## Santander UK plc

## **Investor Update**

**April 2013** 



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Source: Santander UK Q1 results "Quarterly Management Statement for the year ended 31 March 2013" or Santander UK Management ('MI')



**Strengths of Santander UK** 

Key UK retail and corporate banking market participant

**Consistent profitability** 

**United Kingdom** 

**Prudent risk management** 

Strong liquidity, funding and capital positions

Strengthening our commercial franchise

Note: Unless otherwise stated, all numbers in the following slides are prepared on a Santander UK plc reporting basis as at 31 March 2013. The company reserves the right to update the presentation from time to time



#### Key UK market player

Key Metrics				
	Q1'13	Q4'12	Q1'12	
Employees <sup>1</sup>	23,862	23,981	25,395	
Branches (inc. agencies)	1,187	1,186	1,360	
Corporate Business Centres	36	35	28	
Relationship Managers	749	713	600	
	£bn	£bn	£bn	
Residential Mortgages	161.6	164.1	173.7	
Corporate Banking Assets	20.4	19.6	18.3	
Inc. SME	10.7	10.6	9.3	
Retail Banking Liability	127.0	127.2	122.7	
Corporate Banking Liability	13.9	12.8	12.7	
Market Share of Stock % <sup>3</sup>	Q1'13	Q4'12	Q1'12	
Residential Mortgages	12.8	13.0	13.9	
SME lending <sup>4</sup>	5.3	5.3	4.7	
Deposits	9.3	9.4	9.5	
Bank Accounts	9.3	9.3	9.2	



<sup>1</sup>On a Group basis

**United Kingdom** 

<sup>2</sup>Business mix excludes the impact of the Corporate Centre

<sup>3</sup> Market share sources: Residential Mortgages, SME lending and Deposits (BOE); Bank Accounts (CACI)
 <sup>4</sup> SME lending market share includes assets held in Corporate Banking and Corporate Centre. SME assets totaled £12.1bn in Mar'13, £12.1bn in Dec'12, £11.0bn in Mar'12



#### **Current retail banking focus of the business**



**United Kingdom** 



Peer data includes Barclays plc, HSBC Bank plc, Lloyds Banking Group, Nationwide and RBS plc. Latest peer data available: 30 September 2012 (Nationwide) or 31 December 2012 for other peers

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## Lower cyclicality of profits than the industry...built on business mix



<sup>1</sup> Annualised cumulative year to date rate



# In Q1'13, we delivered PBT of £282m from continuing operations<sup>1</sup>

		Three mo	nths ended	
Key financial highlights	31.03.13	31.12.12	31.03.12	
	£m	£m	£m	
Total operating income	971	922	1,078	
Operating expenses	(553)	(508)	(535)	
Total operating provisions and charges	(136)	(307)	(180)	
Profit before tax	282	107	363	
Profit after tax	225	93	275	

 Income pressures eased in the first quarter of 2013, reflecting improved asset margins and reduced deposit pressures, resulting in an improved Banking NIM

- Costs slightly higher than in Q1'12, with inflation, continuing investment in the business and increased regulatory compliance and control costs
- Good credit quality maintained across the Retail Banking and Corporate Banking portfolios

<sup>1</sup> Prior periods data has been amended to reflect discontinued operations relating to the agreement in principle to sell the Santander UK storecards business





## Upturn in Banking NIM underpinned by strength of customer interest margin



Banking NIM (%, annualised) calculated as 'total net interest income over average total customer assets' previously described as Commercial Banking Margin



<sup>1</sup> Other includes impacts of the structural hedge, Medium Term Funding (MTF) and liquidity items

Santander

# Cost well controlled, despite inflation, investment and regulatory expenses



#### **Cost Efficiency Programmes**

- Property and branch optimisation
- Headcount optimisation
- Decommissioning of legacy systems
- Increased use of customer e-comms

#### **Invest and Grow Programmes**

Regulatory

- Corporate Partenon platform
- Branch refurbishment and improvements

Key movements in operating expenses (£m)

7

11

Inflation

535

Q1'12

7

- Corporate Business Centre expansion
- Deployment of Corporate relationship directors

Growth Investment

'Select' proposition rollout



(11)

Cost

Savings

553

Q1'13

## Good credit quality maintained on quality core portfolio<sup>10</sup>









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### Maintaining prudent write-off coverage



<sup>1</sup> Excludes significant item of £335m for the impairment of the non-core corporate and legacy portfolios taken in Q3'12



## Mortgage write-offs and underlying mortgage NPL remain resilient



## Maintaining asset quality in the expanding Corporate Banking business



<sup>1</sup> Calculated as Corporate Banking impairment divided by the average Corporate Banking lending balance for the year <sup>2</sup> Annualised



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## UK focus, strong capital and funding, prudent risk management

UK Based Business	98% of customer assets are UK related	<ul> <li>£161.6bn residential retail mortgage and social housing loans<sup>1</sup>; £20.4bn Corporate Banking loans</li> <li>UK focused; net exposure of c. 0.4% of total assets to eurozone peripheral countries</li> </ul>
Strong Funding and Liquidity	Reducing the customer funding gap	<ul> <li>Positive retail deposit flows</li> <li>Lending criteria tightened, to improve credit quality and profitability of mortgage book</li> <li>Focus on relationship banking opportunities</li> <li>Customer deposits and MTF<sup>2</sup> to customer loans ratio of 114%<sup>3</sup></li> </ul>
	Wholesale funding	<ul> <li>Short-term funding down 16%, improving the management of the balance sheet and maintaining our prudent liquidity profile</li> <li>Lower wholesale issuance required; EUR 1bn senior unsecured in Q1'13 well received by investors</li> </ul>
Credit Quality and	Prudent risk management	<ul> <li>Mortgage stock LTV of 52%</li> <li>Strong mortgage coverage levels maintained at 20%</li> </ul>
Capital Strength	Strong core capital	<ul> <li>Core Tier 1 capital ratio of 12.5%; Basel III fully loaded 11.4%<sup>4</sup></li> <li>Total capital ratio of 18.7%</li> </ul>
United Kingdom	<ul> <li><sup>1</sup> Excludes Social Housing bonds</li> <li><sup>2</sup> MTF is term funding at nominal value with an original maturity of ecollateral received as part of FLS</li> <li><sup>3</sup> Calculated as the sum of deposits by customers (excl. repos) and reverse repos)</li> <li><sup>4</sup> Proforma 31 March 2013 CRD IV End Point / Fully loaded</li> </ul>	

## Liquidity well in excess of short term unsecured wholesale maturing liabilities



<sup>3</sup> Includes unsecured medium-term funding and short-term funding (inc Corp Type A) with a residual duration <3 months <sup>4</sup> Includes Funding for Lending drawdown



### Strong capital and funding position maintained

**Evolution of Core Tier 1 Capital Ratio**<sup>1,2.3</sup>



**United Kingdom** 



#### Customer deposits and MTF to customer loans<sup>5</sup>



<sup>1</sup> Santander SA injected £4.5bn of capital into Santander UK in August 2010

<sup>2</sup> UK regulatory reporting <sup>3</sup> Dec'11 and Dec'12 are reported on a Basel 2 basis. Dec'07 is reported on Basel 1 basis

<sup>4</sup> Calculated as loans and advances to customers (excl. reverse repos) divided by deposits by customers (excl. repos).
 <sup>5</sup> Calculated as the sum of deposits by customers (excl. repos) and MTF divided by loans and advances to customers (excl. reverse repos)



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## The execution of our strategy rests on our strategic priorities...





## 11213 World has some 1.7m customers



#### More transactional and more satisfied customers



- 71% with 4+ Direct Debits vs. 42% of active customer base
- x4 more 1|2|3 Credit Card transactions vs. non 1|2|3
- x2.3 in banking and savings liabilities vs. active base
- 27% affluent vs. 12% of active customer base
- 82% would recommend the product
- 1|2|3 Current Account customers hold on average
  3 products vs. 1.6 of active customer base
- Average retail customer product holdings c. 1.6 vs. top clearing banks at c. 2
- Some 13m non-1|2|3 customers



## We are attracting higher quality customers

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#### Santander UK new business market share of current accounts



CACI report includes 95% the UK of current account market

Source: CACI CSDB

CAC

**United Kingdom** 

Note: Data as at the last working day of calendar month and includes all UK Money Transmission accounts reported to



Jan'13 data is the latest available

## Retail deposits mix continues to evolve





 Continued growth in relationship-based deposits as a result of cross tax year ISA campaign and 1|2|3 current accounts

Source: Santander UK Marketing MI <sup>1</sup> Other includes: Fixed term, Reward, Structured products and Deposits, Cahoot and Private Banking, Cater Allen and offshore balances



## 2 Corporate Banking: differentiating ourselves through customer approach and innovation...



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## 2 ...making good progress against our key strategic objectives...



#### Competitive Client Proposition

Accelerated **product and channel development** including **enhanced day to day banking** services for sales, payments and self service banking.

#### Full UK Coverage Model

Expand our **CBC footprint** in key markets in order to deliver full UK coverage. Growing from 36 today to more than 70 in the medium-term.

#### 3.

5.

2.

#### **Prudent Credit Risk Management**

Continue balance sheet **growth within Group Risk Appetite** supported by system development and expansion of proven local Credit Partner model

#### Investing in the Best People

**Accelerated recruitment** of over 500 high calibre Relationship Directors and Specialist Support Partners.

#### Commitment to Customer Service

Enhanced **customer service** centres, commercial and specialised, providing day to day support to achieve **top quartile customer satisfaction**.

<sup>1</sup> Source: Santander UK Customer Satisfaction Survey Feb 2013

- Corporate Partenon roll out
- New US\$ and € currency products launched
- Introduced new online service platform
- 1 new CBC opened in Q1'13
- Continued leverage of counter services in c.600 branches and 11,500 Post Offices
- New semi-automated credit admissions process
- Bespoke training programmes implemented
- Corporate platform CRM and MIS
   performance and productivity tools launched

• Launched 'Fuelling Ambition' organising idea

7% improvement in customer satisfaction<sup>1</sup>







- Established in 2008; on the foundation of Abbey and Alliance & Leicester
- Consolidation and rebuilding these businesses; a challenger bank with a market share of c. 5%
- Corporate Business Centre network has grown;
   36 UK locations and continues to expand
- Staff levels have doubled, focus on recruiting experienced bankers
- Significant investment in new product and service functionality; remains key to growth
- Rebalancing the business mix, to achieve a more balanced Corporate/Retail portfolio of 30%:70%
- Segmentation of largest corporates; tailored relationship management and product offerings

#### OBJECTIVE: Becoming the UK's SME and Corporate Bank of Choice

#### **Continuing the Breakthrough initiative**

- 10 events held in 9 cities across the UK
- Over 2,500 SMEs reached
- **483** direct jobs created (more indirectly)
- £9m of Growth Capital made available alongside £14.5m of senior debt facilities
- 4 trade missions completed with 40 SMEs
- 9 Growth Capital deals completed
- 6 Masterclasses for 90 SMEs, visiting Google, Saatchi & Saatchi, LoveFilm, Innocent, GE Aviation and McLaren

#### Prudent risk management

- Unique Credit Partner model to differentiate on risk management in all customer engagement
- Credit Partners work with customers alongside
   Relationship Directors to tailor the **best suitable solution**
- Focus on high asset quality and strong customer relationships
- Improved funding position to achieve our growth targets





# It igh quality service at the core of our business model

#### FRS<sup>1</sup>: Change in Overall Satisfaction<sup>2</sup> (March'12- March'13)



#### Investing in service and delivering results

- Santander UK made the only significant improvement in overall customer satisfaction compared to competitors, March'12 – March'13
- Our 2012 investment in service improvements and comprehensive training programmes continue to increase customer satisfaction
- An extensive change programme of customer-centric initiatives is now under way, to deliver a customer experience that is 'Simple, Personal and Fair'

<sup>1</sup> Financial Research Survey (FRS) is an independent monthly survey of circa 5,000 consumers covering the personal finance sector, run by GfK

<sup>2</sup> Overall Satisfaction: Satisfaction score refers to proportion of extremely and very satisfied customers across mortgages, savings, main current accounts, home insurance, UPLs and credit cards, based on a weighting of those products calculated to reflect the average product distribution across Santander and competitor brands. 3 months ending data March 2012 and March 2013. Competitor set includes Barclays, Halifax, HSBC, Lloyds TSB, Nationwide and NatWest.



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### 2013 Outlook

- Macro and regulatory downside risks remain
- Positive trends on the Banking NIM developing; growth focus on profitability vs volumes
- Improvement in customer experience whilst tightly managing BAU costs and investing in new products and services
- Continued focus on business diversification towards SME/corporates
- Deposit growth built on relationship enhancing/sticky products
- Medium term target RoTBV of 13-15%, with rising interest rates

Retail: Delivering value to our customers	<ul> <li>Building profitable primary banking relationships through 1 2 3 World and grow fee income</li> <li>Non-1 2 3 Santander UK customer opportunity of c. 13 million</li> <li>In 2013 introducing customer segmentation; target c. 300,000 Select customers</li> </ul>
Corporate: SME bank of choice	<ul> <li>Continue organic growth, moving towards a 8% market share in the medium term</li> <li>Increase revenues from ancillary services/fee based products</li> <li>Manage risk and RoE</li> </ul>
Customer Experience	<ul> <li>Develop our internet/multi-channel capabilities and optimise the network</li> <li>Invest in processes, supported by our world-class technology</li> <li>Priority as to further enhancement of the customer experience</li> </ul>









## Continued targeted deleveraging of loans... improving quality of deposits base



- Continued shift in qualitative mix of deposits base towards relationship and term deposits. Maintained successful rollout of 1|2|3 Current Accounts
- Growth in Corporate Banking liabilities and asset franchise
- Rebalancing away from higher risk mortgage segments to growth opportunities in corporate lending

<sup>1</sup> Of the deleveraging of residential mortgages £1.5bn was interest only mortgages
<sup>2</sup> Total liquid assets consists of: FSA eligible assets; other highly liquid debt securities and bonds; equities; and debt securities and asset-backed securities issued by subsidiaries and retained by Santander UK and loans which are eligible at central bank operations (December 2012 £35.7bn, December 2011 £24.4bn)
<sup>3</sup> Other includes: Fixed term, esaver, Reward, Structured products and Deposits, Cahoot and Private Banking, Cater Allen and offshore balances



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## PAT reconciliation between Group and Statutory view

(£m)

Q1'13 Q1'12 Var %

PAT Group United Kingdom view	191	243	(22%)
Bank levy & FSCS group accrual <sup>1</sup>	32	36	
Differences in perimeter and other adjustments	2	10	
PAT Statutory Santander UK plc view	225	289	(22%)

Other reporting differences arise between Group United Kingdom and Santander UK plc in relation to: intragroup charges; accounting treatments; and currency factors.

<sup>1</sup> For statutory reporting purposes the Bank Levy and FSCS are only reported in Q4 when they are paid



## Key risk indicators - strong sustained performance

	2008	2009	2010	2011	2012	Q1'13
Average LTV new lending	65%	61%	62%	65%	63%	N/A
Weighted Average LTV new lending	N/A	N/A	60%	61%	60%	57%
Indexed LTV on book	50%	52%	51%	52%	52%	52%
% new business LTV > 90%	2%	0%	0%	0%	0%	<b>1%</b> 1
LTV 90%-100%	7%	10%	7%	7%	7%	6%
LTV > 100%	4%	7%	4%	5%	5%	5%

Source: Santander UK MI

United Kingdom

<sup>1</sup> In support of 2012 UK Government Scheme 'NewBuy', which enabled Santander UK to provide 95% LTV mortgages on new-build properties as the Government provides an indemnity guarantee.



# Three month plus arrears and repossessions and UK <sup>33</sup> average<sup>1</sup>





- The recent deterioration in NPL performance reflects the revised approach to classification and collections
- Santander UK's mortgage repossessions have outperformed the rest of the industry

No sub-prime or self-certified mortgages. Geographically spread portfolio

Source: Santander UK MI Notes:

United Kingdom

<sup>1</sup> Santander UK arrears under CML arrears definition (by volume) <sup>2</sup> 2002 – 2007 Abbey standalone; 2008 onwards Santander UK included A&L



#### Funding costs fallen progressively

5yr new issue indicative bond spreads evolution<sup>1</sup> (bps over MS)



#### Volume of CDS traded YTD<sup>2</sup> (up to Mar'13)

Institution	Volume traded (US\$bn)	Rank out of top 1,000
Santander UK	0.21	721
Barclays	6.85	25
Lloyds	5.80	36
RBS	5.70	39

- Improved investor sentiment has resulted in key issuance market spreads tightening to their lowest levels since 2007
- US/Europe central bank critical drivers of the rally
- Substantially lower refinancing costs from tightening of MTF spreads
- Relative illiquidity of trading in Santander UK CDS is resulting in the CDS trading at a dislocated premium to our secondary spreads
- On 7 January 2013, Santander UK priced a 5 year €1bn senior unsecured transaction at Mid Swap +97bps. This was significantly inside Santander UK's last senior unsecured trade in February 2012, a €750mm 18-month transaction that priced at 3m €+190bps

<sup>1</sup> Source: Santander UK MI

<sup>2</sup> Source: DTCC

on a weekly basis

**United Kingdom** 

Santander Note: DTCC (The Depository Trust & Clearing Corporation ) centralizes the volume traded in 1,000 counterparts from all dealers

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### Diverse funding sources and prudent funding profile



Source: Santander UK MI <sup>1</sup> Includes Funding for Lending drawdown

**United Kingdom** 



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### Medium term funding maturities profile



Source: Santander UK MI

**United Kingdom** 

<sup>1</sup> Includes Funding for Lending drawdown <sup>2</sup> Post 2017 maturities not shown



#### Santander UK operates on a standalone basis, following Banco Santander independent subsidiaries policy



#### **Santander UK credit ratings**





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## **Santander UK**



