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Evolution of the companies in the Group



Evolution of the Group (*)

In 2009, the number of customers reached 3.4 million policyholders.

In all, 150,000 new individual customers and 8,600 new corporate clients entrusted their business to SegurCaixa Holding

There was a jump of 55% in premiums sold and customer resources increased by 10% in 2009

In spite of the economic difficulties and the poorer economic growth in 2009, SegurCaixa Holding's profit rose by 8.6% to 209 million Euros. This favourable evolution once again enabled the consolidation of growth in both individual customers and business clients to make up a total of 3.4 million customers. A total of 150,000 new individual customers and 8,600 corporate clients entered to form part of the SegurCaixa Holding portfolio, which represents 5% and 24% more than in 2008, respectively.

Similarly, the volume of premiums jumped by 55% to 4,952 million Euros, and managed funds increased by 10% to 31,051 million Euros. These results are the fruit of the commercial dynamism in both the individual and group and company business.

Of the analysis per line of business, one can see the positive evolution in all the segments, be they savings or risk.

In savings insurance, the volume of premiums reached 2,541 million Euros, which was 101% more than in 2008. This positive trend is explained by the quality and range of products sold and also by the favourable situation of the interest rate curve, with long-term interest rates growing. There was also a greater tendency for families to save as a result of the present economic crisis. Among the products that behaved best was *Renta Vitalicia* (Life Annuity), previously called *Pensión Vitalicia Inmediata* (PVI), an income insurance that lets individual customers complement their public retirement pension. Throughout 2009, 1,417 million Euros of this product were sold in premiums, the largest among all the savings products in the Group. As a result of the multiple business restructuring processes that meant numerous retirement and pre-retirement processes, the savings premiums in group and company business grew an incredible 32% with respect to 2008.

SEGURCAIXA HOLDING: MAIN FIGURES	2008	2009	VAR. 08/09
In millions of Euros			
Premiums and Contributions			
Life-Risk and Accidents	397.1	417.1	5%
Home	147.5	166.1	13%
Health	29.0	37.1	28%
Motor	48.3	88.0	82%
Subtotal Risk (Individual + Group & Company)	621.9	708.3	14%
Life-savings insurance	1,263.4	2,541.4	101%
Pension Plans	1,317.9	1,702.1	29%
Subtotal Savings (Individual + Group & company)	2,581.3	4,243.5	64%
Total Risk and Savings (Individual + Group & Company)	3,203.1	4,951.8	55%
Resources Managed			
Life Insurance	16,156.7	17,231.5	7%
Other insurances	188.4	235.6	25%
Pension Plans & EPSV	11,860.5	13,584.1	15%
Total Customer Funds Managed (Indiv. + Group & Company)	28,205.5	31,051.2	10%
Number of Customers			
Individual Customers	3,257,653	3,407,035	5%
Corporate Clients	37,000	45,687	23%
Consolidated Net Profit SegurCaixa Holding	191.9	208.5	9%

(*) The data refer to the VidaCaixa and SegurCaixa Companies on an individual basis or on a consolidated basis of SegurCaixa Holding. The latter case is subject to the International Standard of Financial Information (ISFI). Data from Adeslas are not included, except in the last paragraph of this chapter.

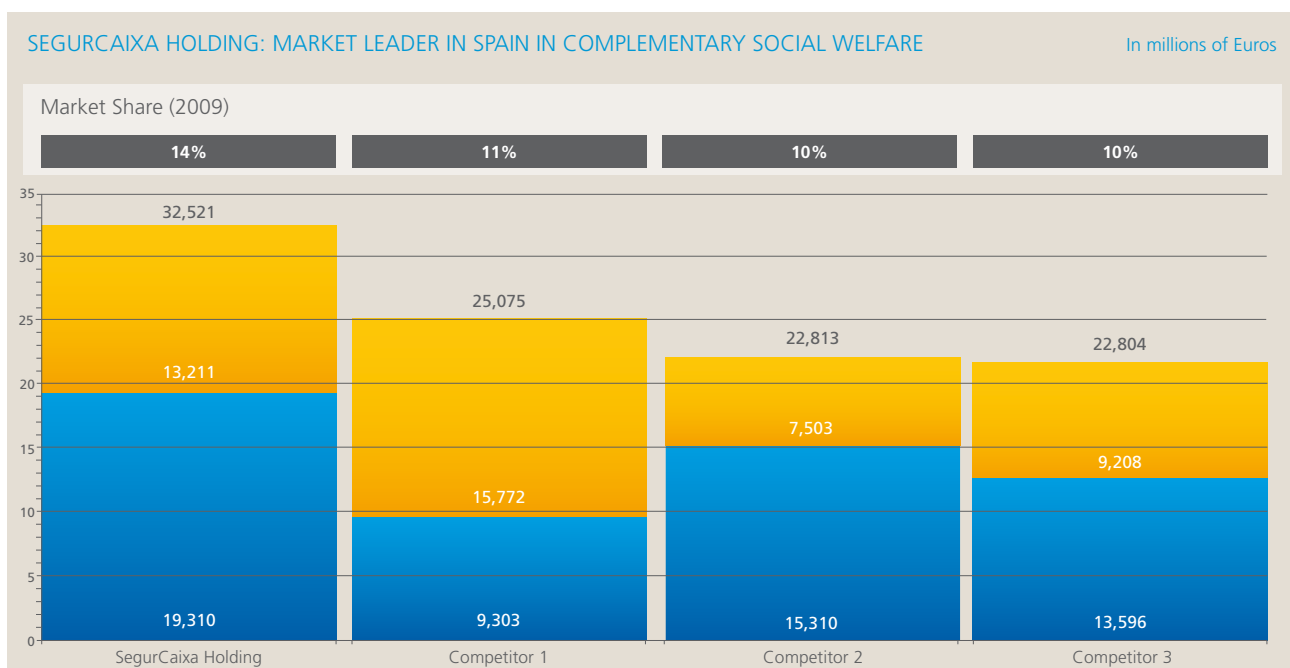
With reference to pension plans, SegurCaixa Holding was the group with the greatest growth on the market in 2009. We reached a market share of 15.58% –0.85% more than in 2008–, standing second in the Spanish ranking for the sector and managing a total of 13,211 million Euros in funds. As regards profitability, 70% of the individual pension plan funds and 88% of the group and company pension plan funds were in the first or second quartile in profitability. Lastly, gross pension plan contributions in our country fell by 7% with respect to the figure in 2008. In spite of this fall, VidaCaixa’s behaviour was just the opposite to that of the market as the volume of contributions and transfers to pension plans managed by the company rose by 7%, leaving VidaCaixa as the manager with the greatest growth on the market in 2009.

In terms of managed savings, SegurCaixa Holding strengthened its leadership in Complementary Social Welfare in 2009 reaching a market share of 14%.



The volume of premiums managed in the risk and savings areas for both individuals and groups increased by 64% over the 2008 period

In the complementary Social Welfare market, SegurCaixa Holding reinforced its leadership and reached a market share of 14%



Source: ICEA and INVERCO and prepared in-house. Not including EPSV, provisions from other insurance products nor provisions for services provided but including CaixaVida.

SegurCaixa Holding strengthened its position in the SME and self-employed segment with two new insurances: SegurCaixa Auto Negocio and SegurCaixa Auto

In risk insurance there was a very positive evolution in the motor insurance area with more than 170,000 vehicles insured and 88 million Euros in premiums, which translates into an increase of 82% over the 2008 figure. Just two years have passed since SegurCaixa Holding entered the motor insurance segment. It was the first bankassurance entity on the Spanish market with its own insurance and now it has two new products; *SegurCaixa Moto* was set up in 2008 and *SegurCaixa Auto Negocio* in 2009. The latter is insurance for vans for both commercial and private use.

In healthcare, which includes insurance for individuals as well as for the self-employed and companies, the frenetic commercial activity enabled VidaCaixa to increase its volume of premiums by 28% over that in 2008, reaching 37 million Euros and providing cover for 140,000 policyholders. For individuals, the offer comprised both health and dental care, which developed at an energetic pace throughout 2009 to end up with an 18% year on year growth. For the SME and self-employed segment, the product offer was made up from healthcare and tran-

sitory work disability insurance, which sold well in 2009 to bring in 29 million Euros in premiums or 31% more than in 2008. This segment is one where SegurCaixa Holding is committed to for the future with a customer base of 100,000 people, 20,000 more than in 2008. In the segment of large companies and corporations, SegurCaixa Holding has a healthcare product, that was set up in 2008, with wide-ranging cover which adapts itself to the needs of this group.

With respect to life-risk and accidents insurance, the volume of premiums rose to 417 million Euros, which was 5% more than in 2008. Of those, 242 millions came from individuals and 175 millions from groups and companies. Accidents insurance for individuals reached 18 million Euros in premiums or 14% more than in 2008. Worthy of note was the sale of the new accidents insurance called *SegurCaixa Accidentes*, which was sold over the telephone channel and now has 33,000 policyholders of which 66% joined in 2009.

In this area we should also mention the insurances expressly designed for the new resident group, one that SegurCaixa Holding pays special attention to. *Seguringreso* had 2 million Euros in premiums and a growth rate of 15%. *SegurCaixa Repatriación* had 5 million Euros in premiums and a growth rate of 4%. The accident insurance for individuals is completed with *SegurCaixa Protección*, formerly called *SegurCaixa Personal*, which sold 8 million Euros in premiums in 2009.

Lastly, home insurance experienced a positive evolution in 2009 in spite of the complex situation of the real estate market. The volume of premiums sold rose to 166 million Euros, an increase of 13%, which means that, in all, we reached 730,000 home insurance policies. The portfolio of multi-risk insurance increased in 2009 with the launching of *SegurCaixa Negocio*, an insurance specially directed at shops, offices and warehouses of small and medium sized enterprises and provides cover for the most likely risks that can affect content and building.

**Como en casa,
en ningún sitio**



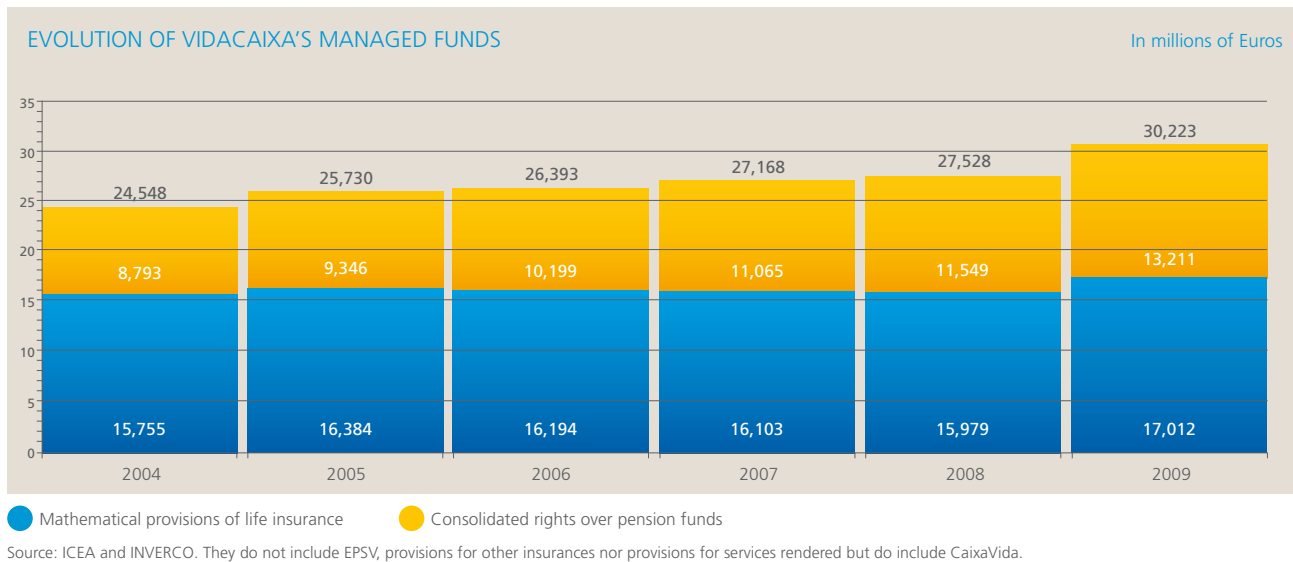
VidaCaixa

With a market share of 14% and a volume of managed funds of more than 30,000 million Euros, VidaCaixa is the leading company in Spain in the Complementary Social Welfare market. It specialises in the marketing and management of life insurance and pension plans for both the individual customer and groups and companies. Once again, VidaCaixa consolidated its first position in the sector ranking of life insurance in terms of savings managed with a market share of

11.8% and it was second ranked in pension plans with a market share of 15.6%.

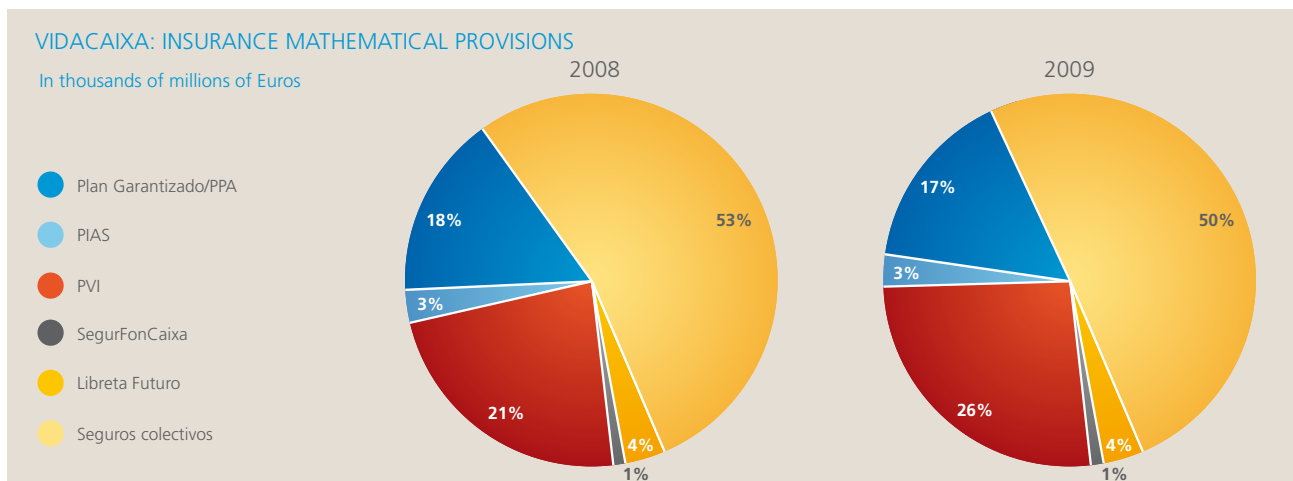
Through VidaCaixa Previsión Social, a specialised division, VidaCaixa provides service to 45,000 companies of which 724 are multi-nationals, 20 belong to the IBEX 35, 40,563 are SMEs and self-employed and 157 are public bodies. These figures also make VidaCaixa market leader in Spain of Company Complementary Social Welfare.

VidaCaixa is the top ranked company in life insurance with a market share of 11.8% and the second ranked in pension plans with a 15.6% market share



Of all the funds managed 41% belong to pension plans while the other 59% belong to savings insurance. VidaCaixa also markets

life-risk and health insurance for individual and group customers.



An excellent year in Individual Pension Plans

In 2009, VidaCaixa took in more than 1,200 million Euros in contributions and transfers to Individual Pension Plans

2009 was an excellent year for the management and results of VidaCaixa's individual pension plan business. It consolidated itself as the manager with greatest growth on the market –more than 1,200 million Euros in contributions and transfers–, with a 15.23% market share of savings managed and a total of 8,095 million Euros managed, 17%

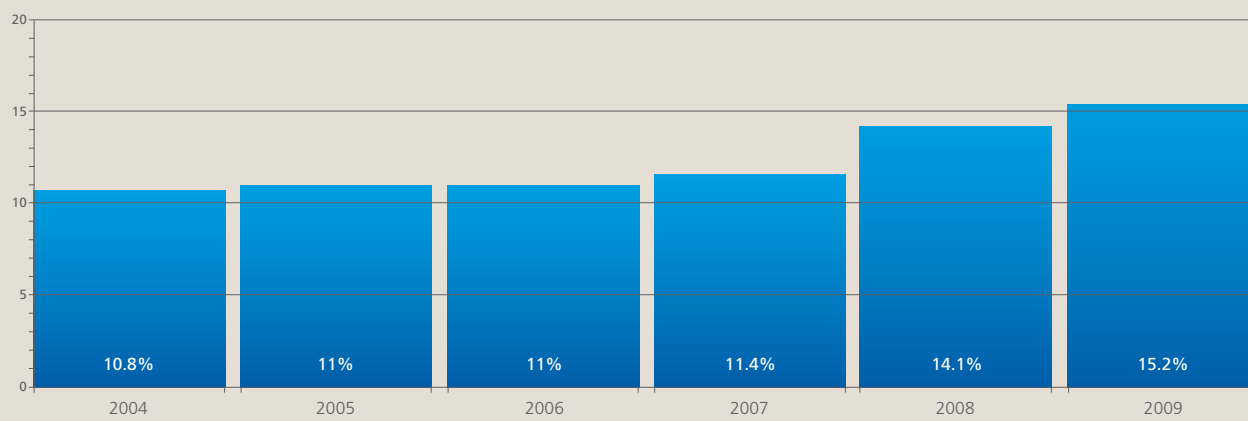


more. This meant that we climbed one step up in the ranking of the sector to second position.

Among the new pension plans marketed in 2009 *PlanCaixa Doble Opción* stands out. It guaranteed a revaluation of 25% of the contribution with a due date in 2021 and it also offered the possibility of making a one year fixed deposit in *Doble Opción* with an interest rate of 5% APR to be paid in advance at the time of signature or choose between two presents depending on the amount transferred to the pension plan. The maximum amount permitted had to be equal to double the amount of the contribution to the pension plan. 380 million Euros were taken in through the *PlanCaixa Doble Opción*.

In getting these positive results in individual pension plans the key was to have a wide range of pension plans on offer that cover the different needs of customers depending on age and degree of risk they required.

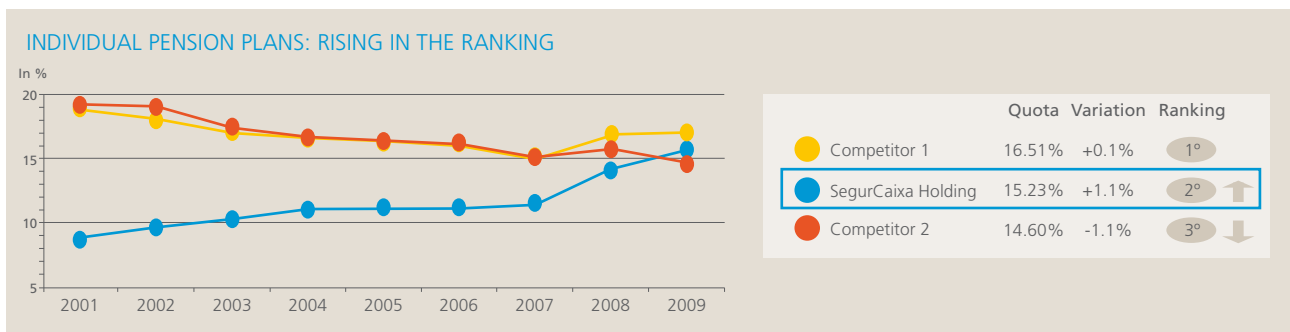
EVOLUTION OF VIDACAIXA'S MARKET SHARE IN INDIVIDUAL PENSION PLANS



Source: INVERCO

It should be stressed that the efficiency of the marketing actions in our own sales channels and the network of over 5,000 branch offices of "la Caixa", through which several marketing campaigns were launched, led us to obtain contributions outside traditional periods. Similarly, VidaCaixa rolled out some marketing campaigns to get transfers from other en-

tities by offering them 2 or 3% depending on the pension plan chosen, which was calculated on the amount transferred and lodged directly in the current account as a marketing incentive. As a result of those actions the ratio of incoming transfers over outgoing transfers was once again very positive.



Similarly, the excellent management of investments, undertaken by VidaCaixa's professional investment team, meant that in 2009 some 70% of all the managed funds from individual pension plans was placed between the first and second quartile of profitability according to data from Inverco.

Finally, let us not forget that VidaCaixa customers can make contributions and transfers,

at their convenience, to pension plans through the Internet. So, as an anecdote, the last contribution was made through the *Línea Abierta Web* (LOWEB) service at 23:53 on 31st December for the amount of 300 Euros.

The combination of all these successful factors gave us the opportunity to magnificently serve a total of 914,514 participants with an increase of 80,000 people in 2009.

By the end of 2009, almost 70% of managed funds in pension plans were situated between the first and second profitability ranking quartile

Individual Life-Savings Insurance

In individual life-savings insurance the total volume of premiums rose by 142% with respect to 2008

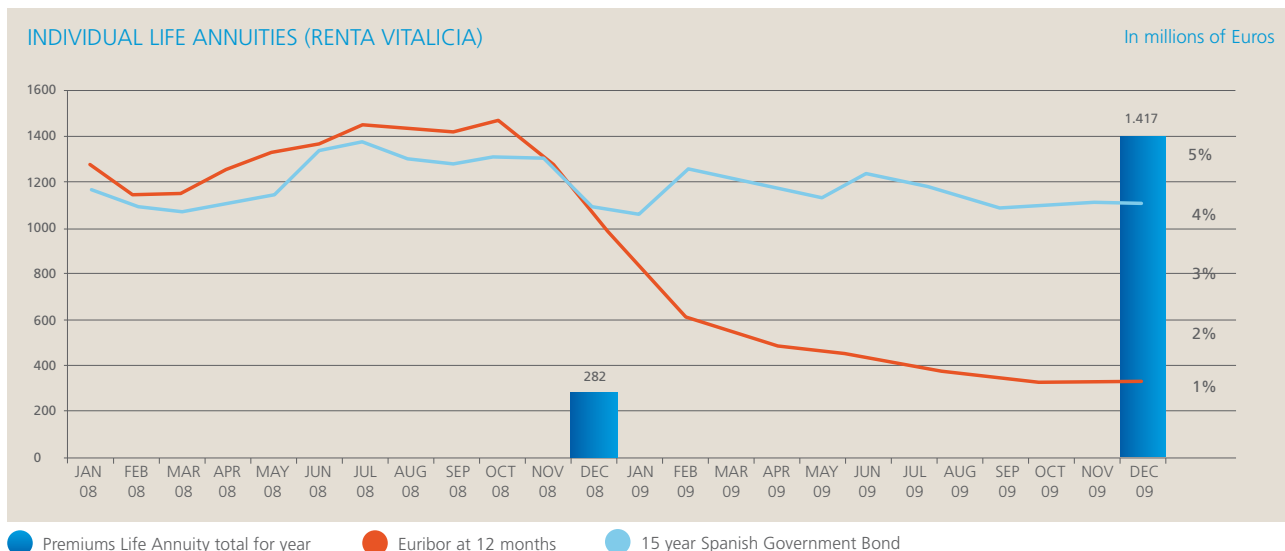
In the individual life-savings segment, VidaCaixa achieved a volume of 1,929 million Euros in premiums, a figure that was 142% over that in 2008, as well as 8,582 millions in managed funds or 14% more than in 2008. This extraordinary increase was due to several factors. First and foremost was the excellent marketing carried out and the quality of the range of products offered by VidaCaixa. Then there was the favourable situation of the interest rate curves with attractive differences in long-term investment as against short term. All of this, together with a greater tendency of families to save, stemming from the economic slowdown, explains this growth.

More than any other, the good results of *Renta Vitalicia*, formerly called *Pensión Vitalicia Inmediata*, stand out. This is an income insurance for individual customers that enables them to complement their state retirement pension. 1,417 million Euros in premiums were collected from more than 95,000 customers, 20% more than in 2008. The total volume of savings deposited in this product was in excess of 4,300 million Euros.

Libreta Futuro also did very well in the individual savings area. This product generates savings in favour of a minor so that he or she can undertake future projects such as financ-

ing university studies or buying a car. This insurance accumulated 650 million Euros in managed funds and had 198,742 customers in 2009.

Another product worth mentioning is the PIAS which, with its 94,983 customers in 2009, up 20% from 2008, accumulated 484 million Euros in managed funds. Finally, the PPA (acronym in Spanish for *Plan de Previsión Asegurado*), a life insurance that benefits from the same fiscal conditions as pension plans and with which the customer can obtain a guaranteed profitability irrespective of the term chosen for the investment (between 1 and 30 years). In 2009 the number of participants in PPAs rose to 15,802 with a total of 157 millions in managed funds.



Individual Life-Risk and Health insurance

In the segment of risk insurance for individual customers, VidaCaixa markets life-risk insurance either linked or not to loans and health insurance

In the arena of health insurance, VidaCaixa provides a health insurance called *VidaCaixa Salud*, which can be contracted in different ways depending on the co-payment regime chosen. It also markets *VidaCaixa Salud Dental*. The number of *VidaCaixa Salud* policyholders reached 26,587 while *VidaCaixa Salud Dental* rose to 18,261, up 35% from 2008.

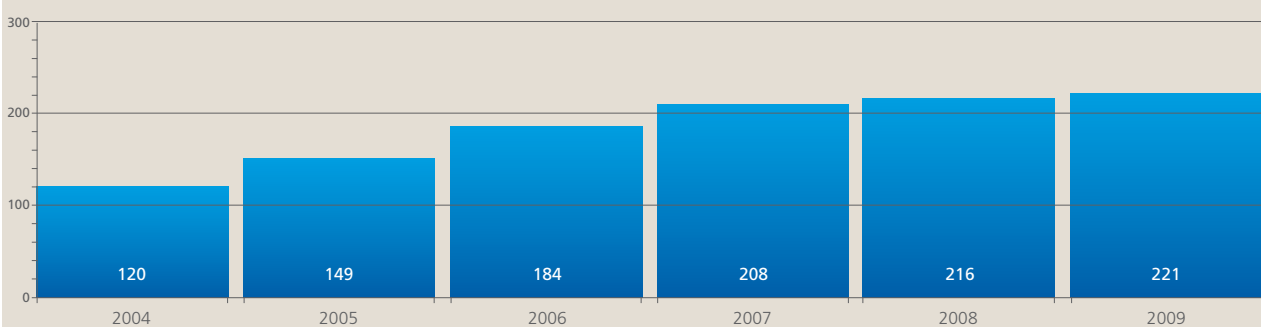
VidaCaixa also markets products in individual life-risk. In this field VidaCaixa has *Seviam*, an insurance linked to personal credits and mortgages, and *Vida Familiar*, which together were contracted by 1,374,373 policyholders and accumulated 221 million Euros, a figure 2% higher than in 2008. This positive behaviour was achieved by offsetting the poorer growth in *Seviam*, which was as a result of the slow-down in the real estate market in Spain, with the higher growth in *Vida Familiar*, the traditional life-risk insurance not linked to loans.

**Save money and
improve your health**



VIDACAIXA: INDIVIDUAL LIFE-RISK INSURANCE PREMIUMS

In millions of Euros

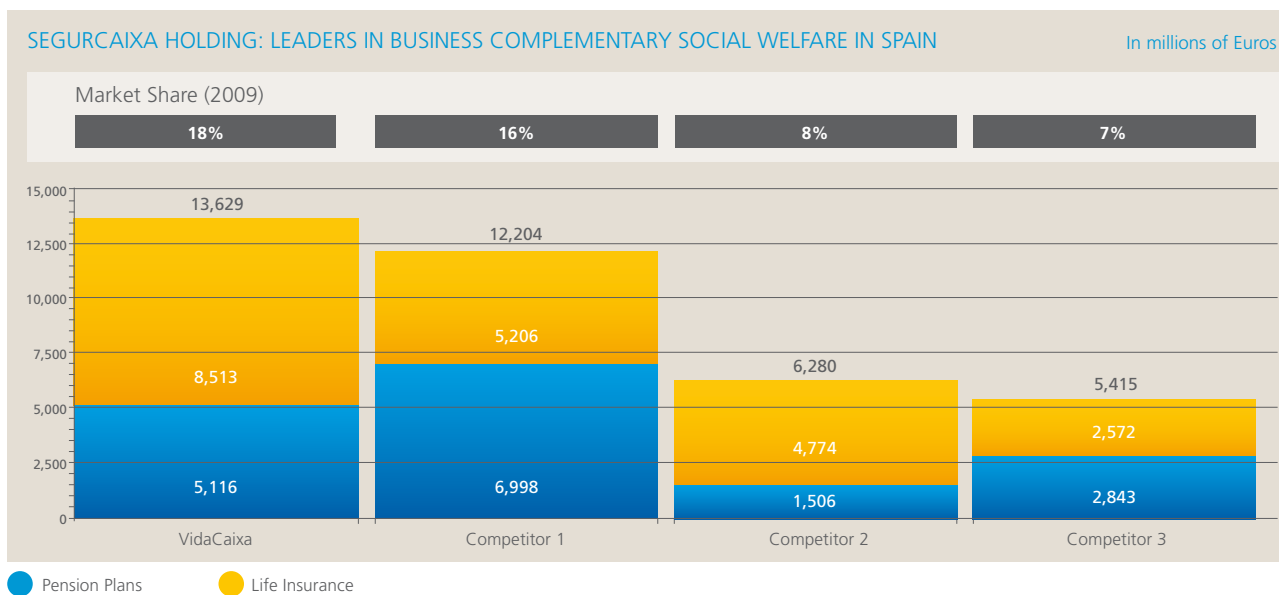


VidaCaixa Previsión Social

In 2009 VidaCaixa Previsión Social increased its volume of premiums and achieved a 18% market share with over 45,000 business clients

VidaCaixa operates in the group and company segment through VidaCaixa Previsión Social, its specialised division, which became the leading ranking company in complementary social welfare with a volume of managed welfare savings of more than 13,600 million Euros, which is equivalent to an 18% market share.

VidaCaixa Previsión Social's wide portfolio of customers now numbers some 45,000 companies with a growth of 24% over the previous year and is made up of 20 companies that form part of the IBEX 35, 734 multi-national companies, 157 public bodies and the rest are SMEs and the self-employed.

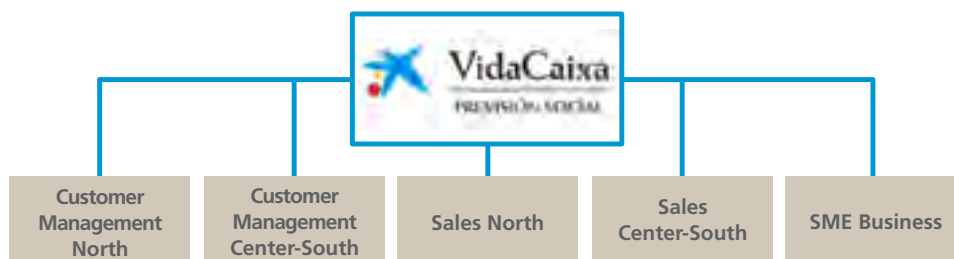


Source: ICEA and INVERCO and own research. It does not include EPVS, nor provisions of other insurances nor provisions for services.

VidaCaixa Previsión Social's business is channelled through different distribution channels that co-exist to give the best service and diffuse the knowledge about company social welfare among the target public of large companies and corporations. In this sense, the multi-channel function was boosted by adjusting the organisational structure to the purchasing habits of corporative clients while making the relationship with the participants in the negotiating process more flexible, thereby transmitting the capacity of adaptation to all the corporative management team. The marketing channels of the VidaCaixa Previsión Social products are: the wide and extensive network of consultants and mediators made up from prestigious and experienced

companies in the Business Social Welfare market, the experienced professional team of employees of the Group, the network of AgenCaixa advisors and lastly the network of more than 5,000 branch offices of "la Caixa" that can be found throughout Spain. The organization of the activity is managed from five business units, thereby giving cover to all the welfare needs of corporative clients in any part of the country.

It should be noted that throughout 2009 integral attention began to be structured through common policies with Private Banking, Corporative Banking and Business Banking of "la Caixa" that improved market penetration and results.



VIDACAIXA PREVISIÓN SOCIAL: MAIN FIGURES OF CORPORATE WELFARE In millions of Euros	2008	2009	VAR. 08/09
Risk premiums	179	204	14%
Premiums and contributions to savings	720	1,142	59%
Total premiums and contributions	899	1,346	50%
Group life insurance	8,604	8,650	1%
Employee and associated pension plans	4,608	5,649	23%
Total resources managed	13,212	14,299	8%

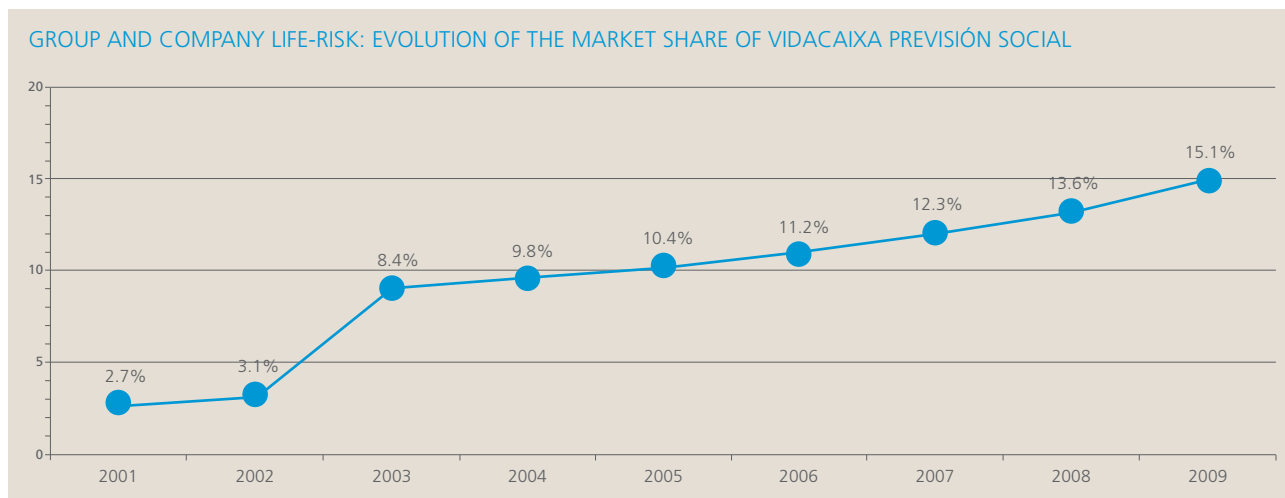
In a declining market in group savings and risk, VidaCaixa Previsión Social sold premiums and accepted contributions for 1,346 million Euros, which was a leap of 50% over premiums in 2008. Life-risk, accident and health insurances with 204 million Euros in premiums grew 14% more than in 2008 while premiums in life-savings and group pension plans came to 1,142 million Euros or 59% more than the previous year. In the risk area,

this better than expected behaviour can be explained by the made-to-measure design of the products whose aim was to respond to the specific needs of each segment, the service and the recognition received by our mediator channels.

In group savings insurance, the growth was boosted by the high number of retirement and early retirement operations made.

Your health is your best incentive





Source: ICEA

In the last three years 12 employment plans were gained from competitors and none were lost

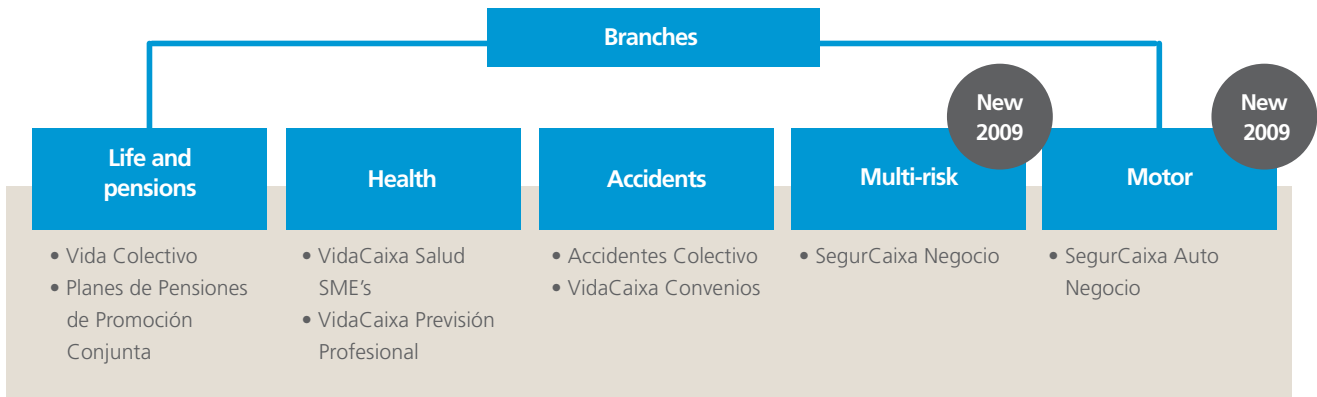
With respect to pension plans and employment and associate pension plans, 5,600 million Euros were managed, which was a rise of 23% over the figure in 2008. This growth was based on maintaining the portfolio of customers in the last three years and gaining new plans from competitors. An example, in the last three years VidaCaixa Previsión Social got 12 pension plans from competitors and lost none.

With 2010 in mind, new products are being designed that will be directed at different groups and companies. An example of these is the development of a new range of equity products for companies. At the same time the mediator channel is going to be reinforced offering a “white line” of social welfare products for SMEs.

SMEs and the self-employed: a strategic commitment for the Group



The strategic commitment of SegurCaixa Holding through VidaCaixa Previsión Social to the SME and self-employed segment was continued and reinforced in 2009. The offer for this segment included a variety of insurances such as life, health, collective agreements, pension plans and since October 2009 insurance for vans and shops. The latter are new products and their evolution will be explained in the next chapter. Those new products were added to the wide range available to cover the insurance and welfare needs of this segment that is key and strategic for the development of the Group in the future.



More than 77,043 SMEs, 19,000 more than in 2008, entrust their healthcare insurance to *VidaCaixa Salud PYMES*, that gives them access to a list of over 33,000 doctors in over 300 private medical centers without any co-payments and with dental cover at a competitive price.

36,227 self-employed people, 4,000 more than in 2008, contracted the *VidaCaixa Previsión Profesional* insurance, which guarantees the peace of mind of having a daily compensation that is agreed to at the signature of the contract in the case of lost time at work through illness or accident.

Mention must also be made to the *VidaCaixa Convenios* insurance, which allows companies and entrepreneurs with employees subject to collective agreements to meet those obligations in an efficient and simple manner. Some 9,836 policyholders, up by 1,278 since 2008, contracted this product. Lastly, *VidaCaixa Previsión Social* has joint pension plans or *Planes de Pensiones de Promoción Conjunta* with 12,533 participants, 2,367 more than in 2008; *Accidentes Colectivo* or accident insurance for groups and companies that accumulated a total of 79,796 policyholders and *Vida Colectivo* or life insurance for groups and companies with some 13,315 customers.



In 2009, 19,000 more clients entrusted SegurCaixa Holding with their healthcare insurances

Looking ahead to 2010, it is foreseen to introduce improvements in existing products like the *VidaCaixa Salud Reembolso* for SMEs.

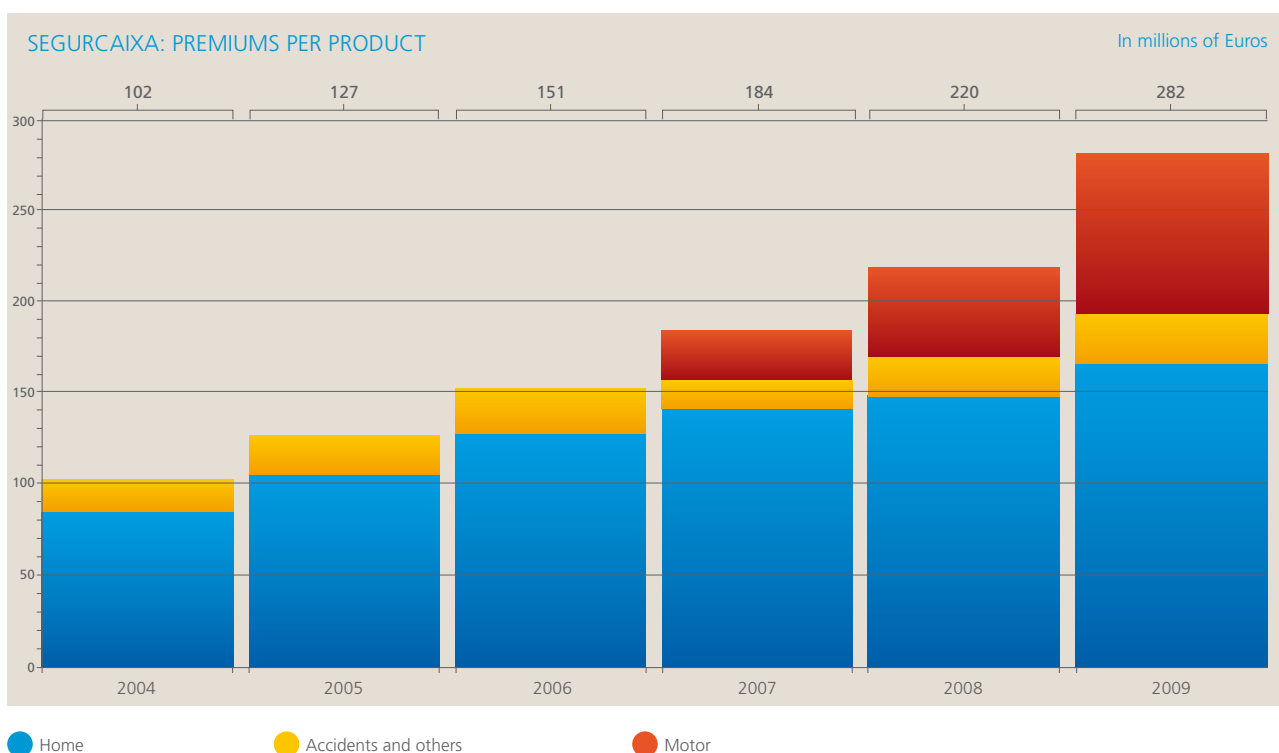
SegurCaixa

In 2009 premiums in SegurCaixa rose by 28% to 282 million Euros

SegurCaixa is the company specialising in the non-life insurance business of SegurCaixa Holding Group. It markets home, accidents and since 2007 motor insurance.

SegurCaixa's activity had a highly positive evolution in 2009. Premiums rose by 28% to 282 million Euros and the number of customers also

increased by almost 10% to 935,216 policyholders. In the third quarter of 2009 the portfolio of products for the SME and self-employed segments was widened with the launching of two new insurances, *SegurCaixa Negocio* and *SegurCaixa Auto Negocio*, which were both very well accepted and provided an average of 150 new policies per day.



SegurCaixa Auto

SegurCaixa Holding entered the motor insurance business in 2007. From the launch of *SegurCaixa Auto* the growth in premiums has been exponential and in line with the Business Plan.

SegurCaixa Auto contributed to positioning SegurCaixa Holding as a benchmark reference in comprehensive cover in every area

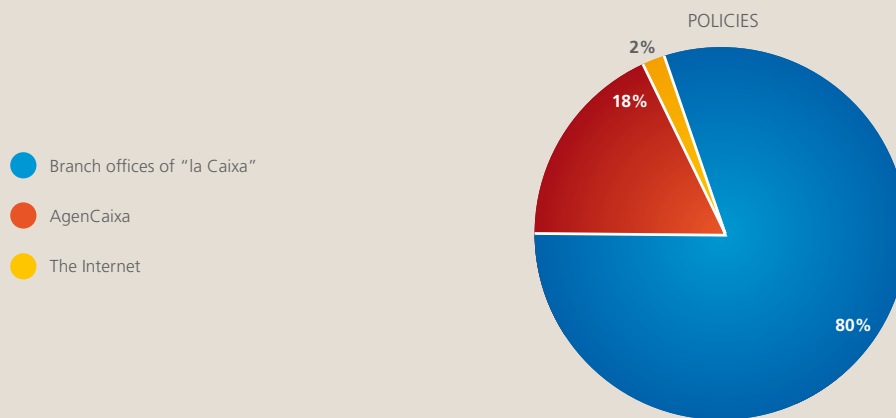
of family insurance. Among the differential aspects *SegurCaixa Auto* offers is the repair and/or substitution of optional accessories included by the manufacturer, the possibility of monthly premium payments and a level of service that is provided through the multi-channel platform used by the branch offices of "la Caixa", the call center and the Internet.

SegurCaixa Moto

SegurCaixa has had motorcycle insurance since 2008 and this completes the vehicle insurance offer for individual customers. There are three types of contract: third party, third

party including fire and theft and comprehensive with excess (of which the last two are exclusively available for new motorcycles).

SEGURCAIXA AUTO AND SEGURCAIXA MOTO DISTRIBUTION CHANNELS



SegurCaixa Auto Negocio

En 2009 SegurCaixa reinforced its presence in this sector with the launch of the new *SegurCaixa Auto Negocio*, which accepts insurance for vans up to 3,500 kgs., for both private and professional use. Among the differential covers *SegurCaixa Auto Negocio* offers are that the compensation value in the case of write-offs is 100% of the price of a new vehicle for vehicles of less than 2 years old and for those over two years is 100% of the real market price of the vehicle. The free choice of repair workshop is also given, including the official workshop of the brand as well as the inclusion of accessories that came with the vehicle and optional accessories for up to 1,500 Euros, travel assistance and sanction administration.

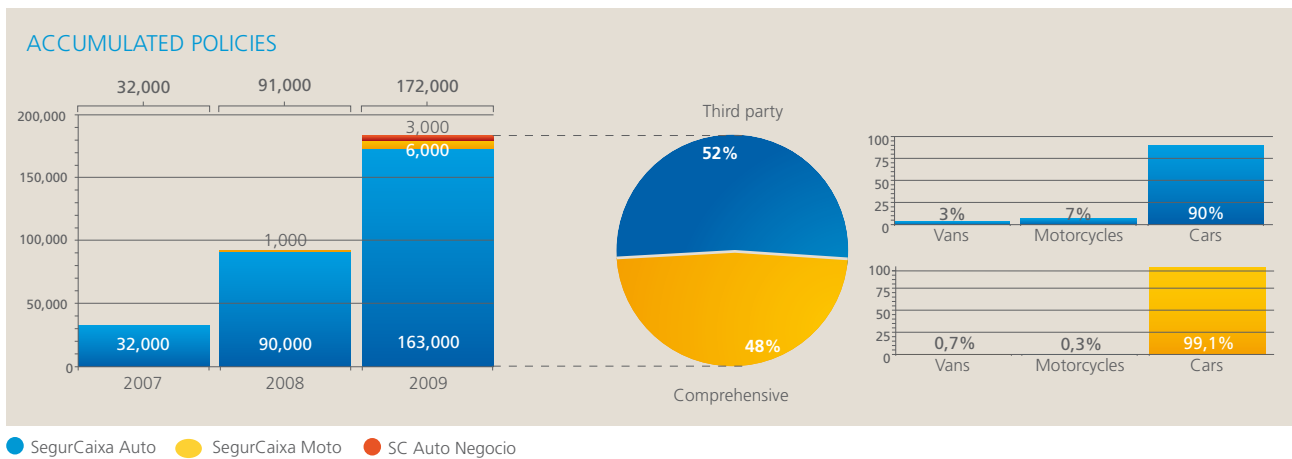
With this new product SegurCaixa Holding provides a response to the needs of the strategic segment of SMEs and the self-employed and it becomes the first bankassurance entity on the Spanish market to sell its own car, motorcycle and van insurance.



It is a priority for SegurCaixa to offer the very best service to its customers that have had a claim and the quality ratings endorse this management

The good results achieved in the motor segment over the last two years can be explained by the quality of the product, the excellence of the service provided and the dynamic marketing of the sales network. All of this contributed to the fact that over 170,000 vehicles are insured by SegurCaixa products.

Premiums in SegurCaixa Holding's motor insurance rose to 88 million Euros, up 82% on the 2008 figure. More than 89,000 services were provided in 2009 for travel assistance, sanction administration and mechanical, legal or medical assistance.



SegurCaixa Hogar

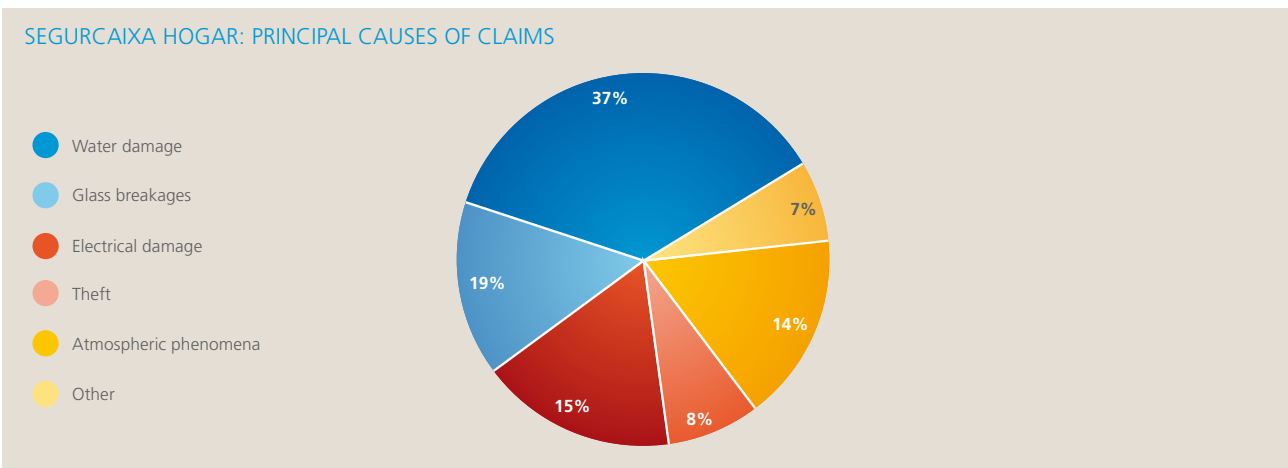
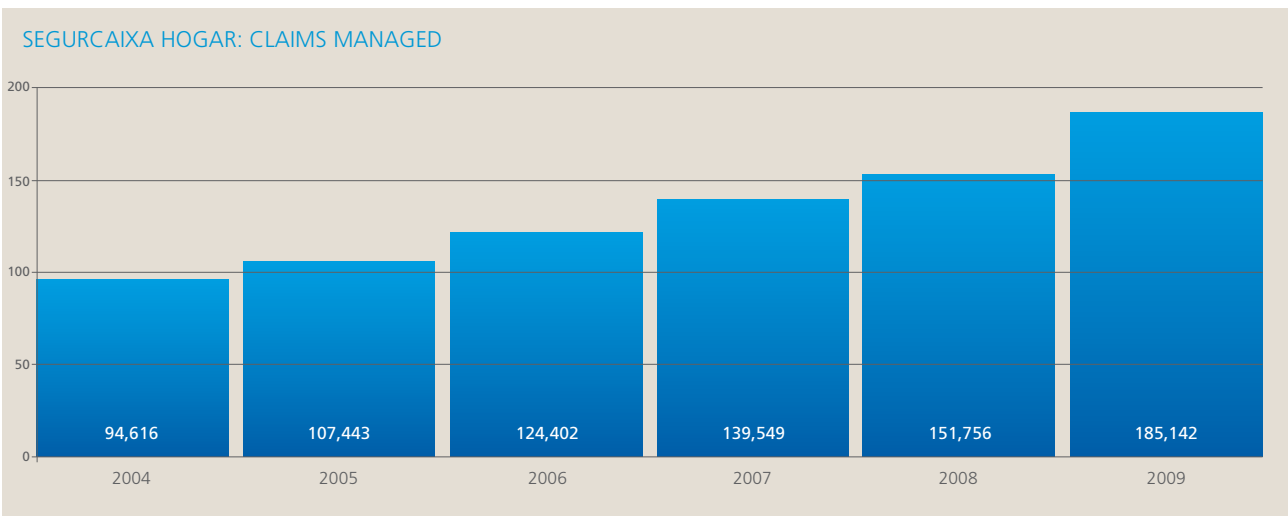


SegurCaixa Holding provides its customers with a wide-ranging multi-risk home insurance. The star product is *SegurCaixa Hogar* with wide-ranging cover and a high degree of satisfaction among customers. The full range is completed with *SegurCrédit*, which solely insures the building itself, and other insurance products covering content, construction and a ten-year building liability cover.

The SegurCaixa multi-risk home insurance provided cover for more than 730,000 homes in 2009. There was an increase of 22% in the number of claims declared in 2009. This increase in the claims ratio was mainly due to Klaus, the meteorological phenomenon that affected the whole north and east of the Iberian Peninsula over a three-day period.

SegurCaixa's priority is to attend to customers who have had claims and offer them the best possible service so that they are entirely satisfied. According to the latest survey from ICEA (Spanish Association for Insurance and Assurance Companies) to customers with claims,

the index of satisfaction shown for *SegurCaixa Hogar* was 95%, well above the average for the market, which was 87%, and also above the overall figure for bankassurance companies that stood at 85%.



SegurCaixa Negocio

SegurCaixa Negocio is the commitment to SMEs of multi-risk insurance products, which provide cover against possible damage caused by accidents that could affect the structure of the premises, offices and other buildings of the companies as well as fixed installations like water, gas, electrical, telephony or the like



SegurCaixa Negocio is a new insurance product for SMEs that was launched in 2009. It provides cover against possible damage caused by typical accidents that can affect the structure of the premises, offices or warehouses used by companies and businesses that are customers of this product. It also covers fixed installations like water, gas, electrical, telephony and the like that are found in those facilities. Damage to the content of the premises like furniture, machinery or raw material is also covered.

SegurCaixa Negocio provides differential covers with respect to competitors such as a telephone and online helpdesk to solve computer problems, a remote data backup service and a data recuperation service in the case of lost information.

Accident Insurance

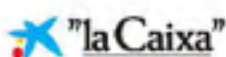
The volume of business in premiums in accident insurance rose by 14% with respect to 2008 and reached 18 million Euros



With 18 million Euros in premiums in 2009, 14% more than in 2008, SegurCaixa's range of accident insurance products is as follows:

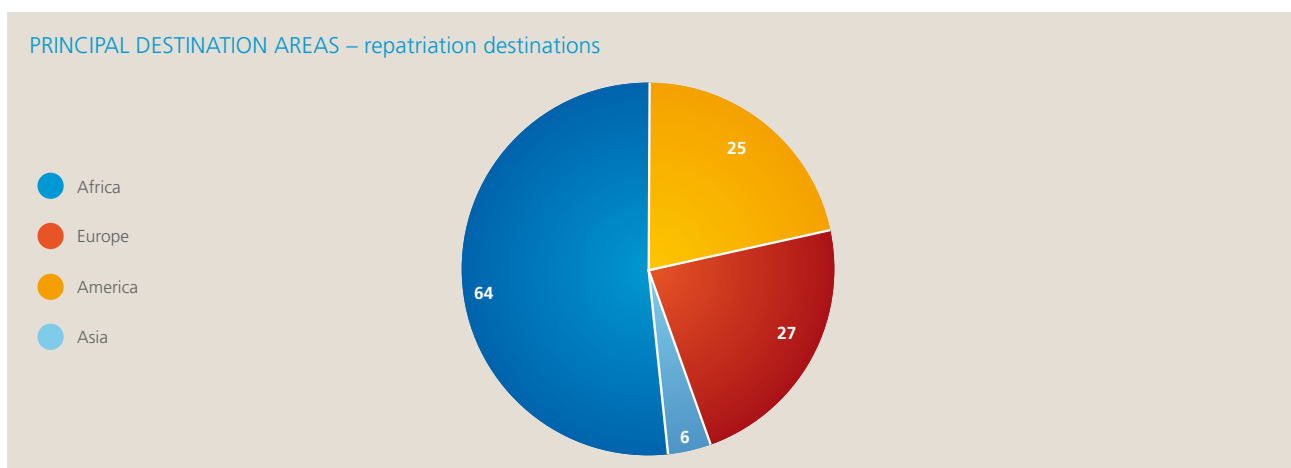
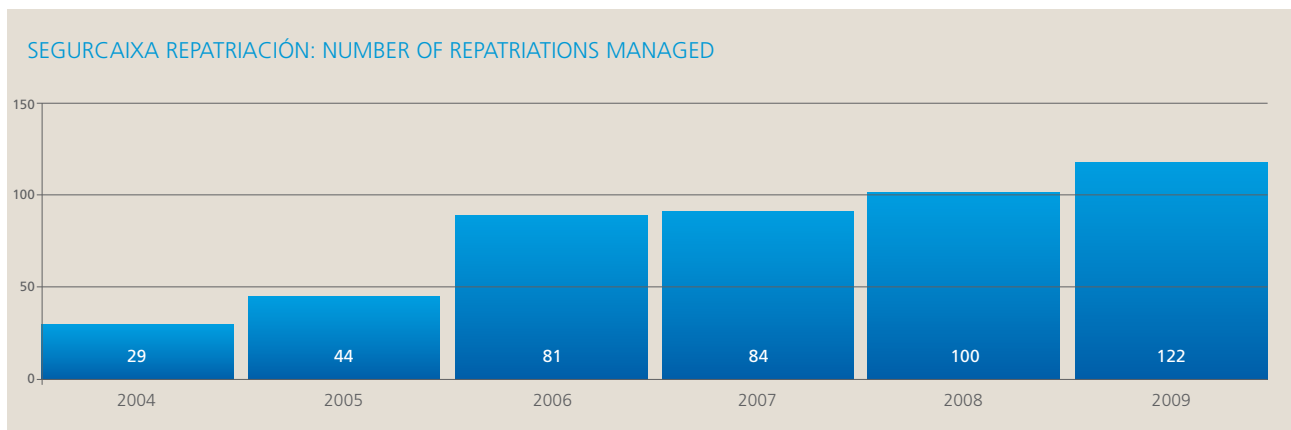
SegurCaixa Accidentes is a product designed to be sold over the telephone channel and it was well accepted by the market because of its wide cover and excellent relationship between the price and quality it offers. In 2009 there were 33,747 customers of which 22,885 were completely new.

SegurCaixa Protección is a traditional product in the line of accident insurance and its attraction lies in its flexibility and user friendliness. In fact it is not necessary to undergo a prior medical examination and it provides a principal in the event of the insured party's death or permanent and absolute disability due to an accident. Its accessibility and service features earned the trust of some 59,356 customers.



A large part of the Group's energies was focused on providing a service for new residents in order to design and streamline products to meet the needs of this particular sector of the population. Consequently, the Group provides the *SegurCaixa Repatriación* and *SegurIngreso* accident products that were tailored for this group. The former provides cover for new residents in search of a guarantee of repatriation to their countries of origin in the event of their deaths in any member country of the European Union, with cover for travel expenses for an accompanying family member or friend. In 2009 the number of individuals insured with this product rose to 71,948.

The range of accident insurance products available and designed for new residents is completed with the *SegurIngreso*, which was launched in 2005 and by the end 2009 provided cover for 17,650 customers. This insurance policy, which can be subscribed to from as little as 7 euro per month, does not require a prior medical check-up of any kind and has shown consistent year-after-year growth since it was launched. Through *SegurIngreso*, in the event of death, beneficiaries of the policy receive a payment of 6,000 Euros and a regular monthly income for five years, the principal of which depends on the premium paid and can vary between 600, 1,000 or 2,000 Euros.



AgenCaixa

AgenCaixa's training plan has had an official diploma from the UOC (Open University of Catalonia), which makes it equivalent to a postgraduate degree

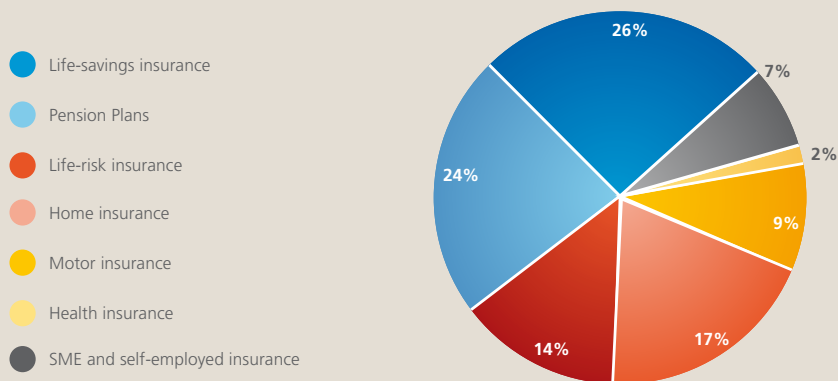
Customer care and assessment is a key feature in marketing the insurance products and pension plans offered by SegurCaixa Holding. In order to optimise insurance selling and to improve the relationship with its customers, SegurCaixa Holding avails of AgenCaixa, the company that integrates the network of expert consultants. The AgenCaixa workforce is currently made up of 419 advisors and sales delegates distributed throughout Spain.

A team of professionals contribute technical know-how to provide consultancy and manage the specific needs of customers in insurance and protection products. As a key element in the commercial strategy of the company, the AgenCaixa advisors also provide

feedback and information regarding opinions and appraisals in relation to the products and services the Group markets.

The information they handle is essential in developing new ways of improving products, detecting new requirements to cover and adapt existing products and services to customer expectations and preferences. In recognition of the quality of the training programmes attended by every AgenCaixa advisor, the Training Plan launched in 2003, received the official diploma by the UOC (Open University of Catalonia) in 2006 as a "Commercial Technical Insurance Training Plan", with the level of a postgraduate qualification.

AGENCAIXA, DISTRIBUTION OF SALES PER TYPE OF PRODUCT



Adeslas

The acquisition of Adeslas by SegurCaixa, a company representing the non-life branches of SegurCaixa Holding, was announced in October 2009. This reinforced the leadership of the Group in the Spanish insurance sector.

Adeslas has been the leading company in private healthcare in Spain for the past nine years, thanks to the trust placed in it by more than 3 million policyholders. Adeslas offers its customers the widest healthcare network on the market: 33,000 medical professionals and 1,100 hospitals or outpatients centers, its own private network composed of 31 medical centers, 66 dental clinics and 10 hospitals, which are all reference centers within their areas of influence. Adeslas is a pioneer in collaborating with the National Health System through its many agreements with State Mutual Societies, among which the Health Department 11 of the Valencian Autonomous Community stands out as it includes the primary healthcare in the region and the specialised medical care and management of the Hospital Universitario de la Ribera (University Hospital).

Adeslas provides its customers with the most complete and flexible health insurance offer on the market with the aim that each person pays for the cover he/she needs. This fact, together with the huge increase in services in recent years, the setting up of the largest private network of

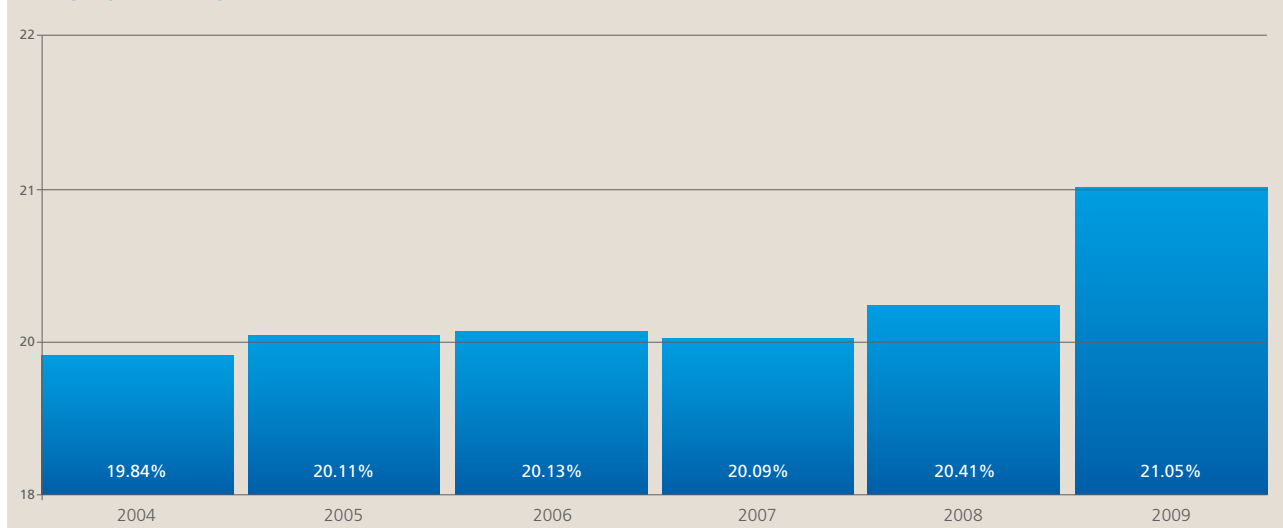
healthcare facilities –outpatients departments, dental clinics and hospitals- turn Adeslas into an integral healthcare provider, which enables it to guarantee high quality products at reasonable prices for its policyholders.

Insofar as profits are concerned, in 2009 there was an 8% increase in premiums, which amounted to 1,300 million Euros. This growth was above the average for the health insurance segment, which stood at 5%. Adeslas gained 0.64 percentage points in market share with respect to 2008 and so strengthened its leadership with a market share of 21.05%. With these figures Adeslas continued to head the ranking of health insurance companies.

The number of people who confide their healthcare insurance to Adeslas stood at almost 3,300,000, up 5% on the previous year. Of them, nearly 2 millions have healthcare insurance and just under 800,000 have dental insurance. Adeslas provides the most complete and flexible range of health insurance on the market combining health and dental products with the aim that each person pays for the cover he/she needs. This lets the customer choose from basic and more economical outpatients insurance to products offering complete medical cover or reimbursement of expenses without forgetting about the specific interest in dental care.

Adeslas has been the leading company in the private healthcare sector in Spain for the past 9 years and has a market share of 21.05%

ADESLAS MARKET SHARE





Medical Care

In medical care, Adeslas specifically provides its customers with two types of healthcare cover that gives them the choice of the best doctors in each specialty and the main medical centers and private hospitals of reference from a wide range of medical services and facilities:

- Outpatient Cover: This is a type of healthcare insurance that enables a comfortable, quick and direct access to primary care consultation, specialities and means of diagnosis. *Adeslas Joven* and *Adeslas Primera*.
- Complete Cover: This is healthcare that includes wide ranging cover in primary care, specialities and means of diagnosis, casualty department and hospitalisation. *Adeslas Completa*, *Adeslas Vital* and *Adeslas Familia* (novelty).

The company also offers a wide range of reimbursement insurance that allows the policyholder to have free choice of private healthcare from specialists and hospitals in any part of the world through the reim-



bursement of expenses. These products are *Adeslas Extra* (limited to 150,000, 210,000, 250,000 and one million Euros) and *Salud Libre*.

In addition, customers of Adeslas can complete their integral cover healthcare insurance policies with a series of modules such as *Plus Ginecología y Pediatría* [Gynaecology and Paediatrics Plus] (a novelty), access to the Clínica Universitaria de Navarra, the *Subsidio por Hospitalización* [Hospitalisation compensation], and optionally, Compensation for Operations in any part of the world.

For SMEs, Adeslas offers the following insurance policies: *Adeslas Pymes: Adeslas Pyme Completa, Adeslas Pyme Primera* and *Adeslas Pyme Extra*, exclusive policies that have specific health and dental cover thought of for their employees and families. They offer multiple possibilities that range from outpatient cover, complete cover and even reimbursement of expenses with free choice of specialist and medical center in any part of the world. To further complement their policies in 2009, they launched a new module called *Plus Prestación Económica* for temporary disability, another new product for temporary disability with capitals of 10, 25 or 50 Euros that can be contracted by the self-employed who have contracted any of the modules available to *Adeslas Pymes*. This new module has two major advantages: firstly, the sum defined in a scale for each pathology is directly paid to the insured regardless of the time the policyholder is off ill; secondly, there is no type of charge added when applying to get paid for the service received.

On the other hand, self-employed workers can avail of *Adeslas Profesional*, an exclusive product that includes additional accidents insurance apart from healthcare and a daily compensation for temporary disability.

Both the self-employed and SMEs, as well as their employees, benefit from major fiscal advantages when contracting Adeslas insurance policies. Companies can deduct the expenses of the premiums paid out in their Corporation Tax. Employees, for their part, rely on the fact that income from their medical insurance does not fall into the category of fringe benefits and therefore does not pay taxes up to a limit of 500 Euros per policyholder and year.

The health insurance product *Adeslas Pymes* has also become a product with certain labour advantages as it is considered a powerful loyalty tool and improves the level of worker satisfaction.

Lastly, another of the sectors that has shown the greatest evolution in recent years has been insurance for large companies. The reason for this is that both managers and employees consider private health to be the highest valued fringe benefit. Apart from driving down labour costs, periods of lost days through illness are shortened as there is quick access to medical services, without delays nor waiting lists. Even the number of hours lost going to medical appointments is reduced.

Through their *Servicio Empresas*, Adeslas studies each case on an individual basis to create differentiated solutions that are totally adapted to the specific needs of the person. In 2009 we reached 6,000 policies sold providing cover for one million policyholders.

The self-employed and SMEs get significant fiscal advantages for signing Adeslas insurance contracts



Dental Attention

In the dental attention segment more than 800,000 people are insured with Adeslas



In the dental attention segment Adeslas is also the most popular on the market with more than 800,000 policyholders, 19% more than in 2008. We offer our customers our own Dental Clinic called *Clinicas Dentales Adeslas* and a 1,000-strong list of private odontologists. This insurance endeavours to anticipate the dental problems that may arise at any moment and enables customers to have a healthy mouth at a reasonable cost.

Adeslas insurance policies offer many services without any additional cost (emergencies, x-rays, buccal cleaning, etc.) and other dental treatment with a savings of over 30 percent of what it would cost without insurance in the dental network of Adeslas.

The Adeslas Dental Clinic network has 66 centers throughout Spain and provides customers with all the odontology specialisations and maxillofacial surgery: general odontology, orthodontics, odontopaediatrics, endodontics, dental hygiene, dental aesthetics, mouth surgery, radiology, implantology, periodontics, Temporomandibular Articulation as well as the best technology to carry out the most advanced treatments such as laser whitening, needleless injections or state of the art treatments to rapidly regenerate tissue among others.

The Adeslas Dental Clinics have the Quality Management System Certification standard UNE-EN ISO 9001 to provide integral odontology services to patients including the strategic, operative and support processes required to guarantee the best service to customers. Moreover, keeping the customer in mind, the Adeslas Dental Clinics let customers avail of long opening hours.

Hospital Group

In the Hospital Group of Adeslas there are 10 hospitals with 1,000 beds and almost 60 operating theatres

The Hospital Group of Adeslas is one of three business units of the company; the others being insurance and the collaborating activity with the Public Health Sector. It is one of the largest private hospital groups in the country with a turnover of 190 million Euros in 2009 and almost 2,200 employees.

The Group owns 10 hospitals throughout Spain with more than 1,000 beds and almost 60 operating theatres. Nowadays they are a reference in their areas of influence, not only for their historic prestige but also for their medical staff. In all, the hospitals of the Group attended to practically 1,600,000 patients, Adeslas customers as well as cus-

tomers from other insurance companies; private patients; mutual societies work accident patients and others stemming from the collaboration with the National Health System.

The Group invests approximately 10% of its turnover in the renovation of equipment and the acquisition of state of the art technology, which places the centers at the head of private healthcare in their areas of influence.

In 2009 a major investment was made aimed at systemising processes. Tasks like registries of actions and activities corresponding to the infirmary and medical staff are now systemised in all the hospitals of the Group. This

implies an improvement in the speed and quality of the service offered to customers.

Two medical committees were also set up in each one of the Group's hospitals: The Committee for Hospital Infections and the Clinical Documentation and Archive Committee.

The former takes care of the study, analysis and prevention of nosocomial infections, antibiotics policy and the drawing up of plans on these points. The latter, the Clinical Documentation and Archive Committee, sets up the strategic and operative criteria required so

that each hospital has the correct clinical information to manage its healthcare activities. Moreover, the strict fulfilment of legislation referring to a patient's autonomy and his rights and obligations in matters of information and clinical documentation was adhered to.

Lastly, in April 2009 an agreement was reached with Phillips to incorporate their most advanced technology to the lighting system throughout the hospital group. This allowed each Adeslas Hospital to contribute an average saving of 120 tons of CO₂ and some 15,000 Euros in energy costs a year.

Deployment of Adeslas own healthcare centers (including openings to June 2010)



Collaboration with the Public Health Department

Although the National Health System is usually based on the use of public health resources, over time certain contributions from private initiatives have been witnessed, which, apart from improving the efficiency of the system, manage to achieve high degrees of quality in services and as a result the satisfaction of the users. In this sense, Adeslas has always committed itself to the introduction of balanced models of public-private collaboration, thereby participating in what is today some of the most outstanding examples of this: the following are the result of collaboration through the Mutual Societies of the State and the Management of Department 11 of Health in the Generalitat of Valencia (The Government of the Valencian Autonomous Region), which is called "Modelo Alzira".

Collaboration with the mutual societies of the State

The mutual society with the longest tradition is the one that dates back 40 years and manages the mutual society of the civil servants: the Mutualidad General de Funcionarios Civiles del Estado (MUFACE), the Instituto Social de las Fuerzas Armadas (ISFAS) [Air Force] and the Mutualidad General Judicial (MUGEJU) [the Justice Dept.]. Their members form a group of 2.3 million people who, according to the regulations, can opt every year for public health cover or any of the insurance companies the mutual society reached an agreement with. About 85% of the civil servants opt for private companies. Adeslas subscribed to those agreements from the outset and it is the company with the highest number of insured people in each of them.

In 2010 new agreements came into force with the sole difference that some operators that traditionally offered healthcare to those groups decided not to continue doing so. Thanks to the quality of its service catalogues, and the fact that Adeslas is a benchmark company in national cover, Adeslas was the most chosen option by members who had to change companies which gave rise to the fact that almost one million members chose Adeslas to manage their health.

The Department 11 of Health

Adeslas has always committed itself to the collaboration between private initiative and public administrations as a good alternative to face the health challenges of the future. The "Modelo Alzira" implies private management through an administrative concession of a health department. It is a formula whose success has been proved. Adeslas has headed for the last decade the "Temporary Union of Companies" that manages Department 11 of Health in the Autonomous Community of Valencia: the primary care of the region, specialised healthcare and the management of the Hospital Universitario de La Ribera.

This center has become a paradigm for this and other autonomous communities, including some other countries, of a public-private model of collaboration that improves the care given to citizens and the efficiency in management. At the same time, the Health Department of La Ribera keeps itself extremely busy, but always within the parameters of the quality and efficiency the citizens require. In 2009 the Primary Care Centers of the Department of Health attended to more than 1.3 million general medical enquiries and almost 270,000 paediatric visits. The University Hospital of La Ribera carried out 20,000 operations and had 2,500 births while doing some 4.7 million laboratory tests, 19 thousand X-rays and 21 thousand CT scans.

The patients at the University Hospital of La Ribera gave an evaluation of 8.42 points out of 10 in the latest satisfaction survey carried out by the Health Department in 2009. This result was half a percentage point more than the previous survey.

In 2009 the University Hospital of La Ribera was awarded 4 of the prestigious TOP 20 awards that are given each year by IASIST, the health information services company that conducts an annual study of the best hospitals in Spain. In fact those awards were for general hospital management, the areas of Digestive Surgery and Nervous System, as well as an award for being one of the hospitals with most distinctions of this type over a ten year period.