

# Becoming the Undisputed #3 in Quebec and a Highly Performing Niche Player Across Canada

Raymond McManus,
President & CEO
Laurentian Bank of Canada

National Bank Financial Canadian Financial Services Conference Montreal - March 30, 2005

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### **Significant Achievements**



Q2 05 Final Settlement of Collective	Agreement
Q1 05 Five New Financial Services	Special transactions
Q1 05 Sale of BLC - Edmond De Ro Distribution Agreement with Indus	othschild &
Q1 05 Redemption of Debenture	es Series 8 since Q4 03
Q3 04 New Branch Concept:	shareholder
Q3 04 Redemption of Preferreds Series 7 &	value by
Q3 04 Redemption of Debenture	_
Q3 04 Sale of Mutual Fund Rights Outsi	
Q3 04 Sale of Merchan	t Terminals implement
Q3 04 B2B Trust P	Privatization our Plan and
Q2 04 Sale of VISA Portfolio Outs	
Q2 04 Issuance of Preferreds Series	strong capital
Q4 03 Sale of 57 Branches Outsi	ide Quebec ratios
Q4 03 Management Reduction	n Program

#### A Strong Presence in Canada



With more than 150 years of history in serving its clients, Laurentian Bank is an **important** player in the Canadian financial services sector from coast to coast

#### **Business Strategy Outside Quebec**

Through its B2B Trust subsidiary, its Commercial Financial Services sector, its indirect network of retail services point of sales, as well as its brokerage and foreign exchange services, the Bank is determined to focus its energy and resources to become a performing niche player in the sectors and markets in which it excels and has a competitive edge

#### **Sustainable Growth Across Canada**

- More than 13,000 independent financial intermediaries and deposit agents distributing B2B Trust 's and Laurentian Bank 's products: representing an increase of at least 30 % since 2001
- A billion-dollar portfolio of residential mortgage loans outside Quebec, which is one-sixth of the Bank's total portfolio of residential mortgage loans
- Loans issued outside Quebec represent 35% of total loans



#### **Execution of our 3-Year Plan**

#### **Our Performance to Date**



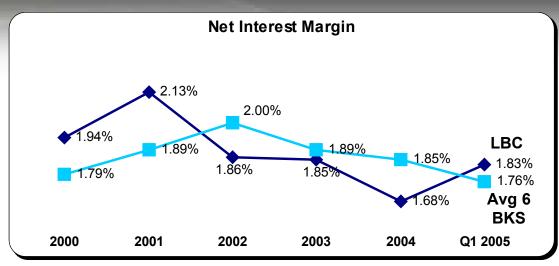
Performance Measure	3 Months Period Ended October 31, 2004 Core	3 Months Period Ended January 31, 2005 Continuing Operations	3 Months Period Ended January 31, 2005 GAAP	2005 Annual Target
Return on Equity	2.4%	5.3%	8.3%	4.5% to 5.5%
Earnings per Share	\$0.17	\$0.38	\$0.60	\$1.30 to \$1.60
Total Revenue	\$108.9 M	\$ 119.2 M	\$ 119.2 M	\$ 480 M to \$ 490 M
Efficiency Ratio	83.8%	76.9%	76.9%	77.5% to 79%
Capital Ratios - Tier 1 Capital Ratio - Total Capital Ratio  Credit Quality (PCL Ratio) <sup>1</sup>	10.5% 14.0% 0.24%	10.5% 13.3% 0.24%	10.5% 13.3% 0.24%	Min of 9.5% Min of 13.0% 0.22% to 0.25%

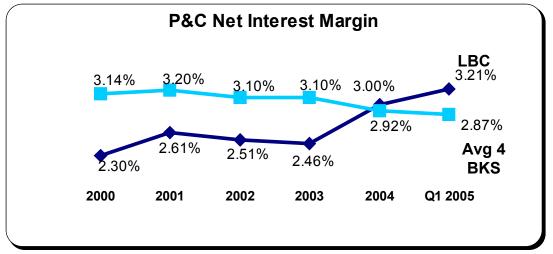
- (1) PCL ratio is calculated internally over Average Assets and not Loans, Acceptances & Reverse Repos
- Significant improvement in our performance since Q4 2004 and on target for 2005
- Revenue growth coming mostly from higher NIM
- Measures associated with our 3-year plan have increased our profitability and demonstrate our ability to strongly execute on our plan

#### **Our NIM is Back on Track**



For Q1 2005, there has been a significant turnaround in the Bank's net interest margin coming from tighter asset and liability management as well as strong improvement coming from the retail sector





For P&C NIM:

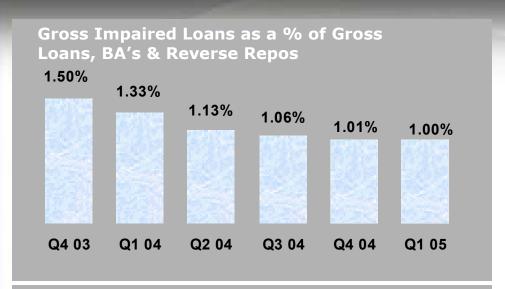
Includes Retail & Commercial Services but not B2B Trust and is calculated on average assets Excluding Scotia (reported numbers only on average earnings assets)

Excluding TD because only P&C average loans available

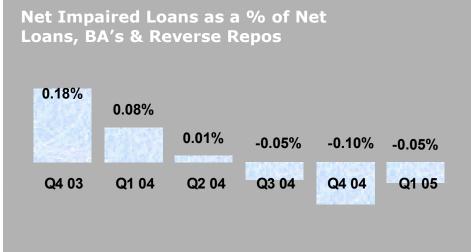
For 2000 and 2001, excluding NBC because P&C average assets not reported

#### **Our Credit Quality Remains Strong**





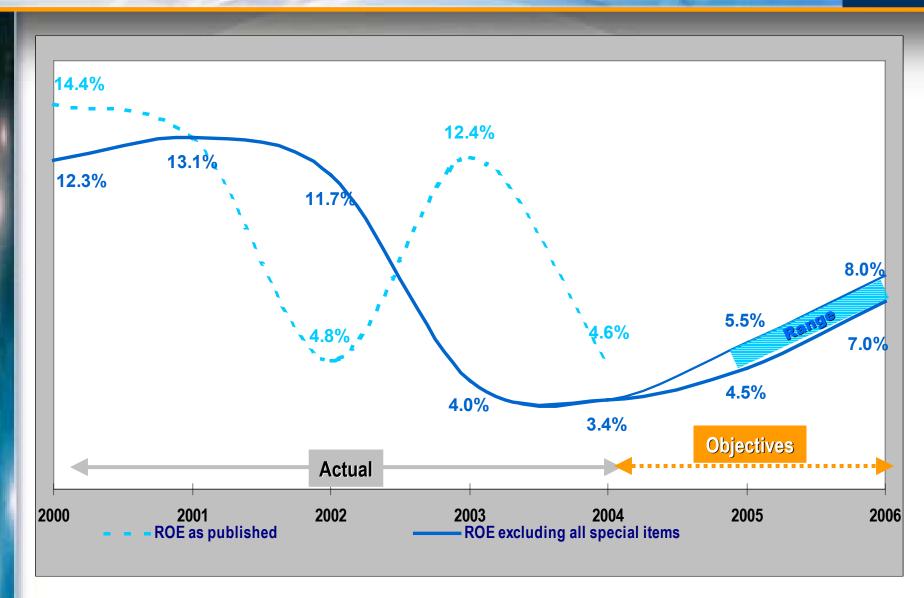
 Gross impaired loans have decreased by nearly 30% compared with Q1 2004



 Strong improvement in our net impaired loans which amounted to -\$5.8M compared to +\$10.5M a year ago

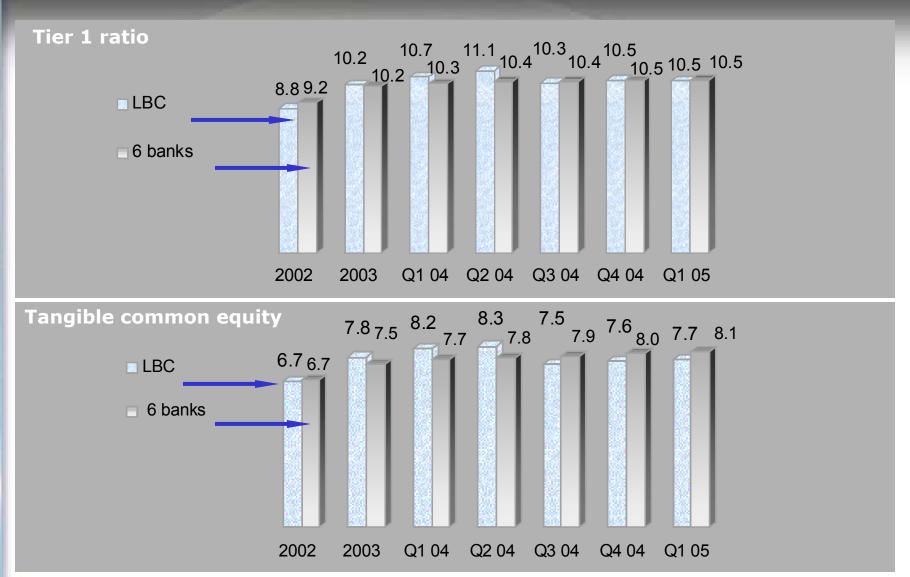
# **Consistent Growth in ROE Going Forward**





## We Have Maintained Strong Capital Ratios





#### Sale of BLC-Edmond de Rothschild



" The sale of BLC - Edmond de Rothschild to **Industrial** Alliance, completed in last December, is the final step towards a full repositioning of the Bank and most certainly our biggest achievement in the last quarter "

**Raymond McManus** 

#### Strategic transaction

- Sale of non-core assets
- Wealth management generated only \$0.2M or less than 1% of total core net income of \$36.2M during 2004
- Partnership with a Quebec based company: Industrial Alliance
- R funds continue to be distributed via a 10-year distribution agreement

#### Sale of BLC-Edmond de Rothschild



In millions of dollars	4
Net sale price	\$ 67.8
Less:	
Deferred revenue under the recovery clauses Net assets sold, including the amount related to	-\$ 26.2
the purchase of LCFER's shares	-\$ 29.5
	\$ 12.0
Transaction fees	-\$ 2.3
Write-down to market of investments related to seed capital	-\$ 4.4
Gain before income taxes	\$ 5.4
Income taxes	-\$ 0.2
Gain on discontinued operations	\$ 5.2

#### **Recovery clauses**

- Claw-backs:
  - 5 year period
  - \$ 5.2 M / year if annual net sales do not reach \$ 50 M for a maximum of \$ 26.2 M
  - Catch up provision, provided cumulative net sales reach \$ 290 M at year 6
- LBC's R Funds net sales performance in 2004: \$ 110 M
- $_{\mbox{\tiny I}}$  Claw-backs to up to \$ 1 M based on retention of institutional assets under management at the end of year 1
- Additional \$ 8.3 M if cumulative net sales reach \$ 350 M by the end of year 5

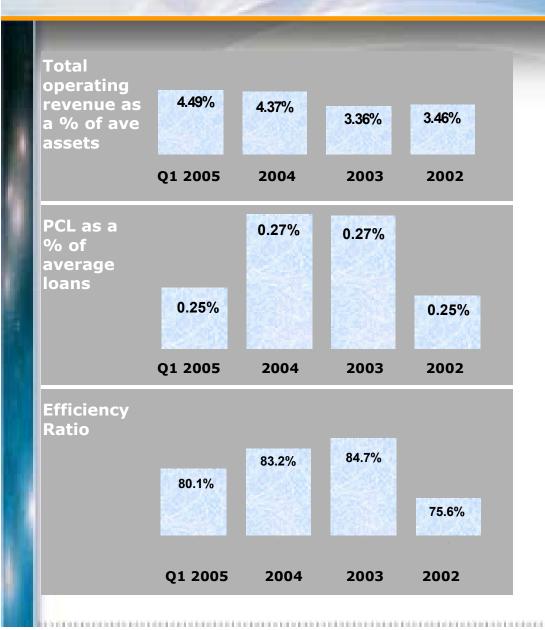
#### 3-Year Repositioning Plan



# Retail Financial Services

### Retail Financial Services Performance





- Significant increase in performance on a quarterly and year over year basis mostly due to increase in net interest margin
- PCL ratio decreased due to lower PCL and higher average loans
- Efficiency ratio improved due to higher net interest income

#### **RFS 2005 Strategic Plan**



**New Laurentian Bank Signature** 

**Optimization of the Branch Network** 

**Entrepreneurship Business Model** 

**Retailer Approach to Client Servicing** 

**Enhancement of Multichannel Strategy** 



#### **Opening of 5 Financial Services Boutiques**

- Blainville: Nov. 2004 - Mascouche: Dec. 2004

- Ste-Dorothée: Dec. 2004 - Gatineau: Dec. 2004

- La Prairie: Jan. 2005

- New branches have up to 10 different zones such as children playground, service islands instead of traditional counters, library zone, coffee zone etc.
- Opening of three new financial services boutiques in the coming months in Boisbriand, Chambly and Vaudreuil

#### **Espresso**

- □ Opened in July 2004
- One other opening expected by the end of the year in the Montreal area

#### **Marketing**

- New non-traditional and challenging corporate brand positionning and slogan "Dare"
- □ Integrated-media advertising campaign
- □ Reality-show sponsorship

#### **ABMs**

□ 32 new installations (including the 10 ABMs in the Montreal Metro)

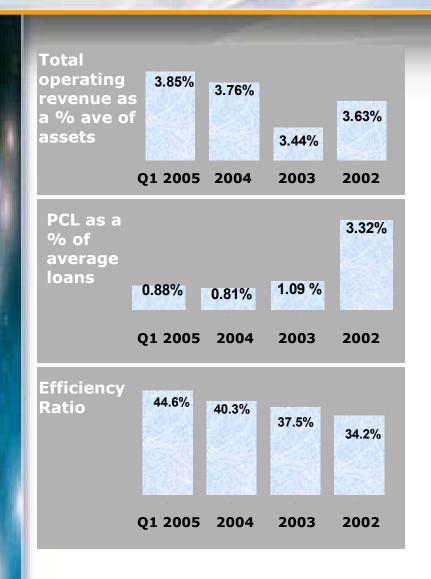
#### 3-Year Repositioning Plan



## Commercial Financial Services

#### **Commercial Financial Services**





- Increase in operating revenues ratio mostly due to change in loans and deposits mix
- Significant improvement in PCL since 2002

 Deterioration in efficiency ratio partly due to lower level of loans

#### **Commercial Financial Services**



Canadian Mai 2003	r <b>ket Share</b> LBO	NBC	Desjardins	Big 5	Others
Real Esta	te <sup>1</sup> 3.3%	4.4%	n/a	76.7%	15.6%
Mid-Mark	et Quebec <sup>2</sup> 2.6%	28.0%	23.6%	42.9%	2.9%
Mid-Mark	et Ontario 1.8%	3.9%	0.0%	87.5%	6.8%
Agricultu	re 1.5%	25.0%	37.4%	15.3%	20.8%

	Québec	Ontario	Wes Co
Real Estate	30%	62%	8%
Mid-Market	58%	42%	0%
Agriculture	100%	0%	0%

Corporate lenging	was transferred	to Mid-Market in C	J1-20

Relative Contribution					
January 31, 2005	% of Net	Efficiency	Avg O/S	PCL	
	Income	Ratio	(\$M)	(%) <sup>2</sup>	
Real Estate	53%	24.0%	809	0.02%	
Mid-Market Quebec <sup>1</sup>	26%	38.6%	720	0.19%	
Mid-Market Ontario	18%	17.1%	479	0.35%	
Agriculture	3%	56.4%	143	0.00%	
(1) Excludes small business lending but includes corporate lending					

(2) PCL as of % of business lines average assets

- According to a survey done by Guilbeaut et Associés, 93% of our commercial clients say they are satisfied with all the products and services offered by Laurentian Bank
- Real Estate continues to perform very well and we plan to increase our presence in Western Canada in the coming months
- In Quebec, our goal is to be present in all segments of the market
- Outside Quebec, we are a niche player in fields of expertise

Sources: CBA, Bank of Canada





### **B2B Trust**

#### **B2B Trust Performance**





- Operating revenues improved significantly over the previous quarter due to increased volumes and higher NIM for all major product offerings
- PCL ratio improved compared to the previous quarter due to lower PCL and slightly higher average loans
- Efficiency ratio improved due to higher net interest income

#### **B2B Trust – 2005 Strategic Plan**



#### Full strategic review in May 2005

B2B 2005 plan
Introducing an evolved call centre workflow
Reviewing management structure to improve accountability
Increasing pre-approved RSP loans through B2B's new EASE RSP platform
Implementing new tools and training for our employees
Enlarging investment loans offering in terms of product design, delivery channels and markets reach

We have entered into distribution agreements with more than 65% of the 183 members of the Mutual Funds Dealers Association

 Four of the ten largest mutual fund manufacturers have investment loans programs with us: CI, Franklin Templeton, Dynamic and AIC

#### Recent Developments in B2B Trust



We deal with more than 13,000 independent financial advisors and deposit agents and have also entered into more than 40 banking, investment loan and RSP loan programs

#### List of distribution alliances in Banking, Investment Loan and RSP Loan Programs

#### **Investment Loan Programs**

# AIC Limited Berkshire Investment Group Inc. Berkshire Securities Inc. CI Mutual Funds Inc. ClaringtonFunds Inc. Dynamic Mutual Funds Ltd. Franklin Templeton Investment Corp. Northwest Mutual Funds Inc.

Standard Life Assurance Co.

#### **Segregated Fund Loan Programs**

CI Mutual Funds Inc. Equitable Life Standard Life Assurance Co.

Transamerica Life Canada (New)

#### **Banking Programs**

Goodman and Company, Investment Counsel Ltd.<sup>1</sup> IPC Financial Network Inc.
Canadian Tire Financial Services

#### RSP Loan Programs

#### Aegon Fund Management Inc. (New)

AIC Limited
Algonquin Power Venture Fund Inc.
Armstrong & Quaile Associates Inc.
AXA Services Financiers Inc.
Berkshire Investment Group Inc.
Berkshire Securities Inc.

BLC-Edmond De Rothschild Asset Management

CI Mutual Funds Inc. ClaringtonFunds Inc.

Dundee Private Investors Inc. Dundee Securities Corporation

Equitable Life Insurance Company of Canada

Franklin Templeton Investment Corp.

Goodman and Company, Investment Counsel Ltd.1

Groupe Furtur Inc. <sup>2</sup> HUB Capital Inc.

#### Iforum Financial Services Inc.(New) Laurentian Bank Securities (New)

Norbourg Capital Inc. <sup>2</sup> Northwest Mutual Funds Inc. Peak Investments Services Inc.

Queensbury Insurance Brokers Inc. (New)
Queensbury Strategies Inc. (New)

Queensbury Securities Inc. (New)
Return on Innovation Management Ltd.

Standard Life Assurance Co.

Sun Life Assurance Company of Canada (New)

Tandem Wealth Management Inc. <sup>2</sup> Transamerica Life Canada

<sup>&</sup>lt;sup>1</sup>Goodman and Company, Investment Counsel Ltd regroup now Cartier Mutual Funds Inc. and Dynamic Mutual Funds Ltd.

<sup>&</sup>lt;sup>2</sup> Groupe Futur Inc, Norbourg Capital Inc. and Tandem Wealth Management Inc. are the new names for Capital Teraxis.

#### 3-Year Repositioning Plan



# Treasury and Brokerage

#### **Treasury's Performance**



#### **Treasury & Financial Markets**

	Non Interest Income (\$M)	Annualized Growth	As a % of Other Income
Q1 2005	4.2	-45%	10%
2004	30.6	-40%	15%
Q4 2004	0.8	-94%	2%
Q3 2004	5.7	-55%	11%
Q2 2004	11.4	-11%	20%
Q1 2004	12.7	-1%	25%
2003	50.9	-18%	18%
2002	61.9	27%	24%

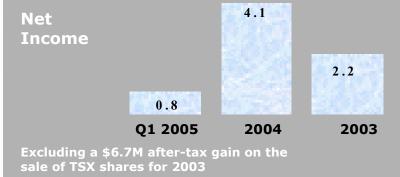
 Trading activity at LBC is relatively less important than at other banks

 The contribution as a % of other income has slipped, which is explained by market conditions, but also in part due to tighter asset and liability management

## Laurentian Bank Securities Performance







Retail Brokerage		Assets under Management (\$M)		# Financial
		Full	Discount	Advisors
	Q1 05	1,369	74	50
	Q4 04	1,297	67	42
	Q3 04	1,288	69	42
	Q2 04	1,306	84	39
	Q1 04	1,314	91	38

- Strong performance in 2004 with contribution to net revenues that nearly doubled compared to the previous year
- AUM have increased by 6% over the previous quarter for full service brokerage and 10% for the discount sector
- LBS is very complementary to our treasury operations



# Forming a Lasting Partnership with our Union

#### **Settlement of the Collective Agreement**



"This is an historical moment... In the coming months, we will appeal to all our members and their families to make **Laurentian Bank** their business institution of choice if they are currently clients of a nonunionized financial institution."

Serge Cadieux, VP FTQ and Director for Quebec, Office and Professional Employees Union

- On March 7, 2005, the arbitrator rendered a final decision concerning the collective agreement
- We now have a new contract which will be valid until December 31, 2007
- The new collective agreement provides more flexibility to the Bank
- Employees continue to benefit from good working conditions
- We are developing a real partnership with the Union representing our employees

#### New financial product offering

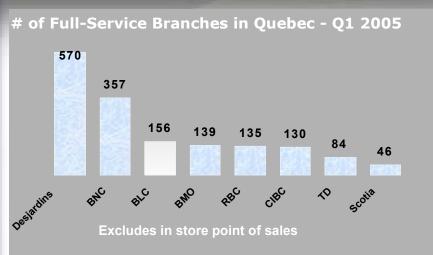
LBC and FTQ are working together to offer financial products to FTQ's 550,000 members



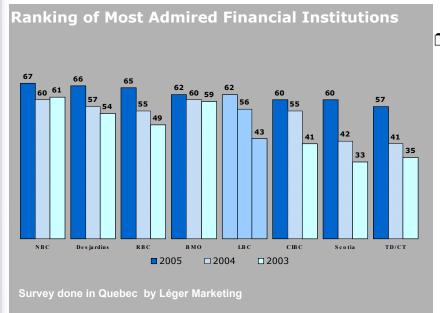
# Becoming the Undisputed #3 in Quebec

#### **A Strong Brand Name in Quebec**





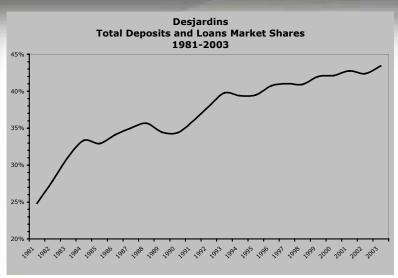
Strong brand name in Quebec with the #3 position in terms of number of branches



 Significant jump in LBC's ranking as most admired financial institution (from a total score of 43 to a score of 62 in 3 years)

#### **Market Shares in Quebec**





Source: Bank of Canada, Statistics Canada, Banks' internet site, Institut de la statistique du Québec  Desjardins and NBC have approximately 65% market share in Quebec

- Laurentian Bank has over 5% and growing
- Total market share for the big 5 banks in Quebec is less than 25%

#### Conclusion



- We have finished our repositioning and are now focussing on growth by intensifying our sales and marketing efforts
- Our 3,000 plus employees are fully committed and have bought into our plan
- We want to be the undisputed #3 in Quebec within 3 years and a performing niche player across Canada
- If any person is thinking of changing their financial institution, we want them to think "Laurentian Bank"

#### Conclusion

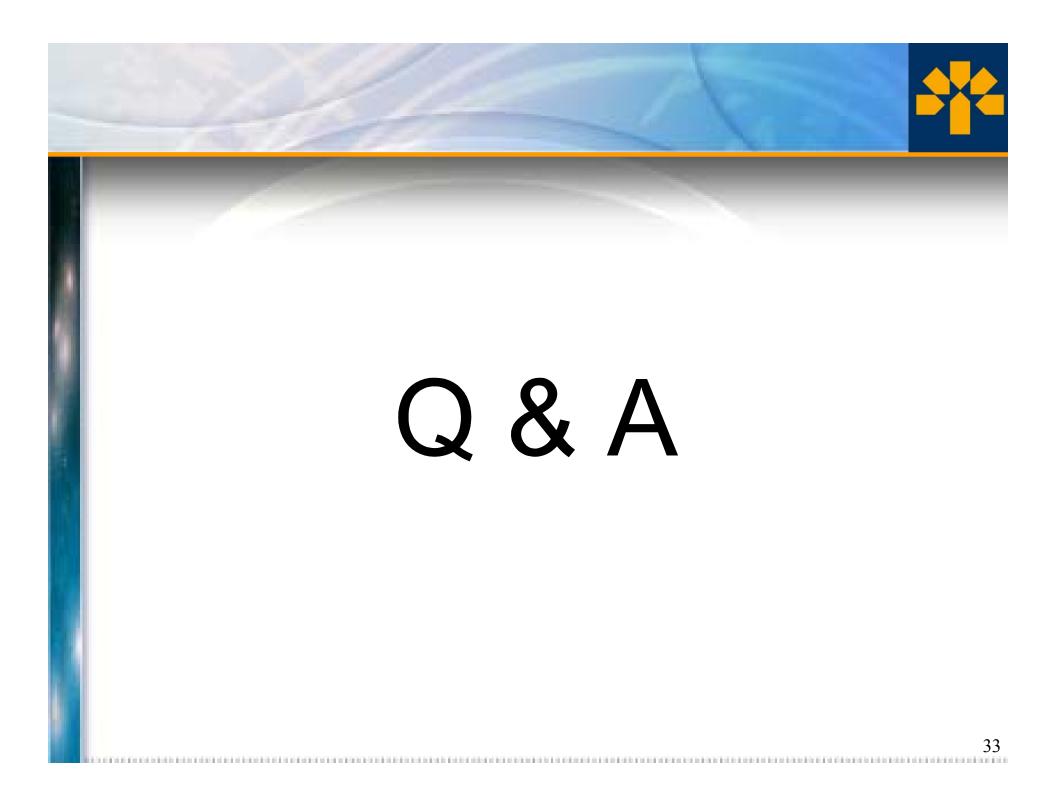


"Actions taken in the past year will help us advance towards our principal target, which is to become the undisputed #3 bank in Quebec and a highly performing niche player across Canada by the end of our business plan" **Raymond McManus** 

We are poised to succeed!

- ✓ Our size
- ✓ Our focused positioning
- ✓ Our strong quality of service
- ✓ Our strong brand name in Quebec
- ✓ Our partnerships with Industrial Alliance, Van Houtte and FTQ
- ✓ Our innovative capabilities
- ✓ Our 158-year history

  We fully intend to make the most of these strengths



#### **Forward Looking Statements**



This presentation and related communications may contain forward-looking statements, including statements regarding the business and anticipated financial performance of Laurentian Bank. These statements are subject to a number of risks and uncertainties. Actual results may differ from results contemplated by the forward-looking statements. Such differences may be caused by factors which include, among others, global capital market activity, changes in government monetary and economic policies, changes in interest rates, inflation levels and general economic conditions, legislative and regulatory developments, competition and technological change. When relying on forward-looking statements to make decisions, investors and others should carefully consider the foregoing factors and other uncertainties and should not place undue reliance on such forward-looking statements. The Laurentian Bank does not undertake to update any forward-looking statements, oral or written, made by itself or on its behalf.

For questions on this presentation, please call: Alicia Zemanek, Senior Vice President, Investor Relations and Integrated Risk Management