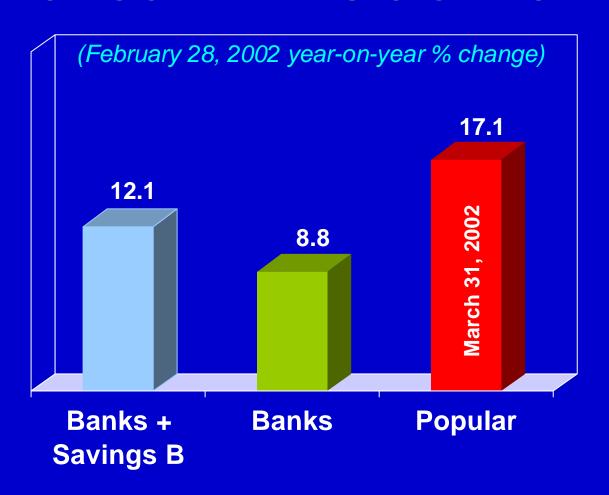
# Banco Popular

# LOW COST GROWTH

**April 2002** 

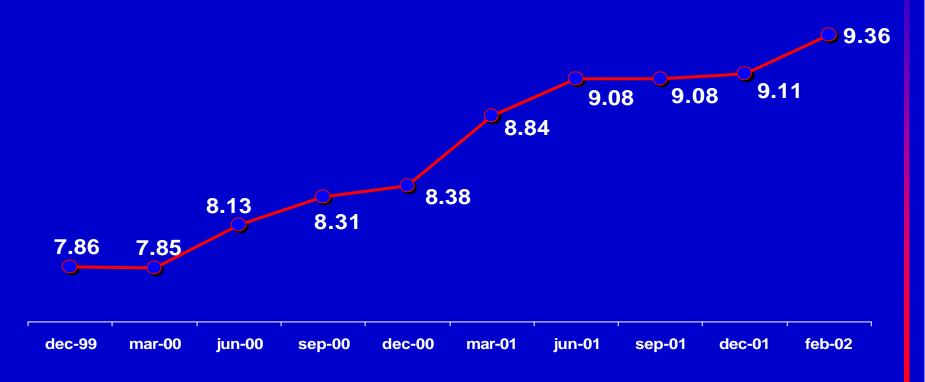


#### **LOANS OF PRIVATE-SECTOR RESIDENTS**





#### MARKET SHARE OVER COMMERCIAL BANKS

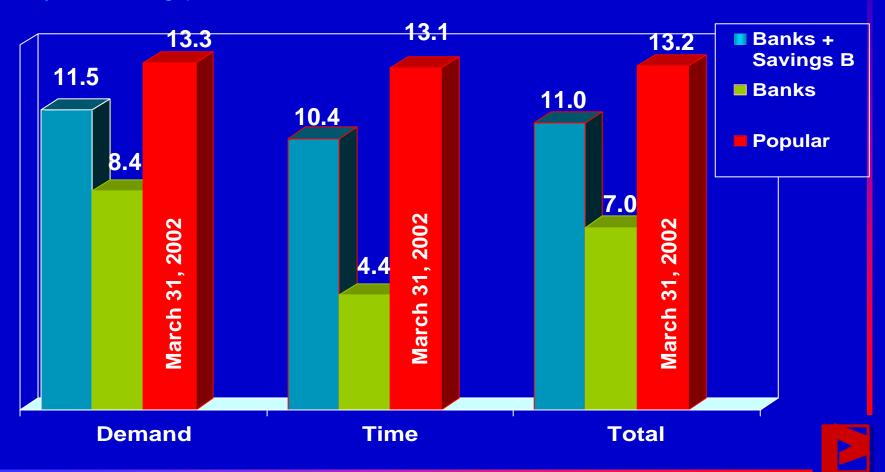


--- LOANS TO RESIDENTS



#### **GROWTH OF DEPOSITS OF PRIVATE-SECTOR RESIDENTS**

(February 28, 2002 year-on-year % change)



#### MARKET SHARE OVER COMMERCIAL BANKS



#### **MAJOR PRODUCTS MARKET SHARE**

Bill discounting
Mortgage loans
Personal loans &
overdrafts
Leasing
Factoring

Growth rate (mar-02)

0.9
30.3

12.0
11.9
30.9

Market share (dec-01)

10.2
3.7

4.1
9.4
6.9



#### **MAJOR PRODUCTS MARKET SHARE**

Pension funds\*
Mutual funds

Debit cards
Credit cards
Private & Fuel cards
ATMs

Growth rate (mar-02)

32.7

22.1

23.6

21.1

10.8

Market share (dec-01)

7.3

3.2

18.3 (\*\*)

14.9 (\*\*)

27.4 (\*\*)

- (\*) Assets in private/individual accounts
- (\*\*) As % of 4B system

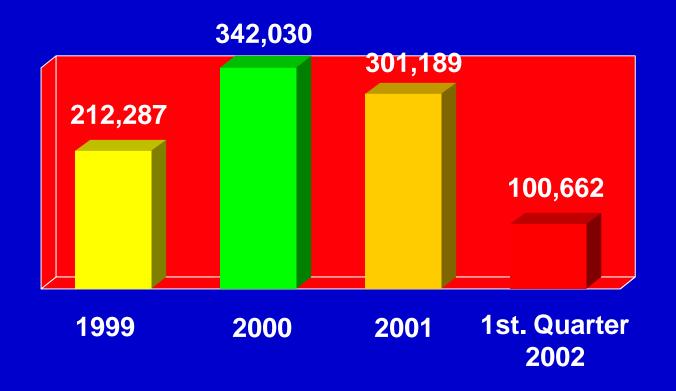


### **DISTRIBUTION HIGHLIGHTS**

	March 02	March 01	<u>%</u>	
Branches	2,163	2,106	2.7	
ATMs	3,263	2,945	10.8	
Cards	4,240,912	3,478,085	21.9	
Customers	4,352,472	4,048,508	7.5	
Staff	12,135	12,055	0.7	

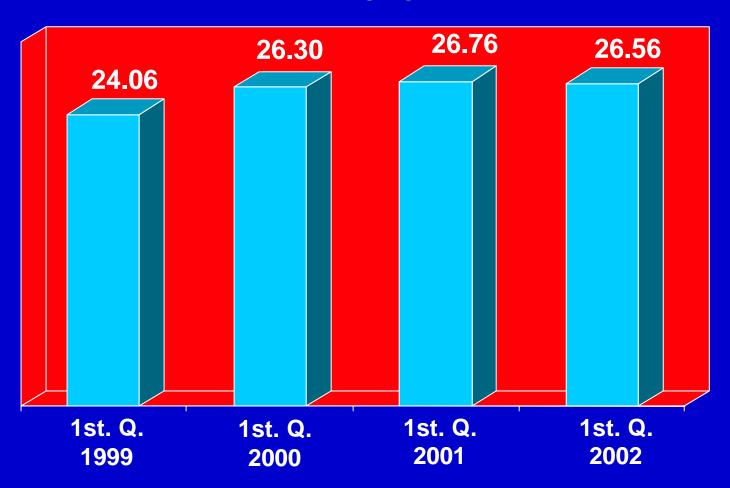


### **NET NEW CLIENTS**





# **ROE (%)**



(Accumulated % change)

2001

2002

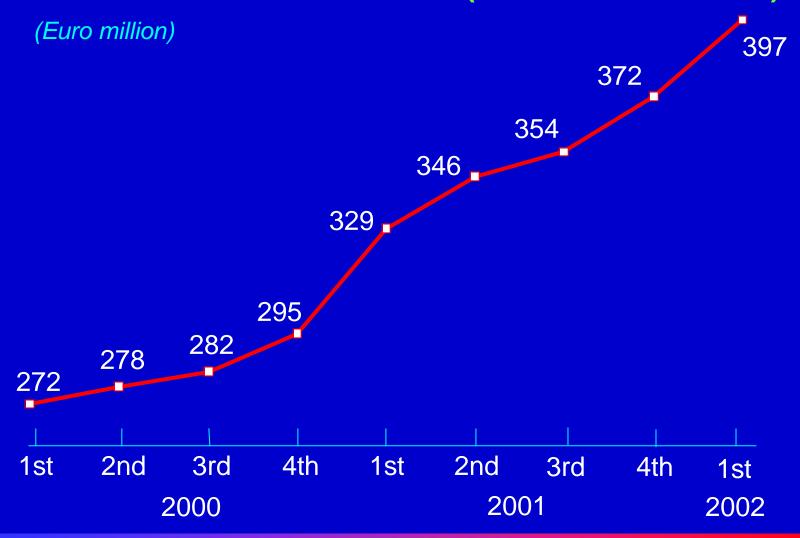
Net interest revenue
Fees for services
Ordinary revenue *
Operating costs
Operating income *
Income before taxes
Net income attributable

1st. quarter	1st. half	9 mos.	Year	1st. quarter
21.1	22.9	23.7	24.4	20.6
14.4	10.8	6.1	5.6	(3.9)
19.0	19.1	17.0	18.0	12.2
13.9	13.4	12.7	12.2	5.2
24.5	25.0	21.6	23.8	18.6
6.3	7.0	7.1	5.2	24.7
15.1	15.6	16.1	15.2	11.3

<sup>\*</sup> Excluding non recurring gain in 2000 (AVASA)



### **NET INTEREST REVENUE (Quarter standalone)**



#### **NET INTEREST REVENUE**



### **FEES FOR SERVICES (Quarter standalone)**

(Euro million)



(March 31, 2002)

### **FEES FOR SERVICES**

	Euro million	Year-on-year % change	As % of total fees
Loan-related fees	18	(3.4)	13.0
Fees from guarantees	13	12.5	9.4
Collection & card-related	57	6.8	41.3
Customer financial asset mgt	. 35	(2.7)	25.4
Mutual funds	23	(5.8)	16.7
Other AM	12	3.7	8.7
Account mgt. Fees	11	15.6	8.0
TOTAL	134	+3.1	97.1
Investment banking	4	(71.4)	2.9
TOTAL	138	(3.9)	100

### **FEES FOR SERVICES**

	<u>Analysis</u>	<u>Perspective</u>
Total Service Revenues:		
Loan-related fees	Weak bill discount	Improve 2 <sup>nd</sup> quarter
Fees from guarantees	Normal	Loan trend growth
Collection & card-related	Fee cuts	Stable growth
Asset management		
Mutual funds	Low demand	Improve slowly
Other AM	Normal	Stable growth
Account mgt. fees	Normal	Stable growth
Investment banking	Low demand	Weak

#### **FEES FOR SERVICES**

**OVERALL SLIGHTLY BETTER** 

FEE INCOME GROWTH i.e. FLAT



#### **CURRENT SCENARIO IN SPAIN**

LOW DENSITY OF CARDS: number of cards per

Popular's customer: 0.99

**DWINDLING HIGH FEES:** approx. -15% / -20%

lower price p.a.

LOW INTEREST REVENUES: no real credit cards in Spain



#### **MEDIUM TERM TREND**

- INCREASE USE OF DEBIT CARDS
- MOUNTING PRESSURE ON FEES FROM:

  CONSUMER ASSOCIATIONS

  RETAILERS

  EU AUTHORITIES
- HIGHER DEMAND FOR FLEXIBLE CONSUMER LOANS

#### **MEDIUM TERM TREND**

**TODAY** 

**INTEREST REVENUE** 

**FEES** 

**IN 5 YEARS** 

**INTEREST REVENUE** 

**FEES** 



#### **POPULAR'S STRATEGY**

Push with traditional cards placement growth

Push with card-accepting retailers acquisition

Boost NEW REVOLVING CARD placement



(February 28, 2002)

### **PLACEMENT GROWTH**

	Numb	er	Turnover		Mkt. S	Mkt. Share %		In use %	
	Number	у-о-у %	Million	у-о-у %	2002	2001	2002	2001	
Credit	899,409	22.3	338,170	11.0	17.0	15.3	61.7	66.3	
Debit	1,207,053	21.7	332,261	10.1	16.1	14.1	40.5	44.3	
Other Affinity	854,835	67.3	31,121	24.7			20.4		
Petrol	1,222,578	4.9	37,356	17.6			28.2	17.0	
TOTAL	4,183,875	22.9	738,908	11.4			35.5	31.3	



(February 28, 2002)

#### **RETAILERS' ACQUISITION**

Numl	Turn	ove	
Number	Million	у-о	

2002	2001	2002	2001
38.9	30.9	41.5	47.9

In use %

Mkt. Share %

**Retailers** 

109,928 33.8

619,377

27.2

#### **NEW REVOLVING CARD "HOP"**

**□ LAUNCHED 2 MONHS AGO**Initial target 2002: 50,000 cards

**CURRENT VOLUMES:** 

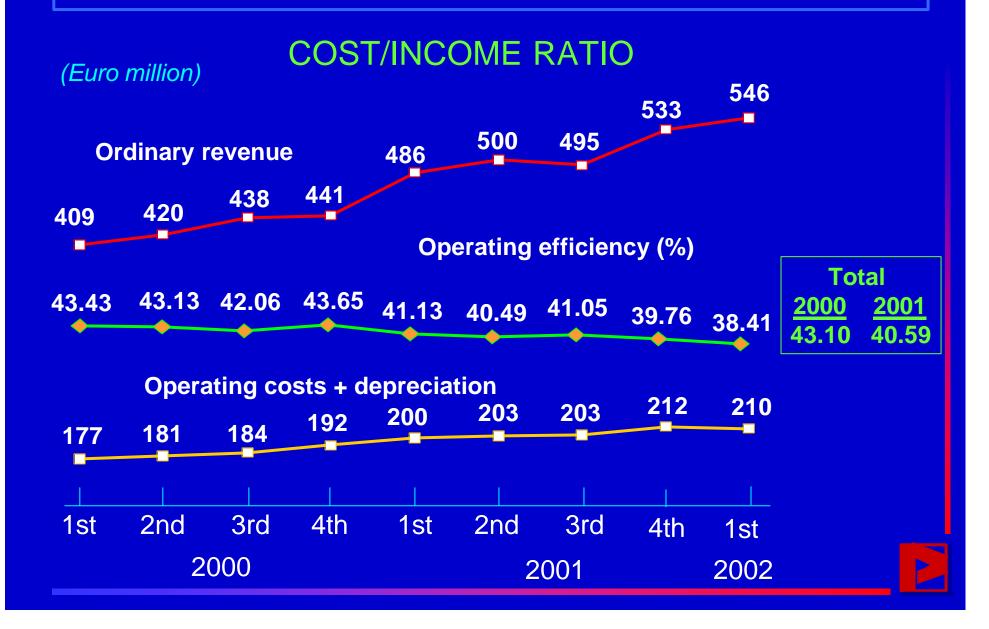
Number of cards 42,375

**Total credit limits** 142 million euros

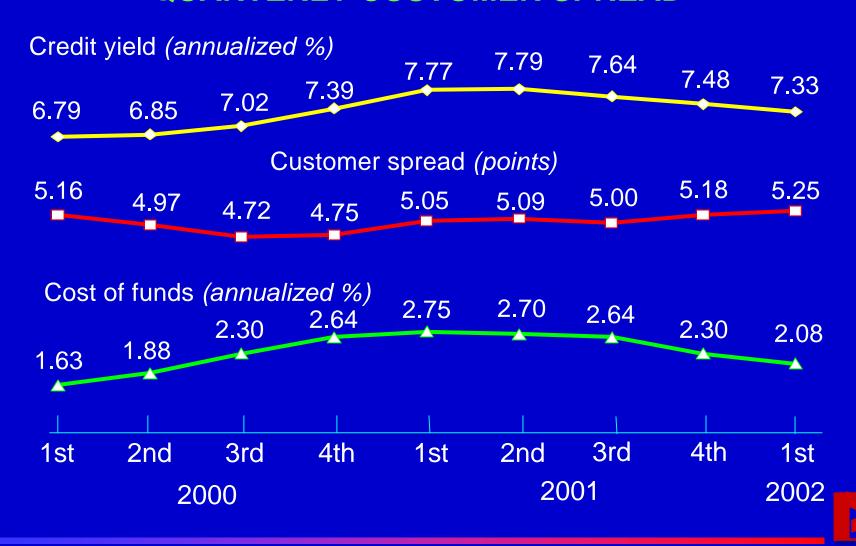
Total lending 20 million euros

Target lending o/outstanding: 40%





#### **QUARTERLY CUSTOMER SPREAD**



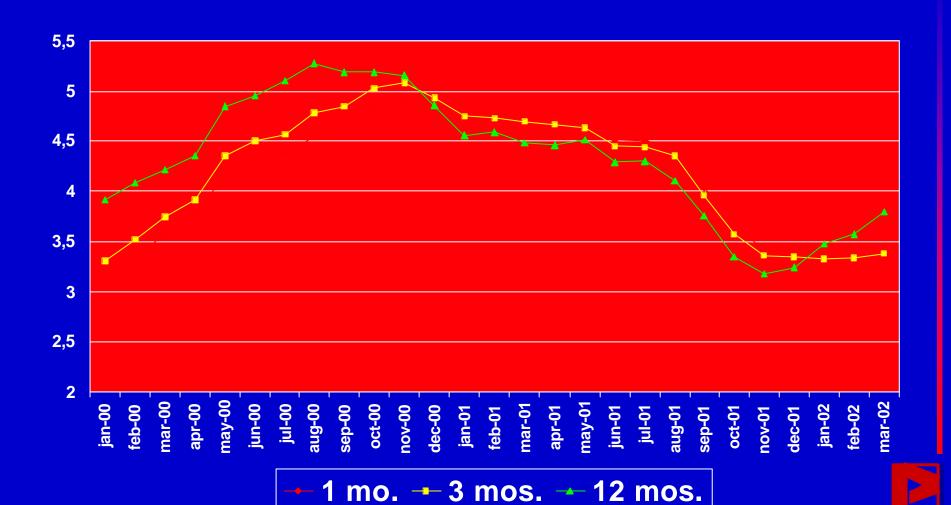
#### **BREAKDOWN OF INTEREST INCOME**



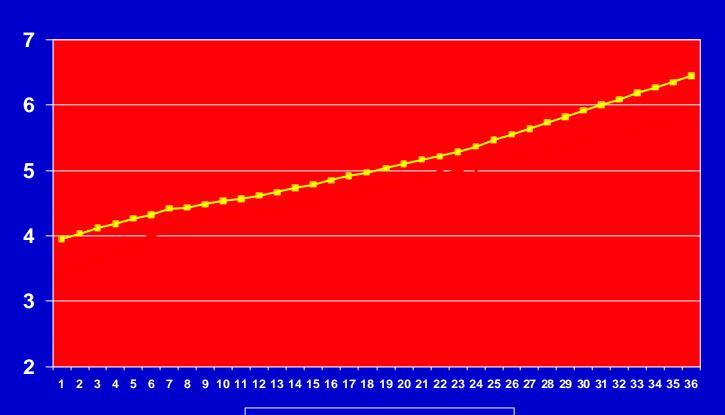
**■** Revenue **■** Cost



#### **AVE. RATE TRANSACTED**



### **CURVES OF IMPLICIT INTEREST RATES**



→ 3 mos. — 1 year



#### **IMPACT OF RATES DECREASES**

Bill discounting
Mortgage loans
Personal loans
Overdrafts
Leasing

Average repricing period

2 mos.

1 year

7 mos.

3 mos.

1 year

Theoretical impact (\*)

-1.38

-1.05

-1.45

-0.78

-1.05

Real change

-0.64

-0.29

-0.68

-0.44

-0.37

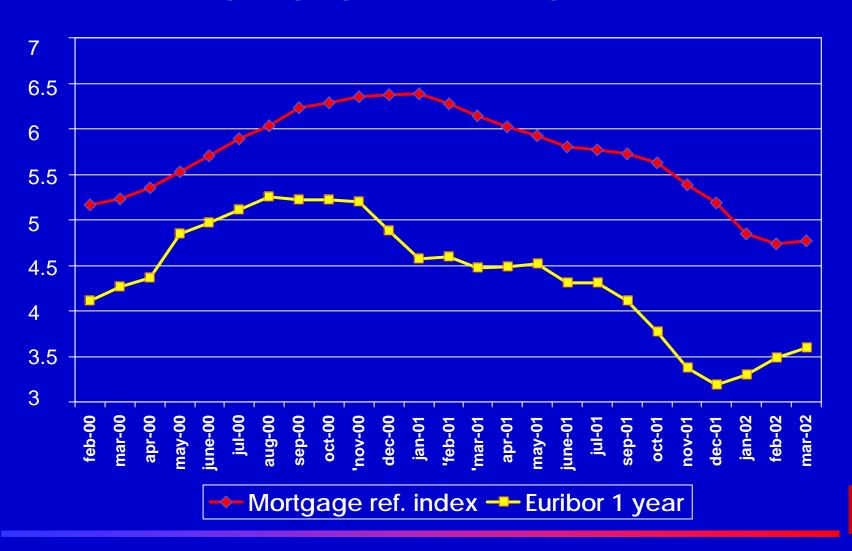
(\*) Based on model:

$$\binom{N}{(?)}i_n / N \text{ (year 2000)} - \binom{N}{?}i_n / N \text{ (year 2001)}$$
  
 $i = 1$ 

N = repricing period



#### MORTGAGE REFERENCE INDEX



March 2002		Dura				
					Holding Pe	riod 365
	Amount MM Euros	Interest Rate %	NPV MM Euros	Duration Days	NPV MM Euros	Duration Days
SENSITIVE ASSETS	31,151.4	5,71	31,674.2	193,.89	30,677.1	126.55
MONETARY MARKET	4,619.7	3.48	4,641.3	36.82	4,637.1	35.33
LOANS	25,828.3	6.15	26,336.2	167.53	25,714.7	143.69
SECURITIES	703.4	4.27	696.7	2,236.79	325.3	72.11
SENSITIVE LIABILITES	22,608.1	3.06	22,705.2	89.66	22,269.3	76.45
MONETARY MARKET	8,903.1	3.39	8,924.2	49.70	8,810.1	39.99
CUSTOMER DEPOSITS	11,949.1	2.77	12,016.5	126.87	11,700.3	109.84
SECURITIES	1,755.9	3.44	1,764.5	38.37	1,758.9	36.96
EQUITY	2,820.6		8,968.9	457.75		

#### **SENSITIVITY TO INTEREST RATES**

For an 100 bpts. Interest Rates Move



**Total Revenue Sensitivity\*** ± Euros 24.4 million

± 1.2 % Total Revenues

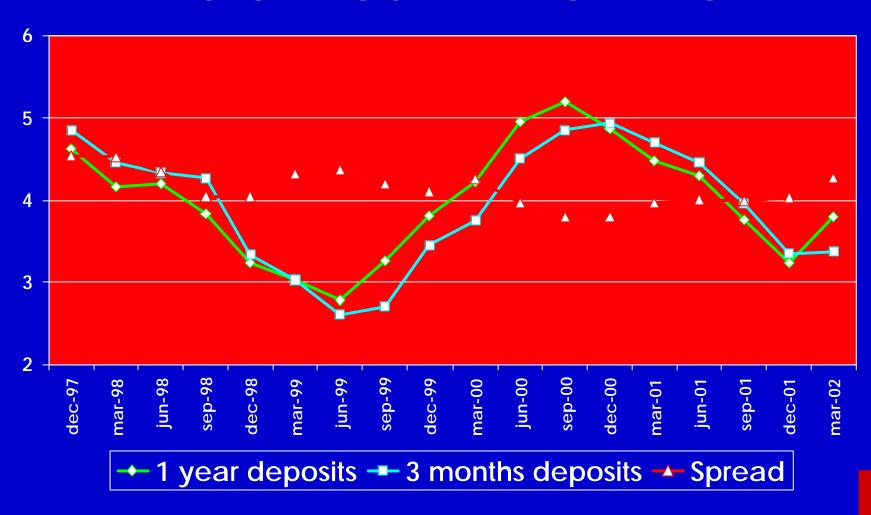
\*  $(PV_a^*(1-DUR_a)) - (PV_l^*(1-DUR_l))$ 



### **EFFECT ON YIELDS AND COSTS**

Fro To	m Base	Dec 00/ Mar 01	Dec 00/ Jun 01	Dec 00/ Sep 01	Dec 00/ Dec 01	Dec 00/ Mar 02
Bill disco	ounting	-0.07	-0.27	-0.31	-0.48	-0.71
Mortgage	es	0.30	0.43	0.43	0.26	0.01
Consume	er	0.14	0.15	-0.07	-0.39	-0.54
<b>Overdraf</b>	ts	0.14	0.12	0.03	-0.09	-0.30
Leasing		0.16	0.22	0.18	0.01	-0.21
	TOTAL	0.16	0.17	0.10	-0.10	-0.32
Demand	Deposits	0.02	-0.06	-0.01	-0.18	-0.18
Time Dep	osits	0.14	0.14	-0.01	-0.39	-0.57
Commerc	c <mark>ial Paper</mark>	-0.23	-0.47	-0.88	-1.44	-1.61
	TOTAL	0.17	0.11	80.0	-0.21	-0.26
Di	fferential	-0.01	+0.06	+0.02	+0.11	-0.06

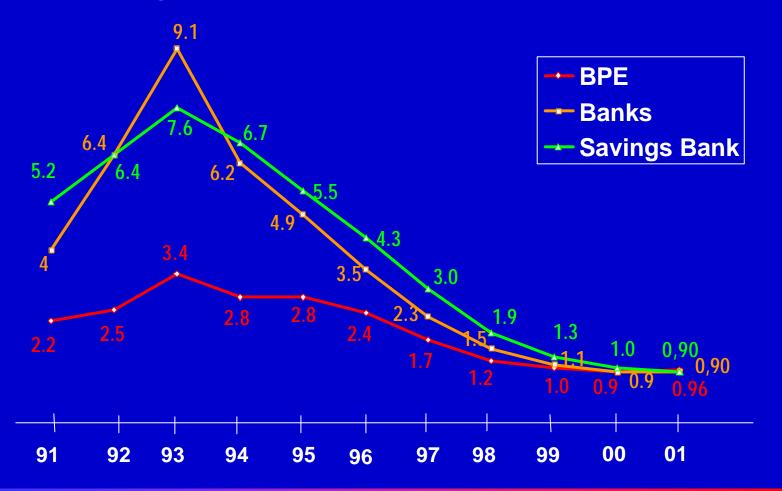
### **POPULAR'S SPREAD VS. RATES**



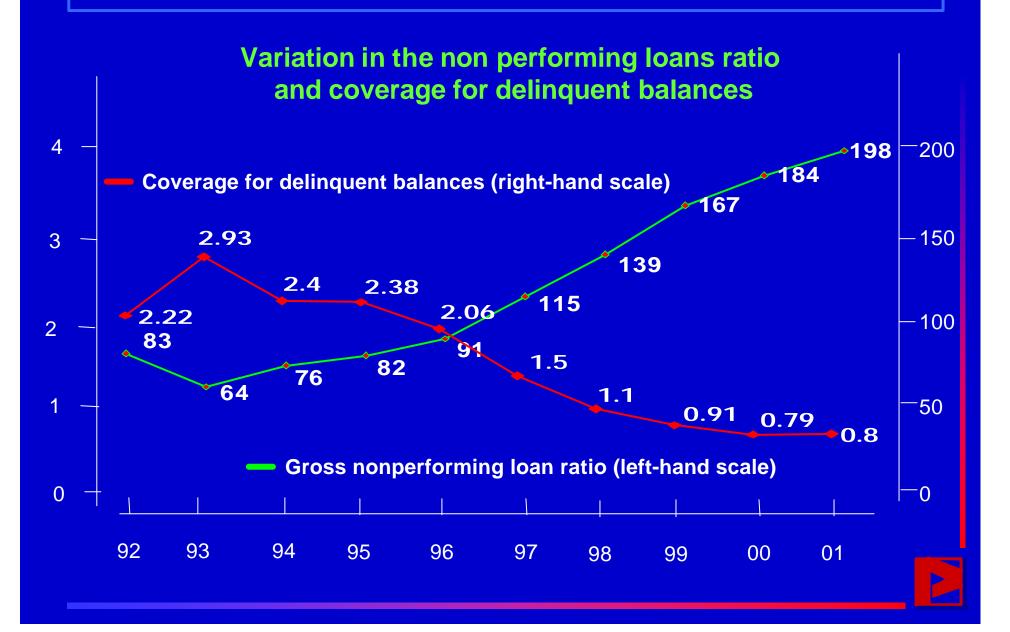
## NPL TRACK RECORD

#### LOAN PORTFOLIO QUALITY

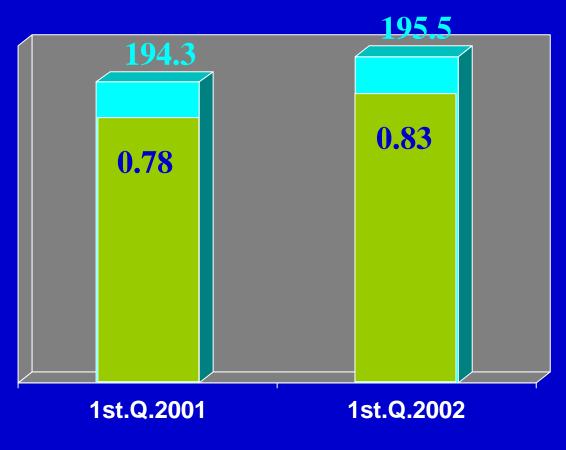
Nonperforming loans / Credit to private-sector resident borrowers (%)



# NPL TRACK RECORD



# **NPL TRACK RECORD**



Coverage for delinquent balances





## **STRATEGY**

# **MAIN GOALS**

**OBJECTIVES** 

**Gain MARKET SHARE** 

**Gain CUSTOMERS** 

**Boost FEE INCOME** 

**Outperform competitors** 

**Build up medium term future** 

Launch new activities



### **STRATEGY**

#### **COMPLEMENTARY GOALS**

- 1 Maintain credit quality
- 2 Increase cross-selling
- 3 Reduce cost of funding
- 4 Reduce overhead cost
- **5** Increase productivity

#### **OBJECTIVES**

**Basic tenet of Popular** 

**Increase customer stickiness** 

Increase the bank's spread

**Optimize cost/income ratio** 

Optimize cost/income ratio

# BPE SHARE vs. EUROPEAN FINANCIALS

#### **TWO YEARS**

N173 Equity UGA



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