

# INVESTOR PRESENTATION

## Fourth Quarter 2016

Conference Call

December 6, 2016 at 3:30 p.m.



LAURENTIAN  
BANK

# Caution Regarding Forward-Looking Statements

In this document and in other documents filed with Canadian regulatory authorities or in other communications, Laurentian Bank of Canada (the “Bank”) 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 readers 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 prospect, 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 be 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, as well as developments in the technological environment. Furthermore, these factors include the ability to execute the Bank’s transformation plan and in particular the successful reorganization of retail branches, the modernization of the core banking system and adoption of the Advanced Internal Ratings-Based approach to credit risk (the AIRB approach).

With respect to the anticipated benefits from the acquisition of the Canadian equipment financing and corporate financing activities of CIT Group Inc. (“CIT Canada”) and statements with regards to this transaction being accretive to earnings, such factors also include, but are not limited to: the ability to realize synergies in the anticipated time frame, the ability to promptly and effectively integrate the businesses, reputational risks and the reaction of the Bank’s and CIT Canada’s customers to the transaction, and diversion of management time on acquisition-related issues.

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 “Risk Appetite and Risk Management Framework” on page 37 of the Bank’s Management’s Discussion and Analysis as contained in the Bank’s 2016 Annual Report, as well as to other public filings available at [www.sedar.com](http://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.

## 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.



# FRANÇOIS DESJARDINS

President and Chief  
Executive Officer



LAURENTIAN  
BANK



**STRATEGIC  
HIGHLIGHTS**

# Towards Achieving our 2022 Strategic Objectives



## Performance

Achieve an ROE that is comparable to the Canadian banking industry



## Growth\*

Double the size of our organization



## Foundation

Build a solid strategic foundation



\* Compared with October 31, 2015.

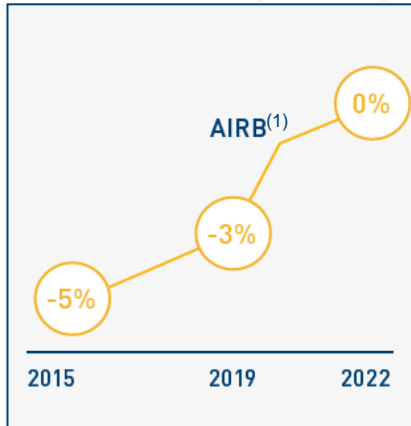
# 2016 Transformation Plan Achievements



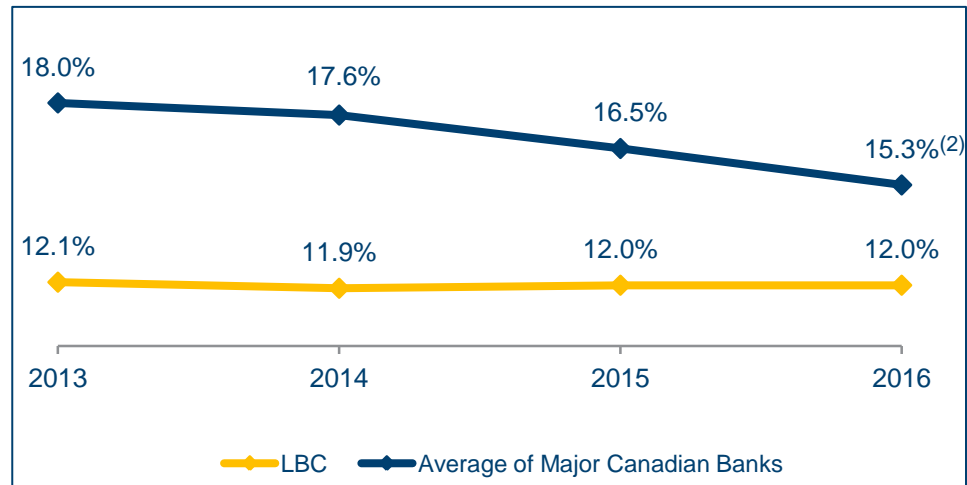
## Performance

Achieve an ROE that is comparable to the Canadian banking industry

### Adjusted ROE gap target



## Adjusted ROE Laurentian Bank vs Major Canadian Banks



(1) Advanced internal ratings-based (AIRB) approach. Based on the Bank's assessment of current regulatory requirements.

(2) Compared to 2016 for major Canadian banks, with the exception of BMO (9 months 2016).



# 2016 Transformation Plan Achievements

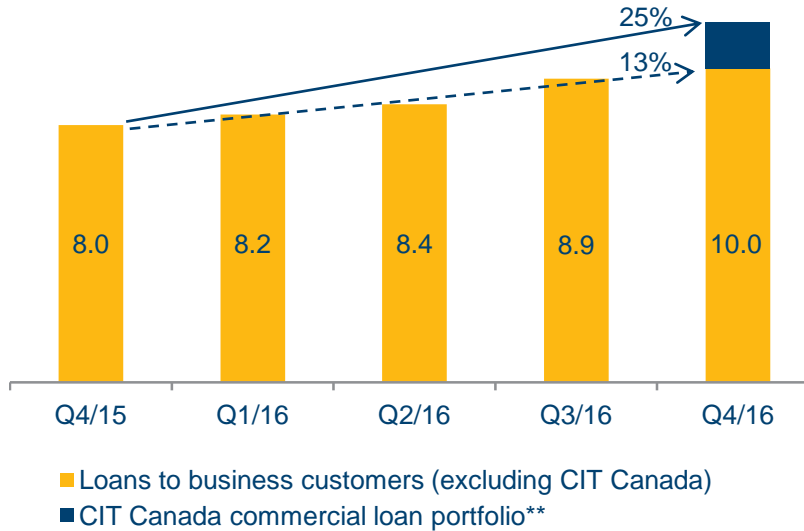


## Growth\*

Double the size of our organization

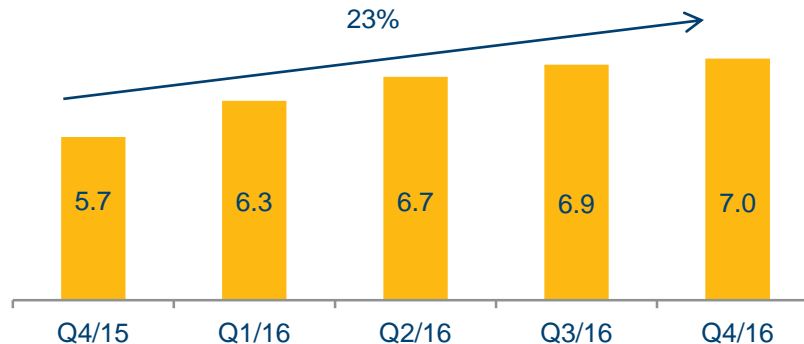
### Loans to Business Customers

(\$ billions)



### Residential Mortgage Loans through Independent Advisors and Brokers

(\$ billions)



\* Compared with October 31, 2015.

\*\* CIT Canada net commercial loan portfolio of \$0.9B.

# 2016 Transformation Plan Achievements



## Foundation

Build a solid strategic  
foundation

- ✓ Rebuilt first layers of executive team, reduced size of executive committee, created an operating committee, and recruited talent
- ✓ Reset mission, values and strategic objectives
- ✓ Engaged with all team members
- ✓ Put in place a robust initiative management platform
- ✓ Began work on essential initiatives:
  - ▶ Implementation of a core banking system
  - ▶ Migration to the AIRB approach
  - ▶ Optimization of Retail activities
  - ▶ Reduction of corporate expenses





# FRANÇOIS LAURIN

Executive Vice-President  
and Chief Financial Officer



LAURENTIAN  
BANK

# **FINANCIAL RESULTS**

# Q4 2016 and 2016 Financial Performance

Adjusted	Q4/16	Q/Q	Y/Y	2016	2016/ 2015
Net Income (\$M)	\$ 50.5	10%	15%	\$ 187.0	9%
Diluted EPS	\$ 1.47	7%	2%	\$ 5.70	1%
ROE	12.1%	70 bps	0 bps	12.0%	0 bps
Efficiency Ratio	67.4%	- 270 bps	- 340 bps	69.6%	- 170 bps

- Solid core financial performance
- Strong growth in Q4 adjusted net income, up 15% Y/Y
- Strong growth in 2016 adjusted net income up 9% Y/Y
- Q4 EPS growth impacted by an increase of 9% in average common shares outstanding

Reported <sup>(1)</sup>	Q4/16	Q/Q	Y/Y	2016	2016/ 2015
Net Income (\$M)	\$ 18.4	- 59%	n. m.	\$ 151.9	48%
Diluted EPS	\$ 0.45	- 66%	n. m.	\$ 4.55	42%
ROE	3.7%	- 750 bps	980 bps	9.6%	280 bps
Efficiency Ratio	85.5%	n.m	n.m	74.2%	- 640 bps

- Fiscal 2016 EPS growth impacted by an increase of 5% in average common shares outstanding
- Stable adjusted ROE in Q4 and fiscal 2016 despite raising equity and a challenging environment
- Significant improvement in Q4 and fiscal 2016 adjusted efficiency ratio



(1) Reported results for both Q4 and fiscal 2015 and 2016 include impairment and restructuring charges which impact comparability as detailed on the next page and in the appendix.

# Significant Items in Q4 2016

(\$ millions, except per share amounts)	Before taxes	After taxes	EPS <sup>(1)</sup>
<b><i>Adjusting Items</i></b>			
Impairment and restructuring charges			
Impairment of software and intangibles assets, and premises and equipment	\$ 22.1	\$ 16.2	\$ 0.51
Provisions related to lease contracts	11.9	8.7	0.27
Severance	4.4	3.2	0.10
<i>Total impairment and restructuring charges</i>	<i>\$ 38.3</i>	<i>\$ 28.1</i>	<i>\$ 0.89</i>
Items related to business combinations			
CIT Canada transaction and integration costs	4.4	3.2	0.10
Amortization of net premium on purchased financial instruments	1.2	0.9	0.03
<i>Total items related to business combinations</i>	<i>\$ 5.6</i>	<i>\$ 4.1</i>	<i>\$ 0.13</i>
<b><i>Total adjusting items</i></b>	<b><i>\$ 43.9</i></b>	<b><i>\$ 32.2</i></b>	<b><i>\$ 1.02</i></b>
<b><i>Other</i></b>			
One-time net revenues - termination of an agreement	\$ 3.1	\$ 2.3	\$ 0.07

(1) The impact of adjusting items on a per share basis does not add due to rounding.



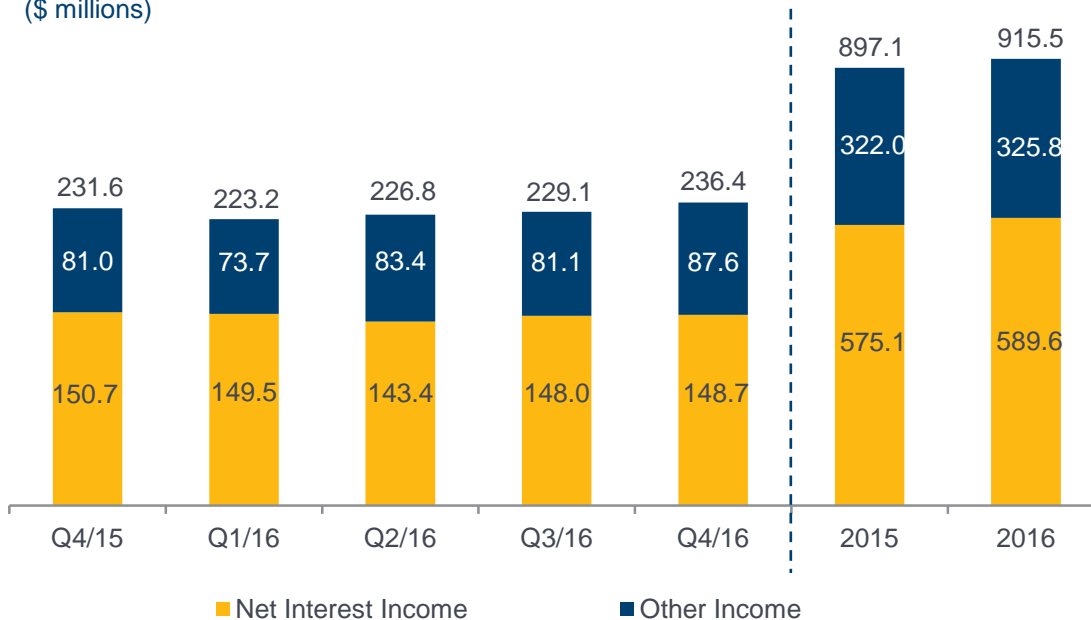
# Total Revenue

(\$ millions)	Q4/16	Q/Q	Y/Y	2016	2016/ 2015
Net Interest Income	\$ 148.7	0%	-1%	\$ 589.6	3%
Other Income	87.6	8%	8%	325.8	1%
<b>Total Revenue</b>	<b>\$ 236.4</b>	<b>3%</b>	<b>2%</b>	<b>\$ 915.5</b>	<b>2%</b>

- Total revenue in Q4 increased by \$7.3M vs Q3/16 and \$4.7M vs Q4/15
- Net interest income in Q4 decreased by \$1.9M vs Q4/15 due to tighter margins from the low interest rate environment and higher liquidity levels, partly offset by strong volume growth in the loan portfolios
- Other income in Q4 increased by \$6.7M vs Q4/15 driven by higher income from brokerage operations and higher income from investment accounts (including one-time net revenues of \$3.1M), offset by decreases in income from treasury and financial markets

## Total Revenue

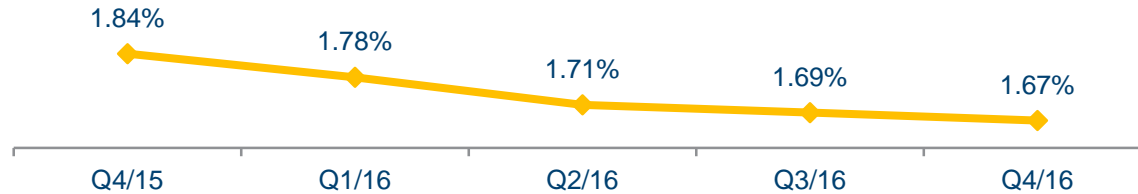
(\$ millions)



# Net Interest Margin (NIM)

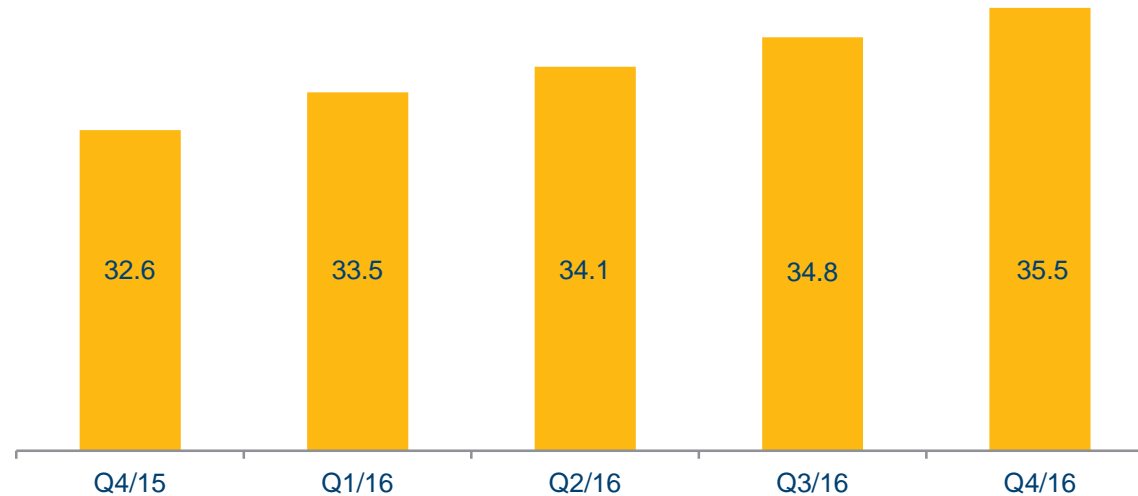
## Net Interest Margin

(on average earning assets)



## Average Earning Assets

(\$ billions)



- NIM Q4/16 vs Q3/16
  - a decrease of 2 bps as a result of the seasonally lower level of prepayment penalties on residential mortgage loans
- NIM Q4/16 vs Q4/15
  - a decrease of 17 bps due to the persistent pressure on lending rates, the tightening of the Prime-BA spread, the higher proportion of lower-yielding residential mortgage loans and higher liquid assets held throughout the quarter
- Average earning assets increased 9% Y/Y and 2% Q/Q due to:
  - Organic growth in residential mortgage loans through independent brokers and advisors and loans to business customers
  - Acquisition of CIT Canada



# Other Income

Other Income (\$ millions)	Q4/16	Q/Q	Y/Y	2016	2016/ 2015
Deposit Service Charges	\$ 14.1	2%	- 4%	\$ 57.0	- 5%
Lending Fees	15.1	12%	14%	55.3	9%
Card Service Revenues	8.2	- 10%	12%	33.4	7%
Fees and Commissions on Loans and Deposits	\$ 37.5	3%	6%	\$ 145.7	3%
Income from Brokerage Operations	18.5	- 2%	21%	71.4	13%
Income from Sales of Mutual Funds	10.6	6%	4%	40.3	4%
Income from Investment Accounts	9.5	37%	30%	30.3	0%
Income from Treasury and Financial Market Operations	4.2	44%	- 36%	12.8	- 45%
Other <sup>(1)</sup>	7.3	24%	17%	25.3	2%
	\$ 87.6	8%	8%	\$ 325.8	1%

- Income from brokerage operations in Q4 increased by \$3.2M vs Q4/15 due to an increase in volumes throughout all sales channels
- Income from investment accounts increased in Q4 by \$2.2M vs Q4/15 and \$2.6M vs Q3/16 due to one-time net revenues of \$3.1M related to the termination of an agreement
- Income from treasury and financial markets in Q4 decreased by \$2.4M vs Q4/15 due to income from other treasury activities



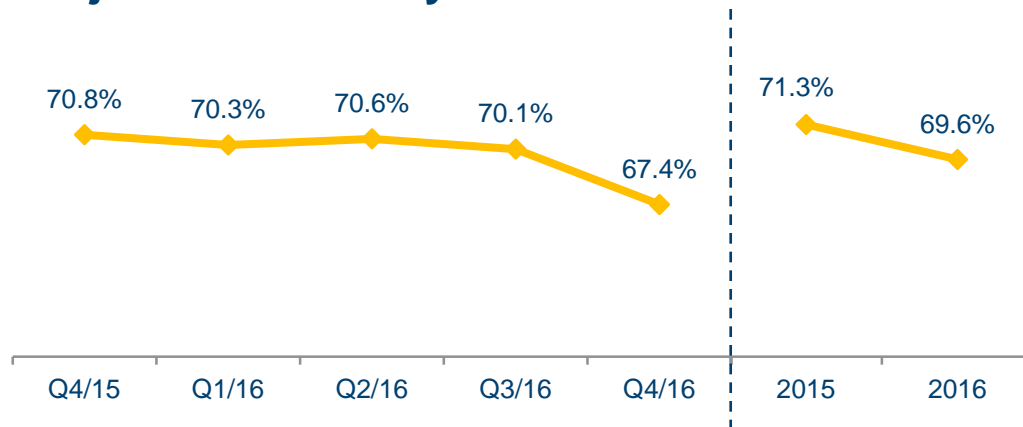
(1) Includes Insurance Income, net and Other.

# Non-Interest Expenses (NIE)

Adjusted NIE (\$ millions)	Q4/16	Q/Q	Y/Y	2016	2016/ 2015
Salaries and Employee Benefits	\$ 82.4	0%	- 4%	\$ 334.9	- 1%
Premises and Technology	46.2	- 6%	- 8%	187.7	- 5%
Other	30.7	7%	10%	114.2	9%
	\$ 159.2	-1%	- 3%	\$ 636.8	0%

- Well controlled adjusted expenses in Q4 down 3% vs Q4/15

## Adjusted Efficiency Ratio



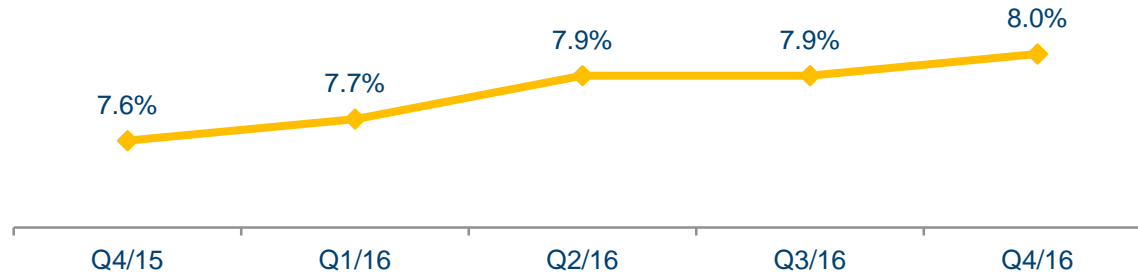
- Q4/16 adjusted efficiency ratio improved by 340 bps Y/Y and 270 bps Q/Q
- 2016 efficiency ratio improved by 170 bps compared to 2015





# Capital Management

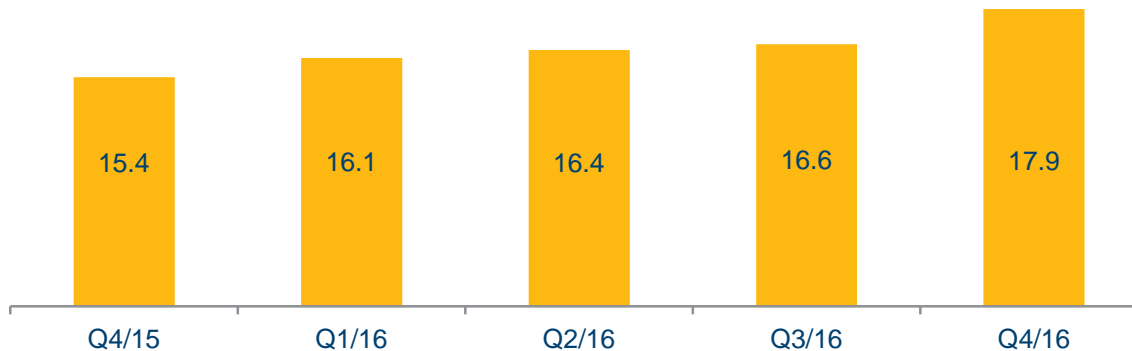
## Common Equity Tier 1 Capital Ratio (CET1)



- CET1 ratio increased 40 bps Y/Y due to:
  - the issuance of common shares for \$155.4M in Q4
  - the issuance of common shares for \$67.5M in Q1 and
  - internal capital generation
- This is partially offset by the:
  - growth in risk-weighted assets including those from CIT Canada and
  - increase in actuarial losses on pension plan benefits

## Risk-Weighted Assets

(\$ billions)



- Risk-weighted assets increased \$2.5B Y/Y mainly due to :
  - organic growth in loans to business customers
  - the acquisition of CIT Canada



# Funding

Funding Sources (\$ billions)	% (of total funding)	Q4/16	Q/Q	Y/Y
Personal Term Deposits	42%	\$ 15.7	4%	17%
Business and Other Deposits	18%	6.6	2%	- 9%
Personal Notice and Demand Deposits	14%	5.3	- 1%	- 11%
Debt Related to Securitization Activities	20%	7.2	20%	32%
Subordinated Debt	1%	0.2	0%	- 56%
Shareholders' Equity	5%	2.0	8%	24%

- Optimization of securitization financing
- Issuance of common and preferred shares
  - Common share issuance of \$67.5M in Q1/16 and \$155.4M in Q4/16
  - Preferred share issuance of \$125.0M in Q2/16
- Increase in term deposits provide an efficient funding source

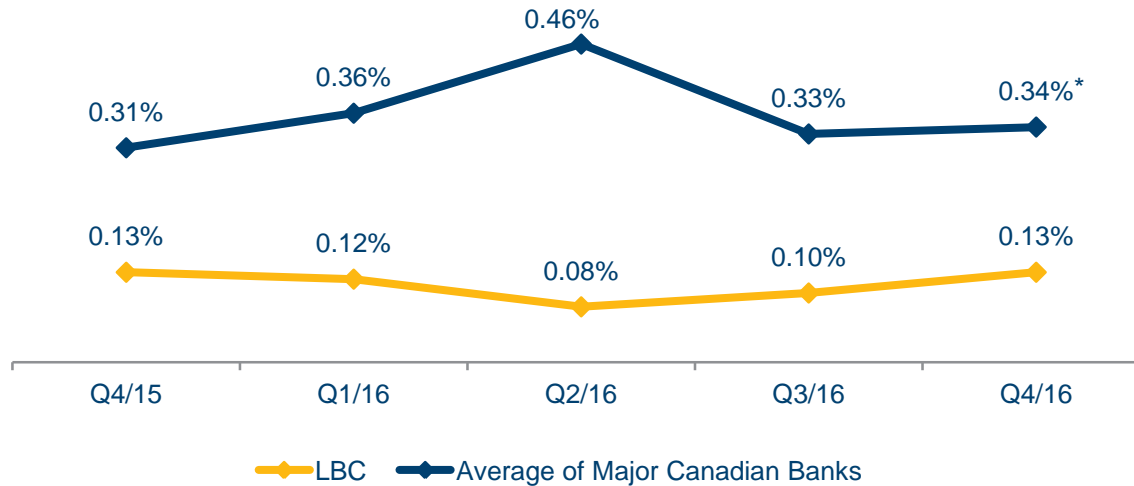


# **RISK REVIEW**

# Provision for Credit Losses (PCL)

## PCL

(As a % of average loans and acceptances)



- Loss rates remain at low levels compared to the industry and stable Y/Y stemming from overall underlying good credit quality of loan portfolios and could trend higher as the loan portfolio mix evolves

PCL (\$ millions)	Q4/16	Q3/16	Q4/15	2016	2015
Personal Loans	\$ 5.1	\$ 5.1	\$ 8.4	\$ 23.9	\$ 29.7
Residential Mortgage Loans	0.6	1.5	1.3	3.7	5.3
Commercial Mortgage and Commercial Loans	4.6	1.6	- 0.3	5.7	- 0.1
	\$ 10.3	\$ 8.2	\$ 9.4	\$ 33.4	\$ 34.9

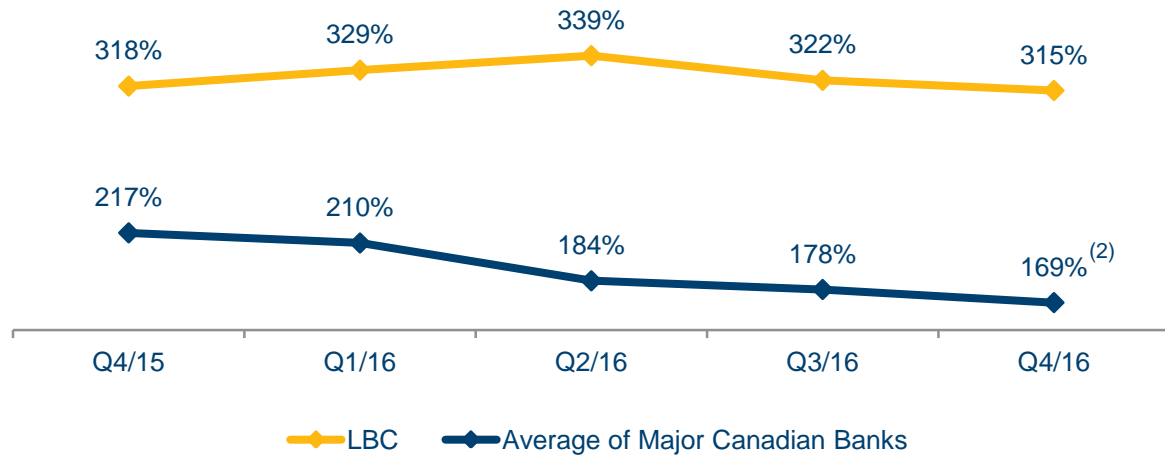


\* Compared to Q4/16 for major Canadian banks, excluding BMO.

# Allowances for loan losses

## Coverage of total provisions

(Allowances for loan losses<sup>(1)</sup> divided by PCL)



(1) Trailing four quarters.

(2) Compared to Q4/16 for major Canadian banks, excluding BMO.



**MID-TERM  
OBJECTIVES**

# Mid-Term Objectives

Adjusted Financial Performance	2019 Objectives	2016 <sup>(1)</sup>
ROE	Narrow gap to 300 bps <sup>(3)</sup>	12.0% Narrowed gap by 120 bps <sup>(4)</sup>
Efficiency Ratio	< 68 %	69.6% Improved 170 bps
Diluted EPS	Grow by 5% to 10% annually	\$ 5.70 Up 1%
Operating Leverage	Positive	2.5%
Key Growth Drivers	2019 Objectives	October 31, 2016 <sup>(2)</sup>
Loans to Business Customers	Grow by more than 60% to \$13B	\$ 10.0B Up \$2B or 25%
Residential Mortgage Loans Through Independent Brokers and Advisors	Grow by more than 50% to \$9B	\$ 7.0B Up \$1.3B or 23%
Mutual Funds to Retail Clients	Grow by more than 80% to \$6B	\$ 3.4B Up \$122M or 4%
Assets Under Management at Laurentian Bank Securities	Grow by more than 25% to \$4B	\$ 3.5B Up \$336M or 11%

(1) Compared to 2015.

(2) Growth compared to October 31, 2015.

(3) Compared to the major Canadian banks and achieve a comparable ROE by 2022.

(4) Compared to 2016 for major Canadian banks, with the exception of BMO (9 months 2016).



# **2017 PRIORITIES**



# 2017 Transformation Plan Priorities



## Performance

Achieve an ROE that is comparable to the Canadian banking industry



## Growth\*

Double the size of our organization



## Foundation

Build a solid strategic foundation

## Our Priorities for 2017

- Optimize Retail banking activities by merging branches, simplifying the product line, and increasing the size and effectiveness of our teams of advisors
  - Complete the integration of CIT Canada into LBC Capital
  - Revamp product offering directed at independent brokers and advisors
  - Continue improving efficiency by reducing expenses
- 
- Continue targeted market approach fueling strong and profitable growth
  - Focus on financial advice and distribution of mutual funds in Retail Services
  - Continue profitable growth and increase assets under management at LBS
- 
- Continue executing the development of:
    - The core banking platform
    - A more robust credit framework by continuing to work towards migration to the AIRB approach
    - Collaborative spaces for new corporate premises in Montreal



# APPENDICES

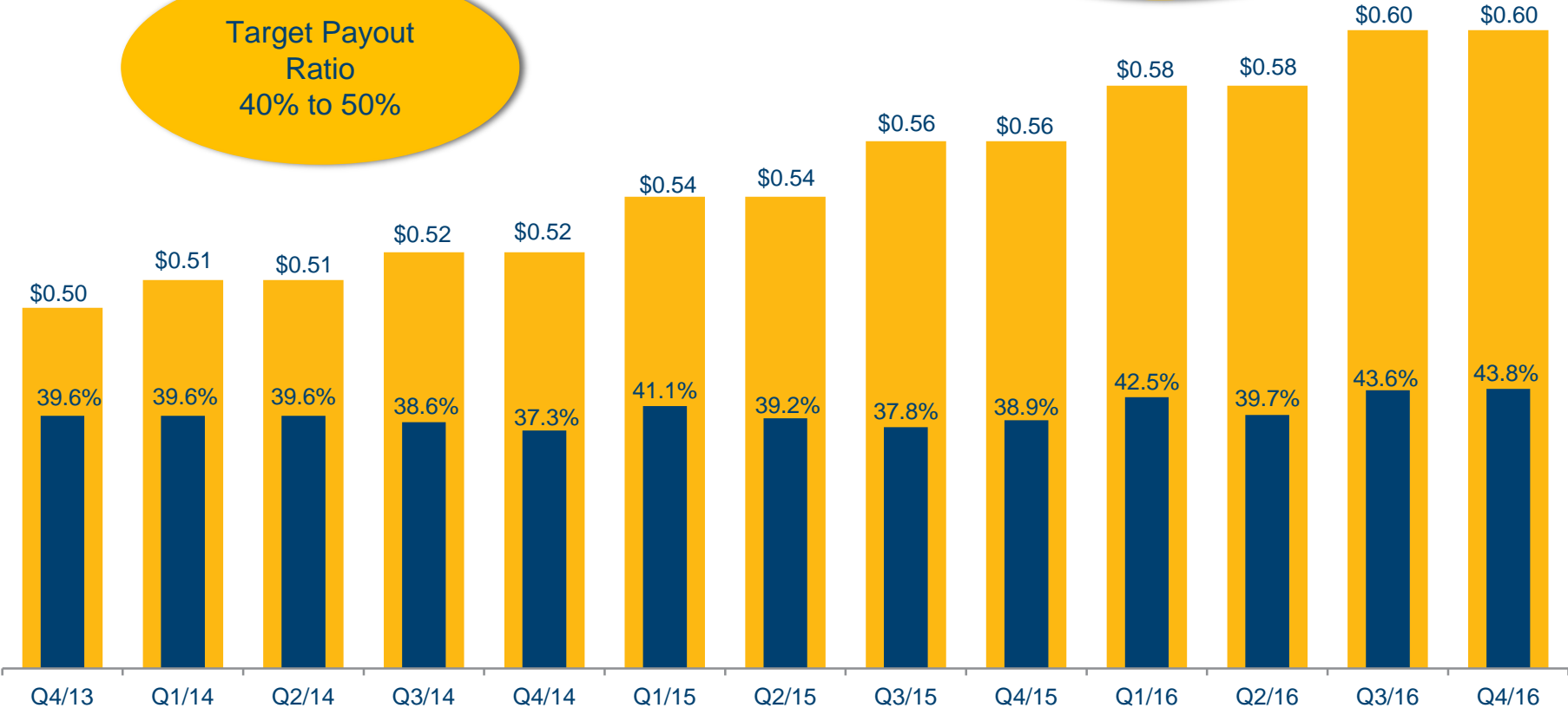
# Dividend Growth

## Dividends Declared Per Common Share and Adjusted Dividend Payout Ratio

(\$/share and as a %)

Quarterly dividend raised by \$0.01 to \$0.61 per share for Q1/17

Target Payout Ratio  
40% to 50%



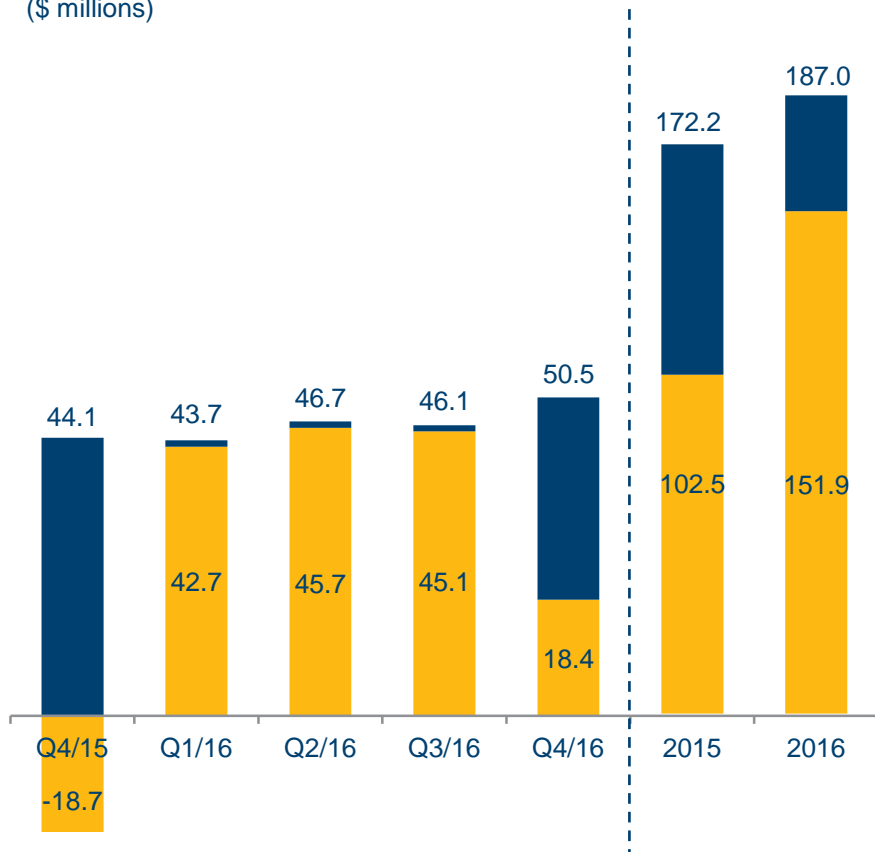
■ Dividend Declared ■ Adjusted Dividend Payout Ratio



# Financial Performance

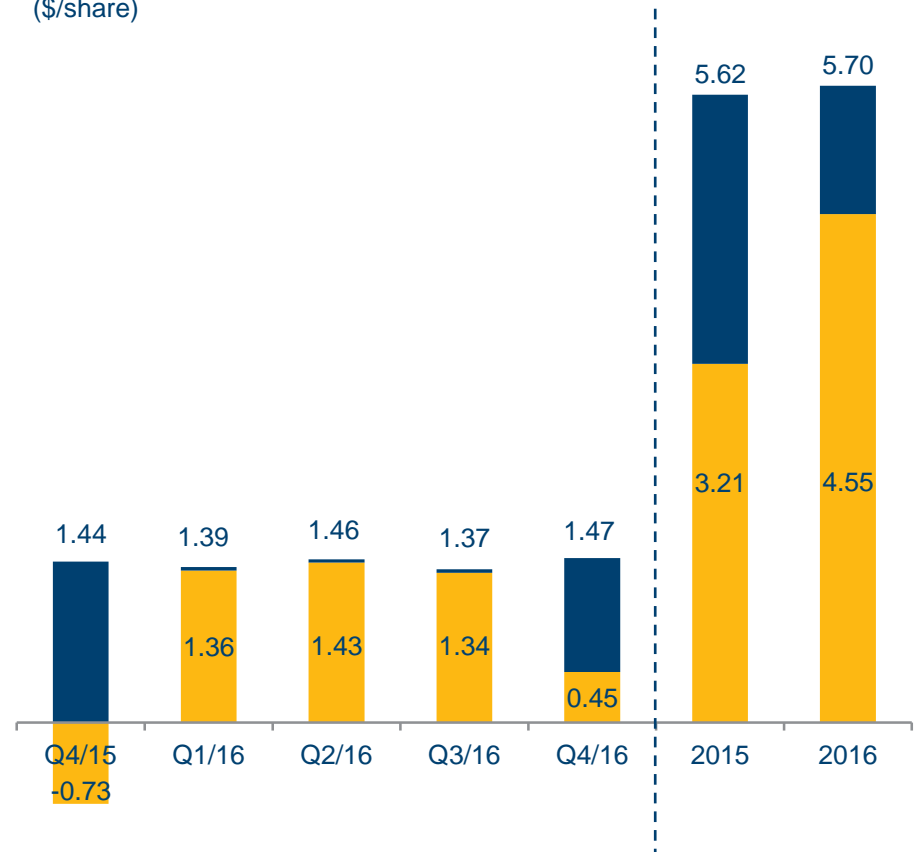
## Net Income

(\$ millions)



## Diluted Earnings Per Share

(\$/share)



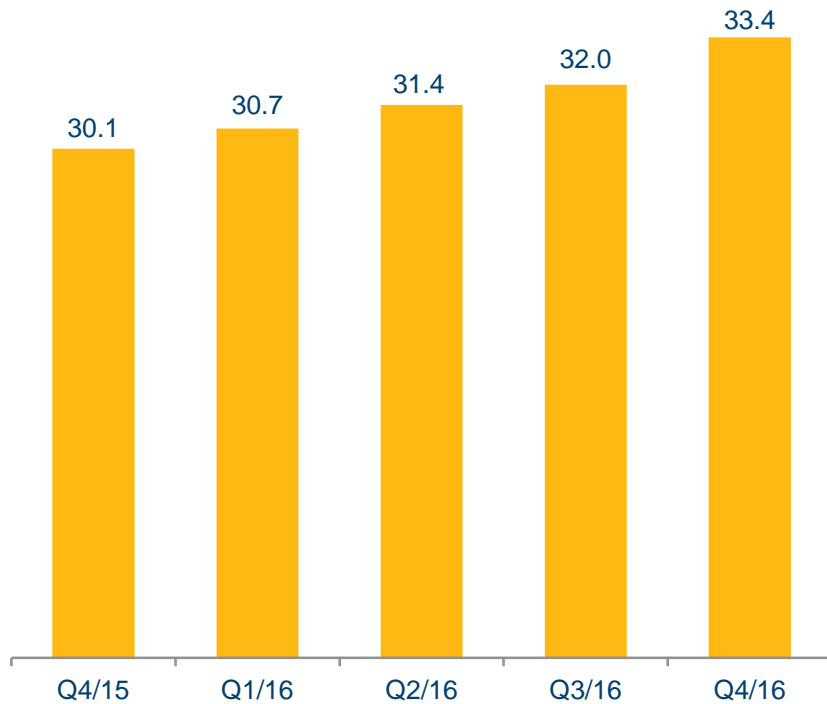
■ Net Income (Loss)  
■ Adjusted Net Income

■ Diluted EPS (Loss Per Share)  
■ Adjusted Diluted EPS

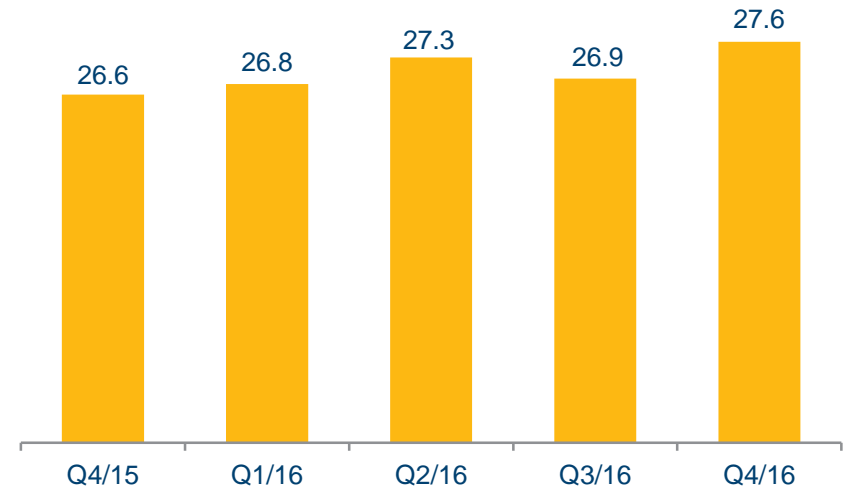


# Loans and Deposits

## Loans and Acceptances (\$ billions)



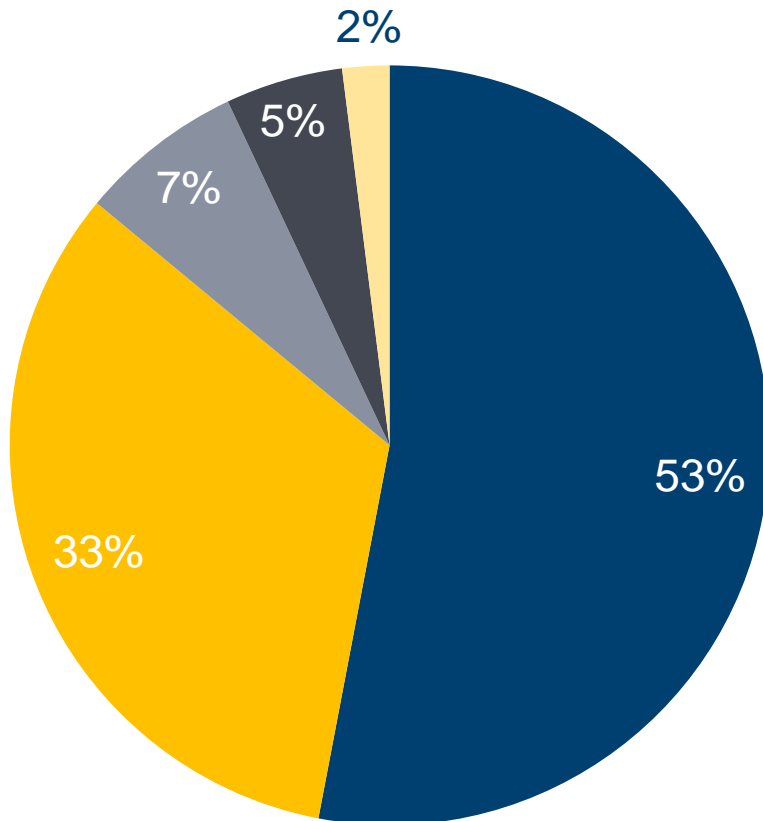
## Deposits (\$ billions)



# Geographic Diversification

## Geographic Distribution of Loans <sup>(1)</sup>

(As at October 31, 2016)



- Quebec (53%)
- Ontario (33%)
- Prairies & Alberta<sup>(2)</sup> (7%)
- British Columbia (5%)
- Atlantic Provinces and Territories (2%)



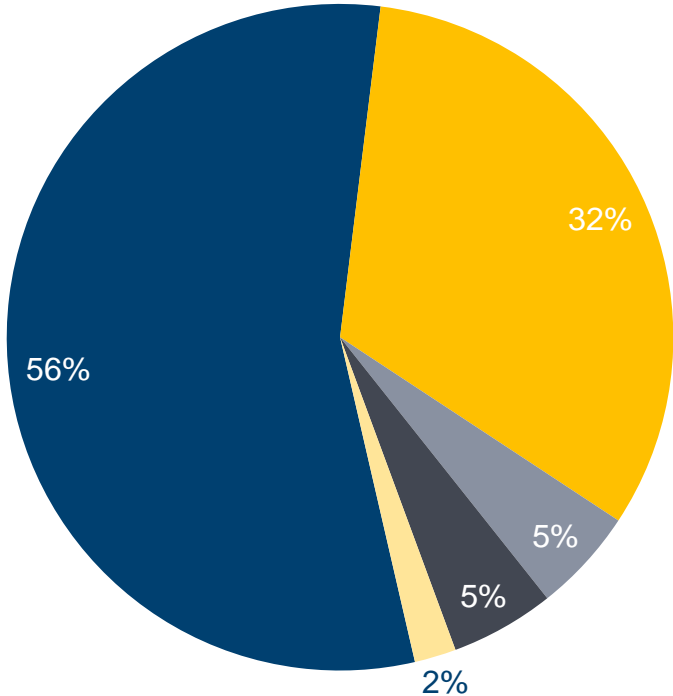
(1) As presented on the balance sheet, total loans of \$33.4B.

(2) Alberta 5%

# Residential Mortgage Portfolio

Portfolio of \$16.7B as at Oct. 31, 2016

Insured, Uninsured & Loan to Value (LTV) by Province



- Quebec (Montreal: 34%)
- Ontario (Toronto: 20%)
- Alberta (Calgary: 3%)
- British Columbia (Vancouver: 3%)
- Rest of Canada

	% of Residential Mortgage Portfolio		LTV % <sup>(1)</sup>
	Uninsured	Insured	
Quebec	49	51	64
Ontario	53	47	63
Alberta	37	63	66
British Columbia	54	46	59
Rest of Canada	33	67	70
Total	50	50	64

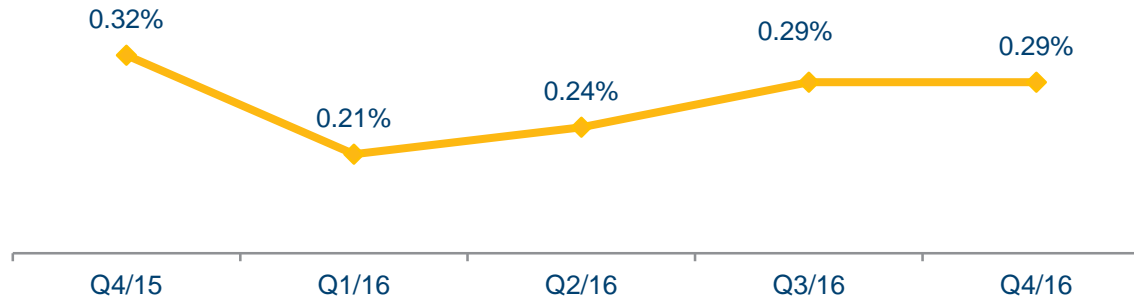


(1) Reflects current estimated value, including HELOCs.

# Impaired Loans

## Net Impaired Loans (NIL) <sup>(1)</sup>

(As a % of loans and acceptances)



Gross Impaired Loans (GIL) (\$ millions)	Q4/16	Q/Q	Y/Y
Personal Loans	\$ 18.0	0%	- 4%
Residential Mortgage Loans	31.5	- 7%	- 4%
Commercial Mortgage and Commercial Loans <sup>(2)</sup>	82.7	9%	- 5%
	\$ 132.3	4%	- 5%

(1) Net impaired loans are calculated as gross impaired loans less individual allowances and collective allowances against impaired loans.

(2) Including \$9.4M related to the acquisition of CIT Canada.





# Adjusting Items

(\$ millions, except per share amounts)	Q4/16	Q3/16	Q4/15	2016	2015
<b>Reported net income</b>	\$ 18.4	\$ 45.1	\$ (18.7)	\$ 151.9	\$ 102.5
<b><i>Adjusting items, net of income taxes</i></b>					
Impairment and restructuring charges					
Impairment of goodwill, software and intangible assets, and premises and equipment	16.2	-	57.2	16.2	57.3
Provisions related to lease contracts	8.7	-	0.4	8.7	0.4
Severance charges	3.2	-	3.0	3.2	3.0
Other impairment charges related to IT projects	-	-	1.2	-	1.2
	\$ 28.1	-	\$ 61.8	\$ 28.1	\$ 61.8
Items related to business combinations					
Amortization of net premium on purchased financial instruments	0.9	0.9	1.1	3.8	4.4
Costs related to business combinations	3.2	-	-	3.2	-
	\$ 4.1	\$ 0.9	\$ 1.1	\$ 7.1	\$ 4.4
	\$ 32.2	\$ 0.9	\$ 62.8	\$ 35.1	\$ 69.7
<b>Adjusted net income</b>	\$ 50.5	\$ 46.1	\$ 44.1	\$ 187.0	\$ 172.2
<b>Reported diluted earnings per share</b>	\$ 0.45	\$ 1.34	\$ (0.73)	\$ 4.55	\$ 3.21
Adjusting items	1.02	0.03	2.17	1.15	2.41
<b>Adjusted diluted earnings per share</b>	\$ 1.47	\$ 1.37	\$ 1.44	\$ 5.70	\$ 5.62



# **Investor Relations Contact**

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