could be classified as fraud/corruption in the exercise of their functions, it may be considered that they have committed an extremely serious misdemeanor pursuant to the collective agreement, and a number of the sanctions envisaged in the agreement may be applied depending on the specific circumstances of each case. A number of the sanctions envisaged for serious misconduct in section 2.3 of Article 81 of the agreement should thus be applied: total loss of seniority with regard to promotion; definitive disqualification from promotion; loss of professional category, demotion to the next level; suspension from functions and salary for no less than three months and no more than six, or disciplinary dismissal.	✓ Refers solely to CaixaBank's policies
SO5	Public policy positions and participation in public policy development and lobbying	C		CaixaBank has not defined a general policy in relation to participation in public policy development or lobbying.	✓
SO6	Total value of financial and in-kind contributions to political parties, politicians, and related institutions by country	A	155-157		✓
SO7	Total number of legal actions in relation to monopoly practices and anti-competitive behavior, and their outcomes	A		As a result of the takeover of Banca Cívica, a disciplinary penalty was imposed by the Spanish anti-trust authorities (<i>Comisión Nacional de Competencia</i>) in relation to prior years. An appeal has been filed to withdraw this penalty, which is ongoing.	✓
SO8	Monetary value of significant fines and total number of non-monetary sanctions for non-compliance with laws and regulations	C		After rejecting a number of claims including claims of unfair competition related to securities market matters due to lack of clarity over the events, the Regional Government of Andalusia imposed a €455,000 fine on CaixaBank for several breaches of regional consumer and user protection laws. An appeal has been filed with the corresponding courts for the fine to be withdrawn.	✓



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	Product responsibility				
PR1	Life cycle stages in which health and safety impacts of products and services are assessed for improvement, and percentage of significant products and services categories subject to such procedures	C	80; 93		✓ Refers solely to CaixaBank.
PR2	Total number of incidents of non-compliance with regulations and voluntary codes concerning health and safety impacts of products and services during their life cycle, by type of outcomes	A		CaixaBank did not receive any sanctions in 2013 in relation to the health and safety of products and services.	✓ Refers solely to CaixaBank.
PR3	Type of product and service information required by procedures, and percentage of significant products and services subject to such information requirements	C	93	CaixaBank applies the MiFID (Markets in Financial Instruments Directive) regulation, an EU directive governing the provision of investment services, and thus this directly affects the way in which the bank informs customers or potential customers, advises or sells such products to them. CaixaBank is not responsible for any labeling of products and services.	✓ Qualitative data are provided. Refers solely to CaixaBank.
PR4	Total number of incidents of non-compliance with regulations and voluntary codes concerning product and service information and labeling, by type of outcomes	A		No sanctions or adverse rulings or warnings were received in 2013 with respect to non-compliance with regulations or voluntary codes concerning published product information.	✓
PR5	Practices related to customer satisfaction, including results of surveys measuring customer satisfaction	A	89-92; 179		✓ Refers solely to CaixaBank.
PR6	Programs for adherence to laws, standards, and voluntary codes related to marketing communications, including advertising, promotion, and sponsorship	C	93	CaixaBank rigorously follows all regulations, standards and voluntary codes in relation to marketing and communication that are applicable to the bank.	✓
PR7	Total number of incidents of non-compliance with regulations and voluntary codes concerning marketing communications, including advertising, promotion, and sponsorship by type of outcomes	A		There were no such significant incidents in 2013.	✓



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	Product responsibility				
PR8	Total number of substantive complaints regarding breaches of customer privacy and losses of customer data	A		In 2013 CaixaBank received no significant sanctions.	✓
PR9	Monetary value of significant fines for non-compliance with laws and regulations concerning the provision and use of products and services	C		No significant outright fines arising from non-compliance with regulations concerning the provision and use of the bank's products and services were incurred in 2013.	✓

Indicators specific to the finance sector

	PRODUCT AND SERVICE IMPACT	PAGES OF THE REPORT	COMMENTS	VERIFICATION
FS1	Policies with specific environmental and social components applied to business lines	119; 120-133; 151-153		✓
FS2	Procedures for assessing and screening environmental and social risks in business lines	119 ; 131-133; 151-153		✓
FS3	Processes for monitoring customers' implementation of and compliance with environmental and social requirements included in agreements or transactions	132-133; 151-153		✓
FS4	Processes for improving staff competency to implement the environmental and social policies and procedures as applied to business lines	153	At the start of 2014, a training workshop on the Equator Principles III will be held for managers affected by the application thereof.	✓
FS5	Interactions with clients/investees/business partners regarding environmental and social risks and opportunities	65-74; 81-86; 120-133; 151-153		✓
FS6	Percentage of the portfolio for business lines by specific regions, sizes (e.g. micro/SME/large) and by sectors	20; 56-57; 65-74	CaixaBank operates on the Spanish market, and virtually all its income and expenses are generated on this market. Over 13.6 million customers are served in the bank's markets.	✓
FS7	Monetary value of products and services designed to deliver a specific social benefit for each business line broken down by purpose	117-118; 129-130; 132-133		✓
FS8	Monetary value of products and services designed to deliver a specific environmental benefit for each business line, by purpose	129-130; 132; 180		✓ Qualitative data are provided.



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	PRODUCT AND SERVICE IMPACT	PAGES OF THE REPORT	COMMENTS	VERIFICATION
FS9	Coverage and frequency of audits to assess implementation of environmental and social policies and risk assessment procedures	151-153	Reviews are conducted annually in relation to the adaptation of financing operations to the Equator Principles and to the internal procedure for syndicated operations.	✓ Information is provided in relation to risk evaluation procedures
FS10	Percentage and number of companies held in the bank's portfolio with which the reporting bank has interacted on environmental or social issues	133; 151-153		✓ Information is provided on the number and volume of projects subjected to the Equator Principles
FS11	Percentage of assets subject to positive and negative environmental or social screening	132-133; 151-153		✓ Qualitative data are provided.
FS12	Voting policy/(ies) applied to environmental or social issues for shares over which the reporting bank holds the right to vote or advises on voting	133	CaixaBank does not have any official voting policies in relation to environmental or social issues. It is worth mentioning that 100% of the investments carried out by VidaCaixa are analyzed using environmental, social, and corporate governance (ESC) criteria.	✓
FS15	Policies for the fair design and sale of financial products and services	13; 93; 155		✓
FS16	Initiatives to enhance financial literacy by types of beneficiary	27; 119	<p>The bank has an Internet space "Aula shareholder training", the purpose of which is to contribute and disseminate knowledge of financial markets and the stock market to shareholders and the general public in Spain. Likewise, the corporate website offers general advice on finance and the economy as part of the bank's involvement in the national Financial Education program established by the Bank of Spain and the Spanish Securities Market Commission (CNMV).</p> <p>For more information see Corporate Responsibility section of corporate website.</p> <p>CaixaBank is also involved in raising awareness of the EduCaixa program managed by the "la Caixa" Foundation, which offers a specific module on financial education within the Kit Caixa Jóvenes Emprendedores and the KitCaixa Economía projects. Furthermore, over 800 of the Group's employees act as advisors on the Jóvenes Emprendedores project.</p> <p>Further information on the EduCaixa website, where the KitCaixa Economía module can be downloaded. Schools can also borrow this module in hard format.</p>	✓

C. Core indicators (GRI 3.1)

A. Additional indicators (GRI 3.1)

N/A. Indicator not applicable or irrelevant to the activities carried out by CaixaBank..

✓ Verified according to the boundary specified by CaixaBank



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EC1 Economic value generated, distributed and retained by the CaixaBank Group		
(Thousands of euros)	2012	2013
Economic value generated	7,690,385.00	6,388,830.00
Gross income	6,737,473.00	6,631,756.00
Gains on disposal of assets not classified as non-current assets held for sale	871,888.00	363,377.00
Profit / (losses) on non-current assets held for sale	81,024.00	(606,303)
Economic value distributed	2,984,493.00	3,157,368.00
Other general administrative expenses (excluding tax)	760,024.00	897,871.00
Personnel expenses	2,426,255.00	3,421,549.00 ⁽¹⁾
Income tax and taxes included in other general administrative expenses	(252,247.00)	(1,162,052.00)
Dividends	50,461 ⁽²⁾	68,391 ⁽³⁾
Economic value retained	4,705,891.00	3,231,462.00

(1) "Personnel expenses" included an extraordinary personnel expense, of €785 million, related to the labor agreement signed by CaixaBank on March 27, 2013, as part of the restructuring carried out to improve the efficiency of CaixaBank's resources through its rationalization following the mergers with Banca Cívica and Banco de Valencia.

(2) This amount of 2012 dividends corresponds entirely to the estimated acquisition of bonus subscription rights from shareholders under the Optional Scrip Dividend program. Total dividends associated with 2012, including cash paid to shareholders and the fair value of the deliverable shares total €504,270 thousand.

(3) This amount of 2013 dividends corresponds entirely to the estimated acquisition of bonus subscription rights from shareholders under the Optional Scrip Dividend program. Total dividends associated with 2013, including cash paid to shareholders and the fair value of the deliverable shares total €991,770 thousand.



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EN3, EN4. Energy consumed	CaixaBank				CaixaBank Group
	2011	2012	2013 (excluding Banco de Valencia)	2013	2013
Energy (direct consumption by primary sources) (GJ)					
Electricity consumed ⁽¹⁾	650,519.0	679,495.8	658,890.7	671,758.4	1,407,983.8
Electricity certified from renewable energy sources/cogeneration (%)	98.2%	87.4%	88.7%	87.0%	47.7%
<i>Electricity consumed per employee</i>	26.11	22.32		22.10	44.65
Gasoil (GJ) ⁽²⁾					
Gasoil consumed (GJ)	6,074.0	904.6		1,182.6	1,243.1

EN16, EN17, EN18 CO ₂ emissions	CaixaBank ⁽¹⁾				CaixaBank Group
	2011	2012	2013 (excluding Banco de Valencia)	2013	2013
Direct CO₂ emissions: Scope 1					
CO ₂ emissions due to coolant gases ⁽³⁾	0	8,235.0		21,843.0	21,843.0
CO ₂ emissions due to consumption of gasoline and diesel A (own fleet) ⁽³⁾	1,265.0	1,768.0		1,772.0	1,772.0
CO ₂ emissions due to consumption of diesel C (Central Services emergencies) ⁽²⁾	514.0	77.0		97.0	102.0
Total CO₂ emissions: Scope 1	1,779.0	10,196.0		23,712.0	23,631.0
Indirect CO₂ emissions: Scope 2 ⁽⁴⁾					
CO ₂ emissions due to consumption of electricity	52,403.0	62,287.1	54,907.5	61,577.8	119,916.6
CO ₂ emissions due to consumption of electricity (offset by purchase of green electricity)	(51,459.7)	(53,188.1)	(48,102.5)	(53,592.8)	(53,592.8)
Total CO₂ emissions: Scope 2	943.2	9,099.0	6,805.0	7,985.0	66,323.8
<i>Total CO₂ emissions: Scope 2 (per employee)</i>	0.04	0.29		0.27	2.10
Indirect CO₂ emissions: Scope 3 (partial)					
CO ₂ emissions due to air travel	1,929.0	2,295.0		2,561.0	3,150.0
CO ₂ emissions due to train journeys	328.0	359.0		401.0	504.0
CO ₂ emissions due to car travel (company/leased) ⁽⁵⁾	1,330.0	1,705.0		1,913.0	2,644.0
Total CO₂ emissions due to business trips (Scope 3 (partial))	3,587.0	4,359.0		4,875.0	6,298.0
<i>Indirect CO₂ emissions per employee</i>	0.14	0.14		0.16	0.19

(1) Data not available for e-laCaixa and PromoCaixa. Electricity consumption of Silk Aplicaciones includes the consumption of the Group's Data Processing Centers.

(2) 2011 and 2012 data for CaixaBank Individual recalculated to strip out the consumption of the Madrid head office for comparability and coherence purposes. This also affects emissions calculations.

(3) Includes data on emissions from release of coolant gases and consumption of gasoline and diesel by CaixaBank's own fleet in 2012. Information not available for the entire CaixaBank Group.

(4) e-laCaixa and PromoCaixa emissions not included.

(5) Data for 2011 and 2012 recalculated to include information on cars owned by CaixaBank.



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EN1, EN2, EN8. Resources used	CaixaBank ⁽¹⁾			CaixaBank Group
	2011	2012	2013	2013
Water ⁽¹⁾ : Water consumed (m ³)	70,781	61,812	49,612	68,705 ⁽²⁾
Water consumed per employee (m ³)	47.2	40.0	31.2	21.3
Paper : Paper consumed (kg) (% of paper recycled of the total consumed)	1,706,983 (99.09%)	1,705,795 (98.95%)	2,033,063 (98.85%)	2,074,697 (97.85%)
Paper consumed per employee (kg)	69	56	68	66

(1) Data on water consumption relate to Central Services.

(2) Data not available for e-la Caixa and PromoCaixa, and for the branches of CaixaBank.

Paper in DIN A4 format.

EN22. Collection of waste subject to special regulations	CaixaBank ⁽¹⁾			CaixaBank Group
	2011	2012	2013	2013
Toner cartridges (units)	5,897	5,101	5,200	7,678 ⁽²⁾
Paper and cardboard (kg)	228,198	189,819	170,810	202,452 ⁽³⁾
Plastic (kg)	5,048	5,200	3,767	8,262 ⁽⁴⁾

(1) For comparison purposes, 2011 data relate to "la Caixa". Data on waste refer to Central Services only.

(2) Data not available for Sumasa.

(3) Data not available for GDS-Cusa.

(4) Data not available for e-laCaixa, FinConsum, Sumasa, CaixaRenting, GDS-Cusa and MicroBank

LA1. Breakdown of workforce by gender and employment contract	CaixaBank				CaixaBank Group	
	2012		2013		2013	
	Total	Female (%)	Total	Female (%)	Total	Female (%)
Total number of employees on payroll	30,442	49.49%	29,780	50.71%	31,648	50.94%
% of employees with a temporary contract	0.11%	45.45%	0.10%	61.30%	0.19% ⁽¹⁾	59.32%
% of employees with a fixed or indefinite-term contract (as a % of total workforce)	99.89%	49.49%	99.90%	50.70%	99.81%	50.91%
<i>Full-time. fixed or indefinite-term contract</i>	99.72%	49.45%	99.80%	50.69%	99.76%	50.88%
<i>Part-time. fixed or indefinite-term contract</i>	0.28%	64.29%	0.20%	56.90%	0.24%	65.79%
Number of interns	17		18		45	

(1) Considering scope of the report. See Appendix 1.



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LA2, LA13. Total number of employees, rate of new employee hires and average turnover by age group, gender, and region	CaixaBank		
	2011 ⁽¹⁾	2012	2013
Distribution of employees by region			
Spain	24,861	30,382	29,724
Rest of Europe	33	33	27
South America	1	3	3
Africa	12	14	17
Asia	8	10	9
Total	24,915	30,442	29,780

(1) For comparison purposes, 2011 data relates to "la Caixa".
NOTE : CaixaBank's subsidiaries do not have employees abroad.

Distribution of employees by age group, 2013	Less than 30 years	30 to 39 years	40 to 49 years	50 to 59 years	Over 60 years ⁽¹⁾
Employees (% of total workforce)	706 (2.37%)	14,255 (47.87%)	9,899 (33.24%)	4,891 (16.42%)	29 (0.10%)
Employee hires, including Banca Cívica (% of total workforce)	53 (5.69%)	532 (57.14%)	250 (26.85%)	95 (10.21%)	1 (0.11%)
<i>Employee hires through selection process</i>	12	20	10	2	0
Number of employees leaving CaixaBank (% of total leaving organization)	12 (0.63%)	229 (12.08%)	216 (11.39%)	1,393 (73.47%)	46 (2.43%)
Average employee turnover	2.69%	1.66%	2.18%	28.48%	162.07%

(1) Turnover calculated based on total workforce at year end. The figure corresponds to the CaixaBank Restructuring Plan. See section 4.2.4 "Talent" for further information.

Turnover by gender	2012	2013 ⁽¹⁾
Employee turnover rate	2.11%	6.42%
Average employee turnover rate (men)	3.17%	9.04%
Average employee turnover rate (women)	1.03%	3.87%

(1) Turnover calculated taking into account the total number of leavers.

Employee hires	2012	2013
Total hires	6,227 ⁽¹⁾	931 ⁽²⁾
<i>Men (as a % of total hires)</i>	51.58%	48%
<i>Women (as a % of total hires)</i>	48.42%	52%
Employee hires through selection process	31	44
<i>Men (as a % of total hires through selection process)</i>	54.84%	32%
<i>Women (as a % of total hires through selection process)</i>	45.16%	68%

(1) Includes employees joining from Banca Cívica.

(2) Includes employees joining from Banco de Valencia.



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LA7. Work-related absenteeism, lost days by gender	CaixaBank				CaixaBank Group	
	2012		2013		2013	
	Total	Female	Total	Female	Total	Female
Absenteeism due to accidents in the workplace ⁽¹⁾						
Days lost due to accidents	5,826		6,892		7,026	
Number of accidents	340		399		427	
Accidents with sick leave	140	84	172	122	183	130
<i>Accidents while travelling</i>	68.5%		53.5%		50.0%	
Accidents without sick leave	200		227		244	
<i>Accidents while travelling</i>	40%		29.1%		27.0%	
Absenteeism due to common illnesses						
Days lost due to common illnesses	223,248		276,541		286,305	

LA10. Average hours of training per year per employee by employee category	CaixaBank			CaixaBank Group
	2011 ⁽¹⁾	2012	2013	2013
Employees trained and training hours				
Total number of employees trained	22,770	29,120	29,621	31,191
Total number of training hours provided (% of online training hours)	634,493 (75.06%)	1,607,334 (90.89%)	1,529,665 (86.28%)	1,561,974 (85.18%)

(1) For comparison purposes, 2011 data relates to "la Caixa".

LA10. Average hours of training per year per employee by employee category	CaixaBank		
	2011	2012	2013
Hours of training per employee by employee category			
Senior management	1	1	25
Middle management	29	29	61
Other employees	23	23	47

(1) For comparison purposes, 2011 data relates to "la Caixa".



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2 [Application Level Check Statement]



Statement GRI Application Level Check

GRI hereby states that **CaixaBank** has presented its report "2013 Integrated Corporate Report" to GRI's Report Services which have concluded that the report fulfills the requirement of Application Level A+.

GRI Application Levels communicate the extent to which the content of the G3.1 Guidelines has been used in the submitted sustainability reporting. The Check confirms that the required set and number of disclosures for that Application Level have been addressed in the reporting and that the GRI Content Index demonstrates a valid representation of the required disclosures, as described in the GRI G3.1 Guidelines. For methodology, see www.globalreporting.org/SiteCollectionDocuments/ALC-Methodology.pdf

Application Levels do not provide an opinion on the sustainability performance of the reporter nor the quality of the information in the report.

Amsterdam, 20 March 2014



Ásthildur Hjaltadóttir
Director Services
Global Reporting Initiative



The "+" has been added to this Application Level because CaixaBank has submitted (part of) this report for external assurance. GRI accepts the reporter's own criteria for choosing the relevant assurance provider.

The Global Reporting Initiative (GRI) is a network-based organization that has pioneered the development of the world's most widely used sustainability reporting framework and is committed to its continuous improvement and application worldwide. The GRI Guidelines set out the principles and indicators that organizations can use to measure and report their economic, environmental, and social performance. www.globalreporting.org

Disclaimer: Where the relevant sustainability reporting includes external links, including to audio visual material, this statement only concerns material submitted to GRI at the time of the Check on 28 February 2014. GRI explicitly excludes the statement being applied to any later changes to such material.



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