# **Banco Santander Chile**

Commercial transformation begins to improve performance

**June 2013** 



# Important information

Banco Santander Chile caution that this presentation contains forward looking statements 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.

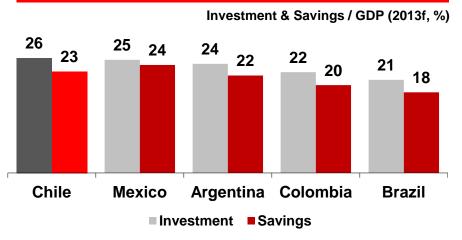
# **Highlights**



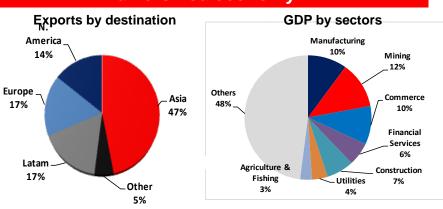
# Chile: a strong and diversified economy...

Chile's key economic highlights <sup>(1)</sup>			
Population:	16.6 mn		
GDP:	US\$268bn		
GDP Per Capita (PPP):	US\$17,980		
Exports / GDP:	31.7%		
Investment / GDP:	26.0%		
Net Public Debt / GDP:	- 6.9%		
Current Ratings:	AA-/A+/Aa3		

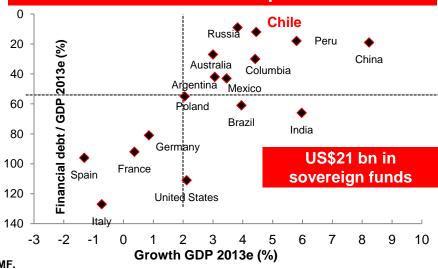
#### ... with high investment & savings rates<sup>(2)</sup>



#### A diversified economy...<sup>(1)</sup>



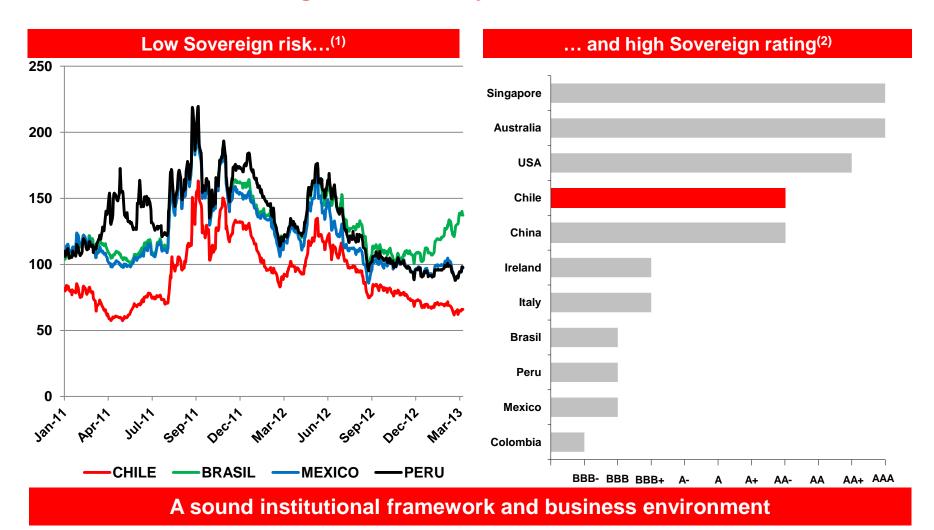
#### ... and a solid fiscal position<sup>(2)</sup>



(1) Figures for 2012 or latest available data. Source: Central Bank of Chile. (2) Source: IMF.



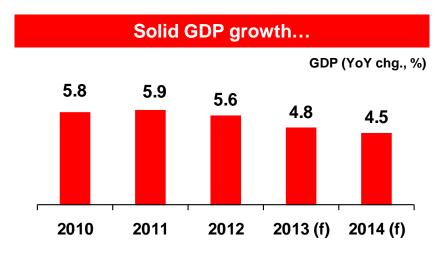
# ... resulting in a relatively low-risk environment



(1) Credit default swaps spreads. Source: Bloomberg. (2) Source: Standard & Poor's via Bloomberg, as of March 2013.

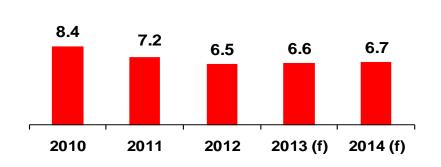


# Our outlook for 2013 - 2014 is positive



#### Stable unemployment...

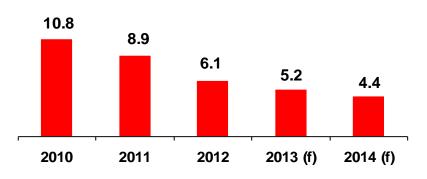
Unemployment (Avg. rate, %)



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

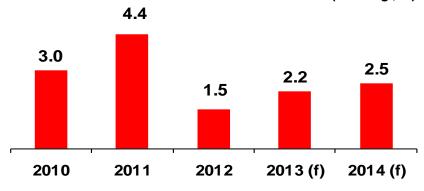
#### ... fueled by Private Consumption

Private Consumption (YoY chg., %)



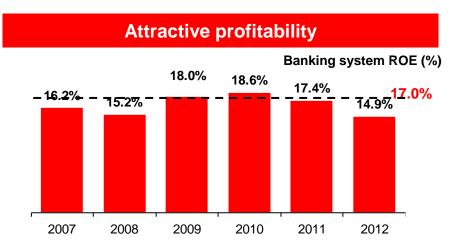
#### ... and low inflation

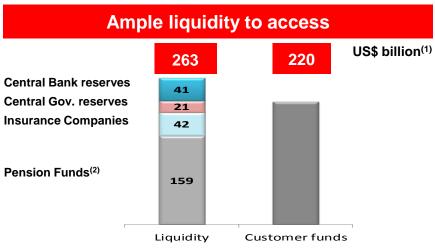
Inflation (YoY chg., %)



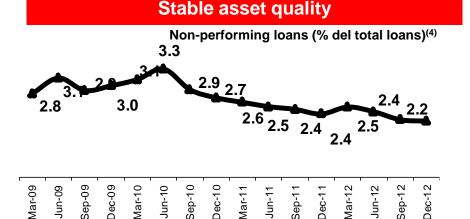


#### A profitable and solid financial system





# High capital ratios Core Capital (% RWA)(3) 9.4% 9.6% 10.1% 10.1% 10.7% 2007 2008 2009 2010 2011 2012



- (1) Figures as of Mar. 2013 or latest available information.
- (2) Pension funds excludes deposits in Banks.
- (3) Core Capital in Chile is 100% shareholder's voting equity.
- (4) NPLs defined as portfolios with 90 or more days overdue.

Source: Superintendence of Banks and of Pension Fund Managers, Ministry Finance and Central Bank of Chile.

# New forces are redefining the banking environment...



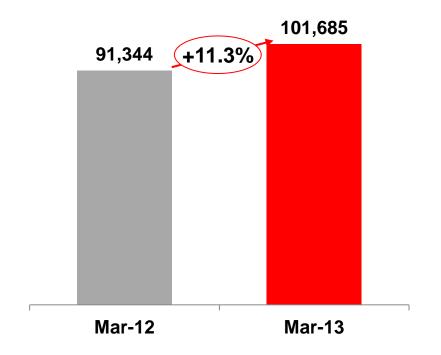
# ... which is impacting 2013 results

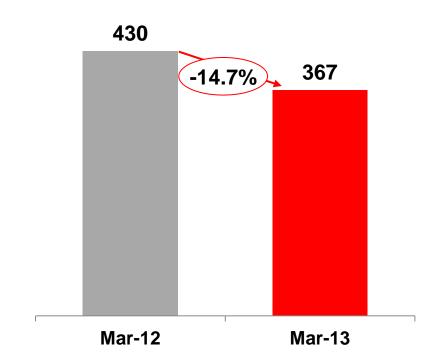
#### Despite solid loan growth...

Financial System: loans (Ch\$ billion)

#### ... net income decreases

Financial System: Net Income (Ch\$ billion)





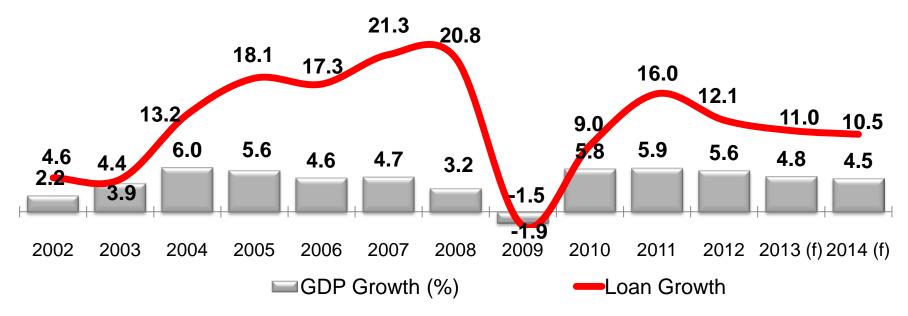
Results also affected by lower inflation / higher loan loss provisions

Source: Superintendency of Banks of Chile. Financial System excludes acquisition of Corpbanca Colombia.



#### Attractive volume growth outlook...

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



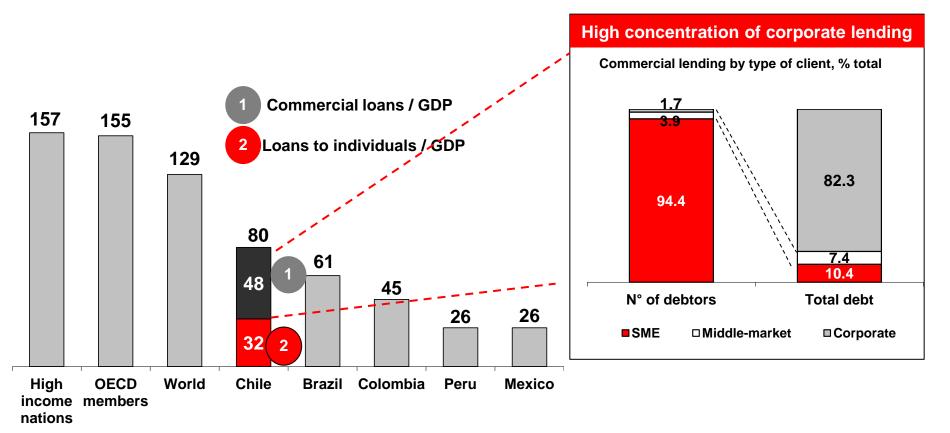
- Chile today offers one of the best combinations of expected growth, profitability and the lowest risk in the region.
- Our vision of the regulatory changes, after a reasonable adjustment period is positive.
- However, credit providers must make a fundamental adjustment in their business focus and strategy.

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





Loans / GDP as of Dec. 2012\*, %

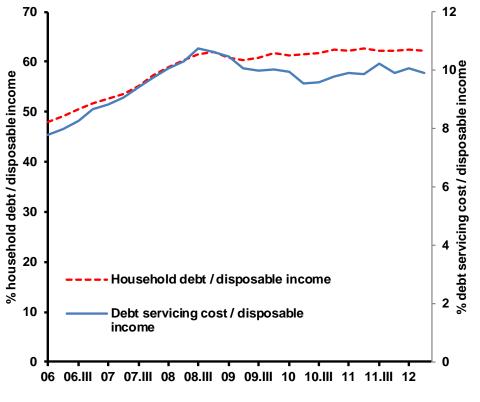


<sup>\*</sup> Or latest available information. Source: World Bank. Source Chile: Santander Chile based on information from SBIF, Central Bank and www.cajasdechile.cl



# 2 ... and individuals

#### **Household indebtedness & debt servicing costs**



Source: Banco Central de Chile, SBIF, SuSeSo & SVS.

#### Annual real change in real estate prices\*

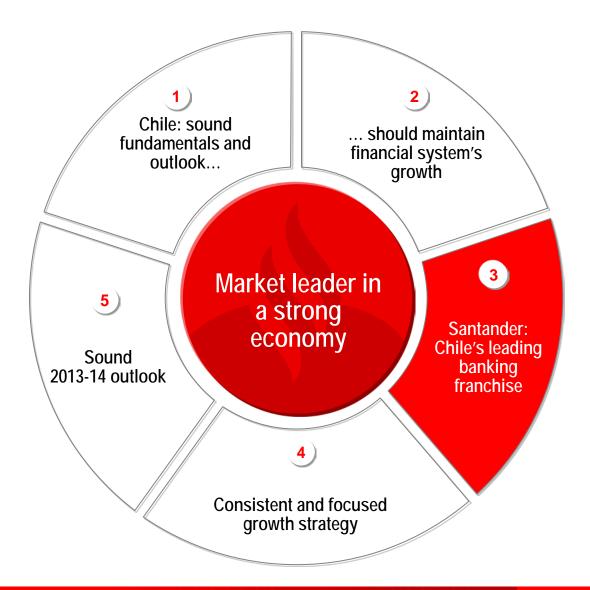
Borough	March 02- Sep. 09	Sep. 09 – Jun. 12
Santiago	-0.6%	5.1%
Ñuñoa	0.8%	4.0%
Las Condes	0.5%	8.5%
La Reina	2.8%	10.2%
La Florida	1.6%	6.2%
Vitacura	1.3%	7.4%

Source: Banco Central de Chile based on inforamtion from Chilean IRS and Ferreira & Gyourko study (2011)

57% of loans are mortgage: lower rates / longer terms reduce financial burden in Chile



# **Highlights**



# Santander Chile is the nation's leading bank

Figures as of March 2013<sup>1</sup>

Figures	US\$bn	Share	Clients & Network		
Assets:	US\$53	17.6%	Clients	3.3mn	~39%²
Loans:	US\$41	18.9%	Internet clients	771ths.	26.1%³
Individuals:	US\$21	22.2%	Checking acct.	746ths	23.5%
SMEs:	US\$6	~25%	Credit cards	1.8mn	18.2% <sup>4</sup>
Deposits:	US\$30	16.7%	Debit cards	3.0mn	20.9%
<b>Equity</b> :	US\$4,7	19.0%	Branches:	495	19.4%
Net income:	US\$171mn	22.2%	Employees:	11,679	19.0%

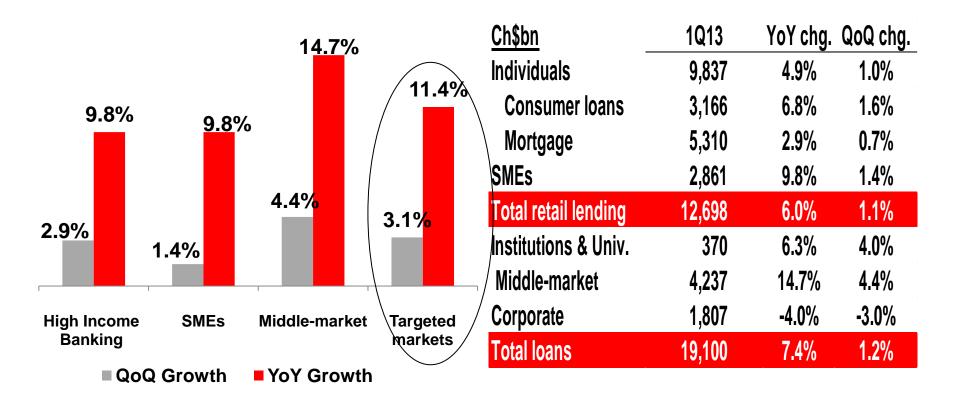
#### 100% of our business is in Chile

<sup>1.</sup> Or latest available figures using the period-end exchange rate. 2. Over total workforce. Source: INE . 3, Excludes Banco del Estado. 4. Market share is over total monetary transactions using a credit card and includes department stores. Source: Superintendency of Banks of Chile



#### Solid loan growth in the markets the Bank is targeting

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



Our main strategic focus continues to be profitability over market share



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# Positive evolution of funding mix...

Customer funds, billions US\$\*

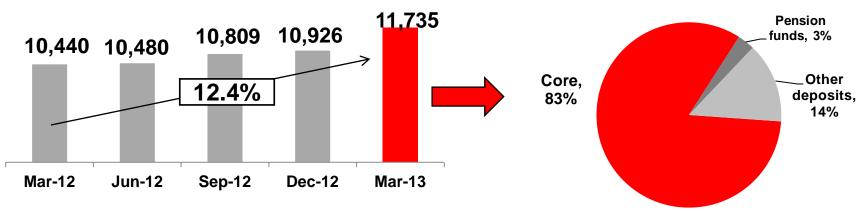
# Total Deposits (Ch\$bn) 13,392 14,538 14,089 14,082 14,115 5.4% Mar-12 Jun-12 Sep-12 Dec-12 Mar-13

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Ch\$bn	1Q13	%	%
<b>Demand deposits</b>	4,964	8.7%	-0.1%
Time deposits	9,151	3.7%	0.4%
Total deposits	14,115	5.4%	0.2%

VaV aha

#### **Core Deposits\* (Ch\$bn)**

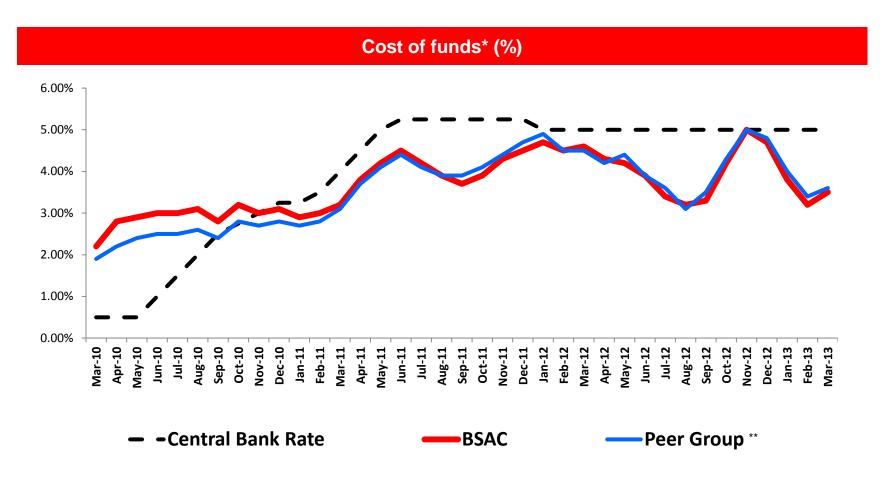
#### Deposit structure (as of 03.31.13)



<sup>\*</sup> Core deposits: Deposits from non institutional sources.



#### ....and costs

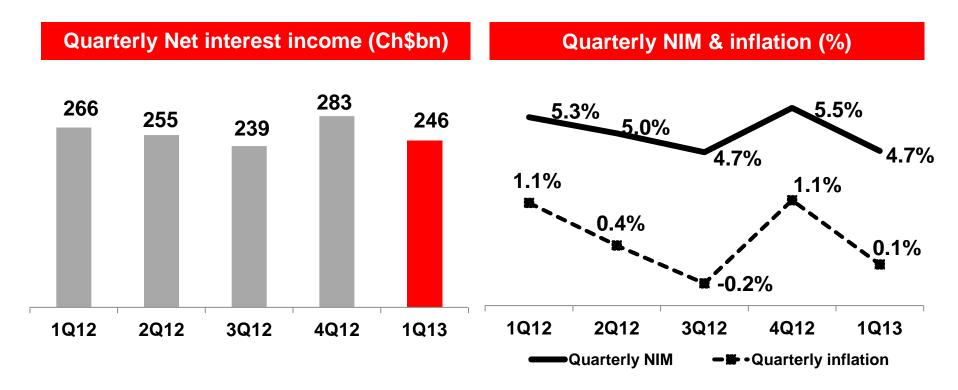


#### **Growth of core deposits should help margins**

<sup>\*</sup> Cost of funds = interest expense annualized divided by interest bearing liabilities plus demand deposits. \*\* Peer Group = BCI, Corpbanca, Chile and BBVA. Source: Superintendency of Banks of Chile.



# NIMs temporally impacted by lower inflation



NIMs should rise as funding mix is improved and inflation is expected to normalize

Our objective is to improve NIMs net of provisions



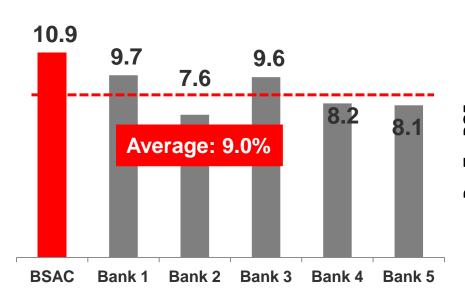
# A high capital base and a balanced risk-return relation

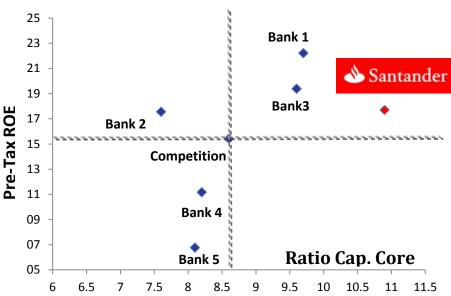
#### High capital base

#### Best risk-return ratio in Chile

Core Capital ratios, %

Pre-tax ROE & Core Capital ratios<sup>(1,2)</sup>, %





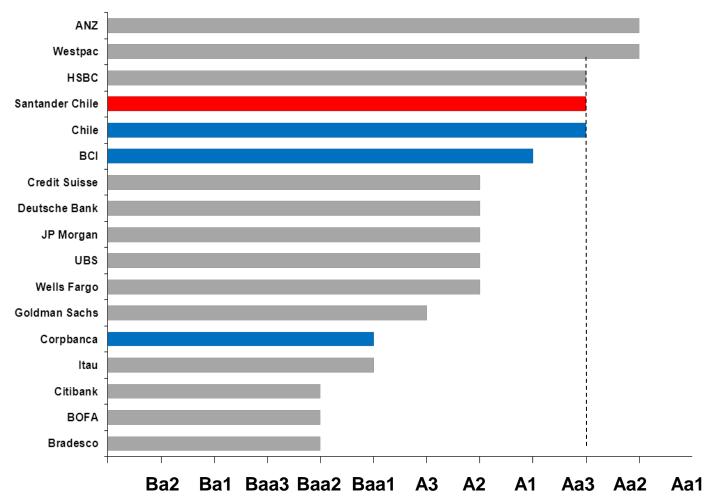
#### Dividend policy stable for 3 years at 60%. No new shares issued since 2002

(1) Tier I is as of Dec. 2012. (2) Pre-Tax ROE annualized as per March 2013. (3) Competition = System minus Santander Chile. Source: Superintendence of Banks of Chile. Santander Chile figures as of March 2013



# One of the highest credit ratings in the Region

Risk Rating: Moody's scale

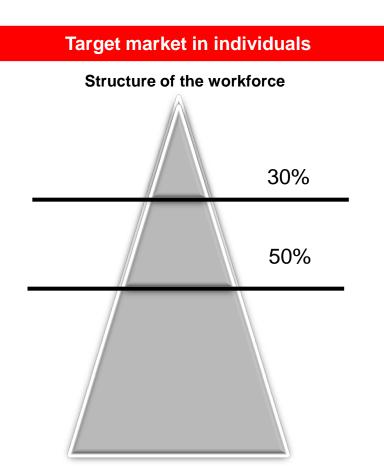


Source: Moody's via Bloomberg, as of March 2013

# **Highlights**



#### We rethought our retail strategy due to changes in the market...



- 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 with selective lending activity
- 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



# ... and reformulated our strategic plan to improve performance...

Santander Chile: Strategic drivers 2013-2015

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

II. ...expanding efficiently

III. ... and managing risks conservatively

ransformation Initiative

Solid growth & sustainable ROEs



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

#### **Business Transformation Model**

Clients



Improving client segmentation

**Products** 



Simplifying the product mix

Channels



Integrating distribution

Results



Improving commercial targets

Risks



Increasing sales of pre –approved products

Client service



Improving client satisfaction

People



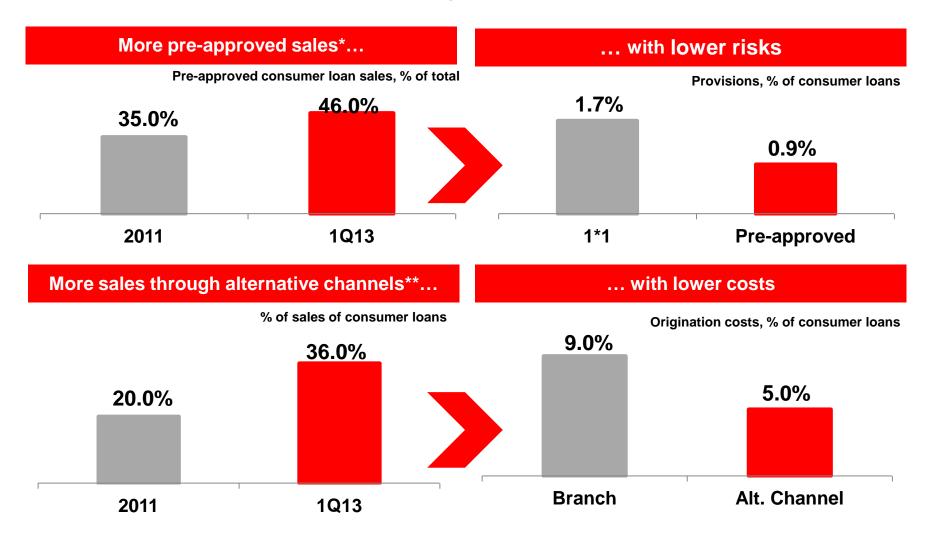
Lowering employee rotation

**Processes** 



Increasing time dedicated to commercial activities

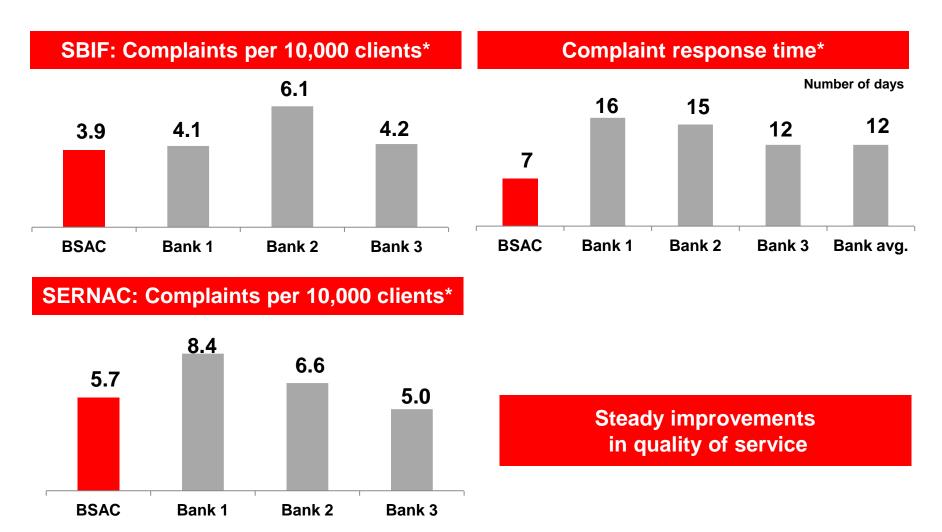
# **Transformation Project: A safer, leaner....**



<sup>\*</sup> Chilean pesos denominated consumer loans for individuals. \*\* Includes Internet, phone banking and sales force. Quarterly average.



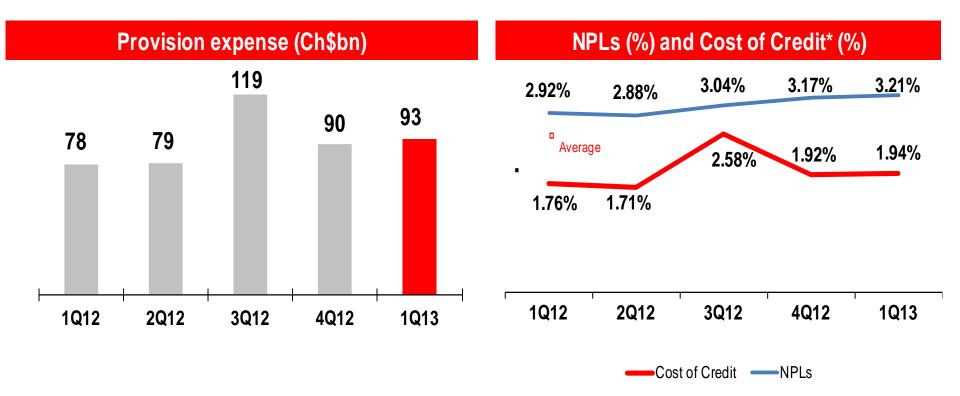
#### ...and better Bank...



<sup>\*</sup> Source: Superintendency of Banks of Chile (SBIF) & SERNAC Financiero (consumer protection agency), Sept. 2012



#### ... with more stable asset quality indicators



- Consumer, mortgage and SME provisioning models strengthened
- Admission policies modified
- Greater focus on pre-approved sales



<sup>\*</sup> Annualized quarterly provision expense / total loans

# Asset quality in consumer lending improving

30 days or more overdue \*, %



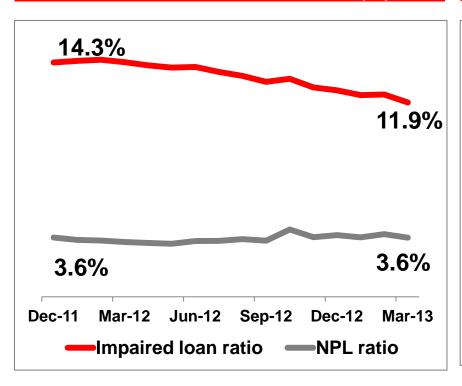
<sup>\*</sup> Loans with at least one installment 30 days or more overdue over total loans originated in the same period

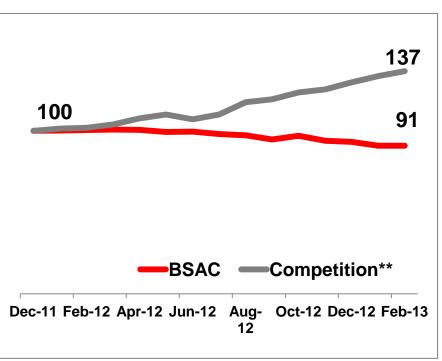


# Asset quality in consumer lending improving

Santander Chile: impaired\* consumer loans & consumer NPL ratio (%)

\*BSAC vs Competition (Base 100= 12/11)



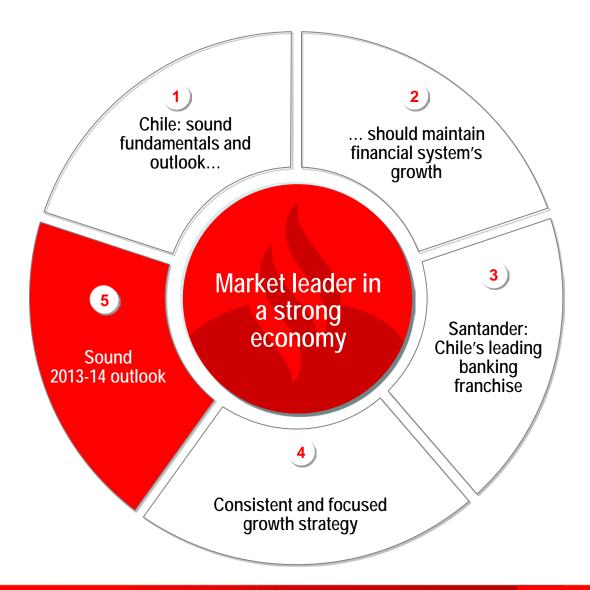


#### Consumer loan loss recoveries up 146% YoY in 1Q13

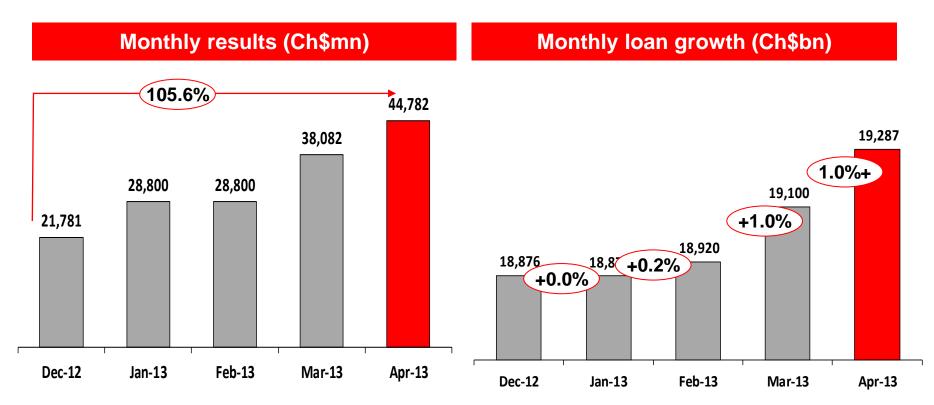
<sup>\*</sup> Impaired consumer loans includes renegotiated loans and NPLs. Source: SBIF \*\*Competition: All banks, excluding Santander Chile

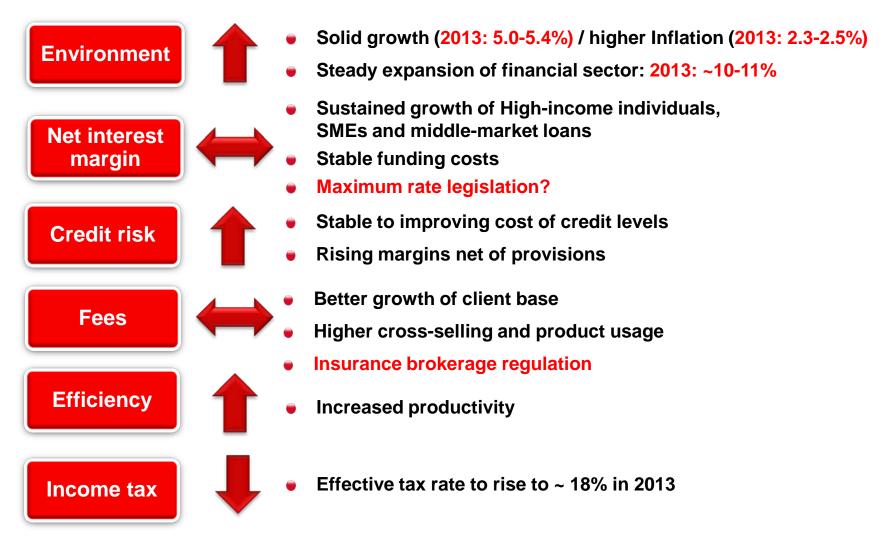


# **Highlights**



# Results and loan growth gradually improving





Santander Chile should continue delivering solid results



# Summary



