



# Corporate Governance and Social Responsibility Report

Bci 2009



*"Daring is the root  
of innovation"*





# Our Mission

Bci defines itself as a Financial Solutions Corporation that participates in all financial activities and operations permitted by the General Banking Law, offering the community products and services with highly-efficient operating processes and excellence in quality, with constant technological innovation, prudent risk-management policies and demanding ethical standards that have to be respected by everyone working in its companies. In this scenario and in order to meet its objectives and policies, the Corporation commits to ensure that these are met, with special emphasis on what it considers to be its four fundamental pillars:

## The Shareholders

Business policies and decisions should always be designed to increase the capital that the shareholders have invested in the company, striving to ensure that the return on their investment is higher than the average for the banking sector, accompanied by normal levels of risk for the Corporation's businesses and with a maximum possible level of transparency in its conduct in line with the prevailing law, regulations and ethical framework.

## Customers and Suppliers

The products and services that the Bci companies offer their customers should be of optimum quality, at competitive prices, innovative and to meet their needs properly and promptly. It should always be remembered that the customers are the basis of the Institution's success and commercial relations with them should therefore be maintained with a long-term perspective. Mutually beneficial relations should be maintained with suppliers accompanied by loyalty over time and high standards of quality, compliance and transparency.

## Staff and their Families

The Corporation should endeavor to ensure that all its staff have a dignified standard of living, stable work and possibilities for personal, professional and family development, properly motivating and rewarding good performance and individual and team effort, while providing the guidelines and regulations for maintaining a working atmosphere of excellence and demanding professional and ethical behavior.

The Corporation is defined as a family-responsible company in terms of its commitment to strive to ensure that staff work is carried out in conditions compatible with a proper personal and family life.

## Society

The commitment of the Corporation is to develop its businesses and activities within the framework of governing laws in the country and abroad, wherever it does business. It will abide in full by the ethical principles that ensure respect for the rights and interests of others, according to the guidelines established and accepted by society. As an enterprise, it is also interested in contributing effectively to maintaining a healthy environment and enhancing the social, cultural and economic heritage of the nation by supporting relevant initiatives.

The Corporation is fully aware of social responsibility that it has as a company.



The essence of Bci's culture is to be pioneers in innovation which makes us pay attention to changes in the world, involve ourselves in the necessities of our stakeholders, create projects and generate value for society. This brings us to feel passion for our work, the company and life.

*Bci's & culture*

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Information to make this annual report easier to read:



Allows for more information through our website [www.bci.cl](http://www.bci.cl)



Allows for more information in other section of the document



Allows for more information on Corporate Social Responsibility in our website [www.bci/rse.cl](http://www.bci/rse.cl)

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# CHAIRMAN'S REPORT

For the past five years, I have had the pleasure of offering this report to our stakeholders, which reports on Bci's performance and progress relating to corporate governance and corporate social responsibility. These, in turn, contribute to our corporation's sustainability by way of economic, social and environmental value creation.

With this document, which we distribute with Bci's Annual Report, we seek to show in what way our mission and values are expressed and orient our actions in fundamental areas like corporate governance, ethics, quality of work life, customers and suppliers, commitment to the community and the environment.

In a year characterized by an adverse economic scenario that affected most of the world's economies and whose effects also were felt in our country and in the local banking industry, we redoubled our efforts to continue progressing in transparency, trust and innovation since we consider them to be essential elements to promote prosperity in Chile.

In the area of corporate governance, this report expresses Bci's proactive spirit by referring to the policies and measures adopted by the Board aiming to advance the compliance with the regulations found in the Law N° 20.382 dealing with this issue<sup>1</sup>.

The strict attachment to ethical values that we promote among our team members and which we incorporate into our management were recognized by Fundación Generación Empresarial when awarding us the "Ricardo Claro Valdés" award, founded this year.

In 2009, we resolutely continued supporting our customers, especially those that were most affected by the economic crisis, and we reinforced the financial literacy program directed at the C3 and D socioeconomic sectors. Likewise, we strengthened support to our entrepreneurial customers through the Nace and Renace programs, which doubled in size during the year. We also developed an innovative product and concrete service offering which allowed us to reaffirm our position as industry leaders in service quality.

In the case of our team members, our stance was clear and categorical: maintain labor stability and offer financial support. To ensure employment, we proposed the implementation of an internal reassignment plan and, to maintain salaries at the same levels, we temporarily increased commissions to team members with variable salaries that felt more strongly the effects of the situation. In addition, we moved forward payment of half of the annual bonus to those who needed it and we facilitated access to financial products and services at preferred terms.

Team members made an important effort to save and be more productive in this difficult period, while the Academia Líder Bci delivered distinctive and unique leadership to 550 management positions from Arica to Punta Arenas. This initiative was reflected in the latest Organizational Climate Survey in which all of the team members participated and where the general satisfaction indicator stayed at 79% and the execution index improved to 82%.

Consistent with our Corporate Mission Statement – which explicitly identifies suppliers as one of the pillars upon which we develop our activities – in 2009 we awarded our first "Bci Outstanding Supplier" award. We also gathered their concerns through provider meetings and we introduced improvements to the payment process, which meant an increase in the overall satisfaction of our suppliers by eight percentage points, from 68% to 76%. Likewise, we defined the CSR indicators that will begin to be applied starting in 2010 for the evaluation and selection of suppliers.

Bci has been outstanding in the Chilean banking system for its commitment to managing its possible environmental impacts and using clean technology, as well as for the implementation of its energy efficiency program. In 2009, we took another step to encourage the reduction of CO2 emissions thanks to our voluntary incorporation into the May Day Network.

<sup>1</sup> This law is published in the Diario Oficial on October 20th, 2009 and will become current as of January 1st, 2010.

*"An idea is the fuel that  
ignites innovation"*

This initiative started in the UK and presided over by the Prince of Wales, was introduced in Chile by AcciónRSE to motivate companies to reduce their carbon emissions. It is my pleasure to inform you that Bci was the first Chilean bank to become part of this network. This membership implies the development of a strategy to reduce and mitigate our carbon footprint. The first project is to measure the carbon footprints in our Corporate Headquarters and bank branches which will serve as a baseline for defining directives oriented to reduce and mitigate carbon emissions and that can be repeated in other installations.

Historically, we have formed a corporate culture founded on leadership, teamwork, transparency and coherence, which are the decisive themes of our actions and values. The diverse recognitions obtained – which this year have been exceptional – motivate us to continue to advance our corporate management aligned with Corporate Social Responsibility aiming to achieve sustainable development that generates value for all our stakeholders.

I thank all of those that have helped us to advance this process and I hope that this report allows you to better know us and share your ideas, comments and suggestions to continue shaping the banking industry's development and so contributing to the realization of our people's dreams and the progress of our country.



LUIS ENRIQUE YARUR REY  
**CHAIRMAN OF BCI**



# SCOPE

For a sixth consecutive year, Bci publishes its Corporate Governance and Corporate Social Responsibility Report (CSR). In a balanced manner, it covers the company's economic, social and environmental performance for the period between January 1st, and December 31st of the year 2009. Accompanying this report will be information from previous years to guarantee comparability.

In keeping with last year's report, we used the Global Reporting Initiative's (GRI) G3 Guidelines. In addition, on this occasion we took into consideration the new Financial Services Sector Supplement published by the same organization in 2008. To define the material nature of the information, we conducted interviews with the company's main executives and the jury's comments from the 2009 AcciónRSE<sup>2</sup> Best Report Prize. In addition, the questionnaires done by the workers in last year's report process were taken into consideration, as well as the supplier query stage from the same period and the benchmarks taken from Chilean and foreign financial companies.

With respect to the relevance of the report's indicators, one of the advancements put into practice is the use of a methodology suggested by the Global Reporting Initiative. To this end, we worked with an external consultant in the revision of the indicators and in the presentation of the information according to the GRI parameters.

In 2007, Bci complied with the principles of the United Nations' Global Compact<sup>3</sup>, relating to respecting human rights, labor relations, the environment and the fight against corruption. Annually, companies must send a summary that shows the way that the organization has progressed towards complying with these principles. As such, this Report constitutes Bci's second Communication on Progress, or COP.

In order to guarantee the information's transparency and traceability, this document has been prepared by an external consultant specializing in GRI guidelines. In Appendix 1, we list all of the written sources of information used for the document's preparation, as well as the people related to the issue and validation of the indicators. Due to the above, Bci decided to not have a third party verify its Corporate Governance and CSR Report.

The technical data and calculations done in the preparation of each quantitative economic, social and environmental performance indicator correspond, in general, to the entire Bci Corporation and are based on procedures recognized by internal regulations

Bci's financial and economic information is given in Chilean Pesos, except where indicated. This information is exhaustively covered in the Annual Report, which has been delivered together with this Report for the last six years.

In accordance with the requirements of our stakeholders and as a reflection of our commitment to the environment, we will print 3,000 copies in Spanish. The English version will be delivered in PDF format via e-mail to the stakeholders that require it. Plus, in order to guarantee access to the information, this report as well as the previous versions can be reviewed at the company website ([www.bci.cl](http://www.bci.cl)).





**With this  
report, we  
show our  
management  
and relations  
with our  
stakeholders.**



# 2009 GOALS AND 2010 COMMITMENTS

AREA	2009 TARGET	PERFORMANCE
<b>Corporate Governance</b>	Progress in management transparency and involvement	<i>Met 100%</i> Improvement in the information delivery process to the Board of Directors and active participation by the Directors in specialized committees.
<b>Corporate Ethics</b>	Strengthen ethical content by way of face-to-face workshops, focusing on items of interest	<i>Met 100%</i> Formal incorporation of live ethics workshops in the induction system
<b>Quality of Work Life</b>	<p>Improve the working climate in areas that present lower indicators</p> <p>Achieve a 70% execution in all areas of the organization</p> <p>Strengthen the leadership roles of 500 assistant managers and department heads.</p> <p>Carry out a CSR empowerment program</p> <p>Obtain the OHSAS 18001:2007 international certification for a strategic business unit.</p> <p>Reduce by 30% the number of absent days among team members.</p> <p>Achieve an Accident Rate below 1.25%</p>	<p><i>Met 100%</i> The areas with low organizational climate ratings improved their ratings from 65.8% to 76.6%</p> <p><i>Met 100%</i> Bci's execution index for the year was 82%.</p> <p><i>Met 100%</i> 550 assistant managers and department heads were trained at the Academia Lider Bci</p> <p><i>Met 100%</i> The plan was partially implemented in 2009 and will be strengthened in 2010.</p> <p><i>Met 100%</i> In April, the OHSAS 18001:2007 certification was obtained for the TBanc and Telecanal business units including support processes.</p> <p><i>Met 100%</i> With 2 cases of occupational illnesses with more than 200 days of sick leave.</p> <p><i>Met 100%</i> With regards to occupational accident rate, Bci obtained an 1.18% during 2009.</p>
<b>Customers</b>	<p>Be a leader in business services quality</p> <p>Extend the Financial Literacy program</p> <p><i>Strengthen the Innovative Culture</i></p> <p>Strengthen the Renace program</p>	<p><i>Met 100%</i> For the second straight year, Bci obtained first place among national banks in the 2009 National Customer Satisfaction Index done by the Procalidad group, Universidad Adolfo Ibáñez, Adimark, Praxis and Revista Capital.</p> <p><i>Met 100%</i> More than 1,200 people trained.</p> <p><i>Met 100%</i> Two pioneering initiatives in the industry were implemented; Chequemático and Magneprint.</p> <p><i>Met 100%</i> 330 new Renace clients and more than 8,000 million pesos loaned.</p>
<b>Suppliers</b>	<p>Incorporate CSR criteria in the supplier evaluation and selection process.</p> <p>Maintain the "Escucha a Proveedores" Program.</p> <p>Design and develop a supplier recognition program.</p> <p>Apply the Service Satisfaction Survey to suppliers and improve the payment process satisfaction.</p>	<p><i>In progress:</i> There is a questionnaire designed but its application will be in 2010.</p> <p><i>Met 100%</i> Three breakfast meetings were held with 45 suppliers attending.</p> <p><i>Met 100%</i> The 2009 Bci Outstanding Supplier program was developed and implemented.</p> <p><i>Met 100%</i> Bci's overall supplier satisfaction improved to 76% with relation to the 2008 satisfaction levels which were 68%.</p>
<b>Community</b>	<p>Focus on the alliance with Fundación las Rosas.</p> <p>Evaluate new alliances with a focus on education.</p> <p>Strengthen the Volunteer Program.</p>	<p><i>Met 100%</i> We worked on capturing new resources and internal awareness</p> <p><i>Met 100%</i> A new alliance with Enseña Chile was formed.</p> <p><i>Met 100%</i> More than 664 team members participated as volunteers in the Bci CSR programs.</p>
<b>The Environment</b>	<p>Maintain the savings in water and energy.</p> <p>Increase the percentage of recycled paper.</p> <p>Extend Bci's "Despierta, El Medio Ambiente está en tus manos" Campaign to customers</p> <p>Implement a more eco-efficient water and air heating system at Headquarters</p>	<p><i>In progress:</i> Total consumption increased as we constructed more branches and incorporated others in the measurement. But, upon doing the comparison with the same buildings and branches as in 2008, consumption stayed the same.</p> <p><i>In progress:</i> The amount of paper recycled decreased from 48.6 to 47.7 tons.</p> <p><i>In progress:</i> The plan was delayed until 2010.</p> <p><i>In progress:</i> Delayed until 2010.</p>

## 2010 COMMITMENT

Strengthen the application of new corporate governance regulations and oversight organization recommendations.

Strengthen the ethical content in daily decisions through reflection periods during team meetings.

Generate the improvement of the organizational climate in the areas that have the lowest indices.

Improve the execution index.

Continue the work of having 630 leaders that participated in the Academia Líder Bci and train 600 more team members.

Continue with the CSR empowerment program.

Keep the corporation's occupational accident rate under 1.2% and the occupational loss rate under 18 days absence.

Develop a segmented and innovative offer of value with the best multi channel service experience.

Bring the Financial Literacy Program to more people.

Increase the development of innovative products and services.

Position the Renace and Nace programs.

Begin to apply the CSR criteria in the supplier evaluation and selection process.

Process the Supplier Meetings Program results.

Position the Outstanding Supplier Recognition.

Improve the overall supplier satisfaction in 5%.

Focus the Fundación Las Rosas Alliance on the capturing of resources and making society aware of the elderly.

Implement a working and communications plan for the Enseña Chile Alliance.

Maintain the Corporate Volunteer Program with a focus on Team Member Leaders.

Have the energy consumption measurements in 40 to 50 branches and buildings. Maintain savings in water and energy.

Implement four of the six promises for May Day.

Implement a hot water and heating system with solar energy in the corporate headquarters.

Measure the carbon footprint in 4 bank buildings and branches including the corporate headquarters and develop action plans to mitigate CO2 emissions.



*"Creativity and innovation  
lead to new business."*



# CORPORATE PROFILE

After 72 years, Banco de Crédito e Inversiones has positioned itself as one of the biggest financial entities in the nation, becoming the third largest corporation in the banking industry, with consolidated assets worth \$ 13,150 million on December 31st, 2009.

Banco de Crédito e Inversiones opened its doors to the public on June 10th, 1937 after being authorized by Ministry of Finance Decree N° 1683 of May 7th, 1937. Established as a banking corporation, from its beginnings its main objective was to attend to the productive sector of the country, focusing mainly on small business and family work.

As of December 31st, 2009 there are 8,848 team members working in Bci, of which 6,550 work for the bank and 2,248 in its subsidiaries. In addition, 50 professionals work in other countries for the corporation.

The company has a network of 332 bank branches in the country serving the needs of customers from Arica in the North, to Villa Las Estrellas in Antartica. Abroad, there is a branch in Miami, representative offices in Mexico City, Lima, Sao Paulo and Hong Kong, as well as a business agent in Madrid in strategic alliance with Banco Popular Español.

There are nine business units to serve the clientele:

- Corporate, Business and Real Estate Banking
- Consumer Banking
- Private Banking
- Small Business Banking
- Mass Market
- Treasury and International Division
- Internet Banking
- Bci Inversiones
- Leasing

In addition, it has the following subsidiaries<sup>4</sup>:

- Bci Corredor de Bolsa S.A.
- Bci Asset Management Administradora General de Fondos S.A.
- Bci Factoring S.A.
- Bci Corredora de Seguros S.A.
- Bci Securitizadora S.A.
- Bci Administradora General de Fondos S.A.
- Bci Asesoría Financiera S.A.
- Servicios de Normalización y Cobranzas - Normaliza S.A.
- Análisis y Servicios S.A.

Bci offers its customers credit, savings, investment and wealth management services, making available all types of financial products oriented to individuals, businessmen, small and medium-sized businesses and large corporations and institutions.

The bank's customers can access these products through the commercial line and branch network, as well as through the website ([www.bci.cl](http://www.bci.cl)), telephone platform, mobile network and other remote channels.

<sup>4</sup> Each subsidiary's description can be found in the 2008 Annual Report



## Bci contact points in Chile

Bci  
**254**

Bci Nova  
**78**

» **332**

Bci contact points throughout the country



The addresses and telephone numbers of our contact points are available on [www.bci.cl](http://www.bci.cl)

## Memberships and Voluntary Agreements



**One of the ways Bci has of following and adapting to the best corporative practices and of knowing those issues that are at the forefront of economic, environmental and social themes, is by participating in the commercial, professional and social responsibility networks that exist in the country.**

### »Associations

- The Chilean Association of Banks and Financial Institutions (ABIF)<sup>5</sup>
- Asociación de Exportadores de Manufactura y Servicios (Asexma)<sup>6</sup>
- Asociación de Exportadores de Chile (Asoex)<sup>7</sup>
- The International Confederation of Popular Banks (CIBP)<sup>8</sup>

### Chambers of Commerce

- Santiago Chamber of Commerce<sup>9</sup>
- Cámara Chilena de la Construcción<sup>10</sup>
- Chilean American Chamber of Commerce (Amcham)<sup>11</sup>
- Cámara Oficial Española de Comercio de Chile<sup>12</sup>
- Cámara Chileno Alemana de Comercio<sup>13</sup>
- Cámara de Comercio Chileno Argentina<sup>14</sup>
- Cámara de Comercio Chileno Brasileña de Santiago<sup>15</sup>
- Cámara de Comercio Chileno China<sup>16</sup>
- Cámara de Comercio Chileno Francesa<sup>17</sup>
- Cámara de Comercio Chileno Mexicana<sup>18</sup>
- Cámara de Comercio Chileno Peruana<sup>19</sup>

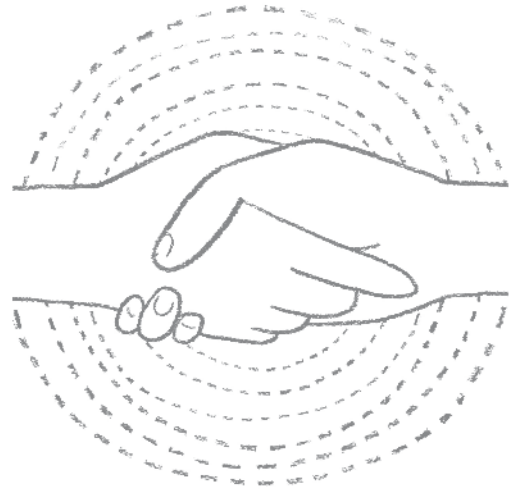
### Foundations, Organizations and Voluntary Agreements

- Instituto Chileno de Administración Racional de Empresas (Icare)<sup>20</sup>
- AcciónRSE<sup>21</sup>
- Fundación Prohumana<sup>22</sup>
- Fundación Generación Empresarial<sup>23</sup>
- The Global Compact in Chile (United Nations)<sup>24</sup>
- May Day Network Chile<sup>25</sup>
- ENGAGE Chile<sup>26</sup>
- Communications Forum (FOCCO)



<sup>5</sup> [www.abif.cl](http://www.abif.cl) <sup>6</sup> [www.asexma.cl](http://www.asexma.cl) <sup>7</sup> [www.asoex.cl](http://www.asoex.cl) <sup>8</sup> [www.cibp.be/espanol/index.htm](http://www.cibp.be/espanol/index.htm) <sup>9</sup> [www.ccs.cl](http://www.ccs.cl) <sup>10</sup> [www.cchc.cl](http://www.cchc.cl) <sup>11</sup> [www.amchamchile.cl](http://www.amchamchile.cl) <sup>12</sup> [www.camaco.es.cl](http://www.camaco.es.cl) <sup>13</sup> [www.camchal.com](http://www.camchal.com) <sup>14</sup> [www.camarco.cl](http://www.camarco.cl) <sup>15</sup> [www.camarachilenobrasileña.cl](http://www.camarachilenobrasileña.cl) <sup>16</sup> [www.camarachilenochina.cl](http://www.camarachilenochina.cl) <sup>17</sup> [www.chilifrance.cl](http://www.chilifrance.cl) <sup>18</sup> [www.cicmex.cl](http://www.cicmex.cl) <sup>19</sup> [www.camarachilenoperuanadecomercio.com](http://www.camarachilenoperuanadecomercio.com) <sup>20</sup> [www.icare.cl](http://www.icare.cl) <sup>21</sup> [www.accionrse.cl](http://www.accionrse.cl) <sup>22</sup> [www.prohumana.cl](http://www.prohumana.cl) <sup>23</sup> [www.generacionempresarial.cl](http://www.generacionempresarial.cl) <sup>24</sup> [www.pactoglobal.cl](http://www.pactoglobal.cl) <sup>25</sup> see page 76 of this report. <sup>26</sup> see page 69 of this report.





## Prizes and Recognitions

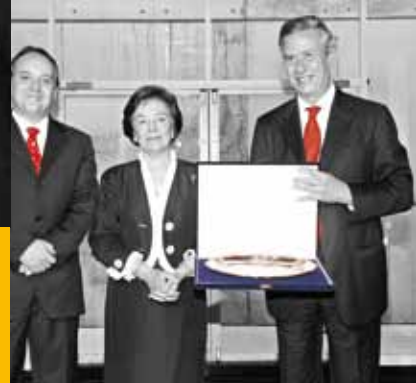


**Bci received numerous prizes and distinctions during 2009 which motivates the Corporation to keep working toward excellence with an innovative spirit and with the purpose of delivering a better service to our customers.**



### The Best

Distinguished as the **"Best Bank in Chile"** by the magazine The Banker in association with UK Trade & Investment



### Ethical Values

**"Ricardo Claro Valdés" Prize** given to Bci by the Fundación Generación Empresarial for its outstanding commitment to the management and spreading of ethical values on an internal and external basis.

### Most Respected

**Among the 20 most respected** companies according to Adimark Gfk and newspaper La Segunda.

### Best Service

For the second year in a row, **Bci obtained first place in the service quality ranking among national banks** according to the 2009 National Customer Satisfaction Index done by the group Procalidad, Adolfo Ibáñez University, Adimark, Praxis and Revista Capital.

### Best Workplace

Fifth place **among the best companies to work** for with more than 1,000 employees according to the Great Place to Work Institute and Revista Capital study.







## Most Distinguished

**Bci Asset Management received three distinctions** for the Platinum Performance Fund mutual fund.



## Fewest Accidents

Chile's National Safety Commission's Award in the banking category for being the financial institution with the **lowest accident frequency index**.

## Best Report

**First place in an institutional report contest** according to Revista Gestión and PricewaterhouseCoopers.

## Most responsible

Among the three **most socially responsible** companies in Chile according to Fundación Prohumana and Revista Qué Pasa.



## Innovation

**"Recognition of innovative content development"** Prize from Bci's Mirada Empresarial program on Canal 13 Cable, ProChile.

## Best Reputation

**Among the 40 companies with the best corporate reputation**, bronze category, Hill & Knowlton Captiva-La Tercera and Collect GfK.

## Innovation

**2009 ACTI Award in the "Corporate IT Innovation" Category** for advances in this area for developing applications unique in the world such as the Chequemático and the MagnePrint safety and anticloning system.



## Most Admired

For the fifth consecutive year, Bci was among the **ten most admired companies** in the ranking put out by Diario Financiero and PricewaterhouseCoopers.



## More innovation

**"Technological Innovation, Excellence in the generation of service channels and business data protection"** Prize, Novared Security Workshop.



## Sailing

**First place in the 2008-2009 National Oceanic Championship for Team Sailing Bci**, Copa Entel, IMS White category.



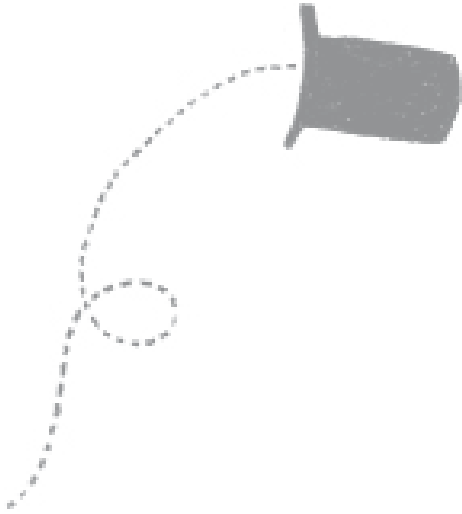
## Dialogue and communication channels with interest groups

In its mission statement, Bci defines as its fundamental pillars of its operations its main interest groups: shareholders, team members and their families, clients, suppliers and society, with whom it maintains a relationship based on confidence and transparency and has developed and implemented diverse methods of communication, inquiry, dialogue and participation.

The following is a matrix that identifies the main interest groups and the different information channels (mass and segmented) that permit interaction with each of them.

	SHAREHOLDERS (Controlling and minority)	TEAM MEMBERS	CUSTOMERS
<b>Mass Information Channels</b>	<ul style="list-style-type: none"> <li>Through their website <a href="http://www.bci.cl/accionistas/">www.bci.cl/accionistas/</a>, Bci delivers to its shareholders and the public information on the financial management, liquidity and market risk.</li> <li>Publishing and distribution of the Annual Report.</li> <li>Publishing and distribution of the Corporate Governance and CSR Report</li> <li>Shareholder's Meeting.</li> <li>Quarterly Press Releases</li> </ul>	<ul style="list-style-type: none"> <li>Portal / Intranet Bci.</li> <li>Publishing and distribution of the Annual Report.</li> <li>Publishing and distribution of the Corporate Governance and CSR Report</li> <li>Internal Magazine "Contacto"</li> <li>Newsletter</li> <li>Corporate E-mail.</li> <li>Corporate TV channel.</li> </ul>	<ul style="list-style-type: none"> <li>Website <a href="http://www.bci.cl/personas/">www.bci.cl/personas/</a></li> <li>Publishing and distribution of the Annual Report.</li> <li>Publishing and distribution of the Corporate Governance and CSR Report</li> <li>Television program "Mirada Empresarial"</li> <li>Customer Blog</li> </ul>
<b>Segmented Information Channels</b>	<ul style="list-style-type: none"> <li>Investor Relations Office, managed by the Planning and Management Control Department.</li> <li>E-Mail: <a href="mailto:investor_relations_bci@bci.cl">investor_relations_bci@bci.cl</a> where analyst and investor questions are received.</li> </ul>	<ul style="list-style-type: none"> <li>Segmented Corporate E-mail</li> <li>Corporate television channel (segmented programs)</li> </ul>	<ul style="list-style-type: none"> <li>Newsletter Tarjeta de Crédito</li> <li>Invitations to cultural, sporting, informational and recreational activities</li> <li>Segmented and mass e-mails</li> </ul>
<b>Participatory Information Channels</b>	<ul style="list-style-type: none"> <li>Personalized meetings with institutional shareholders and the main investors in the market.</li> <li>Telephone conferencing with analysts and investors.</li> </ul>	<ul style="list-style-type: none"> <li>"Bci Te Escucha" Program</li> <li>"Te Quiero Protegido" Program</li> <li>Informational meetings</li> <li>Area Meetings</li> <li>Open doors</li> <li>Listening to Team Members</li> <li>Work environment questionnaires</li> <li>Internal service quality surveys</li> <li>Execution surveys</li> </ul>	<ul style="list-style-type: none"> <li>Listening to customers</li> <li>Complaint attention system</li> <li>Customer satisfaction survey.</li> </ul>

*"Innovation and success  
go hand in hand."*



SUPPLIERS	SOCIETY
<ul style="list-style-type: none"> <li>Website: <a href="http://www.bci.cl/proveedores/">www.bci.cl/proveedores/</a></li> <li>Publishing and distribution of the Annual Report.</li> <li>Publishing and distribution of the Corporate Governance and CSR Report</li> </ul>	<ul style="list-style-type: none"> <li>Website: <a href="http://www.bci.cl/accionistas/">www.bci.cl/accionistas/</a></li> <li>Publishing and distribution of the Annual Report.</li> <li>Publishing and distribution of the Corporate Governance and CSR Report</li> </ul>
<ul style="list-style-type: none"> <li>Website <a href="http://www.bci.cl/proveedores/">www.bci.cl/proveedores/</a></li> <li>Yearly Supplier Satisfaction Study</li> </ul>	<ul style="list-style-type: none"> <li>Mirada Empresarial television program(Canal 13 Cable)</li> <li>Invitations to cultural, sporting, informational and recreational activities</li> </ul>
<ul style="list-style-type: none"> <li>Monthly Listening to the Supplier Meetings</li> <li>Quarterly Listen to the Suppliers Breakfast</li> </ul>	<ul style="list-style-type: none"> <li>Corporate Reputation Ranking</li> <li>Most Admired Companies Ranking</li> <li>Most Respected Companies Ranking</li> <li>Corporate Image Study</li> </ul>



**The Bank privileges the generation of trust and transparency in all of its interactions and has developed and implemented different communication, inquiry, dialogue and participation opportunities to**

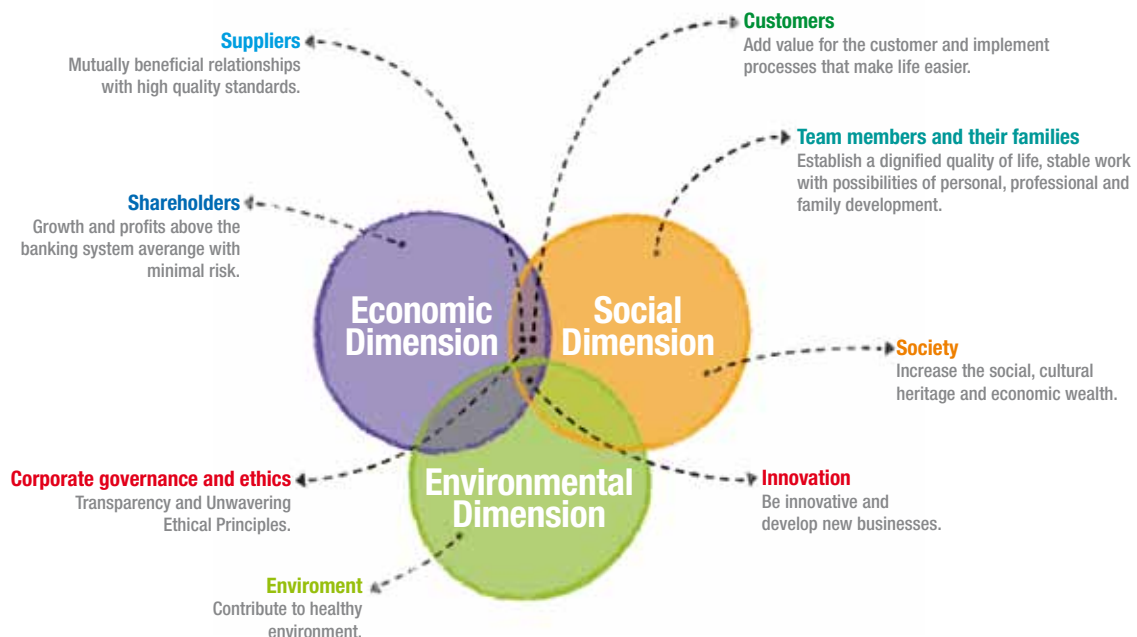
# CORPORATE SOCIAL RESPONSIBILITY

## Sustainability Model

The policies and activities that Bci develops take into consideration that people are the final objective and the center of all human activity, as is alluded to in its Ethical Framework.

The above implies that the main objective of all its actions is to promote the economic, professional, moral and spiritual well-being of everyone whom its activities affects, especially its shareholders, customers and team members, in order to complete its Corporate Mission.

This commitment to sustainable development – based on the creation of economic, social and environmental value for the mentioned stakeholders- is captured in Bci's Balanced Scorecard (BSC)<sup>25</sup> 2007/2009. Through this change management and planning program, the Bank visualizes objectives, goals and evaluation systems in which all corporate areas participate and obtain their Corporate Sustainability Model.



<sup>25</sup> Balanced Scorecard (BSC): Management model that helps Bci to translate strategy into tactical objectives and that has been used since 1992. It is a program for change management and not simply a program to measure performance.

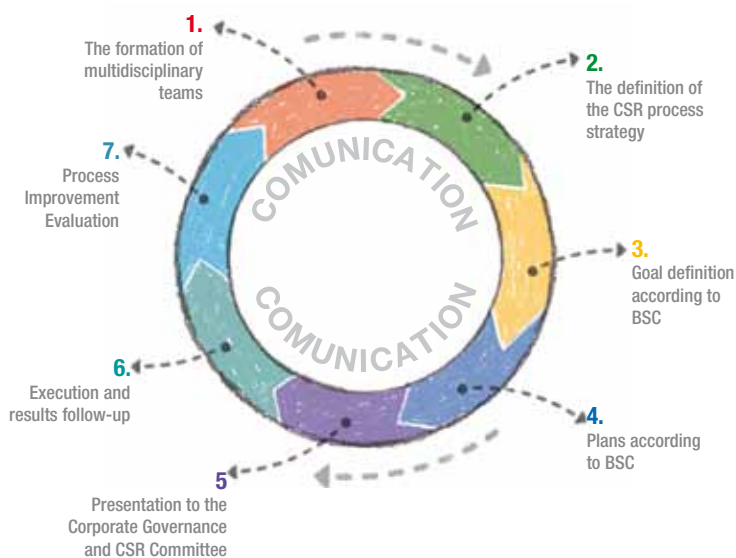
## Strategy

The CSR strategy, whose goals and indicators are also incorporated in the BSC, are based on two main ideas:

- The company must ensure that all its actions and their effects lead to the achievement of progress, for its own shareholders and all the stakeholders.
- It is mandated that CSR be integrated in company management as the well-being of the community in which it operates influences it significantly.

In order to guarantee that the Corporate Social Responsibility objectives set forth in the BSC are fulfilled, Bci relies on an inter-managerial work team called the CSR Continuous Improvement Team.

### Corporate Social Responsibility Process



## Areas of Influence

Bci has defined six areas of influence for the development of its management model, each of which is intimately connected to the main stakeholders:



Bci's performance details in each of these areas of influence, in which it structures its CSR management, are presented in the following chapters.





# BE TRANSPARENT

It is a fundamental factor to grow and achieve sustainability. Today, the recipe for success is to act with clarity, achieve a fluid interaction with our stakeholders and generate confidence.

*Bci's & culture*





# CORPORATE GOVERNANCE

## Board of Directors

Bci's Corporate Governance is articulated by its Board of Directors, made up of nine members who were elected at the ordinary shareholders meeting held on April 24th, 2007 in accordance with the law and the bylaws. They will serve for three years without restrictions on their re-election.

The Board's mission is to maximize the company's worth in the long term, protecting the shareholders, customers, suppliers, team members and their families and all of society's interests, ensuring future viability and the company's competitiveness, respecting current legislation and the ethical duties contained in Bci's Ethical Code."

The board's actions are governed by a series of principles and documents that can be found in detail in the 2007 Corporate Governance and CSR Report.<sup>26</sup>

Board of Directors  
(up to December 2009)

NAME	POSITION	DATE ELECTED
Luis Enrique Yarur Rey	<i>Chairman</i>	October 21st, 1991
Jorge Cauas Lama	<i>Vice Chairman</i>	March 19th, 1992
Andrés Bianchi Larre	<i>Director</i>	April 24th, 2007
Juan Manuel Casanueva Préndez	<i>Director</i>	April 24th, 2007 *
Pedro Corona Bozzo	<i>Director</i>	March 24th, 1998 **
Sergio De Amesti Heusser	<i>Director</i>	March 24th, 1977
Alberto López-Hermida Hermida	<i>Director</i>	April 17th, 2001
Dionisio Romero Seminario	<i>Director</i>	February 27th, 1996
Daniel Yarur Elsaca	<i>Director</i>	April 17th, 2001

\*Juan Manuel Casanueva Préndez was previously a Bci director from 1995 to 2001.

\*\*Pedro Corona Bozzo was previously a Bci director from 1978 to 1980 and 1989 to 1996.



**The Board's mission is to maximize the company's worth in the long term, protecting the shareholders, customers, suppliers, team members and their families and society.**





*"Passion, creativity and ideas  
together they make innovation happen."*



## »Profile

The Directors are selected by virtue of their intellectual, professional and ethical attributes. In addition, they are people that have been outstanding in their respective areas of influence.

While there are no formal requirements for joining the board, over and above those established by law, the board has traditionally been made up of professionals and business people not related to the controlling agreement or the Yarur family, with the sole exception of its Chairman.



**Luis Enrique Yarur Rey / Chairman**

Masters in Economics and Business Management from the Instituto de Educación Superior de Empresas (IESE), Spain, and Lawyer from Universidad de Navarra, Spain. He is currently the Chairman of Empresas Juan Yarur S.A.C.; Vice Chairman of the Asociación de Bancos e Instituciones Financieras A.G.; Director of the Santiago Stock Exchange; Member of the IESE International Advisory Board, Spain; Member of the Business Advisory Council of the Centro de Estudios Superiores de la Empresa at Universidad de los Andes (ESE); Director of Bci Seguros de Vida S.A. and of Bci Seguros Generales S.A.; Chairman Empresas Jordan S.A.; Chairman Salcobrand S.A.; Vice Chairman Empresas Lourdes S.A. and Director of the Banco de Crédito del Perú. Previous to his current position, he was CEO of Bci during 11 years.

### 3. Corporate Governance

#### Board of Directors



#### 01 Jorge Cauas Lama / Vice Chairman

Master of Arts in Economics, Columbia University, United States and Civil Engineer from the Universidad de Chile. Number Member of the Instituto de Chile's Academia de Ciencias Sociales, Políticas y Morales. Vice Chairman of Empresas Juan Yarur S.A.C.; Chairman of Bci Seguros Vida; Chairman of Bci Seguros Generales and council member at the Centro de Estudios Públicos; member of the Business Advisory Council at the Centro de Estudios Superiores de la Empresa at Universidad de los Andes (ESE). He has been Tenured Professor at the Universidad de Chile and the Pontificia Universidad Católica de Chile, Vice Chairman of the Central Bank of Chile, Director of the World Bank's Center of Studies for Development, Minister of Finance and Chilean Ambassador to the United States.

#### 02 Andrés Bianchi Larre / Director

Degree in Legal and Social Sciences from the Universidad de Chile and Master of Arts in Economics from Yale University, United States. Number Member of the Academia de Ciencias Sociales, Políticas y Morales at the Instituto de Chile. He is currently the Chairman of the Financial Advisory Committee of the Ministry of Finance and Director at Empresas Copec S.A., the Cámara Chileno Norteamericana de Comercio and the Fullbright Commission. He has been the Chilean Ambassador to the United States; Chairman of the Central Bank of Chile, Dresdner Banque Nationale in Paris and Banco Credit Lyonnais Chile; as well as joint Executive Secretary of the Economic Commission for Latin America. He has been an Economic Professor at Universidad de Chile and Universidad Católica, Visiting Professor at Boston University and Visiting Researcher at Princeton University.

#### 03 Juan Manuel Casanueva Préndez / Director

Civil Engineering degree from the Universidad de Chile. He is the Chairman of Grupo Gtd and he presently is a Director of the Fundación Rodelillo and of the Corporación del Patrimonio Cultural. He is also a Member of the Advisory Council of the Centro de Estudios Superiores at the Universidad de los Andes (ESE) and of the Business Council of the Centro de Empredimiento at the Universidad del Desarrollo.

#### 04 Pedro Corona Bozzo / Director

Certified Public Accountant, Degree in Economics and Management Sciences, Universidad de Chile. Post-graduate studies at Universidad Los Andes, ESE – High Corporate Administration Program – PADE 2001. He has been a professor in the Economic and Administrative Faculty at the Universidad de Chile and Universidad Diego Portales. He has performed duties such as President of the Federación Internacional de Administradoras de Fondos de Pensiones; President of the Asociación de AFP de Chile; Vice-President, Administration and Finance at Codelco-Chile; director Cía. Chilena de Electricidad, Chilectra; President of the Chilean Italian Chamber of Commerce; Member of the Production and Commerce Confederation's Executive Committee. He is currently Director and Past-President of the National Chamber of Commerce, Chile's Services and Tourism; Honorary Consul of the Republic of Slovenia in Santiago Chile; Commissioner of the Chilean National Accreditation Commission; Chairman of the Santa Anita de La Dehesa Real Estate Developer and Acting Director for Alimentos Valle Central S.A.

#### 05 Sergio De Amesti Heusser / Director

Lawyer from Universidad de Chile graduating in 1956. He is a founding member of Estudio Jurídico De Amesti, Benzanillas, Torres y Cía. He has held the office of director for Bci for 32 years, since 1977, and has been attorney, Director, legal representative and legal counsel for various prestigious international and national foundations and companies.

#### 06 Alberto López-Hermida Hermida / Director

Certified Public Accountant from the Universidad de Buenos Aires, Argentina, and from the Universidad de Chile. He was a partner at the accounting firm PriceWaterhouseCoopers, in which he performed various management duties in Argentina, England and Chile, becoming a senior partner at the firm. He currently is Director General of the Business School at Universidad de los Andes (ESE).

#### 07 Dionisio Romero Seminario / Director

Masters in Business Administration from Stanford University and Business Administration in Economics, Pomona College, California, both in the United States. He was Chairman of the Board of Directors of the Banco de Crédito del Perú from 1979 to 1987 (with a two-year interruption between 1987 and 1989), and Chairman and Board member from December 1990 to March 31st, 2009. Likewise, until March 31st, 2009, he was Chairman of the Board of Directors and CEO of Credicorp Ltd. (a position held since August 1995); Chairman of the Atlantic Security Holding Corporation, Gran Cayman; Chairman of the Banco de Crédito de Bolivia; Chairman of Pacífico Peruano Suiza, Cía de Seguros y Reaseguros and Chairman of Prima AFP. He is currently a Director at Hochtief Mining Plc. and Chairman of the Director's Committee for Tecsub Trujillo.

#### 08 Daniel Yarur Elsaca / Director

Graduated from the Advanced Management Program at the Harvard Business School, United States, Master of Science in Finance, London School of Economics, United Kingdom and Information and Management Control degree and Public Certified Accountant degree from the Universidad de Chile. He is Director of Invertec Pesquera Mar de Chiloé S.A., the Sociedad Química y Minera S.A., Antofagasta Minerals, Antofagasta Plc and President of the Fundación Chilena de Ajedrez. He has been President of the Council of Securities Regulators of the Americas (COSRA); Superintendent of Securities and Insurance and Economics Professor at the Universidad de Chile.

#### 09 Lionel Olavarría Leyton / Chief Executive Officer

Masters in Economics and Business Management from the Instituto de Educación Superior de Empresas (IESE), Spain, and Industrial Civil Engineer from Universidad de Chile. He is President of the Chilean Association of Banks and Financial Institutions' CEO Committee; member of Visa's Latin American Consultancy Counsel; Director of Bci Seguros Generales, Bci Seguros de Vida, Bci Corredor de Bolsa, Empresas Juan Yarur S.A.C. and Salcobrand S.A. He is also Chairman of Bci Factoring and Bci Asesorías Financieras. He was previously an engineering consultant in Chile and Spain, occupying the positions of Controller of Chemical Bank, Spain and Commercial Manager of Banco Santiago. He was the founding Chairman of Redbanc S.A., Chairman of Transbank S.A., Edibank S.A., Servipag S.A., Artikos Chile S.A., Banco Conosur and Director of Parque del Sendero S.A. and Financiera Solución (Perú). He has 32 years experience in banking and 26 years seniority at Bci, holding the position of CEO since 1993.

#### » Functions

The Board of Directors meets monthly to analyze and resolve upon the most important matters concerning the Bank's activity. In addition, extraordinary sessions are held if the management of the business units so requires. In compliance with the established in the law, these meetings are constituted by an absolute majority of its members and the agreements that are adopted by absolute majority of the session's attending directors, there being no matters for which a larger quorum is needed for their approval<sup>27</sup>. The Chief Executive Officer is the secretary of the Board of Directors, during both ordinary and extraordinary sessions attended by the Bank's legal counsel.

As in years past, and in order to deal with specific matters that require a deeper study and thought process needed in proper corporate governance, the Board of Directors met in an ordinary session on December 15th, 2009 during one complete day to review matters like global strategy and planning, the budgets for the new year, defining priority plans for the new year, review 2008 results and the degree of compliance with the agreed upon action plans.

#### Board of Directors Meeting Attendance

DIRECTORS	2007	2008	2009
Luis Enrique Yarur Rey	12	11	12
Jorge Cauas Lama	11	12	12
Andrés Bianchi Larre	9	12	11
Juan Manuel Casanueva Préndez	8	11	12
Pedro Corona Bozzo	11	11	12
Sergio De Amesti Heusser	10	12	12
Alberto López-Hermida Hermida	9	11	12
Dionisio Romero Seminario	10	10	7
Daniel Yarur Elsaca	9	8	11

#### » New Corporate Governance Law

Considering the importance of the regulations included in the new Law N° 20,382 regarding Corporate Governance<sup>28</sup>, these were fully examined and the necessary measures were put in place for its full compliance starting from January 1st, 2010, the date it became law.

It is worth mentioning that Bci had taken diverse measures in this area. In 2008, it published its "Market Information Disclosure and Management Manual," which established the necessary conditions for a fast and adequate delivery of information to the public.

The new conditions regulate diverse aspects, especially the Securities Law and the Corporate Law. Among these conditions there are the definition, nature of the functions and designation of the independent directors; the composition, faculties, obligations and operations of the Director's Committee; the definition, presumptions and control of the use of privileged information; the definitions and requisites for realizing transactions with related parties; and the obligation of information and internal policies.

In the Board of Director's session held on December 15th, 2009, the Board was fully informed of these new conditions and they proceeded to agree on some specific issues dealt with in the Law.

Among the other things to be put into practice as a result of the new regulations, the Board determined in the aforementioned opportunity the appointment of its main executives and the formation of a reserve list of important customers, suppliers and competitors; it established the policy on the regularity of the bank's normal transactions considering its corporate purpose; it set the technical mechanisms to deal with the Superintendence of Securities and Insurance and the Stock Exchanges; it defined a policy in regards to the acquisition and sale of Bci shares to be included in the "Market Information Disclosure and Management Manual"; and agreed to a policy to record the sessions and compliance with agreements.

Likewise, the CEO issued communiqués to fully communicate these legal modifications and to make it possible that all of the people impacted by the new regulations can quickly comply with their obligations. Likewise, the bank's legal counsel organized an event, which the Bank and its subsidiaries' main authorities attended, lead by its Chairman and CEO, with the purpose of communicating the recently implanted regulations and to answer any of the concerns put forth by the Corporation's different areas.

<sup>27</sup> More information on the Boards functions can be found in the 2007 Corporate Governance and CSR Report, pages 30 and 31. ([www.bci.cl/accionistas](http://www.bci.cl/accionistas)).

<sup>28</sup> This law was published in the "Diario Oficial" on October 30th, 2009





### » Special powers conferred by the board on its chairman

The Chairman of the Board of Directors has special powers to act with the flexibility necessary for his position. Apart from the chairman's particular powers through the laws and bylaws, this power includes the following:

- Supervise the planning process and the annual budget, along with knowing and supervising the social activities and businesses.
- Approve the Bank's general organization.
- Designate and remove, when he sees fit, one or more managers, assistant managers or other executives except the Chief Executive Officer, who can only be named and removed by the Board of Directors.
- Determine the committees and executives' power to award credit or assume positions in national and international financial instruments with reference to the amount, characteristics, conditions and other factors, to adopt mismatching policies, accept maximum loss and carry out trading operations.
- Partially delegate the powers given to him to one or more managers.

In the Chairman's absence, these powers are exercised by the Vice Chairman.

### » Committees

Considering the necessity to examine and analyze in detail some issues, the Bank has had for several years specialized committees made up of directors that allow for flexibility and efficiency in the decision-making process. To accomplish this, the Board has delegated some of its functions to these executive bodies.

Each committee regularly reports to the Board with its analysis and results, which ensures complete information and coordination among all bodies.



The issues dealt with by the committees made by the directors during 2009 were the following:

#### **Board's Executive Committee**

Sessions twice a week. On December 31st, 2009, 83 meetings were held in which also participated senior managers, consultants and external auditors. This Committee:

- Examined and approved large and important financial operations and loans according to their attributes.
- Approved general credit risk, operational and market policies.
- Regularly analyzed the situation and evolution of different economic sectors of the country, and fixed the limits of credit and financial exposure in each of them.
- Approved the annual bank branch plan and the opening, moving and closure of different offices.
- Examined and approved in a preliminary manner the monthly financial statements.
- Bestowed different special and general powers.
- Monthly approved credit write-offs and non-banking assets and determined the resources that are to be used for allowances and write-offs.
- Approved the internal manuals and their modifications.
- Examined and approved different transactions between related parties previous to the Director's Committee examination.
- Approved social contributions and specific donations in line with current legislation.

#### **Director's Committee**

Sessions at least once a month and 18 total in 2009.

The sessions were attended regularly by the Audit and Compliance Head, the General Counsel and the Chief Corporate Risk Officer. In addition, external consultants, auditors and risk rating agencies also attended when needed. During 2009, the following actions are highlighted:

- Analyzed and approved the activities performed by the Compliance Department in relation with money laundering prevention.
- Examined and approved the 2009 annual operating plan for the Audit Department and whose progress was reported to them regularly during the year.
- Regularly received and analyzed the different Audit reports on different issues, especially related to risk management.
- Analyzed the progress of the plans to comply with the observations made during visits by the SBIF, external auditors and the Audit Department.
- Examined the annual report issued in January 2009 by the external auditors with recommendations to improve the administrative and accounting procedures.
- Was regularly informed as to the issues dealt with by the Finance and Corporate Risk Committee.
- Examined and proposed to the BoD the external auditing and risk rating companies that were put before the Ordinary Shareholder's Meeting.
- With the participation of a PricewaterhouseCoopers' representative, they examined the 2008 individual and consolidated Financial Statements.

- Was informed of and examined the Operational Risk Department's 2009 plans, especially the application of an advanced operational risk calculation model, the business continuity plan, regulatory compliance risk and the main identifiable risks for 2009.
- Analyzed the capital calculation statistical model according to Basel II.
- Relating to transactions between related parties, they examined different transactions that were later submitted for approval to the BoD and/or Executive Committee for having been made according to market conditions.
- Was informed about the financial risk and treasury operations from the operational viewpoint.
- Was informed about the issues dealt with by the Compensations Committee.
- Examined the progress in the implementation of the Basel II agreements.
- Was informed to the report and credit risk administration and the general credit process management.
- Examined and proposed the text of the Director's Committee statutes that were later approved by the BoD.
- Analyzed the administration of foreign exposures.
- With the participation of representatives of FitchRatings and Feller Rate, it was informed about the manner that the risk classifications are performed according to international and local rating scales.
- With the participation of a PricewaterhouseCoopers' representative, the financial statements exclusively referred to on December 31st, 2008 with all of their notes according to the IFRS rules as well as the special report solicited by the SBIF.

*"Innovators have a great quality  
they never give up."*



### **Comité de Finanzas Finance and Corporate Risk Committee**

By December 31st, this committee had met nine times and the following issues were dealt with:

- Examined and approved different financial risk limits, among them, the limit on the value at risk on treasury placements (VaR), and was regularly informed to its variations and effects.
- Analyzed and approved the general policies on the administration of products, options and associated processes.
- Examined and approved different modifications to the derivative policies in the Finance Manual.
- Examined the liquidity indices and strategies of the Bank and financing sources.
- Regularly analyzed the market variables, especially the inflation forecasts, the monetary policy, Exchange rate variations and their impacts.
- Analyzed the external financing variations according to the present world financial situation.
- Revised the 2009 Basel Index projections.
- Examined new credit placement calculation models.
- Examined liquidity barrier constitution faculties and management.
- Examined the faculties structure and internal limits relating to market and liquidity risk management.

### **Corporate Governance and Social Responsibility Committee**

By December 31st, this committee had met five times, in which:

- It analyzed the activities and plan of the Communications and CSR Department for 2009.
- Was informed on the subsidiaries' Board of Director's Self-evaluation processes and their results.
- Analyzed the Bank's new BoD self-evaluation format.
- Analyzed the management of social contributions and donations.
- Examined the progress of different CSR programs as it deals with customers, suppliers and community commitment.
- With the participation of Soledad Teixidó, Executive Director of Fundación Prohumana, it was informed of the 2009 CSR Ranking results, which evaluates the social, environmental and economic performance.
- It was informed of the contents of the Corporate Governance and Social Responsibility Report.

### **Compensations Committee**

By December 31st, two sessions were held, in which:

- The 2009 compensation strategy was examined.
- The Director Mr. Alberto López-Hermida was incorporated as a member of the Committee.
- Analyzed the following issues:
  - Progress and achievements of the specific 2009 objectives.
  - Application of the 2009 compensations policy.
  - 2010 Projections.
  - Bonus for annual goals.



#### »The Board of Director's self-evaluation process

For the adequate operation of the Board of Directors, for the past five years its members have realized a self-evaluation process. In this process they review aspects such as the level of preparation that they attend the meetings, the depth of the issues dealt with, the manner that the Board's priorities and concerns reflect the Administration's actions and the manner that the directors' commitment to the Bank's management is observed. In 2009, the main issues dealt with referred to the sessions' formalities, the aptitude and timeliness of the information supplied, the director's level of preparation on the issues being dealt with, the amount of time available to deal with the issues in the agenda, the effect of the administration's actions upon the priority items and the concerns raised by the Board, the motivation, contributions and commitment which is observed on the part of the directors to the bank's activities, the directors' vision of the organization's future, the possibility to generate a climate favorable to the open discussion of issues and diverse opinions, its participation in the Committees made up by the directors, among others.

As a result of this exercise, some concrete measures were incorporated aiming to improve the Board's performance. One of the operative improvements was to move forward the delivery of information and background on the issued to be dealt with during the Board meetings and the agreement to – at least once a year- meet without a previous agenda and reflect and analyze the visions and concerns of the directors especially in relation to the economic climate, the financial market and the path of the bank and its subsidiaries.

#### »Board's Remunerations

According to what is established in the laws and bylaws, the ordinary shareholders meeting establishes the board's remunerations for the period that immediately follows. In 2009, it was approved to maintain the remunerations structure from the meeting held April 15th, 2008 until the next ordinary shareholder's meeting except for the variable remuneration in function of the profits from the last three years which was proposed to be reduced by 20% and for the expense budget for the Director's Committee operation, which also was reduced by 51.4%.

- **Fixed monthly remuneration:** 150 Unidades Tributarias Mensuales (UTM – an official inflation-indexed monetary unit) for each member of the board except for the Chairman, to whom a fixed remuneration of 650 UTM will be paid.

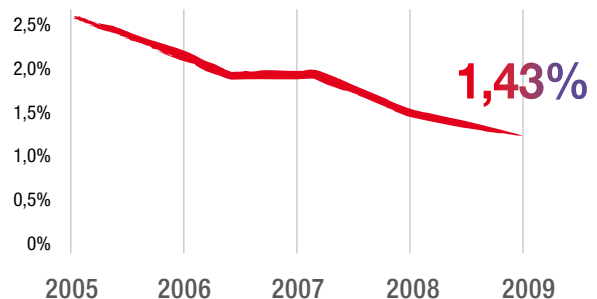
- **Remuneration for meeting attendance:** A monthly remuneration of 5 UTM for each board meeting, Executive Committee meeting, Corporate Governance and Corporate Social Responsibility Committee meeting, Finance and Corporate Risk Committee meeting and Compensation Committee meeting will be paid.
- **Variable Remuneration:** 0.4% of the net profit, considering the average profits over the last three fiscal years. The profit share will be divided by 10 with two tenths going to the Chairman of the Board and one tenth to the other directors<sup>29</sup>.
- **Director's Committee's Remuneration:** 50 UTM for each member of the committee. Regarding the operating expense budget for the Director's Committee, the Board believes it appropriate to propose the amount of 170 UTM<sup>30</sup>.

As the total amount of Bci's profits have strongly risen over the years, the shareholders have decreased the percentage of the profits that correspond to the directors as total remunerations for their services. Whereas ten years ago the percentage was nearly 5% of the Bank's Profits, today it only reaches 1.43% of the annual profit.

In this manner, the total amount paid to the Board in 2009, considering fixed and variable amounts, consisted of:

- Allowances, fees and other expenses paid, equivalent to 1.06% of the 2009 profits.
- Profit sharing, equivalent to 0.37% of the 2009 profits.

Total Remunerations to Bci Board of Directors  
Company Profits

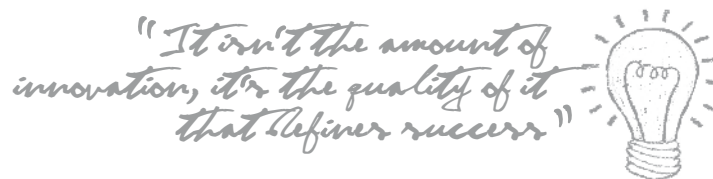


<sup>29</sup> In 2008, the variable remuneration to the Board of Directors was 0.5% of the net profit of the last three years.

<sup>30</sup> In 2008, the Director's Committee's budget was fixed at 350 UTM.

**Note:** The calculation method of this type of compensation for the years 2005, 2006, 2007, 2008 y 2009 considers the average profits from the past three fiscal years.





## » Board's Policy concerning transactions with related parties

The Board has adopted a policy that refers to loans that are awarded to parties related to the Bank by way of property or management. Along with the existing by-laws, these have been subject to definitions such as the credit conditions, their maximum limit and their exclusions.

In compliance with current legislation and its statutes, the Director's Committee examines its transactions with related parties that are not in earlier policies, especially those established in articles 44 and 89 of the Corporate Law. To this end, it requires that these transactions adjust to conditions equivalent to those habitually found in the market and that they are subject to the final consideration of the Board or the Board's Executive Committee.

In addition, and in consideration of the legal demands, the Board keeps a list of habitual suppliers of necessary goods and services for the Bank's normal functioning. In this manner, it stipulates that the acquisition of consumables or the use of services must be made at market conditions and that any transaction that isn't the habitual supply of goods or services, that doesn't correspond to banking operations or that comes from a related supplier not included on the authorized list, must be previously qualified and approved by the Board, after its examination and report by the Director's Committee.

## » List of related companies approved by the Board of Directors as providers of goods and services

### Related Companies

Archivos Credenciales e Impresos Ltda. Archivert Ltda.  
Bolsa de Comercio de Santiago  
Carnes Nuble S.A.  
Empresas Jordan S.A.  
Galeria de Arte Patricia Ready Limitada  
Vigamil S.A.C. E I.  
Viña Morandé S.A.

### Subsidiary Companies

Análisis y Servicios S.A. (Proservice)  
Bci Administradora de Fondos Mutuos S.A.  
Bci Asset Management Administradora General de Fondos S.A.  
Bci Asesoría Financiera S.A.  
Bci Corredor de Bolsa S.A.  
Bci Factoring S.A.  
Bci Securitizadora S.A.

Cia.de Normalización de Créditos Normaliza S.A.

### Corporations that Support the Corporate Purpose

Artikos Chile S.A.  
Centro Compensación Automatizado S.A.  
Deposito Central de Valores  
Operadora de Tarjetas de Crédito Nexus S.A.  
Redbanc S.A.  
Sociedad de Recaudación y Pagos de Servicios Ltda. (Servipag)  
Transbank S.A.

## » Participation in the administrations of Bci's subsidiary companies or Empresas Juan Yarur S.A.C.

The following gives details of the positions that Bci's Board members or CEO hold in administrations of the Bank's controlling company or subsidiaries.

### Luis Enrique Yarur Rey

- **Chairman** / Empresas Juan Yarur S.A.C.
- **Chairman** / Inversiones Jordan Dos S.A.
- **Chairman** / Salcobrand S.A.
- **Vice Chairman** / Empresas Lourdes S.A.
- **Director** / Inversiones Empresas Juan Yarur S.A.
- **Director** / Bci Seguros de Vida S.A.
- **Director** / Bci Seguros Generales S.A.
- **Chairman** / Parque del Sendero S.A.

### Jorge Cauas Lama

- **Chairman** / Inversiones Empresas Juan Yarur S.A.
- **Chairman** / Bci Seguros de Vida S.A.
- **Chairman** / Bci Seguros Generales S.A.
- **Vice Chairman** / Empresas Juan Yarur S.A.C.

### Sergio De Amesti Heusser

- **Director** / Empresas Juan Yarur S.A.C.

### Lionel Olavarría Leyton

- **Chairman** / Bci Factoring S.A.
- **Director** / Empresas Juan Yarur S.A.C.
- **Director** / Bci Seguros de Vida S.A.
- **Director** / Bci Seguros Generales S.A.
- **Director** / Salcobrand S.A.
- **Director** / Bci Corredor de Bolsa S.A.
- **Chairman** / Bci Asesorías Financieras S.A.



# Management

## » Senior Executives

One of the characteristics of Bci's management is that it is made up of highly qualified individuals that have spent the better part of their careers in the organization and that have an average of 15-years experience in banking. At the end of 2009, the organization was composed of 414 managers and assistant managers.

## » Principal managerial committees

The Administration's Managerial Committees are the most important executive management tool for discussing business operations and guaranteeing success with achieving corporate objectives. These have as their function to generate the necessary information, resolve and deliver it to the Director's Committees. The main committees are the following<sup>31</sup>:

- Ethics Committee, which is overseen directly by the Chairman
- Management Steering Committee
- Strategic Planning Committee
- Assets and Liabilities Committee (ALCO)
- Operational Risk Committee
- Technology Committee
- Credit Committee
- Money Laundering Committee
- Information Security Committee
- Personnel Management Committee

## » Reorganization of the Bank's structure

At the end of December 2009, Bci made a series of changes in its organizational structure so as to provide a greater strategic approach to its core businesses.

This reorganization implied the creation of three large divisions: the Retail Banking Division led by Mr. Nicolás Dibán; the Commercial Banking Division, headed by Mr. Mario Gómez; and the Finance and Investment Banking Division, managed by Mr. Eugenio von Chrismar.

These Divisions report directly to the Chief Executive Officer, Mr. Lionel Olavarria. Furthermore, the number of Vice Presidents reporting to him was reduced from 12 to 8 so as to privilege the most important businesses.

Bci's new organizational structure is in line with its corporate mission and vision which place the customer at the core of its activities. This reorganization allows for a better value proposal thanks to a greater alignment of the strategy, plans, execution and service.

The changes implemented will benefit the coordination between areas and also facilitate the decision making process by providing a quicker response to the customers. In doing so, Bci will favor its growth and be able to offer the best multichannel service experience to its customers in a fast, close and reliable fashion.



**Bci's new  
organizational structure  
is in line with its  
corporate mission  
and vision statements,  
which highlight the  
customer as the core of  
its operations.**



*"Innovation is the long and difficult road toward the mountain of success"* 



**01**  
Mario Gaete Hörmann /  
Chief Operating and Technology Officer  
Graciela Durán Vidal /  
Audit and Compliance Head

**02**  
Nicolás Dibán Soto /  
Chief Corporate Risk Officer  
Eugenio Von Chrismar Carvajal /  
Treasurer and International Division Head  
Abraham Romero Pequeño /  
Chief Retail Banking Officer  
Mario Gómez Dubravcic /  
Chief Commercial Banking Officer

**03**  
Carlos Andonaegui Elton  
Corporate Secretary  
Pedro Balla Friedmann  
General Counsel  
Humberto Béjares Jara  
Corporate Advisor  
Marcela Bravo Puldain  
Corporate Communications and CSR Head

**04**  
Roberto Bustos Kaempffer  
Chief Financial Officer and Controller  
Eduardo Paulsen Illanes  
Corporate Projects and Innovation Head  
Pablo Jullian Grohnert  
Chief Human Resources Officer

## Corporate Governance Regulations for Bci's subsidiaries

While Bci's Corporate Governance must follow the statutes, its subsidiaries have their own Corporate Governance Regulations aiming to standardize practices in the entire Corporation. Their main guidelines refer to issues dealing with the Board of Director's operations, the strategic planning and the Auditing and Risk Management Committee.

Additionally, all the subsidiaries' Board of Directors perform an annual self-evaluation process.

Also, the subsidiaries send reports – like the audited financial statements and internal control reports made by external auditors – to the Bank's Director's Committee. The former must analyze the same material with respect to the bank with the consolidated results<sup>32</sup>.





# Shareholders

The shareholders connected to the Yarur family, which on December 31st, 2009 owned 63.70% of Bci's shares, signed a shareholder's agreement with the date of December 30th, 1994, renewed in June 2008, where they reaffirmed their wish to maintain the traditional unity and control of the Bank. In addition, they reiterated their intention of preserving the principles on which the institution's administration has been based.

The relationship with the shareholders takes place through the Investor Relations Department while the New Business Development Unit links with the shareholders delivering up-to-date information. Additionally, information updated daily can be found on the website. The Bank was the first in the industry to publish the monthly SBIF reports on its website. This allows for the proper information to be available for decision making. Also, conference calls with foreign investors are made as well as a permanent direct communication with this stakeholder.



**The following is a detailed list of Bci Corporation's principal shareholders as of December 31st, 2009.**

Name	Shares	%
Empresas Juan Yarur S.A.C.	54,378,967	53,63%
Jorge Yarur Bascuñán	4,284,796	4,23%
Sociedad Financiera del Rimac S.A.	3,522,791	3,47%
Inversiones BCP Ltda.	3,444,476	3,40%
AFP Habitat S.A.	2,239,467	2,21%
AFP Provida S.A.	2,207,296	2,18%
Inversiones Jordan Dos S.A.	2,025,325	2,00%
AFP Cuprum S.A.	1,603,035	1,58%
AFP Capital S.A.	1,564,686	1,54%
Tarascona Corporation	1,493,801	1,47%
Inversiones Millaray S.A.	1,212,499	1,20%
Banco Chile por cta. de terceros	1,190,902	1,17%
Inmobiliaria e Inversiones Cerro Sombrero S.A.	1,112,448	1,10%
Bci Corredor de Bolsa S.A.	1,060,916	1,05%
Luis Enrique Yarur Rey	990,363	0,98%
Banchile Corredores de Bolsa S.A.	913,156	0,90%
Banco Itau por cta. de inversionistas	871,625	0,86%
Larrain Vial S.A. Corredores de Bolsa	745,728	0,79%
Bolsa Electrónica de Chile Bolsa de Valores	736,141	0,73%
Inmobiliaria y Comercial Recoleta Sur Ltda.	600,046	0,59%
Celfin Capital S.A. Corredores de Bolsa	586,291	0,58%
Modesto Collados Núñez	586,039	0,58%
Penta Corredores de Bolsa S.A.	540,480	0,53%
Inversiones VyR Ltda.	539,586	0,53%
Moneda S.A. Administradora de Fondos de Inversión	424,000	0,42%
Otros Accionistas	12,515,200	12,34%
<b>Acciones suscritas y pagadas* (Capital Accionario Autorizado)</b>	<b>101,390,060</b>	<b>100,00%</b>

(\*) Includes the Bci Team Members which together hold 613,382 shares, or 0.60% of the corporation.



## Auditors and Credit Rating Agencies

As established under current legislation, issuers of securities to the public that issue debt securities must enroll in the continuous and uninterrupted classification of said securities with at least two credit-rating agencies.

During 2009, the private credit-rating agencies Feller Rate and Fitch Ratings issued positive reports for the Bank. The former maintained its rating for the bank from the previous years, qualifying Bci's prospects as "Stable" and assigning the instruments issued by the Corporation the following risk categories:

	2009 Rating	2008 Rating
Short Term	N+1	N+1
Long Term	AA	AA
Mortgages	AA+	AA+
Bonds	AA	AA
Subordinated Bonds	AA-	AA-
Shares	1st Class Level 2	1st Class Level 2

In turn, Feller Rate also maintained the bank's ratings, qualifying its prospects as "Stable" and assigning to the instruments issued by the bank the following risk categories:

	2009 Rating	2008 Rating
Solvency	AA+	AA+
Short Term Certificates of Deposit	Nivel 1+	Nivel 1+
Long Term Certificates of Deposit	AA+	AA+
Letters of Credit	AA+	AA+
Bonds	-	-
Bonds Credit Lines	AA+	AA+
Subordinate Bonds	AA	AA
Common Shares	1st Class L.1	1st Class L.1

The aforementioned ratings are especially founded upon the following considerations that are listed in each of the reports:

### Favorable Aspects

- Stable performance throughout the cycle with returns in the upper range of the system.
- Healthy credit risk ratios, high liquidity and stable contributions from the no-cost funds.
- Good control of the evaluation, management and administration processes for credit, risk and bank provisions.
- A stable and time-tested strategy that seeks to strengthen the segments where it has a competitive advantage, as well as continuous improvement in its operating efficiency.
- Perfecting its internal corporate governance policies creating new committees. The active participation on the part of the Board members in the bank's management committees is highlighted.
- Stability and experience in the executive staff.

### Eventual Future Improvements

- Relative weight of capital over total assets is still tight among its peer group and restricts the assigned rating.
- The larger expansion of its activities into segments more sensible to the economic variables could potentially influence an increase in portfolio risk. Said risk is reduced by the good credit evaluation process control the bank has.

This evaluation is a result of the permanent work done by all of the Bank's units and those of their subsidiaries, but specifically by the labor headed up by the Risk Department, which analyzes all of the corporate risk of the Commercial, Corporate, Retail, International and Financial (Money desk) banking as well as the subsidiaries. Eight management teams in charge of three large areas report to this team: credit risk, financial risk and operational risk. Additionally, it has a collections unit.

2009 was marked by the international and national financial crisis. The provisions realized by the Corporation focused on increasing, for the first time in the Bank's history, provisions over the profit.



*"Innovators don't have all the answers,  
but they do have the best compass"*



## **Risk Rating Agencies Feller Rate and Fitch Ratings maintained the Bank's solvency ratings.**

This brought the year's focus upon helping customers with solvency problems. Four critical sectors were defined and observed during the entire year. These are real estate, salmon industry, automotive industry and the retail sector. Each client in these sectors had a review using due diligence procedures. In the case of the salmon industry, which represents 2% of the Bank's loans, it was bestowed with management support initiatives.

As far as Consumer Banking is concerned, against possible impacts of consumer credit payments, the collection units and call centers were reinforced by 15%. Alternative plans were developed in case that more support were necessary, like having more telephone providers activated.

In order to support this process, specific trainings were held for all the commercial executives between January and May, where 80% were trained in commercial risk. This activity complemented the induction processes habitually done where aspects of ethics and credit risk were dealt with and the related policies.

As innovation touches all of the Bank's units, the Risk Department permanently seeks to make the customer processes easier, also guaranteeing the available information. For example, mathematical models were developed that predict customer behavior and the Bank's expected losses, to evaluate mortgage loans, consumer loans, interest rates, among other issues. Currently, the department is building a new operational risk model.



# ETHICS



**Ethics management is based on the Ethics Code and includes training and emulation of Bci's best practices.**

## Ethics Management

The administration is in charge of the Ethics Committee which must set standards regulate and monitor the practices that, according the ethics standards, are considered adequate for the accomplishing and applying the company's policies.

Ethics in Bci is a way of life, part of its values and its management. This attitude was formed in 1997 when the Ethics Code was published and updated in 2005. The administration is managed by an Ethics committee which must set standards regulate and monitor the practices that, according to ethics standards, are considered adequate for the accomplishing and applying of the company's policies.

Management of the Ethics code includes training and tracking the company's best practices. In addition, there is an Open Line aiming to receive complaints and comments associated with non compliance with the Code.

During 2009, the Ethics Committee met twice to review, among other things, the following:

- Ethics during crises, with an emphasis on reinforcing ethical issues in collections, corporate banking, consumer banking and with relation to team members. An ethics reinforcement program was solicited using virtual media and with the participation of managers and a communications plan.
- Establish a formal declaration on assistance to casinos and other games of chance.
- Set standards for romantic relationships in the bank and between subordinates.
- Review the results of the Ethical Values and Corporate Ethics Barometer done by the Fundación Generación Empresarial.

In 2009, Eduardo Paulsen, Corporate Programs Manager (winner of the Jorge Yarur Banna award) was incorporated as a provisional member of the Ethics Committee, replacing Patricio Canales, Real Estate and BciHome Manager, who finished his period of two years in the position.

During the period, the "¿Qué Hago?" line and the Committee's Executive Secretary received more than 100 inquiries of an ethical nature that resulted in the review of 15 cases.



## Ethics Training

Since Bci considers that ethics must be lived day to day in the Bank's activities, starting this year ethics training is included in induction training. This program applies to all team members that enter the Corporation.

During 2009, 43 workshops were held and 967 workers participated. Both figures show a decrease with regards to last year since between 2007 and 2008 these workshops were not only given to the workers that entered the Bank, but also to veteran Team Members that for some reason never had this training.

	2007	2008	2009
# of Workshops	54	63	43
# of Participants	1,020	1,290	967 <sup>33</sup>

## Ethical Values Study

For the third straight year, Bci gained first place among banking institutions that participated in the Barómetro de Valores Éticos y Ética Empresarial study<sup>34</sup> done by the Fundación Generación Empresarial and Gemines Consultores. This is a questionnaire on the perception of ethics inside the companies that looks to raise awareness among executives and business people of the importance of developing organizational cultures based on values. Its objective is to have systematic and time-comparable information on issues of values definitions and their knowledge, hierarchical commitment, impact on competitiveness and the main ethical conflicts.

The study is separated by hierarchical levels (board of directors, middle management and organizational base) and by productive sector (financial, industrial, service). In this analysis, the financial sector is the best evaluated and, inside the financial sector, Bci has had the best ranking three straight years.

Among the important results, we must highlight that in Bci there is an organizational culture where the most heartfelt values are respect for the environment (97%), honesty/integrity (96%), safety (95%) and excellence and personal responsibility in decision making (both at 94%).

## Money Laundering, Fraud and Corruption Prevention and Control

The prevention, detection and control of possible money laundering, fraud and corruption cases from its internal organization's as well as its business areas are priority issues for Bci.

This objective is the work of the Compliance Department, which is directly dependent on the Operational Risk Division, which, in turn, reports directly to the Corporate Risk Division. This preventative work is done in collaboration with public and private entities.

### » Money Laundering Control

In 2009 the Compliance Department strengthened the suspicious transaction detection system and information about these detections by way of alerts, its transaction monitoring procedures and specific controls on specific products, high-risk areas, clients who present high-risk activities, suppliers and new segments, among others. In addition, this department reviewed and updated the contents of the corporations Money Laundering Prevention Manual.

Parallel to this, there was a constant effort so that all of Bci's team members knew the policies and preferred conduct in this matter and that they assumed an active participation in prevention and control. In 2009, the training programs included live sessions where 1,358 team member participated; orientations for people joining the company; basic e-learning cycles and those specialized by function; mass distribution of pamphlets; and E-mails that deal with this matter by way of practical cases.

<sup>33</sup> This amount doesn't consider the new team members that started in regions since the Ethics speech is only done in person and for inductions to workers on a fixed period.

<sup>34</sup> Available at [www.generacionempresarial.cl](http://www.generacionempresarial.cl)

#### » Fraud Prevention

In 2009, there were no changes to the Department's internal structure, or its original dependence, so that it continues under the management of Bci's Information Technology Department.

In this period, there were two main work themes. The first was directed to define the critical fraud risk factors and implement control measures (detection rules) to monitor said factors. The second consisted in updating the monitoring platform, which included the creation of a new alert management system (Visor Monitor), review and reimplementation of the basic detection conditions and exclusive alerts for the Fraud Prevention area.

The complete integration of the "Magneprint" Security system with "MonitorBci" was verified, aiming to manage the alerts that are generated by the protected ATMs, as another of the native alerts from the Monitor. In addition, beneficial work and coordination relationships are maintained with public entities, especially with Carabineros de Chile and Policía de Investigaciones (Chilean Police and Detectives), which has allowed us to act in a timely manner against certain delinquent group that affect the Bank's activities.

In 2010, new organizational structures will be implemented inside the Department, such as the Monitoring Unit, dedicated exclusively to primary management of the alerts from the Monitor Bci System. This will allow the organization to have the functions and the preventive work, starting with the information analysis from said alerts that helps give feedback to the control system, to create new rules, to carry out a timely and effective follow-up of any fraud phenomena that affects the banks and to take protective and preventive measures, well in advance, to minimize the risk to the customers' and the bank's wealth.





*"All innovators have something in common,  
they have all failed at least once!"*



## Regulatory Compliance

Bci explicitly declares through its corporate ethics code that its activities and transactions are done in strict compliance with all local and international legal regulations applicable in the countries and jurisdictions where Bci is found.

To fulfill this commitment requires effective instruments to identify and control the risks associated with exposure to legal or regulatory sanctions, financial losses or damage to the corporate image as a result of non-compliance with the laws, regulations, international standards and self-regulation codes, among others.

In 2009, Bci's Regulatory Compliance Department came under the direct supervision of the Compliance Management Team. Its main responsibility is the identification of regulatory risks, the use of effective plans that contribute to mitigating these risks and the constant improvement on control and prevention systems for this matter.

The Regulatory Compliance Department operates in strict collaboration with other sections of the bank and the Bci Corporation, as well as regulatory organizations, which allows for the timely evaluation, analysis, interpretation and implementation of new regulatory orders aiming to perfect business, control and best existing practice application procedures. In addition, it pays special attention to the Basel Committee on Banking Supervision's decisions which in 2005 published the regulations named "Compliance and the compliance function in banks."

In 2010, this department will center its attention on the transparency of public information; the development of a sustainability model; and the revision of high-impact legal and regulatory norms.







# BE PRINCIPLED

It is to dream that everything's possible, it is to accept the differences as a way of enriching ourselves, it is to apply new ideas with perfect balance in order to bring them into being and place them at the service of the people.

*Bci's & culture*



# QUALITY OF WORK LIFE

For Bci, the development of the people who work in the organization is fundamental. Because of this, we look to build a culture of excellence which ensures to attract, develop and retain talent. On this same note, during 2009, the main activities in the Personnel Management Department were oriented to accelerate the incorporation of business leadership, develop organizational capabilities, ensure the team member's talents and strengthen Bci's value offering.

Likewise, coherent with Bci's philosophy of centering its management on the people who work for the company, against the economic crisis that started in September 2008, the department focused on generating support programs for team members to ensure their labor stability and economic and social tranquility.

## Employment and turnover

On December 31st, 2009, Bci's total workforce was 8,798 people, with an average annual turnover of 1.6%. The 4% workforce reduction in 2009 was a response to an adjustment period in the workforce with open-ended contracts in the sales area of Proservice Bci and Proservice Nova.

**Change in  
Total Workforce  
2007 -2009**  
(Number of Team Members)



2007	2008	2009
9,541	9,152	8,848





**54,2%**  
of all team  
members are  
women.

## Remunerations

Bci's team members' salaries are made up of a fixed part and a variable part according to the type of position, as detailed in the following table:

The average minimum salary in Bci is 1.9 times more than the legal minimum salary.

TYPE OF POSITION	N° OF PEOPLE	% FIXED SALARY	% VARIABLE SALARY
Chief executive officer and directly reporting			
Managers	13	67	33
Other managers	68	75	25
Executives	5,181	85	15
Administrative and services	3,536	94	6
<b>Total</b>	<b>8,798</b>	<b>84</b>	<b>16</b>

YEAR	Bci Average Minimum Salary	Legal Minimum Salary	Variable Salary
2008	\$ 260,000	\$ 159,000	1.6
2009	\$ 310,000	\$ 165,000	1.9

## Women in Bci

In 2009, 54.2 % of all team members were women. Of them, 359 held supervisory positions over a total of 4,765, corresponding to 7.5% of the total.

**Women in Management  
2007 – 2009**

(Number of Women Managers)



2007	2008
243	372

**2009**  
**359**

## Development and Training

A fundamental pillar in Bci's corporate strategy is to train people who contribute to its future, which is why every year permanent education and training for team members is fostered. The Organizational Training and Development Department, which is dependent on the Personnel Management Department, concentrated on three areas:

The first area was the certification of critical positions, which implied the validation of minimum knowledge among team members in these positions. This knowledge includes characteristics of our products and services, service processes (front and back office), risk and all the regulatory issues that permit us to be precise, reliable and timely in responding to our customers. For this, 2,140 team members took testing on-line and 1,068 took testing in person.

The second area emphasized the redesign of the Corporate Induction Model, oriented to those team members who come to work for the Corporation for the first time. The base being the principle that inspires our Service Culture, consisting memorable service experiences for our customers, an induction model was developed that looks to surprise the new team members and make them feel welcome from the first day. The workshops look to transmit Bci's cultural characteristics to the new team members; be a self-starter, be the protagonist and be the banker, its ethical framework, its personnel management policies, employment value offer, its competitive strategy and its strategic objectives, along with other themes considered critical for the business, such as: money laundering prevention and operational risk.

In addition to the face-to-face workshops, during the first two weeks the new team members must do other activities at their workstation, such as viewing videos and doing training capsules in the "Bci Aprende" training platform; have meetings with management and plot their development path, define their areas of interest and also identify improvement opportunities in which the new team member may need support, among other activities.

Aiming to perform these activities in an adequate manner, each supervisor designates a "Team Member Partner" who will have the role of supporting and guiding the new team member during their first days, of course with the supervisor, who is the main person responsible for the process. In order to formalize each of these roles and vouch that these activities at the workstation are effectively done, manuals were developed for each of them, that is, for the supervisor and the team member partner. Also, each new team member receives their manual with all the information, the activity calendar and other information of interest.

The third training area focused on was support to the strategic projects or preferred businesses through specific training programs. In this context, during 2009 the following areas were worked on:

- **Corporate Risk Department:** Risk management tools and abilities were strengthened in a way that team members can better advise their customers. On average, 270 account managers for SME, medium and large corporate accounts were trained.
- **Premier Banking:** An integral training for the service model was performed for the account managers that took this new unit. The points that had to differentiate the experience model were defined and an alignment to the entire service model was done: bank branches, Telecanal (telephone service) and the support areas, in a way that the cycle times were quicker and the value commitment higher.
- **Commercial and Subsidiary Management:** A cross training was implemented so that the team members could improve their customer service. This implied reinforcing and training all of the commercial workforce or commercial executives on knowledge of our products.
- **Bci Nova:** All Bci Nova executives were instructed on the Economic Tranquility program as preparation for the beginning of this massive campaign.

Training Indicators	2007	2008	2009
Total Number of Hours/Team Member	51	54	52
Santiago team members trained/Santiago workforce	85%	86%	89%
Team members in regions trained/workforce in regions	88%	88%	92%

Bci invested around CH\$1.2 billion on training, which included the previously mentioned programs and the recurring ones.



## » Líder Bci Profile and Academia Líder Bci

Aiming to develop the institutional leadership in an integral and sustainable manner as a key factor to preserve and strengthen the corporation's performance and culture, the Líder Bci Profile was developed. This contemplates four attributes and three guiding principles that a Líder Bci must possess and that must set him or her apart:



Starting with this, the Academia Líder Bci was developed and implemented to strengthen Bci leadership, reinforcing distinct attributes and developing a style that generates competitive advantages based on the internal culture. The goal is to develop a distinct and unique leadership style and, for this, the first stage consisted in reaching 85 Executive Managers, equaling 95% of the total.

During 2009, this program was redesigned to reach 550 supervisors, who participated in informational and personal and professional development workshops. This program started in April and included all of the third line Managers, office supervisors, Companies and Small Business Owners platforms bosses, cell leaders and Nova commercial supervisors, from Arica to Punta Arenas.

The workshops were given by managers-trainers who, after first attending the first part of the program in 2008 and the beginning of 2009, received a special training called "Train the Trainer". This consisted in eight intensive days, in which the necessary experience and knowledge was acquired in order to conduct the process and teach the contents.

In this context, during 2009 the incorporation of the Líder Bci Profile attributes in the performance evaluations was advanced and was also included in the personnel induction and selection processes.

## » Career Paths

Aiming to deliver an orientation to all Corporation team members in which they may access opportunities in the future in a manner that prepares them with sufficient time to develop the technical abilities and requirements for the position they are aiming for, four curriculums were created in the large areas connected with the core business:

- Retail and Corporate Banking
- Corporate Banking Operations
- Retail Banking Operations
- Information Technology

To begin the above process in the career path, a minimum of 2 years is required in the position. It's worth noting that these paths were built in a highly participatory process, listening to personnel through focus groups and interviews.

## 10 Keys of Success

Called Bci's "Claves del Éxito" or "Keys of Success", these professional behavior guidelines reflect a necessary coherence between Bci's policies and management style characteristics for those who have management responsibilities in the company. These are easy-to-understand concepts but have profound meaning. Making them part of one's personal and professional life is the road chosen by the Corporation for reaching coherence and excellence.

1. Give thanks for a job well done and congratulate outstanding work.
2. Give timely feedback; lend support to performance and goal achievement.
3. Be believable leaders who live Bci's values. Authority is service.
4. Promote a respectful, responsible, happy and fun work environment.
5. Celebrate the team's accomplishments and give incentives for camaraderie, confidence, cooperation and synergy.
6. Sincerity in our work relationships. Take care of other's dignity.
7. Listen to team members, value their contributions and respect their points of view.
8. Promote the development of people's individual talents.
9. Keep team members informed about the company's and their unit's performance.
10. Lead by example: recognize and take responsibility for your own errors, learn from them and apologize.

### » Organizational Environment and Execution Capacity

As part of the development of organizational capacities, like in previous years, the Organizational Climate Management and Execution process has been done.

Year after year, the Bci Corporation has among its objectives to promote and ensure the existence of an excellent organizational climate that drives productivity and the achievement of business results, protecting a good quality professional life for its team members. Toward this end, during the year the Annual Organizational Climate Plan was implemented, which takes into account transversal actions at a corporate level and also the accompaniment of the management of the specific units.

Aiming to monitor the evolution of Bci's Organizational Climate, worksite visits were made and monitoring surveys were taken. Finally, during the second semester of the year the Organizational Climate Survey was taken by a third-party independent organization, with a participation rate of 98.8% of personnel, obtaining an average of 79.1% positive answers.

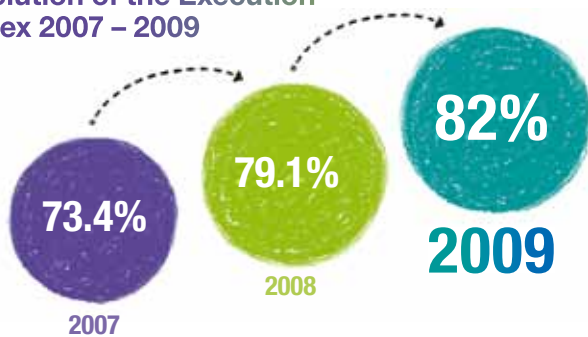
Among the aspects that are highlighted as strengths of the climate at a corporate level are a high General Satisfaction Index, where 92.1% of the team members say they feel satisfied to belong to the Corporation, and 90.8% of those surveyed claim to be satisfied in general terms with their work.

Likewise, Bci studied the Corporation's team's capacity to drive strategy and ensure excellence in performance, by way of two organizational execution surveys oriented to evaluate organizational personal skills, team skills and leadership skills that ensure excellence in execution of the business strategy. In this evaluation, Bci's Execution Index was registered at 82.2%, which implies an increase of 3.1 points in relation to last year.

**98,8%**  
was the participation rate  
for the organizational  
climate survey.



### Evolution of the Execution Index 2007 – 2009



The Organizational Climate and Execution monitoring and accompaniment processes permit the teams to reach excellent results coherent with Bci's style. This because, as the leader and team members have good practices as it relates to organizational climate (such as organizational clarity, coordination between the areas, performance feedback, conflict resolution, among others), the effectiveness and operation of the team and area improve, favoring the achievement of excellent results.

As part of the support that the management teams provide in order to strengthen leadership capacity and an adequate management of organizational climate in their teams and develop their execution capacity, in 2009 the Leadership Symphony was launched. It is a new development tool that reunites a group of good Organizational Climate and Execution Management practices aiming to strengthen the role of the Corporation's leaders, understanding that they are the "orchestra conductors." The answers and questions to the daily problems when managing a team to achieve results in a good work environment are dealt with in this material.

The five themes contained within, or "Movements", are:

- Movement 1 Results Leadership
- Movement 2 Feedback and Performance Recognition
- Movement 3 Organizational Climate Management
- Movement 4 Strengthening Teamwork
- Movement 5 Change Management

The movements are presented in a self-help guide format, print and electronic available on BciAprende. The objective is that every leader uses them at his or her own pace, and builds daily their own development path. This tool seeks to also support the transformation process that the leaders experience as part of the Academia Bci.

### » Bci Reconoce Program

Aiming to strengthen the attributes that are distinctive to Bci, during the second semester of 2009, the Bci Reconoce Program was implemented, which seeks to consolidate recognition practices and encourage a positive view toward the team members' conduct and daily tasks. This is developed on two fronts: the first is promote recognition practices among the leaders, and the second is encourage in every area of the Corporation the realization of formal recognition ceremonies, with transversal and inspirational symbols in the entire Corporation, associated with the four Bci Profile attributes.

Using this method, 162 team members were recognized from different areas, such as Retail Banking, Support, Commercial and subsidiary areas, among others.



## Benefits and internal social network: labor stability in times of crisis



**In a year of crisis, Bci demonstrated its permanent concern for its team members introducing a package of measures and benefits designed starting from team member meetings that aimed to ensure labor stability.**

Starting in April, the following measures were taken:

- ***Labor stability for all:*** All team members' labor stability is a priority for the Corporation and, due to this, no massive downsizing process was applied as a result of the economic and financial situation. In the same spirit, Bci implemented an Internal Reassignment Corporate Plan whose objective was to privilege the movement of team members to cover vacant positions and the needs of different areas of the company.
- ***Temporary increase in commissions for those team members with variable salaries:*** In remunerations, there was a temporary increase in the commissions of those team members that have variable salaries which were affected by the drop in demand. This measure benefited those team members whose total salary wasn't over 60 UF and that had one year of seniority on March 31st, 2009 or that had outstanding performance. In this manner, their variable monthly income increased up to 50% during April, May and June according to the reality of each of the businesses.
- ***A 50% advance of the December Annual Bonus:*** All those team members of the Corporation that needed it could have asked for an advance equal to 50% of the Annual Bonus that is habitually issued in December of every year.
- ***Preferred financial products and services:*** The Bci Team Members' Bank, which offers products and services in preferential conditions to all members of the Corporation, renegotiated – for those that asked – current loans with Bci and in other Banks at lower rates. Likewise, credits were processed at preferential rates and in terms of up to 84 months, for team members with at least one year of seniority. On the other hand, those team members that have a Bci credit card and that receive a monthly salary under 60 UF obtained a 20% discount on supermarket purchases during May, June and July with a maximum monthly limit of \$40.000.

Additionally, the segmented benefits united under the Bci Contigo Program, created in 2007 in the Health, Family and Recreation, were maintained<sup>35</sup>.



## » Flexible Schedule

Even though the concept of flexible scheduling already existed in Bci, during 2009 we sought to widen and formalize this mode of work, mainly through telework in our Telecanal and Risk units, and the implementation of new flexible work alternatives. This meant that the number of people that accessed this system increased, the selection process improved and Flexitime was introduced that consists in deferred schedules so that units or areas move up their start and end times. In addition, pilot programs to regulate the schedules in some areas, make them more productive and promote a work and family balance. Another Flexitime mode is to promote, in some areas, that people who use laptop computers or work by project, can work some days from home.

At the end of 2009, a total of 780 teammembers in the Corporation are making use of some form of flexible work.

### Flexible Work alternatives

TYPE OF WORK	DESCRIPTION
Part-time	Work a reduced number of hours.
Telework	Work at home and/or remotely outside the office.
Flexitime	<b>Type 1:</b> Change in the start and end time with respect to the applicable schedule. <b>Type 2:</b> Days worked in the office and days worked from a remote location.

## » Labor Relations

On December 31st, 2009, there were 204 people associated with 11 unions representing 2.3% of all the workers in the company. .

### Number of members in unions 2008-2009

REGION	2008			2009		
	BCI	PROSERVICE	Total	BCI	PROSERVICE	Total
Tarapacá Region	8	7	15	6	6	12
Antofagasta Region	6	8	14	6	8	14
Coquimbo Region	4	25	29	3	16	19
Valparaíso Region	-	38	38	-	34	34
Metropolitan Region	67	94	161	73	50	123
Bío - Bío Region	-	-	-	-	2	2
<b>Total</b>	<b>85</b>	<b>172</b>	<b>257</b>	<b>88</b>	<b>116</b>	<b>204</b>

**90,8%**  
claim to be satisfied in their  
current position.





## Occupational Health and Safety



**During 2009 the Corporate Health, Safety and Environmental Department increased its staff by 40%, with an emphasis on the work of the safety engineering, environment at work and integrated health management (nursing, physical therapy and nutrition).**

This change, that took place with the help of the Mutual de Seguridad of the Chilean Construction Chamber, was framed in the continuous improvement process that seeks to strengthen the bond with the corporation's team members and suppliers in the whole country.

In April, another landmark was reached by the accreditation with the International Occupational Health and Safety Management System certification OHSAS 18001:2007 for the TBanc and Telecanal business units, including support processes. With this, Bci became the first commercial bank in Chile to have this international certification.

The Joint Health and Safety Committees increased by 30% from 2008, equivalent to five new groups. With these, the Corporation currently has 22 active committees. The Joint Committees gather 34% of the total staff and they develop occupational health and safety programs in the entire country.

In other news, in August the Second Metropolitan Region Joint Committees Meeting was held, in which the organizations with the best management and best member were given awards and the yearly results of the work done by different corporate committees were presented.

## » Contractors and occupational safety

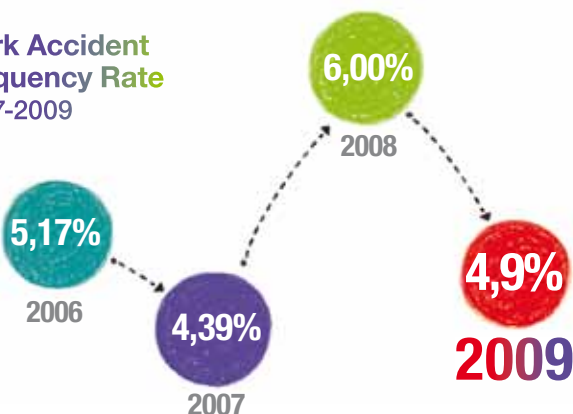
During 2009, Bci organized the Metropolitan Region's Conference for Service Providing Subcontractors, which was attended by 100% of this segment in the TBanc and Telecanal business units where 600 telephone operators work.

## » Safety Performance

Due to the results and management in 2008 in risk prevention, Bci obtained for the fourteenth time first place in the "Lowest Occupational Accident Rate" Award<sup>36</sup> given by the Chilean National Safety Council. The said recognition was given to Bci for the lowest Work Accident Frequency Rate in the banking industry (6.15 accidents for each million man hours), which lowered substantially in 2009.

The bank's accident rate was 1.18% in the period, which was better than the proposed goal, of 1.28%.

### Work Accident Frequency Rate 2007-2009



#### Formula:

Loss rate =  $\frac{\text{Days lost to medical leave due to work accidents}}{\text{Annual Average of workers listed with the mutual insurance company}} \times 100$

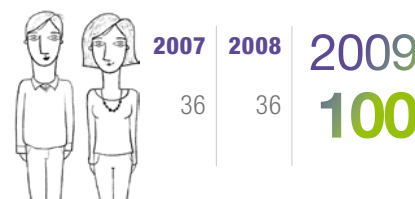
Accident prevention, health intervention and environmental training included the design and development of the Health, Safety and Environmental Strategic Plan, with four strategic points grouping 16 national initiatives. This translated into a reduction of the risk and absenteeism levels due to work accidents and illnesses.

## Programs implemented by Occupational Health and Safety

CHALLENGES	INITIATIVES
Strengthening Leadership	1. E-LEARNING Corporate Training 2. Expo-Live Health and Safety 3. Implement Communicational methods 4. Customer and Joint Committee Regional Integration
Growth with talent	5. Improve the Operational Risk Processes 6. Environmental and Social Contingency Programs 7. Products and Services Profitability
Structure improvements to achieve objectives	8. Certification OHSAS 18001:2007 9. Supplier Seminar
Strengthen the attractive management of products and services	10. Personal Risk and Intervention Plans 11. Health Program: Healthy Diet 12. BciTube Safe Walk Plan 13. Fitness in Job 14. Awakening your Senses 15. Format your Workstation 16. IT in Health Safety and Environment.

The aforementioned allowed for the direct and self training in Health, Safety and Environment to the entire corporation's staff.

### Health, Safety and Environmental Training 2007-2009 (Percent of Staff)



## » Emergency Plans

Within the Environmental and Social Contingencies Program, the team members that work in the corporate buildings, accounting for 18% of the total staff of the Corporation, were trained in evacuation simulations, emergency plans and the formation of fire and first aid teams.

The level of operational risk in health, safety and environmental procedures was reduced by 23%, bettering the goal of 20%.

<sup>36</sup> The award is given according to the 2008 results.








# BE COMMITTED

It is the manner that we approach our work, *Bci's & culture*  
from being protagonists, making the difference,  
committing ourselves to the necessities of the  
people, understanding what excites them and  
making their dreams come true.



# CUSTOMERS



**Bci aims to satisfy and meet the financial needs of both people and businesses. To that end, it has a wide branch network across the country together with representation offices abroad.**

In order to make our customer's lives easier and optimize their time, the Corporation offers different remote service opportunities such as ATMs, Internet and telephone banking. In addition, the Bank has different subsidiaries that offer diverse financial services and products. These include the brokerage firm, pension fund manager, insurance broker, factoring company and securitization house, among others.

## Retail Area

This area has five big business units: Retail Banking, TBanc, Bci Nova, Small Business Banking and Private Banking. Its objective points toward delivering to each customer a varied and complete slate of products and services which is in line with their profile and needs.

Through an ample network of bank branches and multiple contact points, the Retail Area delivers an agile, close and trustworthy service. For this, it has more than a thousand executives spread throughout Chile. This network complements other channels that seek to make the customer's life easier, like Mobile Banking, Telephone Banking and Internet Banking. Progress and programs developed in 2009 in this area were the following:



*"A good piece of innovation turns into a great one with marketing."*

### » Financial Literacy Program:

This aims to reinforce the responsible bancarization of the C3 and D segments, which correspond to approximately 60% of the population in Chile. More than a year ago, Bci Nova proposed to be the first to help and commit themselves to all Chileans, offering them an opportunity to participate in a unique financial literacy program. This program seeks to promote responsible debt, as well as deliver tools which allow people to be the best informed possible and able to make the best decisions when contracting financial products and services, as well as organizing their budgets.

This program began in a personalized manner, through an Alliance with Infocap – Workers' University – signed in 2008. This was maintained this year, training 287 people in the Independent Worker II and General Training courses; the "ABC's of Banking" master class and Banking Clinics.

Likewise, alliances with the municipalities of Maipú and Independencia were made and another with a network of warehouse workers customers of Embonor, a Coca-Cola bottler, with whom seven, three-hour courses were implemented that allowed 350 micro-entrepreneurs to be trained. In this context, training to natural persons who signed up through website [www.bcinova.cl/tranquilidad](http://www.bcinova.cl/tranquilidad) to attend courses that were held monthly at Bci Nova's central offices was extended. Additionally, for the first time in Chile, a Massive Banking Clinic" was created which offered residents of the municipalities of Estación Central and Maipú financial education attending to the inquiries of around 500 people.

Los resultados obtenidos del programa fueron los siguientes:

- The Financial Literacy Program was evaluated with a 6.1 ( on a scale of 7.)
- In the case of the Infocap students, the positive perception gained 23 percentage points (pp) and the negative perception declines 16 pp.
- 60% of the participants in the Municipal and Bci Nova classes (after the training) have a positive image of Bci Nova.
- 34% of participants have not been Bci Nova clients and post training have the intention of becoming one.
- Trust of Banks grew 15% post-training.
- The option of taking debt with a bank versus other alternative increased by 10%.

2009 Program Data	Number of Participants
Infocap	287
Coca Cola Embonor	368
Municipalities	28
Bci Nova	31
Banking clinic Estación Central	300*
Banking Clinic Maipú	200*
<b>Total</b>	<b>1,214</b>

\*Estimated Amounts

### » Bci Nova points

In October of 2009, in the municipality of Maipú, the pilot of a banking services network called "Bci Nova Point" was launched, which operates through the neighborhood convenience stores and where it is possible to access traditional banking services like cash withdrawals, deposits, monthly payments and account balance information, in a longer Schedule, saving time, travel expenses and taking advantage of the time for shopping to go to the bank.

The "Bci Nova Points" network form part of the innovation programs that the bank develops aiming to offer a memorable service experience to its customers and contribute to their quality of life, making access to banking products and services "at the corner store."

The micro- entrepreneurs join for free and, with this, they take advantage of the Bci Nova Alliance to develop this business opportunity by increasing their customer flow and income through commissions paid due to this service.

In the first stage, some 100 stores were set up in the main sectors of Maipú and, for next year, we hope to widen the network to more than 2,000 "Bci Nova Points" in the whole country.

**15%**  
increased the trust among  
those who attended the  
Banking Literacy program.



**During 2009, Bci proposed to generate business opportunities for small and medium sized companies promising US\$200 million in help to this sector, aiming to promote the country's economic reactivation and give it concrete support.**

#### **» Entrepreneurship: Small and Medium Sized Companies**

A large part of this plan is centered on the financial tools Bci put at their customers disposal, which reached some US\$ 170 million. One of the main ones was the increase in the factoring line for small and medium sized companies. In addition, 38% of the customers obtained the renegotiation of their loans with CORFO resources, and the long term debt with the salmon industry was renegotiated. Along the same lines, Bci was the first bank to lower their interest rates this past January and announce the widening of the financing lines to its clients. Additionally, the institution increased the consumer and/ or commercial credit due date to those already signed, lowering the monthly payment and relieving the small and medium sized businesses. These facilities were added to the previous initiatives that have lasted over time and are described below:

#### **» NACE Program**

The "Nace" Program was launched in June 2006 aiming to offer financial help and consultancy to those entrepreneurs beginning to build their company giving them the option to access financing. The program is open to Bci customers and non-customers.

The bank's support takes the form of financing (working capital or fixed share investment) or consultancy for the SME businesses, which must be legal entities that have less than two years effective existence and have a business plan.

During 2009, the total number of customers in the NACE Program reached 1,530, of which 700 are new customers. In the period, CH\$8.5 billion were approved for loans.

#### **» RENACE Program**

In May 2006, the "Renace" Program was launched whose objective is to offer financial help and consultancy to those customers and SME businesses and ex-Bci customers that need to reinsert themselves in the financial system after having trouble developing their businesses.

This avant-garde initiative offers these businesses a "second chance" to start their businesses, offering them bank financing and specialized consultancy structured according to each customer's needs.

During 2009, 311 new customers entered the RENACE Program, which means that since its inception to date, 600 customers have benefited from this Bci program. In this program, CH\$ 8 billion in loans were approved.

*"When everyone is an innovator,  
it's time to innovate"*



### » Business Encounter

On June 9th and 10th, the Second Bci Business Encounter was held: A place for new business. The initiative, free for all participants, was developed by Bci's Small Business Unit. The Encounter, which joins SMEs and large companies to generate business opportunities, attracted approximately 5,000 visitors. Its objective was to promote the country's economic reactivation, in addition to ratifying the permanent support that the Corporation offers small businesses.

Of all the participating businesses, 409 were SMEs and 42 were large corporations that demonstrated their wish to acquire products and services

from different industries, through a scheduling mechanism that generated more than 3,000 business meetings. In addition, commercial representatives from 20 countries also explored and made contacts during the event.

At the end of the event, Fundes Chile<sup>37</sup> took a survey from the participants in which 90% of the surveys highlighted Bci commitment to small businesses; 75% thought the event's organization and the scheduling mechanism were outstanding. Some 93% of the businessmen that attended the Encounter declared their intention to conduct new business thanks to the contacts established and 100% manifested their interest in participating in a third edition in 2010.





### » Outstanding Business Person Award

With the Outstanding Business Person Award, Bci seeks to recognize, support and motivate its current business clients in their management and efforts. During 2009, the local business people were evaluated and six stood out among their peers in six categories.

#### 2009 Winners

- 1 Business Technology**  
Manuel Sepúlveda of Servicios Informáticos Serinfo.
- 2 Globalized Business Person**  
Octavio Urzúa of Inversiones Admiral Ltda.
- 3 A Business Person is Born**  
Raúl Hernández Butrón of Precisa Frozen Ltda.
- 4 Continuous Improvement**  
Andrés Saldías of Midas Ltda.
- 5 Business Woman**  
Juanita Galaz of Consultora Minería y Medio Ambiente M&MA.
- 6 CSR**  
Pedro Traverso of Late Ltda.

### » UC Small and Medium Sized Business Program

In 2009, Bci sponsored and offered, in conjunction with the Universidad Católica de Chile, the UC Small and Medium Sized Business Program, which aims to strengthen the economic and employment development. Support to SMEs is offered through consultancy to increase competitiveness and make and implement efficient management and planning systems specific to each participant SME.

The pilot program developed during the year had 43 participant companies, of which 50% increased their staff.

### » Mentoring Network “Sofofa – Innovation Forum”

Continuing its permanent commitment to SMEs and entrepreneurship, Bci incorporated the Sofofa – Innovation Forum’s Mentoring Network<sup>38</sup> as sponsor. This initiative is made up by outstanding local business people and executives that want to share their knowledge and experience to entrepreneurs that need to strengthen or consolidate their businesses.

The Network aspires to serve 2,000 businesses a year through 1,000 mentors in Santiago, Concepción, Viña del Mar, Puerto Montt and Antofagasta.



*"An idea is only an idea until it becomes something that makes sense. This is where innovation begins"*



### » Nuevamente” Program, An Opportunity to Start Again.

Like the Renace Program, the Bank joined at the beginning of the year the Nuevamente Program. This is a pilot project in all of Latin America whose objective is to develop a more favorable environment for the entrepreneurial dynamic in Chile, promoting the entrepreneurial spirit through a second chance and reducing the stigma associated with business failure. This initiative has all of the support of the Chamber of Production and Commerce (CPC), the Innovation, Octantis<sup>39</sup>, InnovaChile of CORFO<sup>40</sup> and Bci. It also has international financing from the International Development Bank<sup>41</sup> Multilateral Investment Fund.

According to the CPC studies, the local culture doesn't stimulate entrepreneurs to take new business risks. Likewise, the 2007 Global Entrepreneurship Monitor shows that only 13.4% of the adult population in the country are involved in an entrepreneurial activity.

Due to this, the “Nuevamente” project promises to deliver management tools and financing to SMEs aiming to contribute to their growth and development.

### » Book “La Ruta del Emprendedor”

Looking to promote and inspire entrepreneurship, spread the role of SMEs and reaffirm the Corporation's commitment to supporting the entrepreneurial spirit, in June the book “La Ruta del Emprendedor” was published.

The text is a compilation of 19 stories and testimonies of entrepreneurs that are a source of knowledge, experience and inspiration for future entrepreneurs. The book has the support of the Corporación Patrimonio Cultural de Chile<sup>42</sup> and followed the Cultural Donations Law.

The book was delivered free of charge to libraries, universities, professional organizations, customers and business people among others.

## Corporate Area

This area attends to the medium and large companies, offering them financial solutions fit for them and that respond to their different needs. There are excellent products and services that are delivered by Bci's different areas and channels which include the Chilean Branches and foreign branches, subsidiary companies and representative offices. It is supported by different kinds of short-term and long-term financing, transaction services, funds transfers, collections, factoring, leasing, financial advice, securitization, insurance, spot and future exchange transactions, foreign trade and investing.

The corporate area is made up of three business units: Corporate and Real Estate Banking Unit, Large Business Banking Unit and Medium-sized Business Banking Unit. These units serve a large range of customers from the industrial and public sector, state-run companies, the Armed Forces, universities and corporations, among others.

During 2009, initiatives were implemented associated with the area's clients and special emphasis was placed on supporting that found themselves in difficult situations.

In addition, Bci was the bank in charge of enrolling beneficiaries and paying the subsidy that the Government gave to young people under 30 years old that were hired by the different companies.

### Case Study: Bci Alternative Energies Mutual Fund

Aiming to offer Bci's customers the opportunity to participate in the growth that the world's largest companies in the alternative renewable energies industry experience and the optimization and decentralization of the offer of these energies, in the second semester of 2009, Bci launched the Bci Alternative Energies Mutual Fund, a milestone in customer relations.

The investment policy of this Mutual Fund specifies that at least 60% of its shares must be invested directly or indirectly in capitalization instruments from those issuers related or pertaining to the alternative energies sector; and/or in open or closed investment fund shares that are connected to the aforementioned energy sector.

## Service Quality and Customer Satisfaction

The corporate service quality program for 2009 had three foci. The first was to improve quality management, which consisted in strengthening the current service practices in conjunction with the business units. This was to deal with strengthening diagnostics and actions for service quality and mobilize the organization. The second focus was "Improving the Service Experience", which consisted in having the people, the processes, the products and services, the innovations and contact points that improve and make the customer's quality of life better.

This means, among other things, recognize that we do want to maintain good relationships with our customers and it is our duty to understand their needs and our commitment to satisfy them. This long-term policy- that has maintained our institution for more than 70 years – isn't easily copied, because it isn't based on a campaign or a specific plan, but on a culture that has been constant in time and that constitutes the third focus of the work to consolidate a culture of service excellence.

In this context, it's worth highlighting the following programs:

- A program to listen to customers in each of the Bci bank branches aiming to be closer to their necessities to understand them and satisfy them.
- Development of a service model for the premier segment, with an emphasis on personalized attention, including innovative services, such as open executive scheduling in extended banking hours and the option that customers leave messages through the internet, asking for contact with one of their account managers.
- The implementation of the new branch model has ended in which unique technology for customer self service is contemplated.
- Telephone service model was redesigned oriented to solve the customer's requirements at the first contact point and to improve the ability to contact them.

## Our Customer Service Promise

We promise to be:

### Close

- We will always attend to you with a smile.
- When you need us, we will always be available to help you.
- We will always recommend the best solution for you.

### Agile

- We will always attend to your requests without bureaucracy.
- When you have an emergency, it will be the most important for us.
- You will always have service alternatives so that you choose according to your preferences.

### Trustworthy

- We will always give you information in a clear and timely manner.
- If there is a charge or commission that you don't know, we will refund you and then analyze the case.
- We will always be trained to advise you in the most professional manner.
- We will always guarantee the confidentiality of your information.



# SUPPLIERS

The Corporate Purchasing and Suppliers Department focused in 2009 on improving and strengthening the long-term relationships with suppliers which traditionally have been based on mutual benefit, quality, compliance and high transparency. Toward this end, we worked on perfecting the supplier evaluation criteria, socially responsible management training, supplier breakfast meetings, visits to their companies, awards to suppliers that perform well, implementation of SAP computational systems to integrally improve purchase management and the application of satisfaction surveys.

**» During 2009, some of the supplier evaluation criteria included in the Bci Supplier Policy<sup>44</sup> were perfected and three aspects were incorporated:**

- Evaluation/monitoring of supplier financial statements (with the help of the Analysis and Risk Management Area).
- Operational Risk Evaluation (with the help of the Operational Risk Department).
- Evaluation of their development level in Corporate Social Responsibility - CSR (this last criteria is being designed with the help of the Communications and CSR Department and will be applied starting in 2010).

With regards to this last variable and looking to help its suppliers with the knowledge and the incorporation of CSR in their management, Bci invited them to the encounter "CSR Benefits in the value chain." In this meeting, 130 suppliers had the opportunity to become informed on the importance and the value that the company adds when implementing CSR practices. They also found out about the programs that Bci does in this area. As a result of this activity, the Corporation will implement a program, starting in 2010, to transfer the good CSR practices to their suppliers.

**» Supplier Dialogues: Breakfast Meetings and Visits to Suppliers**

During 2009, three breakfast meetings were organized with around 60 suppliers. The breakfast meetings and the launching of a visit to suppliers program aim to achieve a better understanding of the suppliers and improve relations.



**» Supplier Satisfaction Survey**

For the third straight year the Supplier Satisfaction Survey was taken. Its aim was to measure the perception of and the satisfaction with Bci's service. On this occasion 63 surveys were taken from suppliers and among the results the following must be highlighted:

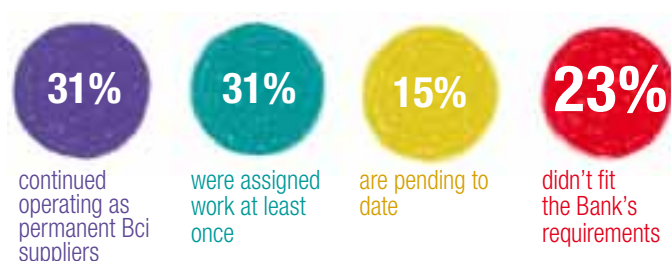
- The overall Bci supplier satisfaction rate went from 68% in 2008 to 76% in 2009.
- Satisfaction with the Purchasing Process increased 25 points. A decrease in satisfaction levels of 10 points and an increase of 6% to 12% were seen for the criteria "In the quotation or bid process you are given equal opportunity to the other suppliers."
- With regards to the Payment Process, overall satisfaction improved from 30% in 2008 to 68% in 2009. In general, all aspects improved satisfaction levels with "Payment precision (no errors)" being the variable with the best score, 86% (in 2008 it was 51%).
- In the item referring to Corporate Social Responsibility (CSR), the aspect "Bci stimulates its suppliers to comply with environmental regulations" was outstanding. In the last survey it had the highest dissatisfaction levels and this year improved significantly.

<sup>44</sup> The Supplier Policy harbors the SBIF's recommendations set out in the circular number 3,430 referring to outsourcing services.



### » “Nace y Renace” Supplier Program<sup>45</sup>

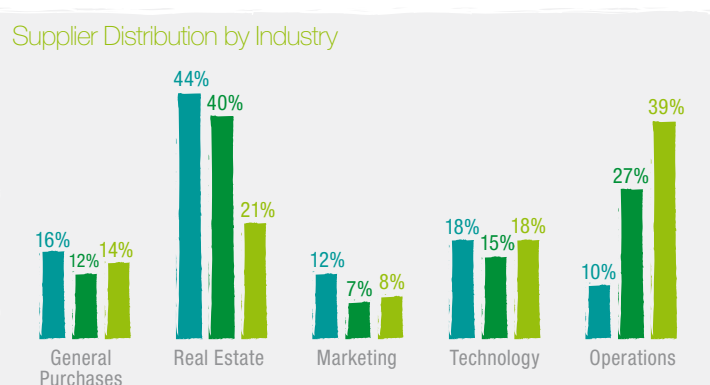
During 2009, the pilot stage of the supplier program “Programa de Proveedores Nace y Renace Bci” concluded, beginning in 2008 to give opportunities to integrate as preferred suppliers and thereby helping them to develop and grow. This initiative served 13 providers which had the following evolution:



Upon finishing the pilot program it was agreed to continue with this support plan. The Nace and Renace areas will maintain a database for their operation, which could be requested by the Purchasing department in order to evaluate which suppliers comply with the characteristics demanded and so be considered in the purchasing process. This process will be regularized starting in 2010.

### » Supplier Distribution

Out of Bci's entire supplier universe, during 2009, 99% are national suppliers and 1% are foreign. The former correspond to technology providers. The following shows the supplier distribution by industry over a total of 1,700 active and registered suppliers on December 31st, 2009.



<sup>45</sup> The Nace and Renace customers form part of the CSR program designed to support entrepreneurs that are beginning and those that need a second opportunity. See details in the chapter Customers on page 58.

The main variations in the number of accredited suppliers between 2008 and 2009 in operations and marketing areas is due to that a better knowledge of the suppliers in general has been achieved and that that qualified supplier portfolio was purged.

### » Outstanding Supplier Recognition

In the second semester of 2009, the “Outstanding Supplier Recognition” was launched. This award aims to recognize those suppliers that comply with the highest quality standards when delivering their products and services, with an outstanding track-record and adequate management models, capable of innovation and a vision of the future. Also, it recognizes those that live service quality, encouraging entrepreneurship and be committed with Corporate Social Responsibility.

94 suppliers were nominated and 22 were preselected for six categories:

- Outstanding Track Record: Entel and Comercial Liberona
- Innovation / Vision of the Future: Belltech
- Service: GTD Teleductos
- Corporate Management: Declarada desierta
- Corporate Social Responsibility: Movistar
- Entrepreneurship: CYL Express

» Of all the Corporation's suppliers during 2009, 99% were national and 1% were international.









# BE RESPONSIBLE

It is taking charge of our commitments, doing  
more than our obligations,  
giving opportunities that make life meaningful.

*Bci's & culture*



# COMMITMENT TO THE COMMUNITY

The objective of the Communications and Corporate Social Responsibility Department (CSR) is to add to Bci's corporate reputation by way of the design of programs that are aligned with its strategic objectives and that generate value for the stakeholders and follow the mission and vision statements.

This Department reports quarterly to the Corporate Governance and CSR Committee on the progress of its programs. This committee is made up by four directors and is presided by Bci's Chairman and its secretary is the General Manager.

During 2009, the focus on the elderly population, at-risk children, education and culture continued as contributions to education were strengthened through an strategic Alliance with the Fundación Enseña Chile<sup>46</sup>.

## Helping senior citizens and at-risk children

### » Fundación Las Rosas

In 2007, Bci signed a long-term charitable alliance with the Fundación Las Rosas in order to raise awareness of disability in senior citizens in society. The agreement included a volunteer program so that Bci team members contact one of the 40 homes that Fundación Las Rosas has and spend time with the more than 2,000 seniors that live there.

In this context, during 2009 a massive campaign named "Vas a Colaborar" took place that aimed to raise awareness in society and obtain resources for the Foundation. As a result, CH\$216 million were collected and 812 new foundation friends came on board (199 team members and 613 customers).

The Corporate Volunteer Program was also continued, with 450 team members participating incentivized by eight leaders, who visited 5 adopted homes 40 times in Santiago and the Vaparaíso Region.



### » Corporación de Crédito al Menor

Among the main results of the activities carried out by the Corporación de Crédito al Menor, the incorporation of 257 new members, the reception of 500 gift thanks to the Christmas Drive and the collection of CH\$ 22 million with a raffle, which aimed to refurbish the bus, were highlighted. The main activities carried out during 2009 were:

- Membership Drive
- Children's Day Celebration
- Christmas Drive
- Winter Vacation Celebration
- The Raffle
- Tennis Clinic
- High Executive and Team Member Visits

The Corporación Crédito al Menor (CCM – Youth Credit Corporation) was created in 1990 by a group of Bci team members in order to care for girls that have had their rights gravely violated upon. It seeks to provide their integral education and development in a family environment, aiming for social or family reinsertion. The organization has two homes, one in La Pintana in Santiago and another in Temuco. These homes give shelter, education, food, health, recreation and moral upbringing to 77 girls who come from situations of absolute poverty.



## Corporate Volunteering

During 2009, the “escort” barrier was overcome in the Corporate Volunteering Program. This means that the team members stopped being assisted and began to work for the causes promoted by Bci from individual initiative.

The main landmark of the year was that the Bank joined the Engage initiative promoted by AcciónRSE. This initiative's aim is to increase and improve the impact of corporate volunteering programs of the companies that join the initiative.

2009 Corporate Volunteer Program	Number of Team Members volunteers
Fundación Las Rosas	450
Corporación de Crédito al Menor	50
Nace Program	48
Renace Program	31
Digital Friend	10
"Despierta: el medio ambiente está en tus manos" Program	25
<b>Total</b>	<b>614</b>



**During 2009, the focus on the elderly population, at-risk children, education and culture continued as contributions to education were strengthened through an strategic Alliance with the Fundación Enseña Chile.**

# Commitment to Education



**Bci has visualized education as one of the main tools to break the cycle of poverty, reason for which it helps initiatives which seek to improve education quality.**

## » Alliance with Enseña Chile

The objective of Enseña Chile is to generate concrete changes in education throughout the country to end inequality and, at the same time, create a source of excellent professionals.

The program, inspired by the successful American program Teach for America, takes Young excellent professional over two years to teach diverse subjects in vulnerable schools in order to improve the quality of education and close the gap between public and private education.

Bci's participation consists of an annual donation, permanent collaboration – the Bank participates in its Steering Committee-, delivery of testimonials from successful leaders from the Bank that have become successful thanks to their effort and, soon, of doing volunteer tasks to help improve the conditions in the program's schools. In addition, it participates in the dissemination of the campaign in conjunction with the strategic members of Enseña Chile.

Additionally, Bci carries out the following initiatives:

## » University Scholarships

Bci awarded 12 higher education scholarships for universities and technical school to students studying careers like Civil Engineering, Medicine, Education and Music, through diverse educational and social organizations.

## » Digital Friend

The Digital Friend Program, started 2006, today is included in BciAprende and trains team members in basic computer skills. This year 126 students perfected their knowledge of Windows, the Internet, Excel, Word and PowerPoint with the help of Training instructors (Forcap<sup>48</sup>) and Bci team members that act as volunteers to help the classes.

## » Emprende UC and UC Jump

For the second straight year, the Bank sponsored the Emprende UC<sup>49</sup> and UC Jump contests. The former aims to promote the entrepreneurial spirit among students, provide services and integrate the Universidad Católica's services in order to support the creation of high economic and social impact entrepreneurs.

Jump UC is a contest of entrepreneurial ideas organized in conjunction with the Universidad Católica Student Federation (FEUC) and Emprende UC. During 2009 more than 160 business, technological and social entrepreneurship ideas were presented and more than 350 students participated from all career paths and more than 3,600 students voted for the best idea.



*"knowing the customer's needs is innovation's starting point"*



## Different Culture



**For 70 years, Bci has supported different events that raise awareness of local and international culture. This contribution seeks to make this kind of artistic space available to the community.**

### » Necedal Orchestra

Bci has financed the Necedal Youth Orchestra from La Pintana, in Santiago, since 2002. It is made up of 64 students from second and third grade. The music classes given are individual in order to quickly advance the mastering of the required technical skills. The orchestra gave more than 22 concerts in the Metropolitan Region in addition to participating in Bci's internal events.

### » Community Concerts

To celebrate Christmas and for the third straight year, Bci invited the community, free of charge, to a high level music event. In this opportunity, a symphonic chorus presented the concert "The Messiah" by Handel, one of the most important pieces of music of Western Civilization. This initiative is part of the Bci "Cultura Diferente" Program which promotes the different artistic and cultural disciplines and aiming to make them more accessible to society. More than 4,500 people attended the concert on December 27th in Araucano Park.





### » “El Mar: una mirada a lo nuestro” Exhibit

For the fourth consecutive year, Bci supported, in conjunction with the Chilean Army and the Pontificia Universidad Católica de Chile, the “El mar, una mirada a lo nuestro” exhibit and the different associated activities which seek to make the Chilean Army’s work and the ocean’s resources closer to the students and the public in general.

### » Guided Art Tours

In 2009, 11 guided art tours took place of the art in the Bank’s Corporate Headquarters, between May and December. There were 300 people that took part in these tours between customers, team members, suppliers and the general public, who evaluated the exhibit with an outstanding grade.

Over its history, Bci has acquired more than 190 large paintings which mark the history of Chilean painting. This collection, together with a collection of silverware and Mapuche ceremonial stones, are part of an important historical and cultural legacy. Bci’s Corporate Building houses the great portion of these works, with 60 paintings, 47 pieces of silverware and 24 Mapuche ceremonial stones.





*"An innovator is an observer, creator and doer everything at the same time"*

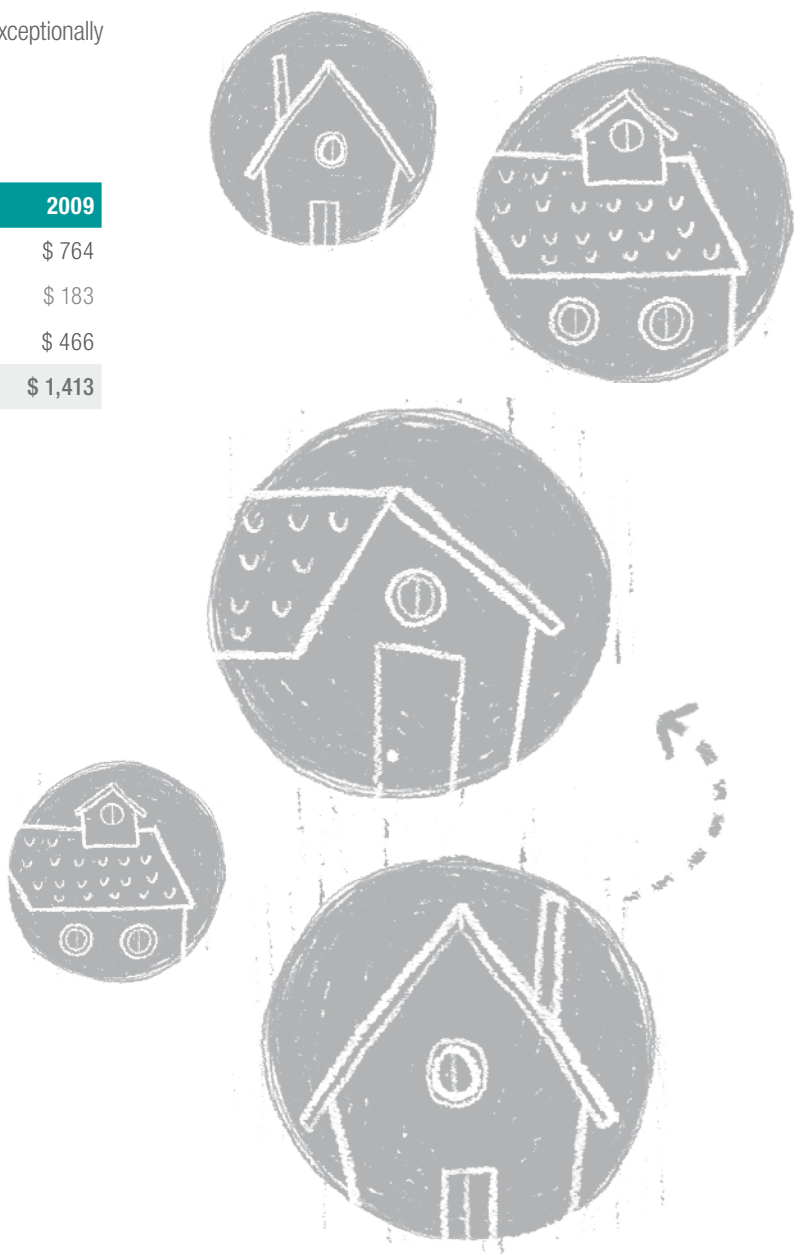
## Social Contributions

Bci's social contributions increased 10% during 2009. The largest growth was seen in cultural contributions mainly due to the renewal of the contract with the Municipal Theater and due to the approval of diverse projects related to the Bicentennial.

There was a decrease in the educational contributions because exceptionally high contributions were made in 2008 to university projects.

Social Contributions, 2009  
*in millions of pesos*

Donation	2007	2008	2009
Cultural	\$ 607	\$ 370	\$ 764
Education	\$ 196	\$ 558	\$ 183
Social	\$ 300	\$ 356	\$ 466
<b>Total</b>	<b>\$ 1,103</b>	<b>\$ 1,284</b>	<b>\$ 1,413</b>





# BE AWARE

It's knowing the role that we play in society,  
knowing what our stakeholders want from us  
and being capable of giving each of them our  
best.

*Bci's & culture*

# THE ENVIRONMENT



**Bci promised in 2006 to manage its possible environmental impacts and use clean technologies, as well as environmental protection criteria in all of its activities, including the design phase of all new business projects. Environmental management in Bci is coordinated by the Administrative Department, which has focused its work of the development and implementation of the Energy Efficiency Program.**



One of 2009's landmarks was voluntarily joining the May Day Network, promoted by AcciónRSE, which made Bci the first Chilean bank to form part of this Network. Its objective is to mobilize the Chilean business sector to take actions that point toward reducing carbon emissions in their companies.

This is an initiative created by Business in the Community (BiTC)<sup>50</sup> presided over by the Prince of Wales and in which today participate more than 1,500 companies in England. AcciónRSE launched the May Day Network Chile in September, becoming the first Latin American country to form part of this campaign.

After joining this initiative, an evaluation started to select the company with whom work will be done to measure the Carbon Footprint of the Corporation as a first approximation to this calculation (which will be done in 2010). Taking only as a reference the energy consumed in the branches and buildings during 2009, Bci emitted 7,138 tons of CO<sub>2</sub>.

At the end of the year, the Corporate Governance and CSR Committee approved the start of the Carbon Footprint measurement in the Corporate Headquarters as a first stage to the strategy. It will establish a Greenhouse Effect Gas emissions base line which will be used as a directive to define a Carbon Footprint reduction and mitigation strategy and that can be replicated in other installations.

In addition, the project seeks to strengthen Bci's internal capacities with regards to the general concepts surrounding the Carbon footprint as well as energy consumption, aiming to form a management system that is sustainable in time.

"The future is bright  
for innovators"



## "Despierta: el medio ambiente está en tus manos" Program

This is an initiative that started in 2007 and aims to promote new habits in taking care of the environment among the Corporation's team members. The first stage was an awareness campaign and translated into energy and water savings and paper recycling, permitting the development of environmental improvement projects in those regions where the branches achieved larger savings.

In 2009, the largest savings was achieved in energy consumption in the corporate headquarters in the Metropolitan Region, which equaled a decrease in energy consumption of 841,492 Kwh, less than the energy consumed in 2008.

In addition, an environmental improvement program was carried out in the Metropolitan Region and the Eduardo de la Barra School, in the municipality of Peñalolén, was chosen. The school received new green areas, walls were painted near the gymnasium and the front garden was fixed. This was achieved thanks to the teamwork Fundación Casa de la Paz, the school's students and 25 Bci Volunteer team members.

In a complementary manner, this activity was part of the Engage Program, to which the Bank joined in the second semester of this year and which drives AcciónRSE<sup>51</sup> to increase and improve the impact of the corporate volunteering actions.

### Main Consolidated Consumption Indicators

	2007	2008	2009
Paper consumption (in millions of sheets)	37,5	43	42,3
Drinkable Water Consumption (in thousands of cubic meters)	204,2	178	195,5
Energy Consumption (in megawatts)	19,2	16,7	18,6

The increase in water and energy consumption during 2009 is mainly due to the operation of 13 new bank branches, to the incorporation of 19 branches in the statistics that weren't included in 2008 and the addition of lighting and climatization to 39 branches.

The Bci Administration Department started testing two software packages to manage water and energy consumption, and at the same time allowing them to measure CO2 emissions. We hope to have the adequate programs in operation during 2010.

## Self Sustaining Branch Offices

In line with the Environmental Policy, Bci continued the construction or renovation to branch offices taking care to add water and energy saving measures. During 2009, 13 new branches were constructed according to these parameters.

Additionally, a pilot program in 3 of the 13 new branches started, associated so that the publicity uses LED lighting, saving 40% in electric consumption over traditional lighting. We hope that this practice widens in 2010 with the construction plan of all new branch offices.

As far as the branches that need air conditioning, the acquisition of new technology that incorporates a more ecological gas called R410 has begun.

## Case Study: Energy Savings Pilot Plan in Concepción.

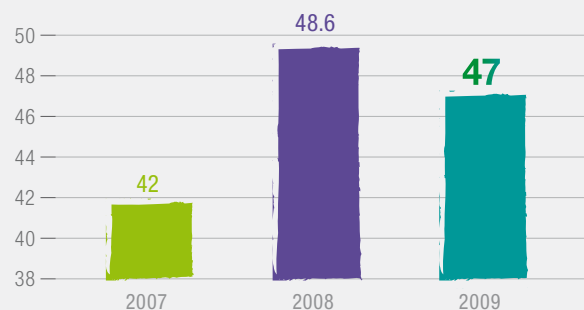
As in all of Bci's Branches, the Concepción office ended its work day at 8:30 PM. The energy savings pilot plan meant changing habits since the electric energy was scheduled to be turned off when it got dark. This was announced in advance to not affect daily operations. Since its start, team members better organized their work schedule together with simplifying and eliminating tasks which allowed them to finish their work when still light. The objectives of this measure were:

- a.-** Improve the quality of life for team members.
- b.-** Lower overtime.
- c.-** Save on electric energy consumption.
- d.-** Reduce CO<sub>2</sub> emissions to the atmosphere.

## Waste Management

During 2009, Bci recycled 52 tons of paper, which means an increase of 8% in regards to the 48 tons recycled in 2008. All the paper is given to the Fundación San José<sup>55</sup>, in benefit of the newborns in Casa Belén.

Paper Recuperation 2007- 2009 (in tons)





*"Innovative vision generates growth and bears fruit"*

### » Electronic Equipment Recycling

For the safe recycling of electronic waste, batteries and computers, the services of Recycla Chile were counted on, company that treated 2,809 kilograms of waste from Bci.

This removal was focused on electronic equipment stored in warehouses, taken out of service in previous years during 2009. In December, 1,000 kilograms of electronic waste corresponding to magnetic tapes.

### » Dangerous Waste Management

During 2009, a program for the management of dangerous wastes was designed whose application will begin in 2010. The program focuses on the removal, transport, destruction and storage of fluorescent tubes and bulbs which have completed their useful lifespan in the central offices. The results will be reported in the next Report.

Fluorescent tubes and bulbs must be treated as dangerous waste due to the mercury and other heavy metals content.

WASTE TREATMENT BY WEIGHT (IN TONS)	2008		2009	
	Recycling	Destination	Recycling	Destination
Batteries	4	Recycle	None	—
Electronic Waste	3	Recycle	3.8	Recycle
Paper	48.6	Fundación San José	47.6	Fundación San José







# BE RESPECTFUL

The particular goals are achieved while respecting the goals of others. This reflects a habit of reflecting before taking the next step to achieve them and how to use to the maximum the talent to carry them out.

*Bci's & culture*



*The group of managers that form the Steering Committee is responsible for delivering the strategic guidelines for the economic performance of the Corporation, its implementation and the processes administration*

# ECONOMIC PERFORMANCE

2009 will be unforgettable due to the problems that the international financial markets faced and that the economies of many countries began to suffer a strong recession due to the economic crisis that started in September of 2008 in the United States.

This situation also took place in Chile, where it produced a considerable decrease of the gross domestic product and a significant rise in unemployment despite our country being on good financial footing. The authorities adopted diverse and vigorous measures like the drastic reduction of the interest rate controlling monetary policy

As a consequence of the successive and strong declines in the interest rate applied by the Central Bank, in 2009 the local banking industry lowered interest rates to debtors. Between December 2008 and December 2009, the average current interest charged by banks diminished roughly by 8.6 percentage points for non-adjustable loans below 5,000 UF; by 3.5 percentage points for adjustable loans of less than a year; and by 4.3 percentage points for loans expressed in foreign currency payable in domestic currency.

In particular, Bci mainly suffered from the effects of the crisis particularly in terms of the quality of its lending portfolio since the risk indicator went up 1.32% in December 2008 to 1.95% in December 2009. In addition, allowances and write-offs increased to Ch\$148,225 million, equivalent to 23.1% of the operational income whereas this was 15.8% in 2008.

Despite 2009 was marked by considerable declines in interest rates, the UF and the exchange rate, Bci gained a net income of Ch\$160,774 million, 16.42% lower than that posted last fiscal year adjusted in accordance with the new accounting standards in which the current fiscal income is presented.

Nonetheless, the integral net income -including the income generated by specific financial investments, which by regulation are included in the equity of the Bank, and not distributed as dividend- reached Ch\$178,233 million, a 4.9% decrease to the integral results recorded at the closing of 2008.

In order to alleviate the weak results posted in the first months of 2009, Bci made use of the additional or voluntary provisions of its tangible net worth. As the results began to improve, such provisions were allocated back in the shareholder's equity thus finishing the fiscal year in question with a net income of Ch\$10,507 million.

On the other hand, it is worth highlighting the substantial results obtained by Bci's subsidiaries which as a whole posted Ch\$47,313 million to the consolidated income, a 58.3% increase vis-à-vis the close of 2008.

In order to compare the 2008 results to those recorded in 2009, they are published adjusted to the accounting criteria stipulated in the international standards recently adopted in Chile (IFRS). This raises the income presented in 2008 to Ch\$192,203 million, representing a 26.4% rise relative to the Ch\$152,057 million originally published. Almost the entire increase in income for 2008 due to the aforementioned adjustments, is explained by the higher income calculated for the results of companies that are not subsidiaries of the Bank, by the elimination of the net spread owing to the price-level restatement of the owner's equity and by non-monetary assets (which showed a deficit), and by lower provisions on income tax.

However, the operational results were practically unchanged between 2008 and 2009, despite the drop in income as well as the strong allowance allocation for the loan portfolio.

Definitively, at the end of the fiscal year, the profitability obtained by Bci over its base capital was 21.9%, whereas the banking system posted 18.0%. Furthermore, Bci's operational efficiency, measured by operating expenses over gross operating results was 44.7%, similar to the 44.6% posted by the banking system according to information provided by the Superintendency of Banks and Financial Institutions as of December 2009.

*"Transition is a challenge  
for innovation"*

Capital resources, including the fiscal year's profits, rose to Ch\$0.896 billion pesos, presenting an increase of 16.8% with respect to December 2008.

### » Generated and Distributed Economic Value Added

From its creation, Bci has kept an explicit obligation to the generation of value for the setting it is a part of, focusing its efforts on the maximization of the value the bank generates for its shareholders and customers as well as its team members, providers and all of society.

The following is the information on Bci's contribution to the generation of added value to the Chilean economy and how this value has been distributed among its main stakeholders. This information is consistent with the financial statements to December 31st, 2009. The values presented for 2008 are not the same because this year the values of both years have been adjusted according to the accounting criteria available in the international rules recently adopted by Chile (IFRS).

	2009	2008 <sup>1</sup>
<b>Generated EVA <sup>2</sup></b>		
<b>a) Operating Income</b>	<b>807,756</b>	<b>1,336,425</b>
Operating Income	804,780	1,319,231
Results from Investment in Corporations	2,976	17,194
<b>Distributed EVA</b>		
<b>a) Operational Expenses</b>	<b>(140,332)</b>	<b>(167,907)</b>
Administrative Expenses and others <sup>3</sup>	(113,435)	(138,683)
Depreciation and amortization	(26,897)	(29,224)
<b>c) Team Member Salaries and benefits</b>	<b>(160,666)</b>	<b>(143,580)</b>
<b>d) Payment to investors</b>	<b>(284,560)</b>	<b>(782,676)</b>
Shareholders (dividends)	(46,464)	(61,293)
Financial resource providers <sup>4</sup>	(238,096)	(721,383)
<b>e) Payment to Government (income taxes)<sup>5</sup></b>	<b>(30,647)</b>	<b>(24,899)</b>
<b>f) Superintendent of Banks contribution<sup>6</sup></b>	<b>(3,492)</b>	<b>(2,175)</b>
<b>g) Community contributions<sup>7</sup></b>	<b>(2,109)</b>	<b>(1,242)</b>
<b>h) Retained EVA<sup>8</sup></b>	<b>185,950</b>	<b>213,946</b>

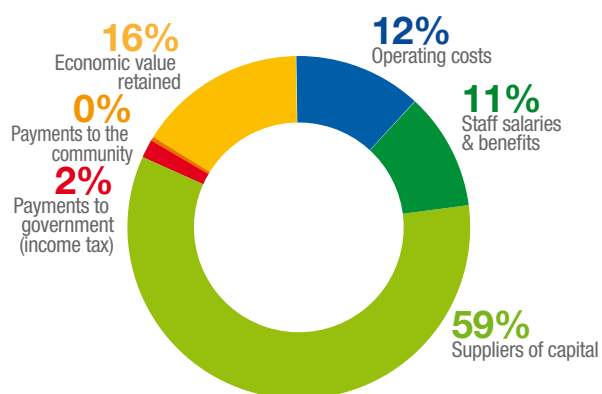
1. For this comparative, the 2008 values are given under the new SBIF regulations.
2. The values have been rounded in order to have a feasible text.
3. Value added tax and territorial tax are included.
4. It refers to the liabilities for which Bci pays interest like time deposits and loans.
5. It refers to the tax on income on taxable profits.
6. Corresponds to the resources contributed to the Superintendent of Banks and Financial Institutions according to Article 8 of the General Banking Law.
7. They are the donations given to different entities.
8. This is the net profit from the fiscal year (2009 \$160,774 million and 2008 \$192,203 million).



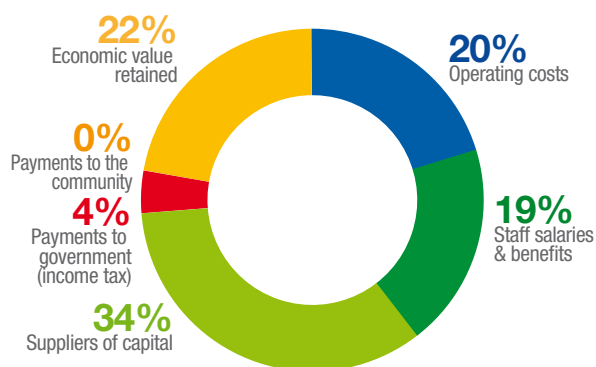
*"To innovate is to find new and better uses of the resources already at our disposal"*

### » Distributed Economic Value Added (in millions of pesos)

Distributed Economic Value 2008



Distributed Economic Value 2009



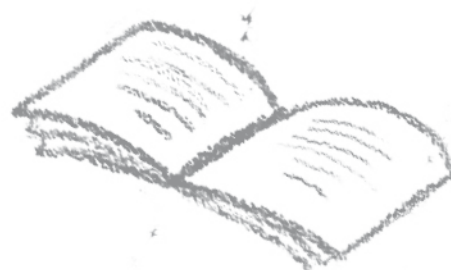
Despite the economic crisis, the Bank's promise to their workers, the community, the Government was kept through a larger contribution to these stakeholders. Only the payment to shareholders and capital providers was lowered.

### » Financial Aid Received from the Government

The main financial contributions that Bci received from the Chilean Government were the tax exemption incentives for training and employment (SENCE) <sup>1</sup>, the income tax deductions taken, and the tax credit from community donations.

Credit 2008-2009 (In millions of pesos)

CONCEPTS	2009	2008
Credit for training expenses	678	687
Credit for donations	489	651
Credit for Fixed Asset Acquisition	24	24
<b>Total State Contribution</b>	<b>1.191</b>	<b>1.362</b>





## Financial Summary 2008-2009

	UNDER PREVIOUS RULES	UNDER NEW RULES		VARIATION
CONSOLIDATED BALANCE SHEET	2008	2008	2009	2008/2009
<i>*Balance of operations at the end of each year in millions of pesos</i>				
Commercial loans and due from Banks	6,835,561	6,835,939	6,159,662	(676,277)
Mortgage loans	1,690,214	1,693,924	1,736,465	42,541
Consumer loans	1,003,813	1,008,781	1,041,979	33,198
<b>Total loans</b>	<b>9,529,588</b>	<b>9,538,644</b>	<b>8,938,106</b>	<b>(600,538)</b>
Allowances for credit risk	(131,820)	(131,984)	(194,334)	(62,350)
<b>Total net loans</b>	<b>9,397,768</b>	<b>9,406,660</b>	<b>8,743,772</b>	<b>(662,888)</b>
Financial Investments	1,452,092	1,458,519	1,951,298	492,779
Other assets	1,946,512	1,897,758	2,426,452	528,694
<b>Total assets</b>	<b>12,796,372</b>	<b>12,762,937</b>	<b>13,121,522</b>	<b>358,585</b>
NIBDs	2,021,931	2,021,931	2,400,959	379,028
Term deposits	6,071,804	6,071,804	5,491,152	(580,652)
Other obligations	3,912,386	3,902,204	4,333,258	431,054
Capital and reserves	683,811	620,411	783,608	163,197
Allowances for minimum dividends	(45,617)	(45,617)	(48,232)	(2,615)
Net income	152,057	192,203	160,774	(31,429)
Minority Interest	1	1	3	2
<b>Total liabilities</b>	<b>12,796,372</b>	<b>12,762,937</b>	<b>13,121,522</b>	<b>358,585</b>

## FINANCIAL INDICATORS

**Bci shares**

Price (nominal)	10,841	10,841	16,576	5,735
Earning per share (nominal)	1,538,10	1,944,20	1,585,70	(359)
Market price / book value (times)	1,57	1,70	2,14	0,4
Market price / earning per share (times)	7,05	5,58	10,45	4,9
Shareholders equity (Thousand of dollars)	1,636,886	1,636,886	3,309,979	1,673,092

**Profitability and efficiency**

Return of equity	23,82%	33,44%	21,86%	(11,58) pp
Capitalized earnings of previous year	54,72%	54,72%	69,44%	(14,72) pp
Return on assets	1,19%	1,50%	1,22%	(0,28) pp
Efficiency (backstopping costs / operating income)	44,76%	48,25%	44,71%	3,54 pp
Assets per employ (millions of pesos)	1,393	1,389	1,482	93

**Market Share**

Loans	13,30%	13,30%	12,67%	(0,54) pp
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**Risk**

Allowance expenses / total loans	1,32%	1,32%	1,95%	0,63 pp
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## ACTIVITY INDICATOR (NUMBER)

Employees (Bci Corporation)	9,185	9,185	8,848	(337)
Branches and contact points	326	326	332	6
Checking accounts	373,043	373,043	397,764	24,721
Electronic checkbooks	959,580	959,580	1,107,366	147,786
ATMs	990	990	1,013	23
ATM transactions (december each year)	3,777,608	3,777,608	4,037,717	260,109
Internet transactions (december each year)	18,510,037	18,510,037	24,827,278	6,317,241
Customers with internet access passwords	297,239	297,239	333,379	36,140

# GRI INDEX AND GLOBAL COMPACT

## Profile

NUMBER	INDICATOR	PAGE	GLOBAL COMPACT PRINCIPLE
<b>1</b>	<b>STRATEGY &amp; ANALYSIS</b>		
1.1	LETTER FROM CEO OR TOP EXECUTIVES OF THE ORGANIZATION	4 AND 5	
1.2	DESCRIPTION OF THE PRINCIPAL IMPACTS, RISKS & OPPORTUNITIES	4,5 AND 82	
<b>2</b>	<b>PROFILE OF THE ORGANIZATION</b>		
2.1	NAME OF THE ORGANIZATION	10	
2.2	PRINCIPAL BRANDS, PRODUCTS & /OR SERVICES	10	
2.3	OPERATIVE STRUCTURE OF THE ORGANIZATION, INCLUDING THE MAIN DIVISIONS, OPERATIVE ENTITIES, SUBSIDIARIES & JOINT VENTURES	10 AND 11	
2.4	LOCATION OF THE HEAD OFFICE OF THE ORGANIZATION	10 AND 11	
2.5	NUMBER OF COUNTRIES IN WHICH THE ORGANIZATION OPERATES	10	
2.6	NATURE OF OWNERSHIP & LEGAL STRUCTURE	10	
2.7	MARKETS SERVED	10 AND 11	
2.8	SIZE OF THE ORGANIZATION	10 AND 11	
2.9	SIGNIFICANT CHANGES DURING THE PERIOD COVERED BY THE ANNUAL REPORT	6	
2.10	PRIZES & DISTINCTIONS RECEIVED DURING YEAR	14 AND 15	
<b>3</b>	<b>PARAMETER OF THE ANNUAL REPORT</b>		
	<i>REPORT PROFILE</i>		
3.1	PERIOD COVERED BY THE INFORMATION IN THE ANNUAL REPORT	6	
3.2	DATE OF THE MOST RECENT PREVIOUS ANNUAL REPORT	6	
3.3	ANNUAL REPORT PRESENTATION CYCLES	6	
3.4	CONTACT POINT FOR QUESTIONS ABOUT THE ANNUAL REPORT OR ITS CONTENT COVER	FLAP	
	<i>REPORT SCOPE AND COVERAGE</i>		
3.5	DEFINITION PROCESS OF THE CONTENTS OF THE ANNUAL REPORT	THIS YEAR A MATERIALITY PROCESS FOR DEFINING REPORT CONTENT WASN'T DONE. THE PROCESS DONE FOR THE 2008 REPORT WAS TAKEN AS A REFERENCE.	
3.6	COVERAGE OF THE ANNUAL REPORT	6	
3.7	INDICATE ANY LIMITATIONS ON THE SCOPE OR COVERAGE OF THE ANNUAL REPORT	6	
3.8	BASIS FOR INCLUDING INFORMATION ON JOINT VENTURES, SUBSIDIARIES, LEASED	6	
3.9	MEASUREMENT TECHNIQUES OF DATA & BASES FOR THEIR CALCULATION	IN THE REPORT	
3.10	DESCRIPTION OF THE POSSIBLE EFFECT OF RE-EXPRESSION OF INFORMATION CONTAINED IN PREVIOUS ANNUAL REPORTS	6	
3.11	SIGNIFICANT CHANGES RELATING TO PREVIOUS PERIODS	6	
3.12	TABLE OF BASIC CONTENTS	86 – 91	
3.13	VERIFICATION	BCI DECIDED NOT TO HAVE THIS REPORT EXTERNALLY VERIFIED BY A THIRD PARTY.	

Número	Indicador	Página	Principio del pacto global
4	GOVERNANCE, COMMITMENTS AND STAKEHOLDER PARTICIPATION		
4.1	ORGANIZATION'S GOVERNANCE STRUCTURE	21 -35	
4.2	FUNCTION OF THE TOP EXECUTIVE	23	
4.3	NUMBER OF INDEPENDENT EXECUTIVES	22 – 23	
4.4	SHAREHOLDER AND STAFF PARTICIPATION	16 AND 17	
4.5	RELATIONSHIP BETWEEN COMPENSATION AND ORGANIZATIONAL PERFORMANCE FOR THE HIGHEST-SERVING MEMBERS OF CORPORATE GOVERNMENT, BOARD OF DIRECTORS AND SENIOR EXECUTIVES.	THE DIRECTORS HAVE FIXED & VARIABLE INCOME DEPENDANT ON THE COMPANY'S EARNINGS. THE COMPENSATIONS OF THE SENIOR MANAGEMENT ARE RELATED TO COMPLIANCE WITH THE BSC TARGETS WHICH INCLUDE SOCIAL AND ENVIRONMENTAL FACTORS 30	
4.6	PROCEDURES FOLLOWED TO AVOID CONFLICTS OF INTEREST AT THE TOP LEVEL OF GOVERNANCE	22, 31	
4.7	PROCEDURE FOR DETERMINATION OF THE TRAINING & EXPERIENCE REQUIRED AT THE TOP LEVEL OF GOVERNANCE	22	
4.8	DECLARATION OF MISSION, VISION & VALUES	FLAP	
4.9	PROCEDURE OF THE TOP LEVEL OF GOVERNANCE FOR SUPERVISING THE IDENTIFICATION & MANAGEMENT BY THE ORGANIZATION OF ECONOMIC, SOCIAL AND ENVIRONMENTAL PERFORMANCE	THE CORPORATE GOVERNANCE & CSR COMMITTEE IS RESPONSIBLE FOR IDENTIFYING RISKS & OPPORTUNITIES IN RELATION TO THE BANK'S ECONOMIC, SOCIAL AND ENVIRONMENTAL PERFORMANCE, AND HOW TO SUPERVISE ITS PERFORMANCE	
4.10	PROCEDURES FOR EVALUATING THE PERFORMANCE OF TOP LEVEL OF GOVERNANCE	30	
	<i>PROMISES TO EXTERNAL INITIATIVES</i>		
		BCI, REGARDING ITS COMMERCIAL & FINANCIAL ACTIVITIES, IS NOT SUSCEPTIBLE TO GENERATING SIGNIFICANT DIRECT MATERIAL IMPACTS ON THE ENVIRONMENT. HOWEVER, THROUGH FINANCING PROJECTS, IT MAY INDIRECTLY AFFECT ECOSYSTEMS. THE ENTITY THEREFORE REQUESTS THE EIA FOR PROJECTS WHOSE INVESTMENT IS OVER UF 300,000 PRIOR TO THE APPROVAL OF FINANCING, ALSO MAKING IT A CONDITION THE SUBMISSION OF ENVIRONMENTAL CERTIFICATES BY THE PERTINENT AUTHORITIES DURING THE PROJECT'S PROGRESS, THUS MAINTAINING A PREVENTIVE FOCUS THAT BENEFITS THE ENVIRONMENT.	
4.11	DESCRIPTION OF HOW THE ORGANIZATION HAS ADOPTED A PRECAUTION STATEMENT OR PRINCIPLE		P7
4.12	SOCIAL, ENVIRONMENTAL & ECONOMIC PRINCIPLES OR PROGRAMS DEVELOPED	THROUGHOUT THE REPORT	
4.13	PRINCIPAL ASSOCIATIONS BELONGED TO	16	
	<i>STAKEHOLDER PARTICIPATION</i>		
4.14	RELATION OF STAKEHOLDERS WHICH THE ORGANIZATION HAS INCLUDED		
4.15	BASIS FOR THE IDENTIFICATION & SELECTION OF STAKEHOLDERS TO WHOM THE ORGANIZATION IS COMMITTED	FOR THE WRITING OF THE CURRENT REPORT, BCI DIDN'T REALIZE A STAKEHOLDER ENGAGEMENT PROCESS.	
4.16	FOCUS ON THE PARTICIPATION OF DIFFERENT STAKEHOLDERS, INCLUDING THE FREQUENCY OF THEIR PARTICIPATION BY TYPES & GROUPS	16 AND 17	
4.17	PRINCIPAL CONCERNS & ASPECTS OF INTEREST THAT HAVE ARISEN THROUGH THE PARTICIPATION OF STAKEHOLDERS	16 AND 17	

# Economic Dimension

NUMBER	INDICATOR	PAGE	GLOBAL COMPACT PRINCIPLE
DMA	MANAGEMENT FOCUS	98	
	ECONOMIC PERFORMANCE		
EC1	ECONOMIC VALUE GENERATED & DISTRIBUTED	101 -102	
EC2	FINANCIAL IMPLICATIONS OF CLIMATE CHANGE	MAKING OF STUDIES ON THIS MATTER HAVE NOT BEEN CONSIDERED BUT THIS WILL BE EVALUATED	
EC4	FINANCIAL ASSISTANCE RECEIVED FROM THE GOVERNMENT.	84	
	MARKET PRESENCE		
EC5	STARTING SALARY COMPARED TO THE LOCAL MINIMUM WAGE.	45	P6
EC6	PRACTICES & PROPORTION OF EXPENSES IN LOCAL SUPPLIERS	65	
EC7	PROCEDURES FOR THE LOCAL RECRUITMENT & PROPORTION OF SENIOR MANAGEMENT	ALL SENIOR MANAGEMENT POSITIONS ARE FILLED BY CHILEAN PROFESSIONALS.	P6

# Environmental Dimension

NUMBER	INDICATOR	PAGE	GLOBAL COMPACT PRINCIPLE
DMA	MANAGEMENT FOCUS	76	
	ENERGY		
EN3	DIRECT CONSUMPTION OF ENERGY SHOWN BY PRIMARY ENERGY SOURCE	77	P8
EN5	ENERGY SAVING DUE TO CONSERVATION & TO IMPROVEMENTS IN EFFICIENCY	77	P8, P9
	EMISSIONS AND WASTE		
EN16	TOTAL DIRECT & INDIRECT EMISSIONS OF GREENHOUSE-EFFECT GASES.	76	P8
EN22	TOTAL WEIGHT OF WASTE MANAGED, BY TYPE & TREATMENT METHOD	78	P8
EN28	COST OF FINES AND NUMBER OF NON- MONETARY SOLUTIONS FOR NON- COMPLIANCE OF THE ENVIRONMENTAL REGULATIONS.	THERE WERE NO FINES OR SANCTIONS DUE TO ENVIRONMENTAL NON-COMPLIANCE.	

# Social Dimension

## Management Focus (DMA) Labor Practices and Ethics

NUMBER	INDICATOR	PAGE	GLOBAL COMPACT PRINCIPLE
Dma	Management focus	44	
<b>EMPLOYMENT</b>			
La1	Detail of staff unions	44	
La2	Total average workforce & turnover	44	P6
La3*	Social benefits for full-time staff	49 – 51	
<b>COMPANY/STAFF RELATIONS</b>			
La4	Percentage staff represented by unions	51	P1, p3
La5	Minimum prior notice of organizational changes	Bci doesn't have a policy to this effect	P3
<b>OCCUPATIONAL HEALTH AND SAFETY</b>			
La6*	Percentage of staff represented on health & safety committees	52	
La7	Rates of absenteeism, accidents & work damages, days lost & number of fatal victims related to work.	53	
La8	Education programs related to hiv or other serious contagious illnesses.	Not relevant	
<b>FORMATION AND EDUCATION</b>			
La10	Average hours of formation per year per employee	46	
La11*	Management skills & continual formation programs that motivate the continual recruitment of staff & support them in the management of retirement programs	47	
La12*	Percentage of staff who receive regular reviews of performance and professional development	100% Of the workers	
<b>DIVERSITY AND EQUALITY OF OPPORTUNITIES</b>			
La13	Composition of senior management & corporate governance departments by gender.	25, 33	P1, p6
La14	Average comparison of remuneration for men & women.	Bci doesn't make distinctions between the genders. Therefore, the relationship between the minimum wage and the company's starting salary is published.	P6

## Management focus (dma) human rights

Number	Indicator	Availability/condition	Global compact principle
Dma	Management focus	Bci has different groups & channels for protecting the rights stated by law& its ethics code, such as the ethics committee, and "¿qué hago? " Telephone and e-mail channel.	
<b>INVESTMENT &amp; PROCUREMENT PRACTICES</b>			
Hr1	Percentage of significant investment agreements containing human rights clauses.	100% Of all suppliers, as indicated in the suppliers policy	P2
Hr2	Percentage of the principal distributors & contractors that received a human-rights observation	There were no observations	P2, p6
<b>NON-DISCRIMINATION</b>			
Hr4	Total incidents of discrimination & Actions taken	The ethics committee is responsible for knowing a series of situations that involve faults or breaches of the ethics code, adopting in each case the measures for correcting the situations & proposing the disciplinary measures when considered necessary.	P1, p6
<b>FREEDOM OF ASSOCIATION AND COLLECTIVE AGREEMENTS</b>			
Hr5	Incidents of violations of the freedom of association & of resorting to collective agreements	Bci recorded no incident during 2009.	P1, p3
<b>CHILD EXPLOITATION</b>			
Hr6	Incidents of infant exploitation & Actions taken to contribute to their elimination	Bci recorded no incident during 2009. Bci does not have among its staff anyone who does not comply with the legislation contained in the labor code, chapter ii, clauses 13 to 18.	P1, p5
<b>FORCED LABOR</b>			
Hr7	Forced labor risks or incidents & Actions taken to contribute to their elimination	Bci complies with the labor and civil laws	P1, p4



#### MANAGEMENT FOCUS (DMA) Society

Number	Indicator	Page	Global compact principle
Dma	Management focus	68	
COMMUNITY			
So1	Nature, scope & effectiveness of programs & practices for evaluating & Managing the impacts of operations in the communities, including the entry, operation & exit	67 -73	P1
CORRUPTION			
So2	Percentage & total number of business units analyzed with respect to corruption-related risks.	36 -41	P10
So3	Percentage of staff trained in the organization's anticorruption policies & procedures	39 -41	P10
So4	Measures taken in response to corruption incidents	36 -41	P10
PUBLIC POLICY			
So5	Position in public policies & participation in their development & Lobbying activities.	The ethic code gives all the positions that must be observed in relation to bci and the government	P10
So6*	Total amount of financial & other contributions to political parties or related institutions, by country	Bci doesn't make these kind of contributions	P10
UNFAIR COMPETITION BEHAVIOR			
So7*	Total number of actions for causes related to monopoly practices and those against free competition, and their results	No incidents of this kind were recorded during 2009.	
COMPLIANCE WITH REGULATIONS			
So8	Monetary value of sanctions & significant fines & total number of non-monetary sanctions deriving from noncompliance with laws & regulations,	No incidents of this kind were recorded during 2009.	

#### FINANCIAL SUPPLEMENT

#### PERFORMANCE WITH RESPECT TO SOCIETY

Number	Indicator	Page	Global compact principle
FS13	Points of access to disadvantaged or low-intensity population areas by type	57	
FS14	Initiatives to improve financial services access for the disadvantaged population.	57	

# Responsibility for the product

Number	Indicator	Availability/ condition	Global compact principle
Dma	Management focus	56 And 62	
<b>CUSTOMER HEALTH AND SAFETY</b>			
Pr1	Phases in the life cycle of products & services in which their impacts are evaluated on the health & safety of customers, and percentage of categories of significant products & services subject to such evaluation procedures	Not relevant	
<b>LABELLING OF PRODUCTS AND SERVICES</b>			
Pr3	Types of information on the products & services that are required by current procedures & regulations, and percentage of products & services subject to such informative requirements.	Bci complies with all voluntary regulations and codes in reference to this item	
Pr4*	Total number of incidents arising from non-compliance with the voluntary regulation and codes relating to information and product labeling, distributed as a function of the type of results from said incidents.	During 2009, there were no instances of non-compliance	
Pr5*	Practices with respect to customer satisfaction, including the results of measurements of customer satisfaction	62 And 63	
<b>MARKETING COMMUNICATIONS</b>			
Pr6	Programs of compliance with laws, standards and voluntary codes related to marketing communications, including advertising, promotions & sponsorships.	Bci complies with all voluntary regulations and codes in reference to this item	
Pr7*	Total number of incidents arising from non-compliance with regulations relating to marketing communications, including advertising, promotions & sponsorships.	There were no incidents reported in 2009.	
<b>CUSTOMER PRIVACY</b>			
Pr8*	Total number of duly-founded complaints relating to respect for privacy & the loss of personal data.	There were no incidents reported in 2009.	
<b>REGULATORY COMPLIANCE</b>			
Pr9	Cost of significant fines as a result of non-compliance with regulations with respect to the supply & use of the organization's products & services	There were no incidents reported in 2009.	

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## Financial Supplement

### Product Portfolio

FS1	POLICIES WITH SPECIFIC ENVIRONMENTAL AND SOCIAL COMPONENTS APPLIED TO THE BUSINESS LINES	SEE INDICATOR 4.11
FS2	PROCEDURES TO FIX AND PROTECT BUSINESS LINES FROM POSSIBLE ENVIRONMENTAL AND SOCIAL RISKS.	SEE INDICATOR 4.11
FS3	PROCESSES TO MONITOR THE IMPLEMENTATION AND CONSENT FROM THE CUSTOMERS ON THE SOCIAL AND ENVIRONMENTAL REQUIREMENTS INCLUDED IN TRANSACTIONAL AGREEMENTS.	SEE INDICATOR 4.11
FS4	PROCESS(ES) TO IMPROVE THE PERSONNEL'S CAPACITIES TO IMPLEMENT SOCIAL AND ENVIRONMENTAL POLICIES AND PROCEDURES, AS IT APPLIES TO THE BUSINESS LINES.	THERE ARE NO FORMAL TRAINING PROCESSES IN THIS POLICY.
FS5	INTERACTION WITH THE CUSTOMERS/INVESTORS/ BUSINESS PARTNERS WITH RELATION TO THE SOCIAL AND ENVIRONMENTAL RISKS AND OPPORTUNITIES.	16 AND 17

# Report Application Levels

		2002 In Accordance	C	C+	B	B+	A	A+
MANDATORY	Self Declared							
	Third Party Checked			Report Externally Assured		Report Externally Assured		Report Externally Assured
OPTIONAL	GRI Checked			Report Externally Assured		Report Externally Assured		Report Externally Assured

# APPENDIX

## Appendix 1

In order to comply with the principles of clarity, precision and reliability proposed by the Global Reporting Initiative (GRI) and, at the same time, make the manner in which the information was gathered transparent, the sources of information are presented. Some of them were the bank's professional sources and others were documents written and distributed in the organization.

### » Interviews and Information Dissemination

Arturo Acevedo, Administration Subdirector.

Luis Acuña, Health, Safety and Environment Department Chief

Paola Alvano, CSR Subdirector

Carlos Andonaegui, Corporate Secretary

Pedro Balla, General Counsel

Andrea Barría, Director of Organizational Development and Learning

Marcela Bravo, Corporate Communications and CSR Head

Ricardo Castillo, Chief of the Customer Experience Management Project

Nicolás Dibán, Chief Retail Banking Officer

Graciela Durán, Audit and Compliance Head

Mario Gómez, Chief Commercial Banking Officer

Olga Grandón, Personnel Management Executive

Pablo Jullian, Chief Human Resources Officer

Oscar Navarro, Real Estate Subdirector

Andrea Parra, Corporate Purchasing Process Chief

Gonzalo Pizarro, Personnel Development Director

Luis Reyes - Escatell, Training Chief

Abraham Romero, Chief Retail Banking Officer

Daniela Valenzuela, Personnel Development Management Support Executive

Fernando Vallejo, Accounting Director

Rafael Zúñiga, Chief of Operational Risk Regulatory Compliance



### » Written Sources

1. 2009 Bci Outstanding Supplier Recognition Terms and Condition.
2. Flexible Work Plan Description.
3. Mentors Network Document. Sofofa – Innovation Forum. Documents corresponding to the 2009 AcciónRSE Best Sustainability Report Award Contest:
  - a) Evaluation Criteria.
  - b) Pre-evaluation report issued by AcciónRSE.
  - c) Jury's Comments report.
4. Nuevamente Project Documents.
5. December 2009 Amigo Digital Report.
6. 2009 Corporate Values and Ethics Barometer Final Report.
7. Book "La Ruta del Emprendedor".
8. Our Customer Service Promise
9. 2009 Corporación Crédito al Menor Communications Plan.
10. 2009 Suppliers Area CSR Plan.
11. 2008 Bci – Enseña Chile Alliance Presentation.
12. 2009 EmpeñeUC Presentation.
13. Bci Alternative Energies Mutual Fund Presentation.
14. Retail Banking and Corporate Banking Career Path Presentation.
15. 2009 Outstanding Entrepreneur Award Presentation
16. "Volunteer Work: Environmental Improvements to Eduardo de La Barra School" Program Presentation.
17. Punto Bci Nova Program Presentation.
18. UC Small and Medium Sized Company Program Presentation.
19. 2009 Bci Outstanding Supplier Recognition Presentation.
20. 2008 Bci Global Performance Evaluation Process.
21. May Day Network Program
22. 2009 Organizational Climate and Execution Survey Results.
23. Bci Suppliers on Corporate Social Responsibility Survey Results.
24. 2009 Financial Literacy Program Results.
25. 2007 – 2009 Guided Art Tours Summary
26. 2009 Periodicals Contact (three published numbers).
27. Vision and Mission Statements



# Help us improve with your opinion.

Aiming to improve our report for next year, we would like to know your opinion and because of this we invite you to complete this questionnaire:

## 1. What stakeholder group do you belong to?

(Mark with an X the option that best describes you)

- ☐ a) Shareholder  
☐ b) Supplier  
☐ c) Customer  
☐ d) Team Member  
☐ e) Community in General  
☐ f) Other

## 2. What is your opinion of the 2009 Bci Corporate Governance and Corporate Social Responsibility Report?

(Mark with an X the option that best describes you)

- ☐ a) The information is disseminated in an understandable manner and with an organized structure.  
☐ b) The information is disseminated in an understandable manner, but unorganized.  
☐ c) The information is disseminated in an incomprehensible manner, but organized.  
☐ d) The information is disseminated in an incomprehensible and unorganized manner.

## 3. With respect to the content

(Mark with an X the option that best describes you)

- ☐ a) I consider that all the information I need is included.  
☐ b) I consider that the information delivered isn't what I need.  
☐ c) I consider that the information is delivered in an impartial manner.  
☐ d) I consider that the information is delivered in a partial manner.

## 5. If you considered the information in the report to not be satisfactory, help us to improve our next report by telling us what information you would like to read.

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## 6. Comments and Suggestions.

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## 4. With respect to the format, how do you evaluate the Bci Corporate Governance and Corporate Social Responsibility Report? (Mark only one option)

Clarity (Readability)

- ☐ Very Good  
☐ Good  
☐ Regular  
☐ Bad

Extent (precision and depth of the issues dealt with)

- ☐ Very Good  
☐ Good  
☐ Regular  
☐ Bad

Design(format, graphics, photos)

- ☐ Very Good  
☐ Good  
☐ Regular  
☐ Bad

Thank you for your time. Please send this questionnaire to: Av. El Golf 125, Piso 10. Las Condes or to the e-mail: [ccorpor@bci.cl](mailto:ccorpor@bci.cl)





## Contact:

In case you want more information, contact us:

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Highlighted texts on innovation were taken from the website <http://www.innovationmain.com/> and correspond to Sanjay Dalal, Innovation Consultant.



"thanks"



