

# INVESTOR DAY 2015

LONDON, 23-24 SEPTEMBER

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## Country Head Chile

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2 Strategy	
3 Targets	

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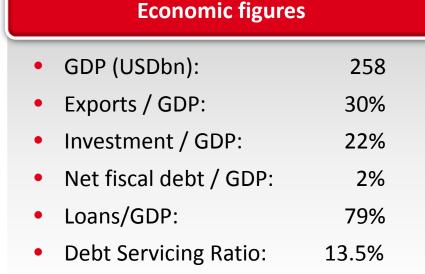


## Chile: a stable and diversified economy

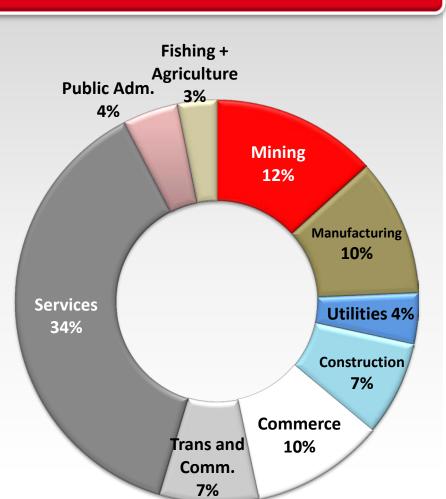


#### **Demographic data**

- Population (MM):
- GDP per capita (PPP)
- Life expectancy
- % living in poverty: 14% ۲

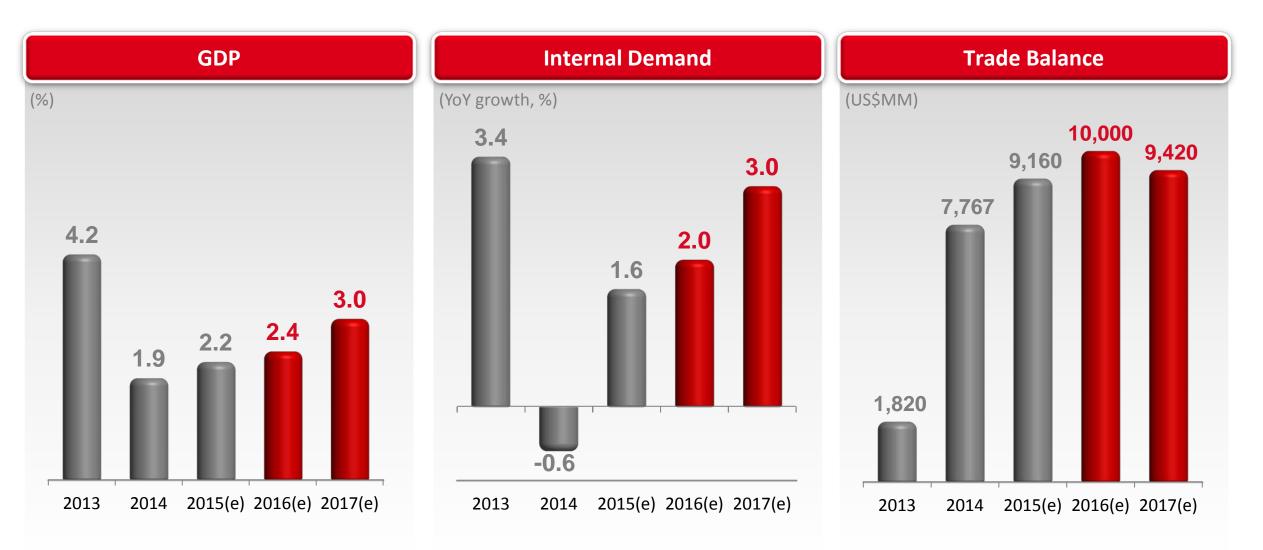


#### **GDP by sectors** 17.8 \$23,000 Public Adm. 80 years 4%



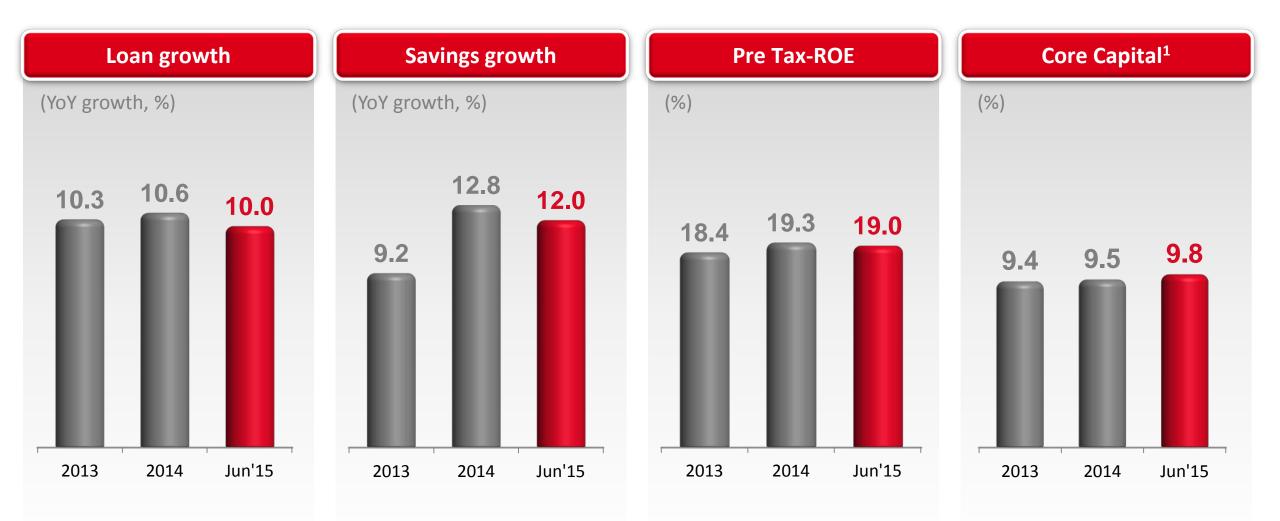
Source: Central Bank of Chile, IMF and World Bank 2014

### After a brief slowdown, solid growth figures are expected during 2015-2017



Source: Central Bank of Chile and Santander Chile estimates

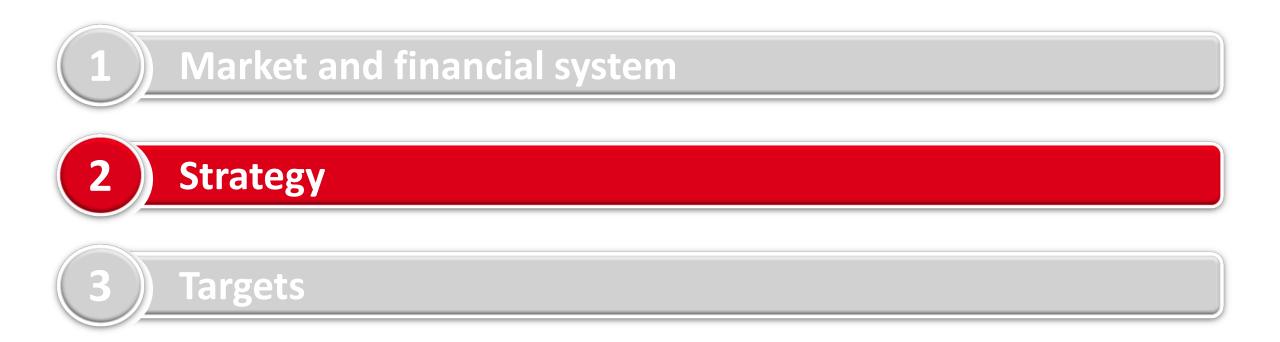
#### Chilean financial system: profitable and with a healthy balance sheet



(1) Core Capital: 100 % share holders equity divided by risk weighted assets

Source: Superintendency of Banks of Chile (SBIF) and Santander Chile estimates. Growth in local currency terms. Savings includes bank deposits and assets under management





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#### Santander Chile: the nation's leading retail and commercial bank

A leading banking franchise			Customer-centric results	
1H'15	€MM <sup>1</sup>	Mkt share <sup>2</sup>	Ranking	Gross income net of provisions in 1 by business unit (%)
otal loans	34,100	19.4%	1°	
Deposits	24,200	18.1%	2°	SGCB
Customers	3.6 MM	22.6% <sup>3</sup>	1°	14%
Employees	12,276	19.3%	2°	Mid-
Branches	479	20.1%	1°	market
FL CET1 <sup>5</sup>	10.0%		<b>1</b> ° <sup>(4)</sup>	<b>20%</b> Retail 66%
Efficiency ratio	42.2%		1°	00%
RoTE	17.1%		2°	

Non customer gross income = 0.1% of total

(1) Final exchange rate m. Local x euro = 715 (2) As of June 2015 or latest available information and excludes Corpbanca Colombia (3) Share of current accounts (4) Among major peers (5) Core Capital, 100 % share holders equity divided by risk weighted assets

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#### Reinforcing our customers focus and loyalty

Transforming the banking experience for our individual customers

Expanding our customers relations in SMEs

Increasing customer loyalty in the middle-market and large corporates

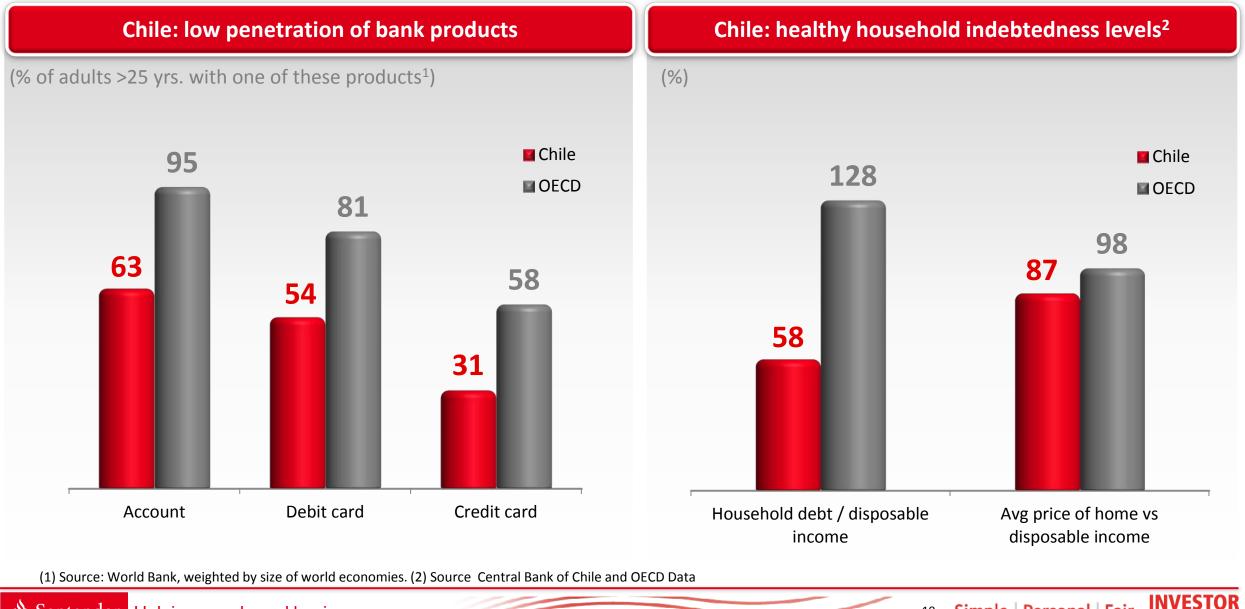
Solid profitability with controlled risks

Creating a bank that is Simple | Personal | Fair

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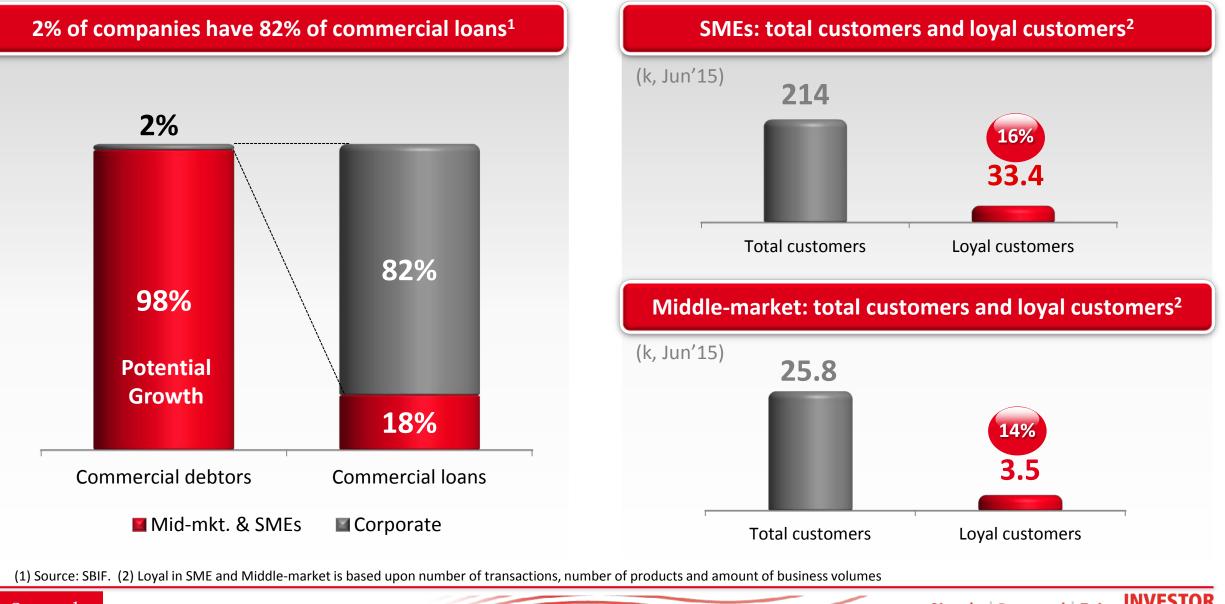


### High growth potential in retail, especially for mid-high income



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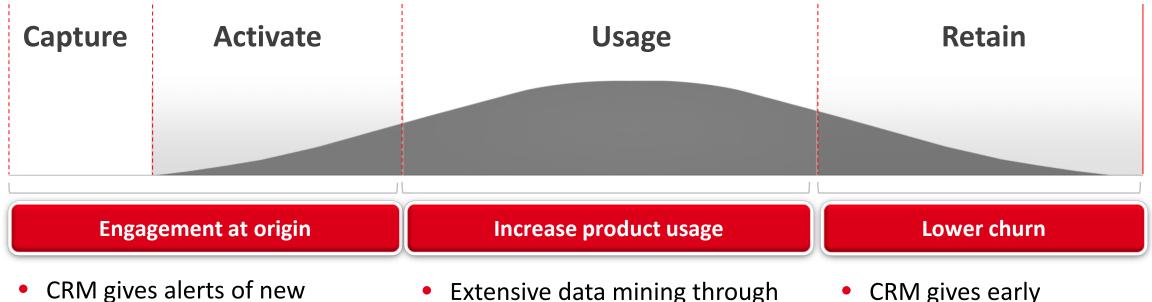
#### High growth potential in Mid-market & SMEs



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Creating a better customer experience in every phase of our relationship...

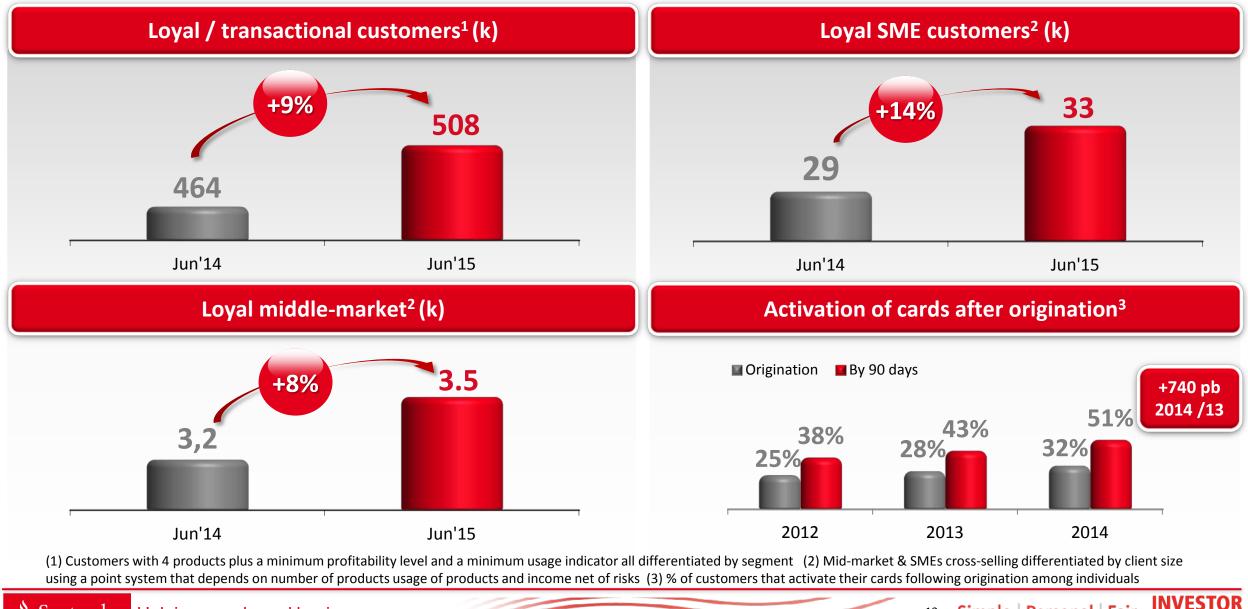


 CRM gives alerts of new customers that have not activated their products

- Extensive data mining through CRM<sup>1</sup> and 'Events factory'
- CRM gives early warnings of 'customer escape'

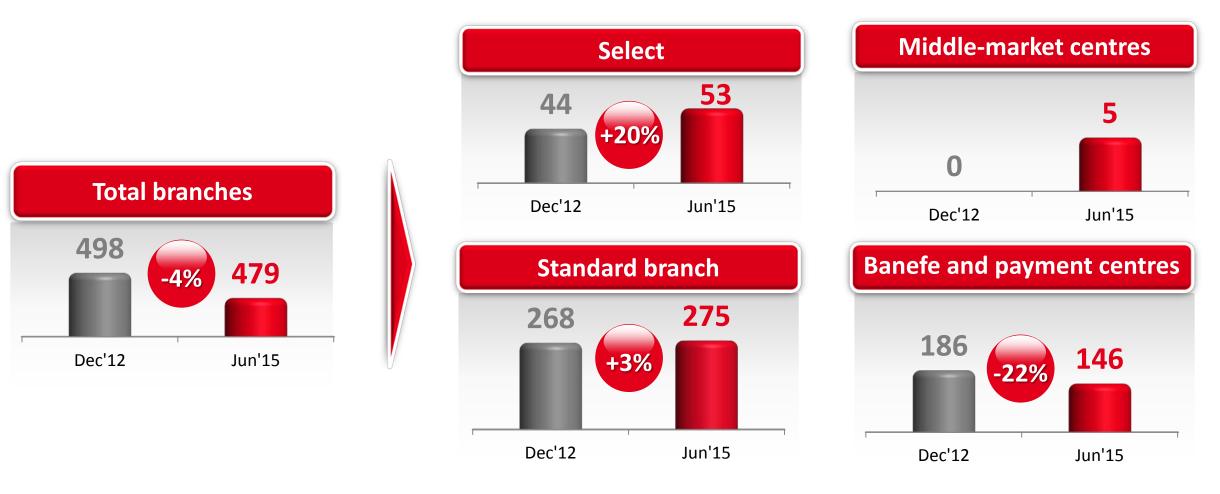
(1) Customer Relationship Management

#### ... is resulting in increased customer loyalty



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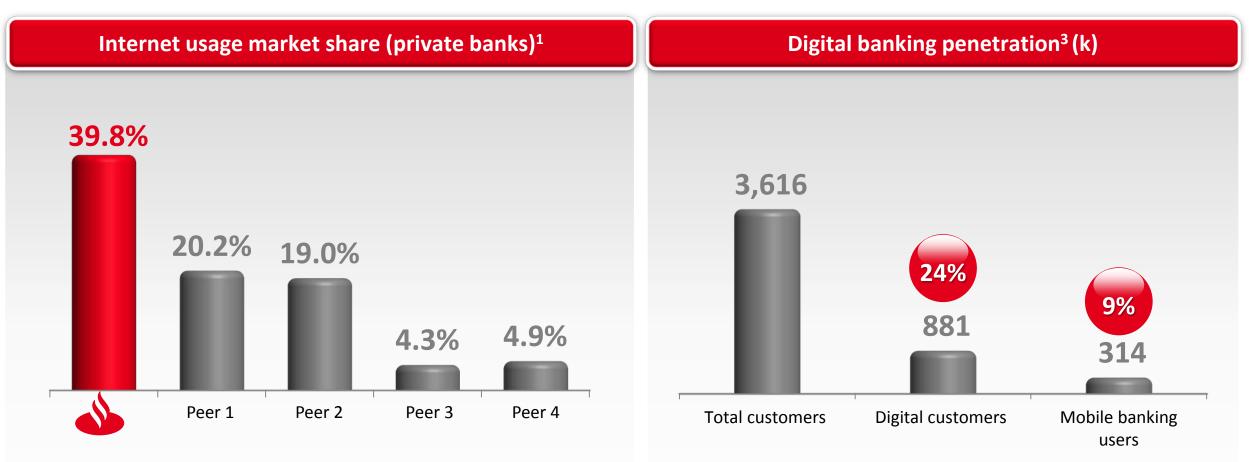
## We are developing a new branch strategy that is more efficient and personal



Greater focus on alternative distribution channels such as e-banking and mobile services, in line with the new digital strategy

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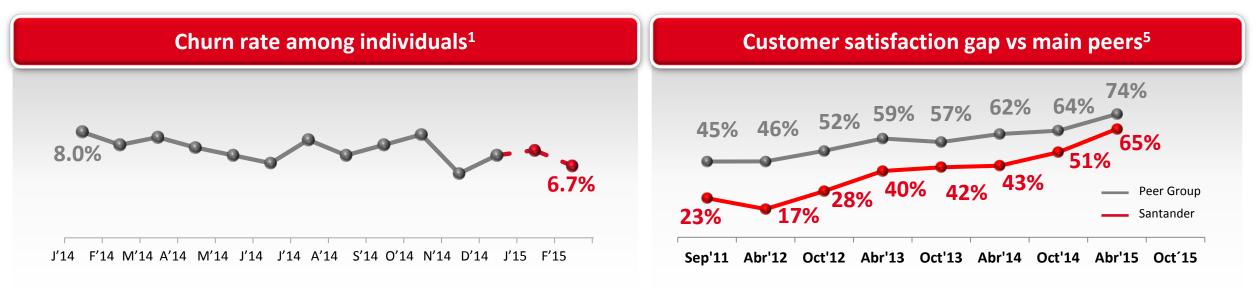
#### There is room for continue expanding digital banking services

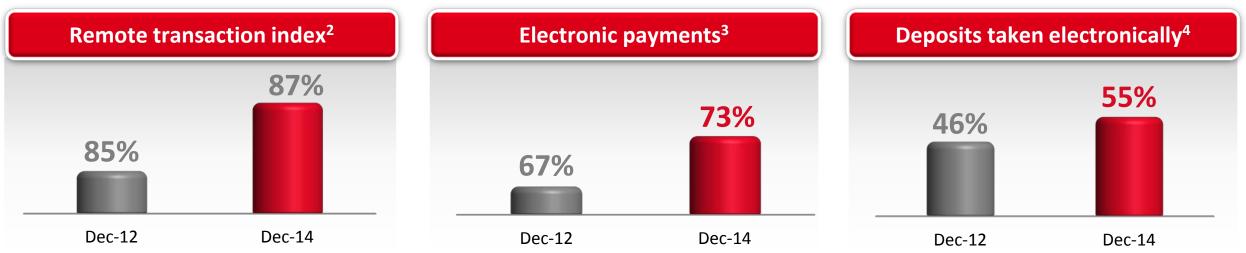


#### The next step is to continue incentivizing internet banking usage and enhance our mobile banking

(1) Market share is calculated over total customers that entered a bank's website using their passcode. Average between Jan. 2014-May 2015 (2) Digital banking penetration according to regulatory reporting criteria (3) Santander customer base Source: SBIF, excludes Banco del Estado

#### Sustained improvements in customer service and digital banking usage





(1) % of individual customers that leave the bank over total individual customers

(2) Total transactions performed via Internet, ATM, Phone banking, POS and automatic bill payment over total transactions. (3) Payments and withdrawals via Internet & ATMs vs total payments and withdrawals. (4) Deposits taken electronically over total deposits. (5)% of customers that are satisfied or very satisfied minus % of unsatisfied customers

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#### 2018 Chile targets

		1H'15	2018
People	Great Place to Work bank ranking <sup>4</sup>	n/a	3
Customers	Retail loyal customers (k)	508	614
	Loyal SMEs and Corporate (k)	36.9	42.9
	Digital customers <sup>1</sup> (k)	881	1,050
customers	Ranking in customer satisfaction among peers <sup>2</sup>	4	Тор2
	Volume growth rates compared to peers <sup>3</sup>	7% vs. 3%	>PG
	Fee income CAGR	5% <sup>(6)</sup>	c.10% <sup>(7)</sup>
Shareholders	RoTE	17.1%	16-17%
	FL CET1	10.0%	>10%
Shareholders	NPL ratio	5.7%	<5.5%
	C/I ratio	42.2%	<42%
	Number of scholarships 2016-2018 (k)		1.4
Communities		400	

Note: Group criteria except FL CET1 (1) Usage of at least 1 electronic channel (2) Banco de Chile, BCI, Estado & Corpbanca. (3) Banco de Chile, BCI, Estado (4) Among companies with more than 3,500 employees (5) Forecast for full year 2015 (6) 1H'14-1H'15 (7) 2015-2018

## Transparent performance metrics for 2016

Key metric	1H'15	2016	Improvement	Comment
Retail loyal customers (k)	507.6	548.9	+8.1%	<ul> <li>In individuals, growth leveraged on CRM</li> </ul>
Loyal SMEs and Corporate customers(k)	36.9	38.9	+5.7%	<ul> <li>Business growth with focus in non-lending products and services</li> </ul>
Online digital customers (k)	880.8	921.4	+4.6%	<ul> <li>Transactionality should grow more than client base, increasing intensity of use</li> </ul>
Customer satisfaction (rank)	Top 4	Top 3	+1	<ul> <li>Global target: improve overall client satisfaction</li> </ul>

#### Key takeaways



Chile: stable economy and financial sector with high growth potential



Santander Chile: a leading and profitable player in the local market



Santander Chile: clear strategy focused on our customers



Ambitious yet achievable targets for 2015-18 period

