

# Bank of Queensland

*Half year results*

*28 February 2011*



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# Agenda

- ▶ **Result highlights**

**David Liddy**  
Managing Director & CEO

- ▶ **Financial results & portfolio details**

**Ewan Cameron**  
Chief Financial Officer

- ▶ **Strategy and outlook**

**David Liddy**  
Managing Director & CEO

# Result highlights

*David Liddy*

*Managing Director*



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# Result highlights

- ▶ Strong improvement in underlying profit - up 14%
- ▶ Integration of recent acquisitions completed and financial results above expectations
- ▶ Cost-to-income ratio in line with guidance at 45%
- ▶ Asset and deposit growth continue to outperform system – 1H growth funded 100% by retail deposits
- ▶ NIM recovered to 1H10 levels, up 10bps on 2H10
- ▶ Increased provisioning levels providing balance sheet support, but one-off impairment charges having a material impact on current period earnings
- ▶ Maintaining conservative liquidity and capital positions
- ▶ Proven resilience of OMB model

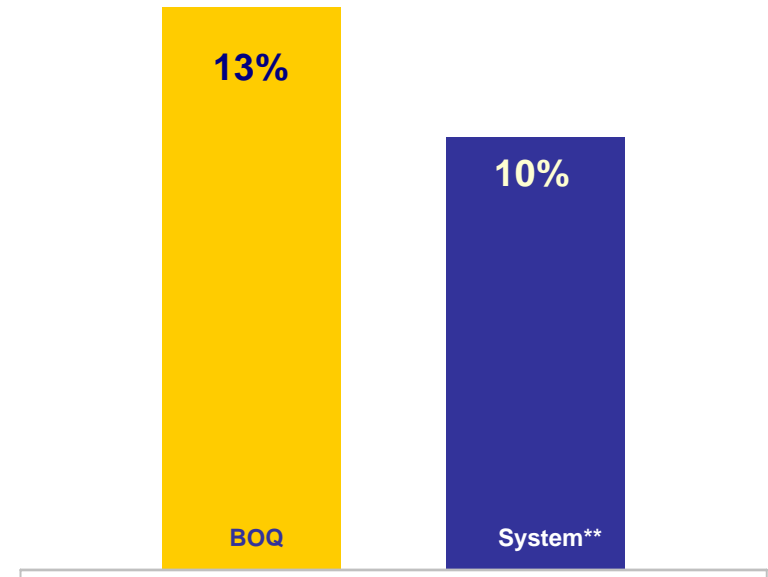
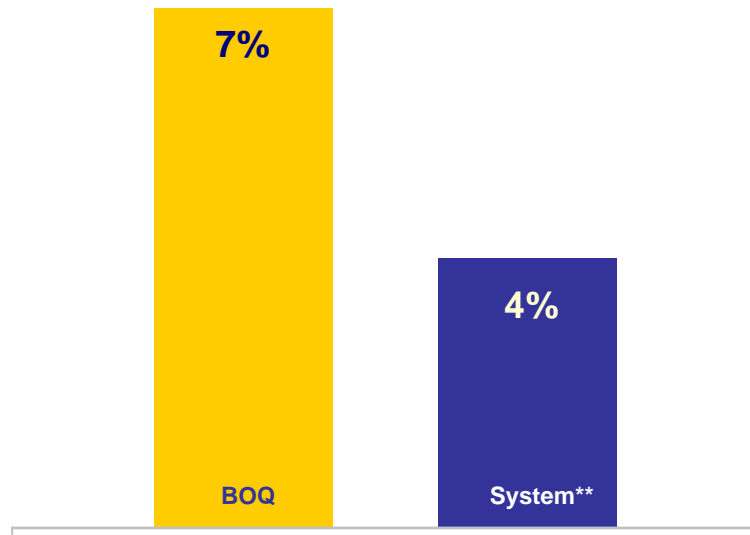
# Strong underlying growth

	<u>1H10</u>	<u>1H11</u>		
Underlying profit	\$189.7m	<b>\$215.8m</b>	▲	14%
Normalised cash NPAT	\$97.2m	<b>\$57.6m</b>	▼	41%
Cash EPS (normalised fully diluted)	41.8¢	<b>23.8¢</b>	▼	18¢
Ordinary dividend	26¢	<b>26¢</b>	-	-
Loan growth (pcp)	10%	<b>7%</b>	▼	(3) pts
Retail deposit growth (pcp)	5%	<b>13%</b>	▲	8 pts
Net interest margin	1.65%	<b>1.65%</b>	-	-
Cost-to-income ratio (normalised cash)	45.1%	<b>45.1%</b>	-	-

# Growth continues ahead of system with deposits outpacing lending

▶ Lending growth: ~1.8x system\*

▶ Deposit growth: ~1.3x system\*



\* Last 12 months

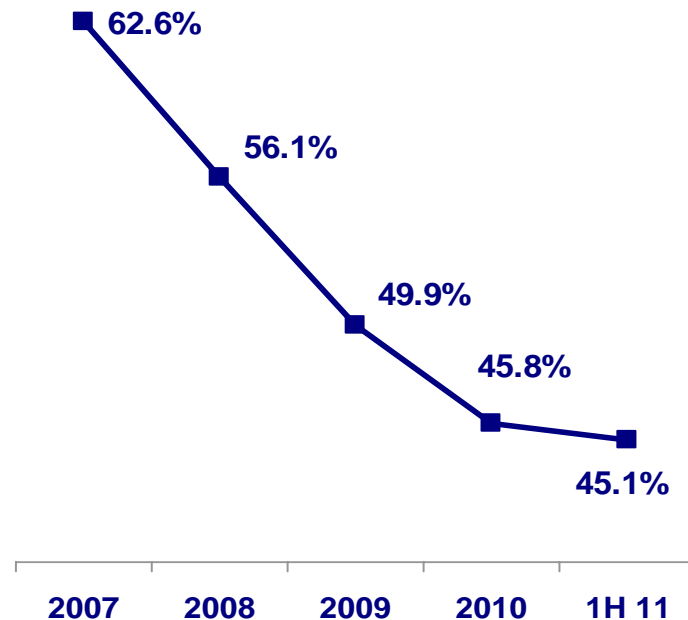
\*\* Source: APRA data

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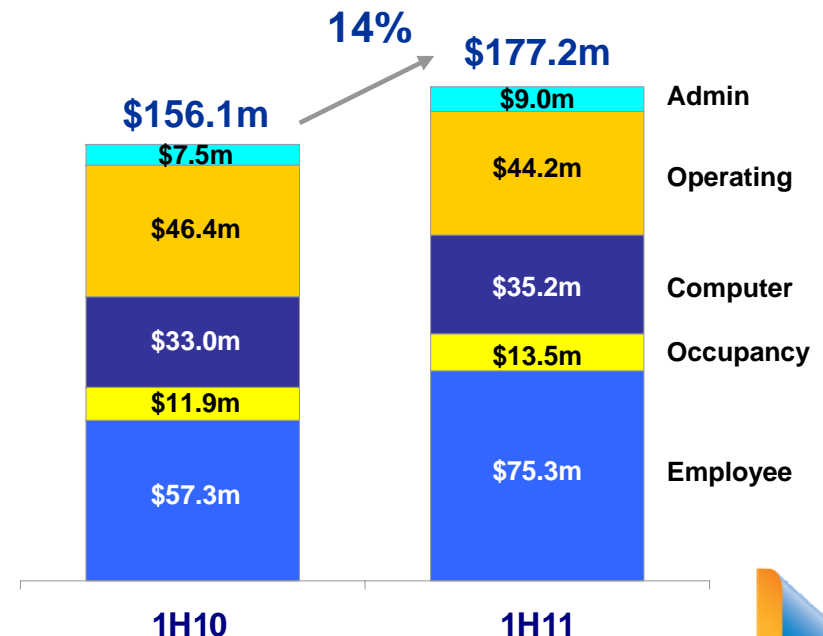
# Continued expense management

- ▶ Growth in expenses driven by acquisitions, in line with income growth
- ▶ Expenses on track to reach full year guidance of 45%

**Cost-to-income ratio\***



**Expenses\***



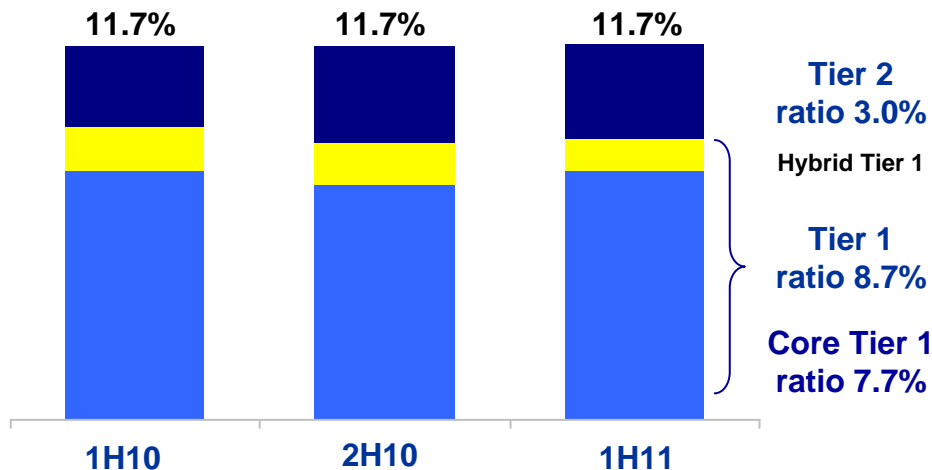
\* Based on normalised cash costs, excluding the impacts of normalisation items and amortisation of customer contracts  
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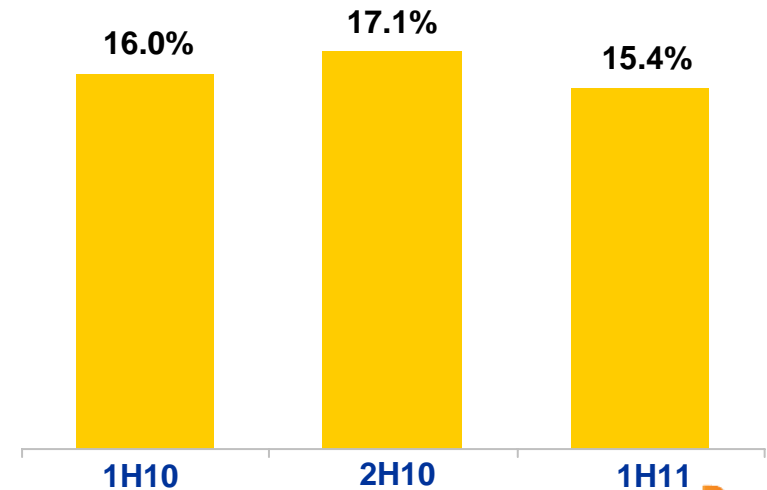
# Strong capital base and liquidity

- ▶ Tier 1 and total capital levels remain in excess of APRA and internal benchmarks; well positioned to assume additional securitisation assets
- ▶ Continue to hold conservative liquidity buffer over 12% regulatory minimum

## Capital adequacy



## Liquidity





# Financial results and portfolio details

*Ewan Cameron*

*Chief Financial Officer*



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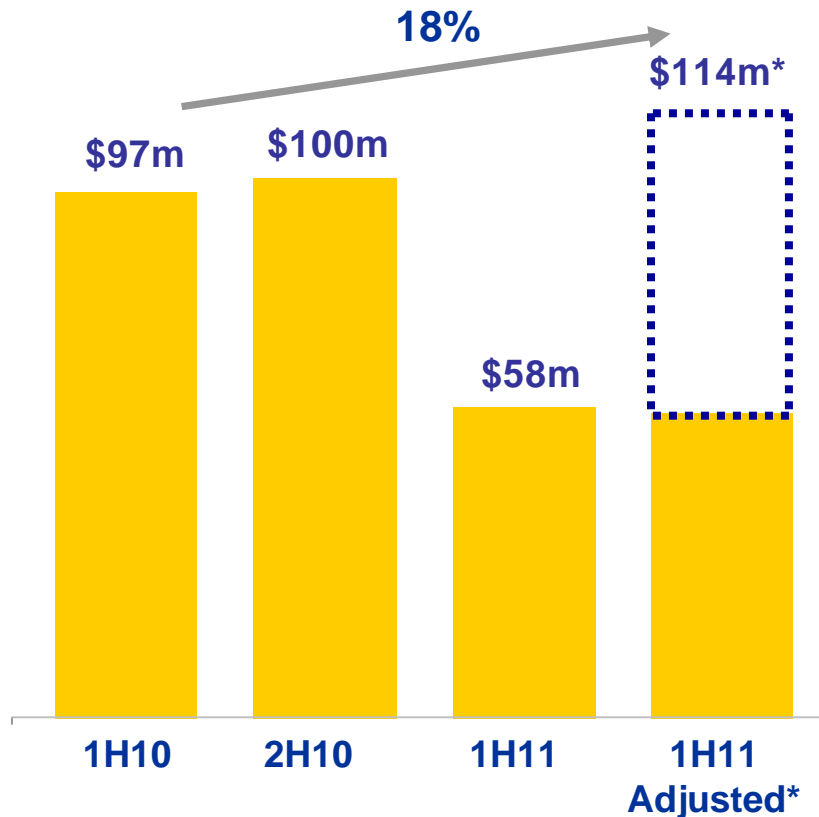
# Delivering commitments on income growth and expense management

	1H10 \$m	1H11 \$m	% Change vs pcp
Normalised total income	345.8	393.0	14%
Normalised total expenses	156.1	177.2	14%
Underlying profit	189.7	215.8	14%
Total impairment charges	51.4	134.4	161%
Normalised cash profit after tax	97.2	57.6	(41)%
Cash diluted EPS (normalised)	41.8¢	23.8¢	(43)%

- ▶ Normalised total income growth and expense growth of 14% driven by acquisitions and asset growth
- ▶ As per recent market guidance, impairment charges impacted by one-off large exposure losses and weather related provisions

# 1H bad debt one-off's masking underlying positive trend

## Normalised cash NPAT



- ▶ Adjusting for flood provision and one-off losses on large exposures, cash NPAT increased 18%
- ▶ Growth in earnings driven by acquisitions and 7% loan growth

\* Adjustment to 1H11 bad debts - \$45m provision relating to weather related events and \$35m large exposure specific provisions (tax effected)  
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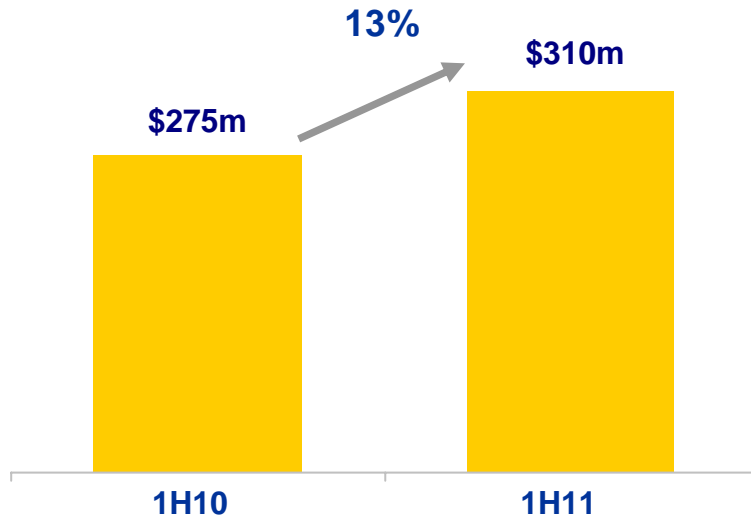
# Funding costs impact NIM

- ▶ NIM benefit from repricing retail assets in November. Deposit pricing was relatively flat as term funding now fully repriced. Pricing for retail deposits remain competitive
- ▶ Benefit of higher margin vendor finance business helped improve NIM

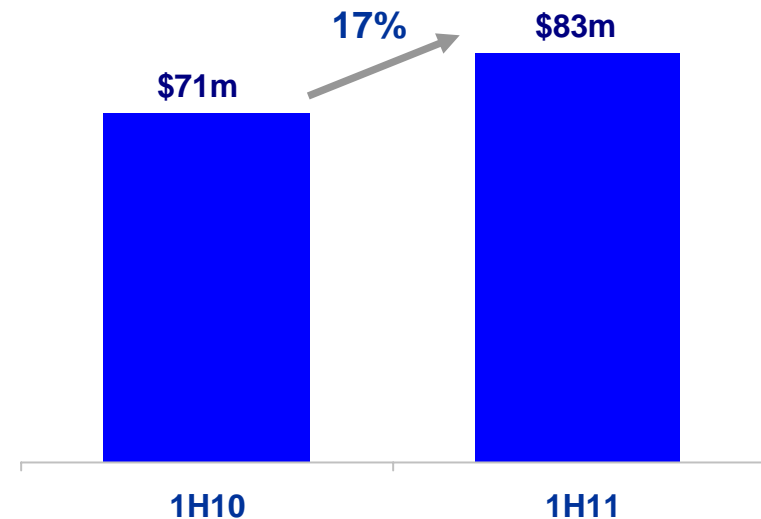


# Strong income growth

## Net Interest Income



## Non-Interest Income



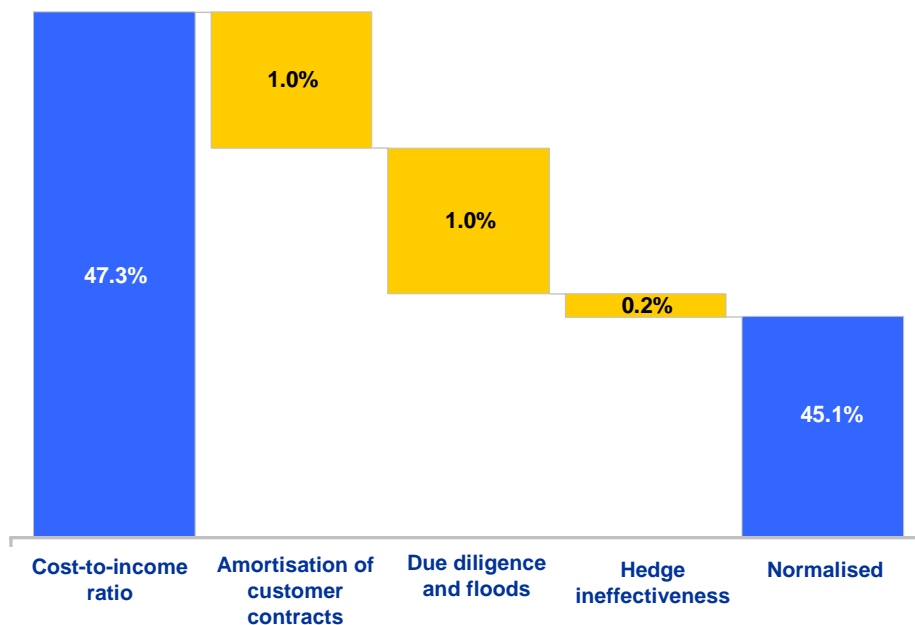
- ▶ Balance sheet growth in excess of system continues to drive income growth

- ▶ St Andrew's acquisition helping to diversify income sources and drive recovery in non-interest income

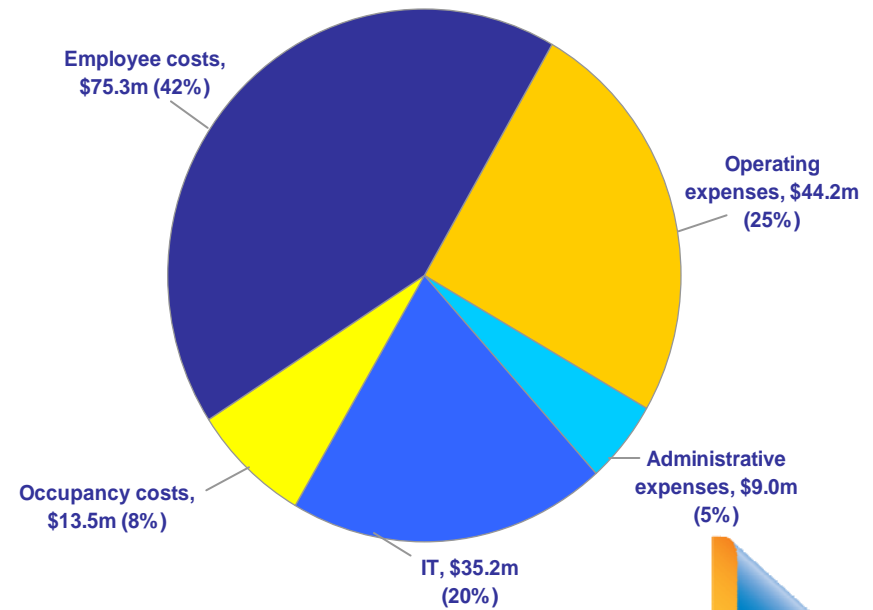
# Expense composition

- ▶ On track to deliver 45% in FY11, despite ongoing investment in acquisitions, brand, new products, technology and compliance and regulatory initiatives

## Cost-to-income ratio



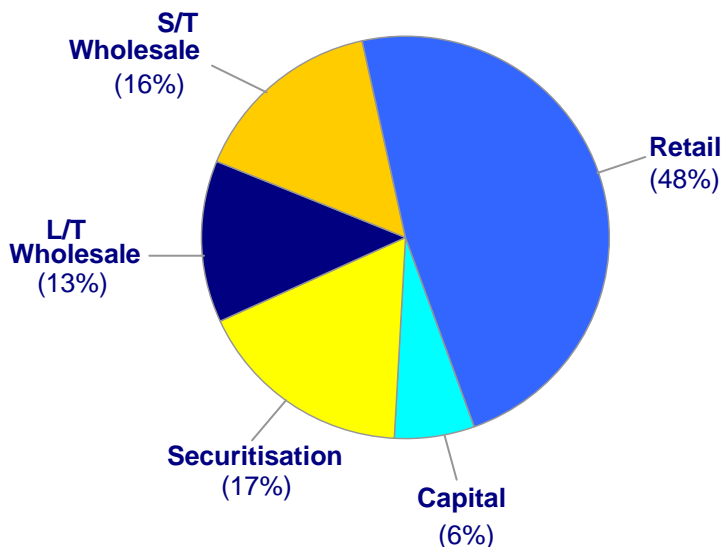
## Expenses



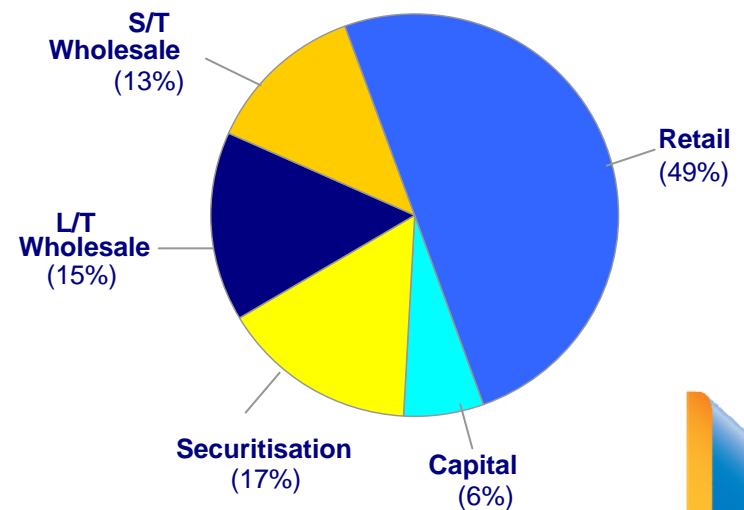
# Funding profile

- ▶ Focus on retail growth in 2011, increasing retail deposits to 49%
- ▶ Retail deposits funding >100% of LUM growth
- ▶ L/T debt funding profile holding at 2.3 years
- ▶ Overall share of funding from securitisation steady

**1H10 Funding**



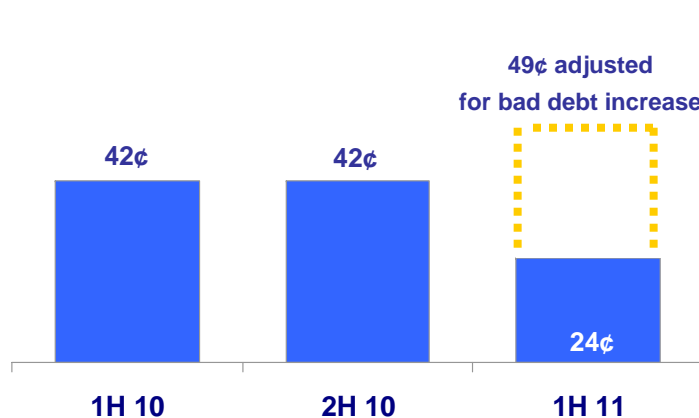
**1H11 Funding**



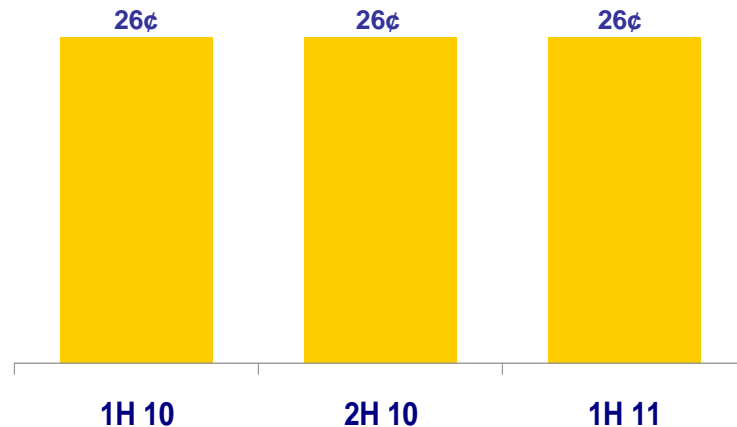
# Consistent capital management

- ▶ Maintaining 26c dividend due to one-off nature of 1H11 result. Positive EPS growth assuming a normalised BDD charge
- ▶ Aiming to deliver 2H dividend growth in line with previous guidance

## Earnings per Share\*



## Dividends



\*Normalised diluted cash earnings per share  
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# Portfolio Details

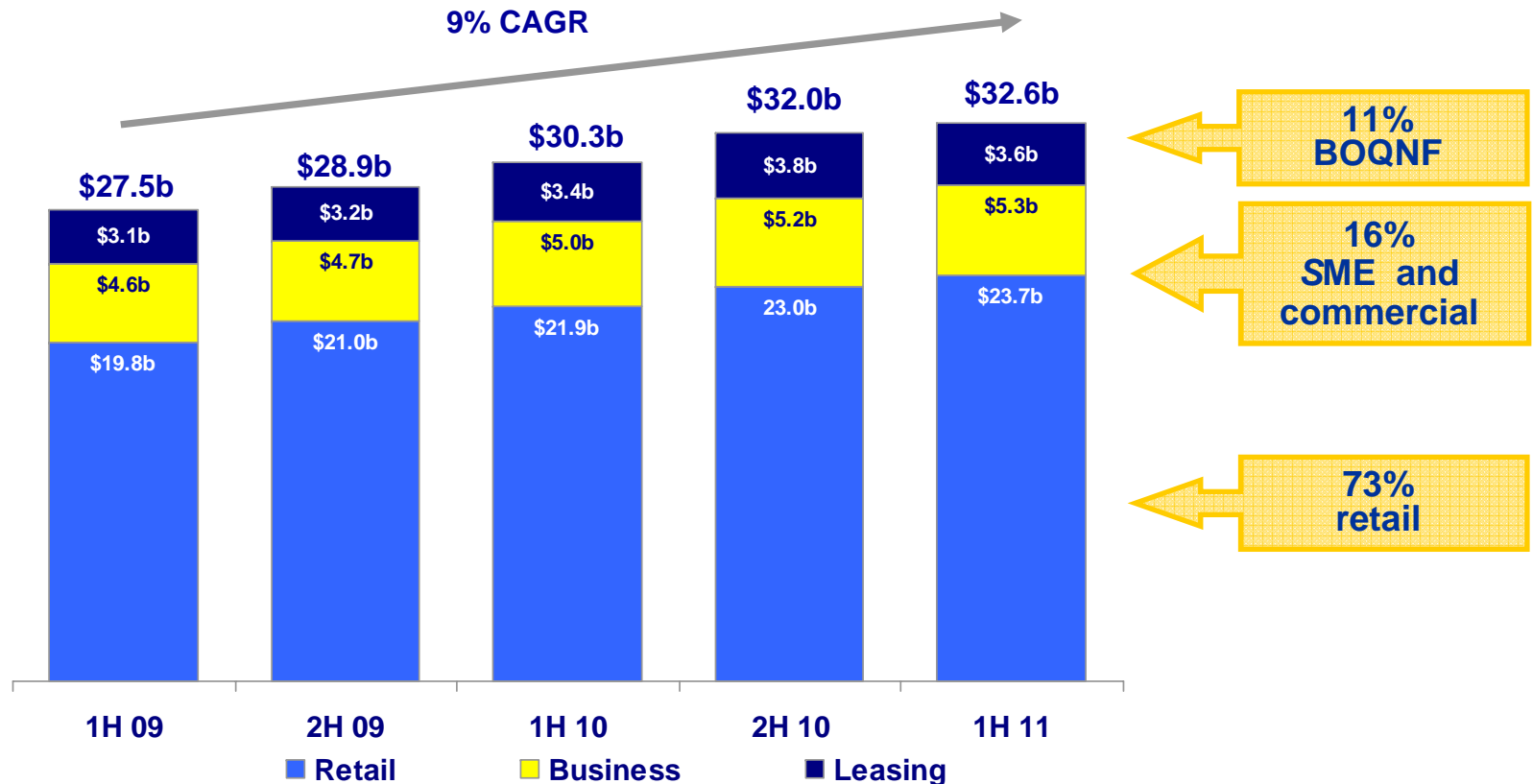
*Ewan Cameron*

*Chief Financial Officer*



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# Loans under management by product

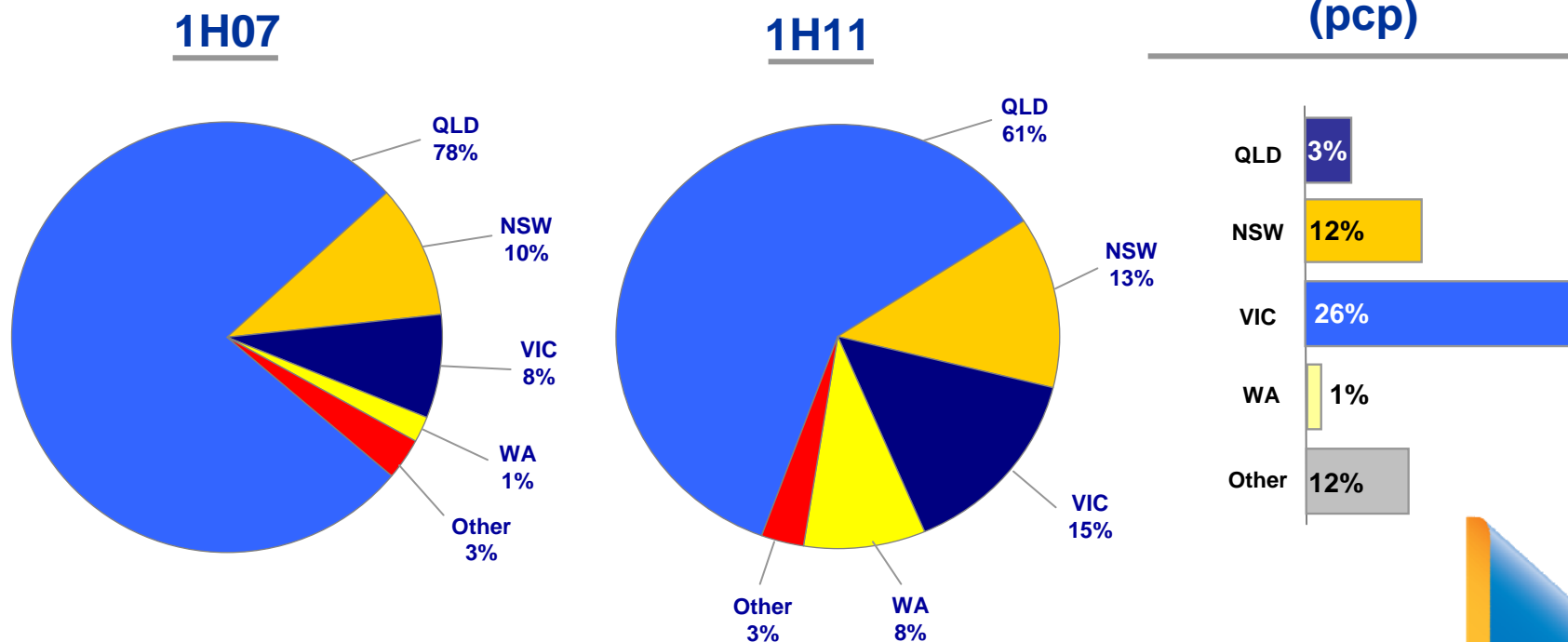


- ▶ Continuing to grow in SME and commercial lending despite ongoing negative system growth

# Geographic diversification continues

- ▶ Strong growth from interstate franchise continues, particularly VIC
- ▶ Queensland and Northern NSW impacted by weather events from December to February

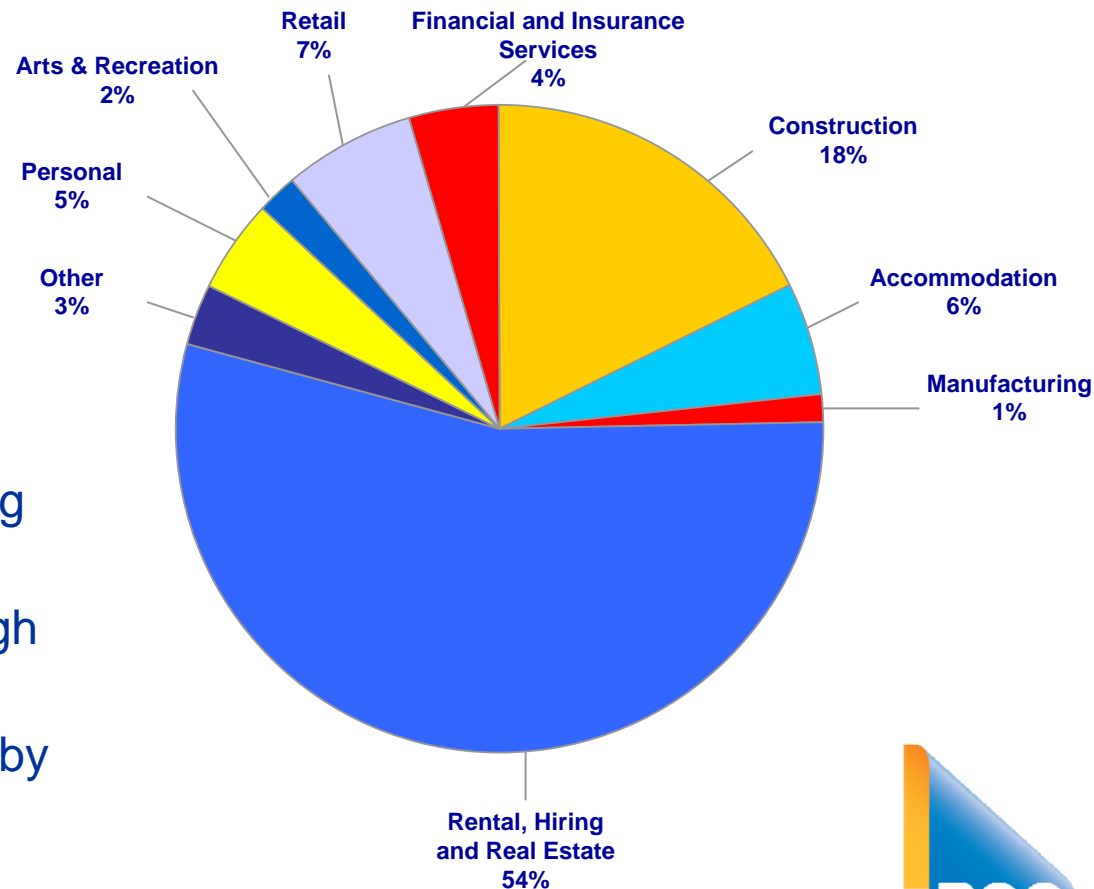
## 1H11 – Growth rate % (pcp)



# Large exposures

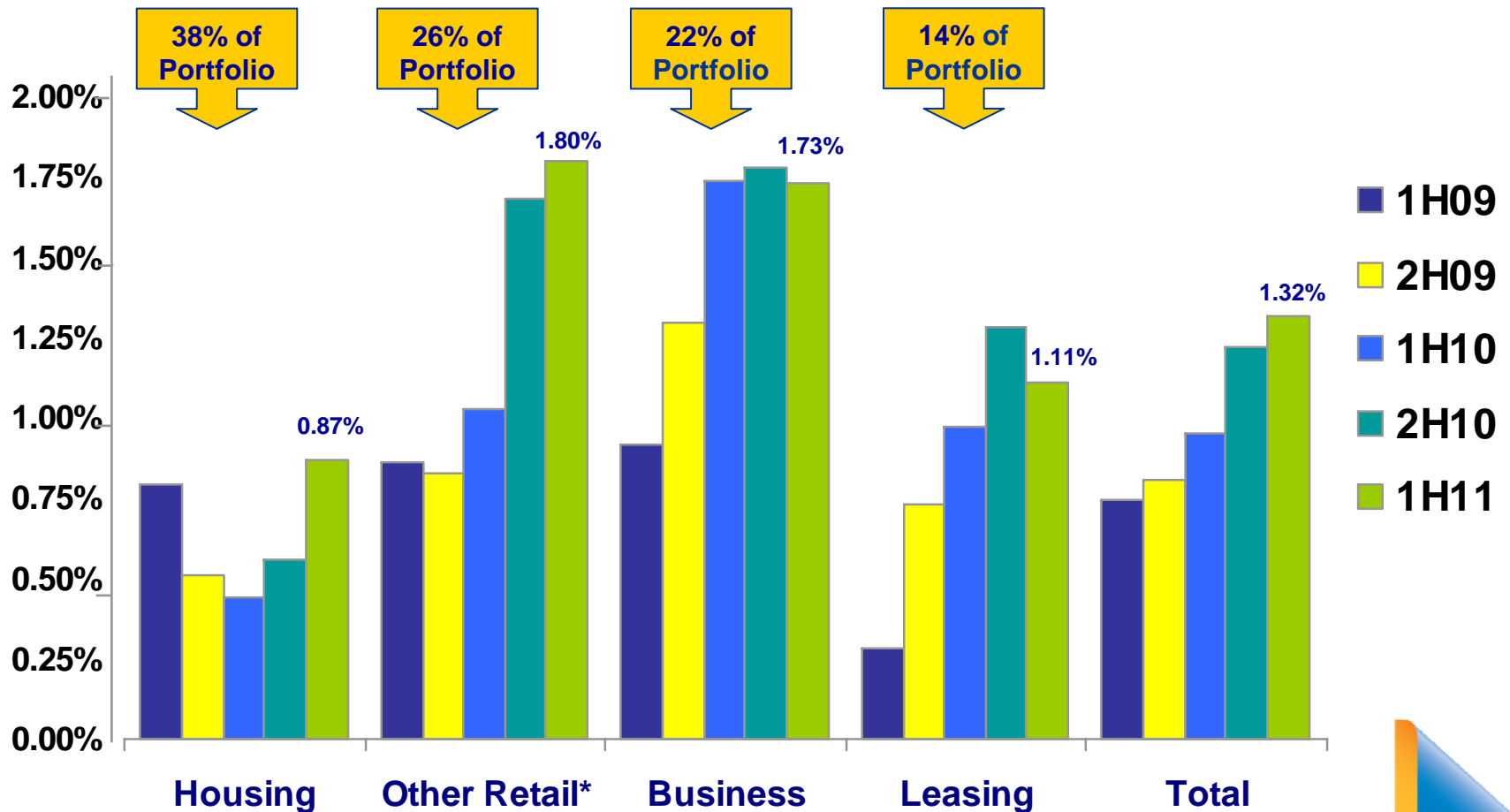
- ▶ The Bank has 22 connections with exposures >\$20m
- ▶ Total commitment exposure \$730m (drawn balance \$629m)
- ▶ 2% of total loans under management
- ▶ 46.5% matures within 1 year
- ▶ Large exposures are concentrated in the Property & Construction sectors, accounting for ~ 72% of large exposures
- ▶ No exposure to Gold Coast / high rise
- ▶ 4 exposures impaired, covered by specific provisions

## Largest exposures by ANZSIC Group



# Portfolio quality

## Arrears 90+ days (% of portfolio, excluding securitised loans)

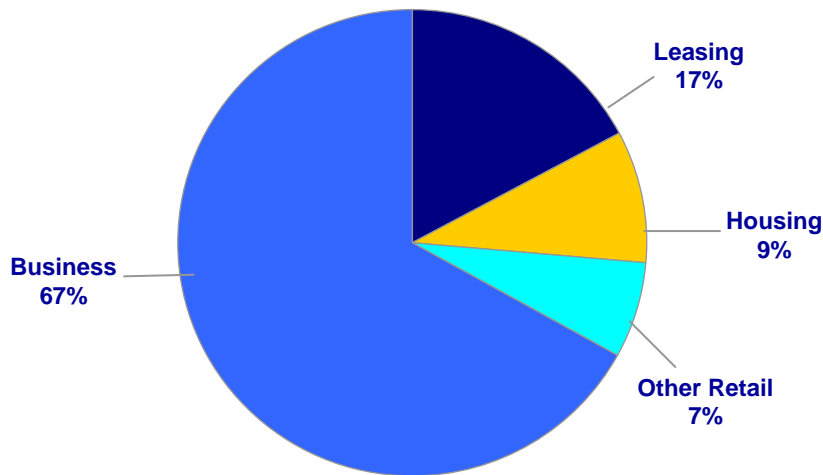


\*Other Retail includes Lines of Credit (\$5.8b) and Personal Loans (\$0.3b)  
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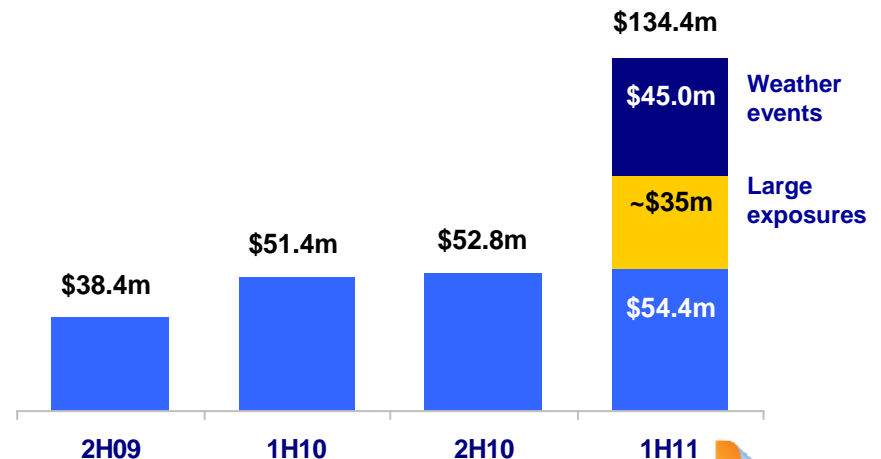
# Bad debt analysis

- ▶ Increase in total bad debt expense driven by ‘one-off’ weather events and impairment of large exposures
- ▶ Improving trends within Equipment Finance book

## Total bad debts by product

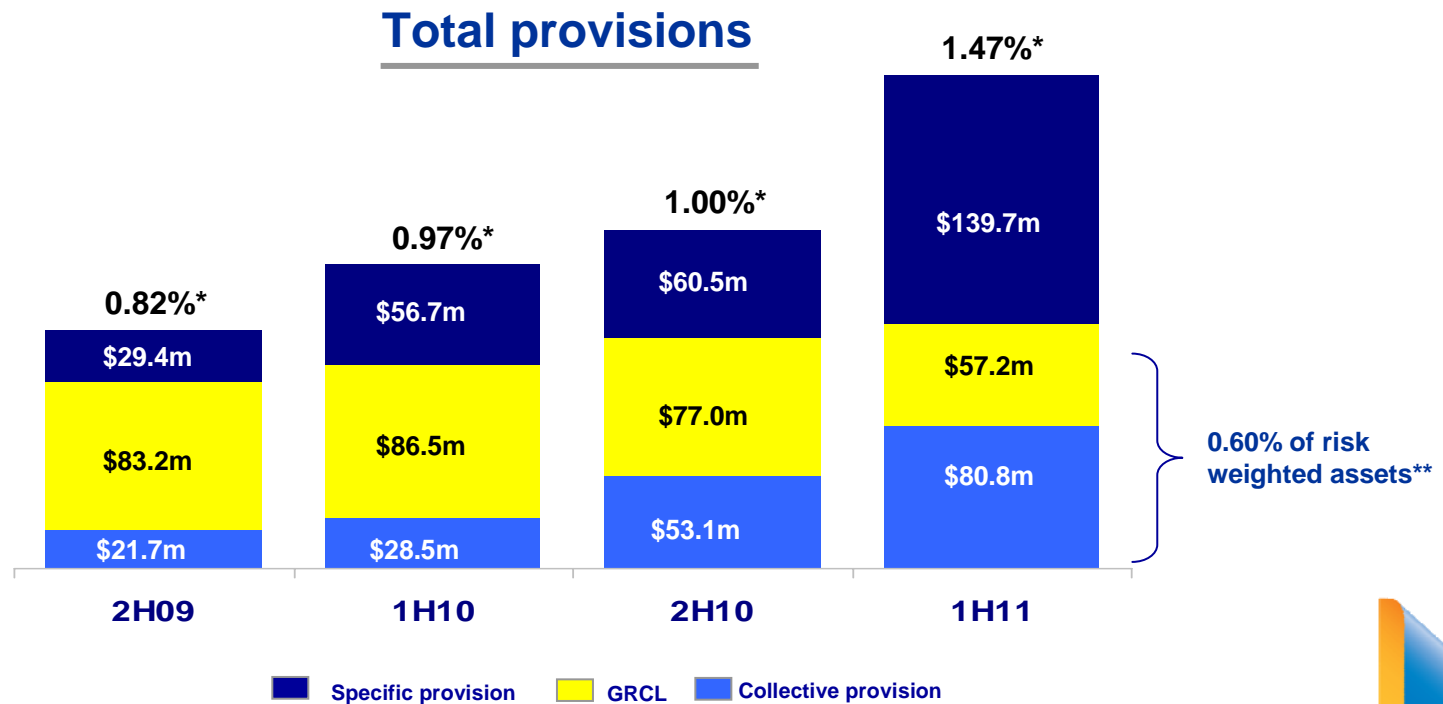


## Normalised impairment charge



# Increased provision coverage

- ▶ Significant increase in level of provisions as a result of floods and specific commercial exposures
- ▶ Majority of book well secured housing and SME lending



\* Total provisions / RWA. \*\* Collective provision after tax effecting is added to the GRCL balance to arrive at 60bps of RWA.  
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# Strategy and outlook

*David Liddy*

*Managing Director*



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# Operating model

- ▶ St Andrew's and CIT were acquired as part of our ongoing strategy to expand in high margin and low capital intensity areas
- ▶ Post acquisitions, BOQ is running three key business lines:



- ▶ FY11 focus is on growth, transitioning and integrating these business lines, and looking to further expand BOQNF and St Andrew's

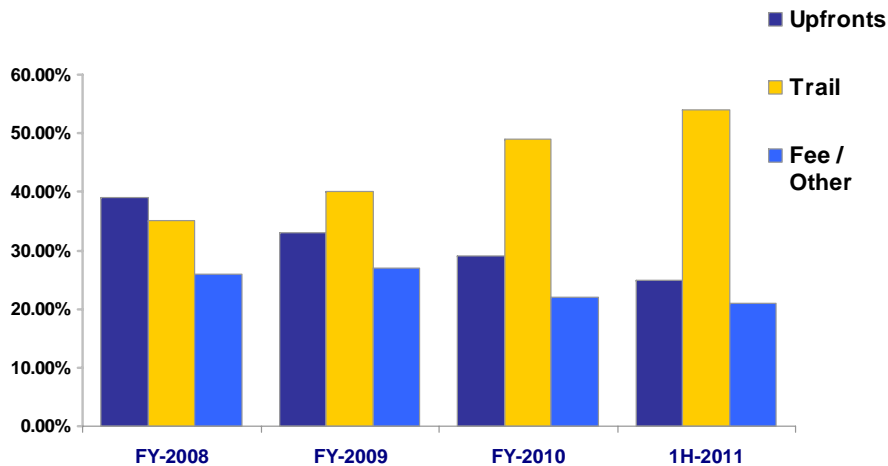
# Banking division update

- ▶ Branch network continues to grow; strongest growth rates still outside Qld
- ▶ Seeking to be as innovative in product design as in our unique distribution model (The Big Deal, Day to Day Plus, Save to Win)
- ▶ Brand campaigns working – 3.3% average gain in spontaneous brand awareness; 4.5% average gain in brand meaning
- ▶ Strong Queensland branch network places BOQ in a positive position to be part of the flood recovery stimulus
  - ▶ QLD Treasury have forecast gross state product to grow at 1.25% in 2010/11 (forecast growth was 3% pre-flood), however strong rebound to 5% growth in 2011/12
  - ▶ Total dwelling commitments to grow by 23% in Qld in 2011/12<sup>1</sup>
  - ▶ Retail expenditure and construction spending to grow<sup>2</sup>; mining sector earnings will have short-term impacts but most production resumed, and new coal and gas projects forecast to start in the next year<sup>3</sup>

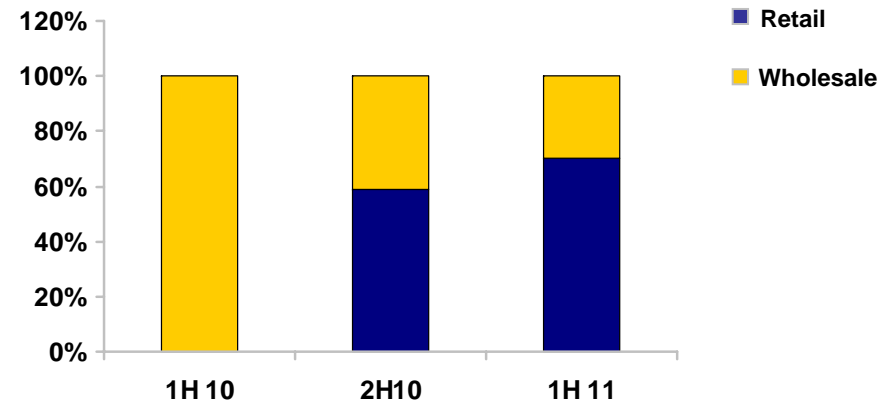
# Banking division update

- ▶ OMBs are improving revenue profile and quality – leading to underlying BOQ financial performance improvement

## Less reliance on upfronts



## More growth funded by deposits



- ▶ New OMB incentive system designed to increase all-round performance – mortgage protection strike rates have doubled since introduction four months ago

# BOQNF update

- ▶ Successfully integrated with Equipment Finance and Debtor Finance to form BOQ National Finance
  - ▶ Rebuild of IT environment completed on target and on budget
  - ▶ Including compliance requirements under National Consumer Credit Protection regulations
- ▶ Management team intact and employee turnover reduced
- ▶ Experienced management team hired for motor vehicle initiative
  - ▶ Dealer pipeline building and system investment nearing completion
- ▶ Retail new business on 3 key vendors up 27% year-on-year
- ▶ New vendor finance agreements signed in Print, Office Products and Access equipment segments with strong pipeline

# St Andrew's update

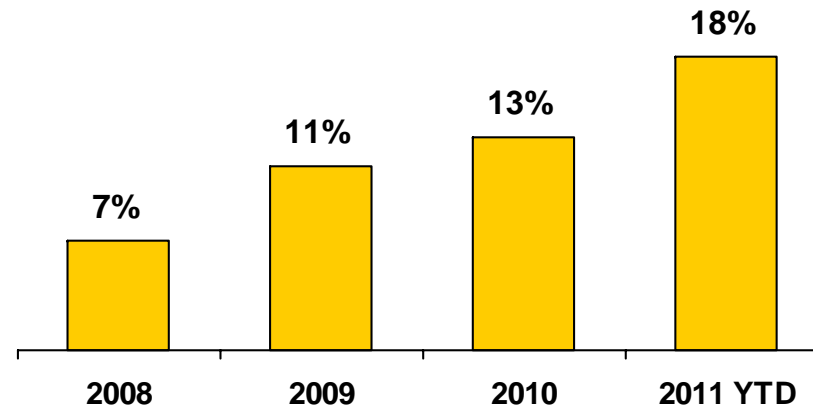


- ▶ Integration complete – four offices relocated and systems infrastructure transitioned without interruption to operations
- ▶ All major corporate partners have been 'locked in' to medium- to long-term distribution agreements
- ▶ New corporate partner – Macquarie Life
- ▶ Investment focus has been on business development and organic growth
- ▶ Business continues to look out for complementary acquisition opportunities
- ▶ Over half the acquisition cost of the business has already been repaid via dividend payments
- ▶ Cost-to-income ratio in the low 30% range

# Acquisitions performing ahead of expectations

- ▶ Revenue from both St Andrew's and CIT are above original forecasts
- ▶ St Andrew's payback is expected to be achieved ahead of forecast in ~18 months
- ▶ ROE is above original benchmarks – combined ROE is ~30% vs forecast ~25%
- ▶ Cross-sell rate improving and better than expected

## Mortgage Protection strike rate



# Continuing our strategy – acquiring high margin, low capital intensive businesses

	Target	Acquisition parameters
BOQNF	Debtor finance	ROE > 20%
	Vendor finance	ROE > 20%
	Equipment finance	ROE > 15%
	New business lines	ROE > 20%
Insurance	Consumer credit insurance	ROE > 25%

# FY11 guidance

## GROWTH

Maintain 1.5 – 2x  
system growth

## CASH NPAT (normalised)

\$175m - \$195m

## DIVIDEND GROWTH

2H11:  
~10%

## EFFICIENCY

45% cost-to-income  
(excluding acquisitions)



# Summary

- ▶ Underlying improvement in normalised cash profit after excluding bad debt loss one-offs and weather related provisions
- ▶ Management and Board remain committed to a 15% ROE target

Headwinds	Tailwinds
<ul style="list-style-type: none"><li>▶ Funding costs remain high with increasing retail mix</li><li>▶ Significant regulatory and technology spend</li><li>▶ Increased pricing “promotions” in mortgage space</li><li>▶ Short-term slowing in Queensland growth as a result of 2011 weather events</li></ul>	<ul style="list-style-type: none"><li>▶ Growth opportunities in our model in our 3 business lines</li><li>▶ Cost disciplines continue to hold</li><li>▶ Retail funding spreads improving</li><li>▶ Strong capital and liquidity</li><li>▶ Bolt-on acquisitions opportunities</li><li>▶ Expected “mini-boom” in Queensland due to post-flood rebuild investment</li></ul>



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