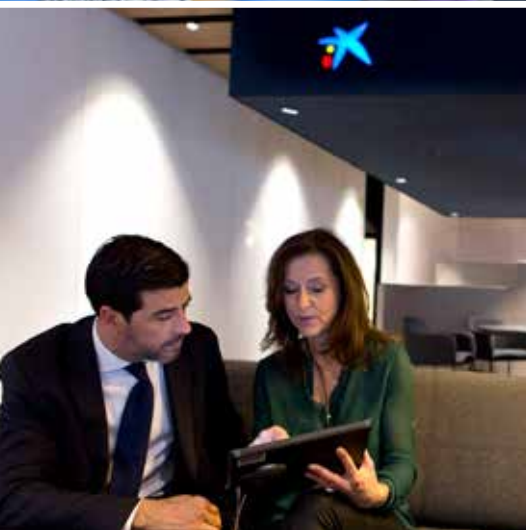
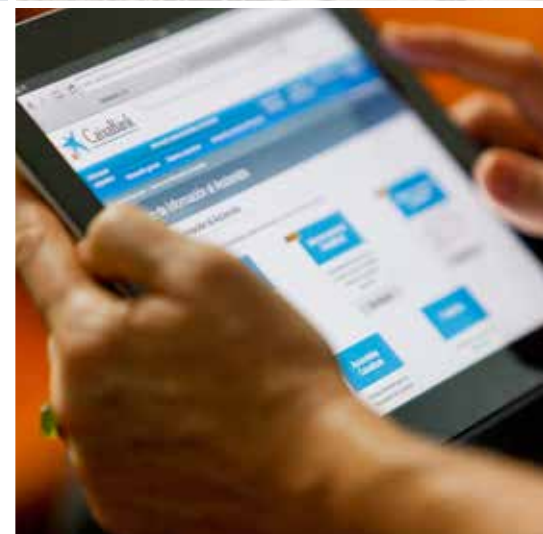




INTEGRATED CORPORATE REPORT

[2014]



Ready to lead the way in trust and profitability



**Best Retail Bank
for Technology Innovation
2013 and 2014**



**Technology Products
of the Year 2014
Delivery Channels
Winner**



**Bank with the Most Innovative
Spirit in the World 2014
Best Product and
Service Innovation
2013 and 2014**



**European Certificate
of Excellence
in Management**



**Best Private Banking
Services in Spain 2015**

[CaixaBank in 2014]

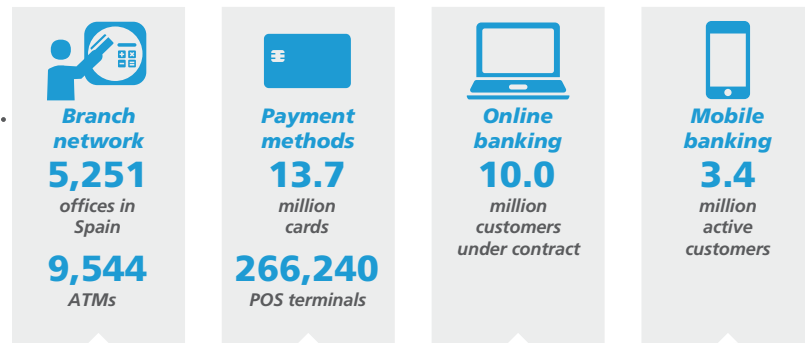
Leader in retail banking

A team of
31,210
professionals
committed to quality
service



13.4
million
customers

A strong commercial capacity bolstered by a leading
multichannel management approach...



...paves the way for sustained
growth of the business

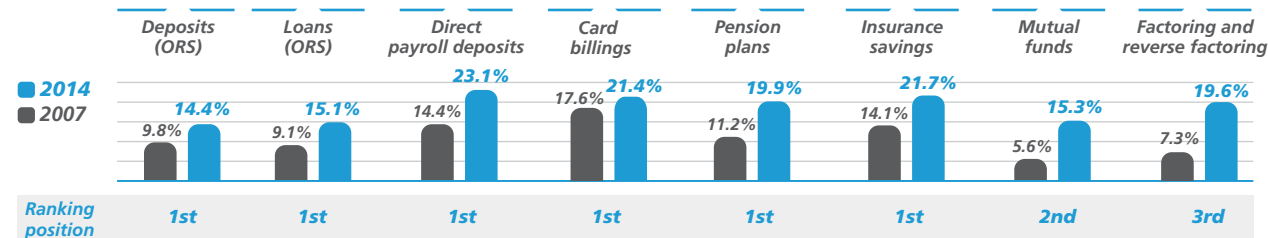
At the forefront of the Spanish
banking sector, with the largest
branch network

At the forefront of
the European market

Total customer funds
271,758
million €
+5.2% Chg. 2013-14
+3.9% Sector

Gross loans
197,185
million €
-4.8% Chg. 2013-14
-5.2% Sector

Market shares



with a robust balance sheet

Sustained ability to generate
earnings and cut costs

Net interest income
4,155
million €
+5.1% Chg. 2013-14

Net fees and commissions
1,825
million €
+3.7% Chg. 2013-14

Recurring operating expenses
3,773
million €
-4.4% Chg. 2013-14

Recurring pre-impairment income
+ 18.0%⁽¹⁾

Profit attributable to the Group
620
million €
+96.3%⁽²⁾ Chg. 2013-14

Ample liquidity
and solid capital

Liquidity
56,665
million €

Solvency
13.0%
CET 1
+112 bp Chg. 2013-14

Even stronger
quality of loan book

High coverage ratios



Risk management
Reduction in NPLs

5,255
million €

A high-return, high-profile
security, with upside

Uptick in share price

15.1%
in 2014
€4.361
closing share price
(31/12/2014)

Shareholder remuneration

0.20
€/share
Quarterly payout
through Scrip Dividend
Programme

Dividend yield

4.6%
as per the
closing share
price
4.5%
above average
closing price in
2014

**Present on
sustainability indices**



(1) In 2013, did not include €267 million for the impact of the new recognition of the Deposit Guarantee Fund, nor €839 million in Group restructuring costs.

(2) The income statement for 2013 has been re-estimated in accordance with the new entry for the contributions to the Deposit Guarantee Fund in application of the IFRIC 21 and NIC 8.

INTEGRATED
CORPORATE REPORT **[2014]**



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I. Fainé

Isidro Fainé Casas

[Letter from the Chairman]

In 2014, the “la Caixa” Group became the new Fundación Bancaria Caixa d’Estalvis i Pensions de Barcelona (the “la Caixa” Banking Foundation), not only adapting to the Laws on Savings Banks and Banking Foundations, but also reinforcing our values and foundational commitment.

As a result of this transformation, the “la Caixa” Banking Foundation now manages the welfare projects directly, while through Criteria CaixaHolding manages all the equity investments. Dividends received by Criteria from its investments provide the funding for the welfare projects.

The welfare projects are the soul of the “la Caixa” Group and CaixaBank its heart and the structure’s main muscle. More than 40 thousand activities were carried out in 2014 benefiting over nine-and-a-half million people. The welfare projects budget for 2015 is once again €500 million, for the eighth consecutive year.

2014 was also a good year for CaixaBank. Amid moderate growth, strong commercial efforts enabled us to sustain business volume and increase net interest income even with interest rates at abnormally low levels.

Significant efforts were also required during the year to strengthen capital, with an increase in the Common Equity Tier 1 (CET1) BIS III ratio of 112 basis points (bp) to 13.0%. On a fully loaded basis, the ratio increased by 79bp to 12.1%. This resilience was underscored in the results of the European Central Bank’s asset quality review and stress tests of European banks. Performing an internal exercise, the same methodology was applied to CaixaBank, leading to one of the best results of the largest European banks by market capitalisation, with a CET1 of 10.3% in the adverse scenario.

As for the share price, CaixaBank has outperformed both the Ibex 35 and its domestic and European peers over the past two years. In 2013, it rose between 19 and 25 percentage points (pp) higher than its benchmark indices. And 2014 was another stellar year, with the stock notching up a 15.1% gain compared to a 2.5% advance by Spanish banks, a 4.9% drop by European banks and a 3.7% increase by the Ibex.

We also completed our 2011-2014 Strategic Plan last year, cemented our leadership in banking in Spain, with 13.4 million customers. By actively managing liquidity and solvency, we have bolstered our financial ratios substantially each year and passed the assessments carried out by the supervisors. We are firmly committed to quality of service, making better use of new technologies. And this has garnered international recognition. We have achieved a more geographically diversified balance sheet and expanded our footprint in non-core areas for the bank, which has been reinforced with the acquisition in early 2015 of Barclays Bank SAU.

Lastly, we have laid the foundations for growth in the new 2015-2018 Strategic Plan, which focuses on quality, reputation and customers. I would particularly like to thank our customers -as well as the rest of our stakeholders- for the trust they have placed in us. Without them, the CaixaBank project would not be able to continue marching forward as strongly as it is.

[Letter from the CEO]

The world economy continued to grow in 2014, with significant improvement in advanced economies, but slower growth in emerging market economies. In the eurozone, on top of the positive impact of the drop in oil prices, two other factors are aiding recovery: improved funding conditions and the euro's depreciation. As for the banking system, the key highlight of 2014 was the start of operation of the banking union.

Now, the tail end of the crisis and the start of recovery are taking place simultaneously. Against this backdrop, CaixaBank has continued to reinforce its leadership position in Spain, growing its market shares across the main products and services. This enabled it to keep up its strong commercial efforts last year despite the major private sector deleveraging, with a 5.2% increase in customer funds offsetting a 4.8% fall in the lending portfolio.

Our business model is underpinned by a quality value proposition, specialisation by segment and a unique reach that affords us a huge competitive advantage; i.e. the most extensive network of branch offices and online channels. These channels have been recognised internationally and have achieved higher penetration rates than traditional channels. We also have a keen ability to innovate, with an highly skilled team that has shown its commitment and skill to cope with one of the worst crises ever seen.

CaixaBank continued to launch initiatives targeting specific segments with strong potential in 2014, such as small businesses and the agrarian sector. We also stepped up the digitalisation of processes and the mobility of banking transactions outside the office, so commercial managers can physically go where customers demand and offer full banking functionality.

The intense commercial drive led to a 9% increase in gross income which, combined with a 4.4% reduction in recurring expenses, fed through to a sharp 18% increase in recurring pre-impairment income, to €3,167 million.

Other priorities last year were to strengthen solvency and asset quality. We raised our fully loaded CET1 BIS III ratio by 79bp to 12.1% -one of the highest of any bank in the eurozone- and lowered non-performing loans (NPLs) by 21%, feeding through to a sharp decline in the NPL ratio (of nearly 2pp) for the first time in years.

We have emerged from crisis bigger and ranked number one in the banking market. Looking ahead, we must continue to work in the same direction to retain our leadership in this new chapter in our history.



Gonzalo Gortázar Rotaeché



[About us]

The leading financial group in the Spanish market



We are ever-guided by our values

- Quality
- Trust
- Social commitment

Leadership

28%

of Spanish customers trust their banking needs to us

10th largest Eurozone bank in terms of market cap



Sustained increase in market shares

- **Specialised management**
Individual banking, affluent banking, private banking, SME banking, business banking and corporate banking
- **Multi-channel management**
Leaders in online and mobile banking and payment methods
- **Earnings and market diversification**
Banking and industrial stakes

Deep-set corporate culture

7/10

employee satisfaction according to the internal opinion poll

+600 points

score for the EFQM European Seal of Excellence

€178.7 million
R&D budget

- **Excellence**
High service quality, with strong satisfaction among customers, on average
- **Innovation**
Best Retail Bank for Technology Innovation, according to Euromoney, in 2013 and 2014
- **Proximity**
We boast the most extensive commercial network in Spain
- **Talent**
A highly-qualified, committed and motivated workforce

Committed and sustainable

82,586 microcredits

extended through the social bank MicroBank

6,214 participants in the corporate volunteering programme

0.83% value added to the Spanish GDP by CaixaBank

- **Welfare projects**
We promote the "la Caixa" Foundation's programmes, budgeted at €500 million
- **Global commitment**
Adhered to the UN Global Compact
- **Sustainability**
Listed on the leading sustainability indices (DJSI, FTSE4Good, CDP Leadership Index)

Shareholder structure

With a 58.96% stake in CaixaBank’s capital, Criteria CaixaHolding, a holding company solely owned by the “la Caixa” Banking Foundation, is the bank’s core shareholder.

CaixaBank’s public float capital is held by over 715,000 shareholders, more than half of which are institutional investors.

“la Caixa” Banking Foundation

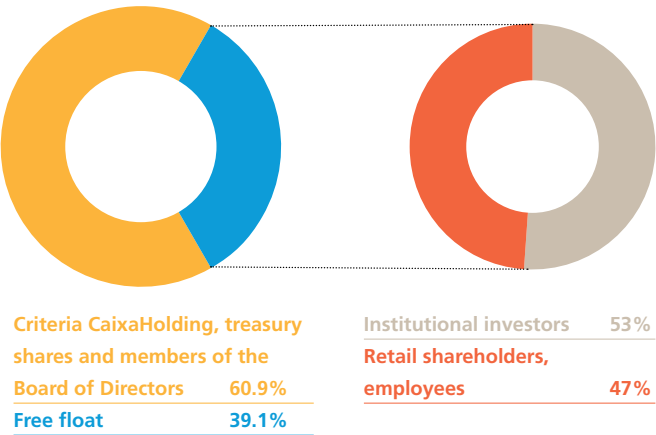
CaixaBank is the modern face of a long-standing banking and financial tradition founded by the “la Caixa” savings bank in 1904. In 2014, “la Caixa” became a banking foundation, in keeping with the Savings Banks and Banking Foundations Law. Since then, the “la Caixa” Banking Foundation manages the welfare projects that have long been a cornerstone of “la Caixa” and, through Criteria CaixaHolding, the “la Caixa” Group’s stakes, including CaixaBank.

Welfare projects

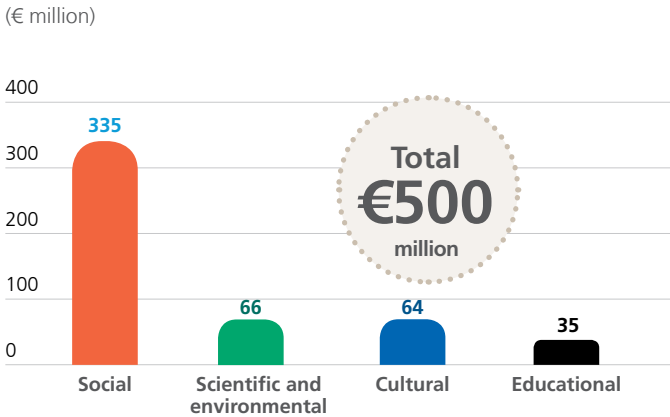
The Foundation works to support the advancement of individuals and society, with a special focus on the most vulnerable groups. The aim is to efficiently respond to the major challenges facing our world today: the fight against poverty and exclusion, employment, assistance for the elderly and sick, access to housing, support for quality education, the advancement of research, the sharing of culture, and learning and knowledge as the drivers of personal development.

Largest private foundation in Europe and the third-largest worldwide

[Shareholder structure]



[Welfare projects: distribution of budget by programmes]





Accionistas

Four areas in which to fulfil our commitment to retail shareholders

1

Information



CaixaBank Shareholders' Guide

Online manual for shareholders



Free subscription to reports

Daily, weekly, monthly and quarterly



CaixaBank Shareholders' Magazine

270,000 printed editions and 660,000 Internet downloads

2

Participation and personalised attention



Two meetings of the Shareholder Advisory Committee

Comprising 17 members representing the shareholder base



Shareholder Office

In Barcelona and through roadshows



Get to Know CaixaBank programme

With 149 participating shareholders and eight visits to the corporate headquarters

3

Education and knowledge sharing



"Aula" learning feature

Face-to-face courses, conferences and online resources on stock market, macroeconomic and tax issues, among others



LKXA shareholders

Teaching people between 18 and 30 years of age all about the stock market

4

Exclusive benefits



Financial advantages

No commissions for the purchase, administration or custody of CaixaBank shares or the shareholder card



Regular offers

on technology products, trips, etc.



Cultural and sporting events

Participation in 2014

221,550

visits
to the Shareholder Corner
on the corporate website

4

million
informative e-mails and
text messages sent

6,554

interactions
through the Shareholder
Service

1,285

attendees
at the 18 courses held

18

meetings
to inform about the bank's
earnings and shareholder remuneration

5,474

participants
in the three competitions for
shareholders to find out
more about the bank

[Corporate governance]

One of CaixaBank’s main priorities is to guarantee the transparency, independence and good governance of the company, with a view to safeguarding the interests and to earn the confidence of all stakeholders. CaixaBank strives to be a benchmark in corporate governance, as set out in its 2015-2018 Strategic Plan.

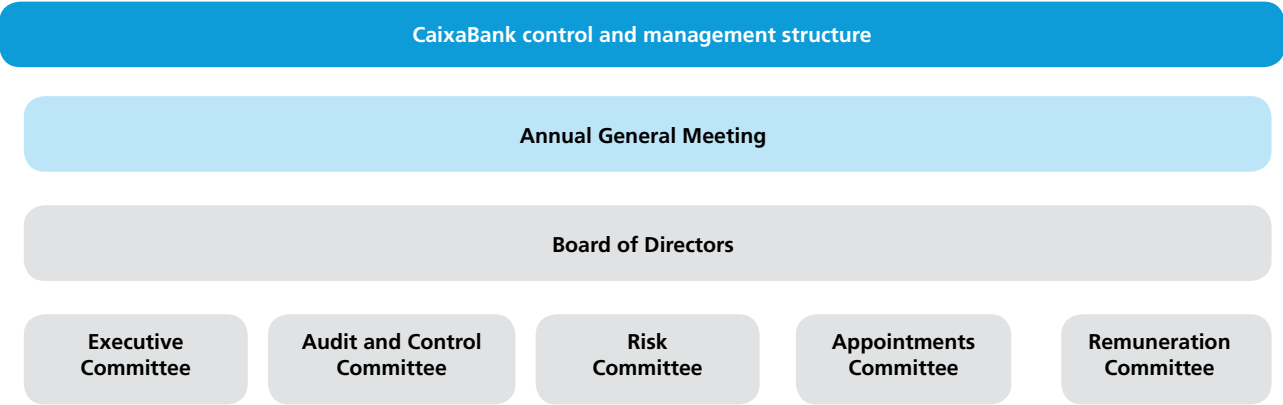
At CaixaBank, the management and control of the bank is borne by the shareholders in their Annual General Meeting, the Board of Directors and the Committees. The Chief Executive Officer is tasked with the bank’s day-to-day management and ordinary decisions, and is ultimately accountable to the Board and the Executive Committee.

Business ethics

One of CaixaBank’s fundamental principles is to ensure that our conduct is in line with our values. To that end, each and every CaixaBank employee is tasked with following the guidelines set out by the bank in that regard, such as the Code of Business Conduct and Ethics and the Anti-corruption policy. Employees must also comply with the international ethical standards to which the bank has adhered, such as the United Nations Global Compact.

Best governance practices

- One share, one vote.
- Separation of duties between Chairman and CEO.
- Protection for retail shareholders and incentives to encourage them to get involved with CaixaBank, such as through the Shareholder Advisory Committee.
- Female representation on the Board above the Ibex 35 average.



Board of Directors

Directors at 31 December 2014



Isidro Fainé Casas
Chairman
Proprietary



Eva Aurín Pardo
Proprietary



Salvador Gabarró Serra
Proprietary



Antonio Massanell Lavilla
Deputy Chairman
Executive



**Maria Teresa Bassons
Boncompte**
Proprietary



**María Amparo Moraleda
Martínez**
Independent



Gonzalo Gortázar Rotaache
Chief Executive Officer
Executive



Juan Franco Pueyo
Representative of
Fundación Caja Navarra
Proprietary



**Antonio Sáinz de Vicuña
y Barroso**
Independent



Javier Ibarz Alegria
Proprietary



Maria Dolors Llobet Maria
Proprietary



Juan Rosell Lastortras
Independent



Alejandro García-Bragado Dalmau
Secretary
non-director



Arthur K.C. Li
Other external director



Alain Minc
Independent



John S. Reed
Independent



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



Juan José López Burniol
Proprietary



Leopoldo Rodés Castañé
Proprietary



Guillermo Sierra Molina
Representative of Fundación
Monte San Fernando
Proprietary



Adolfo Feijóo Rey
Second Deputy Secretary
(non-director)



Xavier Vives Torrents
Independent



Management Committee

At 31 December 2014



Gonzalo Gortázar Rotaache
Chief Executive Officer

General Managers



Tomás Muniesa Arantegui
Chief Insurance and Asset Management Officer



Juan Antonio Alcaraz García
Chief Business Officer



Pablo Forero Calderón
Chief Risk Officer

Deputy General Managers



Joaquín Vilar Barrabeig
Head of Audit and Internal Control



Xavier Coll Escursell
Head of Human Resources and Organisation



Ignacio Álvarez-Rendueles Villar
Head of International Banking*

Executive Directors



Jordi Fontanals Curiel
Head of Resources



Javier Pano Riera
Head of Finance



Jorge Mondéjar López
Head of Financial Accounting, Control and Capital



María Victoria Matía
Head of International Banking*



Oscar Calderón de Oya
General Secretariat

* On 29 January 2015, the CaixaBank Board of Directors agreed to appoint Ignacio Álvarez-Rendueles as advisor to the executive committee of the Portuguese bank BPI. Accordingly, Mr. Álvarez-Rendueles relinquished his position on the CaixaBank Management Committee. María Victoria Matía, Executive Director of International Banking, was appointed to take his place.

[Key strategies]

Against a backdrop of gradual economic recovery, the 2011-2014 Strategic Plan came to an end having satisfactorily met the challenges laid, especially in respect of commercial leadership, innovation and financial strength. CaixaBank has rolled out a new plan for the coming four years, with the objective of being a leading financing group in Spain with a global outlook, recognised for its social responsibility, quality service, financial soundness and innovative capacity.

Results of the 2011-2014 Strategic Plan "Making the difference"

The bank shored up its financial soundness, allowing it to easily comply with new solvency and liquidity requirements, as well as to pass the asset quality reviews and stress tests carried out by European banking authorities.

Among other areas, CaixaBank’s Strategic Plan focused on proactively responding to the new sector regulations and the resulting corporate

restructuring, which began with CaixaBank’s IPO in 2011 and concluded in 2014 following the creation of the “la Caixa” Banking Foundation. Moreover, the focus on quality and customer trust has set the groundwork for creating a flexible service taking true account of emerging social needs. CaixaBank has remained fully committed to the process of financial inclusion, thanks to its extensive branch network and the efforts of MicroBank.

1. Provide the best possible customer service

Customer satisfaction (CSI)

8.44

2. Conduct business in accordance with the highest ethical and good governance standards

Accumulated MicroBank loans (€ million)

1,305

(2013-2014)

3. Leadership in retail banking in Spain

Lending share (ORS) (%)

15.1

4. Diversifying the business towards enterprises

Loans to companies (exc. real-estate sector)
as a % of total loans

28.8

5. Prioritise financial strength

Common Equity
Tier 1 (CET1) (%)

13.0

6. Improve risk-adjusted return

ROE (%)

2.7

7. Cultivate managerial leadership

Management Development Centre
currently in operation

8. Remain at the forefront of innovation

Mobile banking
customers (M)

3.4

9. Continue building on international expansion

Deposits and other funds from abroad
(€ million)

4,062



2015-2018 Strategic Plan

Forecast backdrop for rolling out the new Strategic Plan

Actions in the coming years will take place against a backdrop of gradual economic recovery, with interest rates at low levels, at the same time that the European banking union is launched and technology and innovation keep playing an inescapable role in customer relations.

The recent financial crisis and associated recession has left its mark on the Spanish banking system in two key ways: low profitability and, to an even greater degree, the still tarnished reputation of the sector among the public.

Gradual economic recovery

- Reduced growth in business volumes
- Low interest rates
- Normalisation of cost of risk
- Healthier competitors

Banking Union and regulatory pressure

- Higher cost of compliance
- Complex structures fare worse
- Focus on solvency and liquidity
- A more integrated European competitive environment

Digital revolution

- Increase the value of information
- Build greater economies of scale and range
- Empower customers

Customers' changing demands

- Recover trust
- Confidentiality and security
- Greater need for advisory services



CaixaBank's competitive strategy

Based on the Group's strengths:

- Plain and simple retail banking, with solid financial backing
- Global leader in digital banking, with a complete product offer
- Customer-focused, long-term relationships, a franchise of quality

2015-2018 Strategic Plan: "To lead the way in trust and profitability"

In this regard, and drawing from an analysis of the strengths, weaknesses, threats and opportunities facing the bank, the CaixaBank Group has defined five strategic lines for the period 2015-2018. Once the strategic objectives are met, the Group will cement its

position as a bank generating sustainable value for its shareholders, recognised for its service excellence and its social commitment, and a leader in digital banking, using new technologies to enhance the customer experience.



1

Keep the focus on customers: be the best bank in terms of quality and reputation

- Stand out among all financial institutions for superior customer satisfaction.
- Consolidate CaixaBank's reputation as the standard-bearer for responsible and socially-committed banking.
- Be a benchmark in corporate governance.



2

Attain recurring returns above the cost of capital

- Secure an ROTE of between 12% and 14% as from 2017, shoring up leadership in the Spanish market and fostering the international business.
- Distribute a strong, stable dividend to shareholders.



3

Actively manage capital

- Maintain a consistently high level of solvency thanks to active management that puts capital to the best possible use.
- Significantly reduce the proportion of capital allocated to the equity investment and real estate businesses.



4

Lead the digitalisation of the banking world

- Step up leadership further in multi-channel and mobile banking.
- Capitalise on the opportunities presented by the digital revolution to provide an enhanced service and strengthen management capacity across all areas of the organisation.



5

Have the best prepared and most dynamic team possible

- Shore up training in key professional skills.
- Promote the decentralised management model.
- Adapt remuneration and promotion schemes to business segments.
- Strengthen a culture of performance-based advancement and diversity.



[Financial reporting and results]

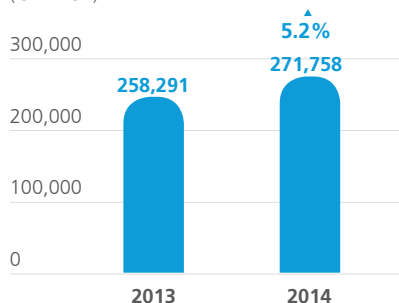
CaixaBank has cemented its leadership in banking in Spain, with high market shares across the main retail products and services. In 2014, profit attributable to the Group totalled €620 million. Growth was logged in banking revenues, with higher recurring pre-impairment income (+18% vs 2013) and better efficiency.

CaixaBank provides services to 13.4 million customers, with total assets of €338,623 million.

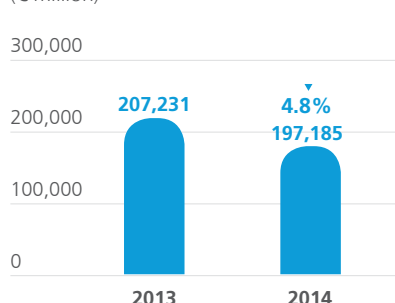
In 2014, customer funds grew by €13,467 million (+5.2% vs 2013), to reach €271,758 million. Trends in on-balance sheet funds were impacted by the management of margins on new transactions and the channelling by customers of funds from savings products to off-balance sheet products on maturity. To that end, the bank offers customers a diversified range of products tailored to each customer segment.

Customer loans and advances, gross stood at €197,185 million. The decrease in 2014 (-4.8% vs 2013) was primarily due to the widespread deleveraging in the system, reduced exposure to the real-estate sector (-29.6% vs 2013) and management of NPLs. Stripping out loans to real-estate developers, the drop stood at just 1.7% for the performing portfolio. Diversification is one of the key strengths of CaixaBank's portfolio, 73% of which is dedicated to retail financing (individuals and SMEs).

[Customer funds]
(€ million)



[Customer loans and advances, gross]
(€ million)



Financial strengths

Excellent liquidity

At 31 December 2014, banking liquidity stood at €56,665 million, all of which was immediately available (16.7% of Group assets). The loan-to-deposits ratio improved 5.6 percentage points to 104%, reflecting the solid structure of retail financing.

In 2014, the bank repaid, in advance of the maturity schedule, all ECB LTRO financing (€15,480 million). During the year, the bank received €6,868 million under the ECB's new targeted longer-term financing operation (TLTRO).

Solid capital base

In 2014, the bank successfully passed the asset quality review (AQR) and stress test conducted, at the "la Caixa" Group level, by the European Banking Authority (EBA). Applying the same assessment to CaixaBank under the adverse scenario, internal estimates resulted in surplus capital of €7,706 million and a Common Equity Tier 1 (CET1) ratio of 10.3%.

CaixaBank successfully passed the asset quality review and stress test conducted by the EBA

One of the Group's top priorities is to ensure that capital is fully optimised. In that regard, the bank's ability to generate capital pushed its CET1 ratio up by 112 basis points in 2014. At 31 December 2014, CET1 BIS III stood at 13.0%. This means a surplus of €11,807 million, of the highest-quality capital.

Risk-weighted assets stood at €139,729 million.

The Tier Total figure came in at 16.1%, which was €11,272 million higher than the regulatory minimum.

Funding structure

€56,665

million in liquidity
(100% immediately available)

104.3%

loan to deposits ratio
(-5.6 p.p. vs 2013)

Solvency

5.7%

leverage ratio

12.1%

CET1 fully loaded

13.0% CET1



Risk management

Enhanced asset quality in 2014

- NPLs decreased by €5,255 million in 2014.
- Decrease in new NPLs (-40% vs 2013)¹.
- Steady reduction in the NPL ratio to 9.7% (-2 percentage points in 2014), dropping across all business segments. Stripping out the impact of the real estate developer segment, the NPL ratio was 6.4% (down 40 bp for the year).

Relentless commercial drive in managing foreclosed real estate assets

- Net available-for-sale foreclosed assets amounted to €6,719 million. In addition, real estate assets held for lease stood at €2,771 million, net of provisions. The rental property portfolio occupancy ratio was 87%.
- In 2014, sales and rentals of foreclosed properties totalled €2,512 million, up 15.3% on the same period of the prior year.

Conservative coverage policies

- Loan-loss provisions totalled €11,120 million, with a solid coverage ratio of 55%.
- The coverage ratio for available-for-sale foreclosed real-estate assets stood at 55%.

(1) In 2013, excludes the impact of applying new classification criteria for refinanced transactions and Banco de Valencia.

Adequate coverage

€11,120

million in loan-loss provisions

55%

non-performing loan coverage ratio

Real estate portfolio management

55%

coverage ratio for available-for-sale
foreclosed real estate assets

€2,512

million in property sales and leases
(+15.3% vs 2013)

Results

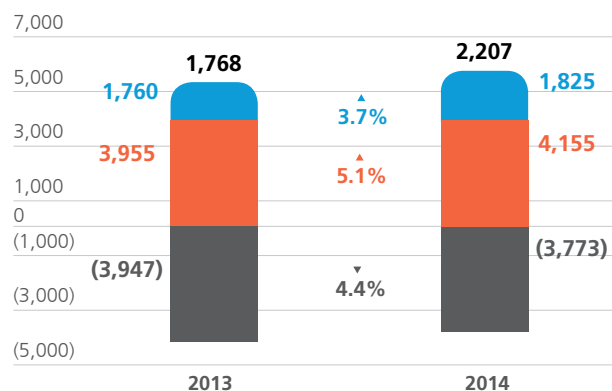
Profit attributable to the Group in 2014 came to €620 million, driven by growth in revenues, streamlined costs and lower NPL provisions.

Strong capacity for core income generation in the banking business

- Net interest income came in at €4,155 million (+5.1% vs 2013). This performance was bolstered by lower financing costs.
- Growth in fee and commission income (€1,825 million, +3.7% vs 2013). The increase can be put down to the growth in mutual fund assets under management, the rise in insurance sales and a closer management of pension funds.
- Income from equity investments stood at €491 million (+10.2% vs 2013).

[Core operating income]

(€ million)



Fees and commissions

Net interest income

Recurring expenses

- Gains on financial assets and foreign exchange differences totalled €640 million, reflecting market activity and the Group's management of its financial assets and liabilities.

- In 2013, "Other operating income and expenses" were impacted by higher contributions to the Deposit Guarantee Fund, essentially due to the extraordinary contribution sought from all banks in the year.

Reducing costs and unlocking synergies

- The effort to contain and streamline costs and to unlock synergies led to a 4.4% decrease in recurring operating expenses.
- In 2013, total extraordinary costs, primarily associated with the CaixaBank staff restructuring plan, came to €839 million.
- The recurring cost-to-income ratio fell 5.1 percentage points to 54.4%.
- Recurring pre-impairment income amounted to €3,167 million (+18.0%).

2014 results

€620

million in profit
attributable
to the Group

+24.8%

core operating income

Reduction in cost of risk and impact of corporate operations

- Significant reduction in insolvency and other allowances: 40.5%. This reduction was underpinned by the enhanced quality of the loan book in 2014, sustained by a healthier economic climate. In addition, 2013 figures were affected by non-recurring impacts: primarily, recognition of €902 million to fully comply with the provisioning requirements set out in Royal Decree Law 18/2012 in relation to real estate developer risk.
- 86 bp reduction in the cost of risk, to 1.00%.
- Gains/(losses) on disposal of assets and others was shaped by non-recurring impacts in 2013, including the negative goodwill of Banco de Valencia and other gains secured on M&A transactions.

Ratings

At 19 March 2015:

Agency	Long term	Short term
Standard & Poor's	BBB	A-2
Fitch	BBB	F2
Moody's	Baa3	P-3
DBRS	A (low)	R-1 (low)

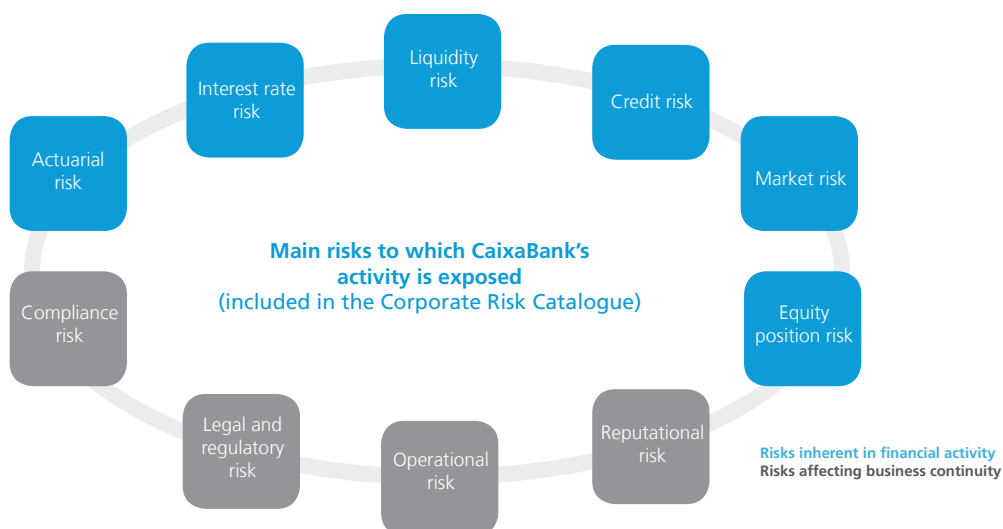
Outlook: Fitch (positive), DBRS (stable), Moody's (under review, positive) and S&P (under review, negative).



[Active risk management]

At CaixaBank, risks are managed with a view to optimising the return/risk ratio and to make sure the Group remains one of the most solid banks in the Spanish financial sector. To that end, risks are identified, measured, assessed and taken into account in all business decisions, while always remaining within the approved risk appetite framework and safeguarding quality in customer service.

- CaixaBank's Board of Directors has established a Risk Appetite Framework defining the types of risk and risk thresholds the Group will assume in a bid to secure its strategic targets.
- In 2014, the Group's governance structure was further reinforced with the creation of the Board Risk Committee. Among other functions, the committee ensures that the Group stays within the risk tolerance levels defined, and proposes to the Board any necessary revisions to the Group's risk management and control policies.
- CaixaBank uses the most advanced methodologies to measure risks, in strict compliance with prevailing legislation and proactively adopting recommendations issued by consultative bodies such as the Financial Stability Board, as well as the best market practices.
- The Group's Internal Control Model is structured based on a "three lines of defence" approach: firstly, risks are identified and managed; secondly, risk management and control procedures are designed independently from the first line of defence; and thirdly, Internal Audit acts as a supervisory area.





[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 13.4 million customers. Behind this model stands a team of over 31,000 highly-qualified professionals, a complete catalogue of products and services, and a vast commercial network.

Customers can access the bank anywhere, any time, thanks to the large multi-channel distribution model comprising the country's largest branch office and ATM network and cutting-edge online banking, mobile banking and e-banking platforms.

CaixaBank's customers can also receive banking services while abroad, through the international network of operational branches and representative offices. As part of its focus on a growing international presence, CaixaBank has forged strategic alliances with banking investees in solid markets. It also holds stakes in service sector companies, thereby further diversifying its earnings.

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

Market share of customers

27.6% 32.6%

individuals customers
> 18 years old

businesses

[Clear leadership in the majority of retail products]

Market shares and ranking (December 2014)

Direct deposit of salaries	23.1%
Pensions	20.0%
Card turnover	21.4%
POS turnover	24.8%
Insurance savings	21.7%
Demand deposits	15.5%
Demand + term deposits (other resident sectors)	14.4%
SNCE (electronic settlement system)	16.0%
Mortgage loans	15.9%
Loans to other resident sectors	15.1%
Pension plans (individual and guaranteed)	19.9%
Commercial loans	18.2%
Mutual funds	15.3%
Factoring and reverse factoring	19.6%

First Second Third

Specialised management

7 banks, 7 unique solutions

Our value proposition is personalised
for the needs of each and every customer

- **Specialised teams**
with experience and expertise in
personalised advisory services
- **Specialised offices
in the branch network**
for those groups that need it
- **Ample product catalogue**
featuring financial and
non-financial solutions

For individuals

For companies

High net worth

- Altium's specialised team
- Greater sophistication in
wealth management

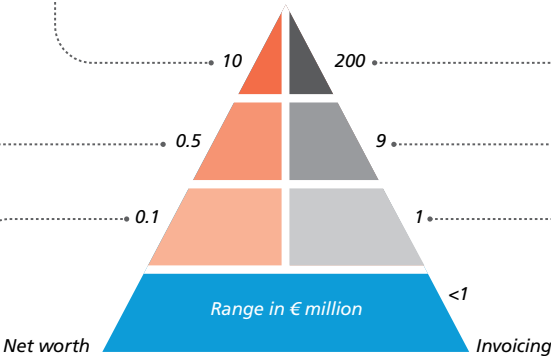
Private banking

380
professionals
dedicated solely to
this area
35
centres
throughout Spain

Affluent banking

1,250
specialised managers
dedicated solely to this area

- Multi-channel and systematised
advisory service
- Certified advisory system (AENOR)



Individual banking
Individuals and businesses (retail establishments, freelance and
self-employed professionals, micro-companies and farmers)

- The largest customer base and the bedrock
of all other value propositions
- The most extensive branch network in Spain

Corporate banking

137
specialised managers

3
exclusive centres
in Madrid and Barcelona

Business banking

85
specialised
business centres
housing experts
in financing, products
and transactional banking

1,023
specialised
managers

SME banking

346
specialised
offices

615
expert
managers in financing, cash
management and foreign trade

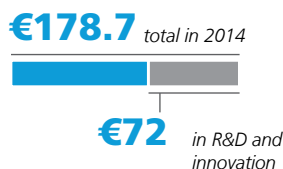


Multi-channel management

Leader in digital channels

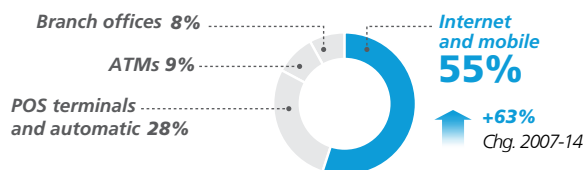
Continual investment in technology

€ million



shores up digital channels

% of total transactions



and frees up branch office resources for offering better advisory and other value-added services

Internet



Leaders in service quality, for the 5th year running (AQmetrix)

Market penetration

35.8%

#1 in Spain and worldwide

Customers

10.0 million **+8.6%**
Chg. 2013-14

Transactions made

2,260 million

Mobile



Ranking #1 by AQmetrix and #2 worldwide for features (Forrester)

Global leader

3.4

million active online customers

+21.4%
Chg. 2013-14

Transactions

1,487 million **+57%**
Chg. 2013-14

App downloads

2.9 million

ATMs



Over 350 options available at terminals

The largest network

9,544

ATMs in Spain

Transactions

632 million **+52%**
Chg. 2013-14

Network accessibility

64% of ATMs are accessible

Payment methods



Market leader with 13.7 million cards in circulation

Market share

21.4%

in card invoicing

Contactless cards

54%

market share

POS terminals

266,240 installed at retailers

Social networks



Focus on creating native virtual communities around the financial services

Presence on social networks

100,000

active users in CaixaBank's virtual communities

New strategies

Linea Abierta (online banking) in Facebook






Gaming for product and service placement

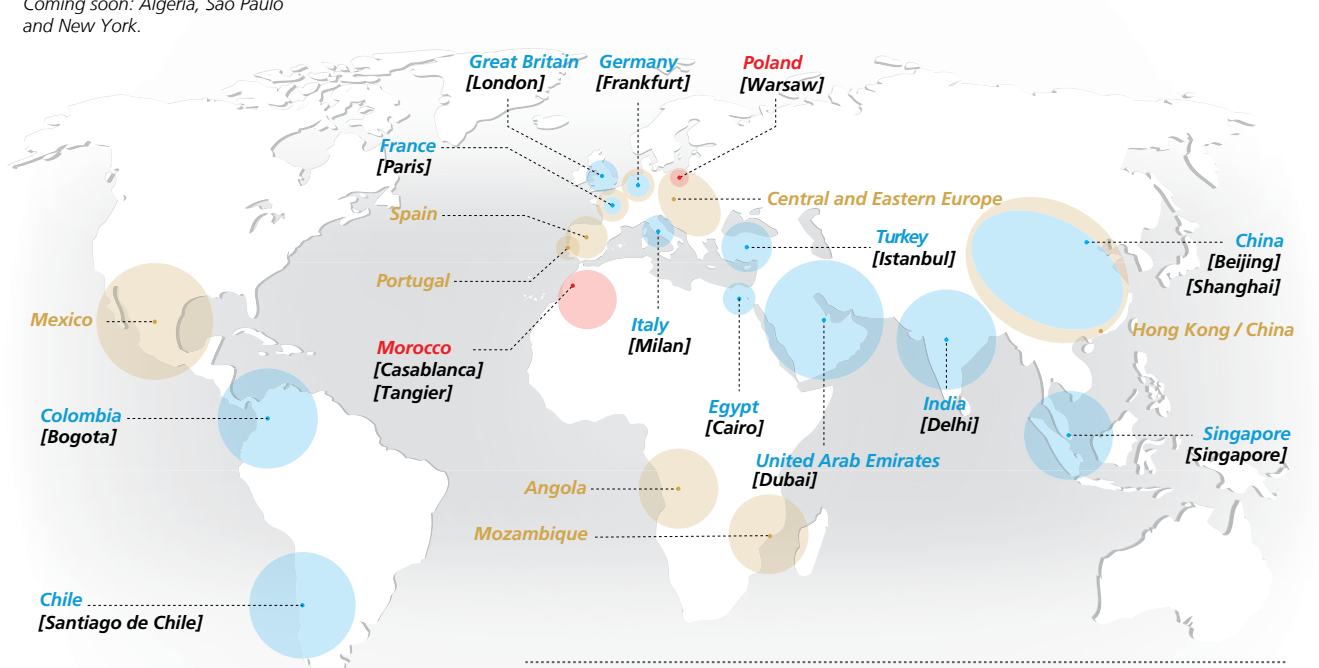
FinApps community to connect customers with mobile industry professionals

CaixaBank's international presence

- Operational branches**
Offer financing and financial services to Spanish companies with interests and activities in these countries, and to local businesses as well.
- Representative offices**
Advisory services for European multinationals with subsidiaries in Spain, and for Spanish companies doing business abroad.
Coming soon: Algeria, São Paulo and New York.
- Banking investees**
Strategic alliances with **five major banking groups** offering preferential access to new business opportunities in emerging regions, and that help CaixaBank customers carry out their business abroad.

CaixaBank rounds out its own service with a network of over 2,900 correspondent banks.

	44.1% [Portugal, Angola and Mozambique]
	20.5% [France, Germany and Spain]
	18.7% [Hong Kong and China]
	9.92% [Central and Eastern Europe]
	9.01% [Mexico]



Revenue diversification

CaixaBank holds stakes in two leading companies in their respective sectors, which offer growth and value stories as well as a strong international presence

	
5.25%	11.89%

[Corporate culture]

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

Excellence

Quality service, both in its customer relations and in internal processes, is one of CaixaBank's key strategic challenges and one of its competitive levers. To that end, the bank places great emphasis on providing personalised attention and offering a wide range of products and services.

CaixaBank follows extremely demanding quality guidelines focusing on trust, proximity, efficiency and continual improvements.

An outstanding management model: EFQM European Seal of Excellence



- CaixaBank renewed its seal of excellence, earning a score of +600 points.
- External evaluation process backed by AENOR and the Management Excellence Club.

Quality, a shared challenge

Quality in internal processes

- Internal quality measurement has been redesigned from a customer-centred approach, in order to obtain qualitative and quantitative information to feed into the decision-making process



Quality in customer relations

- Specific improvement plans, which boosted the Customer Satisfaction Index.
- An internal campaign was carried out highlighting one-on-one dealings as one of the key factors behind good service.



We listen to our customers

CaixaBank promotes an active dialogue and direct contact with customers and professionals. Among other initiatives, the bank regularly consults the level of customer satisfaction with services received. Based on this feedback, improvement plans are designed to step up excellence in the service in question.

- Customer surveys are used to prepare the Customer Service Index (CSI), an internal quality indicator measuring branch office service.
- The bank also evaluates the service offered by the Business, SME and Private Banking centres and tracks customer satisfaction using digital channels.

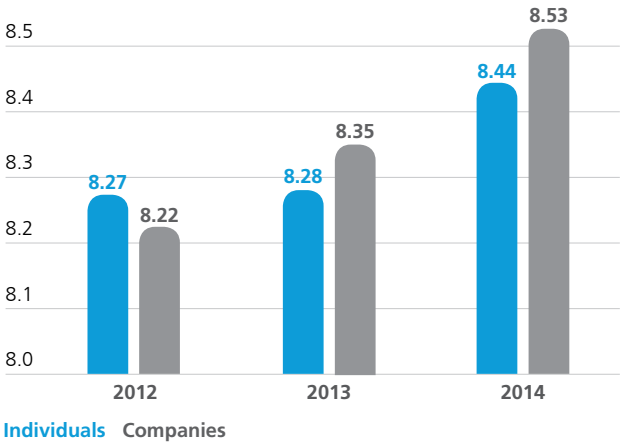
Customer Service

In addition to the official channels, all customers are provided access to various internal communication channels, so that they can help the bank serve them better and present their complaints and claims.

- Customer Service Office (letters to the General Manager, toll-free customer service line and contact form on website).
- Twitter account @laCaixaResponde.
- Mortgage Customer Advisory Service, with a toll-free customer service line.

Over 350,000 (individual and company) customer satisfaction surveys a year

[Customer Satisfaction Index (CSI) in 2014]
(Scale of 1 to 10)





Innovation

Our model

Culture of innovation

A vanguard approach and adapting to change are our long-standing hallmarks

Objectives

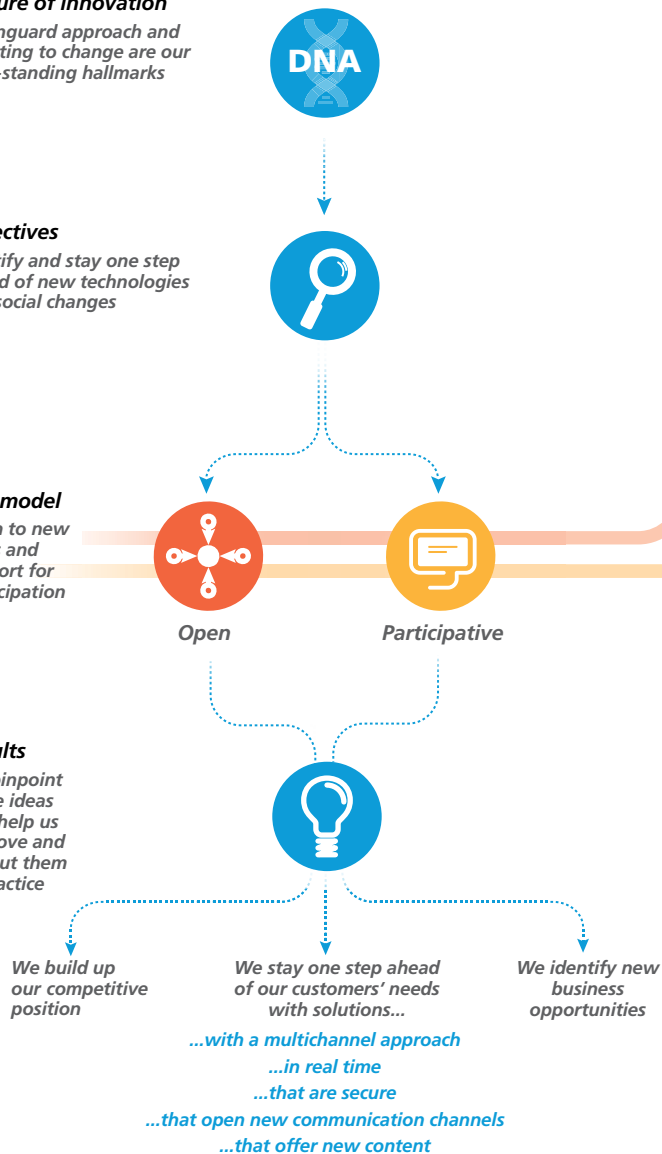
Identify and stay one step ahead of new technologies and social changes

Our model

Open to new ideas and support for participation

Results

We pinpoint those ideas that help us improve and we put them in practice



Open innovation

We work with leading experts to identify the best ideas



IBM Digital Innovation Centre

Alliance with IBM to develop emerging technologies for managing technological infrastructures



Agreement to build a prototype **Watson Engagement Advisor** app, making CaixaBank a pioneer in developing cognitive technology in the Spanish language.

Data management

Focus on managing information and using advanced analytics in the decision-making process



In 2014, the bank began drawing from information input in the **Data Pool**, with the launch of several projects.

FinApps 2014

24-hour hackathon in order to collaborate with young programmers and developers



Development of apps for **wearable devices**, such as Google Glasses and the Sony SmartWatch

Participative innovation

We encourage our collective intelligence and co-creation



Customers and employees
They send us their suggestions and ideas

Inspiranos

Linea Abierta platform allowing Internet banking customers to contact CaixaBank's innovation team



Since 2012, **200 new ideas** submitted by customers have been applied, including the MailBox service



ReciBox, the bill management and automatic bill-pay feature, was born from an Inspiranos contribution. **Award for the most innovative banking service (BAI Finacle 2014)**

+1
million
users

320,000
downloads
of the mobile app

Innova

Online portal for channel employee proposals



Greater products and services offer for groups



Improvements to CardBox and ReciBox



New communication tools and materials for the sale and rental of properties



Greater ease in accessing credit and more flexible conditions



85%
of staff
connected to the portal



23%
posted or
commented



4,717
suggestions received



14,378
Likes

Global recognition for CaixaBank's model

**BAI-FINACLE
GLOBAL
BANKING
INNOVATION
AWARDSSM 2014**

**Bank most focused
on innovation
(2014)**

Global Banking Awards



**Best Retail Bank for
Technology Innovation
(2013 and 2014)**

Euromoney



**Global Innovator
(2014)**

EFMA Innovation Awards

Proximity

At CaixaBank we strive to remain accessible and close to our customers at all times through our extensive branch network and the other channels available to them. We also employ empathy and active listening, and get involved in the communities in which we operate. This includes efforts to ascertain the concerns of our customers and to provide them with the appropriate guidance and proposals to resolve these concerns.

Another way to get closer to our customers

Branch network

Branch offices facilitate high-quality, tailored advice, and are supported by the other complementary channels.

- CaixaBank has the largest branch network in Spain, with 5,251 offices.
- It is present in 100% of Spanish towns and cities with more than 25,000 residents, and in 99% of those with over 10,000.
- Five A Offices, which are outfitted with the latest technology, have been opened.
- The structure has been extended to a total of 14 Regional Divisions, building closer ties throughout Spain.

Communication

CaixaBank employs transparent and fluid contact with all its stakeholders, particularly customers, shareholders and employees:

- Careful and constant management of interactions with the media.
- Through a network of communications managers at each Regional Division, who liaise with each area of operation.
- Strong presence on the main social networks.
- Sponsorships that reflect our vision and corporate culture and that promote cultural, social and economic progress.

Accessibility

CaixaBank has gone to great lengths to facilitate access to its products and services by as many people as possible.

- Its broad commercial offer is specialised for each segment as well as for MicroBank, the Group's social banking arm, specialised in microfinance.
- It has eradicated physical and sensory-based barriers by installing access ramps and eliminating any steps at office entrances, ensuring that ATMs are accessible for use by all, and following the Web Accessibility Initiative's AA level guidelines.



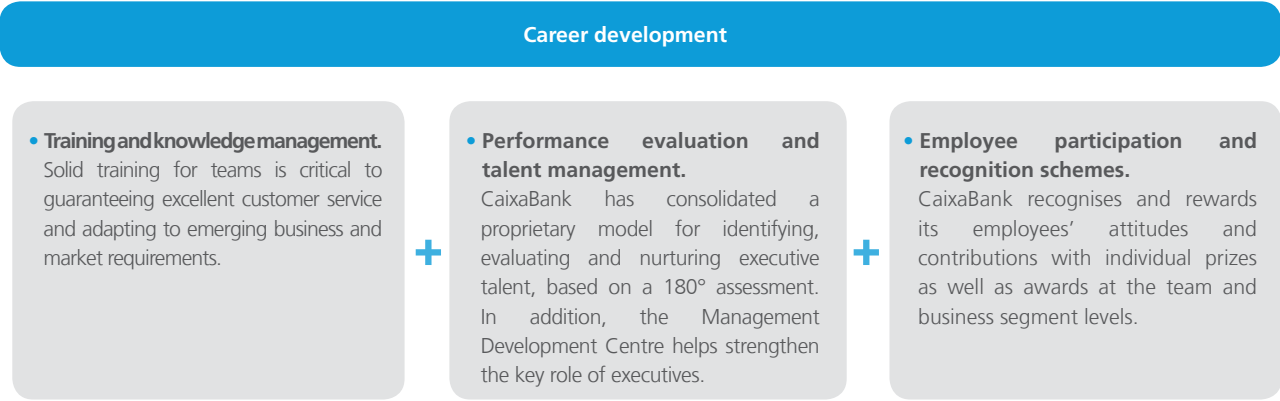
Talent: people at the heart of the business

At CaixaBank, we place people at the heart of our management model, as we are aware that our strategic goals can only be met if we can call on a satisfied, skilled, motivated and committed team of professionals.

CaixaBank has a series of specific programmes that aim to ensure the development, satisfaction and commitment of all its employees.

Management policies and principles

- Gender equality and work/life balance.
- Career development.
- Performance-based criteria in internal selection processes.
- Variable remuneration.
- Occupational health and safety.
- Job stability.
- An optimal internal communication effort.



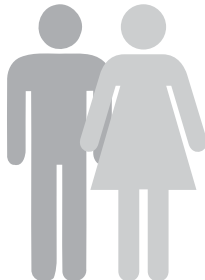
CaixaBank Group

31,210

2014

31,948 2013

32,625 2012



51.4%

women

99.7%

on fixed, permanent contracts

15

average length of service

98.6%

talent retention rate

93.8%

university graduates

7 out of 10

satisfaction level according to internal opinion poll



[Commitment to people and society]

CaixaBank marries its leadership ambitions with a commitment to the socio-economic development of the people and regions in which it does business. To achieve this, the bank promotes economic growth, private sector productivity, job creation and better living standards for individuals and families.

Impact of our activity

The bank's soundness and healthy earnings are key for ensuring its future, the ability to remunerate shareholders (and thus help fund the community work pursued by the "la Caixa" Banking Foundation and its welfare projects), safeguard jobs and boost economic growth in our operating markets.

CaixaBank employs more than 31,000 people, the vast majority of which work under permanent contracts. In addition, the bank helps create jobs through its efforts with the "la Caixa" Foundation's labour market integration programme Incorpora, and is an indirect source of jobs creation due to the multiplier effect of its purchases from suppliers.

The Group believes it is duty-bound to contribute to public finances in order to enable the funding of the public services and infrastructure that are crucial for society and enable progress and local development.



Contribution to the Spanish economy

€6,737

million directly and indirectly contributed by CaixaBank to Spanish GDP (0.83% of GDP)

€1,280

million in supplier purchases (97.7% home market)

€2,773

million in tax contributions

Job creation

31,757

jobs generated indirectly via purchases from suppliers

86,176

work opportunities created through Incorpora (since 2006)

Boosting economic activity

CaixaBank has kept up its efforts to help boost business productivity, create new jobs and enhance living standards.

Self-employed professionals and businesses

- 32.5% of Spanish companies and 31.3% of self-employed workers are CaixaBank customers. For both groups, the bank has designed a wide range of customised products and services.
- The bank launched its Investment Stimulus Plan to help meet the demand for credit among companies (new loans, credit account, syndicated loans and variation in the commercial loan portfolio: +26% vs 2013).

MicroBank

MicroBank, the Group’s social banking arm specialised in microfinance, serves those population segments whose financial needs are not generally covered, whether they are entrepreneurs, microcompanies or individuals.

- 18,527 microcredits extended to entrepreneurs in 2014, totalling €205.1 million (+21% vs 2013).
- Each company funded through a microcredit creates 1.81 new jobs, on average.
- Since 2007, MicroBank has contributed to creating or safeguarding over 134,821 jobs.

Encouraging innovative ideas

- Caixa Capital Risc manages seven private equity companies, primarily funded by the “la Caixa” Group, investing a total of €144 million in the start-up of Spanish companies with high growth potential.
- Among other initiatives to foster innovation and talent, the bank holds the EmprendedorXXI Prizes each year, recognising 40 companies in 2014.

Financing in 2014

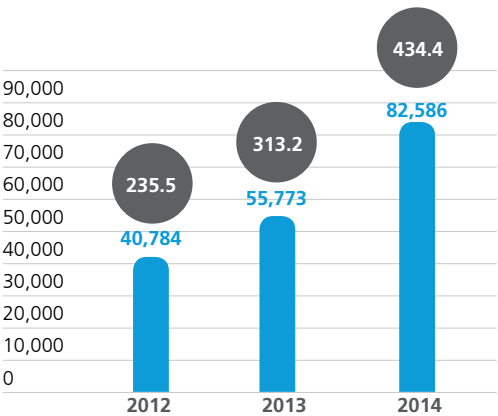
€60,788

million extended to companies (+32% vs 2013)

€1,466

million extended to self-employed workers
(+4.72% vs 2013)

[Trends in microcredits granted]



Number

Amount (€ million)



Giving back to the community

CaixaBank collaborates closely with the “la Caixa” Foundation to disseminate and roll out the latter’s programmes.

To that end, it uses its extensive branch network to further the Foundation’s targets. This includes a welfare projects area at the branch offices, featuring a calendar of activities in the region and other information of interest.

The bank’s employees are likewise encouraged to participate in the activities and initiatives under way, either as volunteers, by making small donations or by helping to publicise them in their daily dealings with customers.

Towards a sustainable economy

CaixaBank strategically finances projects that help boost energy efficiency and foster long-term environmental sustainability. In parallel, it works to ensure that corporate responsibility criteria are upheld in its supply chain and to foster socially-responsible investing.

Socially-responsible investment

Through MicroBank, CaixaBank sells two socially-responsible investment funds: the MicroBank Ecological Fund and the MicroBank Ethical Fund, which marry sustainability with returns.

MicroBank also collaborates with the World Wildlife Fund’s environmental conservation and sustainable development efforts through 25,791 “green accounts” opened.

Since 2009, VidaCaixa, the CaixaBank Group’s insurance company and pension plan manager, has adhered to the United Nations Principles for Responsible Investment (UNPRI) and applies environmental, social and good governance (ESG) criteria in managing investments (totalling over €44,253 million).

CaixaBank, alongside the “la Caixa” Foundation

18,405

job placements through Incorpora (+25.7% vs 2013)

Over 26,300 homes for rent
at below-market prices

2.3 million children vaccinated since 2008,
through collaboration with Gavi

Volunteering in 2014

6,214

volunteers

148,111

beneficiaries

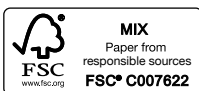
Socially-responsible products and services

€9

million extended in ecoLoans

Over €28

million invested through socially-responsible funds



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