



BUILDING SUSTAINABLE
GROWTH
International Banking



Acquisition Strategy

Tim Hayward

EVP and Chief Administrative Officer

Agenda

- Track record
- Our approach
- Delivering value
- What's next



Growing to Scale



Dominican Republic



El Salvador



Peru



Costa Rica



Chile



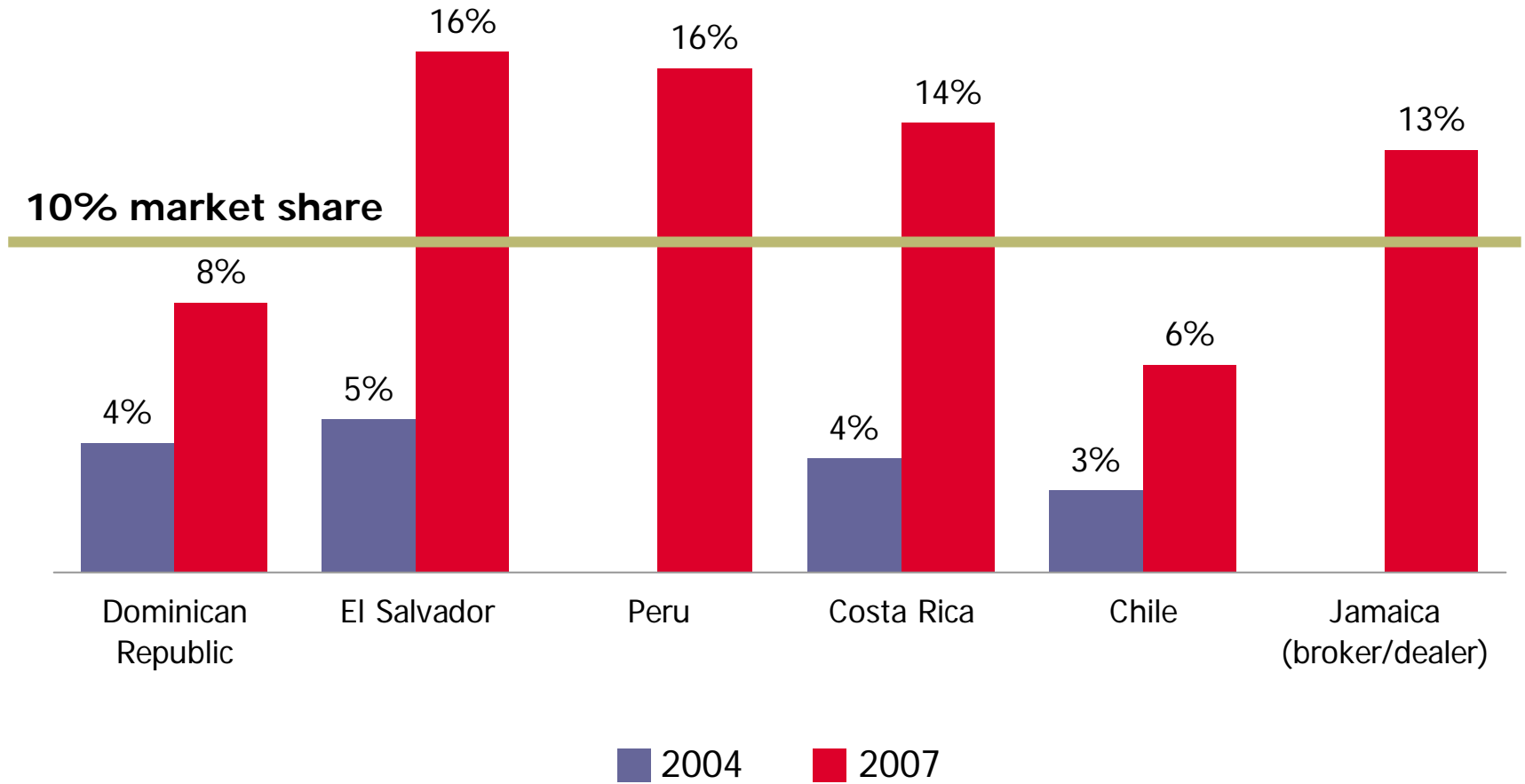
Puerto Rico



Panama



Exceeding the 10% Target Market Share



Acquisitions Since 2004: In Market P&C Add-ons



El Salvador

- 98% Banco de Comercio
- 4th largest bank
- 15% market share



Dominican Republic

- 100% Citibank's retail business
- 8% loan market share



Costa Rica

- 100% Corporacion Interfin
- Largest private bank
- 14% market share



Acquisitions Since 2004: In Market P&C Add-ons



Peru

- 78% Banco Wiese Sudameris and Banco Sud Americano
- 3rd largest bank
- 16% market share



Chile

- Banco del Desarrollo
- 6% market share



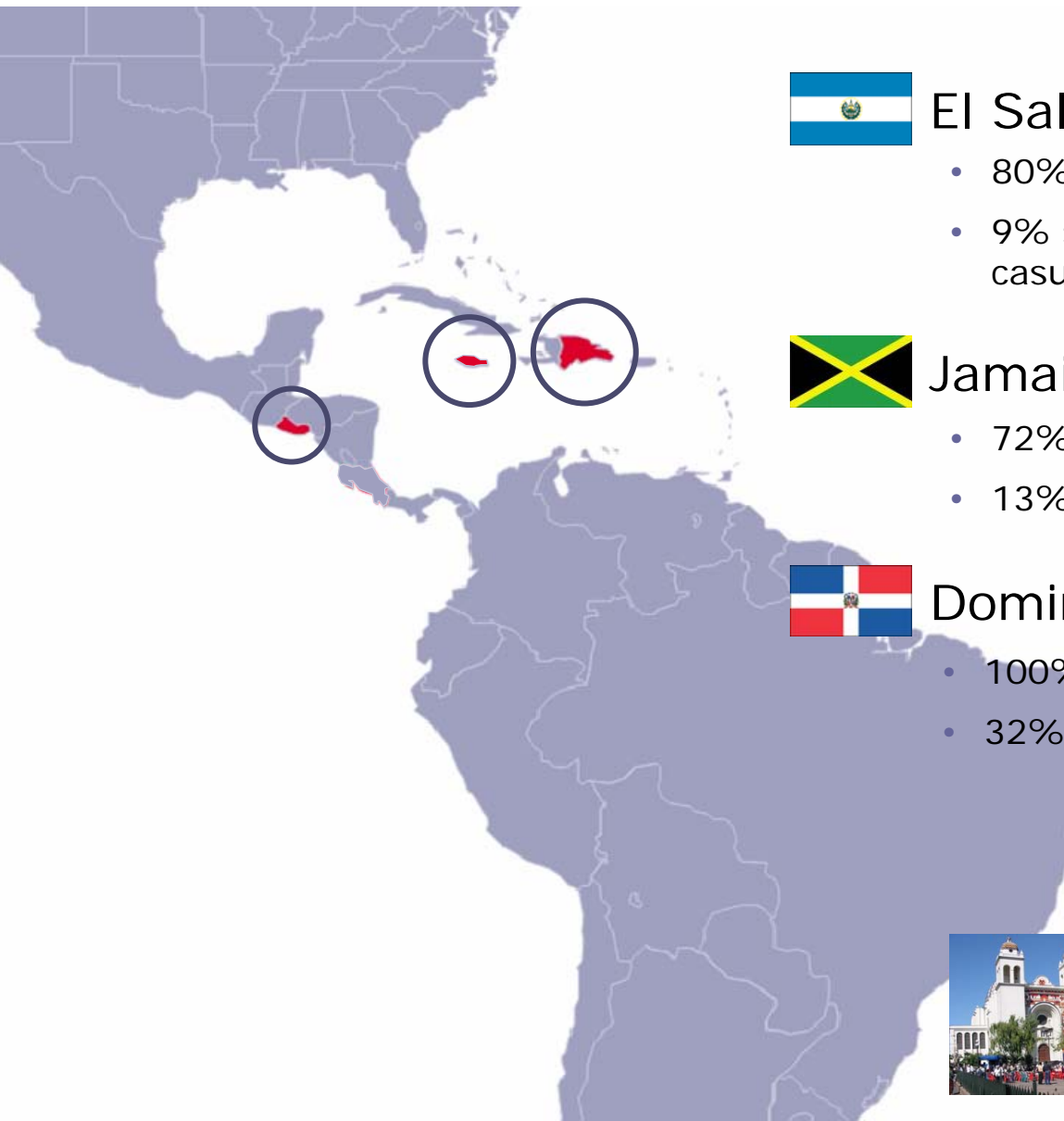
Mexico

- 50 / 50 joint venture
- Consumer finance



Acquisitions Since 2004:

In Market Complementary Businesses



El Salvador

- 80% La General Insurance Company
- 9% share of life, health, property and casualty



Jamaica

- 72% Dehring, Bunting & Golding
- 13% broker/dealer market



Dominican Republic

- 100% BBVA Crecer
- 32% share of affiliates



Investments to Build On



- 25% Thanachart Bank (Thailand)
- 10% FirstBank (Puerto Rico)

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Our Approach to Acquisitions

- Proactive targeted search
 - P&C 'Add-ons' in existing markets
 - Additions of complementary businesses
 - P&C new market entries
- Opportunistic
- Leveraging local presence to source leads



Target Characteristics

- ✓ Optimal deal size / hurdle rate
- ✓ Smaller markets
 - Larger entities / multiple smaller entities
- ✓ Larger markets
 - Smaller / niche players
 - Portfolios
- ✓ Control, or clear path



Acquisitions a Core Competency

A defined strategy

Oversight by Strategic Transaction
Investment Committee

Strategy
Value
Risk
Discipline

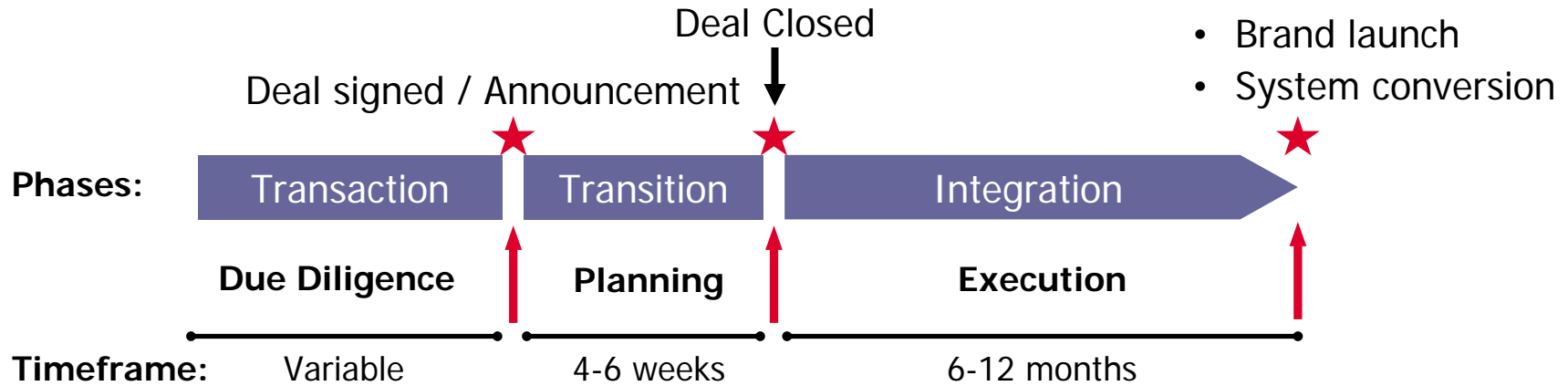
Evaluation

Negotiation, Due Diligence
and Closing











Integration

Post integration review

Integration and Learning



Integrate Effectively and Efficiently

	Transaction		Integration Completed
2005	 El Salvador Banco de Comercio Closed: May 2005		8 months
2006	 Dominican Republic Citibank Retail Closed: May, 2006		5 months
	 Peru BWS & BSA Closed: March, 2006		9 months
2007	 Costa Rica Banco Interfin Closed: September, 2006		12 months
	 Jamaica Dehring, Bunting & Golding Closed: December, 2006		11 months

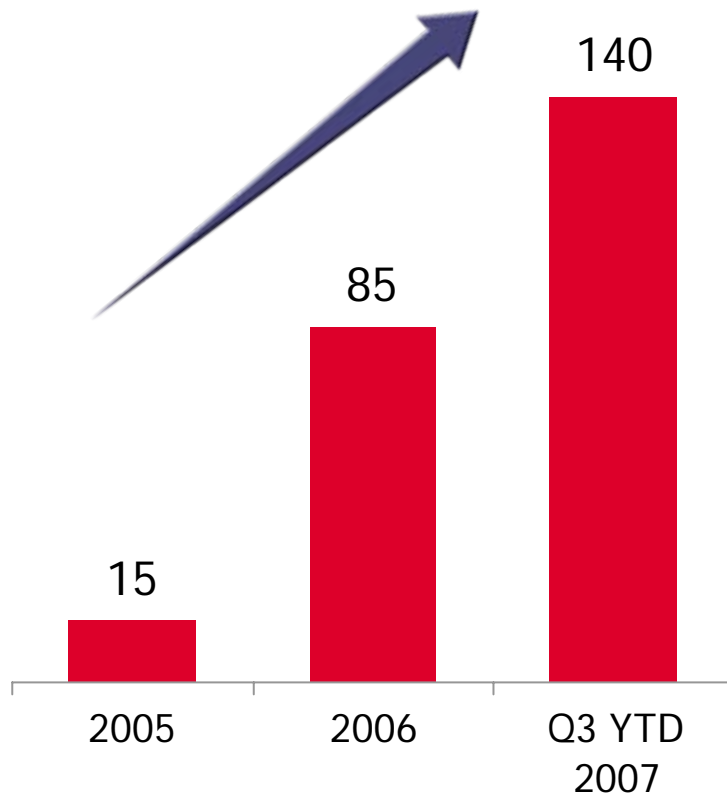
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Accretive Acquisitions 2004 - 2007

Net Income from Acquisitions (C\$ Million)



- Invested \$1.3 billion since 2004 (+committed \$1 billion)
- Significant boost to net income
- Expanding base for future organic growth

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What's Next



Types of Targets

- Personal and Commercial
- Insurance
- Wealth Management
- Consumer Finance

Summary

- Proven track record
- Proactive and disciplined approach
- Plenty of opportunities





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