

We design your future with you
INTEGRATED ANNUAL REPORT VIDACAIXA 2015



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Committed to people

Committed to the environment

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If you wish to make a comment on or an inquiry about this Report, you can avail of the following e-mail address: informeanual@vidacaixa.es

VidaCaixa 2015. A historic year

110 years since the first pension book

In 1904, with the setting up of the Caja de Pensiones para la Vejez y de Ahorros de Cataluña y Baleares, "la Caixa" was a pioneer in the management of family savings, offering its customers insurance for their old age long before this social benefit was institutionalised.



VidaCaixa is leader in insurance premiums

7,166 bn. €
28.1% market share
Source: ICEA

VidaCaixa is leader in Pension Plans (funds under management)

22,474 bn. €
21.5% market share
Source: Inverco

VidaCaixa has more than 4.2 million customers



Premiums, contributions and managed funds

9,079
million euros in
premiums and contributions

+24% over the figure in 2014

60,385.5
million euros in
managed funds

+10.1% over the figure in 2014

Financial highlights

340.5
million euros
net profit
+7% in operating
margin

2,242.4
million euros in
solvency margin
1.3 times the legally
required level

3,727
million euros paid out in
benefits

High operational excellence

Quality
management
went from **90.6**
to **93.7** in 6
months

85%
satisfaction with
new facilities

20 solidary
activities with **14**
different
associations

437
employees
received training

Employees and sustainability

450
employees

57.8%
of all staff are women

100%
of investment portfolio
is managed under ESG
criteria

Once again it is a pleasure for me to present our Integrated Annual Report, in which we share our achievements and results with our stakeholders within the three areas –economic, social and environmental– that govern the management of our company.

2015 was a year of celebration for us: we issued the first insurance book 110 years ago. It was a savings product with which “la Caixa” laid the foundations for one of its pillars to which it has remained faithful to this day: contributing to improving the welfare of the elderly and providing solutions for achieving a dignified retirement for all citizens.

From a strictly commercial point of view, 2015 was an excellent year for us. For the first time ever we surpassed the 4 million customer mark and reached a consolidated net profit of 340.5 million euros. VidaCaixa became the largest insurance company in Spain with a volume of premiums and contributions that rose to 9,079 million euros, 24% more than the previous year.

This leadership was also reflected in the volume of managed funds, which surpassed 60,385 million euros. This translated into a market share of 21.5% in pension plans and 28.1% in life insurance. As far as private benefits are concerned, VidaCaixa paid out a total of 3,728 million euros, which also places us as the leading insurance company in this concept.

This excellent evolution is coherent with the responsible and sustainable management undertaken by VidaCaixa. During the year we carried out multiple initiatives, among which the following stand out: diffusing the Global Compact Principles and the Socially Responsible Investment Principles of the United Nations among our stakeholders, crafting tools that improve the advice given to our customers and designing solutions so that our customers are able to face retirement with absolute guarantees, creating opportunities to further develop our employees and conserving the environment through fulfilling our environmental policy.

Lastly, I would like to thank our stakeholders for their trust. Customers, employees, shareholders and the society at large provide us with encouragement so that from VidaCaixa we can continue to generate social and economic value and achieve new goals in the future.

Letter from the Chairman



Gonzalo Gortázar
Chairman of VidaCaixa



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WHAT VIDACAIXA IS

[+ MORE INFORMATION](#)

VidaCaixa and SegurCaixa Adeslas

VidaCaixa

Leader in insurance in Spain

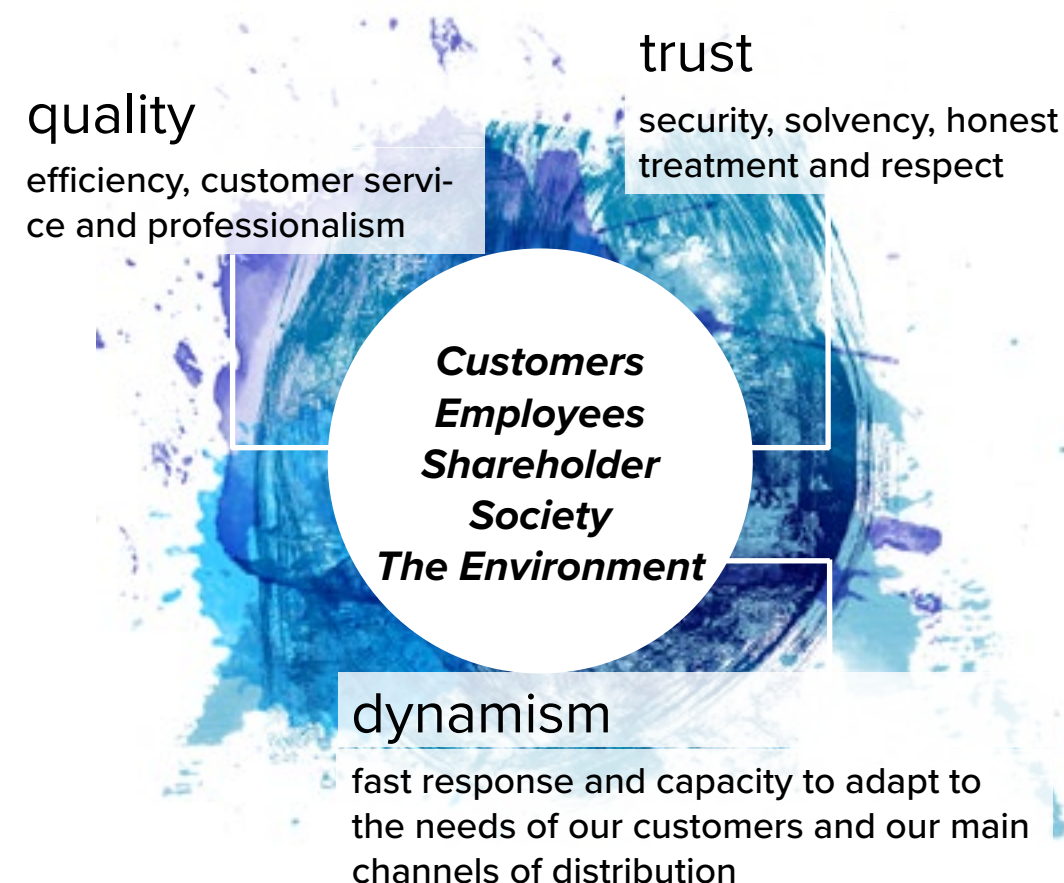
Shareholder structure



*There is a minority shareholding of 0.08%.

VidaCaixa, CaixaBank's insurance filial, carries out its activity in the life insurance business and participates, with 49.9% of the equity, as a reference shareholder in SegurCaixa Adeslas, whose activity is focussed on the non-life insurance market.

VidaCaixa's values



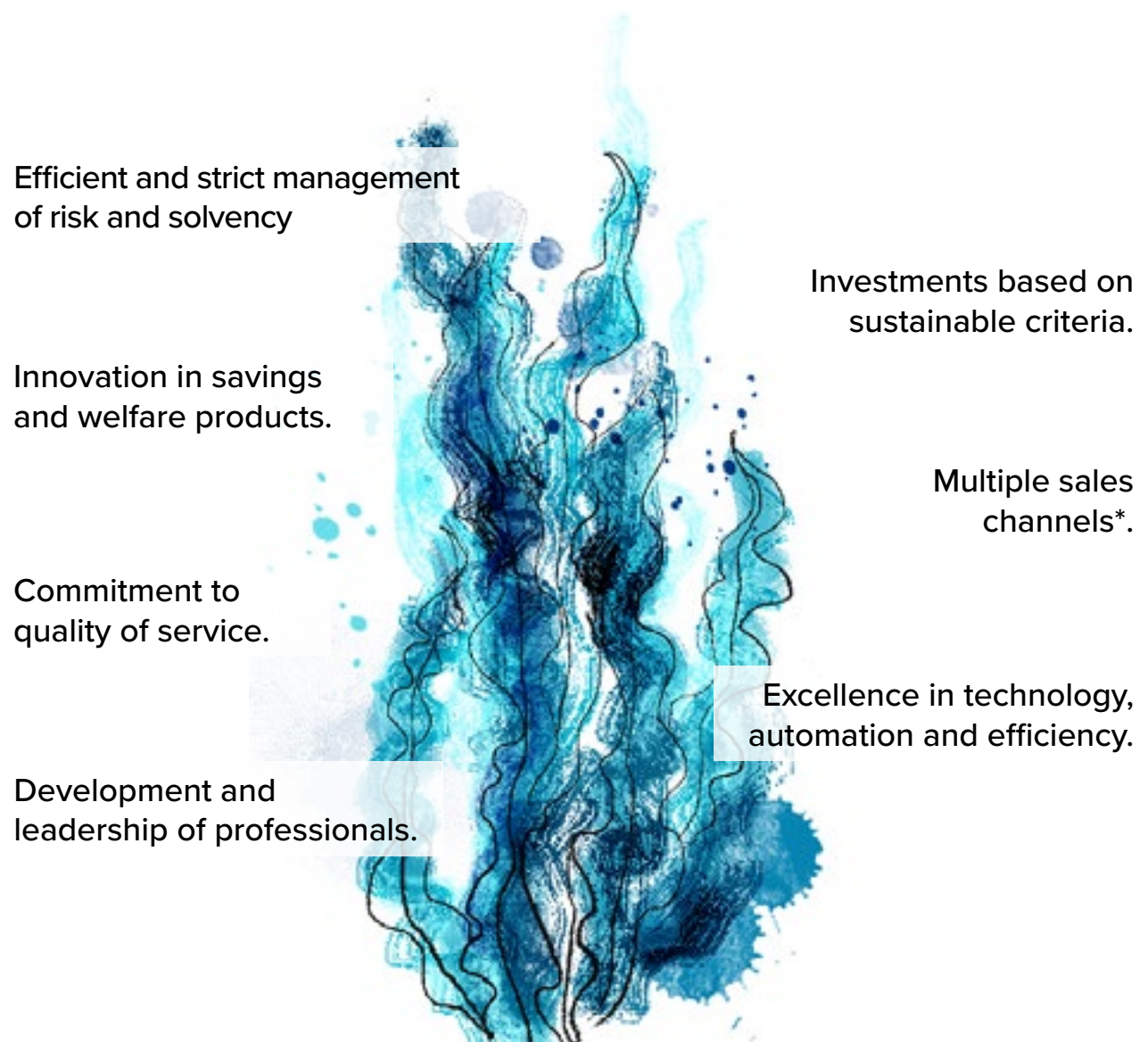
In 2015 VidaCaixa became the leading insurance company in Spain with more than 4.2 million customers. Under the values of trust, quality and dynamism it assumes its commitment to all its stakeholders.

Business model

Long-term economic and social value

VidaCaixa offers its individual customers, SMEs and the self-employed, large enterprises and CaixaBank’s Personal Banking and Private Banking customers a wide range of innovative and competitive solutions in life insurance and pension plans.

Key elements of VidaCaixa’s business model



**Bancassurance channel –CaixaBank’s branch office network–, face to face channels – professional mediators and consultants– and direct channels –telephone and the Internet.*

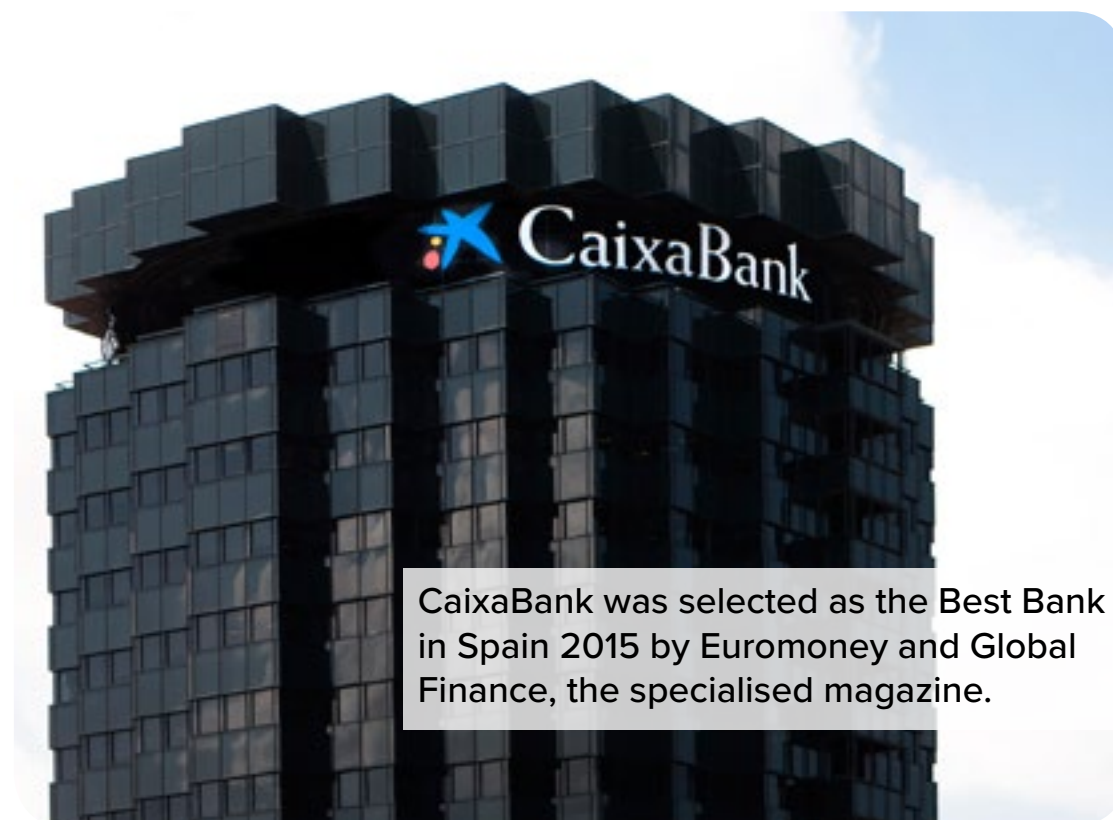
CaixaBank

VidaCaixa's sole shareholder

CaixaBank is the leading retail bank in Spain characterised by its vocation to proximity, financial strength and centennial values rooted in its culture. It bases its strategy on specialisation and constant technological innovation.

The bank serves 13.8 million customers through its 5,211 branch offices, the largest in Spain, and is backed up by a leading multi-channel distribution system. Its customer market share rose to 28.3% and a full 24% have CaixaBank as their main bank.

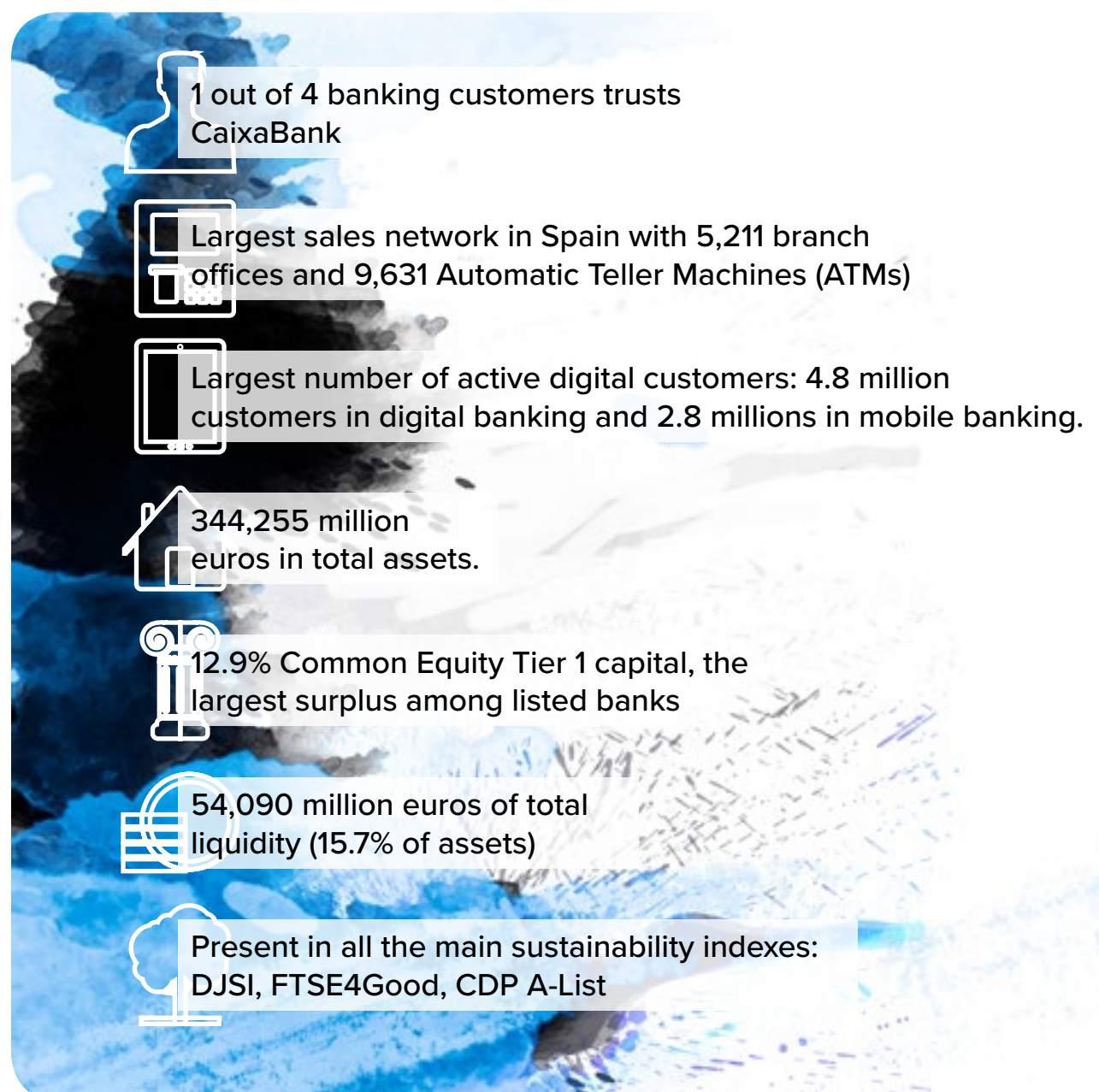
2015 was notable for the growth in the market share of our main products and retail services thanks to an intense sales effort and the acquisition of Barclays Bank, SAU.



CaixaBank is rolling out its 2015-2018 Strategic Plan with the aim of strengthening its leadership in the Spanish market and, from a global perspective, being recognised for its social responsibility, quality of service, sound financials and innovative capacity. The first year of the plan was a positive step forward towards our strategic goals.

CaixaBank

Activity and results



CaixaBank's assets rose to 344,255 M€. Managed funds grew by 9.1% to 296,599 M€ while the loan portfolio rose by 4.7% to 206,437 M€, thus overtaking the sectorial trends (0.7% and -4.8% respectively).

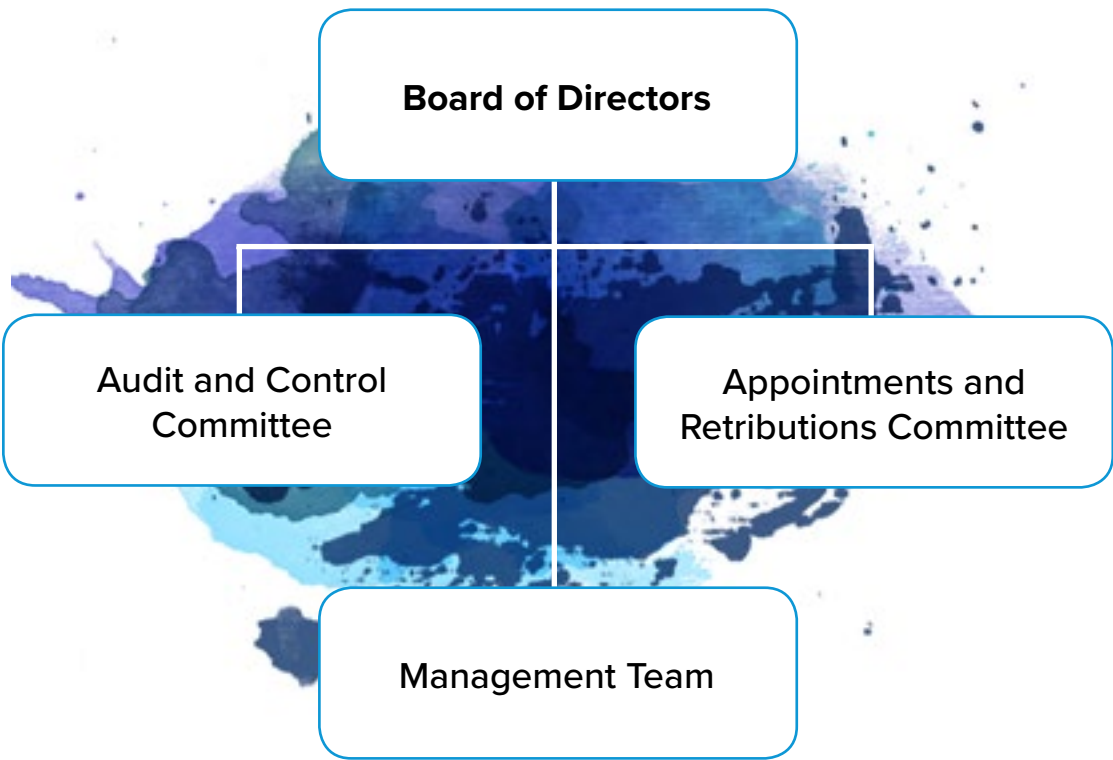
On the other hand, CaixaBank's attributable profit stood at 814 M€, an increase of 31.4% over the previous year's figure. Among the factors that contributed to this improvement were the integration of Barclays España business and the intense commercial effort that drove major growth in banking business income (4.8% in interest margin and 10.3% in commissions), strict discipline in cost management (the operating margin amounted to 3,120 million euros) and the improvement in credit quality.

Corporate Governance

Governing and management bodies

For the good governance and management of VidaCaixa, the Company spreads the control and management among the Board of Directors, the Audit and Control Committee, the Appointments and Retribution Committee and the Management Team.

VidaCaixa's bodies



[+ MORE INFORMATION](#)
Audit and Control Committee

[+ MORE INFORMATION](#)
Appointments and Retributions Committee
Management Team

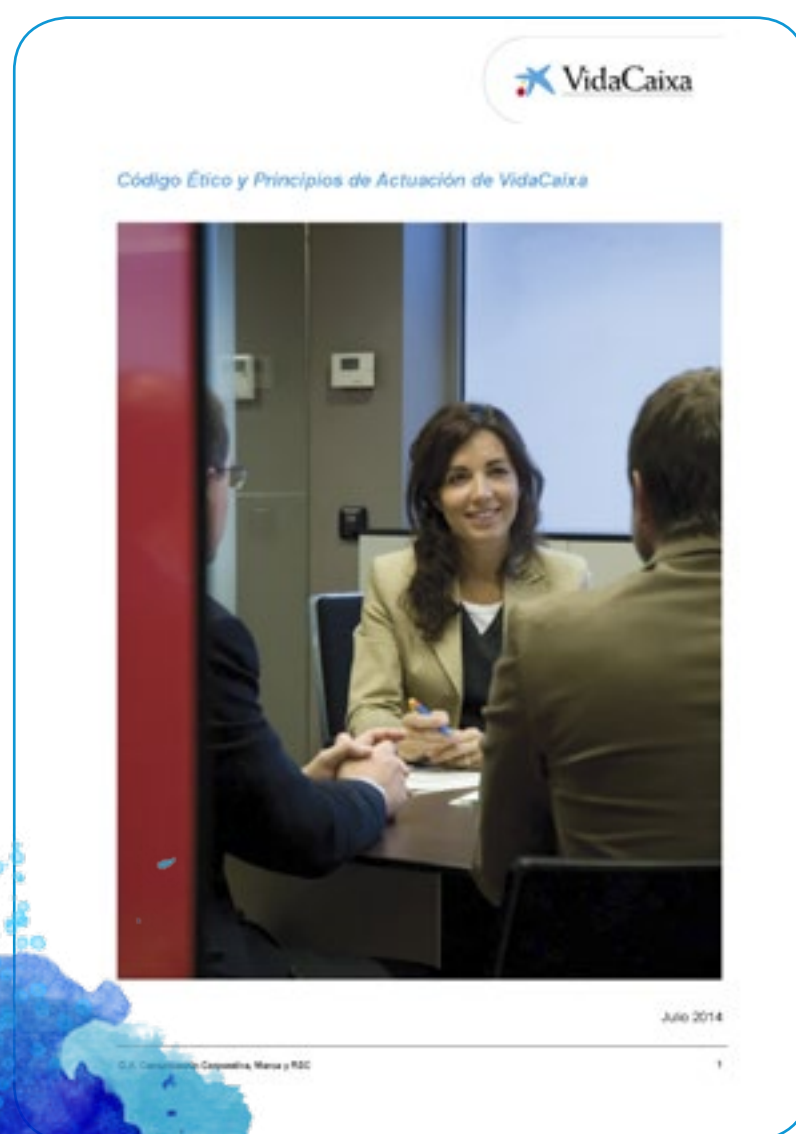
The mission of the Board of Directors is to direct, manage and represent the Company. During 2015 VidaCaixa's Board of Directors held a total of 8 Board meetings, 2 of them in writing without a session.

VidaCaixa's Board of Directors

Chairman	Gonzalo Gortázar Rotaeché
Executive Vice-Chairman – Chief Executive Officer	Tomàs Muniesa
Vice-Chairman	Jordi Mercader Miró
Board Members	Jaime Gil Aluja Miquel Noguer Planas José Antonio Sarriá Terrón Miquel Valls Maseda Josep Vilarasau Salat Eva Aurín Pardo Josep Delfí Guàrdia Canela Javier Ibarz Alegría Maria Dolors Llobet Maria Miguel Vives Corona

Responsible management

Management with principles



VidaCaixa is managed with the values of transparency, independence and good governance, thereby guaranteeing the principles of action set out in the Code of Ethics while protecting the interests of stakeholders.

With the aim of complying with the European Directive on Solvency II, VidaCaixa implemented Regulatory Compliance and approved the corresponding policy where its main functions, which are based on two areas of operation, are defined: Operational Unit for the prevention of money laundering and Verification of Compliance. New competences for the Auditing and Control Committee and the Appointments and Retribution Committee were approved in 2015.

Moreover, VidaCaixa has a Code of Ethics under which all employees must act lawfully, ethically and professionally in the performance of their duties and responsibilities.

A centennial history

Pioneers in social welfare

1904	Foundation of the Caja de Pensiones para la Vejez.	2009	Change of CaiFor's name to SegurCaixa Holding, adhesion to the United Nations Global Compact. First life insurance company and nationwide pension plans manager to assume the United Nations Principles of Responsible Investment, PRI, and obtained the recognition as a Family Responsible Enterprise, EFR (acronym in Spanish).	2012	The insurance business of Banca Cívica was merged in August and in November the individual life-risk portfolio was ceded.
1905	Launch of the first pension book in Spain.				
1915	Celebration of the first homage to old age.			2013	The operational integration of the savings banks from Banca Cívica finalised and Banco de Valencia was incorporated, so the insurance businesses from these entities became part of the CaixaBank insurance business.
1992	CaiFor was set up, fruit of the shareholder agreement with Fortis.	2010	Integration of the Seguros Adeslas company and change of name of SegurCaixa Holding to VidaCaixa Grupo. Integration of the insurance business of Caixa Girona and Bankpime.		
2003	Acquisition of Swiss Life.			2014	Caixafu[Tu]ro was set up. Its main concept is focussed on advice, planning and providing solutions for retirement.
2004	Acquisition of Santander Previsión. Integration of Santander Previsión and Génesis.	2011	Agreement between "la Caixa" and Mutua Madrileña to acquire 50% of SegurCaixa Adeslas, the non-life insurance company. In December CaixaVida was also integrated.	2015	VidaCaixa becomes the leader in Spain in insurance and pension plans in both the individual and absolute rankings.
2007	Acquisition of the shares held by Fortis in the Insurance Group.				
2008	Integration of the Morgan Stanley equity business.				



FUTURE

ANSWERS FOR THE FUTURE

Caixafu[Tu]ro

Fu[tu]ro sessions with customers

The Caixafu[Tu]ro programme was developed to advise customers facing the challenges of retirement in accordance with their needs, expectations and expected standard of living and under the principles of awareness and advice.

2015 saw VidaCaixa consolidating its Caixafu[Tu]ro programme, positioning the Company as leader in counselling on retirement.

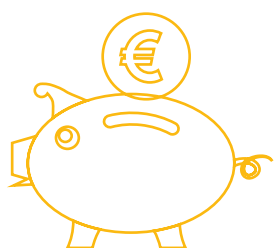
At the same time, VidaCaixa developed the Caixafu[Tu]ro availability encounters that were focussed on customers who were retired or about to retire. At those encounters advice and explanations were given on how a proper organisation of their estate was a great opportunity to keep up their standard of living and welfare.



New products

Responding to the needs of customers

VidaCaixa reinforced its complete range of products in line with the Fu[tu]ro strategy: Pension Plans, PPA, RV and PIAS; it renewed its Annuities offer and set up the new Renta Vitalicia Inversión Flexible (Flexible investment Annuities), the new VidaCaixa Nómina (VidaCaixa Paypoll) and the new SIALP insurance policies.



Accumulation

- **New range of Destino Pension Plans.** They adapt their investment strategy to a long-term path with a maturity date. There are 4 pension plans available with 4 different maturity dates so that each customer can choose the one that best adapts to his or her foreseen retirement date.
- **Cuenta CaixaFu[tu]ro SIALP**, enjoys a specific fiscal treatment through a long-term individual savings insurance.



Availability

- **Reorganisation of the Annuities offer** so that they adapt to the needs and priorities of each customer.
- **New Renta Vitalicia Inversión Flexible (Flexible Investment Annuities).** This product enables a customer to combine the collection of a constant guaranteed monthly annuity and the management of an asset portfolio that provides good profitability on the capital for the customer's heirs.




Protection

- **New VidaCaixa Nómina (VidaCaixa Payroll):** initially focussed on telemarketing sales maintaining the pace of **commercial campaigns**.

VidaCaixa *Previsión Social*

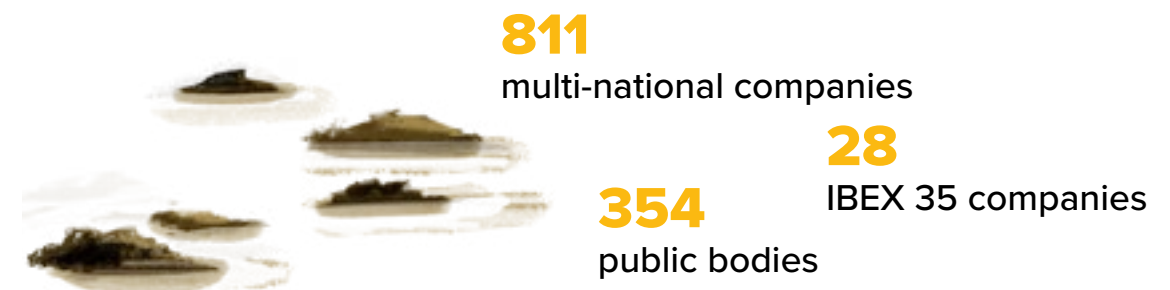
Leader in complementary social welfare in companies

 **MORE INFORMATION**
Tackle your retirement.
*Research paper on SMEs and
self-employed workers*

 **MORE INFORMATION**
8th Control Committee Forum

Once again, VidaCaixa consolidated its leadership in the groups and companies segment, SMEs and the self-employed, thanks to the excellent advice and management of its specialists, the quality of the service and the targeting of the commercial actions.

VidaCaixa concentrated its energy on the close collaboration with SME managers and particularly on the special attention and consideration given to Business Centres. This enabled the company to increase the sale of products devoted to SMEs.



At the same time VidaCaixa undertook the following so as to promote insurance and welfare:

- **8th Control Committee Forum** with 360 attendees.
- **20 Encuentros VidaNegocios (Life-Business Encounters)**, with 1,600 entrepreneurs and self-employed workers attending. The purpose was to focus on professional risks and their link to one's personal environment and the importance of planning for retirement.
- A **UB (University of Barcelona)** and **VidaCaixa** Research paper on SMEs and self-employed workers.

Tackle your retirement

Research paper on SMEs and self-employed workers

 **LINK**
Research paper *Tackle your retirement*

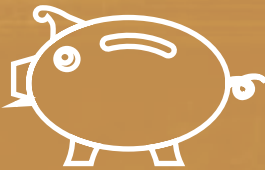


The research, carried out with the University of Barcelona and the “la Caixa” Banking Foundation, warns about the lack of protection of the SMEs and self-employed workers in the face of retirement and the need to revise and integrate in their running costs all the covers for the risks they take on as well as for welfare and savings.



78% feel more vulnerable than workers who work for others to attain a fitting pension

43% do not have any savings or welfare means to complement their public pension



3 out of **4** believe that the public pension will not be enough to maintain their standard of living



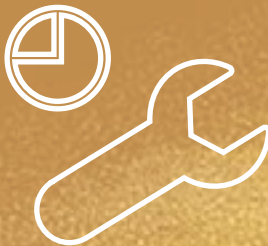
According to the Research paper, self-employed workers...



+85% pay the minimum cover

pension of
635 €/month

pension of
salaried worker of
1,155 €/month



16.7% of workers are self-employed (above the European average, 14.3%)



4 out of **5** do not know how much they will receive when they retire

65% of those who pay the minimum cover cannot afford to increase their base

25% do not trust the public pension system



Self-employed workers generate more than **100,000** new contributors and more employment than any large company.



8º FORO

COMISIONES
DE CONTROL

CaixaForum Barcelona
Jueves 22 de octubre 2015

8th Control Committee Forum

Increase in attendees year after year

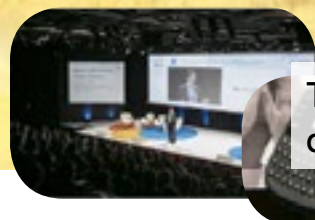
A landmark in technology innovation set up:



A role-play performance with actors who represented the role of the two contributors.



Augmented reality on stage for the presentation of the results of the survey.



Televoting where attendees could directly ask the speakers questions.


8th Control Committee Forum was held in 2015. This is the annual landmark event concerning pension plans organised by the “laCaixa” Employee Pension Plan and VidaCaixa Previsión Social. There were 360 attendees and it received a high rating of satisfaction.

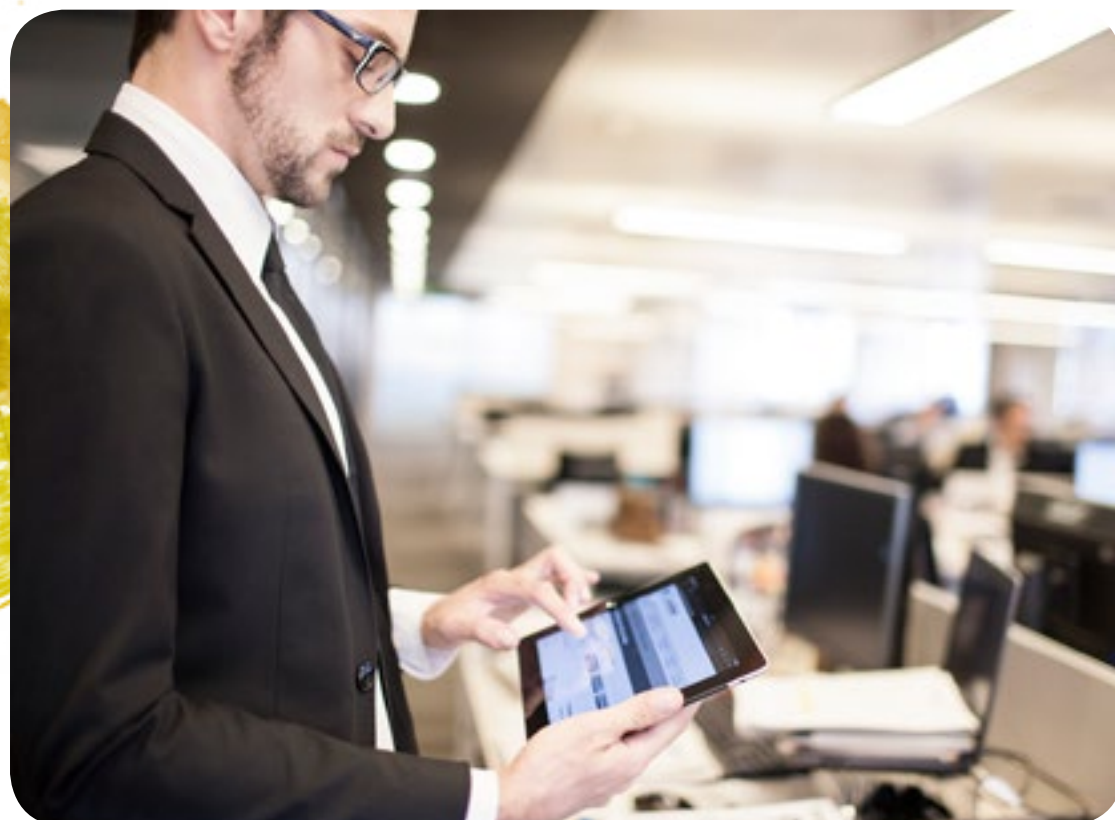
The Forum was opened by Dr. Mario Alonso Puig, a neurologist and an expert in motivation, creativity and communication. Two panels were set up. On the first one, “The voice of the contributor”, a survey given to PPE contributors was presented and formulae were proposed to enhance the pension plan of the contributors. On the second panel, “Strategy and Investment Trends. International Experience”, two investment strategies were put forward and there was a debate on the need to diversify portfolios in order to take on more risk and thereby offer greater profitability than that of the market.

Multi-channels and accessibility

Direct and Bancassurance channels

 **MORE INFORMATION**
Functions of Private Welfare
Advisors

 **MORE INFORMATION**
Products available through
CaixaBank's Línea Abierta in
2015 and the main actions that
can be carried out



VidaCaixa improves Línea Abierta Móvil functionalities, such as the Caixafuturo account-SIALP and the new range of pension plans, Destino Planes de Pensiones and EPSV. In 2015 functionalities were developed to improve communications, the relationship with customers and the operation of the products.



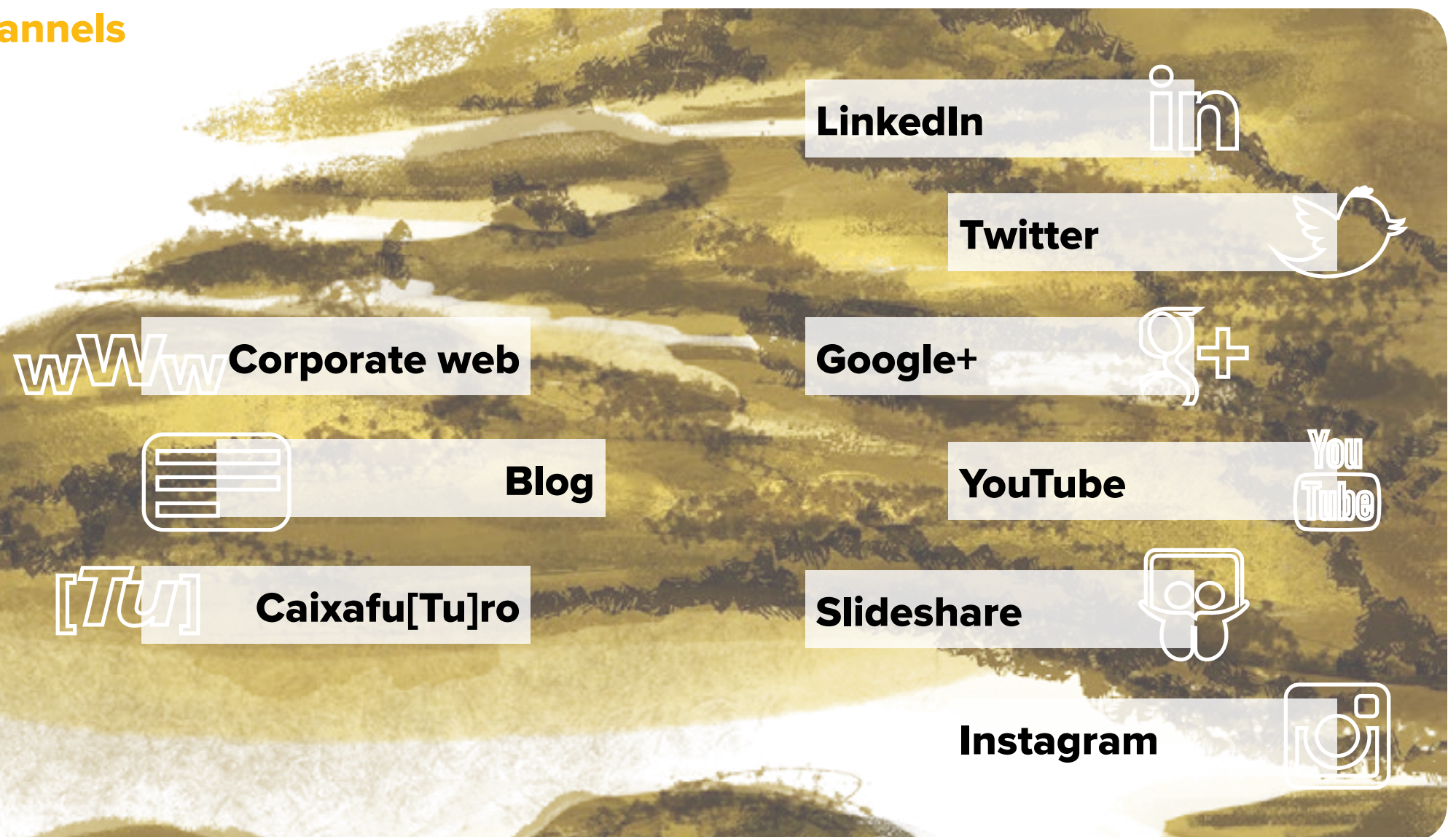
On the other hand, the Bancassurance Channel, made up of 5,500 CaixaBank branch offices, is VidaCaixa's main sales channel. It should be noted that in 2015 the figure of the Private Welfare Advisor (APP as per Spanish acronym) was consolidated with better quantitative and qualitative results than those in 2014.

Proximity to customers

Enhancing the digital customer experience

VidaCaixa continues to enhance channels and tools to improve communications and our relationship with customers, thereby contributing to the creation of unique experiences that strengthen the ties to the Company.

VidaCaixa's digital channels





LEARN

RESPONSIBLE MANAGEMENT

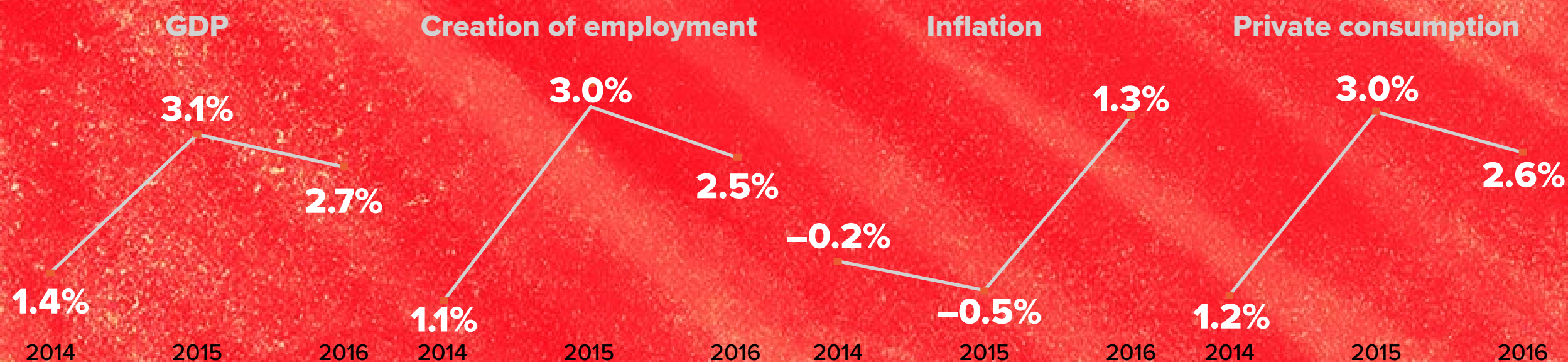
Evolution of the environment

The Spanish economy continues to recover

2015 saw improvements in the main figures of the Spanish economy:

- Growth of the Spanish economy was above the average for the Eurozone.
- Rate of unemployment stood at 20.9% (2.8 pp below that in 2014).
- Inflation was below the figure for the Eurozone.
- Household consumption picked up.

Forecasts Percentage variation over the same period of the previous year



Source: CaixaBank Research. Monthly Report. December 2015

Legal and financial environment

Anticipation in the face of changes and fluctuations

In spite of the volatility of the financial markets, VidaCaixa reacted with an interesting offer for its customers so that they did not have to depend so much on interest rates.

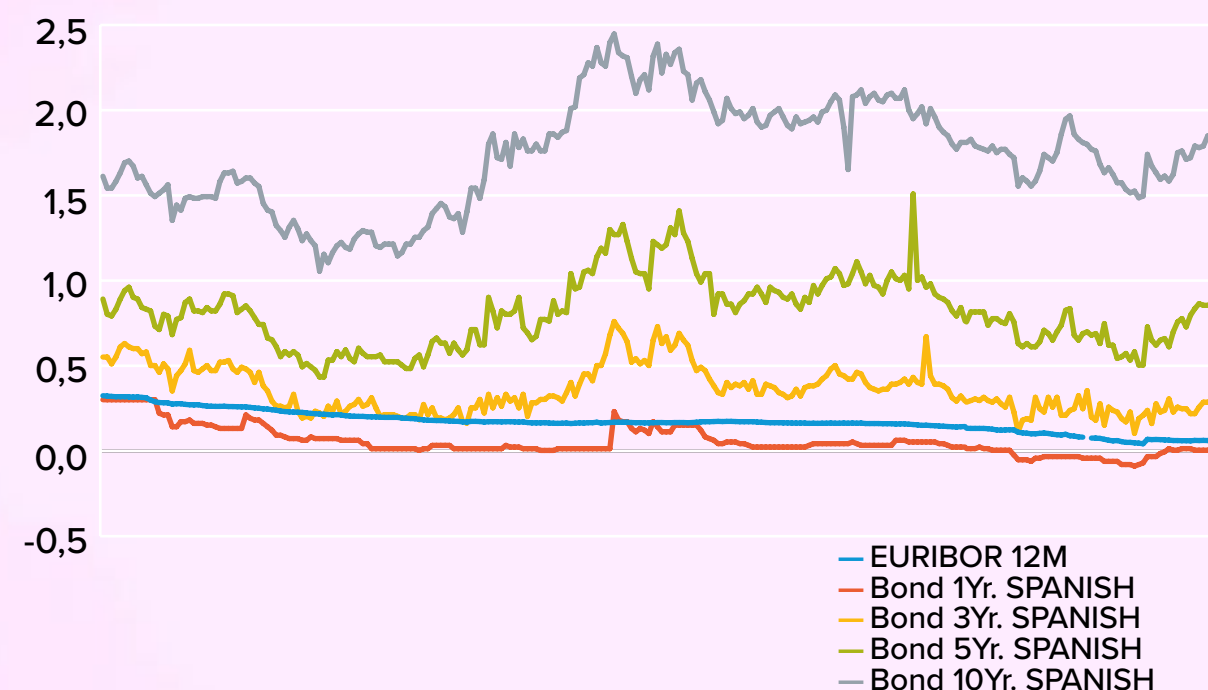
Moreover, within the legal environment, regulatory pressure was constant throughout 2015 with Solvency II coming into force, which increased the need of awareness by citizens and required a boost to social welfare.

Stock Market (January 2015 = 100)



Source: CaixaBank Research. Monthly Report. December 2015

Rates of interest



Key points in 2015

Materialising VidaCaixa's proposal

In the light of the improvement in the economy of our country, VidaCaixa has prepared itself to achieve leadership in insurance and pension plans in the sector.



Helping people to insure their welfare when they have stopped working

ACCUMULATION

We are committed to achieving that as many people as possible keep up their standard of living during their retirement.

AVAILABILITY

We help people to organise the estate they have accumulated over the years so that they can enjoy it for the remainder of their lives.

PROTECTION

We protect people from the risks that can affect their quality of life.

Orienting company customers

Excellent investment management, efficiency and financial strength

Risk and solvency

Solvency II: requirement transformed into strength

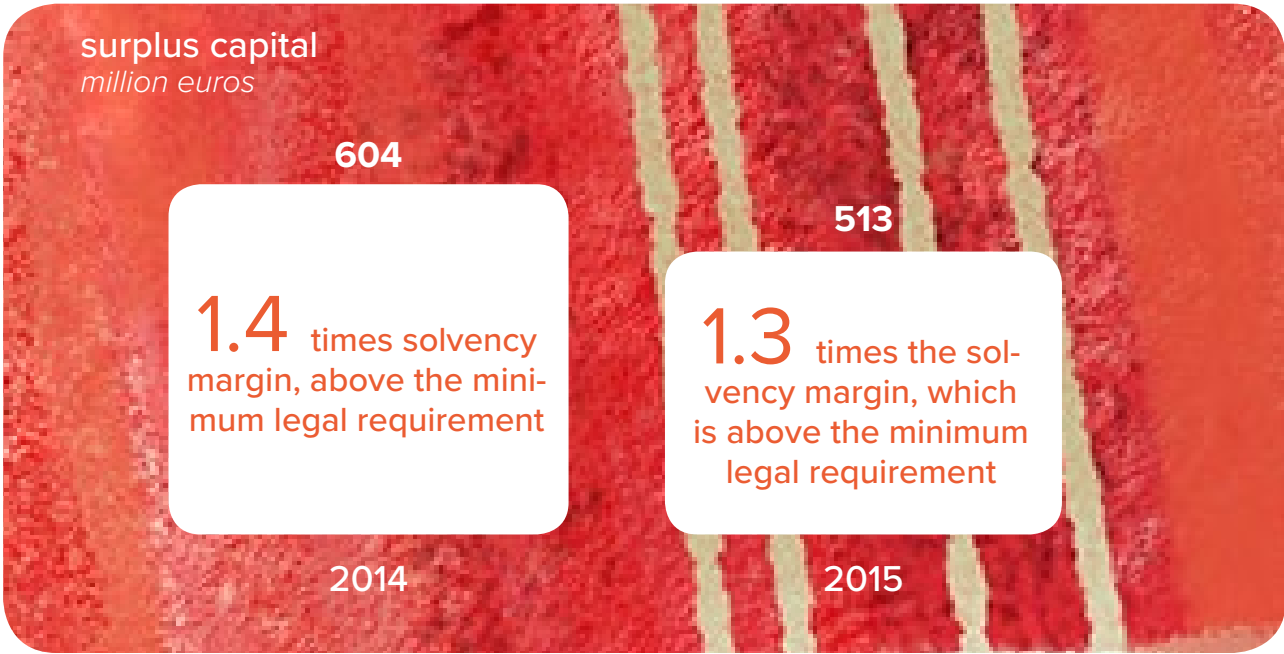
VidaCaixa completed the process of adapting to the Solvency II rules in areas such as governance, internal risk models and reporting.

In the regulatory environment VidaCaixa completed the adaptation for compliance to the new European Solvency II regulatory framework, such as the Directive, the Regulation and the Technical and Regulatory Guidelines as well as their transposition to our domestic legal system.

In the area of governance, the existing risk policies were revised and new policies were drawn up by VidaCaixa’s Board of Directors.

[+ MORE INFORMATION](#)
Principal managed risks

Solvency margin



The Directorate General of Insurance and Pension Funds (DGS as per acronym in Spanish) authorised VidaCaixa to use its internal model to calculate the capital requirement for longevity and mortality risks, being one of the only two companies in the sector to achieve this in our country.

The QRT or Quantitative Reporting Templates, mandatory in 2015, were presented.

Responsible investment

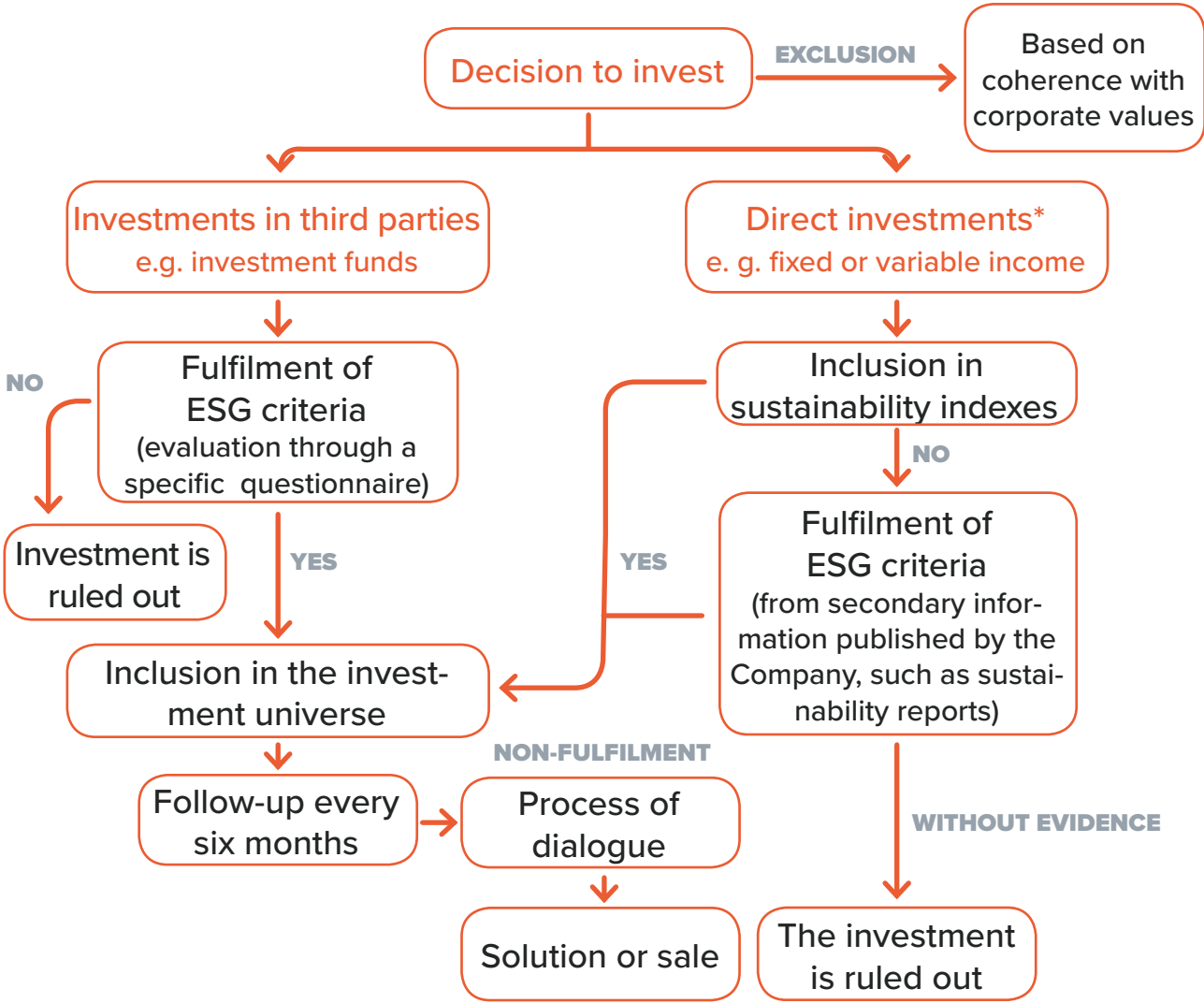
Improvements in management and promotion in line with PRI



VidaCaixa manages its investments incorporating environmental, social and governance criteria (ESG), in accordance with the United Nations PRI.

- Among the advances made in 2015 in the management of said investments and the promotion of PRI, the following stand out:
- An ESG management policy was drawn up for the control committees of Employment Pension Funds, which was composed of a declaration and a method and process protocol on a nationwide scale, which was approved by the unions and the vast majority of VidaCaixa customers.
 - In investment fund management the ESG questionnaires were enlarged to include new questions put forward by customers and the questionnaires were adapted to the new casuistry, in the light of the increase in assets of the investment portfolios.
 - In the investment processes in fixed income investments, there was an improvement to the ESG analysis of bonds and securitisations to differentiate the issuer from the underlying collateral and new goals were set for the 2016 ESG analysis of public debt of OECD countries.

Application in the investment management process



*The debt issued or guaranteed by States, Autonomous Communities, local corporations, agencies or supranational bodies is excluded from a specific analysis as they are countries from the OECD and, therefore, are countries that fulfil the international standards of good governance.

Awards given to VidaCaixa

Receiving support and recognition for investments



VidaCaixa, awarded for the management of its pension plans

- | | | | |
|-------------|--|-------------|---|
| 2008 | <ul style="list-style-type: none"> • Pensions Caixa 30, best Spanish fund. <i>IPE Magazine</i> • PlanCaixa Ambición and PlanCaixa 10 Seguridad, best fixed income and mixed income plans. <i>Expansión</i> • Best manager of fixed income plans. <i>Expansión</i> | 2013 | <ul style="list-style-type: none"> • Pensions Caixa 30, best Spanish pension fund. <i>IPE Magazine</i> • PlanCaixa Selección, best European variable income pension fund. Allfunds Bank Investment Research • PlanCaixa Activo Variable, best global variable income plan. Morningstar |
| 2009 | <ul style="list-style-type: none"> • Best manager of fixed and mixed income pension plans. <i>Expansión</i> and Interactive Data, a financial consultancy • PPI (Guaranteed pension plan), best mixed income pension plan. <i>Expansión</i> | 2014 | <ul style="list-style-type: none"> • PlanCaixa Activo Oportunidad, best aggressive multi-active plan. <i>Expansión</i>-Allfunds Bank • PlanCaixa Selección, finalist in European variable income. <i>Expansión</i> • PlanCaixa 10 Ahorro, finalist in global fixed income. <i>Expansión</i> • PlanCaixa Bolsa Internacional, best global variable income pension fund. Allfunds Bank Investment Research • Pensions Caixa 30, best Spanish pension fund. <i>IPE Magazine</i> |
| 2010 | <ul style="list-style-type: none"> • Best fixed and mixed income pension plans. <i>Expansión</i> and Interactive Data, a financial consultancy • Award for PlanCaixa Ambición, best fixed income pension plan. <i>Expansión</i> | 2015 | <ul style="list-style-type: none"> • Pensions Caixa 30, best Spanish pension fund. <i>IPE Magazine</i> • PlanCaixa 10 Ahorro, in the category of best euro fixed income pension plan. Morningstar • PlanCaixa Ambición Global, recognised as the best moderated mixed income pension plan. Morningstar • PlanCaixa Oportunidad, considered the best aggressive mixed income pension plan. Morningstar • Best global variable income pension fund by PlanCaixa Bolsa Internacional. Allfunds Bank |
| 2011 | <ul style="list-style-type: none"> • Pensions Caixa 30, best Spanish pension fund. <i>IPE Magazine</i> • Award for PlanCaixa Ambición, best fixed income pension plan in 2010. Morningstar and <i>El Economista</i> | | |
| 2012 | <ul style="list-style-type: none"> • Pensions Caixa 30, best Spanish pension fund. <i>IPE Magazine</i> | | |

Our project

Promoting change, innovation and service

VidaCaixa, together with its 450 employees, makes up a project that promotes favourable conditions to create new opportunities, encourages an excellent work environment and guarantees cooperation and commitment.





Creating opportunities

Training and professional development

In 2015 VidaCaixa continued strengthening the leadership of its managers, providing professional opportunities and training both internally and in its commercial channels with the aim of promoting growth and consolidating its leadership in the sector.

- **Leadership school.** With 86 participating managers in 2015, VidaCaixa sought to promote transforming leaders who push the Company forward in growth and leadership of the sector.
- **New Professional Opportunities.**
 - Of note were the 35 new professionals who joined the company plus 5 more people carrying out practical training.
 - VidaCaixa created the Alianza programme, encouraging interdepartmental training.

- With the aim of strengthening internal training, VidaCaixa developed **VidAcademia**, a programme in which specialised internal speakers share current informative or technical content as well as Company projects.
- **Training in Sales Channels**, undertaking such actions as a University Postgraduate course in Expert in Savings and Welfare, the Programme for CaixaBank Business Managers and the TDF Commercial Action for Premier Banking.

An excellent place to work

Building our project together

In 2015 several workshops took place to find out the concerns and ideas for improvement of VidaCaixa employees. Subsequently an action plan, structured in four areas, was designed: People Development, Ties to the Company, Compensation and Meritocracy.

People Development

- Professional Opportunities on the Intranet.
- New Policy on Internal Mobility.
- Alianza Programme.
- VidAcademia. (VidaCaixa Academy)
- 24% of all selection processes to be filled internally.
- 185 employees have finished or are undergoing the Diploma in Expert in Savings and Welfare (DEAP as per Spanish acronym).

Ties to the Company

- Communication of Strategic Plan to all staff.
- Promotion of family environment: Open Door Day for families and Family event at Christmas.
- Return activities: 10 activities to encourage social, cultural and sport activities with 30,000 € assigned to them.
- Family Plan: Support for employees with disabled family members.
- Labour calendar: leave work at 14:00 on eve of public holidays.
- *Programa +Vida*: Make available such services as physiotherapy, sports centres, gymnasiums and bicycle parking facilities.

Compensation

- Social benefits: new financial assistance for car parking (in Barcelona).
- Increase in number of training hours, with an average of 112 hours per employee.
- Larger company contribution to employee social welfare.
- Improvements to Life Insurance cover.
- 41.2% of employees enjoy a flexible retribution.
- Personal Loans in cases of forced leave.

Meritocracy

- Development of new appraisal scale, aligned with VidaCaixa's talent pool.
- Introduction of new criteria so that there is a direct relationship between appraisal and promotion.
- Development of new lines of work with the team of managers at the meeting with the Management.
- Update of salary scale based on the market.
- Commitment to raise salary over a two-year period for employees with high performance.
- Appraisal of the participation of employees in transversal projects.

Fostering transparency

Advances in information, prevention and pensions

Throughout 2015 VidaCaixa undertook several actions to improve transparency of information given to customers, in preventing crime and in Pension Plans and Insurance so as to boost security and trust.

Main actions 2015:

- New information was added to pension plan communications. The certificate for the participants and beneficiaries now indicates the value at the end of the year of all the consolidated rights while making a distinction for contributions prior to 1/1/2007.
- Revision of the portfolio holders who received benefits, pursuant to Law 10/2010 on the Prevention of Money Laundering and Financing of Terrorism.
- Definition of the new condition to liquidate plans for 10-year old contributions, in collaboration with Inverco and other insurance sector managers.

Improvements to Information Bulletins and Adaptations to Regulations

- Regulatory reforms
- Fiscal reforms
- SEPA norms
- Prevention of Money Laundering
- Implementation of Solvency II
- Regulation of pension plans and funds
- Adaptation to the regulation the EPSV welfare plans
- Revision of Code of Ethics
- Revision of the Protocol of Penal Reaction

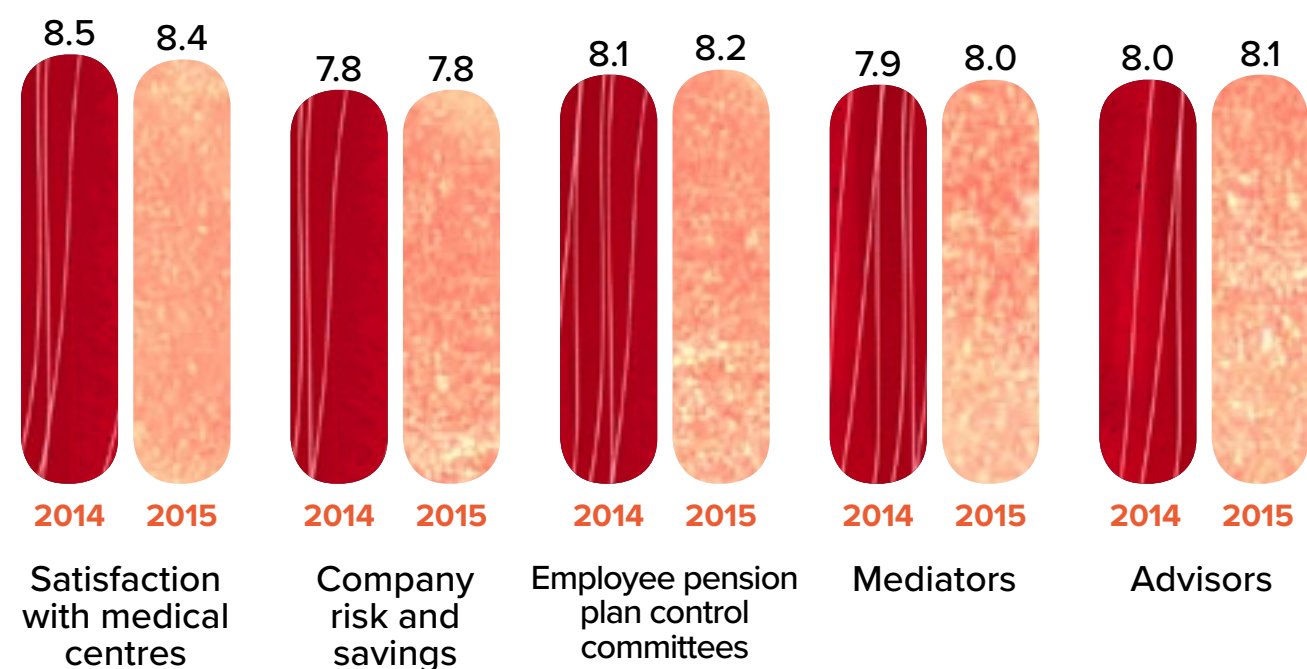
Principal new legislation

- Novelties of Law 50/1980 on Insurance Contracts.
- Order ECC/2316/2015 related to the obligation of information and classification of financial products.
- Royal Decree 1060/2015, 20th November, Management, supervision and solvency of insurance companies and reinsurers, modifies, among other things, the Regulation of Pension Plans and Funds.

Quality management

Improving customer and sales channel satisfaction

Result of the survey to channels and customers



Response percentages: 61.7% Direct customers, 64% Control committees, 72.5% Mediators and 67% Advisors.

VidaCaixa has a quality management system that is based on ISO 9001, which is validated by an external certification company and whose scope is the management of employment pension funds.

In 2015 VidaCaixa continued to prioritise knowledge over the satisfaction of individuals, companies and channels and achieved excellent results for the service provided, which was in line with that of previous years.

The level of recommendation rose to 97.5% in mediators and 100% in advisors. Similarly, it reached 95% in risk and group savings and 97.4% in employment pension plans.

Internal measurement of quality

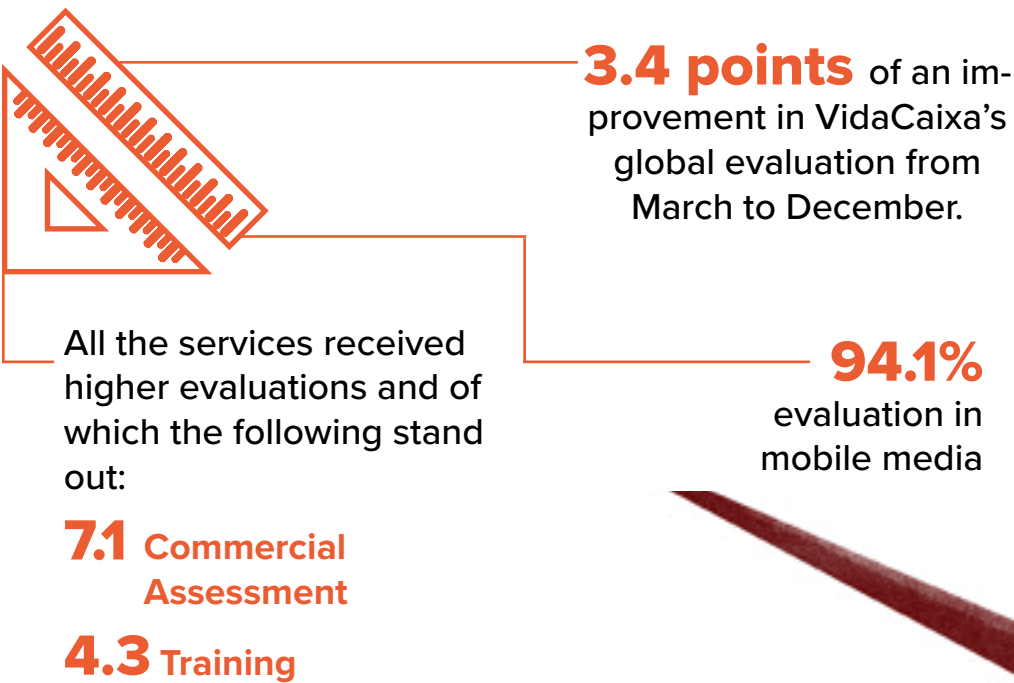
Excellent evaluation by the CaixaBank branch offices

A new quality measuring methodology by CaixaBank branch offices was introduced in 2015 in which the services provided in VidaCaixa life insurance and pension plans were included.

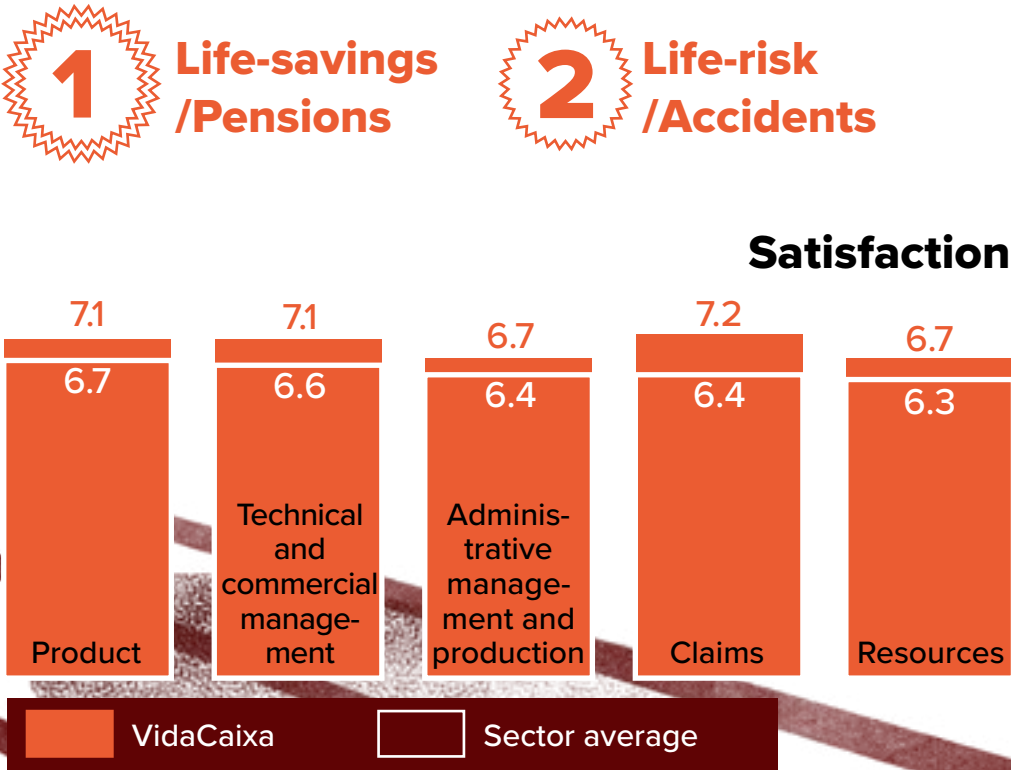
VidaCaixa continues to be the most highly rated company in life risk and life savings

VidaCaixa is the most highly rated company in Life-savings and Pension Plans according to the Adecos 2015 Barometer. It improved on last year's result in all areas and was above the average for the sector.

Results:



Barometer Adecos 2015



Closer to customers

Dialogue channels to improve the service

VidaCaixa provides customer attention via several channels and instruments, such as letters and calls to the Manager, so that the Company can identify opportunities to continue improving its service.



143 letters to the Manager



70 calls to the Manager



101 claims handled by the Customer Ombudsman

80 claims handled by the Directorate General of Insurance and Pension Funds

[+ MORE INFORMATION](#)
Dialogue channels with stake-
holders

[+ MORE INFORMATION](#)
Breakdown of the letters to the
Manager and the resolution of
the claims



Contact Center

In permanent contact with customers

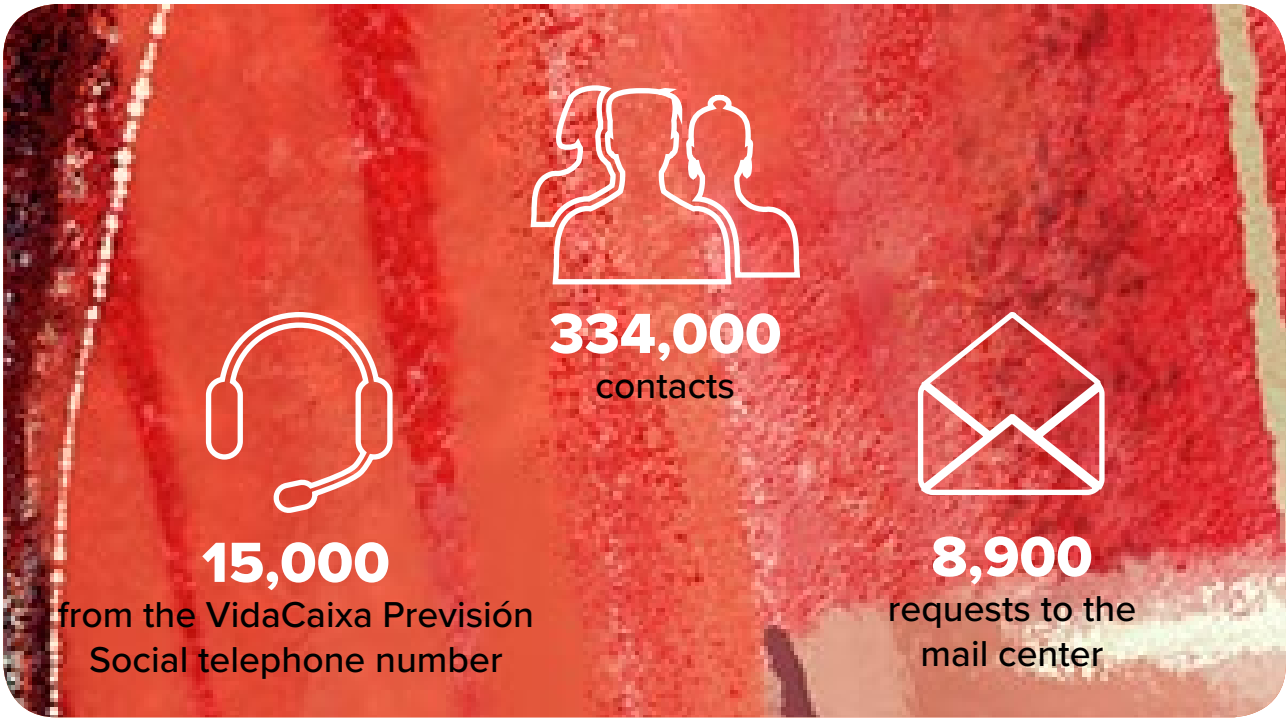
The main VidaCaixa customer attention channel is CaixaBank’s branch office network, which is supported by the Contact Center.

Moreover, VidaCaixa’s customers have four other lines of contact:

- VidaCaixa’s corporate web: www.vidacaixa.es
- The Insurance and Pension Plan tab in CaixaBank’s “*Línea Abierta*”
- VidaCaixa’s Customer Service Office (OAC as per Spanish acronym)
- The Customer Service Telephone of *VidaCaixa Previsión Social*.

The main objective of the Company for 2016 is to further develop the Contact Center towards an omni-channel service so as to improve the service to both customers and the branch office network of CaixaBank.

In 2015 the Contact Center managed



Innovation

Operational excellence

Throughout 2015 VidaCaixa developed several projects associated with the improvement of multiple functionalities with the aim of strengthening management and offering the best possible quality and excellence in the service to the customer.

Main projects



Multi-simulation
of annuities.

New web services for group
and Company customers.

Extension of multi-insurance pack to
businesses and companies.

Advances in digitalisation:
Documentation
Digital signature
Online subscription to products



TR_VEL

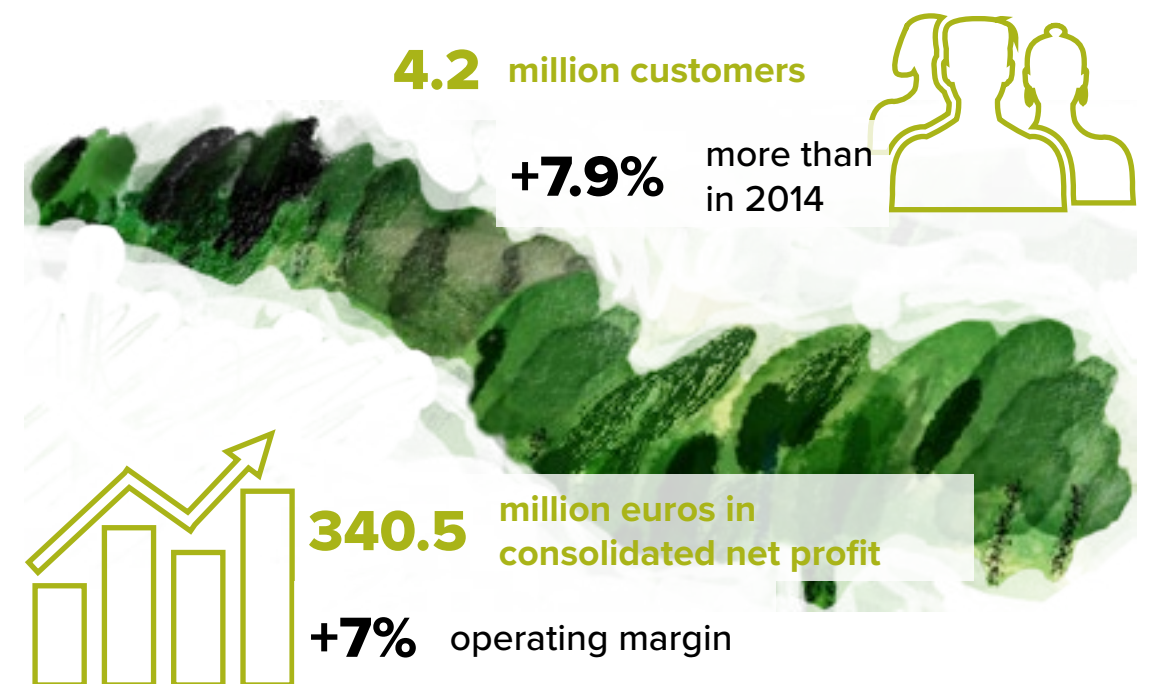
GENERATING VALUE

Leadership and excellent results

Increasing profits sustainably and boosting the customer portfolio

Through a differentiated strategy from the other insurers on the Spanish market, VidaCaixa reached 4.2 million customers, an increase of 7.9% over the figure in 2014. More and more customers trust the Company to plan their retirement.

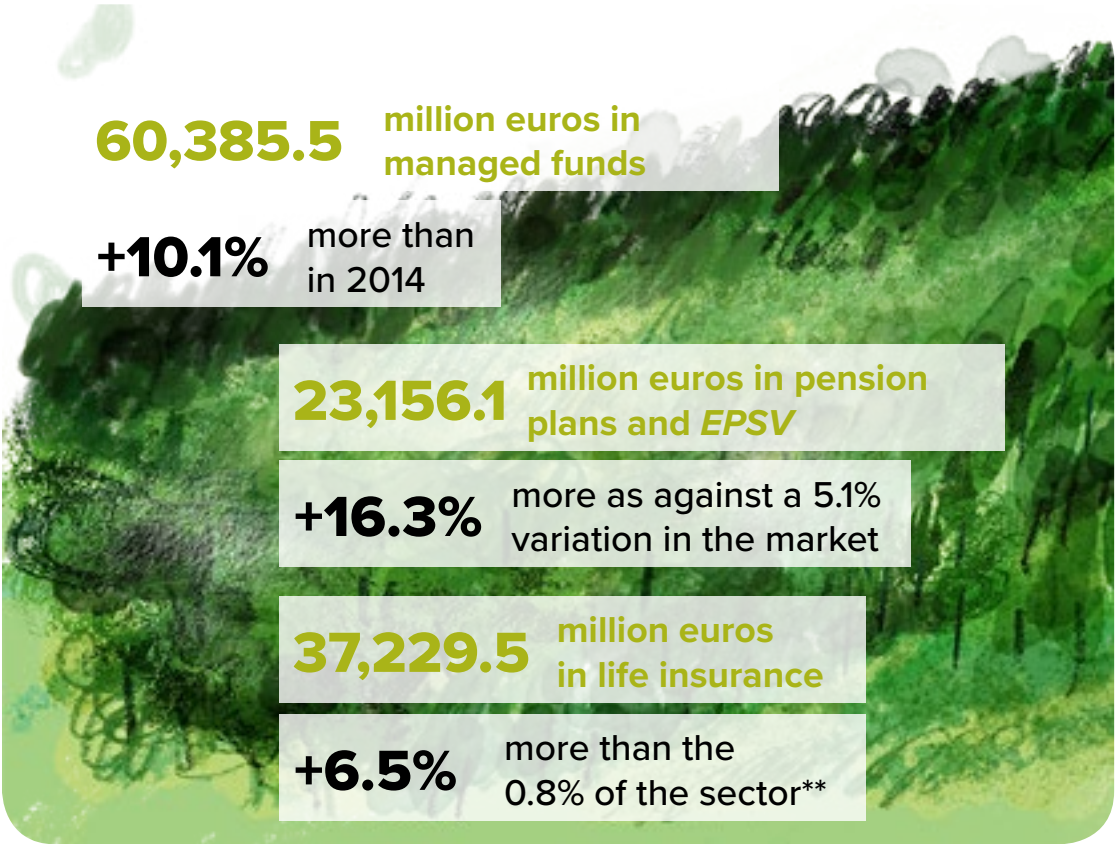
VidaCaixa achieved a net consolidated profit of 340.5 million euros, an increased operating margin of 7%. The Company managed to become leader in the insurance sector as well as in the individual and overall pension plan market.



Resources, premiums and contributions

An increase in the amount of funds managed and an increase in the volume of premiums and contributions

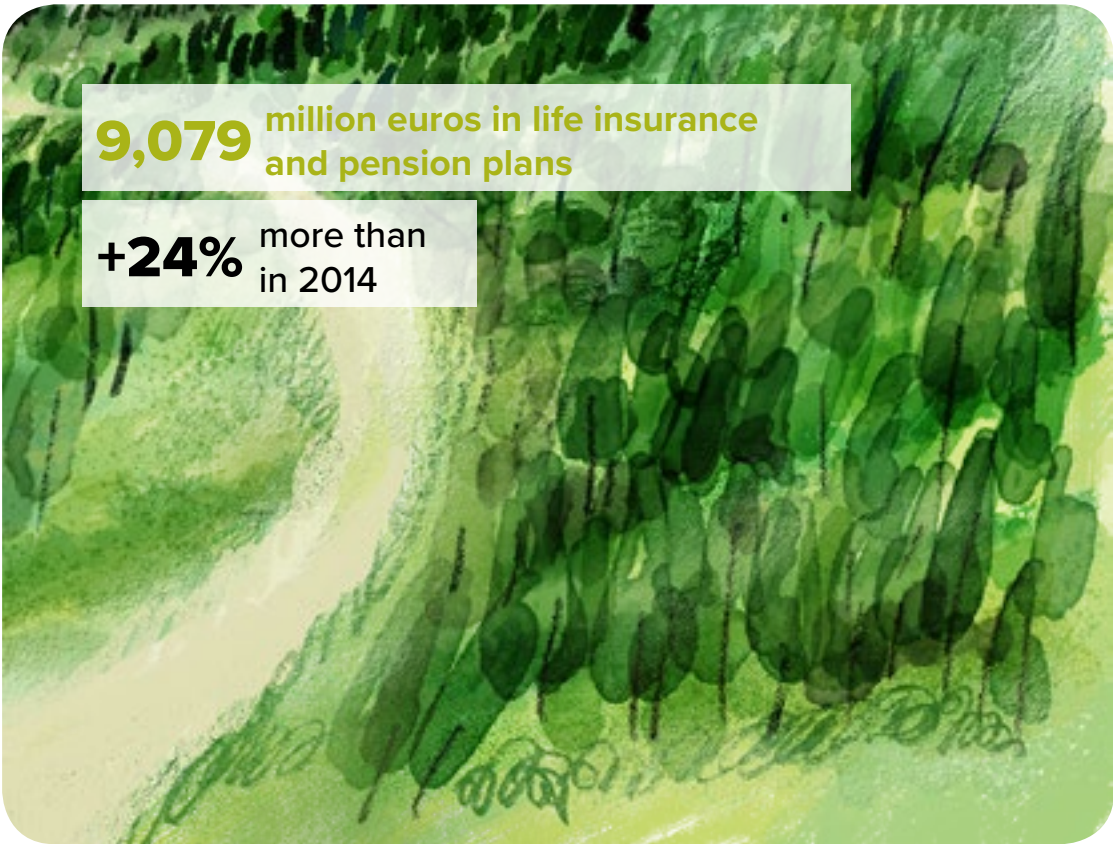
Managed funds



* Source: Inverco ** Source: ICEA

VidaCaixa managed a total of 60,385.5 million euros in funds, 10.1% more than in 2014. This figure includes 23,156.1 million euros in pension plans and EPSV and 37,229.5 million euros in life insurance.

Volume of premiums and contributions



The Company became the largest insurance company in Spain with premiums and contributions reaching 9,079 million euros in life insurance and pension plans. This was an increase of 24 % with respect to the figure in 2014.

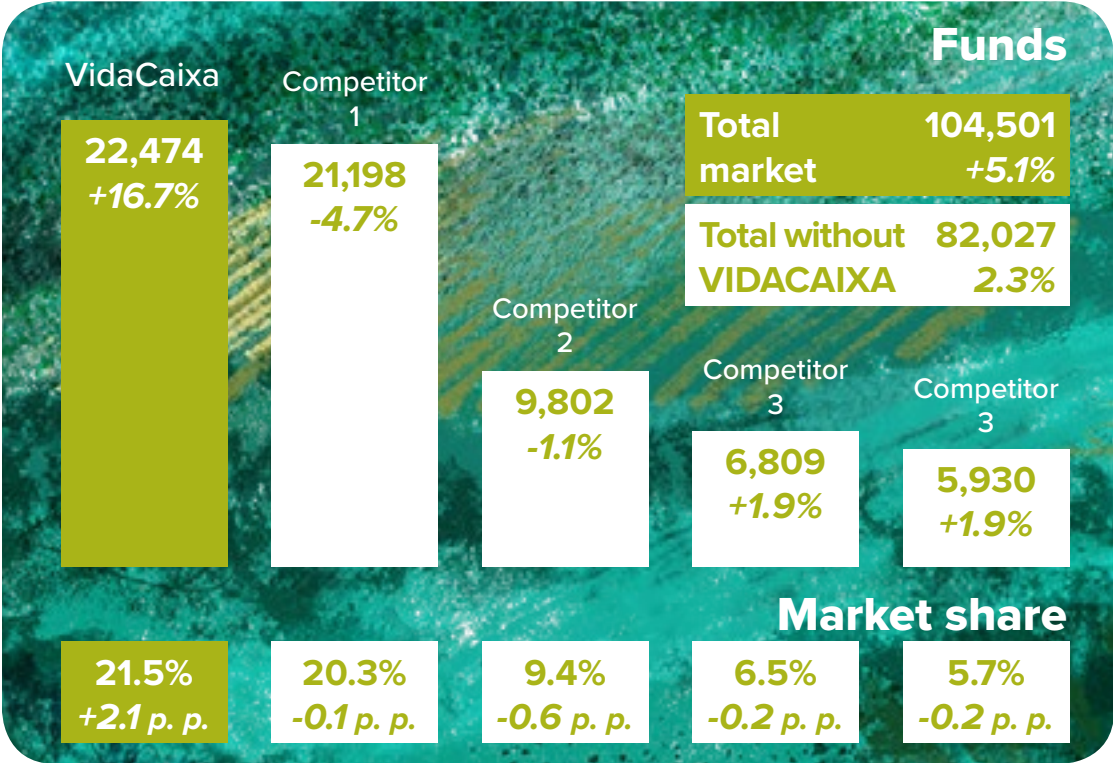
Market share

Leader in individual and overall pension plans

VidaCaixa became the market leader in pension plans on an overall basis, where it gained 2.1 percentage points reaching a share of 21.5%, as well as leader in individual pension plans with 20.4% market share, according to data from Iverco.

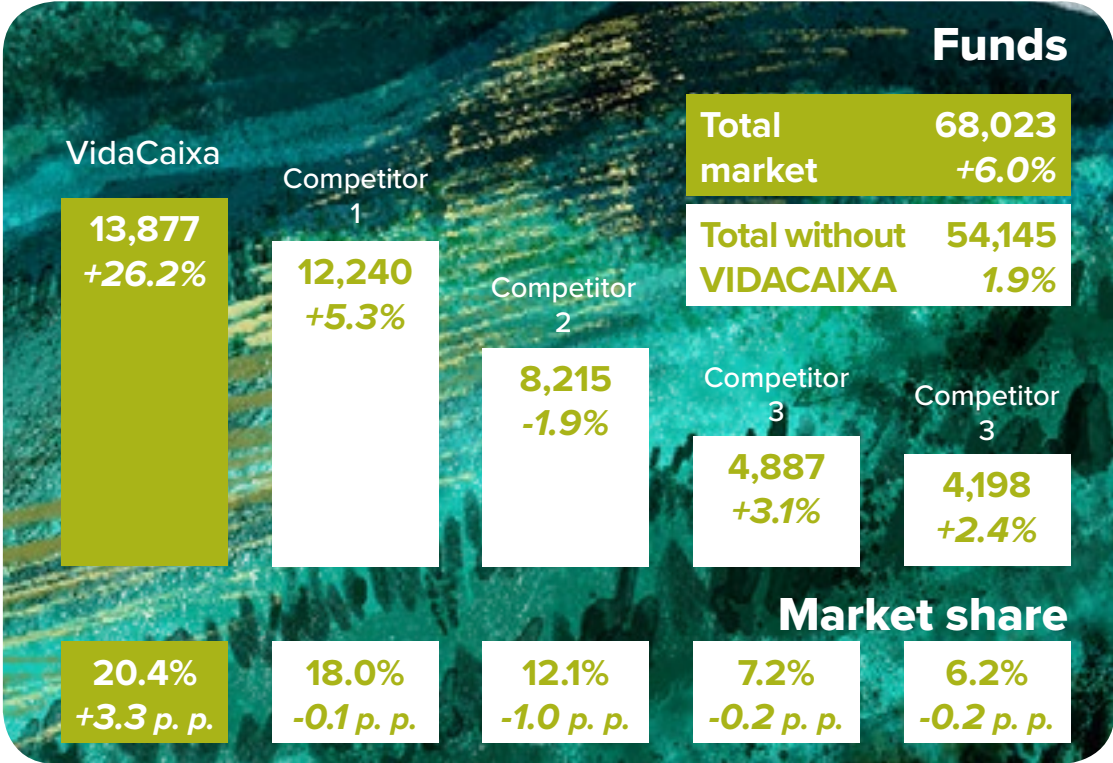
Individual pension plans rose by 2% reaching a total of 13,877 million euros in managed funds.

Total pension plans



Data fourth quarter 2015. Variation with respect to fourth quarter 2014. Source: Iverco

Individual pension plans



Data fourth quarter 2015. Variation with respect to fourth quarter 2014. Source: Iverco

Leader in life-savings

First in insurance premiums

VidaCaixa’s market share of life insurance premiums in 2015 was 28.1%, 6.1% more than in 2014, which placed the Company 16.4% ahead of its following competitor, according to data from ICEA.

With respect to premiums and contributions to savings products and individual and group pension plans, VidaCaixa collected 8,400.4 million euros (24.5% more than in 2014). In this sense, a total of 28 IBEX 35 companies entrust their employer pension plans to VidaCaixa.

In like fashion, employer pension plans accumulated a total of 8,622.5 million euros in managed funds (4% more than in 2014) and the life-risk premiums reached 679.1 million euros (14.4% more than in 2014). Of those, 455.5 million euros correspond to individual life-risk with a growth of 17.8% at the closing of September and 223.6 million euros to group and company business that grew by 8.2%.

Insurance premiums



Data fourth quarter 2015. Variation with respect to fourth quarter 2014. Source: ICEA

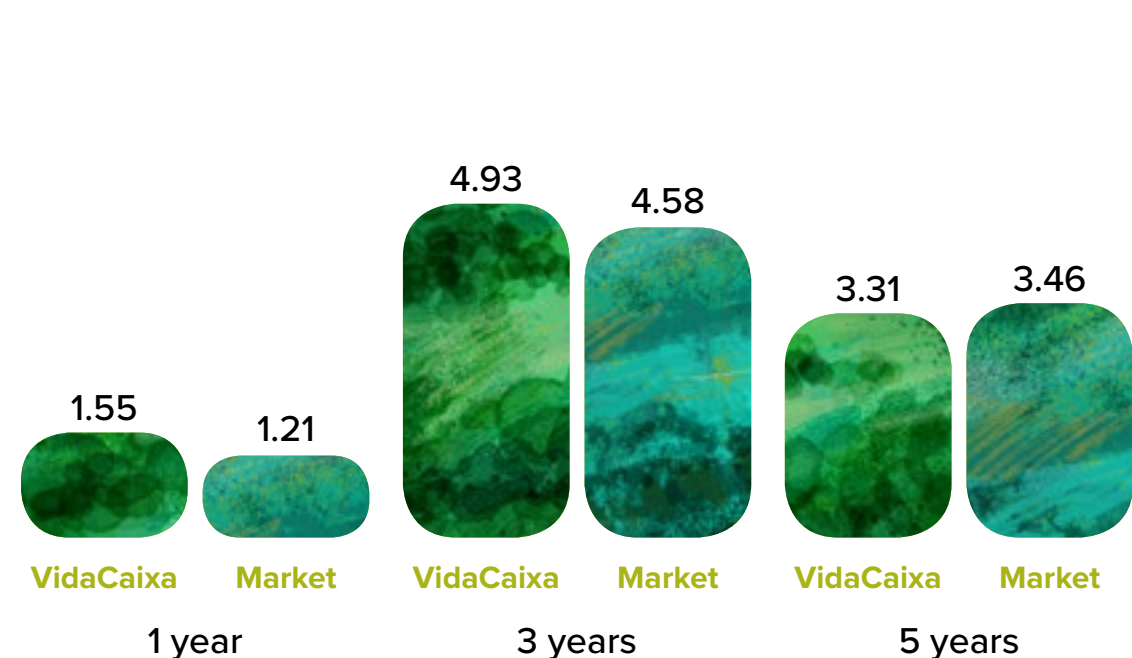
High profitability

Excellence in pension fund management

VidaCaixa's profitability stands above the average of the market thanks to the discretionary management of the investments. 2015 was noteworthy for the investment in European variable income and the revaluation of the main currencies of developed countries in relation to the euro.

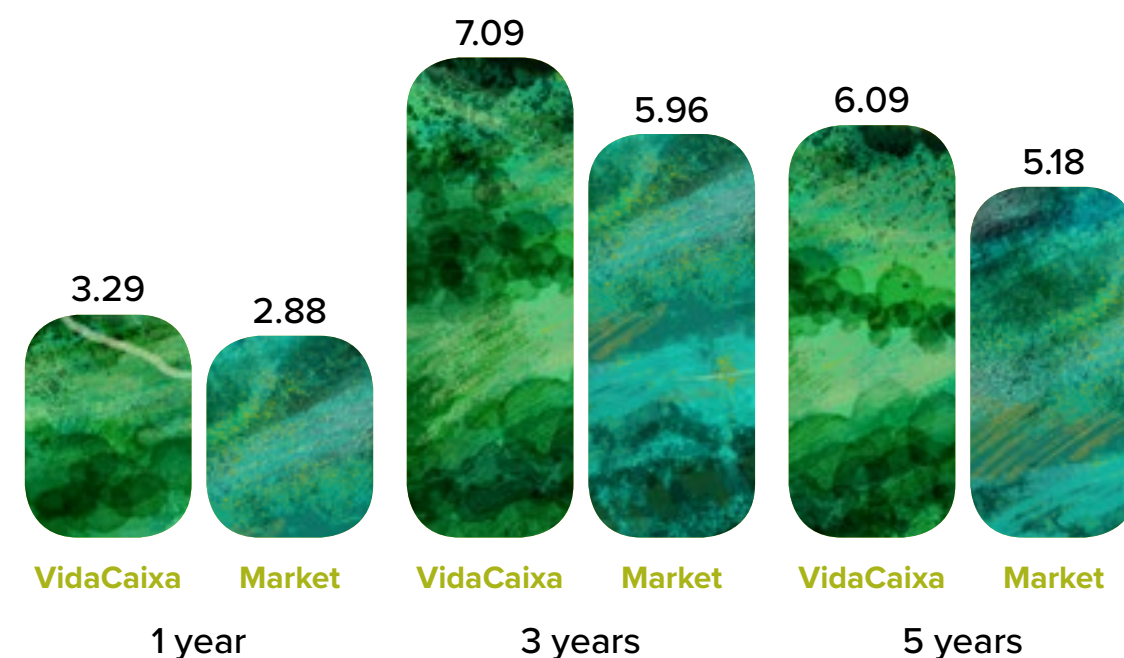
VidaCaixa achieved excellent results as a pension fund manager: 80% of individual pension funds in active management are in the first or second quartile of profitability and employer pension plans reached 91%.

Individual Pension Plans*



* Annualised profitability weighted according to VidaCaixa's investment structure

Employer Pension Plans**

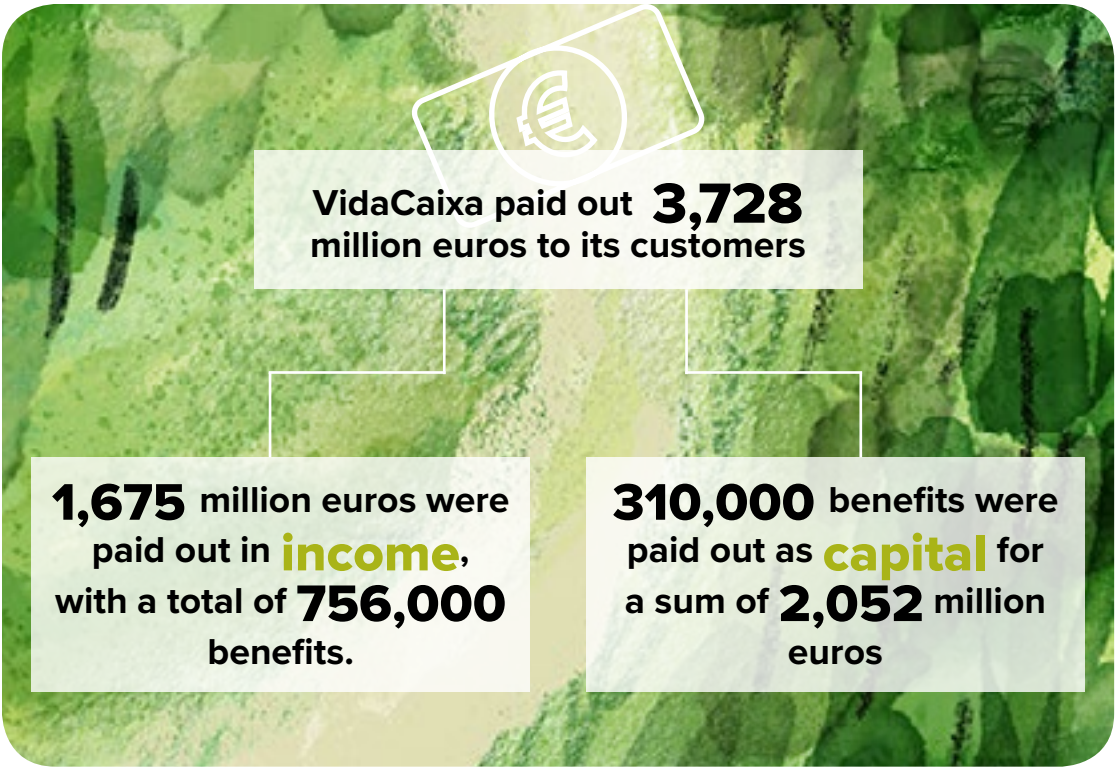


** Annualised profitability weighted according to the amount of each fund

Private pensions

Leader in payments of private benefits

In 2015 VidaCaixa paid out a total of 3,728 million euros to its customers, of which 1,675 million euros were as income for 756,000 benefits and 310,000 benefits were in capital for a sum of 2,052 million euros.



Savings culture

Leader in complementary social welfare

VidaCaixa maintained its leadership in complementary social welfare by actively promoting a culture favouring savings planning and prevision through such diffusion channels as events, conferences, blogs, social networks, studies and press releases.

VidaCaixa's active collaboration



ICEA Investigació Cooperativa d'Empreses
Asseguradores i Fons de Pensions*



UNESPA Unió Espanyola d'Entitats
Asseguradores i Reasseguradores**



Geneva Association



Edad & Vida (Age and Life)

INVERCO Group and Company investment



* Research Cooperative of Insurance and Pension Fund Companies
** The Spanish Association of Insurance and reinsurance companies

Obra Social “la Caixa”

Committed to people and society

The aim of the *Obra Social “la Caixa”* is to be an international benchmark committed to human rights, peace, justice and people’s dignity. In 2015 the budget of the *Obra Social* was 500 million euros.

VidaCaixa, through its activity and business, contributes to the profit of CaixaBank, thereby collaborating indirectly with the work and Budget of the *Obra Social “la Caixa”*.

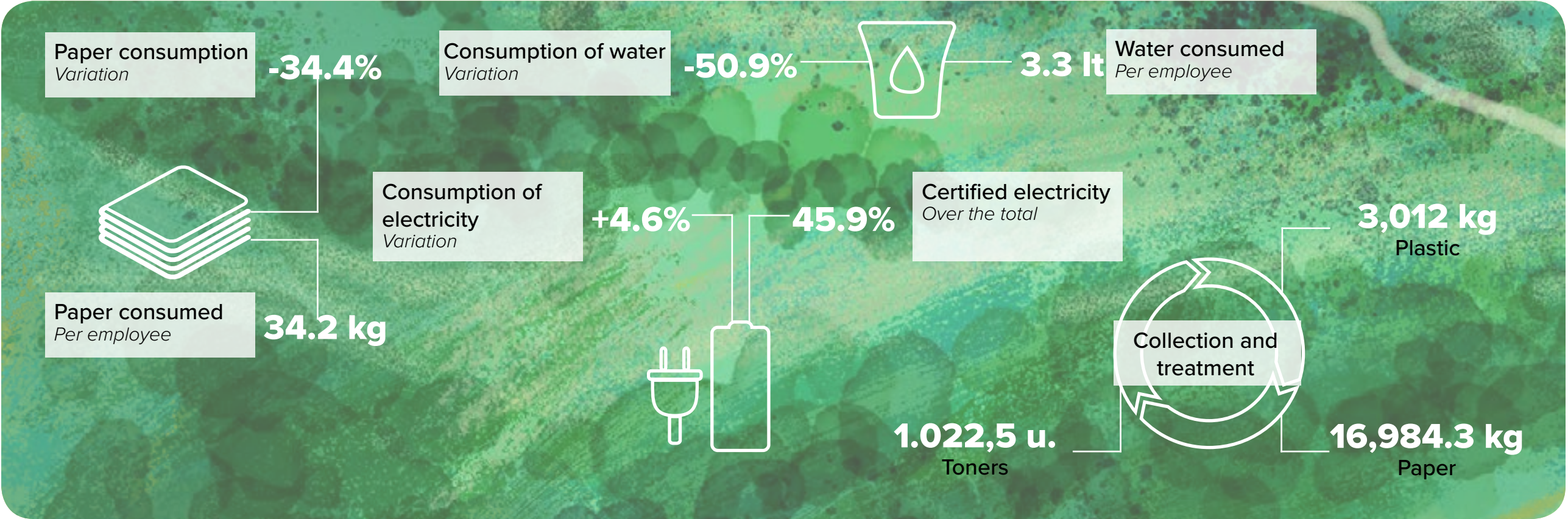


Commitment to the environment

New policy favouring the environment

In 2015 VidaCaixa approved its own environmental policy with the aim of optimising the consumption of natural resources, reducing the creation of waste and improving the segregation of resources for later reuse.

The Company is committed to the goal of improving its environmental footprint and for this it develops 3 main action initiatives: efficiency in consumption, raising awareness internally and reducing waste.





ADDENDA

Stakeholders and channels

Dialogue at the heart of our strategy

Dialogue and stakeholder management –shareholder, employees, customers, suppliers, society and the environment– are integrated in VidaCaixa’s strategy through its multiple communications channels.

Channels for dialogue

Shareholder

- Represented on Governing Bodies.
- Collaboration and fluent communication among Corporate Social Responsibility areas.

Customers

- CaixaBank branch office network.
- Telephone satisfaction surveys.
- Customer care office.
- Call Center.
- Letters and Calls to the Manager.
- Corporate web portal.
- Futuro meetings with customers from both individual and group and companies segments.

Employees

- Periodic satisfaction surveys.
- Corporate Intranet and corporate communications.
- Balanced Scorecard (BSC) and Personal Balanced Scorecard (PBSC).
- Annual Convention of Managers.
- Training of mid-level managers.
- General and face to face meetings with Management.
- Meetings with Bancassurance channels.
- Aulaforum, virtual training platform.
- Newsletter.
- Suggestion box.

Society and the environment

- Return.
- Participation in institutions in insurance, social welfare and Corporate Social Responsibility.
- Participation in forums and conferences as well as press releases sent to the media.
- Contacts with investment managers.

Scope and materiality

Cover and scope

This Report, the legal, economic and financial information of the Company is presented together with the social, environmental and corporate governance aspects so as to provide a more comprehensive vision of VidaCaixa, its results and its response to its stakeholders.

In drawing up this Report, its cover and scope were clearly defined, prioritising data considered material and including all significant events that took place throughout 2015, without omitting any relevant information for the Company's stakeholders.

The compiled information mainly refers to 2015, but also includes, depending on its relevance and availability, information from previous years to enable the readers to form a broader opinion about the evolution of VidaCaixa.

For this, the Report contains tables and graphs so as to provide greater understanding. Moreover, technical language has not been used as far as possible to avoid its meaning from being misinterpreted by stakeholders.

Materiality

In order to identify relevant issues, VidaCaixa undertook a process of internal and external analysis as well as a consultation with its stakeholders, based on the AA1000 Accountability methodology, which consisted of the following:

- Other national and international annual reports were reviewed to extract the relevant material for the insurance sector. Businesses from the financial and social welfare sector were studied in addition to VidaCaixa's main competitors. Furthermo-

re, the reports prepared by the shareholder of the Company, CaixaBank, were taken into consideration.

- VidaCaixa consulted its stakeholders through detailed interviews (together with experts in Corporate Social Responsibility) in relation to the scope and content of the Company's 2015 Integrated Annual Report. There, the proposals to improve future reports were identified.
- 80 VidaCaixa employees were consulted via an online survey.
- The materiality matrix of the Company was updated.

Survey with employees and experts

Consultation with employees

Year after year VidaCaixa's employees respond to an online survey on the scope and content of the Integrated Annual Report, where the importance of relevant issues and VidaCaixa's level of performance is evaluated.

Relevant issues for employees

Issues of high importance:

- Customer satisfaction.
- Quality of products and services.
- Business model and corporate strategy.
- Clear and transparent information on products and services offered and on non-misleading publicity practices.
- Prudent, sustainable and solvent business management.
- Good governance and transparency.
- Employee wellbeing (reconciliation of professional and family life, promotion of equality and integration, etc.).
- Business ethics (top management, employees).
- Innovation and development of new technologies.
- Professional development of employees (career plan and training).
- Improvement in financial culture in insurance.

Issues of medium to high importance:

- Increase in share value for the shareholder.
- Accessibility to insurance products.
- Socially beneficial actions (social action, creation of employment or collaboration in programmes to promote the financial education of people).
- Integration of sustainable criteria in products and services.
- Intensification of dialogue with stakeholders.

- Promotion of healthy life habits combined with prevention.
- Procedures to select socially and environmentally responsible suppliers.
- Actions to reduce our impact on the environment.

Consultation with experts

In order to measure the scope and content of VidaCaixa's Integrated Annual report, in-depth interviews were held among all the stakeholders in the Company, where proposals for improvements were identified.

Participants in the consultation of stakeholders

- Shareholder: CaixaBank.
- Academic institutions: Universitat Pompeu Fabra.
- The media: INESE.
- Environmental organisations: Experto.
- Institutions from the insurance and social welfare sector: ICEA.
- Entrepreneurial associations: CECOT.

Continued...

Survey with employees and experts 2

Principal conclusions of the consultation with experts

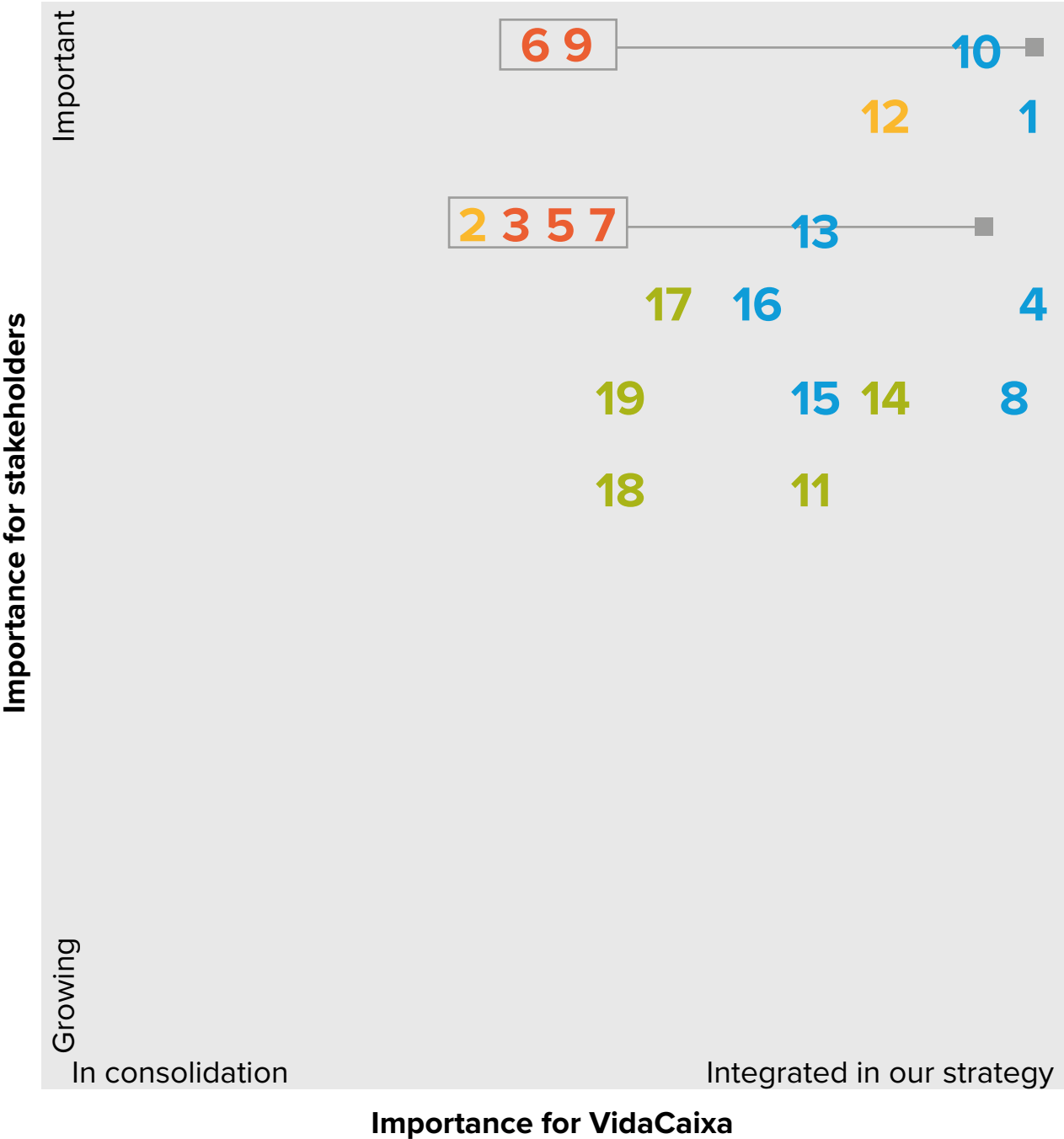
Several relevant issues stood out, which were fruit of the dialogue with VidaCaixa's stakeholders with respect to competition.

- **Business model and corporate strategy:** A relevant issue in the present context. The experts call on VidaCaixa, as leader in complementary social welfare, to show its leadership in accompanying society towards savings for the future, via pension plans, in order to ensure a dignified life in retirement.
- **Prudent, sustainable and solvent business management:** An important issue associated with VidaCaixa's results, strength and solvency. The experts affirm that the management of the business and its capacity to offer guarantees is going to be one of the themes related to social responsibility that will take on more importance in the future.
- **Innovation and the development of new technologies:** a relevant issue that, according to the experts consulted, must be associated with greater innovation in the offer of products and services and not so much involved in the development of new technologies to improve the relationship with customers.
- **Customer satisfaction:** This is a relevant issue where VidaCaixa's response is satisfactory, with good customer service. They consider VidaCaixa is an insurance company with a comprehensive cover in company social welfare, with risk, savings and top class health products.
- **Increase shareholder value:** A relevant issue associated with the role of VidaCaixa before its shareholder. The experts perceive the potential growth of the Company and its bancassurance distribution through the shareholder's commercial network.
- **Accessibility of the insurance products:** A relevant issue in which the experts value VidaCaixa's commitment, based on

the assessment of its professionals and the range of solutions that answer the needs of most people.

- **Quality of products:** A relevant issue associated with the evaluations of the degree of satisfaction of the service provided that VidaCaixa undertakes periodically. The experts value the fact that the data obtained, whether in individual, company or channel segments, have been maintained or improved.
- **Employee wellbeing:** A relevant issue where the good management of labour relations is perceived as being in line with the sector. The experts consider VidaCaixa a good place to work.
- **Business ethics:** A relevant issue to transmit trust and responsibility to society. The experts acknowledge the work of VidaCaixa in its transparent communication, but ask for more investment in aspects related to Corporate Social Responsibility.
- **Professional development of employees:** A relevant issue in which the experts perceive the advances VidaCaixa made and for its ongoing commitment to training programmes to build up employee knowledge.
- **Good governance and transparency:** A relevant issue in which the experts perceive VidaCaixa's strong determination. They applaud the effort made by the sector to continue advancing in such areas as transparency and governance as they are becoming more and more important.

Materiality matrix



Relevant issues

- 1 Customer satisfaction.
- 2 Good Governance and transparency.
- 3 Business ethics (top management, employees).
- 4 Quality of products and services.
- 5 Employee professional development (degree, training).
- 6 Prudent, sustainable and solvent business management.
- 7 Employee wellbeing (reconciliation of professional and family life, promotion of equality and integration, etc.).
- 8 Clear and transparent information on products and services and non-misleading publicity.
- 9 Business model and corporate strategy.
- 10 Innovation and development of new technologies.
- 11 Actions in benefit of society (social action, creation of employment or collaboration in programmes to promote la financial education of the people).
- 12 Increase in shareholder value.
- 13 Accessibility to insurance products.
- 14 Improvement in financial culture in insurance.
- 15 Integration of sustainable criteria in products and services.
- 16 Intensification of dialogue with stakeholders.
- 17 Promotion of healthy life habits and prevention.
- 18 Actions to reduce the impact on the environment.
- 19 Procedures to select socially and environmentally responsible suppliers.

Issue related with

Shareholder
Employees

Customers
The Environment and Society

VidaCaixa and SegurCaixa Adeslas

VidaCaixa

In the individual customer area VidaCaixa sells life-risk insurance linked or not to bank loans. The Company has a wide range of products to generate complementary savings that are composed of several models of life insurance and different pension plans.

For SMEs and the self-employed group VidaCaixa has a specific range of life insurance and pension plan products especially designed to cover their needs in insurance and welfare.

Finally, in the area of groups and companies VidaCaixa offers an extensive range of made-to-measure solutions in life-risk and life-savings insurance as well as pension plans depending on the specific conditions of each large group.

SegurCaixa Adeslas

SegurCaixa Adeslas is the leading Company in healthcare insurance in Spain and the second Company in the non-life insurance sector.

Mutua Madrileña is the controlling shareholder in SegurCaixa Adeslas, with 50% of the capital. 49.92% is in the hands of CaixaBank through VidaCaixa.

Governing bodies 1

Audit and Control Committee

In 2015 the Audit and Control Committee held 4 meetings.

On 21st April 2015 the functions of VidaCaixa’s Audit and Control Committee were approved. Its competences are as follows:

- Inform the Annual General Meeting on questions raised by shareholders at the Meeting on matters of competence.
- Supervise the efficiency of the Company’s internal control, internal audit and systems of risk management, including fiscal risk, as well as discuss with the account auditors the significant weaknesses of the internal control system detected in the course of the audit.
- Supervise the process of drawing up and presenting the regulated financial information.
- Propose to the Board of Directors the appointment, re-election and substitution of the external auditors as well as their hiring conditions and regularly gather information from them about their auditing plan and its execution. Moreover, it must conserve its independence in carrying out its functions.
- Set up timely meetings with the account auditors so as to receive information on those questions that may put their independence at risk, for their examination by the Committee and anything else related to the auditing of the accounts as well as those other communications foreseen in the legislation of account auditing and the auditing regulations. In any case, they must annually receive from the external auditors a declaration of their independence in relation to the company or companies linked directly or indirectly to it. They must also receive the information on whatever additional services provided and the corresponding fees the external auditor or the people or companies linked to it received from those companies in accordance with the legislation set out on account auditing.

- Annually issue a report, prior to the issuance of the account auditors’ report, expressing an opinion on the independence of the account auditors or auditing company. This report must contain, in any case, the value of the additional services provided, which the previous paragraph refers to, on an individual and overall basis that are different from the legal audit and in relation to their independence or to the rules governing auditing.
- Report, prior to the Board Meeting, on all the matters foreseen in the law and in the Company statutes and in particular on the financial information the Company must publicly publish from time to time, the creation or acquisition of stakes in special purpose companies or domiciled in countries or territories that are considered tax havens and the operations with the associated parties.

Chairman	Mr. Miquel Valls Maseda
Member	Mr. Jaime Gil Aluja
Member	Mr. Miquel Noguer Planas

Governing bodies 2

Appointments and Retributions Committee

In 2015 the Appointments and Retributions Committee held 3 meetings.

On 5th May 2015, Mr. Tomás Muniesa resigned as Chairman of the Committee and on 25th July 2015 Mr. Miguel Valls Maseda was appointed Chairman.

On 21st April 2015 the change of name of the Appointments Committee was approved. It is now the Appointments and Retributions Committee, whose main functions are as follows:

- Evaluate the competences, knowledge and necessary experience of the Board Directors.
- Set a goal for representation of the least represented gender on the Board of Directors and draw up guidelines on how to achieve that objective.
- Submit to the Board of Directors the proposals for the appointments of independent Board Members so that it may so designate them or take it upon itself to submit them to the AGM for decision as well as submit proposals for the re-election or separation of those Members by the AGM and generally report on appointments of other Board Members.
- Report on the appointments and dismissals of Senior Executives and the basic conditions of their contracts.
- Examine and arrange the succession of the Chairman of the Board of Administration and the chief executive of the Company and, where necessary, make proposals to the Board of Administration so that said succession takes place in a planned and orderly manner.
- Propose to the Board of Administration the retribution policy of the Members and the General Managers or those who undertake the functions of senior management that depend directly on the Board, the Executive Committees or Chief Exe-

cutive Officers, as well as the individual retribution and other contractual decisions of Chief Executive Officers while safeguarding their observance.

Chairman	Mr. Miquel Valls Maseda
Member	Mr. Javier Ibarz Alegría
Member	Mr. José Antonio Sarriá Terrón

Management Team

In 2015 Pablo Pernia joined the Management Team (Manager of Legal Department, Compliance and Secretary to the Management Committee). Moreover, May Plana modified her functions (Manager Internal Audit and Fiscal Department).

Executive Vice-Chairman – Chief Executive Officer	Tomàs Muniesa
Managing Director	Antonio Trueba
Assistant General Managers	Ernesto Moreno (Investments)
	Jordi Arenillas (Economic-Financial)
	José Antonio Iglesias (Customers and Product offer)
	Jorge Nicolau (Resources)
Managers	Carlos Lorenzo (Sales)
	May Plana (Internal Audit and Fiscal Dept.)
	Pablo Pernia (Legal Dept., and Compliance)
Secretary to the Management Committee	Pablo Pernia

Functions of the Private Welfare Advisors

The function of the Private Welfare Advisors (APP as per Spanish acronym) is to advise on matters of retirement and sell welfare products devoted to the Private Banking segment, as well as help the sale of those products in CaixaBank's Private Banking centres.

Their target customer is a CaixaBank Private Banking customer who usually holds a senior position in large companies, is a self-employed professional or retired manager between 55 and 80 years old who requires non-standard solutions.

Products available through CaixaBank's *Línea Abierta* in 2015 and the main actions that can be carried out.

Life-risk	<i>Vida Familiar</i> <i>SEVIAM Abierto</i>	Subscription Renunciation (first 30 days) No renovation on maturity Duplication of documentation <i>Seviam Préstamo Abono Inmediato</i> in direct subscription and through ready-to-buy (R2B)
	Collective agreement insurance	Subscription Modification of number of policyholders
Life-savings	<i>Libreta Futuro</i> <i>Asegurado</i> <i>Plan Ahorro</i> <i>Asegurado (PIAS)</i> <i>Cuenta Caixafuturo (PIAS)</i> <i>Cuenta Caixafuturo (SIALP)</i>	Subscription <i>Cuenta Caixafuturo PIAS</i> Subscription <i>Cuenta Caixafuturo SIALP</i> on web and mobile Periodic contributions to <i>Cuenta Caixafuturo PIAS</i> and <i>SIALP</i> Extraordinary contributions to <i>Cuenta Caixafuturo SIALP</i> via <i>R2B</i> Renunciation (first 30 days) Application for complete surrender Application for document duplication Consultation
	<i>Planes Individuales PPA</i> <i>Planes de promoción conjunta y asociados</i> <i>EPSV</i>	Subscriptions and contributions Subscription to new range of <i>Destino Planes de Pensiones</i> and <i>EPSV</i> Internal transfers between plans External transfers to other entities Access to retirement simulator (also available in the CaixaBank Portal) Access to Savings Calculator Pension plan online advisor Catalogue of pension plans Subscriptions, contributions, internal and external transfers through <i>R2B</i> <i>Hazte Cliente</i> process External transfers on mobile phones and through <i>R2B</i> Revocation of external transfer with internal transfer through <i>R2B</i> Subscription to <i>PlanCaixa Tándem</i> through <i>R2B</i> Change of linked account Designation of beneficiaries
Pension plans, <i>EPSV</i> and <i>PPA</i>	<i>Planes de pensiones de empleo</i>	In addition to the above, special consultation for Control Committees

Principal risks managed

The first step in developing an effective and suitable internal control system for the Company is to identify, classify and evaluate the risks. In this sense VidaCaixa focusses its management on the following main risks:

Loan risk	The risk that the counterparts do not attend to their payment obligations and the possible losses in value due to variations in their loan quality is systematically controlled.
Technical or subscription	The technical-actuarial risks are exhaustively controlled, given that the technical reserves translate into the most significant part of the liabilities.
Market risk	The risk of suffering losses for variations in the rate of interest, the rate of exchange or the price is managed carefully.

Loan risk

- Maintenance of the treasury and the equivalent liquid assets with financial entities with a high level of credit, especially with CaixaBank. As far as balances receivable from insurance policies are concerned, there is no significant loan risk with third parties.
- Similarly, in relation to loan risks associated with financial instruments, the established policy was based on two fundamental principles:
 - Prudence: Rating scales and investment deadlines were defined.
 - Diversification: High level of diversification in sectors and issuers, with maximum limits of risk for the issuer.

Technical risks or subscription

- The technical evolution of the products.
- Definition and follow-up of the subscription policy, tariff setting and reinsurance.

Market risks

- Periodically carrying out different analyses on the sensitivity of the portfolios to market risk resulting principally from the evolution of the interest rate.
- In relation to the exchange rate risk, no assets are kept with significant exposure in foreign currencies other than the euro or different from what is listed in the annual accounts.
- With reference to the price risk, VidaCaixa is exposed to market risk basically because of its portfolio of fixed income and, to a much lesser extent, through the shareholdings that it has in the capital of listed companies.

Training

Leadership school

Principles of action

- Promote VidaCaixa’s values and culture.
- Share and transmit the strategic vision and the challenges of our surroundings (CaixaBank and Socioeconomic).
- Foster the Leadership Model.
- Encourage the development of teams.

Activities 2015

Some of the activities that took place in the Leadership School are: workshops to improve the “Building together” climate, coaching, talks at IESE, post-graduate studies at the Management Development Centre (CDD as per Spanish acronym), redesigning the evaluation and performance process, designing an awareness programme, appraisal of leaders, execution of the role of Ambassadors and Breakfasts with the Management, among others.

Managers	2014	2015
# VidaCaixa Managers	76	86
% VidaCaixa Managers over VidaCaixa staff	18%	20%
Average age of managers	45.5	45.4
Average seniority of managers	13.4	13.3
Average team per manager	8.25	8.46
Participation in the Leadership School	2014	2015
# Ambassadors in Leadership School Initiatives	0	13
# Managers involved in Leadership School projects	76	86
Average of training sessions for Mid-Level Managers	4	5
Managers who received coaching	6	

New professional opportunities

Internal Mobility Policy

VidaCaixa fosters the possibilities of professional development and transparency. For that and through the Internal Mobility Policy, all the new job vacancies VidaCaixa has to offer are posted on the Intranet so that they are accessible and facilitate employment and professional development.

Alliance Programme

The Alliance Programme sets out a mutual commitment among the teams in VidaCaixa to carry out the strategic initiatives in two areas:

- **Alliance Development:** In order to develop 11 initiatives of the strategic map, VidaCaixa prepares people involved in each of the models of those initiatives, sets out an agreement with them that pursues their professional development and the achievement of the strategic goals.
- **Alliance Travellers:** VidaCaixa offers its employees the chance to spend periods of time in other organisational units of the Company so that they can collaborate in other areas that are different from their own. All of this provides benefits such as developing the capacity to work in teams, strengthening professional networking, providing a more global vision of the people in the Company and increasing synergies.

To be continued...

Training 2

Internal Training *VidAcademia*

Sessions	Content
Introduction to Alternative Investment (3 sessions)	Functions of the Alternative Management Department. Where and how we invest? What we look for? Why invest? <ul style="list-style-type: none">• Types of assets• Similarities to and differences from traditional investment (Variable income and fixed income)• Types of strategies• Ways to invest
Digital Customers (1 session in 2015, 2 programmes in 2016)	Digital natives pose challenges and opportunities in the business environment in all sectors. They are more demanding, have more knowledge at their fingertips and have information consumption patterns with very different peaks. The aim is for companies who wish to seduce and retain them to get to know the challenges and how the country must prepare itself for this milestone.

Training in Sales Channels

VidaCaixa carried out training sessions with the aim of continuously improving and boosting the professional development of employees, those who belong to the Company as well as those in the sales channels.

Post-graduate University course in Expert in Savings and Welfare

2015 witnessed the start of 2nd course directed at CaixaBank and VidaCaixa employees. Its main objectives are to promote knowledge in management and retirement planning while shaping the customer advisory model.

Training on different subjects is given, such as economics and finances, currency market, fixed and variable income markets, social welfare, taxation and retirement planning plus commercial skills that must be present throughout the advisory model.

Programme for CaixaBank Business Managers

The goal of the programme the Business Managers of CaixaBank receive is to revise the benefits the Social Security system has to offer while complementing them with Life-Risk solutions and using the tools VidaCaixa provides to endow this group with the knowledge required to advise customers, the self-employed and entrepreneurs who have an annual turnover of less than 2 million euros.

TDF commercial campaign for Premier Bank customers

This is a commercial campaign with the aim of informing the Premier Banking segment about the philosophy of the new range of Pension Plans.

It points out, among other things:

- The importance of asset diversification: a portfolio composition that seeks the best balance between growth and stability in the short to medium term.
- The importance of staying in the market: permanence in time is the way to invest and is above the downward fluctuations of the market.
- The importance of periodic contributions: long-term systematic savings.

Breakdown of the letters and calls to the Manager and the resolution of the claims

Resolution of claims handled by Customer Ombudsman

	2015
Solution in favour of the Company	64
Solution in favour of the customer either totally or partially	31
Rejected/Filed/Inadmissible	6
Total	101

Resolution of claims handled by the Directorate General of Insurance and Pension Funds (DGSFP as per Spanish acronym)

	2015
Solution in favour of the Company	59
Solution in favour of the customer either totally or partially	8
Rejected/Filed/Inadmissible	12
Total	80

Environmental policy

Environmental policy

VidaCaixa carries out its activity taking the protection of the environment into account and strives to achieve maximum efficiency in the use of the natural resources it needs.

In fact it is committed to:

- Guaranteeing compliance with the legislation and environmental regulations applicable to its activities as well as other commitments VidaCaixa subscribes to voluntarily.
- Applying principles and good environmental practices in all its actions.
- Integrating environmental criteria in its product and services offer while extending those criteria to other areas of its activity (wherever applicable).
- Avoiding any contaminating actions by steadily implementing the corresponding improvement measures and keeping in mind all the necessary aspects to guarantee the protection of the environment.
- Promoting, wherever possible, the development and diffusion of technologies that are respectful towards the environment as well as initiatives directed at the prevention, mitigation, adaptation or response to climatic change.
- Contributing to the environmental awareness of its workers and stakeholders so as to promote the protection and care of the environment.

Reduction in consumptions

Internal consumption of paper	2014	2015
Paper consumed (both conventional and recycled paper) (t)	22.9	15
Paper consumed per employee (kg)	36.4	34.2
Variation in consumption of paper (percentage)	2.2	-34.4
Total consumption of new fibre paper (ECF, TCF processes) (t)	19.8	10.9

Internal consumption of electricity	2014	2015*
Total electricity consumed (GJ)	3,531.2	3,695.3
Total electricity consumed per employee (GJ)	8.5	8.61
Certified electricity coming from renewable sources or cogeneration (GJ)	1,017.4	1,696.1
Certified electricity consumed with respect to total electricity consumed (percentage)	N/D	45.9

**Note: The information refers to the Headquarters in Barcelona and Madrid.*

Internal consumption of water	2014	2015*
Total water consumed (m3)	2,842.4	1,395.6
Total water consumed per employee (lt.)	8.2	3.3
Variation in consumption of water (percentage)	-14.3	-50.9

**Note: The information refers to the Headquarters in Barcelona and Madrid.*

Reduction in waste

Collection and treatment of waste	2014	2015
Total paper (kg)	15,232.3	16,984.3
Total plastic (kg)	1,121.7	3,012
Total toner cartridges (units)	445.7	1,022.5

