



Scotiabank

International Banking

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Four Key Strategic Initiatives



Driving sustained, profitable growth



Sales & Service



Complementary
Businesses



Efficiency
Platform



Acquisitions

Agenda

- Our approach
- Status today
- Key initiatives and goals

Our Approach



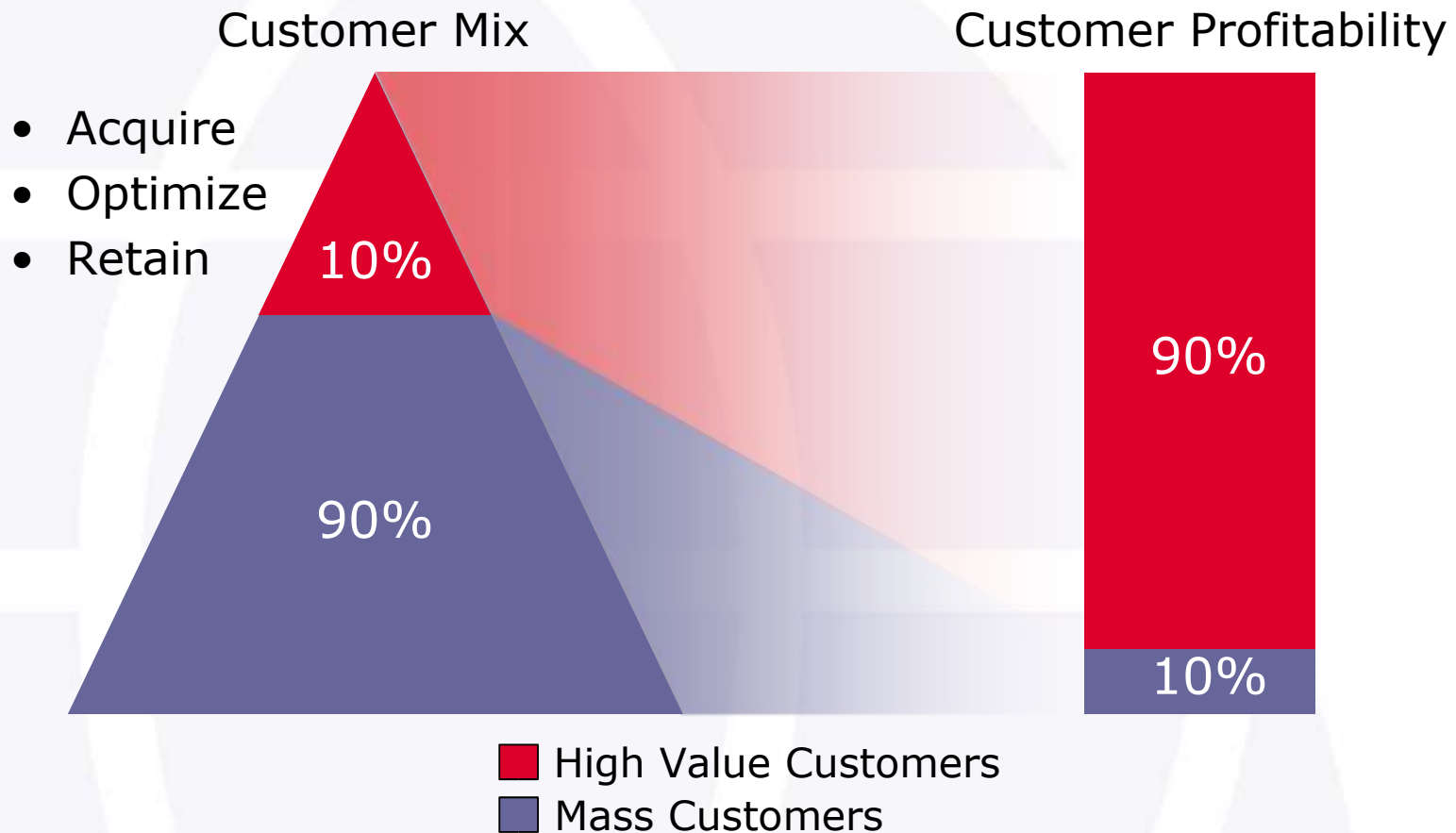
Accelerate organic growth by improving sales & service productivity

- Focus on the right customers
- Acquire them
- Optimize them
- Retain them

Focusing on the Right Customers



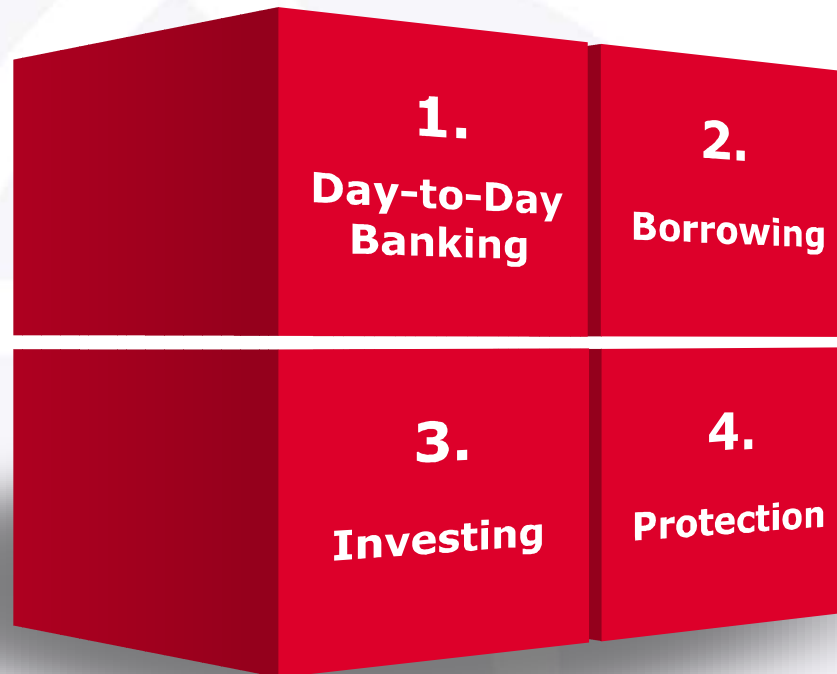
A 90-10 Business



Meeting our Customer Needs



Four Cornerstone Strategy



To be the best at helping customers become financially better off by finding relevant solutions to meet their unique needs

Key Ways of Acquiring Customers

- Build out channels
 - Branch
 - Call Centres
 - Online
- 3rd party sales forces
- Brand alignment and advertising
- Alliances and partnerships

3. Retain



How We Then Optimize and Retain

- Great customer service
- Customer management
- Needs based selling
- Bundled solutions
- Proactive contact
- Setting the right metrics

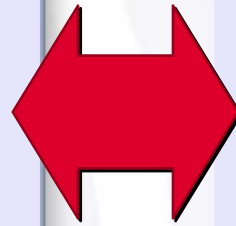


Customer Management Requires Powerful Tools to Target and Act



Customer Data Warehouse (24 countries)

- Customer analytics
- Segment strategies
- New business opportunity identification
- Value proposition refinement
- Campaign management
- Test, measure and assess
- Customer event triggers

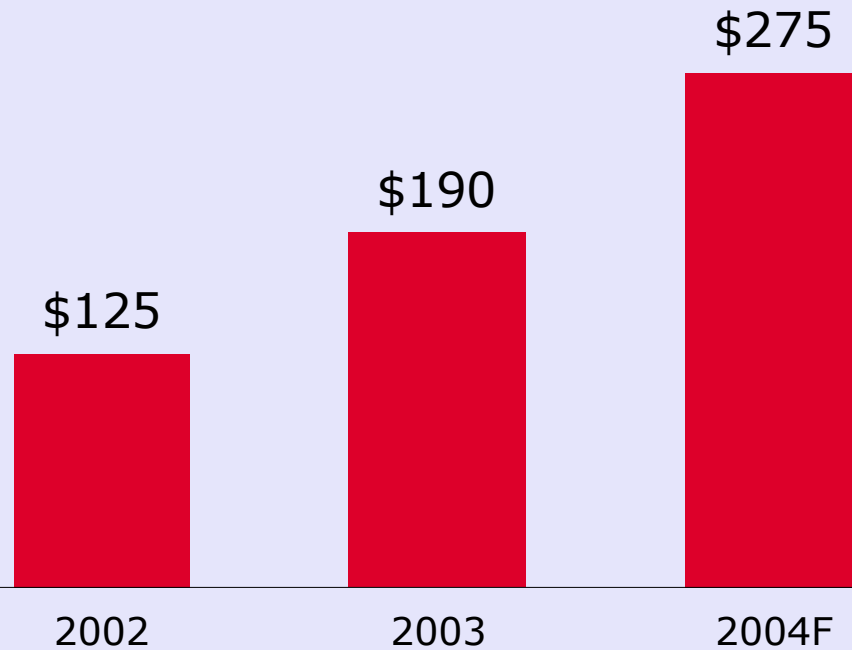


Desktop Sales Platform (being implemented in all countries)

- Customer profiling
- Needs analysis tools
- Sales leads
- Sales tracking and measurement
- Sales management

Proactive Contact

Volume Sales Attributed to Targeted Proactive Contact Programs (C\$MM)



- 20,000+ targeted leads per month
- 40%+ response on pre-approved DM programs

A Proven Formula and Disciplines



Metrics

Acquire

- # of new multi-service customers
- \$ sales to new customers

+

Optimize

- Total # of multi-service customers
- Revenue per customer
- # & \$ sales per sales officer per week
- A Credit Card in every wallet
- Customer satisfaction

+

Retain

- Target customer retention %
- Target customer loyalty

=

Greater Profits

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Widely Recognized as a Leader

Recent Recognition



"1st Place in Customer Service" – Reforma



"Best Bank in Mexico (2003)" – Latin Finance



"1st in Customer Service" – MERC



"1st in Branch Satisfaction" – Grupo IDM



"Best Customer Service" – El Economista



"Best Bank in the Caribbean" – Latin Finance



"Best Bank in Dominican Republic" – Latin Finance



"Best Multinational Company in Chile" – El Diario



"Bank of the Year in Jamaica" – The Banker Magazine

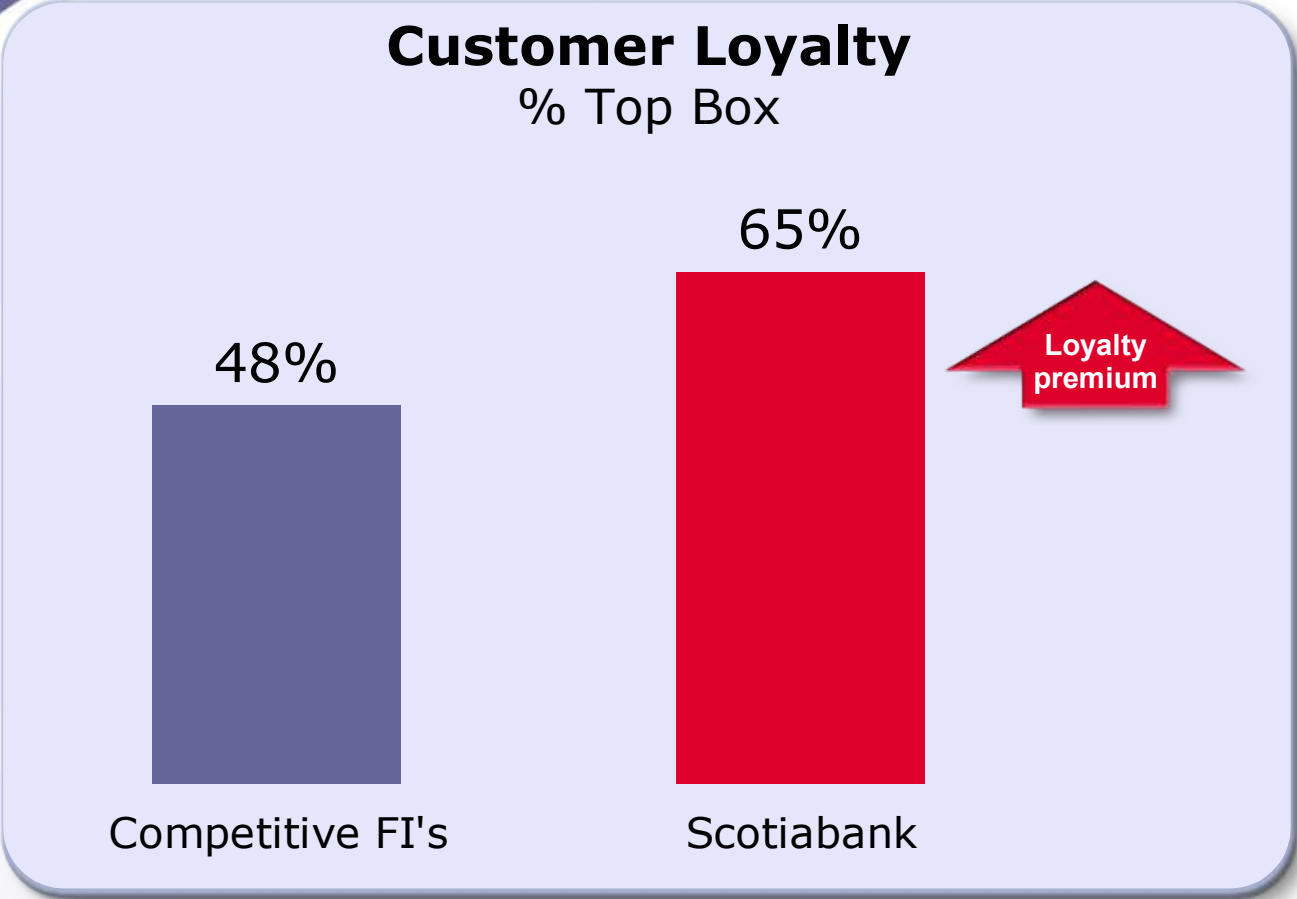


"Best Rated Bank in Costa Rica" – CID Gallup



Mexico

Strong Customer Loyalty

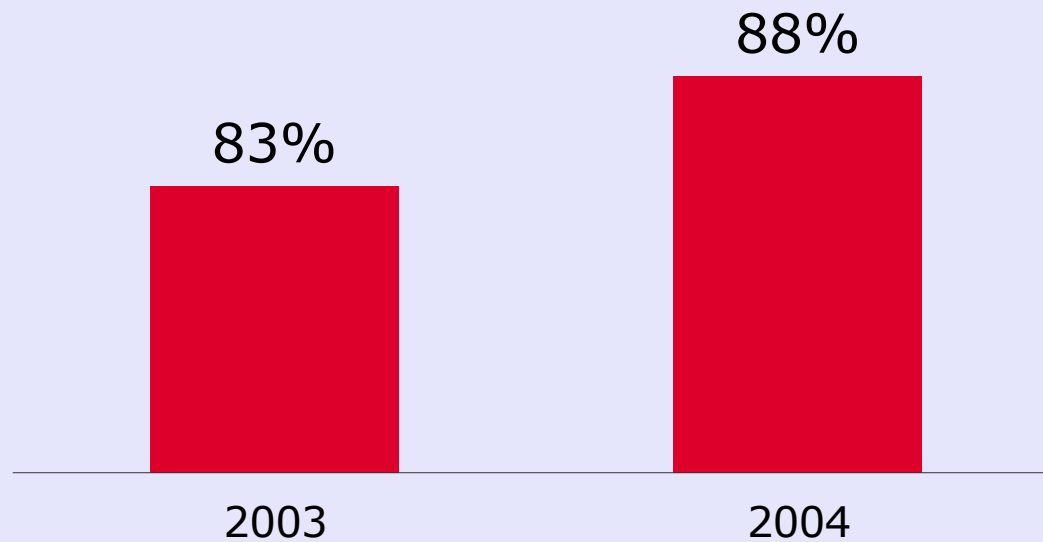


Base of 3 million+ existing customers

...And Staff Focused on Service



Q. My branch/department provides high quality of service

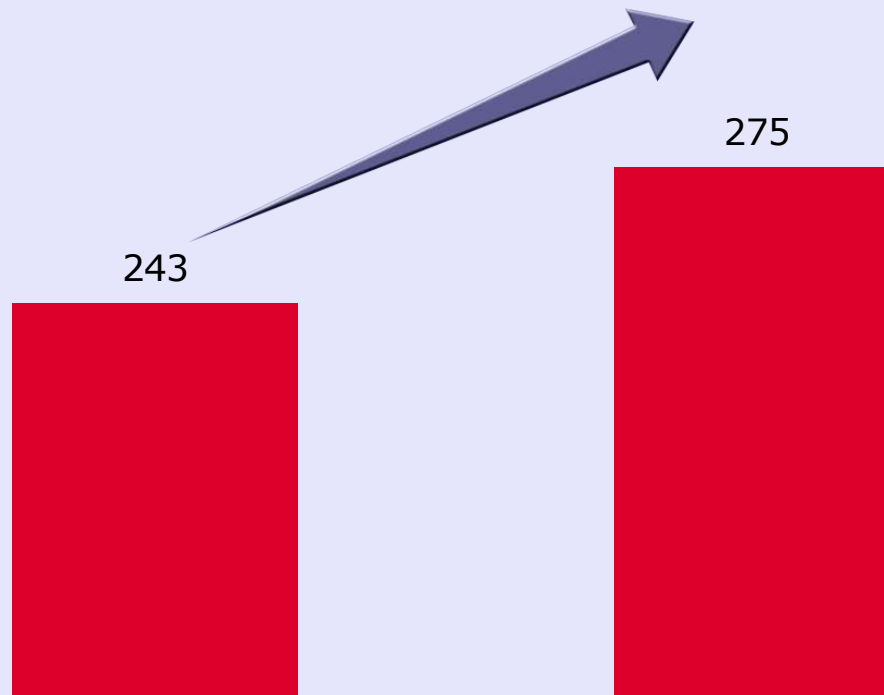


Investing in Our People



- Over 27,000 training programs completed by staff last year
- Doubled training spend per employee in the last 3 years
- 25 dedicated training officers now in place
- Spending \$18MM annually
- Won 2004 Canadian Award for Training Excellence for the IBP Learning Program

Growing Number of Multi-Service Clients¹ (>3 core products) (000's)



¹Caribbean and Central America

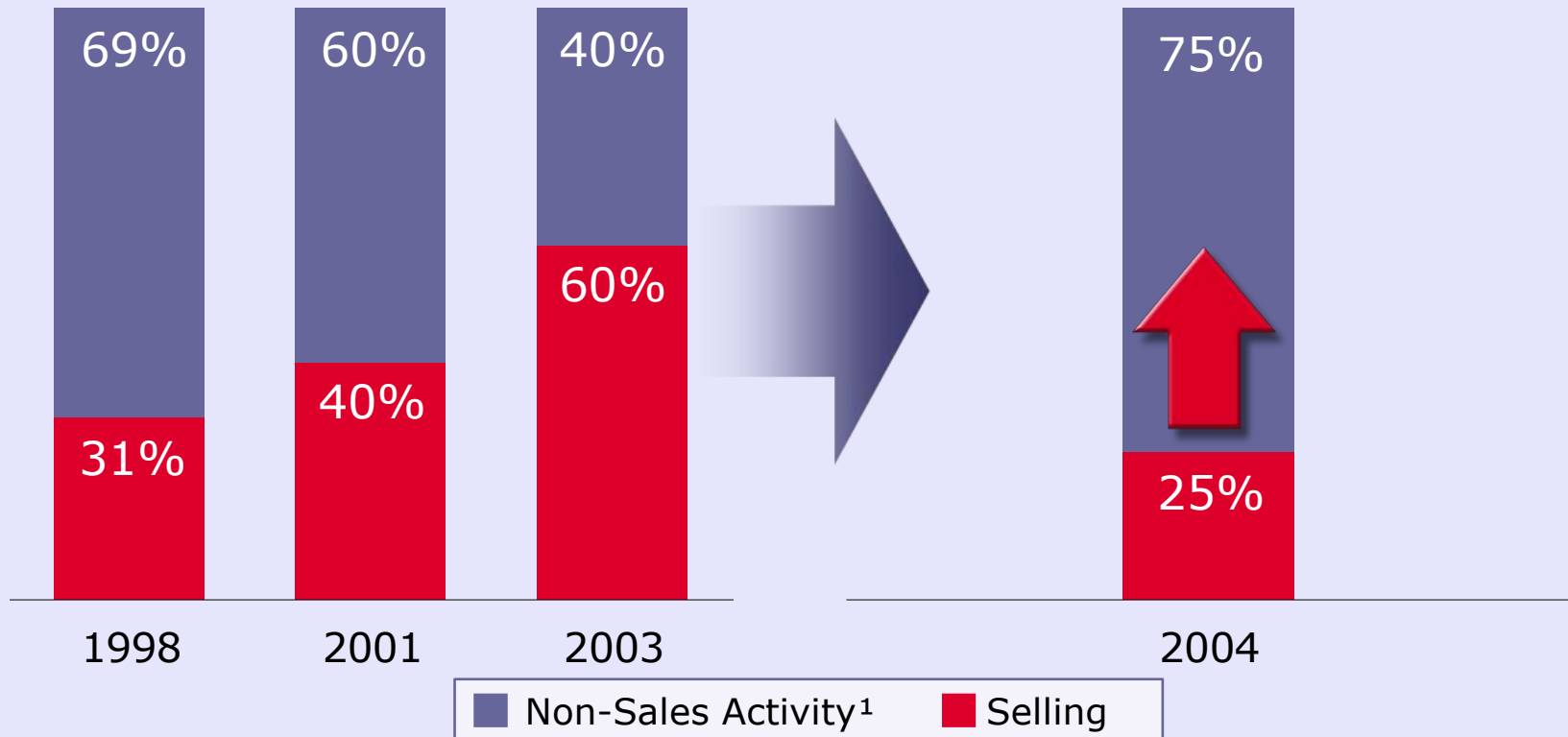
Opportunity to Increase Sales Capacity...



Percent of Front Line Time Spent on Selling

Domestic Experience

Current International



¹Non-Sales Activity includes service, administration and sales management

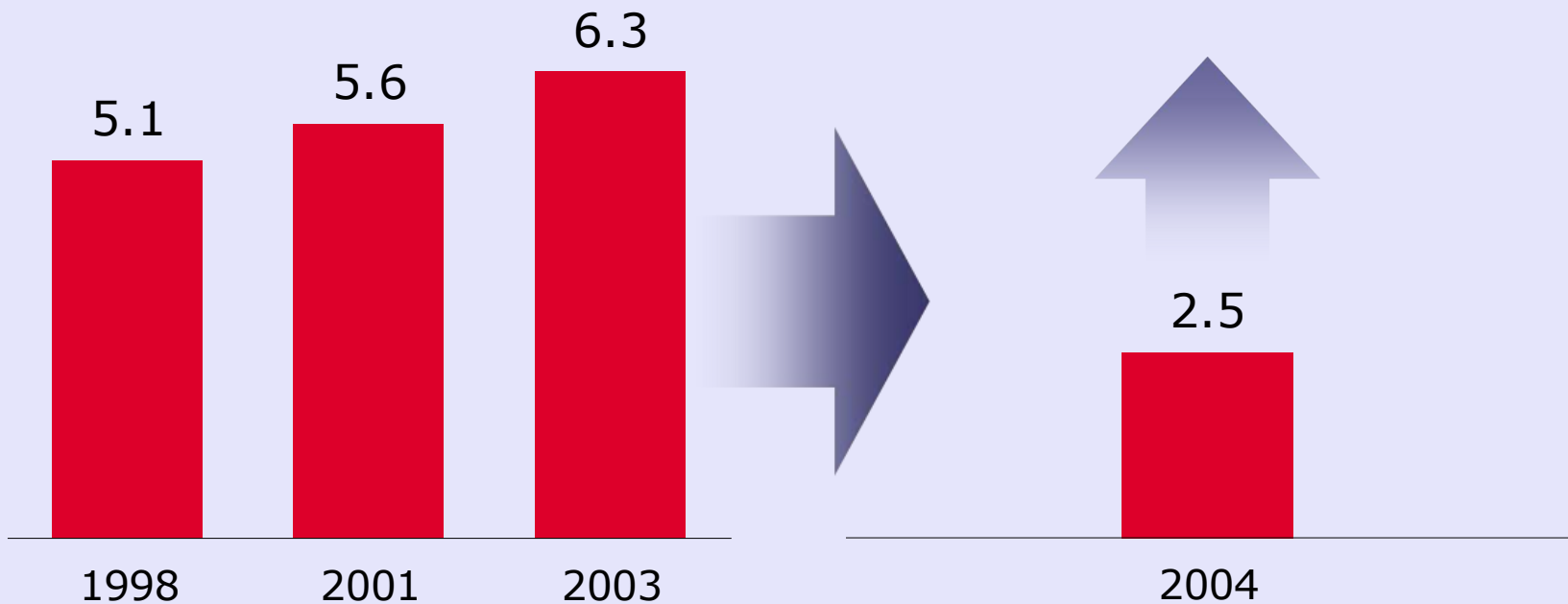
Improved Sales Effectiveness: More Calls, More Appointments



Appointments Per 10 Calls

Domestic Experience 

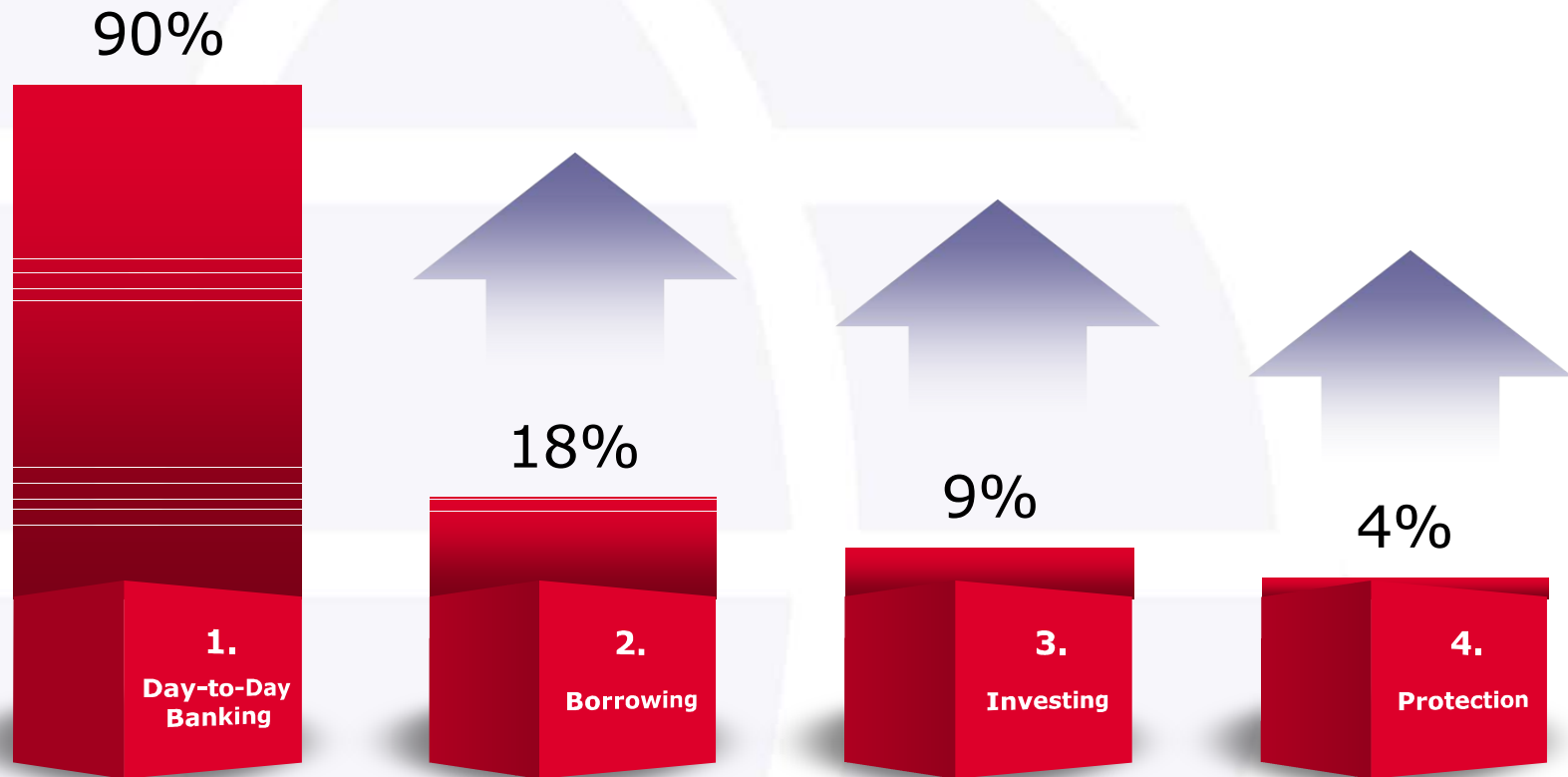
Current International



Large Existing Customer Opportunity



% Cornerstone Coverage of Existing Base of 3 million Customers



Trust and Private Banking

- Trust is well established in Nassau and Cayman
- Mees Pierson purchased in 2003
- Private Banking offered in Mexico, Bahamas, Chile and Jamaica

Mutual Fund Initiatives

- Mexico and Chile offer proprietary Mutual Funds
- Launched in Cayman, Trinidad and Jamaica in 2004

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Product – Building Better Solutions



Leveraging the Canadian experience

1. Day-to-Day Banking

- ScotiaCard
- Money Master
- Internet Banking

2. Borrowing

- Scotialine Gold
- STEP
- Cash Bonus Mortgage

3. Investing

- PAC
- Ultimate GIC
- Mutual Funds

4. Protection

- Life Insurance
- Annuities
- Health Crisis Protection

Growing the Insurance Business



- Insurance already 5% of International net income
- Scotiabank Trinidad launched in 2004
 - 400% of year 1 goal
- Also assessing opportunities in Mexico, Dominican Republic, Puerto Rico, El Salvador and the Eastern Caribbean
- 2005 Initiatives Include:
 - Annuities in Jamaica
 - Health Crisis Protection

Sales & Service and Complementary Businesses will Accelerate Growth



Key Sales Metrics

Annual Targets

Customer loyalty	65%+
Sales per sales officer	20%+
Growth in # of target customers	10%+
Target customer retention	90%+

Driving sustained, profitable growth



Double Sales in 4 Years!

