# COMMITTED

#### RAYMOND MCMANUS President & CEO

National Bank Financial Canadian Financial Services Conference Montreal - March 29, 2006



#### **Historical Review of Major Achievements 2003-2005**





**B2B Trust Privatization** 



Sale of BLC - Edmond de Rothschild and Distribution Agreement with Industrial Alliance



# Highlights 2005 versus 2004

Performance Measure	12 Months Period Ended October 31, 2004 Actual	2005 Annual Target	12 Months Period Ended October 31, 2005 Actual
Return on Equity	4.6%	4.5% to 5.5%	7.8% (6.4% from continuing operations)
Earnings per Share	\$1.33	\$1.30 to \$1.60	\$2.26 (\$1.85 from continuing operations)
Total Revenue	\$466M	\$480M to \$490M	\$502M
Efficiency Ratio	79.3%	79% to 77.5%	76.1%
Capital Ratios - Tier 1 - Total	10.5% 14.0%	Min of 9.5% Min of 13.0%	10.2% 12.3%
Credit Quality (PCL Ratio) <sup>1</sup>	0.24%	0.25% to 0.22%	0.24%

(1) PCL ratio is calculated over Average Assets



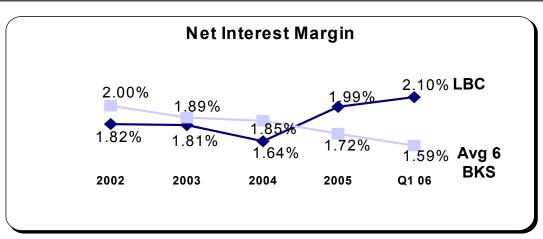
# First quarter 2006 Performance and 2006 Objectives

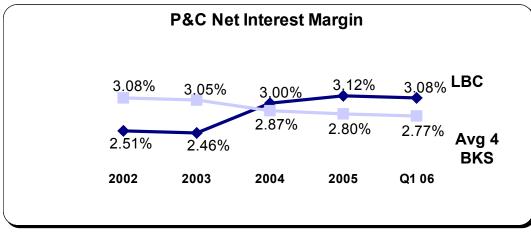
Performance Measure	2006 Objectives	3 Months Period Ended January 31, 2006 Actual	
Return on Equity	7% to 8%	7.9% (7.7% from continuing operations)	
Earnings per Share	\$2.05 to \$2.35	\$0.59 (\$0.58 from continuing operations)	
Total Revenue	\$522M to \$532M	\$131.5M	
Efficiency Ratio	75% to 73.5%	76.4%	
Capital Ratios - Tier 1 - Total	Min of 9.5% Min of 12.0%	10.3% 14.1%	
Credit Quality (PCL Ratio) <sup>1</sup>	0.25% to 0.22%	0.24%	

(1) PCL ratio is calculated over Average Assets



#### **Bank's NIM Major Improvement**



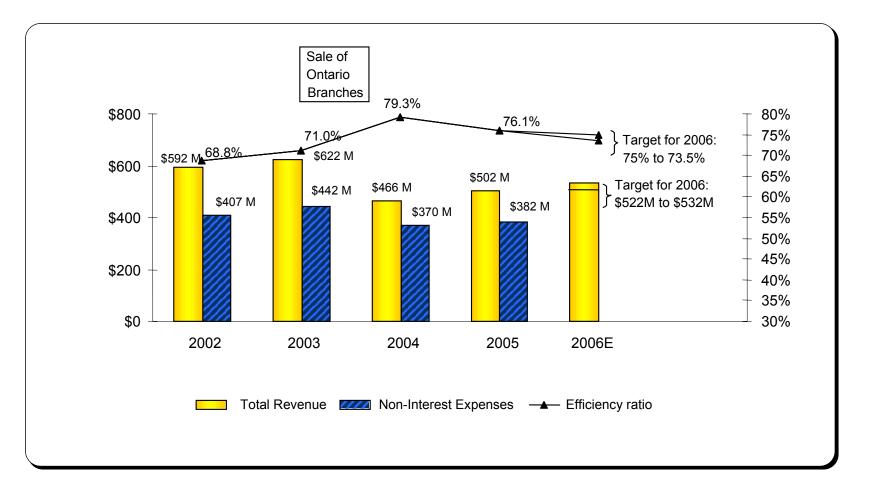


For P&C NIM:

Includes Retail & Commercial Services but not B2B Trust and is calculated on average assets Excluding Scotia (reported numbers only based on average earnings assets) Excluding TD (only P&C average loans available)



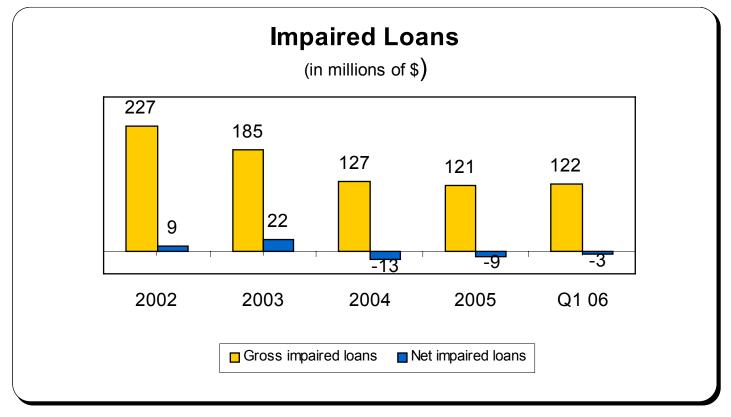
## **Efficiency Ratio Evolution**





# **Credit Quality**

#### Gross and net impaired loans have evolved as follows:





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## **Provision for Credit Losses**

in millions of \$	2002	2003	2004	2005	Q1 06
Personal loans	23.2	26.3	25.6	25.1	6.6
Residential mortgage loans	2.9	1.2	1.7	0.6	0.1
Commercial mortgage loans	2.6	1.6	3.1	1.6	0.4
Commercial and other loans	82.3	28.9	21.6	12.7	2.9
Total - Provision for credit losses	111.0	58.0	52.0	40.0	10.0
Reversal of general allowances	0.0	4.0	12.0	0.0	0
Net losses	111.0	54.0	40.0	40.0	10.0



# **Strong Capital Ratios**

As of January 31 <sup>st</sup> , 2006	Tier 1 Capital Ratio		
	in %	Rank	
TD	11.9%	1st	
Scotia	10.8%	2 <sup>nd</sup>	
ВМО	10.4%	3 <sup>rd</sup>	
LBC	10.3%	4 <sup>th</sup>	
RBC	9.5%	5 <sup>th</sup>	
NBC	9.5%	5 <sup>th</sup>	
CIBC	9.0%	6 <sup>th</sup>	
Aver. Big 6	10.2%		

As of January 31 <sup>st</sup> , 2006	Total Capital Ratio		
	in %	Rank	
LBC	14.1%	1st	
TD	13.8%	2 <sup>nd</sup>	
CIBC	13.1%	3 <sup>rd</sup>	
Scotia	12.8%	4 <sup>th</sup>	
RBC	12.8%	4 <sup>th</sup>	
NBC	12.7%	5 <sup>th</sup>	
ВМО	11.8%	6 <sup>th</sup>	
Aver. Big 6	12.8%		

As of January 31 <sup>st</sup> , 2006	Tangible	Common
	Equity as a in %	% of RWA Rank
	111 /0	INDIA
Scotia	9.0%	1st
TD	8.8%	2 <sup>nd</sup>
ВМО	8.1%	3 <sup>rd</sup>
LBC	7.6%	4 <sup>th</sup>
NBC	7.4%	5 <sup>th</sup>
RBC	7.2%	6 <sup>th</sup>
CIBC	6.5%	7 <sup>th</sup>
Aver. Big 6	7.8%	

In January 2006, the Bank issued \$150M 4,9% subordinated debentures maturing in January 2016





#### Capitalize on our human resources

#### • Entrepreneurship Model

- > Empowerment
- Accountability
- > Rewards
- > 26 Local Area Markets with a manager in each branch
- Measure them (Profitability, sales, quality of service, compliance...)
- > If we can measure it, we can manage it

#### Training

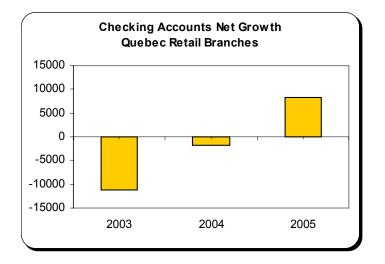
- Management skills
- Sales skills
- > Products knowledge



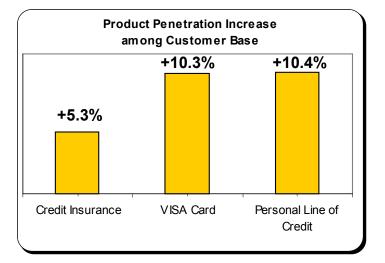
#### **Increase the share of wallet of our customers**

For the past 3 years, we have put in place a robust analytical CRM environment in order to better understand our customers and increase the share of wallet ...

... and making sure that we are the main financial institution for our customers day-to-day banking transactions



#### January 2006 versus October 2004





#### Acquire new customers

#### In 2005:

- Optimization of the Branch and ABMs Network is a continuous ongoing process
  - Branch openings: opened 8 new branches with the Financial Services Boutiques concept since November 2004
  - > 15 major branch renovations and 2 branch relocations
  - > 20 new ABMs
- Laurentian's Bank Complicité Program
  - > Offered exclusively to the 550,000 FTQ members and their families

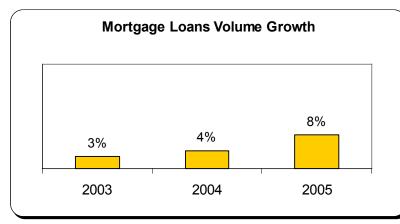
#### And during 2006:

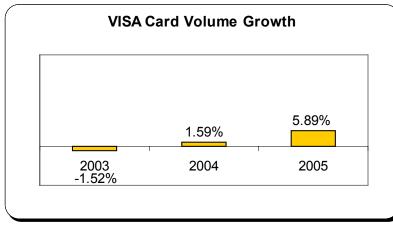
- Optimization of the Branch and ABMs Network is a continuous ongoing process
  - > 6 branch relocations
  - > At least 10 new ABMs
  - 1 new branch opening
  - > 2 major branch renovations
  - Signage change in 80% of our branches

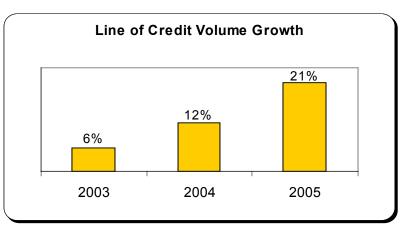


# Build the Laurentian Bank brand by differentiating ourselves

Loans and Credit Cards



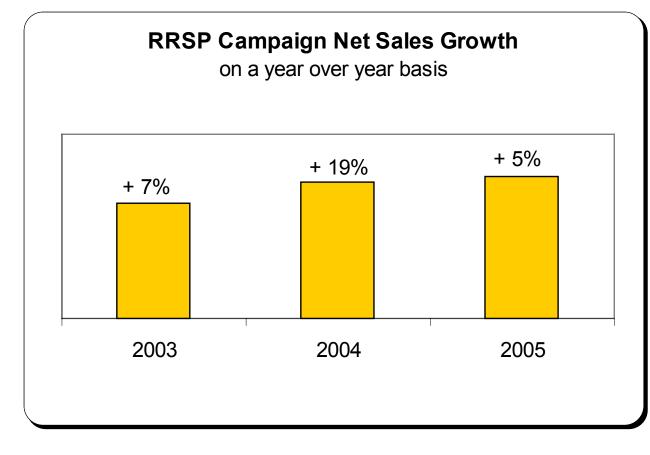




In 2006, year-to-date results indicate that we are ahead of 2005 for the 3 products.

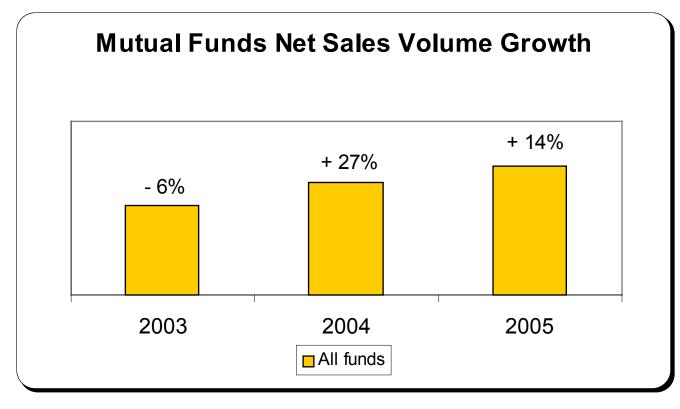


# Build the Laurentian Bank brand by differentiating ourselves





# Build the Laurentian Bank brand by differentiating ourselves







#### 2005 was the turnaround Strategic moves to reduce risk AND actions to improve our offering

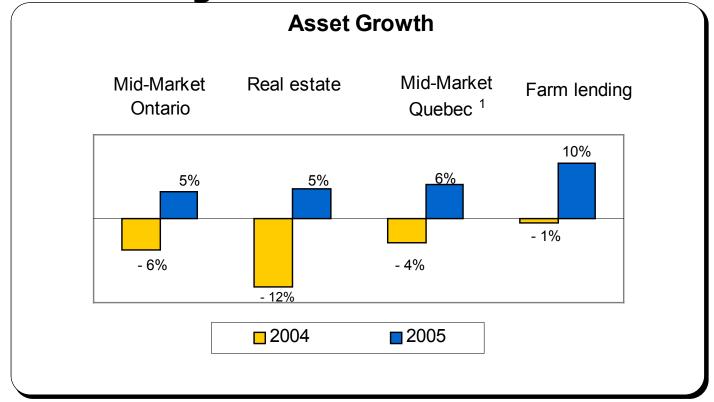
- Corporate Lending withdrawal is over
- Reduce group and single name exposure
- Reduce concentration limits
- Improve underwriting and account follow-up
- Regroup the SME offering in Quebec under one umbrella

#### **Concentrating on our core activities**

- Focus on relationship approach instead of asset based approach
- Real Estate is growing with new term lending offering
- Mid-Market has stabilized
- Farm Lending continues to grow
- Sale of Brome Financial Corporation



#### We are seeing the results of our efforts



Growth based on average assets, except for Real Estate which is based on year-end balances

(1) Mid-Market Quebec: excluding micro business and corporate assets



#### **Priorities for 2006**

- Develop synergies between business segments
- Further develop commercial mortgage securitization activities
- Continue to grow the small and medium sized business sector, as well as agriculture by loan development activities
- Improve our product and service offering





#### 2005 and first quarter of 2006

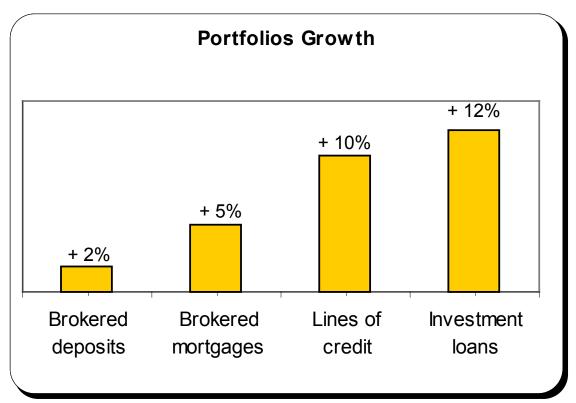
- Improved product offering
- New distribution agreements with new partners
- EASE platform improvement
- Straight-through RSP loan processing implementation

B2B Trust deals with more than 14,000 financial professionals and has more than 40 distribution alliances for investment loans, RSP loans and banking products



#### Main portfolios are growing

#### 2005 versus 2004





#### **Priorities for 2006**

- Focus on primary markets
  - 5 core distribution channels: mutual fund industry, insurance industry, investment industry, mortgage brokerage and deposit brokerage
- Build a solid organizational foundation
- Sell by cultivating organic growth within highest profit categories
- Evaluate new market opportunities



# Laurentian Bank Securities



## **Laurentian Bank Securities**

#### 2005 and first quarter of 2006

- Opened 4 new offices (We now have 14 offices in Quebec and Ontario)
- Hired approximately 25 investment advisors and staff
- Launched a new web-based bond platform

#### **Priorities for 2006**

- Pursue the development of institutional brokerage activities - fixed income
- Develop synergies between business segments
- Develop retail brokerage operations



### Laurentian Bank's Strengths

#### Conservative financial position

- Strong balance sheet and capital ratios
- Strong proportion of insured mortgages
- Limited capital market exposure compared to peer group
- Large proportion of personal loans secured

#### Strategic focus and flexibility

- Selective regional positioning
- Specific market segments outside Quebec
- Partnership approach
- Experienced management team and committed employees
- Quality and efficiency of our products and services



# Conclusion

- Employees are committed and have fully bought into the plan
- A very focused strategy has proven to be effective and we intend to continue to build on our accomplishments
- The Bank is being managed in a conservative manner with a long term vision



#### **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 forward looking-statements include, among others, statements regarding the business and objectives for the coming years, medium- and long-term strategies to achieve these objectives and statements with respect to the Bank's beliefs, plans, expectations, anticipations, estimates and intentions. These statements typically use the conditional and words such as prospects, believe, estimate, forecast, project, should, could and would. By their very nature, forward-looking statements involve inherent risks and uncertainties, and it is possible that the forecasts, projections and other forward-looking statements will not be achieved. The Bank cautions readers against placing undue reliance on these statements when making decisions, as the actual results could differ appreciably from the opinions, plans, objectives, expectations, forecasts, estimates and intentions expressed in such forward-looking statements due to various material factors. These factors include, among other things, capital market activity, changes in government monetary, economic and fiscal policies, changes in interest rates, inflation levels and general economic conditions, legislative and regulatory developments, competition, credit ratings, scarcity of human resource and technological change, as well as the Bank's success at increasing revenues and managing costs related to carrying out its business plan. The Bank cautions that the foregoing list of factors is not exhaustive. The Bank does not undertake to update any forwardlooking statements, oral or written, made by itself or on its behalf.

For guestions on this presentation, please contact: Gladys Caron, Vice-President, Public Affairs, Communications and Investor Relations Tel: (514) 284-4500, extension 7511 Cel: (514) 893-3963 LAURENTIAN gladys.caron@banquelaurentienne.ca

BANK

# APPENDICES



### Laurentian Bank: an Overview

- □ Founded in 1846
- 3<sup>rd</sup> largest financial institution in Quebec in terms of number of branches
- □ 7<sup>th</sup> largest Canadian Schedule 1 chartered bank
- □ Balance sheet assets: \$16.7 billion (as of January 31, 2006)
- Assets under administration: \$14.8 billion (as of January 31, 2006)
- Number of branches: 157
- Number of full-time equivalent employees: 3,256



### **Management Committee**

#### Raymond McManus President and Chief Executive Officer

✓ CEO at Laurentian Bank since 2002 and a member of the Board of Directors since 1988

Robert Cardinal Senior executive Vice-President Finance, Administration and Strategic Development and Chief Financial Officer ✓ At Laurentian Bank since 1991

Réjean Robitaille Senior executive Vice-President Retail and Commercial Financial Services ✓ At Laurentian Bank since 1988

#### André Scott Executive Vice-President Commercial Financial Services

✓ At Laurentian Bank since 1991

Lorraine Pilon Executive Vice-President Corporate Affairs and Human Resources, and Secretary ✓ At Laurentian Bank since 1990

Bernard Piché Senior Executive Vice-President Treasury, Capital Markets and Brokerage ✓ At Laurentian Bank since 1994



#### Laurentian Bank' Vision

# Laurentian Bank's vision is to become the undisputed #3 banking institution in Quebec and a performing player in specific market segments elsewhere in Canada



# **A Clear Geographical and Business Focus**

#### Laurentian Bank's main market is Quebec

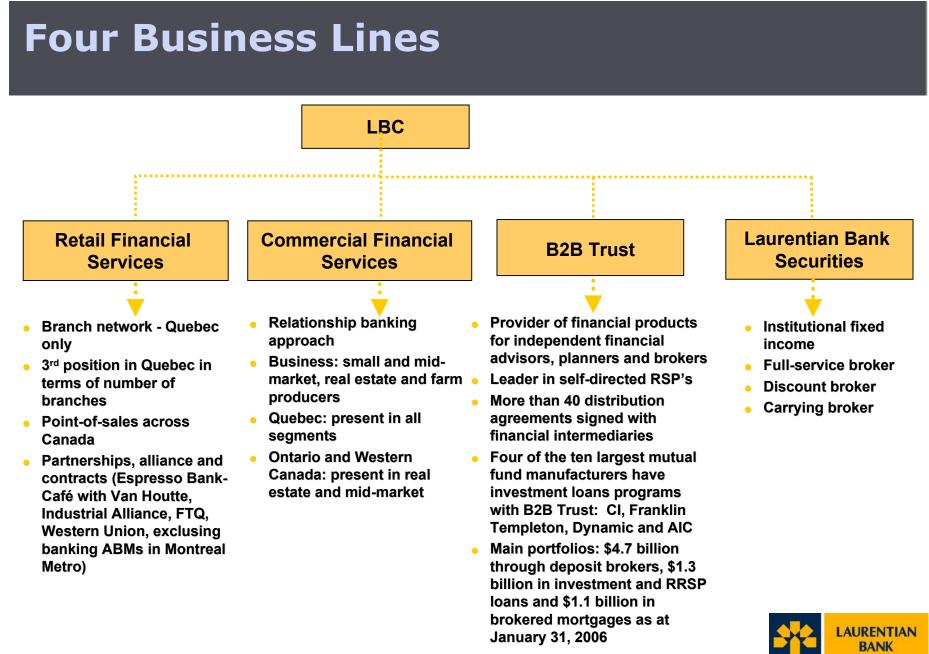
 With 157 retail, 20 commercial and 14 brokerage branches, Quebec is LBC's main market. All our business lines are active in this market.

#### **D** A performing player across Canada

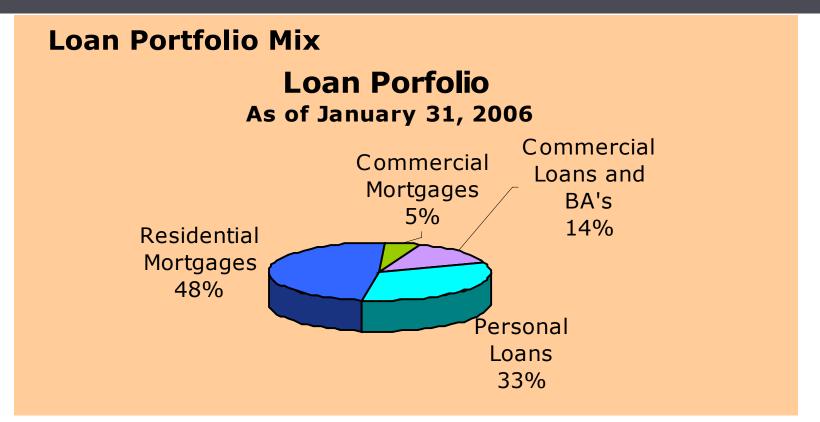
 In the sectors and markets in which LBC excels and has a competitive edge, that is B2B Trust, Commercial Financial Services and our indirect points-of-sale network, Laurentian Bank Securities as well as mortgages and deposits through brokers.

 $\sqrt{36\%}$  of LBC's total loans are outside Quebec (as of October 31<sup>st</sup>, 2005)





### **Diversification of Loan Portfolio**

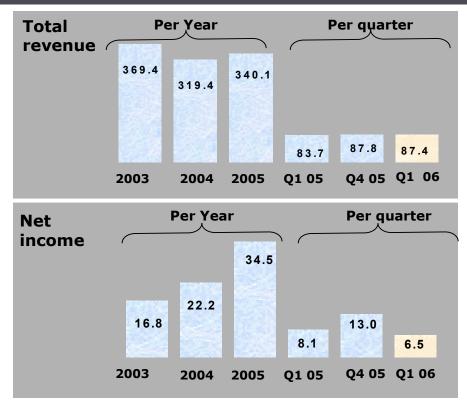


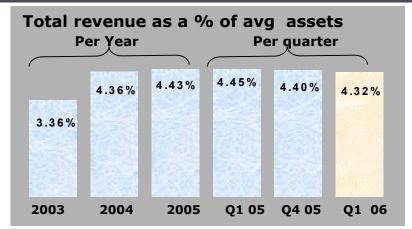
At October  $31^{st}$ , 2005, 36% of our loan portfolio were originated from outside of Quebec.

Our loan portfolio is diversified geographically and by loan types.



# **Retail Financial Services Performance**

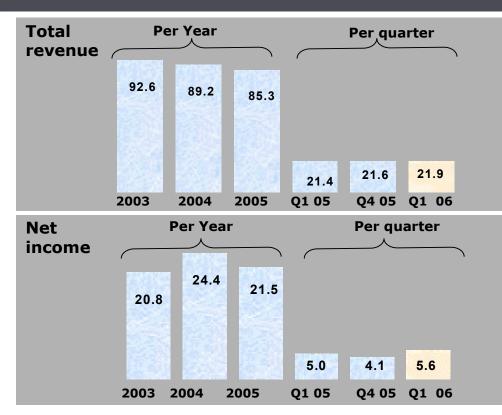




- In Q1 2006, 4% rise in total revenue over Q1 2005 coming mainly from higher average loan volume which grew by \$540M from Q1 2005 to Q1 2006
- Over the same period last year, average assets rose by 7% (Q1 2006 vs Q1 2005)
- Net income was impacted by higher non-interest expense;variable compensation as well as additional advertising and business development activities



### **Commercial Financial Services Performance**



Total revenue as a % of avg assets

Per Year
Per quarter

3.76%
3.84%
3.85%
3.80%
3.85%

3.44%
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 Total revenue slightly increased in Q1 2006 versus Q1 2005 even as we reduce our corporate lending portfolio over the same period

Sale of 51% stake in Brome Financial Corporation

Lower provisions for credit losses more than offset higher noninterest expenses

Average assets rose slightly over Q1 2005



#### **Geographical Distribution - Q1-2006**

Québec	Ontario	Western Cda
33%	55%	12%
60%	40%	-
100%	-	-
	33% 60%	33% 55% 60% 40%

Corporate lending was transferred to treasury in Q1-2005

#### Relative Contribution January 31, 2006

January 31, 2006	% of Net Income	Efficiency Ratio	Avg Assets (\$M)	PCL (%)2
Real Estate	52%	30.3%	987	0.13%
Mid-Market Quebec <sup>1</sup>	17%	47.1%	573	0.44%
Mid-Market Ontario	28%	29.2%	460	0.61%
Agriculture	3%	60.3%	161	0.13%

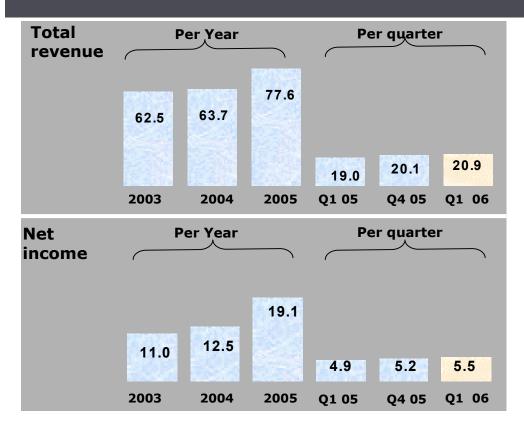
(1) Excludes small business lending and corporate lending

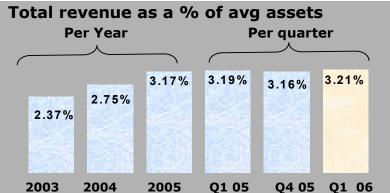
(2) PCL as of % of business lines average assets

- Real Estate continues to perform very well
- Small and mid-market current accounts and demand deposit base are growing
- Farm lending group continues to grow as average asset rose by 12% since last year



#### **B2B Trust Performance**





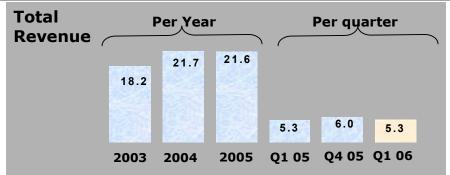
Total revenue went up by 10% over Q1 2005 coming from higher investment loans, mortgages loans and deposits volume as well as higher net interest margins

Net income rose by 12% over the same quarter last year as higher total revenue more than offset higher PCLs and non-interest expenses

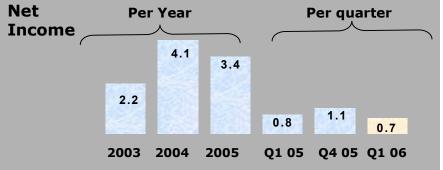
□ In Q1 2006, average assets grew by 9% versus Q1 2005



### **Laurentian Bank Securities Performance**



Excluding a gain of \$8.5M before taxes on the sale of TSX shares for 2003  $\,$ 



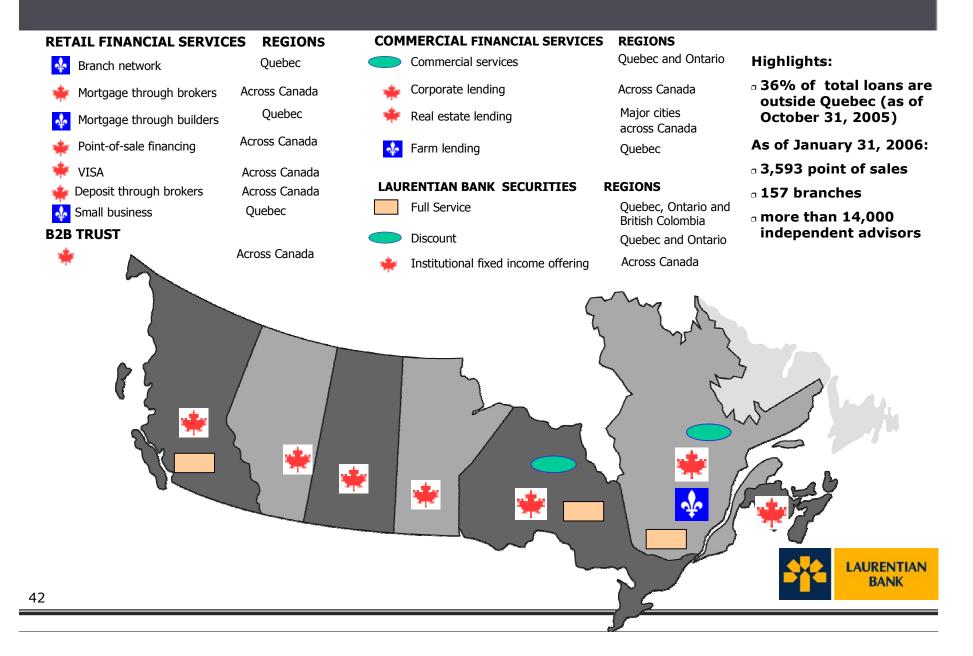
Excluding a \$6.7M after-tax gain on the sale of TSX shares for 2003

Retail Brokerage			s under ment (\$M) Discount	# Financial Advisors
	Q1 06	1,576	94	61
	2005	1,440	78	50
	2004	1,297	67	42

- In Q1 2006, total revenue remain stable versus Q1 2005 (excluding BLC-EdR)
- Net income decreased over the same period due to higher development expenses
- LBS opened 2 new offices in Quebec during Q1 2006 with one in Chicoutimi and another one in Saint-Hyacinthe
- In Q1 2006, AUM have increased by 9% for the full service brokerage and 20% for the discount sector over Q4 2005



#### **Distribution Network across Canada**



### **Historical Dividend per Year**

