

# 4<sup>th</sup> Quarter 2014 CONFERENCE CALL

Réjean Robitaille, President & CEO Michel C. Lauzon, CFO

December 10, 2014 at 2 p.m. 1 800 524-8850



# FORWARD-LOOKING STATEMENTS

In this document and in other documents filed with Canadian regulatory authorities or in other communications, Laurentian Bank of Canada may from time to time make written or oral forward-looking statements within the meaning of applicable securities legislation. Forward-looking statements include, but are not limited to, statements regarding the Bank's business plan and financial objectives. The forward-looking statements contained in this document are used to assist the Bank's security holders and financial analysts in obtaining a better understanding of the Bank's financial position and the results of operations as at and for the periods ended on the dates presented and may not be appropriate for other purposes. Forward-looking statements typically use the conditional, as well as words such as prospects, believe, estimate, forecast, project, expect, anticipate, plan, may, should, could and would, or the negative of these terms, variations thereof or similar terminology.

By their very nature, forward-looking statements are based on assumptions and involve inherent risks and uncertainties, both general and specific in nature. It is therefore possible that the forecasts, projections and other forward-looking statements will not be achieved or will prove to be inaccurate. Although the Bank believes that the expectations reflected in these forward-looking statements are reasonable, it can give no assurance that these expectations will prove to have been correct.

The Bank cautions readers against placing undue reliance on forward-looking statements when making decisions, as the actual results could differ considerably from the opinions, plans, objectives, expectations, forecasts, estimates and intentions expressed in such forward-looking statements due to various material factors. Among other things, these factors include: changes in capital market conditions, changes in government monetary, fiscal and economic policies, changes in interest rates, inflation levels and general economic conditions, legislative and regulatory developments, changes in competition, modifications to credit ratings, scarcity of human resources and developments in the technological environment. The Bank further cautions that the foregoing list of factors is not exhaustive. For more information on the risks, uncertainties and assumptions that would cause the Bank's actual results to differ from current expectations, please also refer to the Bank's Annual Report under the title "Risk Appetite and Risk Management Framework" and other public filings available at www.sedar.com.

The Bank does not undertake to update any forward-looking statements, whether oral or written, made by itself or on its behalf, except to the extent required by securities regulations.

#### ADOPTION OF THE AMENDED IFRS ACCOUNTING STANDARD ON EMPLOYEE BENEFITS

Effective November 1, 2013, the Bank adopted the amendments to the International Financial Reporting Standards (IFRS) standard on employee benefits, which required restatement of the Bank's 2013 comparative information and financial measures. Additional information on the impact of the adoption is available in the notes to the audited annual consolidated financial statements and in the Supplementary Information reported for the fourth quarter of 2014.

#### **NON-GAAP FINANCIAL MEASURES**

The Bank uses both GAAP and certain non-GAAP measures to assess performance. Non-GAAP measures do not have any standardized meaning prescribed by GAAP and are unlikely to be comparable to any similar measures presented by other companies. These non-GAAP financial measures are considered useful to investors and analysts in obtaining a better understanding of the Bank's financial results and analyzing its growth and profit potential more effectively.

Symbol: LB, TSX



# **RECORD 2014 ADJUSTED RESULTS**

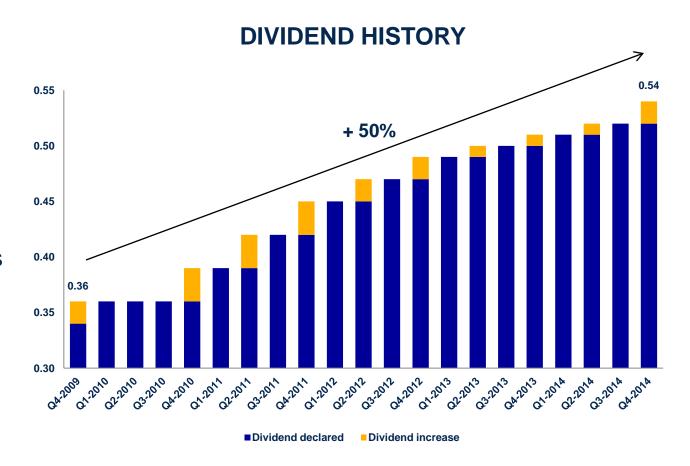
- Solid financial performance in 2014
  - Adjusted\* net income up 5% year-over-year, to \$163.6 M (2013 \$155.4 M)
  - Adjusted\* diluted earnings per share up 5%, to \$5.31
- Strategic growth in our prioritized activities:
  - 15% growth in commercial loans and BAs
  - 11% growth in commercial mortgage loans, excluding a loan sale in Q2-2014
  - 3% in B2B Bank's mortgage portfolio
  - Combined 16% growth in revenues from card service, sales of mutual funds and insurance
- Adjusted\* efficiency ratio improved by 180 bps thanks to disciplined expense management
- Strong credit quality: low loss ratio at 0.15%
- Rating upgrade by DBRS to A(low) for deposits and senior debt



# A SOLID DIVIDEND GROWTH HISTORY

# **Highlights**

- Quarterly dividend increase of \$0.02 or 4% to \$0.54 per share
- Quarterly dividend increased by 50% over the last 5 years





# **A STRONG 2014 YEAR**

	2014 OBJECTIVES	2014 RESULTS	VARIATION VS 2013		
Adjusted return on common shareholders' equity <sup>(1)</sup>	10.5% to 12.5%	11.9%	-20 bps		
Adjusted net income <sup>(1)</sup>	\$145.0 M to \$165.0 M	\$163.6 M	+5%		
Adjusted efficiency ratio (1)	72.5% to 69.5%	71.0%	-180 bps		
Adjusted operating leverage (1)	Positive	ositive 2.4%			
Common Equity Tier 1 ratio (All-in basis)	> 7.0%	7.9%	+30 bps		

<sup>(1)</sup> Excluding adjusting items (T&I Costs and restructuring charges), see page 28

# **Highlights**

- •All objectives met
- •Results improved significantly compared to last year



# **OVERALL POSITIVE RESULTS**

Key strategies for 2014	Results achieved
Complete integration of acquired companies	Integrations completed successfully
	15% growth in commercial loans and BAs in 2014
Grow Business Services	11% growth in commercial mortgages in 2014 excluding a loan sale
	30% increase in income from sales of mutual funds in 2014
Increase and diversify other income	<ul> <li>Leveraging small-cap capability at LBS, positively impacting 2014 revenues, and research now covering almost 100 small-cap companies in 9 sectors</li> </ul>
	5% decrease in non-interest expenses
Control costs efficiently	Cost synergies realised at B2B Bank following the acquisitions



# MICHEL LAUZON CHIEF FINANCIAL OFFICER



# **RECORD 2014 ADJUSTED RESULTS**

# **Highlights**

- Strong annual and quarterly results
- Efficiency ratio improved significantly, both in 2014 and Q4-2014
- Adjusted net income improved by 11% in Q4-2014 compared to last year

In millions of dollars, except per share and percentage amounts	GAAP	Adjusted*	Variation vs 2013 <sup>(1)</sup>
2014			
Net income Diluted EPS ROE Efficiency ratio	\$140.4 \$4.50 10.1% 73.4%	\$163.6 \$5.31 11.9% 71.0%	5% 5% -20 bps -180 bps
Q4-2014			
Net income Diluted EPS ROE Efficiency ratio	\$33.8 \$1.09 9.5% 75.1%	\$42.6 \$1.39 12.2% 70.3%	11% 10% 50 bps -230 bps

<sup>(1)</sup> Variation calculated on an adjusted basis, see page 28



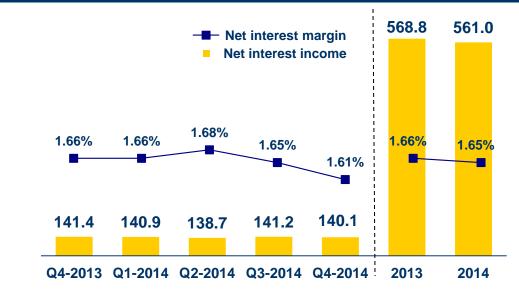
# **INCREASING REVENUES**

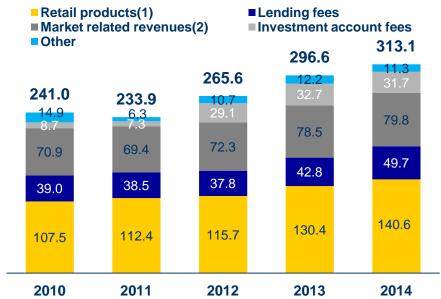
## **Highlights on NIM**

- Q4-2014 NIM decreased by 4 bps sequentially, mainly explained by:
  - 2 bps due to seasonally lower prepayment penalties;
  - 2 bps due to a higher level of liquid assets in the quarter.
- Margin compression stemming from low interest rates has likely run its course.

# Highlights on Other income

- In 2014, versus 2013:
  - 30% increase in revenue from mutual funds
  - 16% increase in lending fees
  - 14% increase in insurance income
  - Brokerage revenues up 5%





<sup>(1)</sup> Including deposit service charges, card service revenues, income from sales of mutual funds and insurance income net

In millions of

n millions of

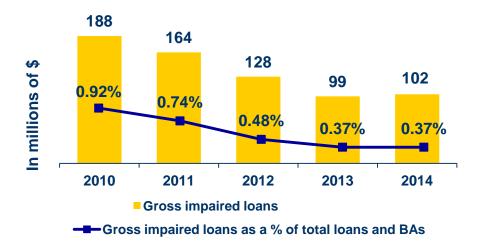
<sup>2)</sup> Including income from brokerage operations and income from treasury and financial market operations



# **STRONG CREDIT QUALITY**

## **Highlights on credit**

- Overall credit quality very strong
- Gross impaired loans at a low level
- Provisions for personal loan portfolios decreased Y/Y due to lower provisions on point-of-sale and investment loan portfolios
- Provisions for commercial loans and commercial mortgage loans increased from the negative levels of 2013



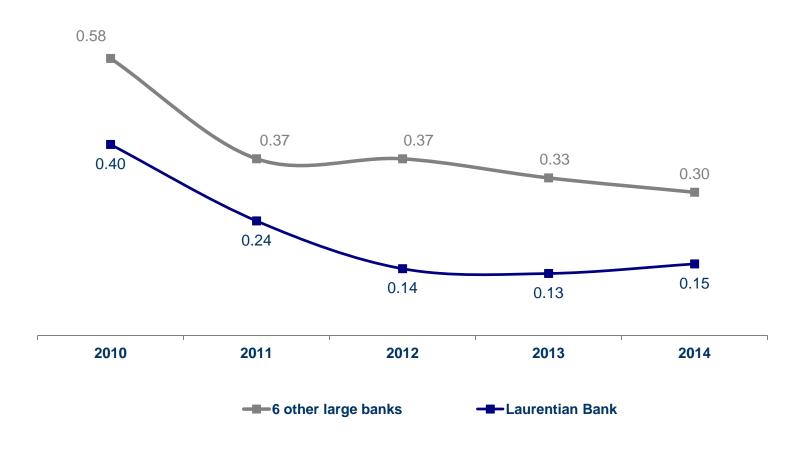
#### Provision for loan losses and as a % of average loans and acceptances

In thousands of dollars, except percentage amounts	(	Q4-2014	Q3-2014		Q4-2013		2014		2013
Personal loans	\$	7,610	\$	4,976	\$	10,020	\$ 25,062	\$	31,668
Residential mortgage loans		2,154		1,606		1,789	5,330		8,713
Commercial mortgage loans		264		3,759		(1,648)	4,407		(3,640)
Commercial loans and other		472		159		(161)	7,201		(741)
TOTAL	\$	10,500	\$	10,500	\$	10,000	\$ 42,000	\$	36,000
As a % of avg. loans and BAs		0.15%		0.15%		0.15%	0.15%	·	0.13%



# A FAVOURABLE CREDIT HISTORY

# Provision for loan losses as a % of average loans and acceptances

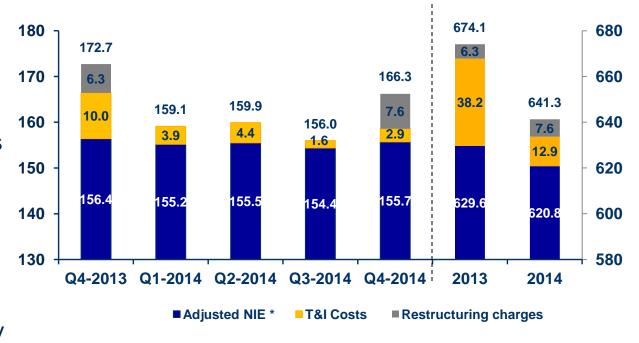


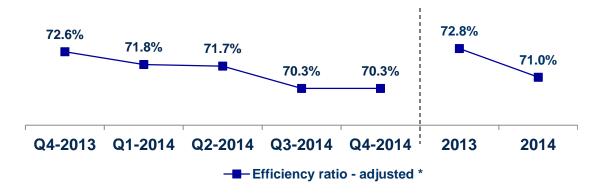


## **IMPROVING EFFICIENCY RATIO**

# **Highlights**

- Non-interest expenses decreased by 5% Y/Y
- Integrations are now completed
- Adjusted efficiency ratio improved significantly in 2014, by 180 bps







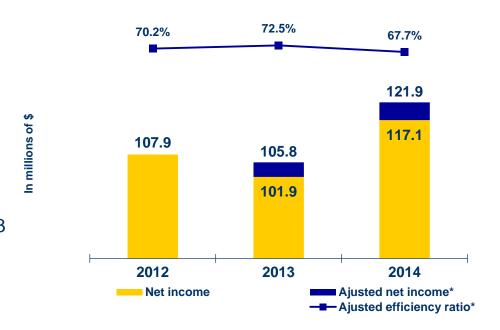
# **PERSONAL & COMMERCIAL**

## **2014 Highlights**

- Adjusted net income: up 15% Y/Y
- Total revenue : up 3% Y/Y
- Average loans and deposits : up 3% and 1% respectively Y/Y
  - Commercial loans and BA's: up 15%
  - Commercial mortgages: up 11% excluding loan sale
- Non-interest expenses: down 3% Y/Y
- Loan loss provision: \$33.2 M vs \$21.4 M in 2013
- Restructuring charges of \$6.5 M vs \$5.3 M in 2013

# Business Segment Profile

- A suite of financing options, including leasing solutions, for small and medium enterprises and real estate developers across Canada
  - 28 commercial banking centers in B.C., Alberta, Ontario, Québec and Nova Scotia
- Financial products and services for retail clients in Québec
  - 152 branches and 418 ATMs





Symbol: LB, TSX

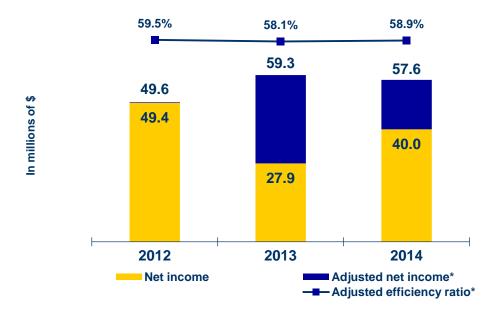
\* Excluding adjusting items (restructuring charges), see page 28





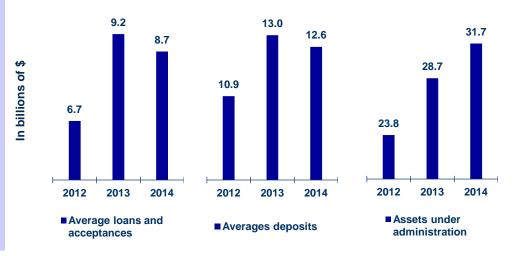
## **2014 Highlights**

- Adjusted net income: down 3% Y/Y
- T&I Costs: \$12.9 M vs \$38.2 M in 2013
- Total revenue: down 6% Y/Y
- Average loans: down 5% Y/Y largely due to the expected attrition of investment loans
- Average deposits: down 3% Y/Y, as the Bank optimized its current funding strategy
- Loan losses: \$8.8 M vs \$14.6 M in 2013
- Non-interest expenses excluding T&I Costs: down 5% Y/Y



## **Business Segment Profile**

- Provides personal banking products such as investment loans, deposits, mortgages, high interest accounts, GIC's and investment accounts and services distributed through a network of financial advisors and brokers to their clients
- Canadian leader in serving financial advisors and brokers



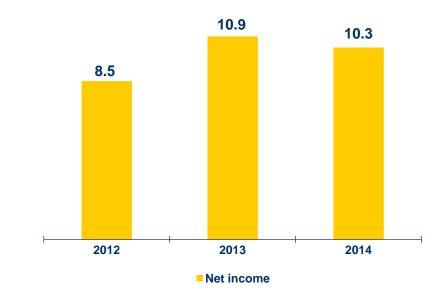
<sup>\*</sup> Excluding adjusting items (T&I Costs), see page 28



# LAURENTIAN BANK SECURITIES & CAPITAL MARKETS

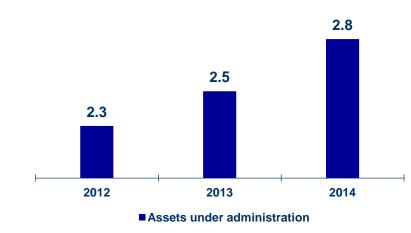
## 2014 Highlights

- Net income: down \$0.6 M Y/Y
- Total revenue: increased by \$0.6 M mainly due to higher revenues from the small-cap equity underwriting market
- Non-interest expenses: up \$0.9 M Y/Y



## **Business Segment Profile**

- Integrated broker serving Institutional and Retail investors
- Bank-related capital market activities
- Recognized and choice provider of Fixed Income products
- Specialized in the small-cap company segment
- 18 offices in Québec, Ontario and Manitoba



In billions

Symbol: LB, TSX

Page 15



# LAURENTIAN BANK IS WELL CAPITALIZED

As at October 31, 2014

## **CET1 Ratios**

## **Highlights**

 CET1 ratio improved to 7.9% (under the Standardized Methodology) from the 7.6% level in 2013



\* Pro forma

# **2015 OBJECTIVES**

	2015 OBJECTIVES
Adjusted diluted earnings per share growth <sup>(1)</sup>	5% to 8%
Adjusted efficiency ratio <sup>(1)</sup>	< 71.0%
Adjusted operating leverage <sup>(1)</sup>	Positive
Adjusted return on common shareholders' equity (1)	≥ 12.0%
Common Equity Tier 1 ratio (All-in basis)	> 7.0%

<sup>(1)</sup> Excluding adjusting items

#### MAIN ASSUMPTIONS SUPPORTING THE OBJECTIVES

- Net interest margins stable at the 2014 level
- Loan loss provisions to remain at low levels
- Low single-digit overall loan growth for the year
  - Residential mortgages: low single digit
  - Business loans: double digit
  - B2B Bank investment loans to decline at a slower rate
- Impact of Québec payroll tax increase estimated at \$0.08 per share



## A DIFFERENT BANK

#### FIELDS OF SPECIALIZATION

## Personal & Commercial

#### **Business Services**

- Solid expertise of specialists distinguishing themselves in selected market segments
- Focus on small and medium-sized enterprises and real estate promoters in Canada

## **Retail Services**

- Traditional banking offering
- Relying on an authentic relationship approach founded on simplicity and accessibility

## **B2B Bank**

- Specialized in the financial advisor and broker market in Canada
- Array of banking products developed for these advisors/brokers and their clients

# Laurentian Bank Securities & Capital Markets

- Broker recognized in the institutional brokerage field in Canada
- Specialized in the small-cap companies market and in the fixed-income products



## MID-TERM OUTLOOK

•Grow EPS by 5-10% annually	•Move the efficiency ratio below 68%
•Generate positive operating leverage	•Maintain strong capital ratios that exceed regulatory requirements

### WHICH WILL BE ATTAINED WITH THE FOLLOWING STRATEGIES:

- Generate strong growth in Business Services in Canada
  - Double business loans, to \$10 billion, in 2018
- Take advantage of B2B Bank leadership position in the financial advisors and brokers market in Canada
  - Double B2B Bank mortgage loans, to \$8 billion over the next five years
- Accentuate client and profitability geographic diversification
- Maintain a solid positionning in terms of Retail Services
- Solidify positioning in the small-cap institutional brokerage segment



# There's more than one way to be a bank.

And we chose to be Laurentian Bank.



# Q4-2014 CONFERENCE CALL ATTENDEES

- Réjean Robitaille, President and Chief Executive Officer
- Michel C. Lauzon, Executive Vice-President and Chief Financial Officer
- François Desjardins, Executive Vice-President of the Bank and President and Chief Executive Officer of B2B Bank
- Pierre Minville, Executive Vice-President and Chief Risk Officer
- Lorraine Pilon, Executive Vice-President, Corporate Affairs, Human Resources and Secretary
- Michel C. Trudeau, Executive Vice-President, Capital Markets of the Bank, and President and Chief Executive Officer of Laurentian Bank Securities Inc.
- Stéphane Therrien, Executive Vice-President, Business Services
- Gilles Godbout, Executive Vice-President and Chief Information Officer
- Louis Marquis, Senior Vice-President, Credit
- Stéfanie Pelletier, Vice-President, Finance
- André Lopresti, Vice-President and Chief Accountant
- Gladys Caron, Vice-President, Public Affairs, Communications and Investor Relations

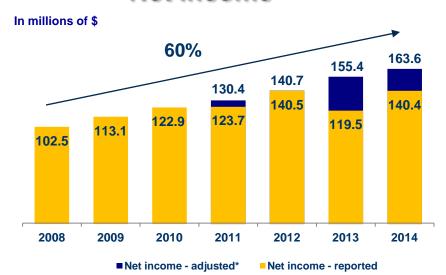


# APPENDICES

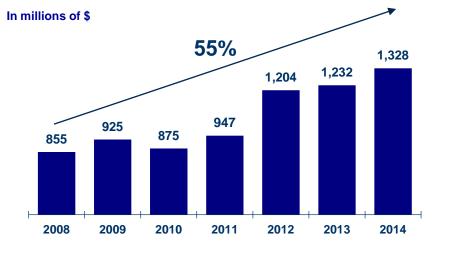


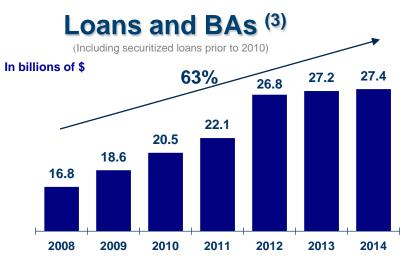
# SUSTAINED EARNINGS AND BALANCE SHEET GROWTH

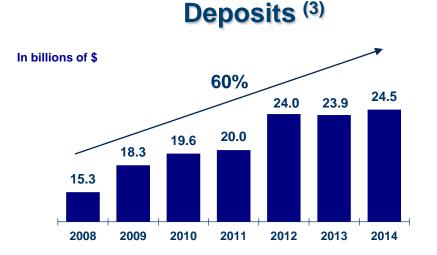
## Net income (1) (2)



# Common shareholders' equity (2) (3)







Symbol: LB, TSX

Page 23

<sup>\*</sup> Excluding adjusting items

<sup>(1)</sup> Figures prior to 2011 not restated under IFRS

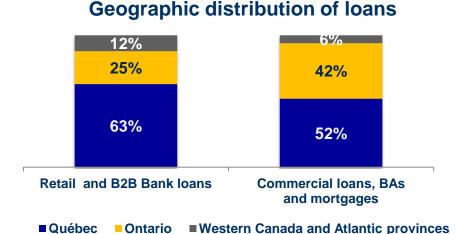
<sup>(2)</sup> Comparative figures for 2013 reflect the adoption of the amended IFRS accounting standard on employee benefits. Prior results have not been restated.

<sup>(3)</sup> Figures prior to 2010 not restated under IFRS



# **DIVERSIFIED BUSINESS MODEL**

Approximately 50% of our profitability is generated from provinces other than Québec



#### 8% CAGR \$27.4 billion 30 25 7.1 \$18.6 billion 20 +84% in billions of 4.1 8.7 15 4.5 10 +16% 11.6 5 10.0 0

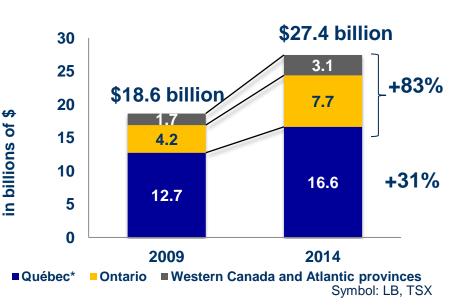
2014

and mortgages

**■ Commercial loans, BAs** 

Loan portfolio diversification

## A growing diversification of loans



■ Retail loans\*

2009

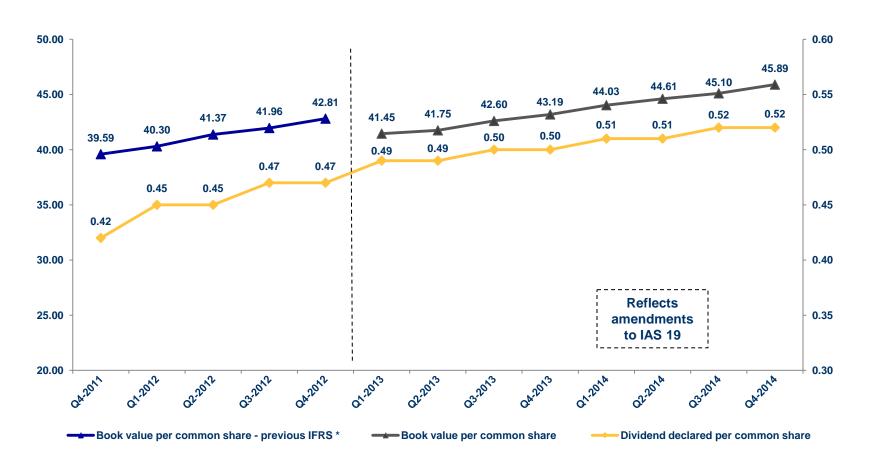
■B2B Bank loans



# STRONG GROWTH IN BOOK VALUE AND DIVIDENDS

## Growth in dividends and book value (\$)

Dividend increased 24% since Q4-2011





# **ANNUAL FINANCIAL HIGHLIGHTS**

In millions of Canadian dollars, except per share and percentage amounts *	2014	2013	Variation
Net interest income	\$561.0	\$568.8	-1%
Other income	313.1	296.6	6%
Total revenue	874.1	865.3	1%
Amortization of net premium			
on purchased financial instruments			
and revaluation of contingent consideration	9.7	4.4	118%
Provision for loan losses	42.0	36.0	17%
Non-interest expenses (NIE)	641.3	674.1	-5%
Income taxes	40.7	31.4	30%
Net income	\$140.4	\$119.5	17%
Preferred share dividends	11.0	11.7	-7%
Net income available to common shareholders	\$129.4	\$107.7	20%
Diluted EPS	\$4.50	\$3.80	18%
Return on common shareholders' equity	10.1%	9.1%	100 bps
Efficiency ratio	73.4%	77.9%	-450 bps
Effective tax rate	22.5%	20.8%	170 bps
ADJUSTED MEASURES **			
Adjusted net income	\$163.6	\$155.4	5%
Adjusted diluted EPS	\$5.31	\$5.07	5%
Adjusted return on common shareholders' equity	11.9%	12.1%	-20 bps
NIE excluding T&I Costs and restructuring charges	\$620.8	\$629.5	-1%
Adjusted efficiency ratio	71.0%	72.8%	-180 bps
Adjusted operating leverage	2.4%	0.5%	190 bps
Adjusted effective tax rate	22.6%	22.2%	40 bps

<sup>\*</sup> Certain totals do not add due to rounding

<sup>\* \*</sup> Excluding adjusting items (T&I Costs and restructuring charges), see page 28



# **QUARTERLY FINANCIAL HIGHLIGHTS**

_			
In millions of Canadian dollars, except per share and percentage amounts *	Q4-2014	Q4-2013	Variation
Net interest income	\$140.1	\$141.4	-1%
Other income	81.3	74.1	10%
Total revenue	221.4	215.5	3%
Amortization of net premium			
on purchased financial instruments			
and revaluation of contingent consideration	1.5	1.0	50%
Provision for loan losses	10.5	10.0	5%
Non-interest expenses (NIE)	166.3	172.7	-4%
Income taxes	9.4	6.0	56%
Net income	\$33.8	\$25.9	30%
Preferred share dividends	2.4	2.6	-9%
Net income available to common shareholders	\$31.4	\$23.2	35%
Diluted EPS	\$1.09	\$0.82	33%
Return on common shareholders' equity	9.5%	7.6%	190 bps
Efficiency ratio	75.1%	80.1%	-500 bps
Effective tax rate	21.7%	18.8%	290 bps
ADJUSTED MEASURES **			
Adjusted net income	\$42.6	\$38.5	11%
Adjusted diluted EPS	\$1.39	\$1.26	10%
Adjusted return on common shareholders' equity	12.2%	11.7%	50 bps
NIE excluding T&I Costs and restructuring charges	\$155.7	\$156.4	—%
Adjusted efficiency ratio	70.3%	72.6%	-230 bps
Adjusted operating leverage	-0.1%	1.0%	-110 bps
Adjusted effective tax rate	22.8%	21.6%	120 bps

<sup>\*</sup> Certain totals do not add due to rounding

<sup>\*\*</sup> Excluding adjusting items (T&I Costs and restructuring charges), see page 28



# **ADJUSTING ITEMS**

In millions of Canadian dollars, except per share amounts *	C	Q4-2014	Q4-2013		2014	2013
Impact on net income						
Reported net income	\$	33.8	\$ 25.9	\$	140.4	\$ 119.5
Adjusting items, net of income taxes						
Amortization of net premium on purchased financial						
instruments and revaluation of contingent						
consideration						
Amortization of net premium						
on purchased financial instruments		1.1	0.7		4.1	3.3
Revaluation of contingent consideration		_			4.1	
T&I Costs						
AGF Trust		2.1	5.3		9.0	16.4
MRS Companies		_	2.0		0.5	11.7
Restructuring charges						
Severance charges		4.4	4.6		4.4	4.6
Impairment charges related to IT projects		1.2			1.2	_
		8.8	12.7		23.2	36.0
Adjusted net income	\$	42.6	\$ 38.5	\$	163.6	\$ 155.4
				į į		
Impact on diluted earnings per share						
Reported diluted earnings per share	\$	1.09	\$ 0.82	\$	4.50	\$ 3.80
Adjusting items		0.31	0.44		0.81	1.27
Adjusted diluted earnings per share	\$	1.39	\$ 1.26	\$	5.31	\$ 5.07



# **3 BUSINESS SEGMENTS**

For the year ended October 31, 2014

# Personal & Commercial

#### **B2B Bank**

# LB Securities & Capital Markets

% of total revenue (1)

% of adjusted net income (1)(2)

68% 64% 24% 30% 8% 6%

 A full suite of financing options, including leasing solutions, for small businesses, larger companies and real estate developers across Canada

- Financial products and services for retail clients
- 152 retail branches in Québec
- 28 commercial banking centers in B.C., Alberta, Ontario, Québec and Nova Scotia

 Personal banking products such as investment loans, mortgages, high interest accounts, GICs and investment accounts and services distributed through a network of financial advisors and brokers to their clients

- Integrated broker serving
   Institutional and Retail investors
- Bank-related capital market activities

 18 offices in Québec, Ontario and Manitoba

#### Balance as at October 31, 2014

- \$11.4 B in residential mortgage loans and home equity lines of credit
- \$0.4 B in personal lines of credit
- \$2.7 B in commercial mortgage loans
- \$3.2 B in commercial loans
- Total deposits: \$10.3 B
- Assets under administration \$7.1 B

- \$4.2 B in investment and RRSP loans
- \$4.6 B in brokered mortgages and home equity lines of credit
- Total deposits: \$12.0 B
- Assets under administration \$31.7 B

Assets under administration: \$2.8 B

Excluding the Other sector



# **MANAGEMENT COMMITTEE**

## Réjean Robitaille, FCPA, FCA

President and Chief Executive Officer President of Laurentian Bank since 2006 With Laurentian Bank since 1988

## Michel C. Lauzon

Executive Vice-President and Chief Financial Officer With Laurentian Bank since 2009 and from 1988 to 1998

## François Desjardins

**Executive Vice-President of the Bank President and Chief Executive Officer of B2B Bank** 

With Laurentian Bank since 1991

## **Gilles Godbout**

**Executive Vice-President and Chief Information Officer** 

With Laurentian Bank since May 2012 and from 1987 to 1999

## Pierre Minville, CFA

Executive Vice-President, and Chief Risk Officer With Laurentian Bank since 2000

## **Lorraine Pilon**

**Executive Vice-President Corporate Affairs, Human Resources, and Secretary** 

# Stéphane Therrien

With Laurentian Bank since 1990

Executive Vice-President, Business Services
With Laurentian Bank since 2012

## Michel C. Trudeau

**Executive Vice-President, Capital Markets of the Bank and President and Chief Executive Officer of Laurentian Bank Securities Inc.** 

With Laurentian Bank since 1999



# **BOARD MEMBERS**

## Isabelle Courville (2007)

Chair of the Board Laurentian Bank of Canada Corporate Director

### Lise Bastarache (2006)

Economist and Corporate Director

#### Jean Bazin C.R. (2002)

Counsel
Dentons Canada LLP

# Richard Bélanger, FCPA, FCA (2003)

President
Toryvel Group Inc.

# Michael T. Boychuk, FCPA, FCA (2013)

President Bimcor Inc.

## Pierre Genest (2006)

Chairman of the Board SSQ, Life Insurance Company Inc.

## Michel Labonté (2009)

**Corporate Director** 

# A. Michel Lavigne, FCPA, FCA (2013)

**Corporate Director** 

## **Jacqueline C. Orange (2008)**

**Corporate Director** 

## Susan Wolburgh Jenah (2014)

**Corporate Director** 

# Réjean Robitaille, FCPA, FCA (2006)

President and
Chief Executive Officer
Laurentian Bank of Canada

## Michelle R. Savoy (2012)

**Corporate Director** 

# Jonathan I. Wener, C.M. (1998)

Chairman of the Board Canderel Management Inc.



# **INVESTOR RELATIONS CONTACT**

Gladys Caron – Vice-President, Public Affairs,
Communications and Investor Relations
514-284-4500 ext. 7511