# **Banco Santander Chile**

# Sound growth & sustained profitability

August 2012



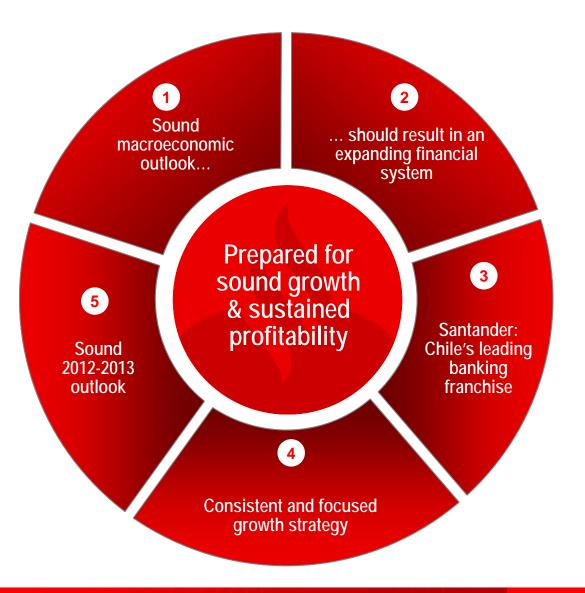
# **Important information**

Banco Santander Chile caution that <u>this presentation contains forward looking statements</u> within the meaning of the US Private Securities Litigation Reform Act of 1995. These forward looking statements are found in various places throughout this presentation and include, without limitation, statements concerning our future business development and economic performance. While these forward looking statements represent our judgment and future expectations concerning the development of our business, a number of risks, uncertainties and other important factors could cause actual developments and results to differ materially from our expectations. These factors include, but are not limited to: (1) general market, macro-economic, governmental and regulatory trends; (2) movements in local and international securities markets, currency exchange rates, and interest rates; (3) competitive pressures; (4) technological developments; and (5) changes in the financial position or credit worthiness of our customers, obligors and counterparties. The risk factors and other key factors that we have indicated in our past and future filings and reports, including those with the Securities and Exchange Commission of the United States of America, could adversely affect our business and financial performance.

Note: the information contained in this presentation is not audited. Nevertheless, the consolidated accounts are prepared on the basis of generally accepted accounting principles. All figures presented are in nominal terms. Historical figures are not adjusted by inflation. Historical figures have been restated in accordance with the new accounting standards adopted by Chilean banks in 2009. Please note that this information is provided for comparative purposes only and that this restatement may undergo further changes during the year and, therefore, historical figures, including financial ratios, presented in this report may not be entirely comparable to future figures presented by the Bank.



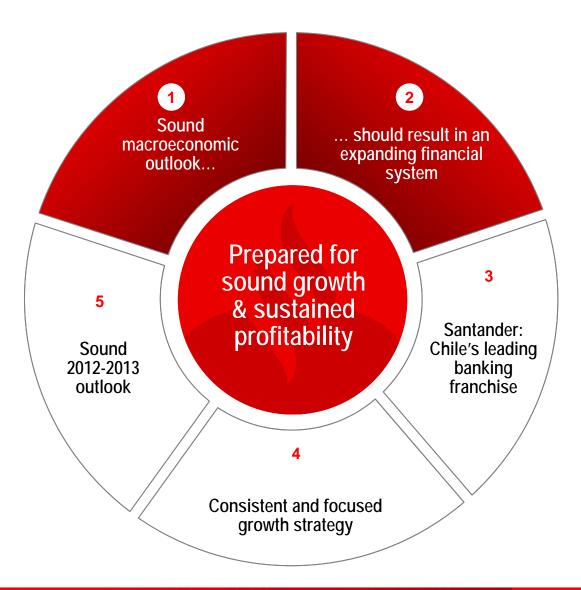
# **Highlights**







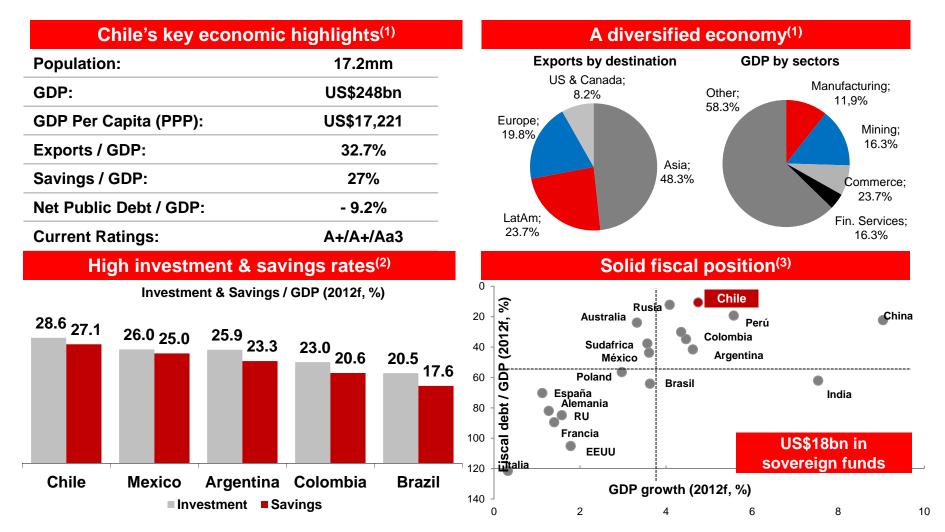
# **Highlights**





#### 1. Chile: Sound macroeconomic outlook

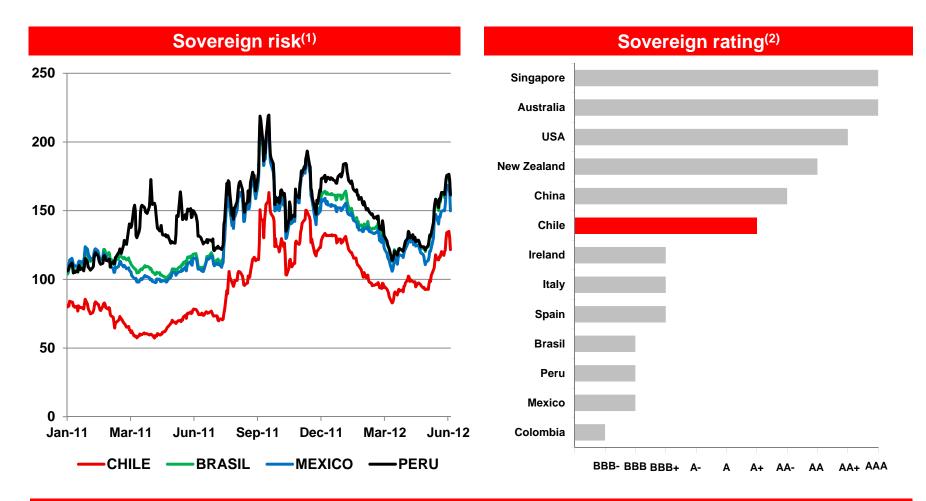
# Chile: a strong and diversified economy...



(1) Figures for 2011 or latest available data. Source: Central Bank of Chile. (2) Source: IMF. (3) Source: CIA World Factobook



# ... with a relatively low-risk environment



#### A sound institutional framework and business environment

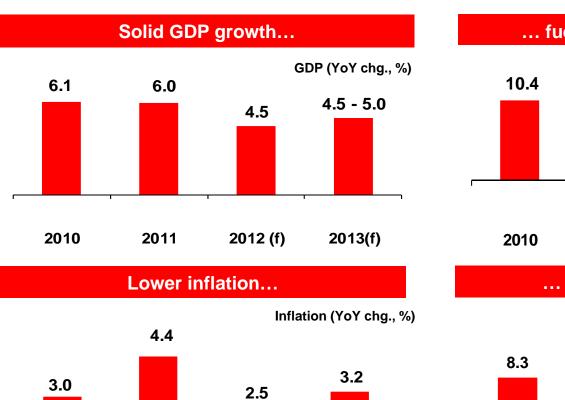
(1) CDS Spreads. Source: Bloomberg. (2) Source: Moody's via Bloomberg



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#### 1. Chile: Sound macroeconomic outlook

# Our outlook for 2012-13 is positive



2012 (f)

2013(f)

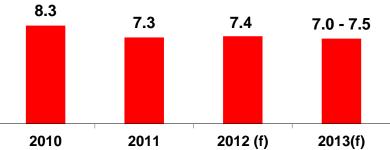
 Indeced by Private Consumption (YoY chg., %)

 10.4
 8.9

 5.7
 5.0 - 6.0

 2010
 2011
 2012 (f)
 2013(f)

... and stable unemployment



Unemployment (Avg. rate, %)

Source: Central Bank of Chile. (f): Santander Chile's forecasts

2011

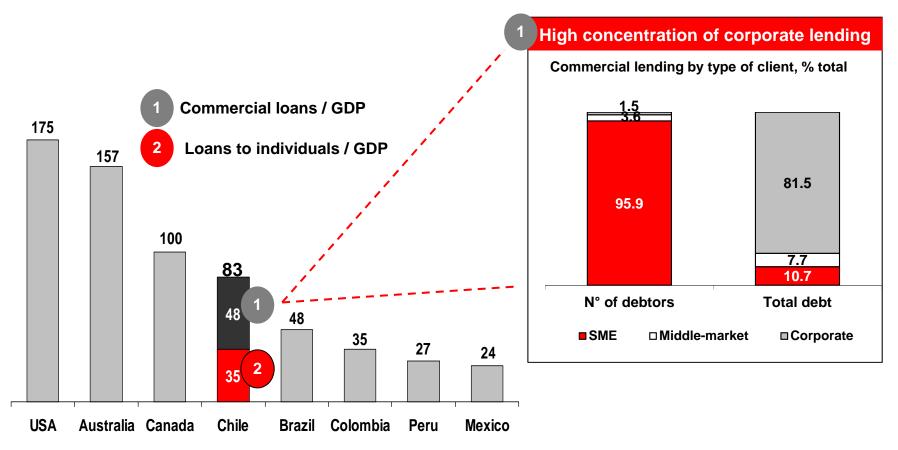


Chile

2010

# A market with good growth potential in SMEs...

Loans / GDP as of Dec. 2011\*, %



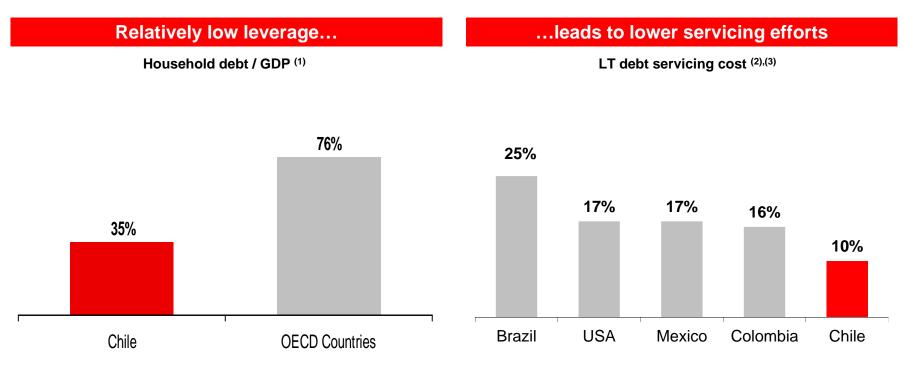
\* Or latest data available. Source: Barclays Capital, Deutsche Bank, and Superintendency of Banks of Chile



## 2. An expanding financial system



# 2. ... and individuals



#### Lower rates / longer terms reduce financial burden in Chile

(1) Data as of 2008, except Chile: 2011. Includes: Poland, Italy, France, Germany, Sweden, USA, Australia, Denmark, Korea, & Taiwan. Source: Chile CB, OECD, McKinsey and IMF.

(2) As of Dec-10, except Chile which is as of Dec. 11.

(3) Calculated as Interests + amortizations over total disposable income.

Source: Barclays Capital, Deutsche Bank, Superintendency of Banks and National Statistics Institute of Chile

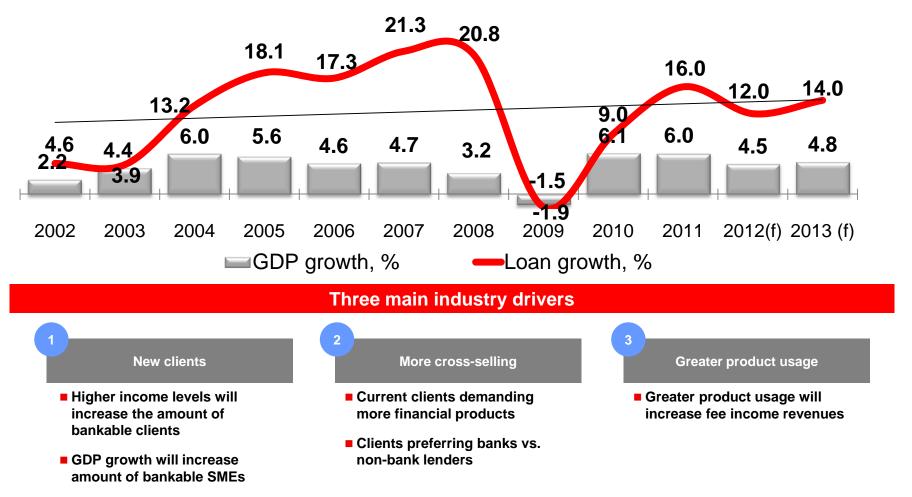


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#### 2. An expanding financial system

# Attractive industry drivers sustaining loan growth

Chile's GDP growth in real terms and the banking industry's loan growth in nominal terms, %



Source: Central Bank of Chile and Superintendency of Banks of Chile and Santander Chile's forecasts (f)



2. An expanding financial system

New forces are redefining the banking environment

# Changing...

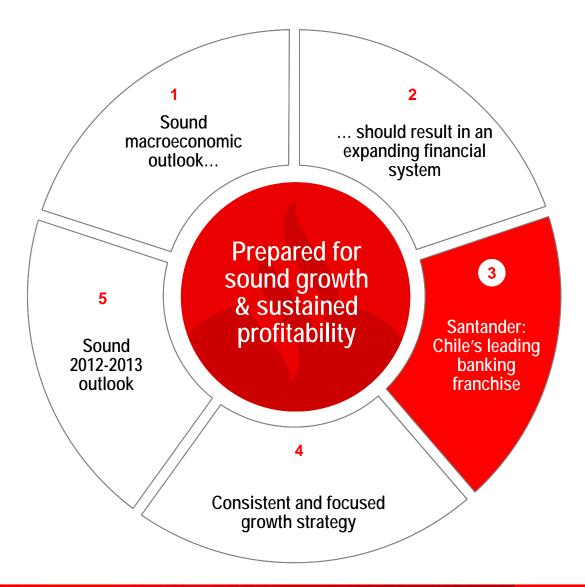




**IV. Consumer attitudes** 



# **Highlights**





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# Santander Chile has the country's leading banking franchise...

Figures as of June 2012<sup>1</sup>

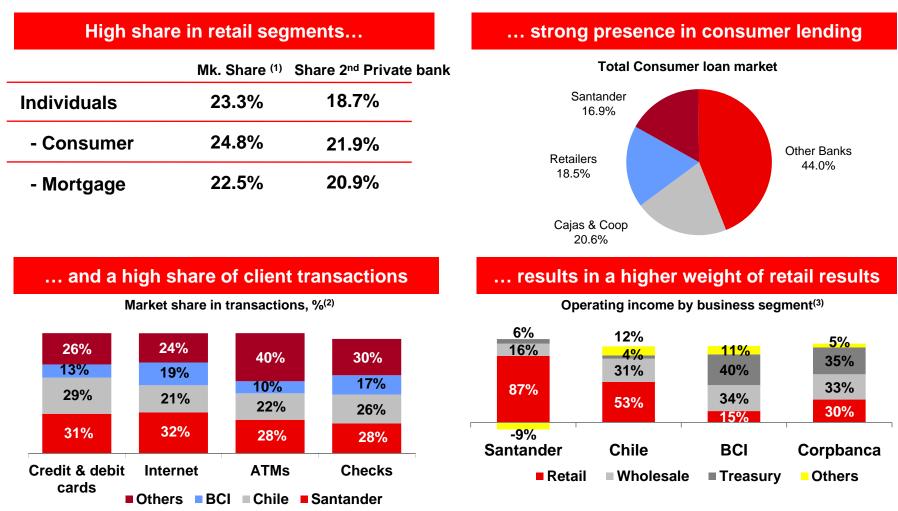
Figures	US\$bn	Share	Clien	Clients & Network		
		$\frown$				
Assets:	US\$50	19.5%	Clients	3.4mn	~39% <sup>2</sup>	
Loans:	US\$37	19.5%	Internet clients	723ths.	19.3%	
Individuals:	US\$19	23.3%	Checking acct.	729ths	24.8%	
SMEs:	US\$5	~25%	Credit cards	1.9mn	<b>20.4%</b> <sup>3</sup>	
Deposits:	US\$29	17.6%	Debit cards	3.0mn	22.2%	
Equity:	US\$4	19.7%	Branches:	499	18.7%	
Net income:	US\$447mn	27.7%	Employees:	11,621	16.1% <sup>4</sup>	

1. Or latest available figures using the period-end exchange rate. 2. Over total workforce. Source INE 3. Market share is over total monetary transactions using a credit card and incldues department stores. 4. Employee market share is over employees at branches and head offices, excludes subsidiaries Source: Superintendency of Banks of Chile



Chile

# ... with a strong position in retail banking



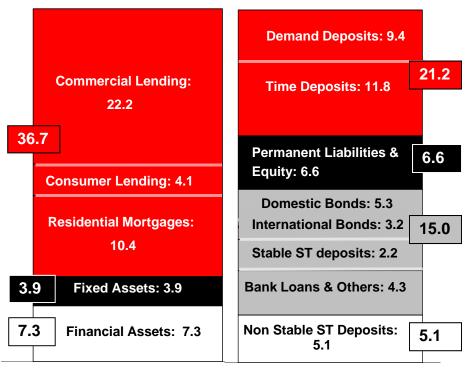
(1) As of June 2012. Source: Superintendence of Banks of Chile, includes banks only. (2) Checks and credit cards: Internet & ATMs: 2011. (3) Op. Income includes Net interest income + Fees + Financial transactions + Prov. expenses + Op. expenses as of 12/2011. Source: SBIF, Cajas de Compensación & Transbank.



#### 13

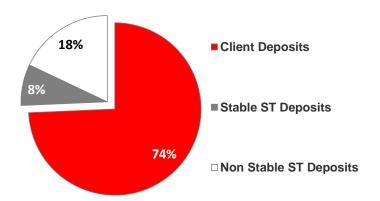
# Sound balance sheet structure

USD billion as of June 2012



ASSETS <= 47.9 => LIABILITIES

**Total Deposits: USD 29 billion** 



#### Loan to Deposits Ratio

Res. Mortgages /Deposits (%) Loans Ex. Res. Mortgages /Deposits (%) 127% 126% 124% 122% 122% 36% 38% 36% 38% 36% 89% 89% 86% 86% Jun 11 Sep 11 Dec 11 Mar 12 Jun 12

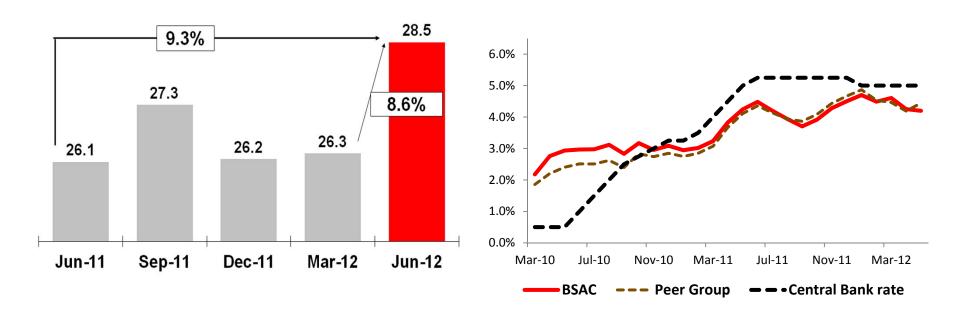


# **Positive evolution of deposits and cost of funds**

Total deposits, Ch\$ billion; and QoQ % YoY growth, % and Cost of funds, %

## **Deposits (US\$bn)**

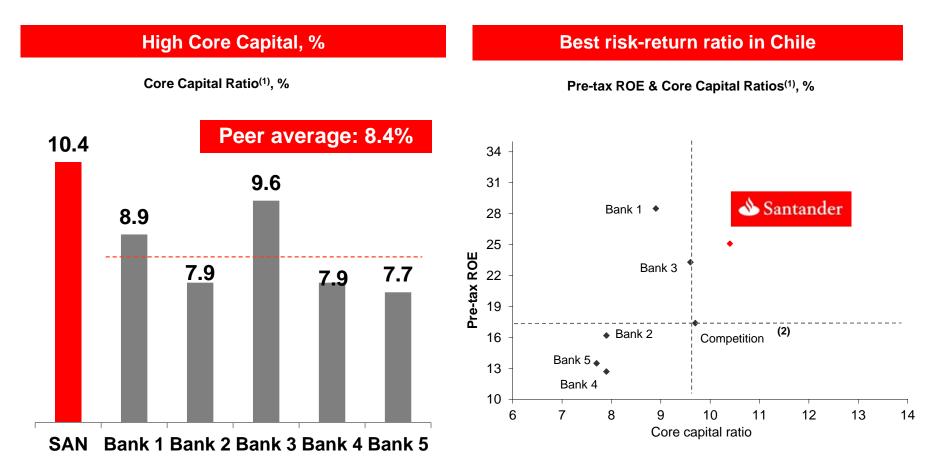
Cost of funds<sup>1</sup> (%)



1 Cost of funds = interest expense annualized divided by liabilities



# High capital base results with a balanced risk-return relation



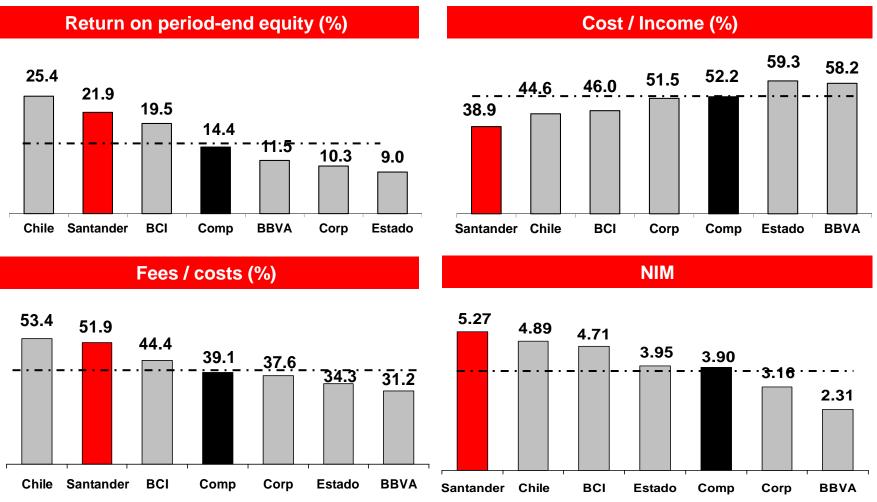
(1) Capital / Risk-weighted assets as of April 12 except Santander Chile as of June 2012. Pre-tax ROE as of June 2012

(2) Competition calculated as the average of selected companies ex-Santander Chile.

Source: Superintendency of Banks of Chile



# Stronger financial indicators compared to competition



Figures as of June 2012

Comp = Competition: All banks excluding Santander. Source: Superintendency of Banks of Chile. NIM as of May 2012



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# Solid governance standards

#### **Relationship with SAN Group**

- Network of independent subsidiaries
- Each subsidiary is independent in terms of capital and liquidity
- Each unit finances its operations independent. No structural cross-financing among untis
- Main relation is vía share ownership

#### Legal limits

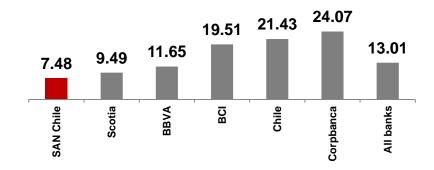
- Related company lending: Limited to 5% of total equity (unsecured) or 25% (w/ collateral);
- Deposits in related party entities abroad: limited to 25% of equity. Deposits in a single foreign bank: Limited to 5% of equity (New regulation under discussion)
- Too big to fail regulations.
- Dividends paid once a year.
- Strict liquidity limits.

#### **Corporate Governance Standards**

- 8 out of 11 board members are independent
- Active participation of Board members in main committees
  - Executive Credit Committee
  - ALCO
  - Audit Committee

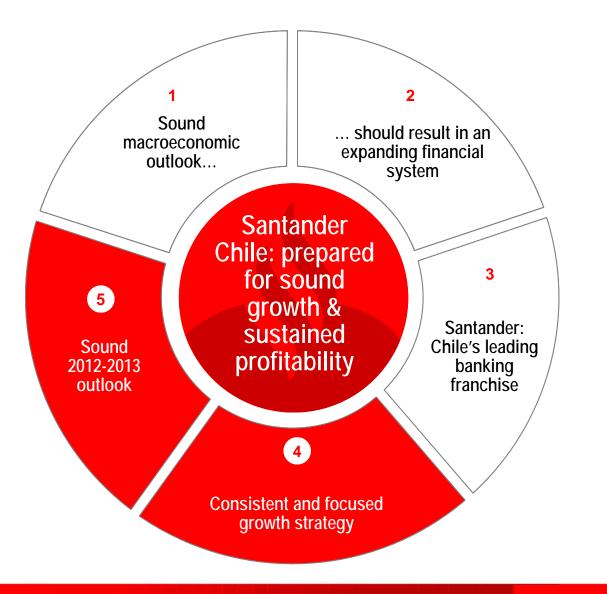
#### **Related party lending**

Related party lending (% of equity) 12/2011





# Highlights





#### 4. Santander-Chile: consistent and focused growth strategy

# **3 objectives to sustain performance**

Santander Chile: Strategic drivers

I. Deepening our focus on retail banking while improving client relationship management ...

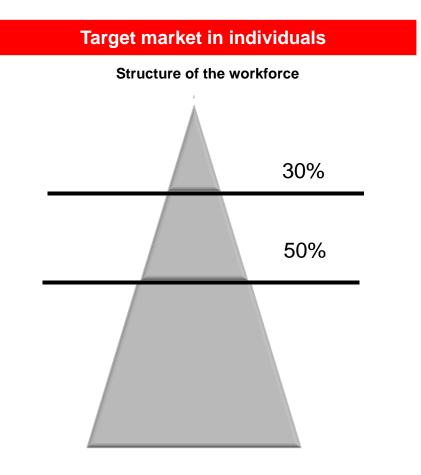
II. ...expanding efficiently...

# Solid growth & sustainable ROEs

III. ... and managing risks conservatively



# Re-thinking our retail strategy...

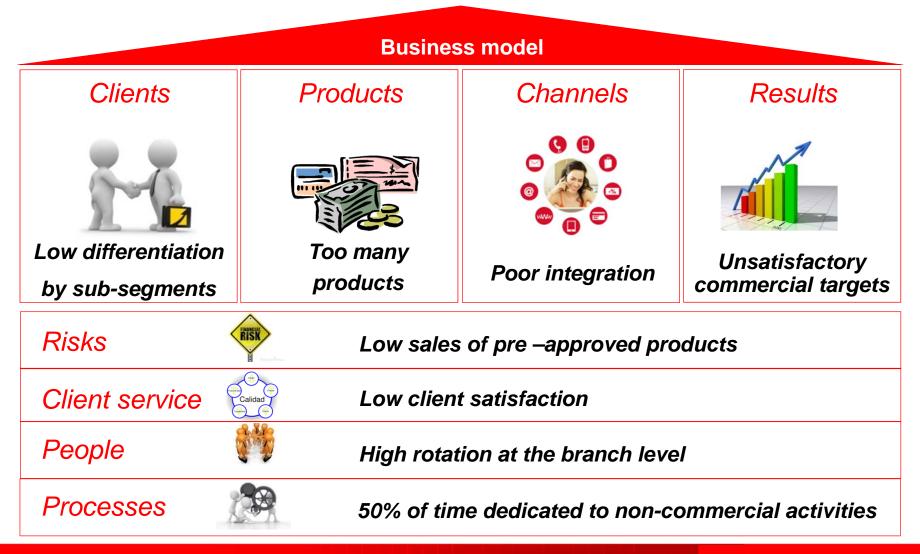


- We will maintain focus on retail banking
- In individuals, we will increase crossselling of top 30% of the working population
- Down-market, between 30% 50% of the workforce, focus will be in services and transactions
- In SMEs the focus will be on increased lending, transactional services and simple treasury products

Objective is to grow in a healthy manner with our clients



# ... as opportunities for improvement exist in many areas





# Implementing a profound Transformation in retail banking

# From... Very little product differentiation by business segment "Many channels" Branches with too many administrative tasks Account executive at the center

of client relations

**Centralized processing** 



<u>Clients as the focal point of our</u> <u>strategy</u> with an attention model custom-made for each segment

**Multi-channel** with a strong increase in alternative channels and self-service

**Branches** focused on value added interactions

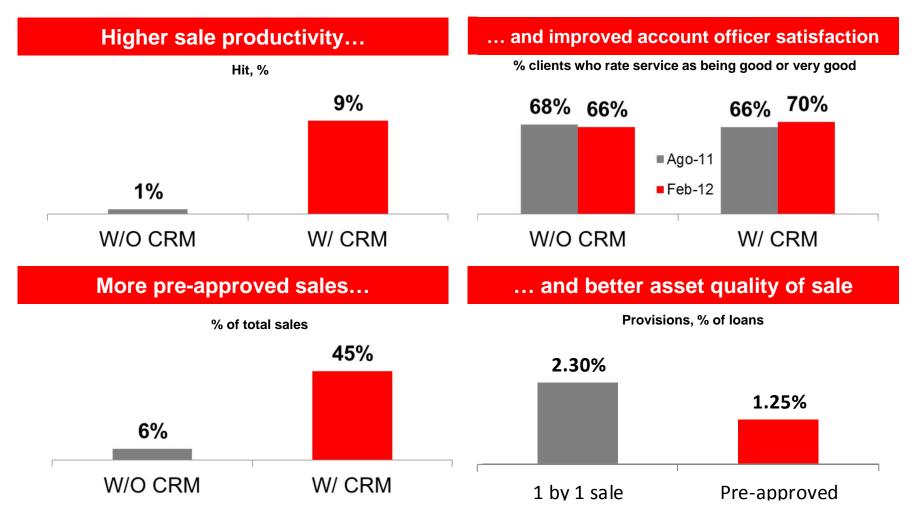
**The Bank** at the center of client relations driven by our new CRM



Front-end processes in all channels



# Preliminary results are encouraging\*

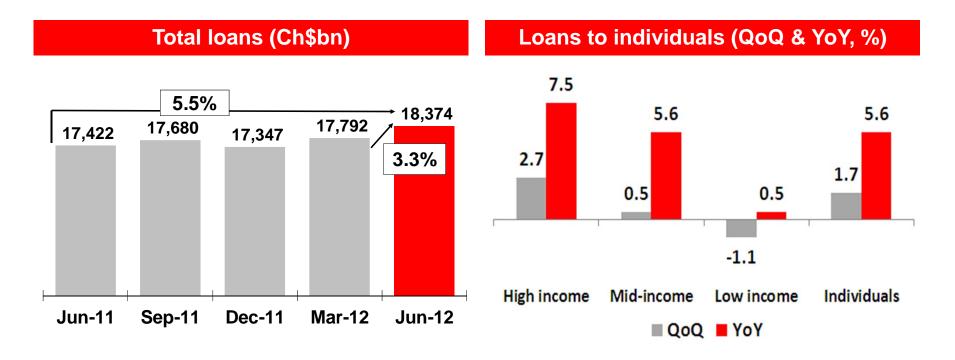


\* Based on initial trials of new CRM at select branches



# Loan growth rebounding...

Total loans, Ch\$ billion; and QoQ % YoY growth, %

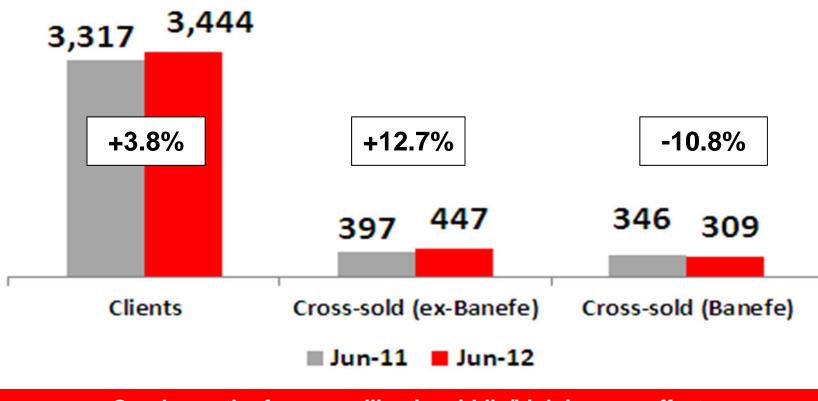


Selective loan growth strategy in 2012



# ... with a focus on cross-selling

Bank clients & products, thousands; annual growth, %



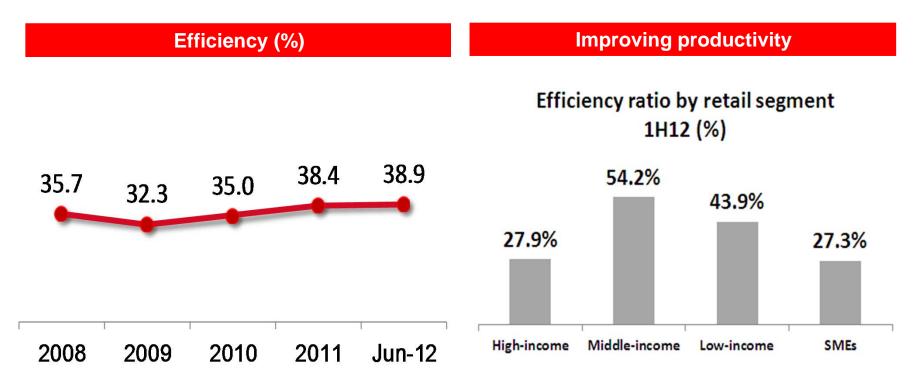
#### Good growth of cross-selling in middle/high income offset by conservative stance in Banefe

\* Cross-sold: For clients in Banefe cross-sold clients are clients with at least two products, one of which is a loan product plus direct deposit. In the Bank a cross-sold clients uses at least 4 products



#### 4. Santander-Chile: II. Expanding efficiently

# Improving efficiency through productivity gains

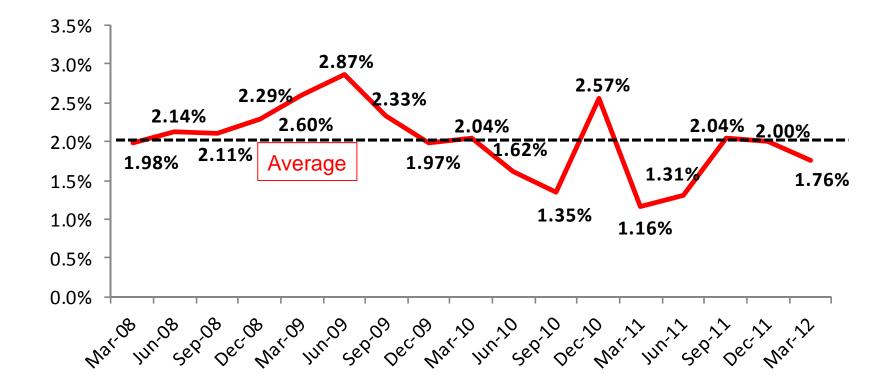


Transformation project should lead to greater efficiencies in retail banking



#### 4. Santander-Chile: III. Managing risk conservatively

# **Cost of credit approaching historical levels**



Cost of credit\*, %

Sophisticated provisioning models implemented in all segments

\* Annualized quarterly provision expense / total loans



# Summary







