Dublin / New York, May 2007

# **DEPFA BANK plc**







## **Agenda**

# **Introduction and Strategy**

Financials

Risk

Global Trends in the Public Sector

Client Relationship Management

**Budget Finance** 

Infrastructure Finance

Client Product Services

**Global Markets** 

U.S. Business Strategy



Introduction and Strategy, May 2007

# **DEPFA BANK plc**







# As an introduction we would like to discuss

The Public Sector opportunity

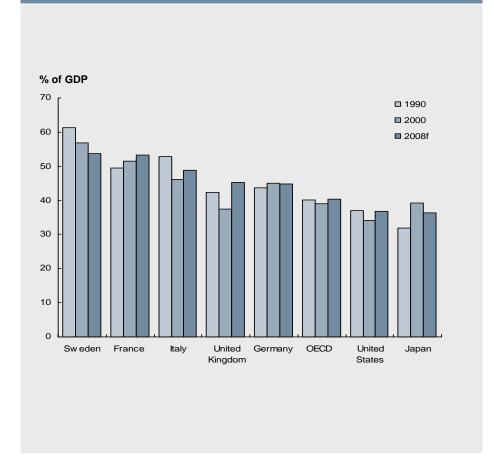
Our client franchise



The Public Sector is the largest actor in the Global Economy (1/3)

1 The Public Sector represents ~40 - 50% of GDP in most countries

Trends in Government Expenditure as % of GDP, (1990 – 2008)



2 The Public Sector Represents is a total debt market of approx. US\$ 5,000bn new issues p.a.

**Total New Debt Issuance, \$bn** 

	<u>2007f</u>
Global Total	4,827
Sovereigns	3,946
Local & Regional Govt (LRG)	881
United States	1,236
Federal	836
State & Local	400
Canada	65
Federal	25
Provincial and Local	40
Europe	1,325
Sovereigns	1,125
LRGs	200
Latin America and the Caribbean	433
Sovereigns	430
LRGs	3
Japan	1,423
Sovereign	1,237
LRGs	187
Other Asia Pacific	281
Sovereigns	230
LRGs	52
Middle East & Africa	64

Source: OECD, S&P 2007



The Public Sector is the largest actor in the Global Economy (2/3)

3 US\$1.8 Trillion Expected Annual Investment Needs (2000-2030); accumulates to over US\$ 50 Trillion

Selected global annual Investment needs (US \$ bn, 2000 – 2030)

	2000 – 2010	2010 – 2020	2020 – 2030	Annual Average
Road	220	245	292	252
Rail	49	54	58	54
Telecoms	654	646	171	490
Electricity	127	180	241	183
Water	576	772	1037	795
Total	1,626	1,897	1,799	1,774

4 Most pension funds are Public Sector (19 out of 20) and will face challenges from aging populations

Top 20 Pension Funds Ranked by Total Assets US \$mn, end 2004

Rank	Fund	Country	Total Assets
1	Government Pension Investment	Japan	\$870,587
2	Government Pension	Norway	\$235,849
3	ABP	Netherlands	\$226,974
4	National pension	Korea	\$214,184
5	California Public Employees	U.S.	\$195,978
6	Pension Fund Association	Japan	\$183,352
7	Federal Retirement Thrift	U.S.	\$167,165
8	Local Government Officials	Japan	\$137,153
9	California State Teachers	U.S.	\$133,988
10	New York State Common	U.S.	\$131,861
11	Government Employees	South Africa	\$124,167
12	Postal Savings	Taiwan	\$117,265
13	Florida State Board	U.S.	\$114,935
14	General Motors	U.S.	\$114,271
15	New York City Retirement	U.S.	\$105,860
16	Ontario teachers	Canada	\$99,490
17	Texas teachers	U.S.	\$94,384
18	New york State Teachers	U.S.	\$87,353
19	Public Schools Employees	Japan	\$85,224
20	PGGM	Netherlands	\$84,986

Source: OECD, UK Office of National Statistics



The Public Sector is the largest actor in the Global Economy (3/3)

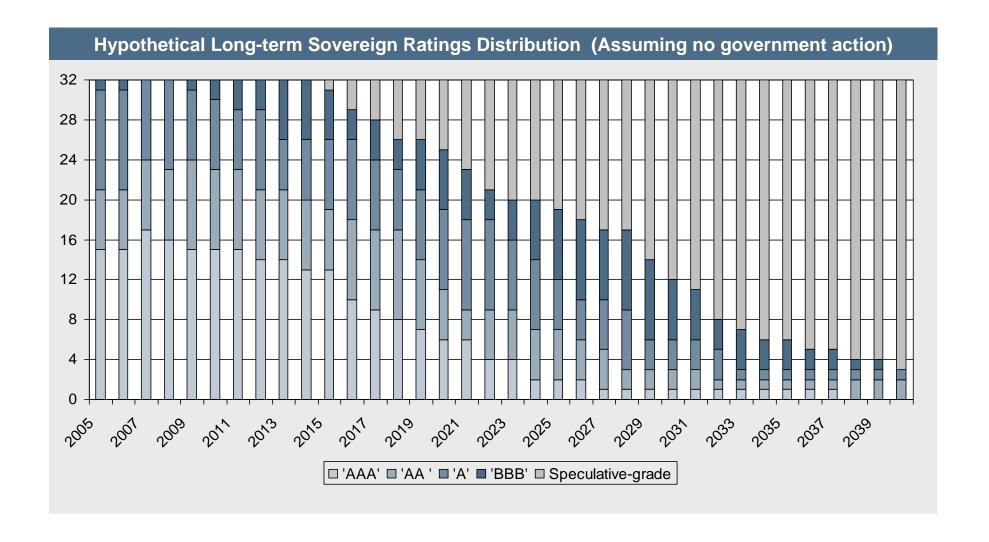
5 The Public Sector often is the largest owner of Real Estate

Example: Value of Property Assets Held By the UK Public Sector, £bn (2005)

	Residential	Commercial, Industrial & Other	Total
General Government	3.6	188.7	192.3
Central Government	3.6	76.2	79.8
Local Government		112.5	112.5
Public Non-Financial			
Corp	122.4	26.5	148.9
Total Public Sector	126	215.2	341.2
Total National Figure	3,574.6	625.9	4,200.5
Public Sector/National	<1%	34%	8%



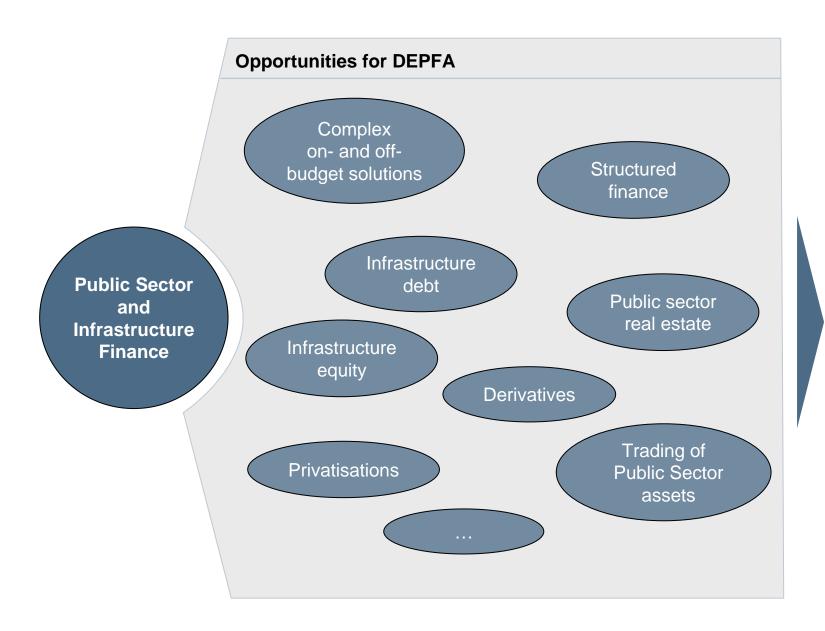
## The Public Sector faces significant challenges



Source: S&P 2006



Public Sector and Infrastructure Finance represents an unparalleled banking opportunity



Given its unique structure and its exposed nature the Public Sector needs to be served as a separate client group to fully explore the business potential



### **DEPFA** combines four synergetic business segments

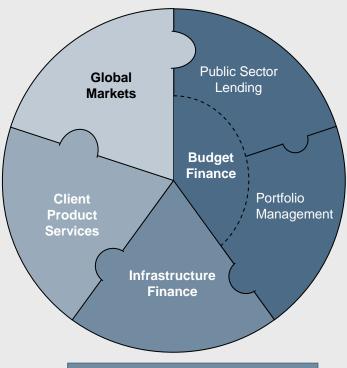
## **DEPFA's business segments**

### 16% of revenues 2006

- Diversified proprietary trading platform, generating trading income
- Leverage of knowledge and skills from client businesses

### 7% of revenues 2006

- Income from client derivatives
- Net interest income from structured solutions
- · Advisory fees



### 6% of revenues 2006

- Net interest income from concession based Debt and Mezzanine Financing of essential infrastructure
- · Advisory fees

### **40% of revenues 2006**

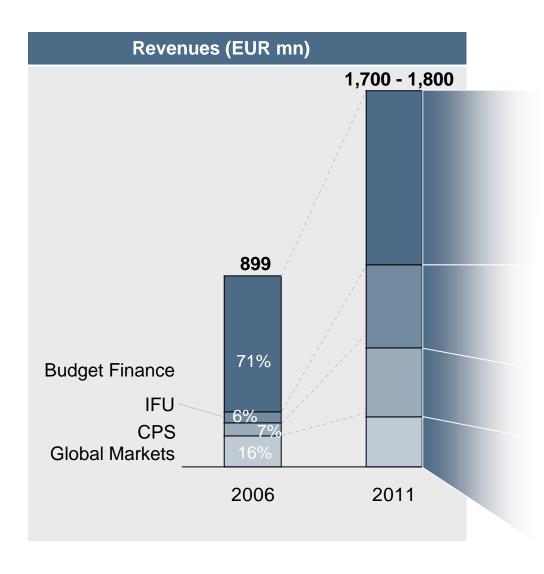
- Net interest income from micro-hedged lending to Public Sector entities
- Group funding (currently at approx. LIBOR -5)
- AA2 Credit quality

### 31% of revenues 2006

- Ongoing optimisation of own EUR 190bn portfolio of Public Sector assets
- Income generation through active portfolio management



### Plan to double revenues over the next 5 years



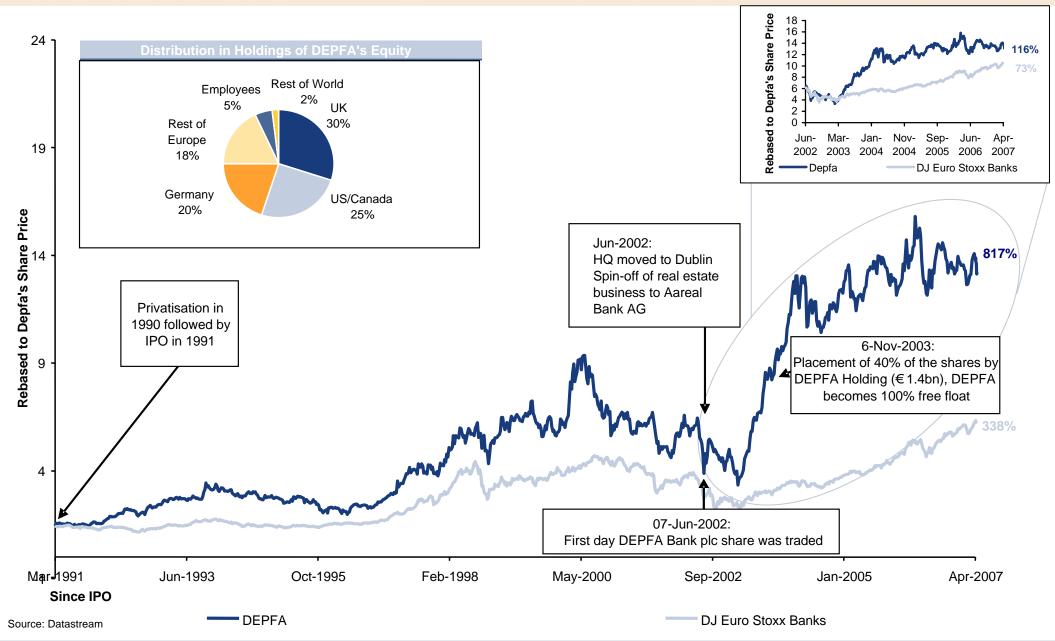
## Strategy

- Widen geographic scope and deeper penetration
- Still scope for more leverage
- Further professionalize portfolio management activities
- Continuing growth strategy
- Ongoing securitisation
- Build equity portfolio
- Establish third party funds
- Main growth expected from client derivatives, and structured finance
- Continuous profitability ramp-up
- Utilize skills and market know how from client business
- Increase scope and diversification of traded instruments

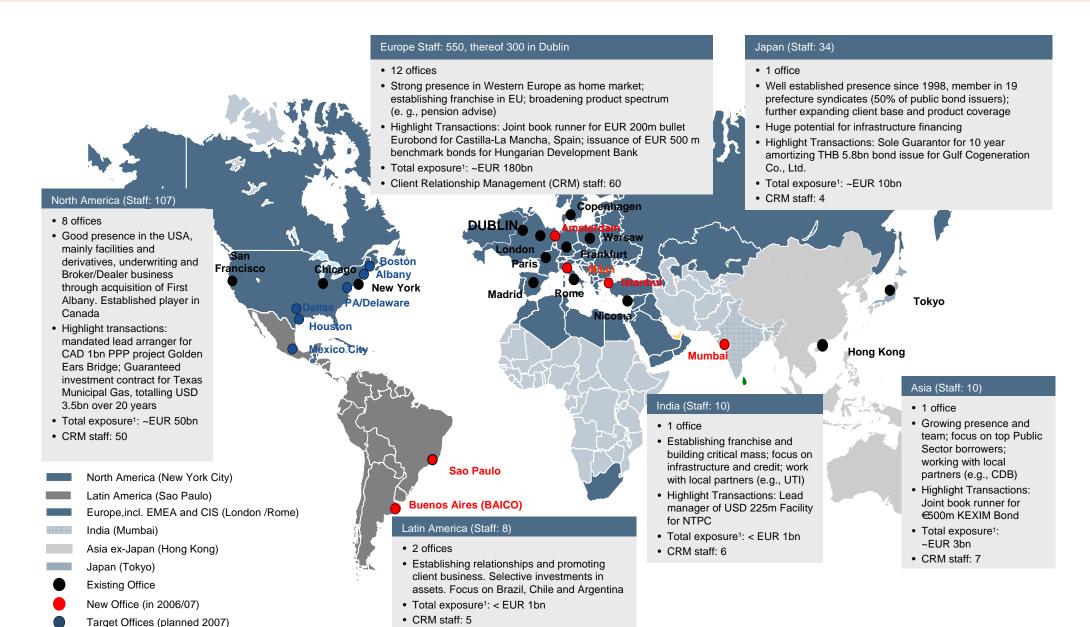


# Significant outperformance compared to European banks since IPO

## Market value developments



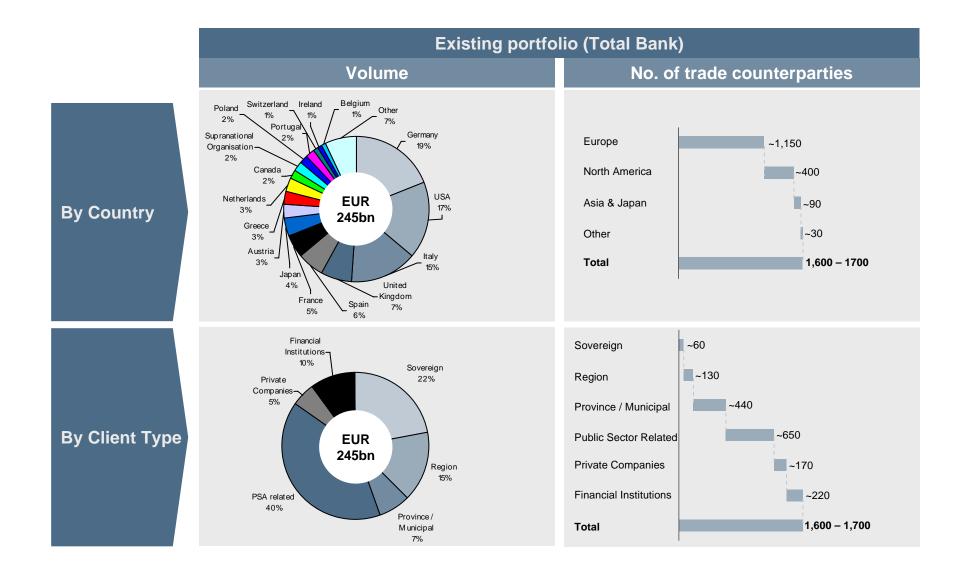
### **DEPFA** serves Clients through a global network



<sup>&</sup>lt;sup>1</sup> Including undrawn commitments



## The client universe (1/2)



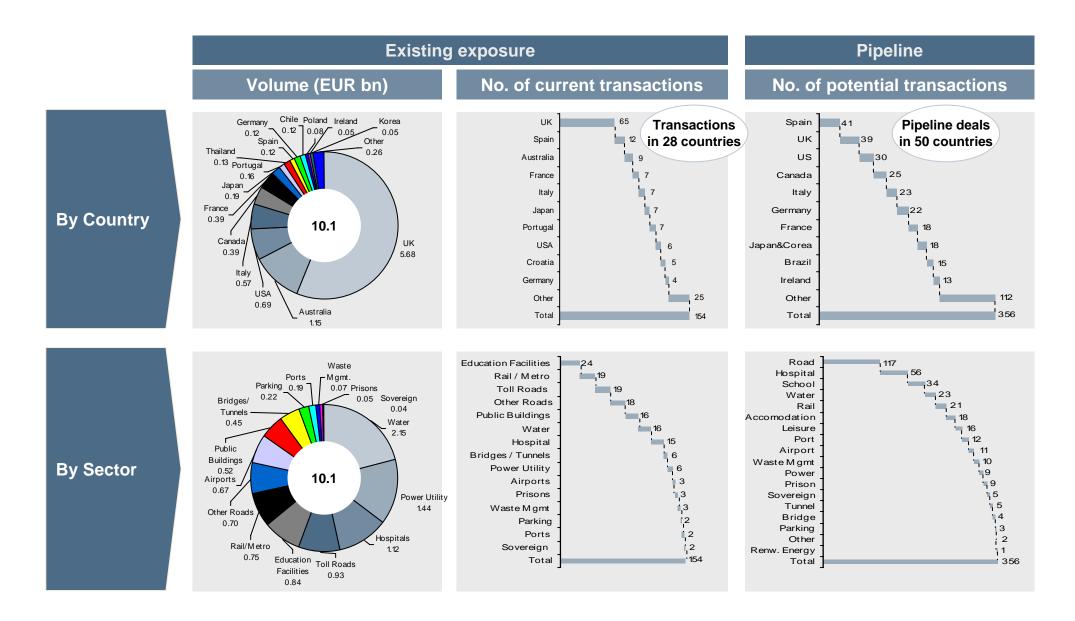


The client universe (2/2)

Client types	Examples			
Cheffit types	Top Italian clients	Top Spanish clients		
Sovereign	Italian Treasury	Spanish Treasury		
Region	Veneto, Lazio, Toscana, Valle D'Aosta, Campania	Catalonia, Madrid, Andalusia, Castilla-La Mancha, Valencia, Canary Islands, Aragón and Baleares		
Province	Treviso, Udine, Teramo, Ascoli Piceno, Milano	Valencia, Malaga		
Municipal	Milano, Roma, Venezia, Genova, Pistoia	Madrid, Barcelona, Málaga, Valencia,		
Public Sector related	ANAS, TAV, Ferrovie dello Stato (FS), Cassa Depositi e Prestiti (CDP), Istituto Poligrafico e Zecca dello Stato (IPZS)	Metro de Madrid, Canal de Isabel II, Institut Catalá de Finances, ADIF, RENFE Operadora, RTVE, AENA		



## Infrastructure finance becomes increasingly important





### A broad range of transactions has been executed

#### **Budget Finance**

### Italy



A.N.A.S. spa €300,000,000 Term Loan Arranger Jan-2006

#### Hungary ...MFB Hungarian Development Bank Ltd. Hungarian Development Bank

€500m Eurobond

Joint Lead Manager

Oct-2006

#### France



Ville de Reims €10.000.000 Term Loan Arranger Jan-2006

## **Finland** Turun seudun puhdistamo Oy

Turun Seudun Puhdistaom Oy €10.00.000

> Term Loan Arranger

May-2005

### **Spain**



Region of Castilla la Mancha €200.000.000 Eurobond Joint Bookrunner Jan-2006

#### Sweden



SEK500.000.000

Term Loan Arranger

Apr-2006

#### Austria



Republic of Austria €25,000,000 Schuldschein Lender Jun-2005

#### Canada



Société de Transport de Montréal C\$100.000.000

> Eurobonds Arranger

Jan-2006

#### Infrastructure Finance

#### Canada



CAD\$ 1.000.000.000 Mandated Lead Arranger

#### UK



London Undergroup PPP

€2,626,000,000

Lead Arranger

#### Ireland



Schools PPP €94,000,000

Co-Arranger

#### **USA**



Pocahontas Parkway

\$610,000,000

Financial Advisor to Transurban/ Mandated Lead Arranger

Jun-2006

#### **CPS - Securitisation**

#### **Netherlands**



Healthcare Receivables €2.500.000.000

Bond Arranger & Underwriter Aug-2006

Italy Green Finance Healthcare Receivables €650,000,000 Jt Arranger & Underwriter Aug-2006

## **CPS - Advisory**

### China



Chang Chun Longhua Light Rail Transport Co.

Expansion of rapid trasit System Financial Advisor

### **Portugal**



Highspeed Train Network

Jt Financial Advisor

#### **Infrastructure Finance**

#### UK



Gateshead Schools PFI

€90,000,000

Mandated Lead Arranger

#### **USA**



Indiana Toll Road \$4,100,000,000

Mandated Lead Arranger

Jun-2006



### **DEPFA** has a very high reputation in Public Sector community

### **Clients**

#### **Public Sector**

- Most recognised Public Sector player globally besides Dexia
- Investing in our clients' assets and exclusive Public Sector focus provides a competitive edge
- Long serving and trusted financing partner to European sovereigns and sub-sovereigns
- Footprint in the US significantly increased over recent years (now biggest country exposure, presence will grow following acquisition of First Albany)
- History of successful business in Japan
- Building relationships and access to markets in Asia, Central and Eastern Europe and Latin America

#### Infrastructure

- Global player in the international infrastructure market
- Strong focus on the US and Europe but growing globally



#### **Investors**

- Major issues of covered Public Sector Bonds
- More than 100 Central Banks and State Agencies invest in DEPFA's liability products
- Excellent share register with numerous long-term value investors
- Implicit support assumed by Moody's:
   "DEPFA would be likely to benefit from
   external systemic support in the event that
   it required such support. In our opinion this
   support limits the default risk of DEPFA
   plc."
- Major player in US Guaranteed Investment Contract (GIC) market with a portfolio in excess of USD 3bn after 15 months
- Established CLO platform for PPP loans ("EPIC")



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# **Introduction and Strategy**

## **Financials**

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Financials, May 2007

# **DEPFA BANK plc**







## **Long term Targets and Market Expectations**

- Revenues to double within 5 years
- Long term RoE of 20%
- Long term Cost Income Ratio of approximately 30%
- Focus on client revenues
- Growth in the US
- Infrastructure Finance focus
- Strategic review of Global Markets in transition

The plan to achieve long term targets ...

Revenues to double within 5 years

Long term RoE of 20%

Long term Cost Income Ratio of approximately 30%

Focus on client revenues

Growth in the US

Infrastructure Finance focus

Strategic review of Global Markets

## **Actions**

- Investing in CRM franchise
- Increasing investment in IFU
- Integration DEPFA First Albany
- Improving cross-selling with CPS
- Portfolio optimisation within Budget Finance
- Use more sophisticated techniques, models, market research
- Economic capital model
- All of which will allow us to show good returns in any credit spread scenario better than ever before
- Build out our revised Global Markets strategy
- People



### Focus on 2007 – a transition year – investment for the future

### New activities

- Global Markets segment restructuring new organisation and evaluation of business direction
- IFU: new hires, set-up new team for equity investments
- CPS: New Pension Advisory team
- Enhancement of New Products Process.

### New offices

- US DEPFA First Albany brings 5 new locations and expansion in existing cities.
- New representative offices: Mexico, Athens, Istanbul.
- Headcount growth balanced across all Business units, CRM and support functions

### Restructure of CRM

Geographical regions with a regional head to guide co-ordination and expansion

### Investment in

- Basel II implement and embrace best practice risk management and capital systems and processes
- Economic Capital implementation of best practice processes will give us a competitive advantage



## **P&L Overview**

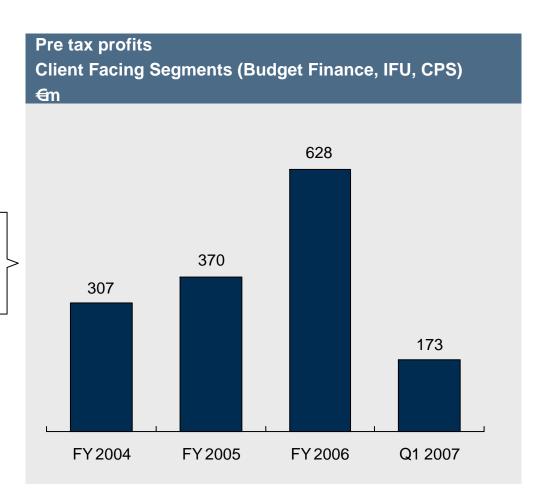
	Q1 2006 €m	Q2 2006 €m	Q3 2006 €m	Q4 2006 €m	Q1 2007 €m
Net interest income	107	110	101	107	101
Non-interest revenues	137	120	86	106	121
Total operating income	244	230	187	213	222
Operating expenses	-58	-56	-53	-61	-67
Profit before taxation	186	174	134	152	155
Taxation	-52	-34	-24	-29	-32
Discontinued operations				+19	
Group net income	134	140	110	142	123
Key ratios					
Cost/income ratio	23.8%	24.3%	28.3%	28.6%	30.2%
EPS (€)	0.39	0.41	0.32	0.41	0.36
RoE after taxes	22.6%	22.8%	17.3%	21.1%	17.2%



## **Profit composition by segment**

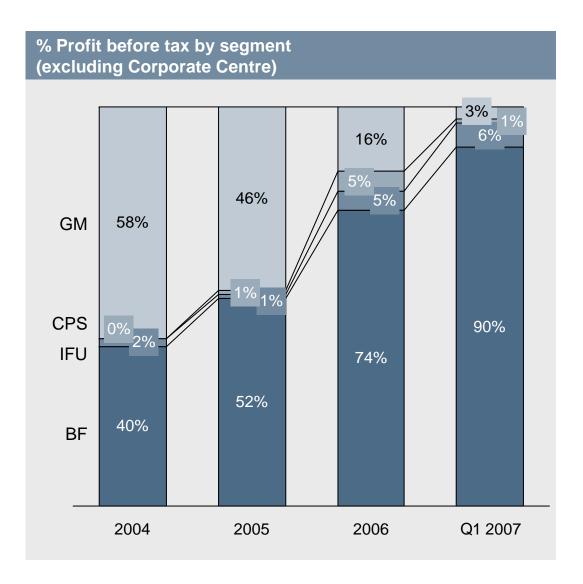
Pre tax profits
Segmental Summary
€m

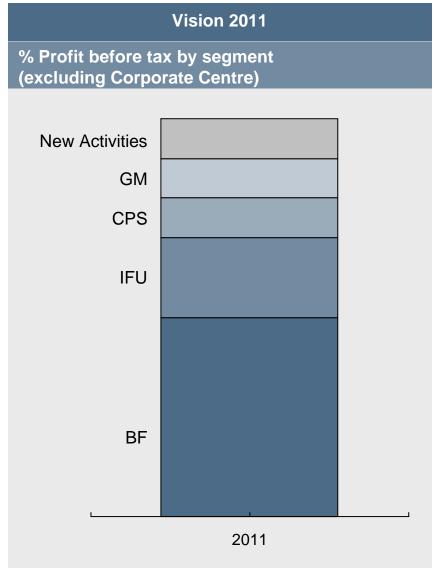
Pre tax profit in €m	FY 2004	FY 2005	FY 2006	Q1 2007	
Budget Finance	298	356	555	160	-
Infrastructure Finance	14	8	36	12	
Client Product Services	-5	6	37	1	_
Global Markets	444	312	122	5	
Corporate Centre	-96	-85	-104	-23	
Total Group pre Tax	655	597	646	155	





## Profit composition by segment - continued

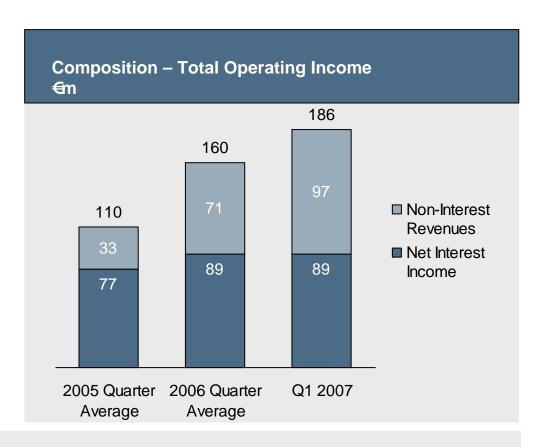






## **Budget Finance**

Million EUR	2005 Quarter Average	2006 Quarter Average	2007 Q1
Net interest income	77	89	89
Non-interest revenues	33	71	97
Total Operating Income	110	160	186
Operating Expenses	-21	-21	-26
Profit before taxation	89	139	160
Average financing volume (on B/S)	155,418	168,187	163,780
Average financing volume (off B/S)	16,165	21,418	22,342

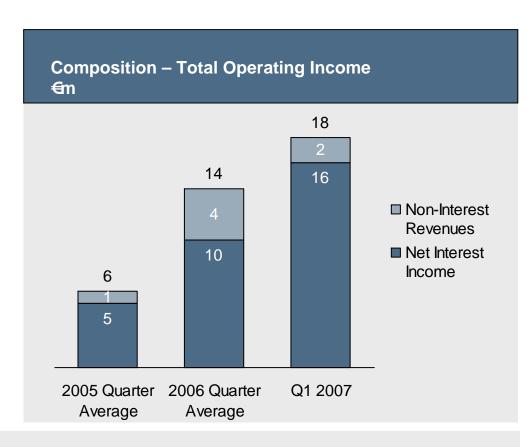


- Overall strong revenue growth in a tightening credit spread environment
- Lending / Net Interest Income: steady growth in stable, locked-in asset/liability margin income
- Non-interest revenues: Active portfolio management increased non-interest revenues and reflects DEPFA's ability to extract value from credit spread movements



### **Infrastructure Finance**

Million EUR	2005 Quarter Average	2006 Quarter Average	2007 Q1
Net interest income	5	10	16
Non-interest revenues	1	4	2
Total Operating Income	6	14	18
Operating Expenses	-4	-5	-6
Profit before taxation	2	9	12
Average financing volume (on B/S)	1,701	4,187	6,429
Average financing volume (off B/S)	902	1,775	2,732

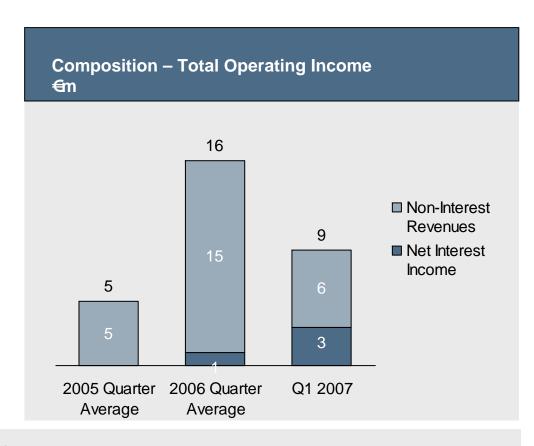


- Strong deal flow (Average transactions closed per quarter: 5 in 2005; 16 in 2006; 27 in 2007)
- Pipeline of new business remains very strong with over 300 potential funding and/or advisory transactions
- North America has become a significant part of our business and will be a major focus of our future activities
- Staff level increased 20% y-o-y to 54 to cope with additional business



### **Client Product Services**

Million EUR	2005 Quarter Average	2006 Quarter Average	2007 Q1
Net interest income	0	1	3
Non-interest revenues	5	15	6
Total Operating Income	5	16	9
Operating Expenses	-4	-6	-8
Profit before taxation	1	10	1
Average financing volume (on B/S)	1	820	6,252
Average financing volume (off B/S)	0	0	0

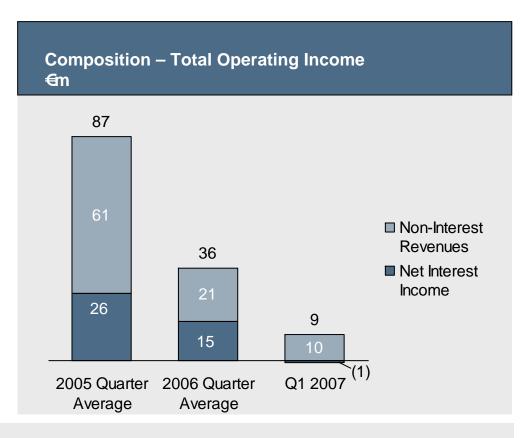


- Client derivatives area performed according to plan in terms of transactions closed
- However, revenue from certain transactions could not be booked upfront under IFRS accounting rules. As a result, a sizeable reserve of unrecognised profits has accumulated
- Interest income generating activities are making good progress: the GIC business with US Municipalities (with a balance outstanding in excess of US\$ 2 bn and growing) and Securitisation/Structured Finance has increased the total asset volume to € 10 bn at the end of the first quarter
- Revenues from IFU cross-selling opportunities are reflected in non-interest revenues



### **Global Markets**

Million EUR	2005 Quarter Average	2006 Quarter Average	2007 Q1
Net interest income	26	15	-1
Non-interest revenues	61	21	10
Total Operating Income	87	36	9
Operating Expenses	-9	-6	-4
Profit before taxation	78	31	5
Average financing volume (on B/S)	9,762	13,185	14,365
Average financing volume (off B/S)	75	0	19



- The flattening of the yield curve has led to much reduced scope for earnings from carry based trades and yield curve positioning. In the light of this trend the bank has given priority to cutting back its interest rate exposure and closing open positions
- Traditional trading activities, including bond trading have performed below expectation so far in 2007 and have not been able to support the GM result to the same extent as last year
- The establishment of additional small scale trading desks, each operating within moderate stop loss and VaR limits is expected to provide greater diversification and consistency to the overall result



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## Risk

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Risk, May 2007

# **DEPFA BANK plc**







# Risk

## **Risk Management**

Overview

- Risk Governance
- Credit Risk
- Market Risk
- Operational Risk
- Economic Capital



# Risk

#### **Risk Governance**

Key Messages

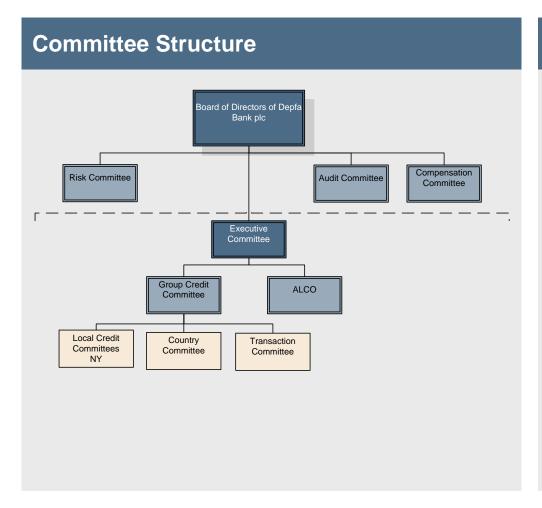
- The Governance structure is in line with industry best practice
- The Board of DEPFA is kept informed of the Bank's risk profile by the Risk Committee
- Executives get risk reports on a daily basis and discuss specific risk issues at least bi-weekly
- The bank has appointed a CRO with responsibility for overseeing the work of the executive risk committees and the risk functions
- Risk functions have an independent reporting line to the CRO who is a member of the Executive Committee
- Enterprise wide risk system: One core system for trade and counterparty data
- Comprehensive daily reporting, including all new exposures
- Quantitative measures for market, liquidity and credit risks exist, quantitative limits are in place
- Credit, Country, Market and Liquidity limits in place, and well established procedures to monitor adherence
- Economic Capital will be used as the common currency for risk

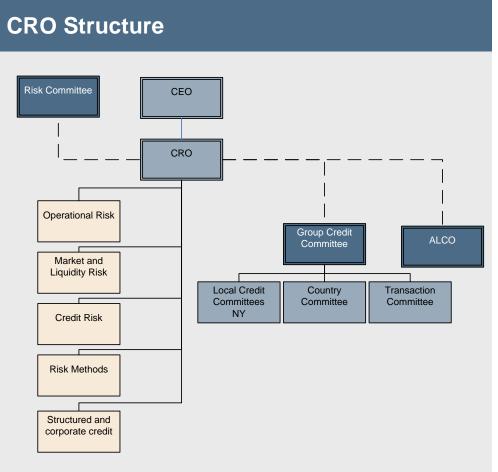


# Risk

### **Risk Governance**

The Risk Management Structure is in line with industry best practise

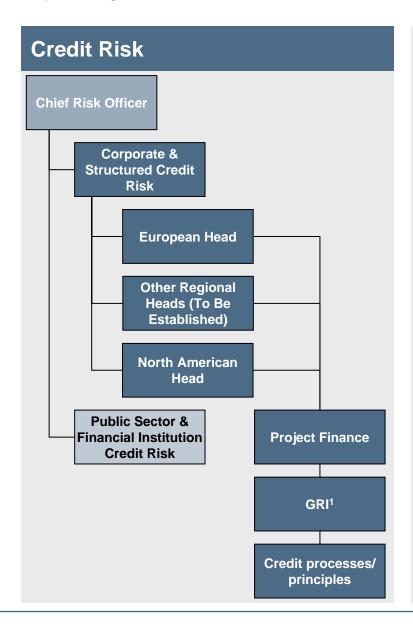






#### **Risk Governance**

**Key Messages** 



#### **Function**

Analyse, measure and control exposure to corporate and structured credit risk

### **Counterparties**

GRIs<sup>1</sup>, SPVs for project finance transactions and other corporates as applicable

### Coverage

- Set DEPFA's risk policy
- Approve new sectors and related Risk Department procedures
- Challenge and analyse DEPFA's evolving portfolio
- Implement and ensure consistent use of Credit Rating Models

#### **Credit Committee**

- Decide on counterparty, country, product and sector risks and set appropriate limits
- Review all risks annually and adjust limits accordingly
- Receive and evaluate updates on Monitoring List of troubled credits, decide to include new names, remove existing improved credits or adjust category to reflect changes
- Ensure business conducted within risk policy of DEPFA

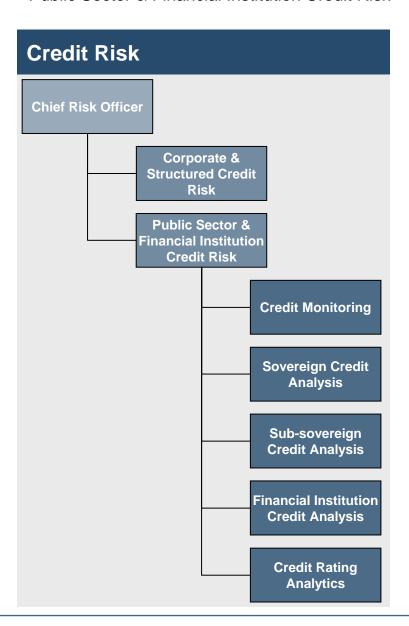
### **Credit Risk Department**

- Monitor all credit risks and limit usage
- Analyse requests from Business teams and present written evaluation of risks to Credit Committee with recommendation
- Review all counterparties and transactions at least annually
- Assign Credit Ratings to all counterparties



### **Risk Governance**

Public Sector & Financial Institution Credit Risk



### **Function**

 Credit Analysis function is to limit the extent of DEPFA Group's exposure to credit risk

### **Counterparties**

 Sovereign & Sovereign supported or guaranteed institutions, Sub-sovereign (also referred to as Public Sector) & Local Authorities, Local Authority supported or guaranteed institutions; and Financial Institutions

### Coverage

- Set DEPFA's risk policy.
- · Approve new sectors and related Risk Department procedures.
- Challenge and analyse DEPFA's evolving portfolio.
- Approve Credit Rating Models

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- · Monitor all credit risks and limit usage
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- Build and validate Credit Rating Models



### **Credit Risk**

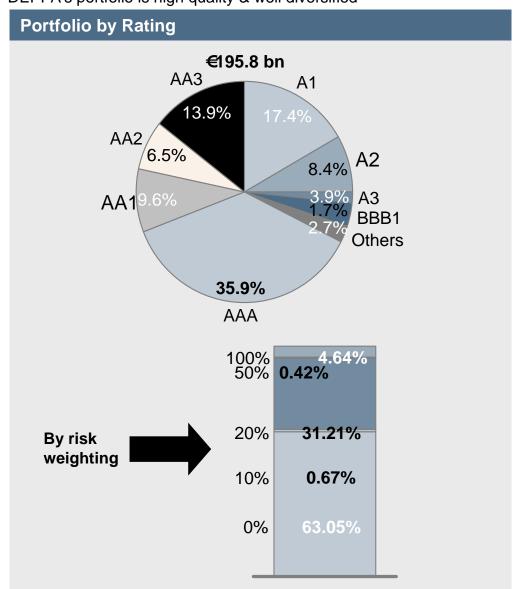
Key messages

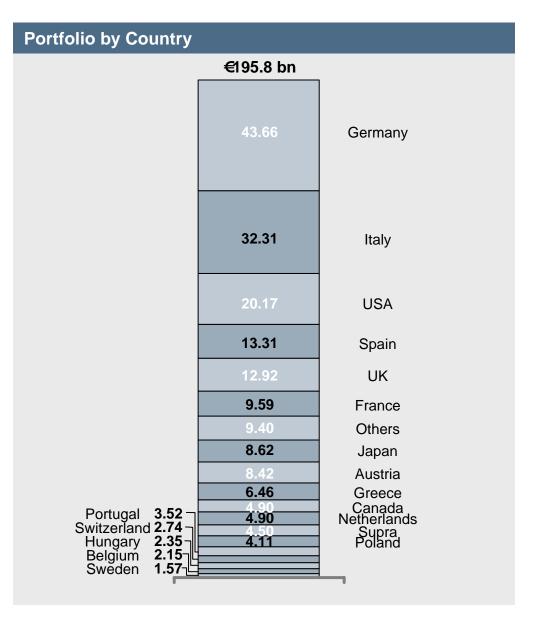
- Credit Risk Management: Sound controls, independence of Credit Units, clear processes
- Introduction to Public Finance Risk: Low default and high recovery rates compared to general corporate risk
- **High quality of DEPFA portfolio:** Exposure to counterparties with support from tax raising entities
- **Diversification:** Diversification of portfolio both through increased customer numbers and range of industry sectors
- **Concentration:** Analysis of concentrations demonstrates declining dependence on specific counterparties and increasing diversification



### **Credit Risk**

DEPFA's portfolio is high quality & well diversified







<sup>\*</sup> Others: Other Europe, Australasia, North Africa, Caribbean

### CRD / BASEL II

### **Impact**

### **Settings**

### Standardised:

Direct external ratings for banks, all national discretions exempting Local Authorities have been applied.

### Foundation:

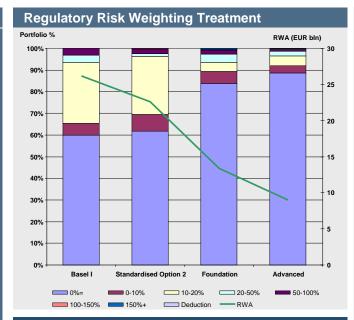
Regulatory Slotting used for Project Finance exposure (preferential 50% RW not applied although many DEPFA asset s would qualify), double default calculation ignored. RAW PD data is used without any smoothing or manipulation. Double default calculations have been ignored.

#### Advanced:

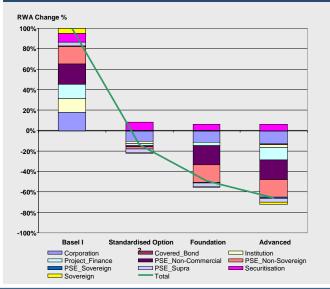
LGD<sup>4</sup> values used; Sovereign 25%, Public Sector 5% (developed world only otherwise 45%), Project Finance 15%, Covered Bond 5%, Corporate left at Foundation level of 45%. RAW PD data is used without any smoothing or manipulation. Double default calculations have been ignored.

### Basel I:

Full portfolio included for comparison.



### **Regulatory Risk Weighted Asset Change**



- Each successive version of CRD¹ produces lower RWA totals than its predecessor for DEPFA
- RWA reduction caused by a progressive shift of transactions into the zero RW category
- Standardised: Overall reduction 13.8%, resulting from Supranationals dropping to zero and rated corporations reduced from CAD<sup>2</sup> 100% RW
- Foundation: Overall reduction 48.9%, resulting from high quality internal ratings for the public sector risks and corresponding low one year default rate. Biggest gains from Public Sector assets RW 20% under CAD
- Advanced: Overall reduction 65.7%, the main incremental gain from Foundation is the application of a PD<sup>3</sup>/LGD<sup>4</sup> values to Project Finance exposure, producing an 11.7% reduction compared to 2.9% for Regulatory Slotting

<sup>&</sup>lt;sup>4</sup> Loss Given Default



<sup>&</sup>lt;sup>1</sup> Capital Requirements Directive

<sup>&</sup>lt;sup>2</sup> Capital Adequacy

<sup>&</sup>lt;sup>3</sup> Probability of Default

### CRD / BASEL II

### Asset Classes Contributing most to Changes

### **Settings**

### Standardised:

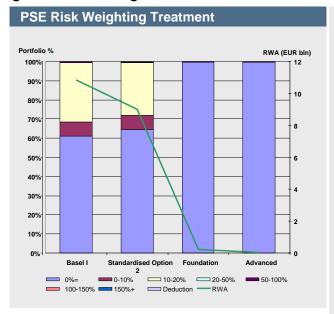
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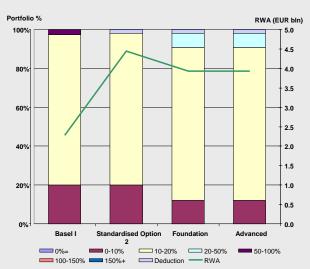
Regulatory Slotting used for Project Finance exposure (preferential 50% RW not applied although many DEPFA asset would qualify), double default calculation ignored. RAW PD data is used without any smoothing or manipulation. Double default calculations have been ignored.

### Advanced:

LDG values used; Sovereign 25%, Public Sector 5% (developed world only otherwise 45%), Project Finance 15%, Covered Bond 5%, Corporate left at Foundation level of 45%. RAW PD data is used without any smoothing or manipulation. Double default calculations have been ignored.



### Securitisation Risk Weighting Treatment



### Public Sector Entities (PSE)

- are the single largest beneficiary of the Foundation and Advanced approaches. PSEs consist of Local Authorities, Supranational and Public Enterprises with guarantees or strong implicit support
- Strong evidence for a zero one year PDs in the public sector shifts many developed world Public Enterprises and Local Authorities to a zero RW; accounting for 40.6% of the overall 48.9% RWA reduction

### **Securitisation**

- Securitisation is the only asset class to increase overall, almost doubling RWA value, increasing from 8.7% of RWA under CAD to 29.4% under the Foundation approach
- DEPFA's Securitisation portfolio is overwhelmingly triple-A Student Loan issues. Most assets benefit from CRD treatment dropping from 20% RW to 7 or 12%
- A small handful of issues without an external rating (EUR203mln in a EUR11.4bln portfolio) account for 64.7% of the asset class's Foundation RWA.



### **Market Risk**

Key messages

- Trading VaR between 9 and 22m EUR throughout 2006, average 12m
- Stable daily consolidated risk reporting within new segmental structure
- Risk monitoring environment further developed (stress tests, historical simulation)
- Liquidity stress testing program under development with target June 2007
- Migration to Algorithmics for integrated Credit/Market Risk monitoring kicked off



## Market Risk

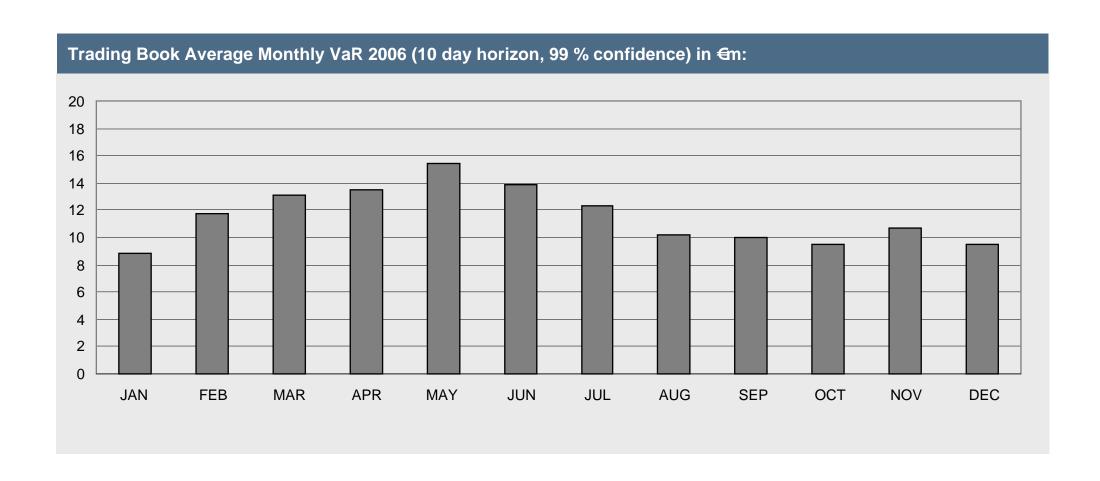
## Market Risk Taking

Relevant market risk drivers	<ul> <li>Interest Rates</li> <li>Credit Spreads</li> <li>Foreign Exchange Rates</li> <li>Equity Prices</li> <li>Inflation indices</li> <li>Volatilities</li> </ul>
Budget and Infrastructure finance	<ul> <li>Micro-hedged bond and loan financing, minimal interest rate risk, irrelevant spread risk</li> </ul>
Client product Services	<ul> <li>Micro-hedged and back-to-back products, minimal interest rate risk</li> <li>Macro hedging with limited interest rate and volatility risk</li> </ul>
Global markets	<ul><li>Carry positions</li><li>Proprietary trading</li><li>All relevant market risk drivers covered</li></ul>



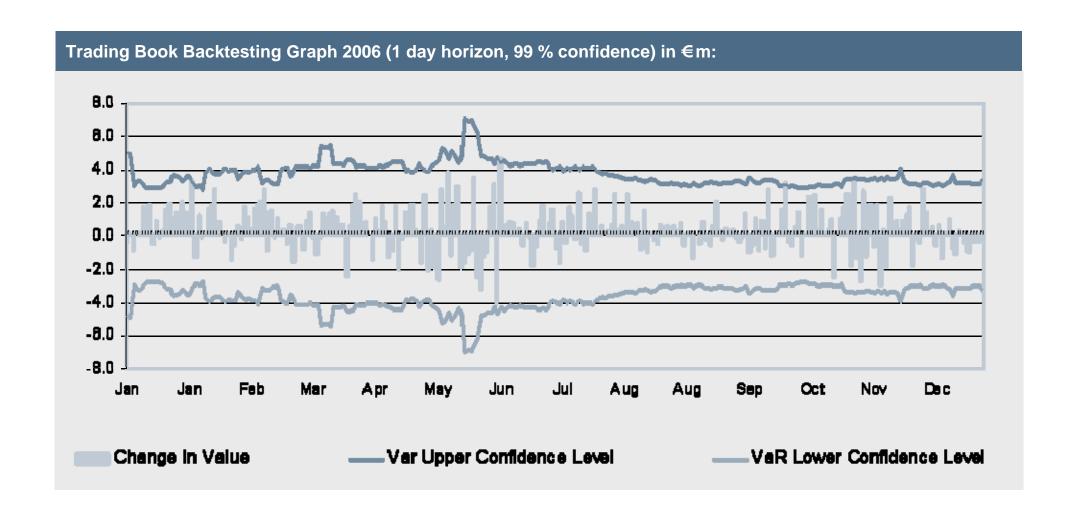
### **Market Risk**

Market Risk Taking



### **Market Risk**

Market Risk Taking





### **Operational Risk**

Key Messages

- Strong Operational Risk Governance Structure a strong governance structure is in place to support the management of operational risk, with a direct reporting line to the Chief Risk Officer
- Clear, Firm-wide mandate for Operational Risk the Group Operational Risk department is mandated to operate across all business segments and locations, and assess risk front-to-back through the processing cycle
- Seasoned and experienced Operational Risk team since September 06, the Operational Risk team has been augmented with 7 seasoned professionals from Tier 1 investment banks
- Robust tools and methods for identifying, assessing and mitigating key operational risks – a variety of industry best-practice methods are employed to proactively manage the operational risk profile of the Firm
- Controlled approach to implementing new businesses and products the Firm recognises the risks inherent in undertaking new businesses or new products and adopts a control-focused approach to new initiatives



### The aim is to embed Economic Capital as one of the management tools at DEPFA

### **Economic Capital**

### **Purpose**

# Economic Capital Framework

- Introduce risk measures that communicate risk across risk categories and business lines in a consistent manner
- Create and develop the stress testing framework to reflect the full range of material risks that could affect the solvency of the bank
- Embed Economic Capital in key management processes related to risk taking

### Risk appetite

- Linkage of new metrics (economic capital measures and stress tests) to strategic direction of the bank
  - Management sets risk tolerance targets
  - MIS to track risk taking

# Performance assessment/pricing

- Roll-out risk-adjusted profitability measures to all business units
- Deal level risk based pricing

## Risk process/ Limit setting/ Capital Allocation

- Cascade Top of the house risk measures to lower levels, e.g.
  - Desk level
  - Ultimate ambition is individual customer/transaction
- Relating economic capital measures to limit framework in a simple way

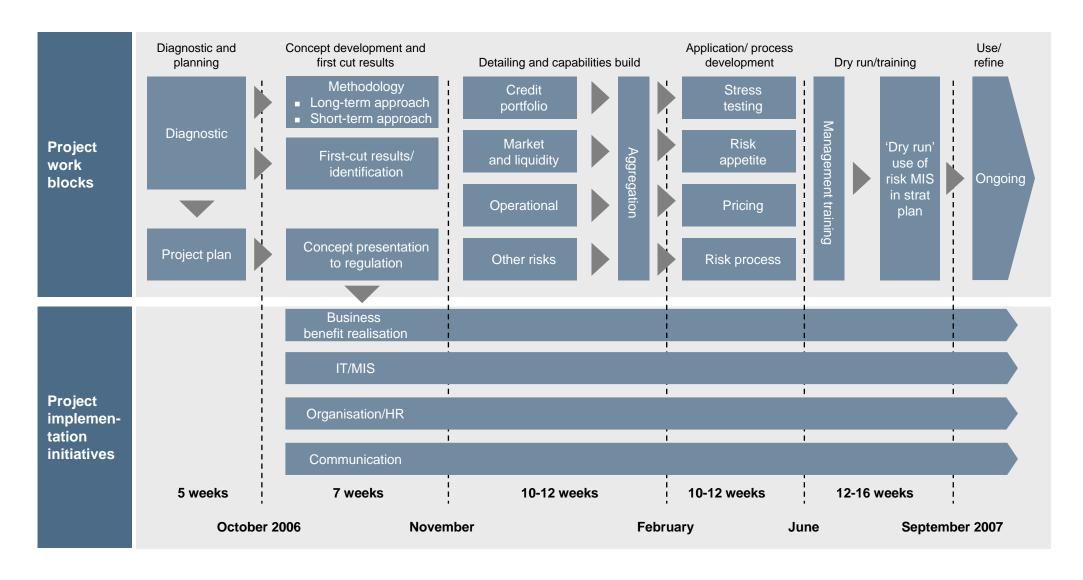
# Capital management

- Optimise capital levels
  - Relate available capital to required economic capital, as well as capital on a regulatory basis
  - Manage volatility in capital requirements
  - Capital planning



### **Economic Capital**

### **Programme Overview**





# Capital Markets Day

### **Agenda**

Introduction and Strategy

Financials

Risk

# **Global Trends in the Public Sector**

Client Relationship Management

**Budget Finance** 

Infrastructure Finance

Client Product Services

**Global Markets** 

U.S. Business Strategy



# **Capital Markets Day**

Global Trends in the Public Sector, May 2007

# DEPFA BANK plc

## **Agenda**

What is the Public Sector?

Key Economic Trends

The Triggers for Change

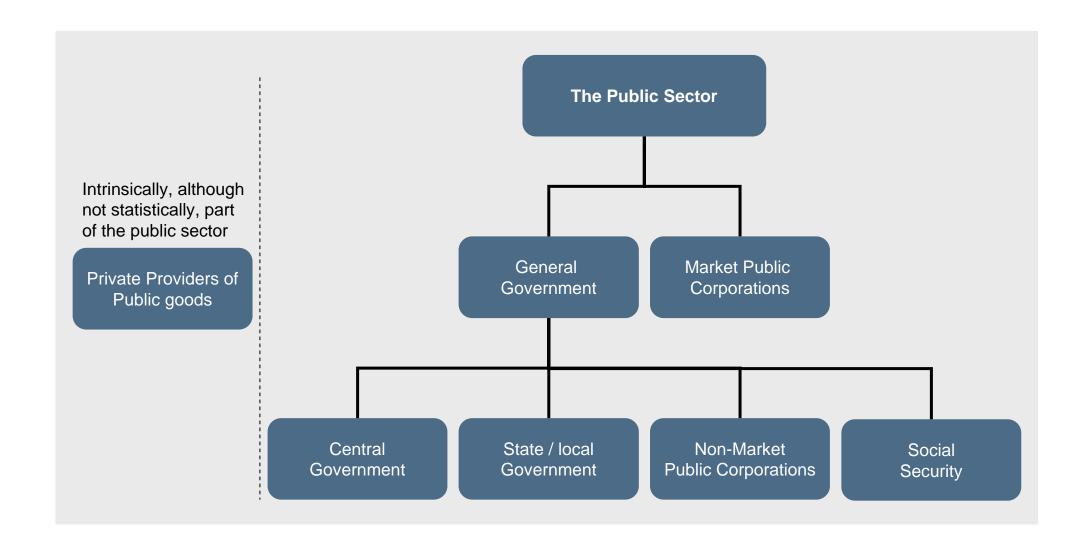
Public Sector Response

Summary

Challenges and Opportunities for the Banking Sector

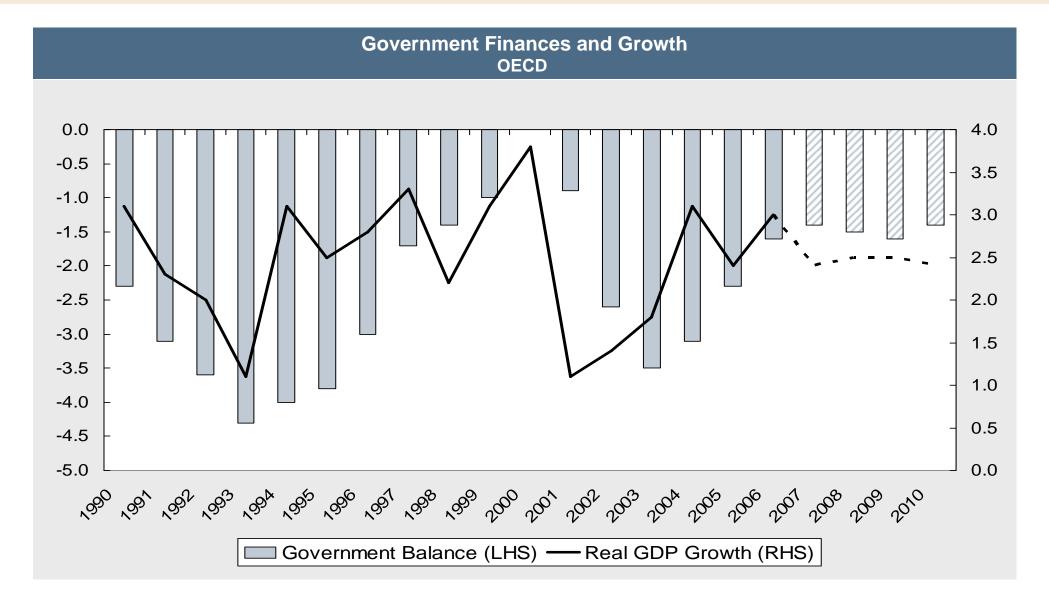


### What is the Public Sector?





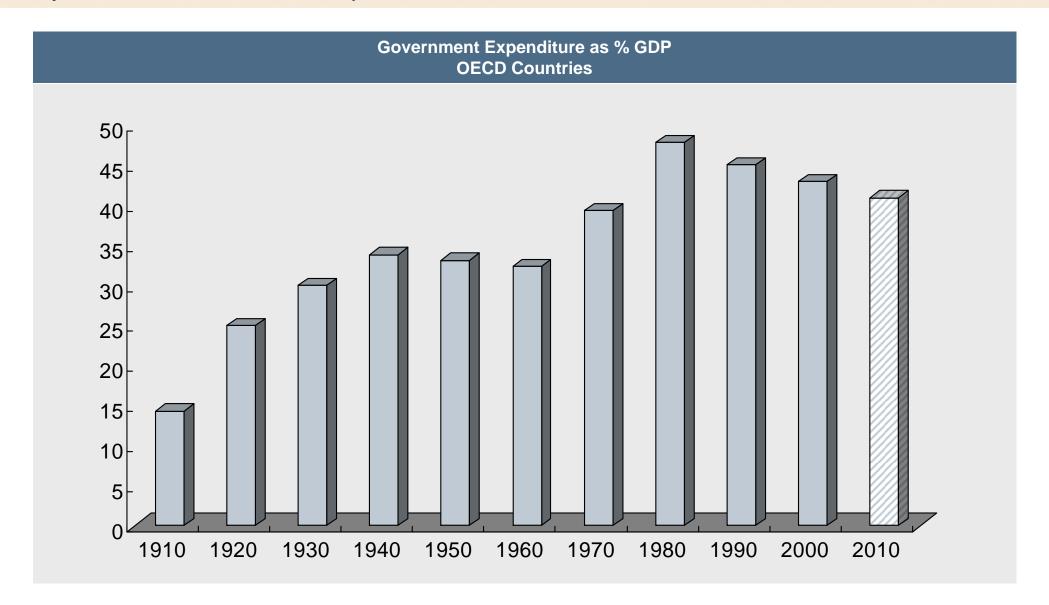
Key Economic Trends: Improving balances....but largely cyclical



Source: EIU



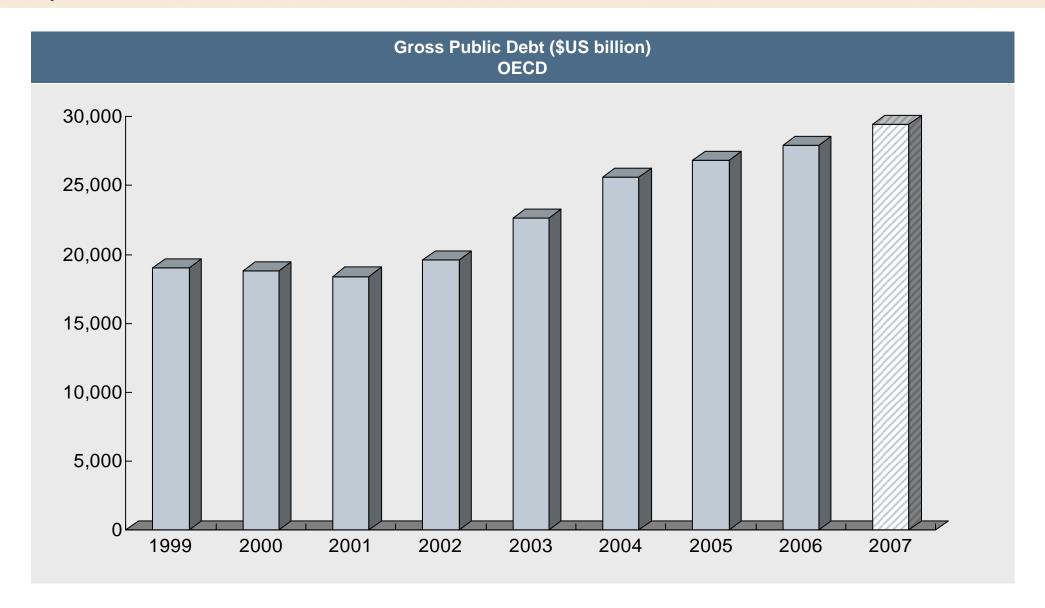
### **Key Economic Trends: Government Expenditure**



Source: OCED, Tanzi and Schuknecht (2000)



## **Key Economic Trends: Debt**



Source: OECD, IMF

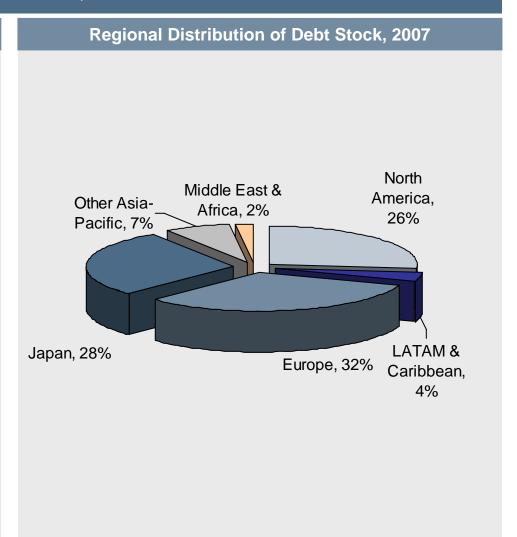


### **Government Debt Stock: Overview**

### Total Stock of Government Debt at \$30.4 trillion in 2007

## Total Debt Stock, \$bn (2005 – 2007)

	2007f	2006e	2005
<b>Global Total</b>	30,414	28,644	26,881
Sovereigns	24,785	23,530	22,352
Local & Regional Govts	5,629	5,113	4,529
<b>U.S.</b>	7,336	6,926	6,569
Federal	5,126	4,901	4,715
State & Local	2,210	2,025	1,854
<b>Canada</b>	741	732	736
Federal	346	348	358
Provincial & Local	396	384	378
Latin America and the Carribean	1,310	1,058	870
Sovereigns	1,291	1,038	853
LRGs	19	19	18
<b>Europe</b>	9,872	9,418	8,247
Sovereigns	8,241	7,941	6,968
LRGs	1,632	1,477	1,280
<b>Japan</b>	8,448	7,942	8,048
Sovereign	7,327	6,957	7,251
LRGs	1,121	984	798
Other Asia-Pacific	2,082	1,980	1,857
Sovereigns	1,989	1,892	1,768
LRGs	94	87	89
Middle East and Africa	467	452	440



Source: Standard and Poor's



The Triggers for Change: Overview

# Economic philosophy

Liberalisation/privatisation/globalisation are dominant trends

# Expectations

Increasingly educated and empowered public

# Technology

Knowledge intensive economy facilitates greater private participation

# Increased Budget Constraints

Both current and future

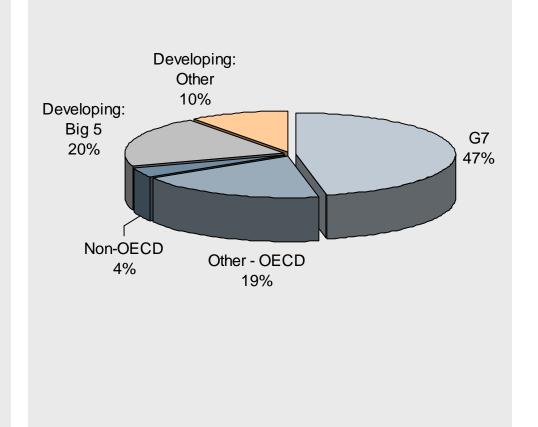
### The Triggers for Change: Substantial Infrastructure Needs

### **US\$ 1.8 Trillion Expected Annual Investment Needs (2000 - 2030)**

Global Annual Investment Needs in Various Sectors, \$bn (2000 - 2030)

	2000 - 2010	2010 - 2020	2020 - 2030	Av Annual
Road	220	245	29	252
Rail	49	54	58	54
Telecoms	654	646	171	490
Electricity	127	180	241	183
Water	576	772	1037	795
Total	1,626	1,897	1,799	1,774

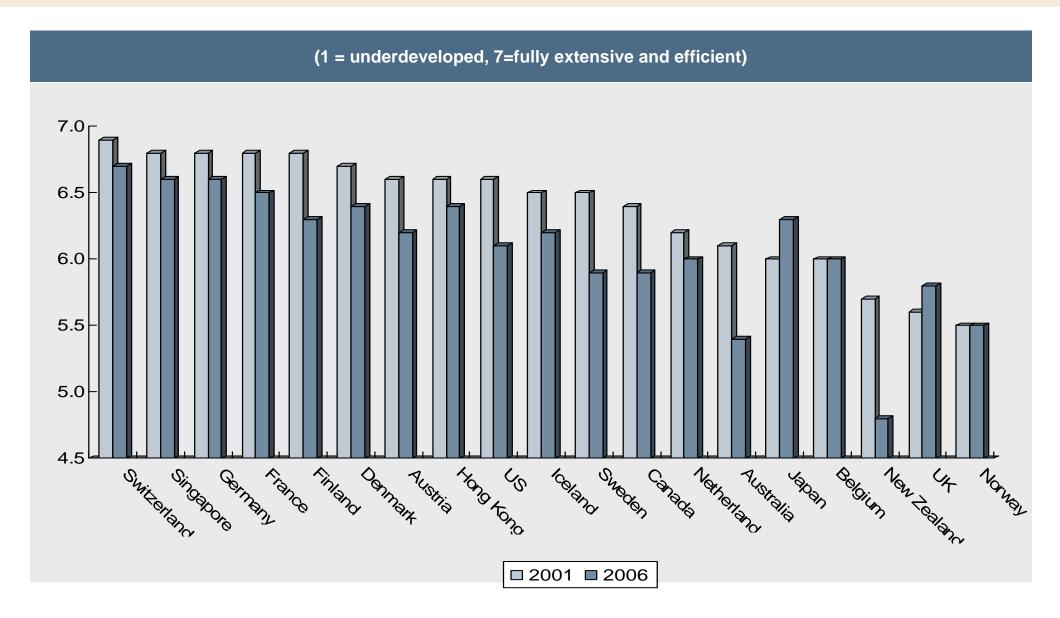
Regional Distribution of Annual Investment in Roads, 2000 - 2030



Source: OECD



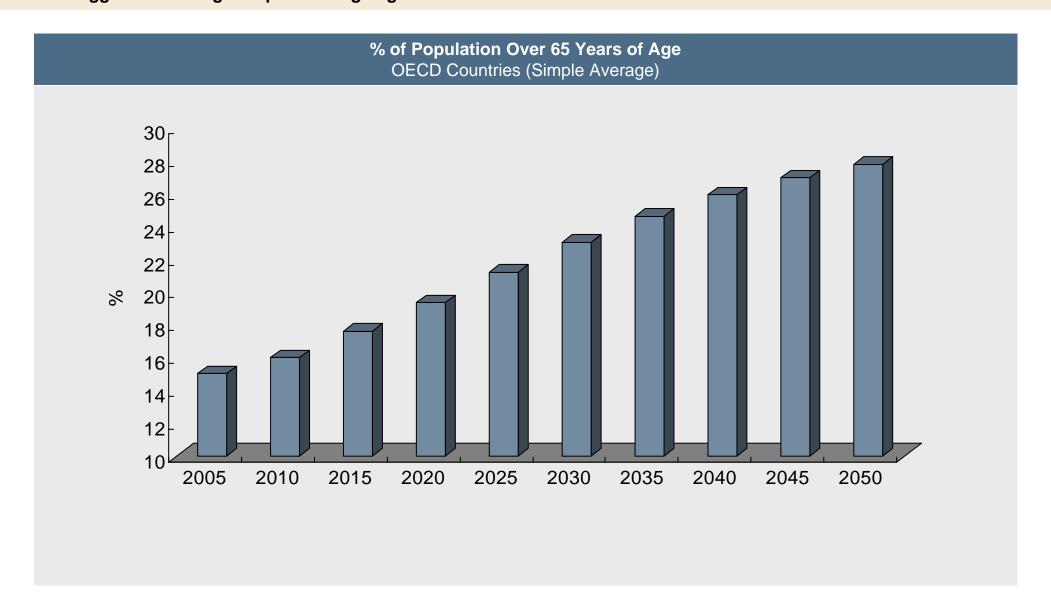
### The Triggers for Change - Deteriorating Infrastructure



Source: WEF Global Competitiveness Report 2006/07



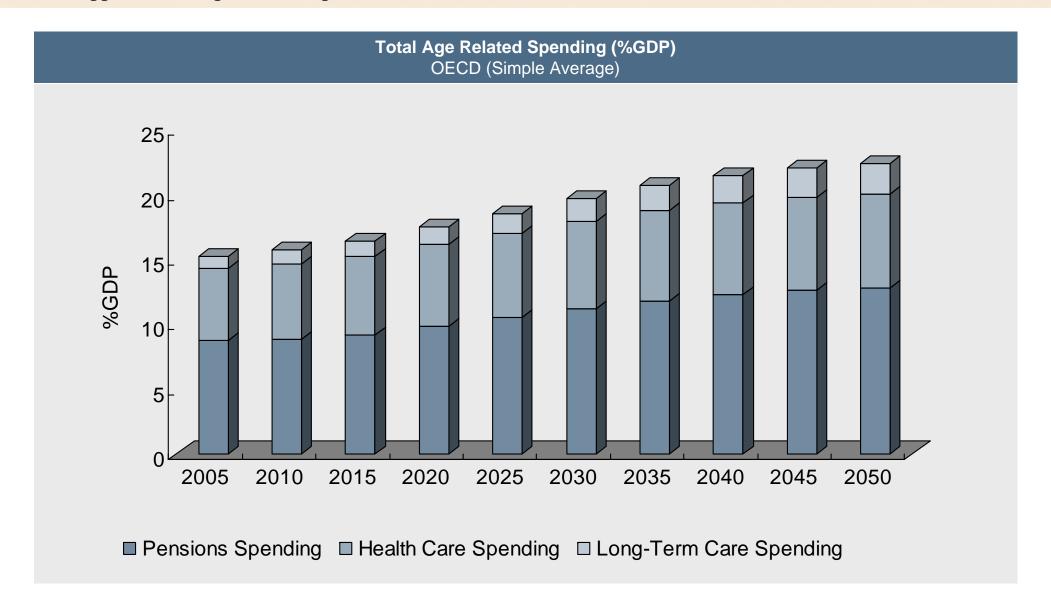
### The Triggers for Change: Population Ageing



Source: OECD, IMF, Standard and Poor's, European Commission



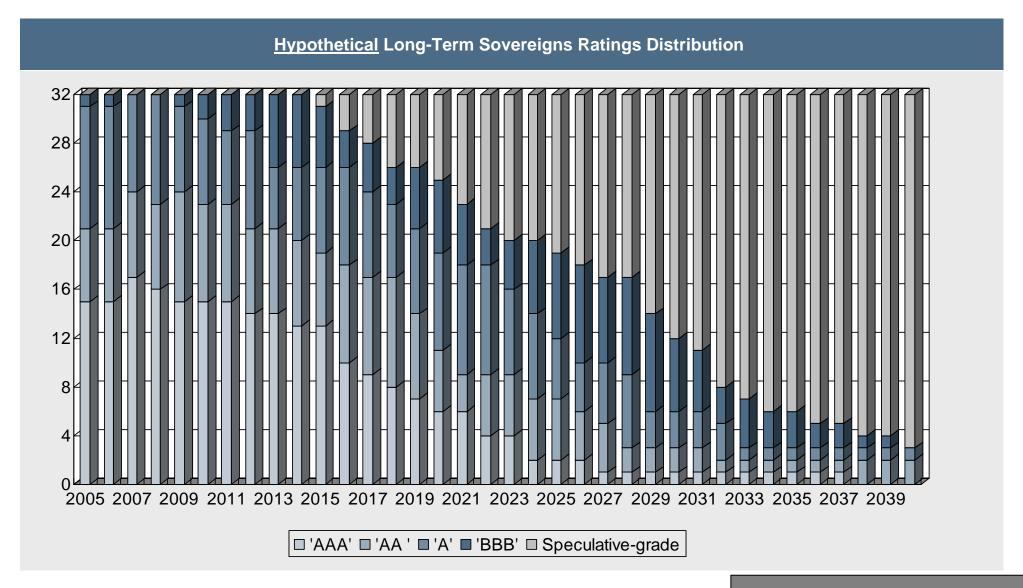
The Triggers for Change: Increasing Pension Burden



Source: OECD, IMF, Standard and Poor's, European Commission



The Triggers for Change: The Do-Nothing Scenario

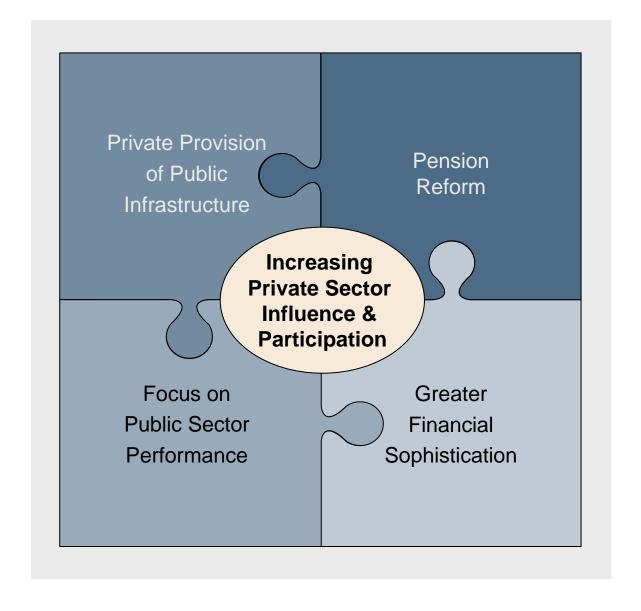


Source: Standard & Poor's (2006)

Will not happen because.....

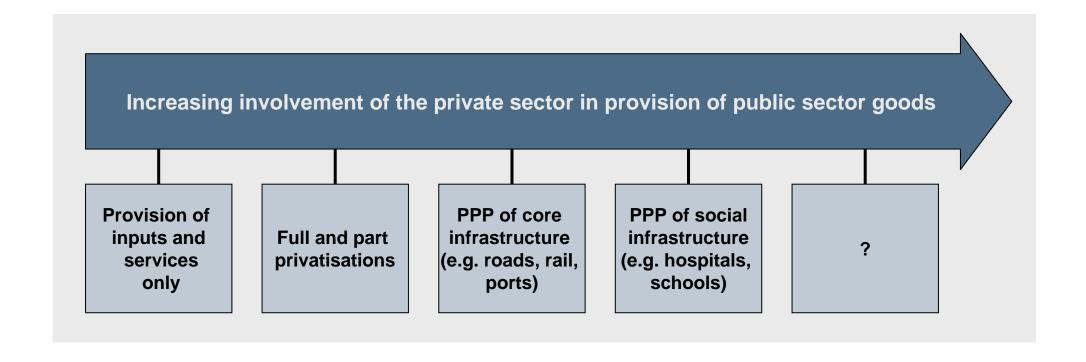


### Public Sector Response: Major reforms are being implemented





Public Sector Response: Private (co)-provision of Public Goods



### Public Sector Response: Privatisation – Government as a Regulator

### Value of Transaction in Selected Countries, \$bn

	2001	2002	2003	2004	2005	2006
France	0.8	4.2	2.4	19.7	37.8	11.2
Germany	5.1	0.4	1.3	15.4	3.6	11.1
Italy	8.4	5.5	7.4	16.2	21.6	0.9
UK	1.4	0.1	5.8	0.1	0.3	6.1
Western Europe	22.0	13.4	26.1	61.8	75.8	47.5

Source: Privatization Barometer

Value of Transactions in Developing Economies, \$bn							
	2001	2002	2003	2004	2005		
East Asia & Pacific	1.3	1.8	7.7	7.9	14.4		
Europe & Central Asia	7.9	10.6	8.9	14.8	32.9		
Latin America & Caribbean	3.1	0.3	0.4	2.2	0.9		
Middle East & North Africa	0.2	0.1	6.5	3.3	4.2		
South Asia	0.4	2.2	0.9	4.7	3.7		

0.5

15.5

0.6

13.6

Source: World Bank Privatization Database

0.2

33.1

8.0

56.9

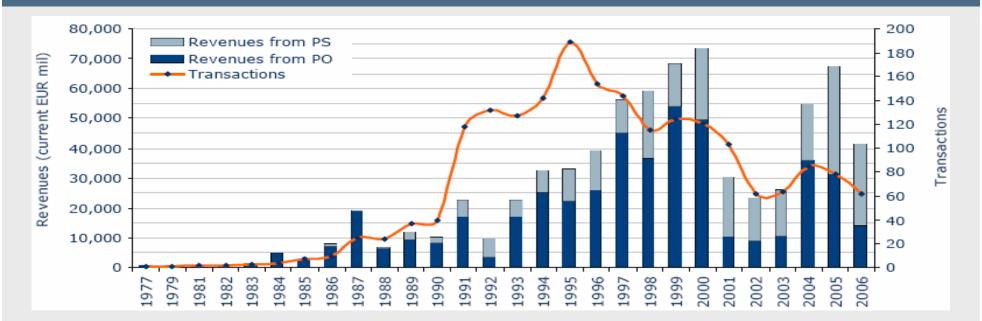
0.5

25.0

# Privatization Revenues and Transaction in Europe 1977 - 2006

Sub-Saharan Africa

**Total Developing** 



PS: Private Sale PO: Public Offer

Source: Privatization Barometer



**Public Sector Response - Public Private Partnerships of Infrastructure** 

- PPPs increasingly favoured
  - reduced life-cycle costs
  - more efficient allocation of risk
  - faster implementation
  - improved service quality
  - additional revenue
- Different triggers in different regions
- Increasing number of PPP models
- Increasing number of sectors
- Specialist PPP agencies

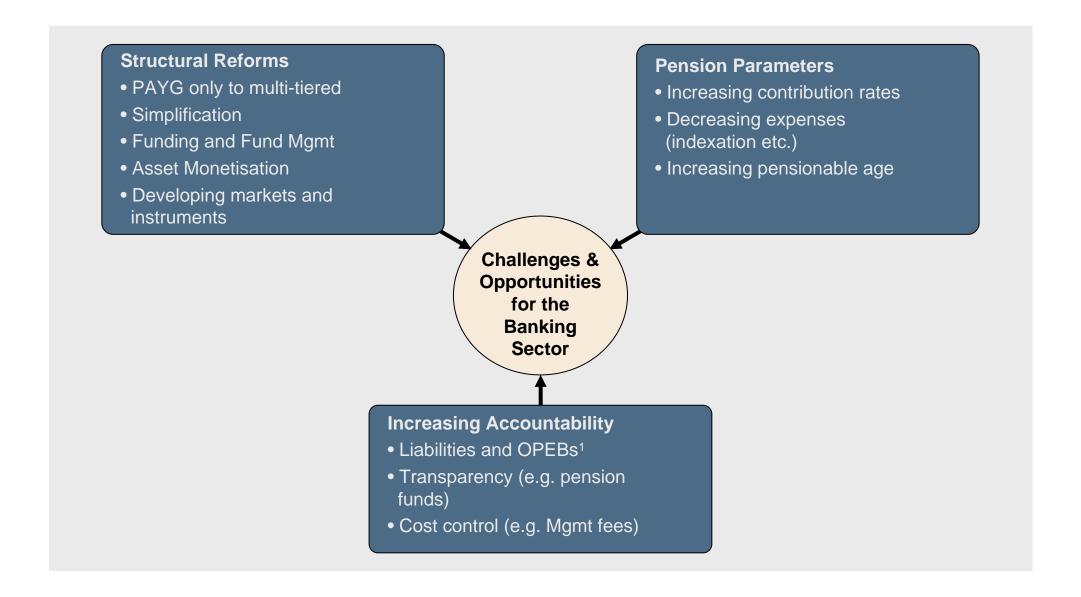


## **Public Sector Response - International Comparison of PPPs**

	Transport	Schools	Hospitals	Prisons	Environment	Defence
UK						
Ireland						
Portugal						
Spain						
Italy						
Scandinavia						
Netherlands						
France						
Germany						
Hungary						
Poland						
United States						
India						
Japan						
Australia						
Many years experience First projects signed Projects in planning stage No experience						

Source: DEPFA

### **Public Sector Response – Pension Policy Reforms**





**Public Sector Response: Improving Public Sector Performance** 

# **Increasing Results Orientation**

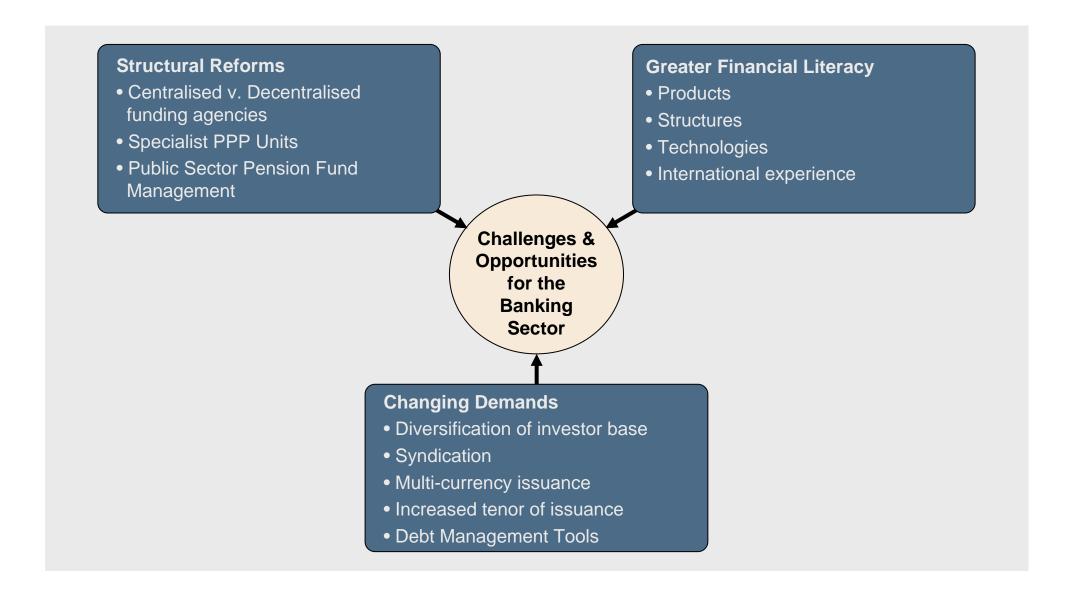
- Quality v. Quantity of expenditure
- Ex-ante analysis
- Increased performance monitoring
- Ex-post analysis

# **Increasing Flexibility**

- Decentralization
- Agencification/specialisation
- Intra-governmental co-ordination
- HRM arrangements
- E-government



### **Public Sector Response – Greater Financial Sophistication**



### **Summary**

- Unsustainable debt and funding gaps have been and will continue to be the main triggers for reform
- More knowledgeable, sophisticated and demanding public sector agencies
- The reform process is a continuum emerging markets following suit - but level and depth of reform differs greatly
- Increasing private sector involvement government as regulator rather than sole provider

**Challenges and Opportunities for the Banking Sector** 

# **Key Challenges and Opportunities**

- To anticipate and meet the public sector's increasingly sophisticated and specialised demands by leveraging off past experience and expertise
- Finance less traditional candidates for private provision e.g. health and education
- Provide off-budget solutions to an increasingly sophisticated public sector
- Use more complex and wider range of products to meet client needs more closely
- Turn the challenge of regulatory developments into an opportunity
- Provide advisory services by leveraging off past experience
- Banking sector must change from lender to partner



# Capital Markets Day

## **Agenda**

Introduction and Strategy

Financials

Risk

Global Trends in the Public Sector

## **Client Relationship Management**

**Budget Finance** 

Infrastructure Finance

**Client Product Services** 

**Global Markets** 

U.S. Business Strategy



# **Capital Markets Day**

Client Relationship Management, May 2007

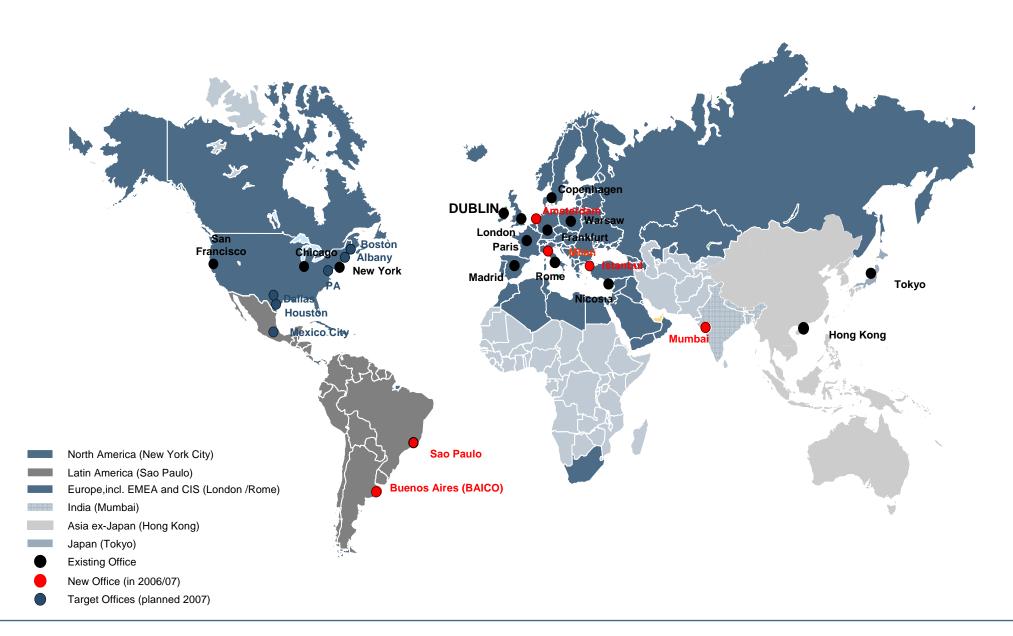
# **DEPFA BANK plc**







## **DEPFA serves** clients through a global network





### Regional Leadership has been introduced

## Europe



**Bill Marrone** 

- 27 years in corporate and investment banking
- Senior management positions at Chase Manhattan and Mediocredito/Capitalia (Head of Int. Division)
- MBA in Finance and International Economics from Colombia University

#### **North America**



Ken Gibbs

- Public finance banker at Kidder Peabody, CSFB and Lazard Freres prior to joining First Albany in 1993
- Past member of the Board of Directors of Municipal Securities Rulemaking Board
- BA from Harvard College

## Japan



**Fumiya Aoki** 

- · Over 30 years in banking
- Built up experiences in major business segments such as public sector finance, corporate finance, and financial institutions
- 15 years, member of credit committee of Deutsche Bank, Tokyo

#### India



Ashish Bajpai

- Specialised in emerging markets for the last 14 years
- Capital markets experience gained at Lehman Brothers and CSFB
- Focused on sovereigns, public sector and infrastructure entities in developing countries
- Qualified as a chartered accountant with price Waterhouse, London

#### Asia



Stephen Diao

- 18 years experience in investment banking
- Senior management positions at Morgan Stanley, Credit Suisses, Barclays Capital (Head of Debt Capital Markets Asia Pacific)
- Specialist in fixed income new issue origination and syndicate for sovereign and quasi-sovereign public sector borrowers

#### **Latin America**



Ottersbach

- 25 years in banking with Chase Manhattan (6 years); WestLB Group (11 years) and DEPFA (8 years)
- Postings in London; Frankfurt; New York; Lima; Caracas; Asuncion; Nicosia and now Sao Paulo.
- Masters degree American Graduate School of International Management

#### Role

- Responsibility for all Client Relationship activities and management of country heads in respective region
- · Coordination of / involvement in all DEPFA business activities in the region



## **Europe**

#### **Focus and Outlook:**

- Strong presence in Western Europe as home market
- Expanding office network in Central, Eastern and South East Europe to leverage the expertise of existing European franchise
- Broadening the product spectrum (e.g., pension advisory; structured Finance
- During 2006 and 2007 DEPFA has played an increasingly important and prominent role in the financing of Euro-denominated issuance by the Region's sovereigns
- DEPFA is complementing this underwriting activity by building up its distribution platform and its market making capacity, leveraging from our own issuance programme

Total Exposure\*: ~EUR 180bn

Number of Clients: ~ 1,200

Number of Offices: 12

Number of Staff: 550 (of which 300 in Dublin)

Client Relationship
Management Staff: 60





## **Transaction Highlights – Clients Europe**

HUNGARY	SWEDEN	SLOVENIA	ROMANIA	CZECH REPUBLIC	ITALY
Hungarian Development Bank Ltd.	JÖNKÖPINGS KOMMUN	DARS	BANCA COMERCIALA ROMANA	ČERKÁ EXPORTNÍ BANKA ozboh exfort bank	
Hungarian Development Bank	Municipality of Jönköping	DARS d.d.	Banca Comerciala Romana	Czech Export Bank	Regione Veneto
€00m Eurobond	SEK 105m	€150m Loan	€500m Term Loan Facility	€75m Term Loan Facility	€350m Bond
Joint Lead Manager	Loan	Arranger	Arranger	Arranger	Joint Bookrunner
October 2006	November 2006	November 2006	November 2006	November 2006	December 2006
LATVIA	BELGIUM	FRANCE	SPAIN PORTUGAL		DENMARK
	Société Publique de Gestion de l'Éau	AP/MM	<b>1</b>	•	ENERGINET DK
City of Riga	GE GESTION DE TRAU SPGE	АР-НМ	Ens Public de Radiotelevisió de Les Illes Balears	Region of Portugal	Energinet.dk Gaslager Holding A/S
<b>€</b> 31.3m	€30m	€50m	<b>€</b> 30m	Securitisation €72.8m €72.8m	DKK 1.5 billion
Loan	Loan	Loan	Loan	Securitisation	Term Loan
December 2006	January 2007	January 2007	March 2007	April 2007	May 2007



#### **North America**

#### **Focus and Outlook:**

- Footprint in the U.S. significantly increased over recent years (now biggest country exposure)
- Good presence in the U.S. in mainly liquidity and standby facilities; derivatives; underwriting and broker/dealer business will grow through the acquisition of First Albany
- Established player in Canada
- Major player in U.S. Guaranteed Investment Contract (GIC) market
- Leader in Infrastructure Finance

Number of Staff: Client Relationship Management Staff:	107 50

8

Number of Offices:



Total Exposure\*: ~EUR 50bn

Number of Clients: ~380



## **Transaction Highlights - North America**





and Finance
Authority
€125.8m
Liquidity Facility

November 2006

#### **USA**



City of Detroit Sewage Disposal System

€125.4m Liquidity Facility September 2006

#### USA



City of Detroit Water Supply System

€121.3m Liquidity Facility

August 2006

#### USA



Georgia Municipal Association

€127.6m Liquidity Facility

**July 2006** 

#### CANADA



**Province of Quebec** 

CDN200m Bond

Arranger

October 2006

#### CANADA



Financement-Québec

CAD 200m EMTN

Arranger & Sole Investor

February 2007

#### USA



**City of Charlotte** 

€400m Liquidity Facility

August 2006

#### USA



**Oakland University** 

€48.6m Liquidity Facility

August 2006

#### USA



Industrial
Development
Authority of
Kansas City
€155.8m

Liquidity Facility

July 2006

#### USA



**Icon Parking** 

\$350m Mandated Lead Arranger

June 2006

#### **CANADA**



Financement-Québec

CAD 200m EMTN Arranger & Sole Underwriter

October 2006

CANADA



Ville de Montreal

CAD150m Bond

**Private Placement** 

May 2007



#### **Latin America**

#### **Focus and Outlook:**

- Opened office in Sao Paulo end of 2006
- Established exclusive cooperation agreement with BAICO for Argentina and Uruguay. We plan to put similar structures into place in other principal countries in Latin America.
- Seek relative value through local currency transactions and structured deals; & emphasis on origination and distribution.
- Open office in Mexico City in 2007

Number of Offices: 2 (+ 1 BAICO)

Number of Staff: 8

Client Relationship Management Staff: 5

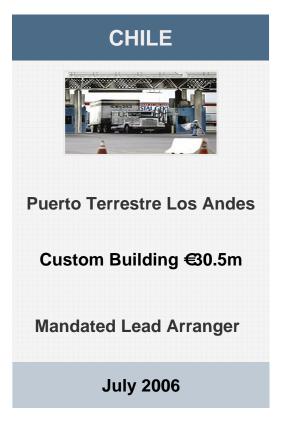


Total Exposure\*: < EUR 1bn

Number of Clients: ~ 30



## **Transaction Highlights - Clients Latin America**







#### India

#### **Focus and Outlook:**

- The international financing requirements of Public sector entities in India is growing rapidly as India tries to meet the large funding needs of a rapidly developing economy.
- The Indian government has identified poor infrastructure as the main constraint to economic growth and is working on mobilising internal as well as international expertise and capital to address the issue.
- DEPFA is working closely with numerous public sector entities and nodal agencies in meeting the above requirements by leveraging its global capital markets expertise.
- DEPFA's global experience within the PPP sector is also allowing it to work on numerous initiatives with local partners and the Central Government for capacity building within the field of social infrastructure.

Total Exposure\*: < EUR 1bn

Number of Clients: ~ 20

Number of Offices:	1
Number of Staff:	10
Client Relationship Management Staff:	6





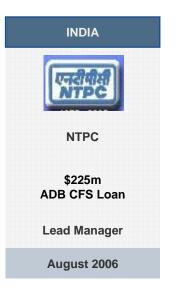
## **Transaction Highlights - Clients India**











### Japan

#### **Focus and Outlook:**

- Well established presence since 1997
- Huge potential for Infrastructure Financing
- Reform of central and local government system has created new business opportunities
- More deployment of private money in public sector finance through securitization of governmental loans, sales of fixed assets
- Renewals and integration of public infrastructure facilities by the central as well as local government

Number of Offices:	1
Number of Staff:	34
Client Relationship Management Staff:	4



**Total Exposure\*: Number of Clients:**  ~EUR 10bn

~ 70



## **Transaction Highlights 2007 – Clients Japan**











## Asia (Ex-Japan Ex-India)

#### **Focus and Outlook:**

- New leadership for Asia since 2006
- DEPFA acted as lead investor for international benchmark bonds by the Korean sovereign, Korea public policy banks and the Indonesian sovereign
- Seek to extract value through the full spectrum of the transaction chain: origination, structuring, liability management, underwriting, distribution. Leverage buy-side strengths.
- Broaden franchise footprint: Australia, China, Hong Kong, Indonesia, Korea, Malaysia, New Zealand, Philippines, Singapore, Thailand, Vietnam

Number of Offices:	1
Number of Staff:	10
Client Relationship Management Staff:	7

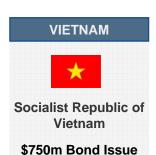


Total Exposure\*: ~EUR 3bn

Number of Clients: ~30



## **Transaction Highlights – Clients Asia (Ex-Japan Ex-India)**



Key Investor
October 2005



**KOREA** 













# Capital Markets Day

## **Agenda**

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Risk

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## **Budget Finance**

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U.S. Business Strategy



# **Capital Markets Day**

Budget Finance, Dublin May 2007

## **DEPFA BANK plc**







## **Budget Finance**

#### Overview

#### **Mission**

- To be one of the leading global Public Finance lenders
- To increase the total return of our portfolio
- To be a diversified wholesale global issuer of short and long term debt instruments
- To provide a distribution platform for DEPFA products and public sector assets

## **What We Said: Capital Markets Day 2006**

- Stable margin on new asset generation
- Broader range of funding products
- Increased name recognition
- Increased penetration among investors
- Increasingly skilled and experienced staff
- Increased focus on Syndication and Sales

#### What We Did

- Added €12bn at 14 basis points over libor
- €500m Tier 1, \$30yr, structured Yankee CDs
- Won Euroweek award (€2bn ACS Nov 06)
- 88% US placement (\$1.25bn ACS March 07)
- Won staff from competitors & investment banks
- Priced 582 deals; underwrote €8bn; 12 Public Sector book-running mandates

Achieved Key Targets laid out at Capital Markets Day 2006

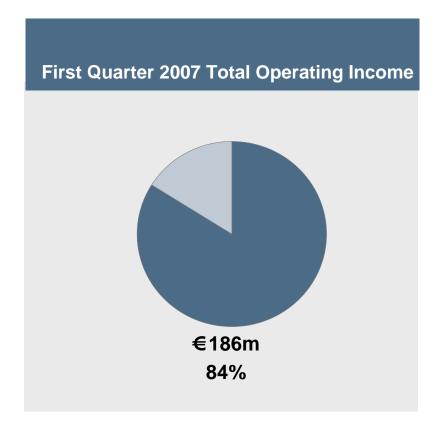
Demonstrated DEPFA's uniqueness: sustainable Public Sector Assets flow and resilient Funding



# **Budget Finance**

## Overview

Structure				
Balance Sheet Management	Funding	Distribution		
<ul><li>Lending</li><li>Portfolio Management</li></ul>	<ul><li>Money Markets</li><li>Capital Markets</li></ul>	<ul><li>Syndication</li><li>Sales</li></ul>		



€ millions	2005 Quarter Average	2006 Quarter Average	2007 Q1
Net Interest Income	77	89	89
Non-Interest Revenues	33	71	97
<b>Total Operating Income</b>	110	160	186
Operating Expenses	-21	-21	-26
Profit before Taxation	89	139	160
Average Financing volume (on B/S)	155,418	168,187	163,780
Average Financing volume (off B/S)	16,165	21,418	22,342



# DEPFA BANK plc

## The Dynamics of our Balance Sheet

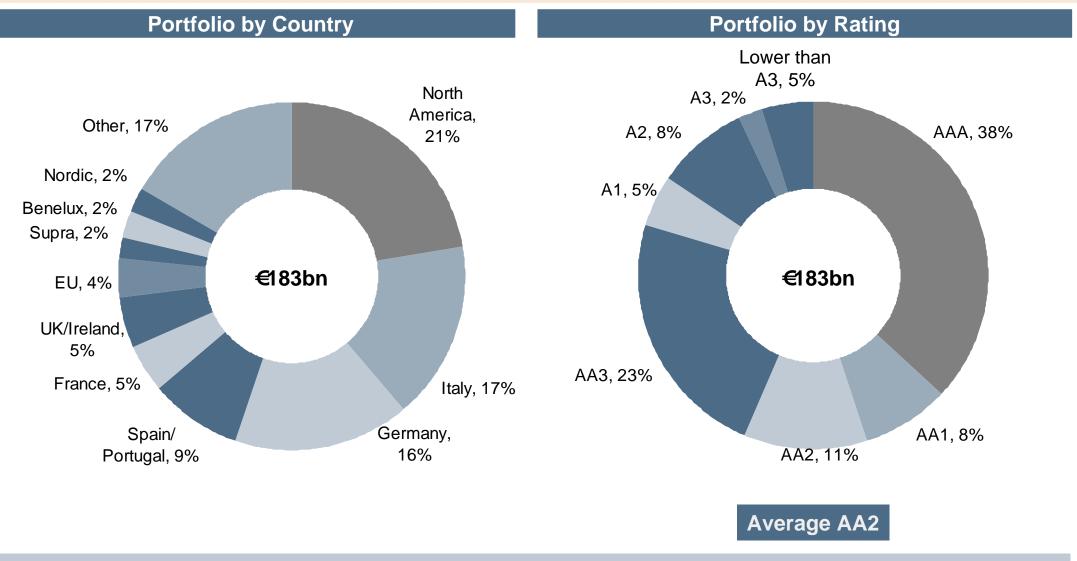
€million	Budget Finance	Other Segments	Total	
Volume end of 2005	186,034	19,386	205,420	
New commitments	52,507	14,906	67,413	
Sales	-27,493	-1,562	-29,055	
Maturities and other	-21,725	-3,126	-24,851	
Volume end of 2006	189,323	29,604	218,927	
Volume end of Q1 2007	182,919	32,752	221,671	

#### **Comments**

- 2006 (and Q1 2007) provided for an environment of tightening spreads
- In 2006 the Balance Sheet grew moderately with our equity growing stronger than our Balance Sheet Total
- 3. In a spread–widening scenario we can increase our leverage to provide growth
- In a spread-tightening scenario we need to continue to balance new commitments and sales to provide P&L growth



Budget Finance's €183bn portfolio



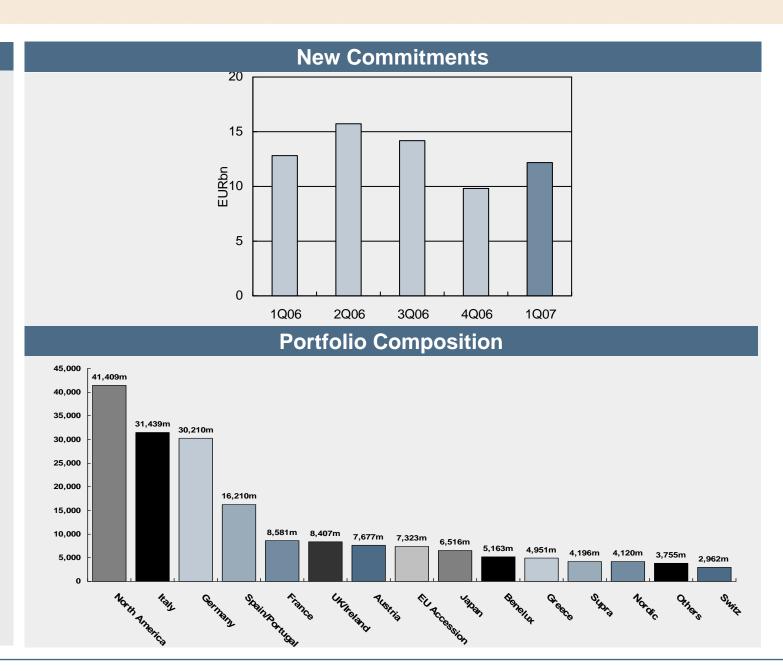
- DEPFA's portfolio is one of the largest Public Sector portfolios globally
- It provides excellent credit quality and is fully hedged against interest rate movements



## Lending

## **Trends**

- Despite increased competition and further tightening of global credit spread:
  - Pick up in new commitments in Q1
  - Further diversification in country mix

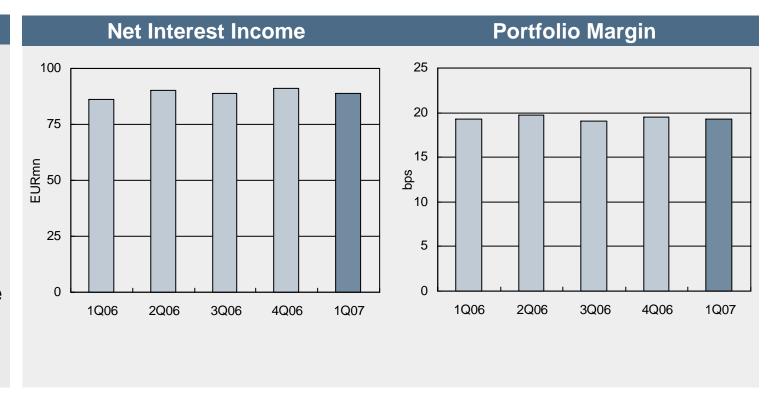




## Lending

## Trends

- Despite increased competition and further tightening of global credit spread:
  - Solid Net Interest Income revenues
  - Average margin stable at approximately 20bps





## Lending

## **Objectives**

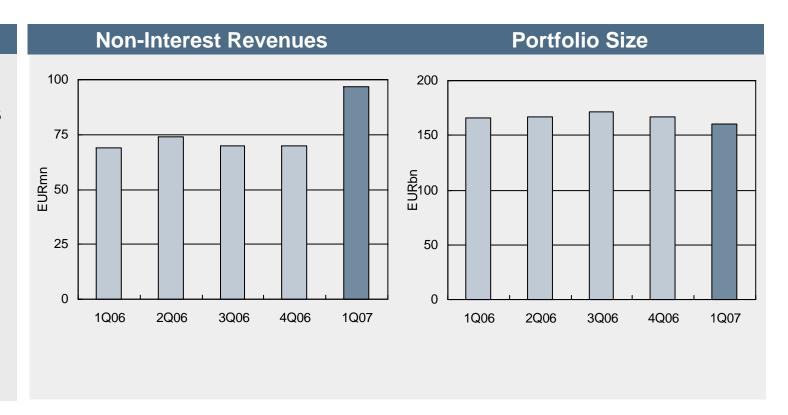
- Through the global expanded client network strengthen and deepen the lending universe
- Further global diversification of lending
- Leverage in markets with high return expectations
- Play an increased role in Public Sector bond issues
- Increased local currency lending backed by local currency funding
- Through change in ACS Covered Bond legislation increase capacity to invest in countries uncorrelated with EU



## **Portfolio Management**

## **Trends**

- Taken advantage of increased credit spreads tightening in core markets:
  - Increased revenues from portfolio optimization
  - With stable portfolio size

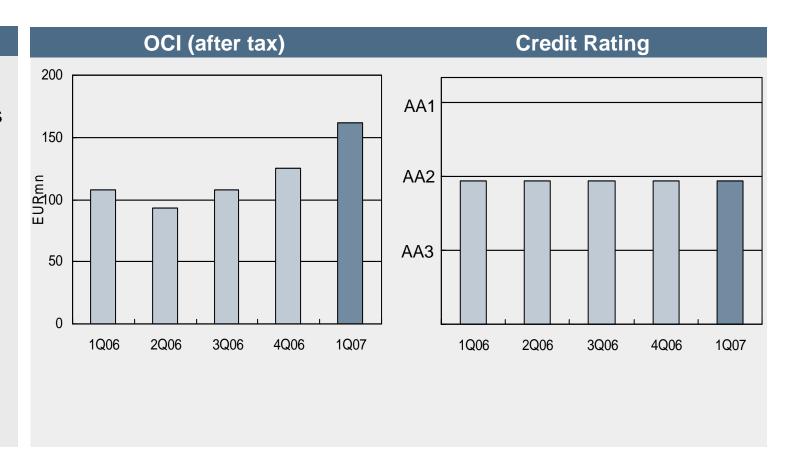




## **Portfolio Management**

## **Trends**

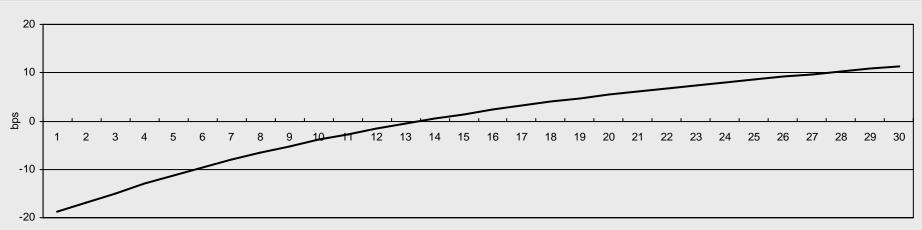
- Taken advantage of increased credit spreads tightening in core markets:
  - Increased OCI from the portfolio at the same time
  - Maintained high credit quality (AA2) on total portfolio





## Portfolio Management - working example



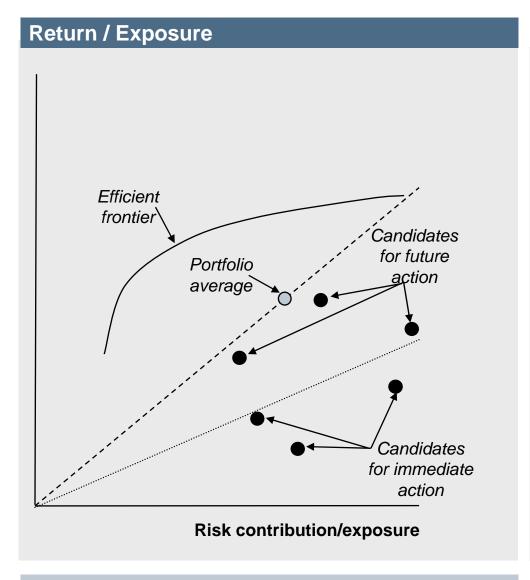


Buy €1bn	Bought at Asset Swap Level	Sale at Asset Swap Level	Gain bps	A / L margin in bps	NII€m	Sale of Assets €m	Total Return €m
5Y	-11.2	-13.0	1.8	-3.2	-0.3	0.6	0.3
10Y	-3.9	-5.2	1.3	4.1	0.4	0.9	1.3
15Y	1.4	0.5	0.9	9.4	0.9	1.0	1.9
20Y	5.5	4.7	0.7	13.5	1.3	0.9	2.2
25Y	8.6	8.0	0.6	16.6	1.7	0.8	2.5
30Y	11.4	10.8	0.6	19.4	1.9	0.9	2.8

■ Gain from a €1bn purchase held for 1 year based on a constant credit curve => no credit spread volatility



## Portfolio Management / Economic Capital



The aim is to make DEPFA even more capital efficient

### Decision criteria

- On-strategy vs. off-strategy
- Return per unit of risk
- Absolute amount of risk

#### Tools

- Portfolio Review
- Risk Based Pricing

## Actions

- Risks currently in the portfolio
- New risks being considered

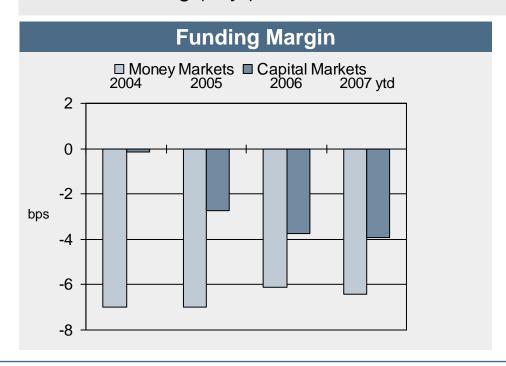


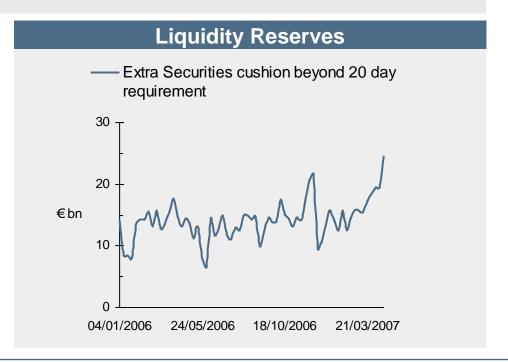
# DEPFA BANK plc

#### **Money Markets & Capital Markets**

#### **Overview**

- Stable funding composition: Long-Term (51%), Repo (23%), and Short-term (26%)
- Globally diversified funding platforms lead to improved sub-libor funding
- Significant extension of long-term funding tenor and stable short term tenor
- Strong Liquidity Reserves
- First ever long (30yr) USD covered bond: \$1.25bn, 88% US allocation







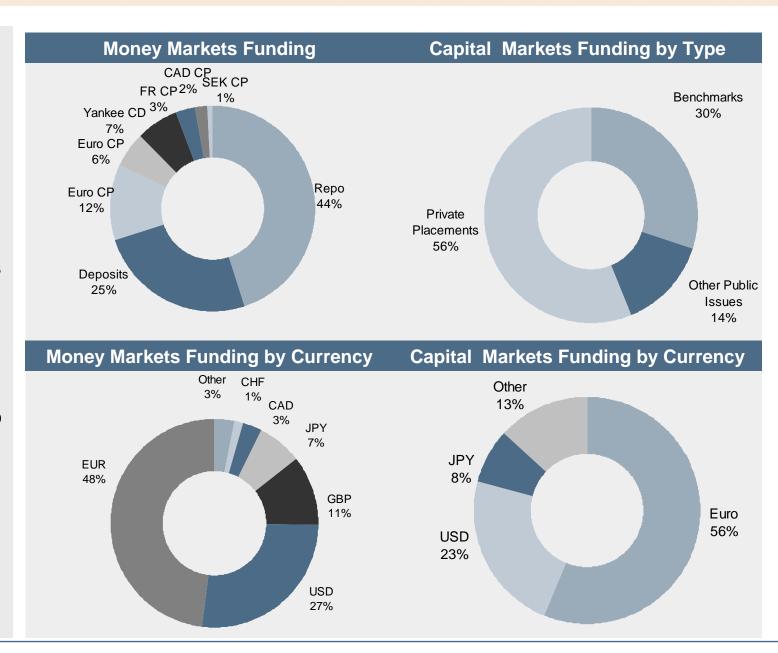
## **The Group Funding Strategy**

- Group funding strategy is designed to secure the liquidity of the bank at all times and is founded on several key principles:
  - Maximise access through broadest range of products and markets
  - Extend duration in each market where possible
  - Maintain discipline on cost of funding
  - Match fund assets by currency where possible
  - Ensure a diversified investor base
- All these points serve to ensure that DEPFA has:
  - Ample access to liquidity
  - A strong cost of funding under various rates and economic scenarios
  - Diversity of access that can withstand changes in investor sentiment and focus



## Multiple markets and currencies

- DEPFA has abundant access to liquidity due to continual innovation in expanding funding programmes:
  - 7 Money Markets liquidity platforms
  - 3 Capital Markets funding entities and multiple points of market access
- DEPFA has decreased currency concentration dependency compared to peers:
  - Money Markets funds in over 20 currencies
  - Capital Markets has funded in 13 currencies 2007 ytd

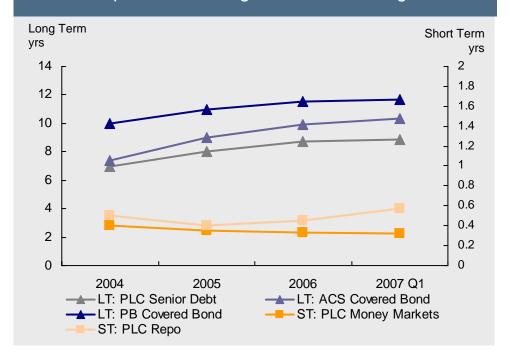




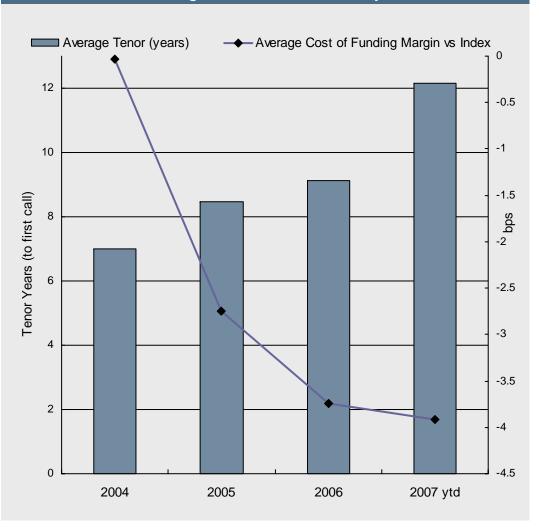
#### **Extended Durations and Decreased Costs**

- The Money Market strategy is to maintain a stable footprint in the market by tenor
- The Capital Markets strategy is to exploit periods of flatter funding yield curves to enhance the tenor of the long-term book
  - This has been successfully achieved in each of the last 3 years

## Development of Average Tenor of Funding Book



# Aggregate cost of new Long-Term Funding & Tenor 2004 - 2007ytd

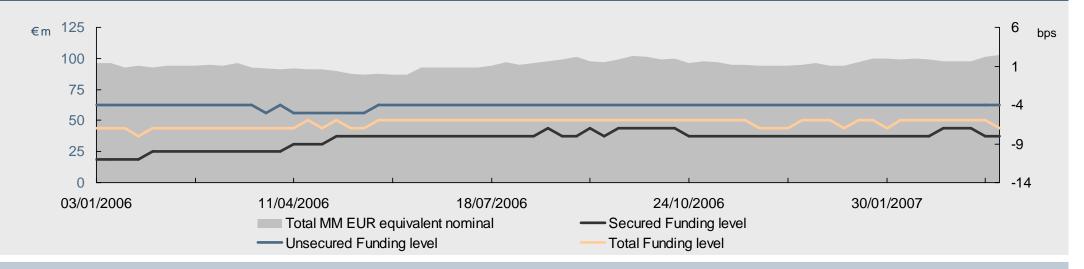




## DEPFA's credit and discipline in funding programmes is recognised

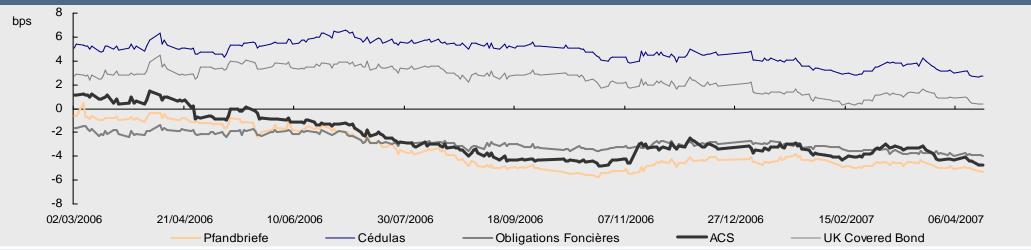
DEPFA's cost of funding is stable in Money Markets and decreases in Capital Markets

## **Short-Term Outstandings and Cost of Funding**



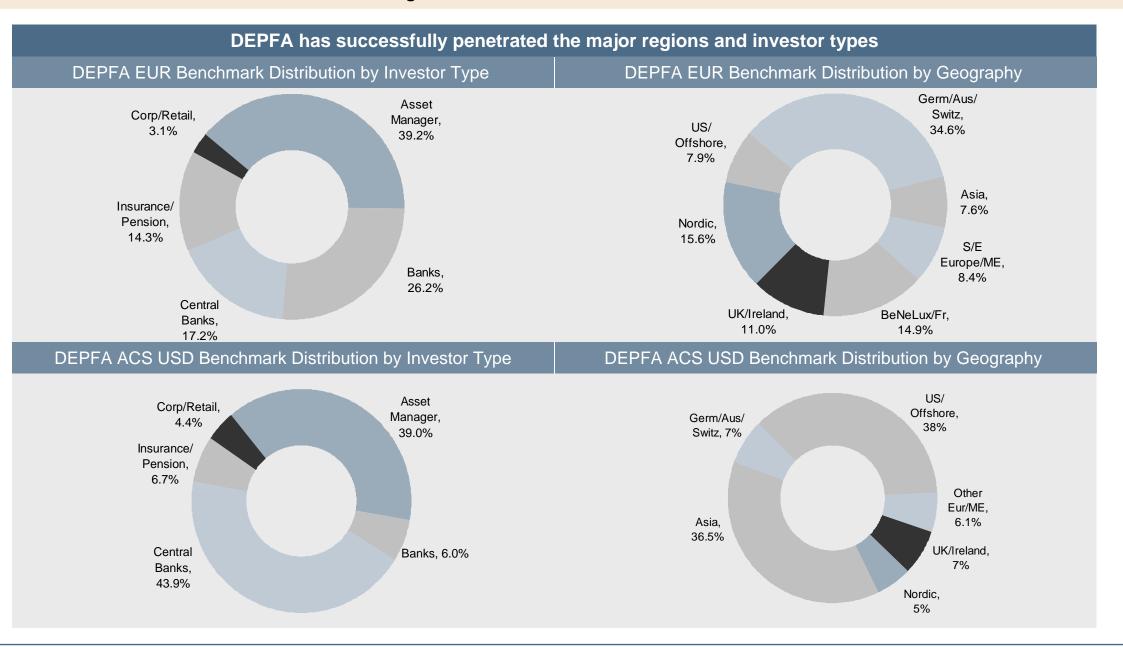
■ DEPFA's funding discipline has been recognised by the market as ACS and PFB credits outperform peers

## **Development of Covered Bond Spreads (2013/2015)**



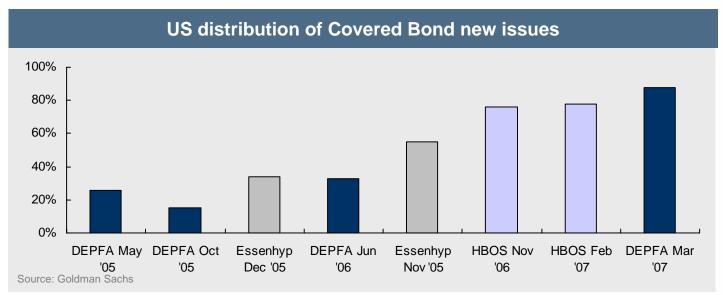


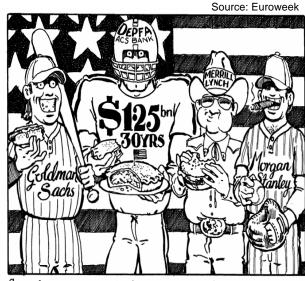
### DEPFA's Covered Bond investor base is global and well diversified





The latest 30-year benchmark met all our five criteria





Something about this deal really appealed to US investors

- Maximise access through the broadest range of markets
  - Transaction 'opened' access to pure US Agency-style market
- Extend duration where possible
  - Large volume of 30-year funding
- Maintain discipline on Cost of Funding
  - 30-year issue cost just 2bps more on index basis than last EUR 10-year benchmark in November 2006
- Match fund assets where possible
  - Locked-in USD funding while maintaining liquidity of underlying USD assets
- Ensure diversified investor base
  - 88% sold to US accounts highest ever % for any Covered Bond issue
  - 79% new investors compared to last 3 US Dollar issues



However, many types of transaction can have a strategic aim

The 30-year ACS transaction, generated headlines and new investors...

# US demand amazes Depfa on \$1.25bn 30yr covered bond

Depfa ACS Bank showed just how fast US demand for covered bonds is developing this week, by issuing a \$1.25bn 30 year deal — the first significant 30 year covered bond in dollars — and placing 88% of the paper with US investors.

That is the highest percentage of US sales yet achieved on a dollar covered bond. Depfa's Irish asset covered security, sold under Rule 144A, was led by Goldman Scarbe Merrill Lunch and Morgan Stanley. Source: Euroweek

# **US buys DEPFA's story**

DEPFA has historically been widely considered the most successful issuer of global US dollar-denominated covered bonds, though its story has recently been overshadowed by the hype surrounding possible new entrants. But its latest endeavour, which extends its already established curve out to 30 years, will undoubtedly secure its reputation as a dollar covered issuer for a long time to come. Pachelle Horn and Andrew Stein report. Source: IFR

# US investors swamp Depfa with calls on 30 year ACS sale

### continued from page 1

participants believe is more than they absorbed in the previous decade of issuers' attempts to crack the US market.

That total includes 55% of a

only around 3bp against swaps during the volatility.

"This is a validation of covered bonds as an agency product," said Tim Skeet, head of covered bond origination at Merrill Lynch in deal roadshow, it had been considering such an issue for some time.

"We first started thinking about such a transaction in December, around the time of several covered bond conferences in New York," said about the product, so we kept the book open until we had answered all their queries."

Although Depfa could have achieved pricing of 1bp over midswaps, the deal was re-offered at 2bp

# ... however even a short-dated EUR issue can have a strategic benefit

- Jumbo Dec 09 transaction priced at mid swaps -9.5bps
- Tightest non-Pfandbrief issue ever
- 55 new investors to DEPFA ACS
- Double normal distribution into Germany

# **DEPFA gets a grip on Germany**

Also notable was the distribution. "In contrast to our benchmark programme, this deal saw some 55 investors in the book who were new to the DEPFA ACS name, which also accounted for just under half of the total bonds allocated," said

Hoggett. With 59% placed in Germany, Austria and Switzerland, she explained that the amount placed in those regions was double what DEPFA would normally achieve in its benchmarks.

Source: IFR



# Security of access is a function of the product utilised

Product Type	Money Market Products	Repo	Long-Term Senior Unsecured	Covered Bonds
Liquidity secured by:	<ul> <li>Constant price making</li> <li>Multiple markets and currencies</li> <li>Buy-back flexibility</li> <li>Direct counterparty trading and dialogue</li> <li>Tenor and structure flexibility</li> <li>Active marketing</li> <li>Supporting book of repoeligible securities</li> </ul>	<ul> <li>Book of available high quality repoeligible assets</li> <li>Multiple repowindows</li> <li>Constant management of the repo portfolio</li> </ul>	<ul> <li>Constant price making</li> <li>Structure, size, tenor and currency flexibility</li> <li>Relationships with multiple counterparties</li> <li>Active marketing</li> </ul>	<ul> <li>Active benchmark programme focused on all key geographic regions</li> <li>Name and product recognition</li> <li>Innovation</li> <li>Active MTN and Registered Note business</li> <li>Active marketing</li> </ul>
Impact on product of:				
DEPFA rating downgrade	Mild: less than 1 bp	No impact: dependent on asset base	Mild: less than 1 bp	No impact: CBs would remain AAA
Credit curve steepening	Mild: less than 1 bp	Mild: negligible impact	Mild / Positive: more structured opportunities	Positive: Covered Bond spreads improve
Flight to quality	Mild: more impact on tenor than cost – if any	Positive: demand for highly rated collateral	Mild: return to more plain vanilla product	Positive: Covered Bond spreads improve

The structure of DEPFA's liabilities – long-term AAA and short-term unsecured, provides fundamental support in numerous credit scenarios Standard flight to quality response is: enhance AAA investments and shorten duration – both of which DEPFA's funding programmes facilitate

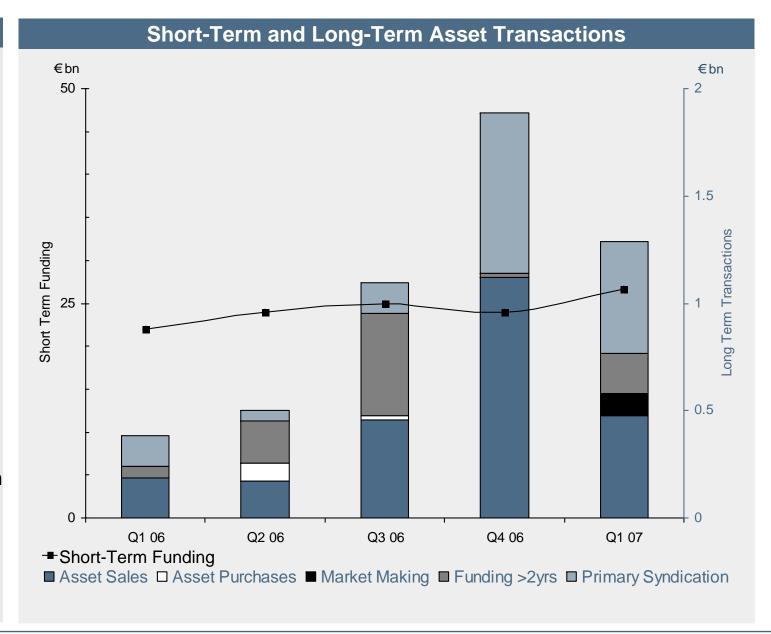


# DEPFA BANK plc

### **Syndication / Sales**

### **Achievements**

- Deepening penetration of investor clients by Salesforce
  - Own Salesforce distributes 50% of DEPFA's short term funding programme
  - #1 position in Capital Markets MTN League Tables for the first time 2006
  - Direct sales of long-term assets €1.3bn to investors in Q1 2007
- Direct access to more than 400 investors globally
- Significantly expanded account base





### Syndication / Sales

# **Objectives**

- To continue to broaden the institutional investor base
- Increased sales coverage in new markets: Asia and Americas
- Increased penetration of DEPFA
   Funding Products and Public Sector
   Assets to existing institutional investors
- Expand on US platform, enhanced distribution through:
  - First Albany
  - Structured Yankee CDs
  - 144a MTNs
  - Covered Bonds



### **Transactions**

















# Capital Markets Day

### **Agenda**

Introduction and Strategy

Financials

Risk

Global Trends in the Public Sector

Client Relationship Management

**Budget Finance** 

# **Infrastructure Finance**

Client Product Services

**Global Markets** 

U.S. Business Strategy



# **Capital Markets Day**

Infrastructure Finance, May 2007

# **DEPFA BANK plc**







### Contents

- Introduction
- Overview of Market Developments
- Our Performance
- Outlook and Prospects

### Overview

**Mission:** To provide off-budget infrastructure financing products for the benefit of our public sector clients

To build up a good quality infrastructure loan portfolio, with an appropriate balance between risk and reward

To develop synergies with DEPFA's other core business lines (e.g. Budget Finance, CPS)

### **Milestones**

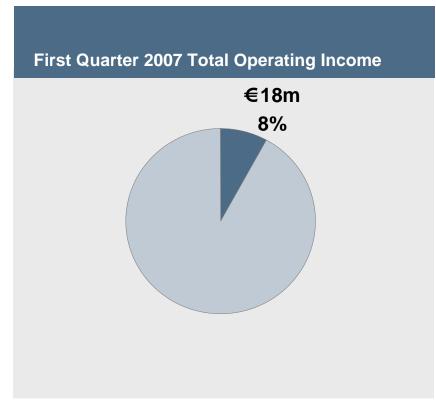
- Threefold increase in Q1 net income to €12m
- Leader in UK PFI schools projects
- Acquisition finance deals in US and UK
- Index-linked funding of U.K. utilities
- Financial advisor reputation established in US and France
- Strong growth in Australian deals
- Hybrid availability/revenue conference centre transaction in Ireland

### **Opportunities**

- Pipeline of 300 potential transactions
- North American market becoming very active
- Strong deal flow in UK where we are one of the leaders
- Water and transport in Italy
- Good pipeline in Australia
- Acquisition finance / advisory (sell and buy sides): utilities, ports, roads, airports
- Equity investment in infrastructure projects



### Overview



Million EUR	2005 Quarter Average	2006 Quarter Average	2007 Q1
Net interest income	5	10	16
Non-interest revenues	1	4	2
<b>Total Operating Income</b>	6	14	18
Operating Expenses	-4	-5	-6
Profit before taxation	2	9	12
Average Financing volume (on B/S)	1,701	4,187	6,429
Average Financing volume (off B/S)	902	1,775	2,732

### Introduction

What does "INFRASTRUCTURE" mean to DEPFA?		
Sectors	<ul> <li>Transport, Utilities and "Social" Infrastructure ("accommodation" projects such as schools, hospitals, police stations, prisons and government offices)</li> </ul>	
Typical features	<ul> <li>Provision of essential infrastructure services</li> <li>Stable long-term, (often inflation-linked) cash flows</li> <li>Acceptable credit rating and pricing</li> <li>Inelasticity to economic cycles Monopolistic industry characteristics with high barriers to entry</li> </ul>	
How does IFU create value for DEPFA's franchise?		
Products	Financial Advisory / Equity / Mezzanine Debt / Senior Debt / Derivatives	
Synergies	<ul> <li>CRM – relationship building with public sector clients</li> <li>CPS – new business opportunities for risk hedging products</li> <li>BUDGET FINANCE – more "hybrid structures" (e.g. Tubelines / TFL; French PPP's)</li> </ul>	
Where are we goir	ıg?	
Regionally	<ul> <li>Focused geographic expansion where we can see added value to DEPFA's franchise</li> </ul>	
Structurally	<ul> <li>Those sectors which have key features of "essentiality" and an acceptable risk/reward balance</li> </ul>	



### Introduction

- The Infrastructure Finance Unit ("IFU") is a market leader in the international infrastructure finance market. We are recognized for our key strengths:
  - -Commitment to public sector finance
  - Knowledge of different public infrastructure project structures used worldwide
  - -Experienced and highly-qualified personnel
  - -Flexibility and speed of response
  - Broad geographic coverage
  - -Capacity for arranging large transactions with varying terms

### Introduction









- No. 1 in Transportation Mandated Lead Arranger Roles and No. 4 in PPP Mandated Lead Arranger Roles by Infrastructure Journal for 2006
- No. 1 among North American Transportation Mandated Lead Arrangers by Project Finance Magazine for the first half of 2006
- Gold Award for Project Financing for Golden Ears from the Canadian Council for Public Private Partnerships, 2006
- North America PPP Deal of the Year for Golden Ears Bridge from Project Finance Magazine, 2006
- Infrastructure Journal Deal of the Year for Golden Ears Bridge from Infrastructure Journal, 2006
- North American Transport and Overall Deal of the Year for the Indiana Toll Road from Project Finance Magazine, 2006
- Most Innovative Non-Traditional Public Finance Transaction for the Indiana Toll Road from The Bond Buyer, 2006
- US Road Deal of the Year for the Indiana Toll Road from Jane's Transport Finance
- Deal of the Year for Pocahontas Parkway from ARTBA, 2006
- Bank of the Year, Global PPP Debt Arranger from Infrastructure Journal, 2005



### **Overview of Market Developments**

### GLOBAL MARKET

- Developed countries
  - Market potential for PPP's over next 10-15 years is "hundreds of billions of Euro"
  - Every country is using some form of PPP to access private sector expertise and capital
  - In 2006 *Infrastructure Journal* ranked DEPFA 4th in global PPP MLA league table with 6% market share
- Developed countries
  - Demand is big...but so are the problems capacity, affordability, transparency, etc.

### PRIVATISATION OF INFRASTRUCTURE

- Which sectors? Countries?
- Private Equity or Project Finance model?
- Threat or opportunity?

### RISKS INCREASING

- Some markets overheating: driven by high institutional liquidity
- Pressure on credit structures
- Pressure on pricing
- Pressure on resources (public / private)



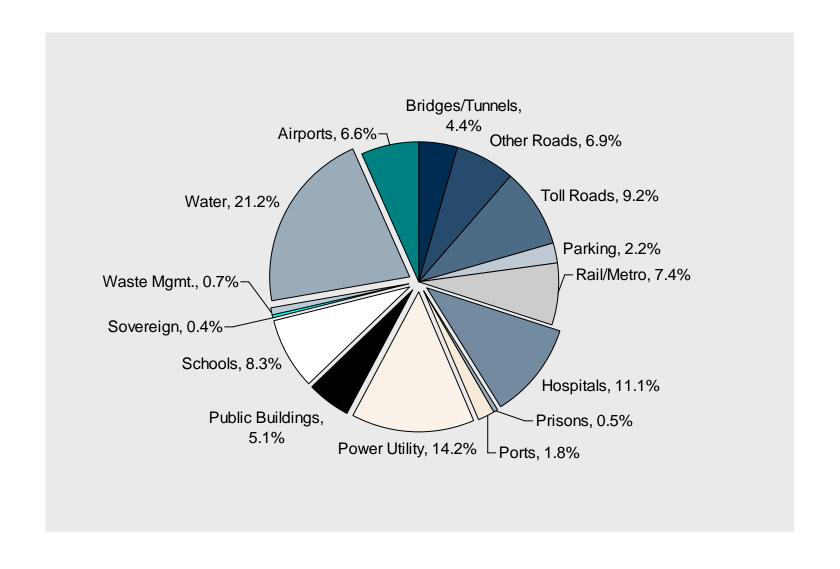
### **Our Performance**

Portfolio Growth 2004 - Q1 2007

Assets in €million	2004	2005	2006	Q1 2007
Total Commitments	2,263	2,893	8,197	10,214
Total Drawn Balances	1,417	1,879	5,741	7,117
Number of Transactions	81	99	151	188

### **Our Performance**

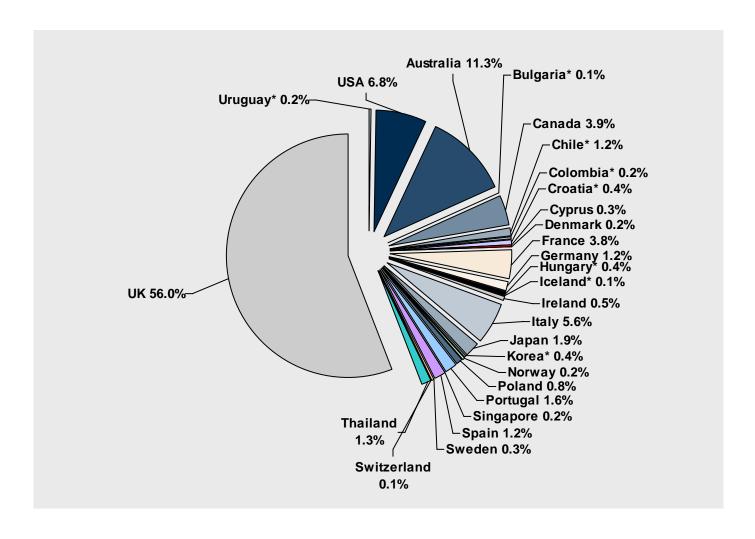
### Commitments by Sector Q1 2007





### **Our Performance**

### **Commitments by Country Q1 2007**

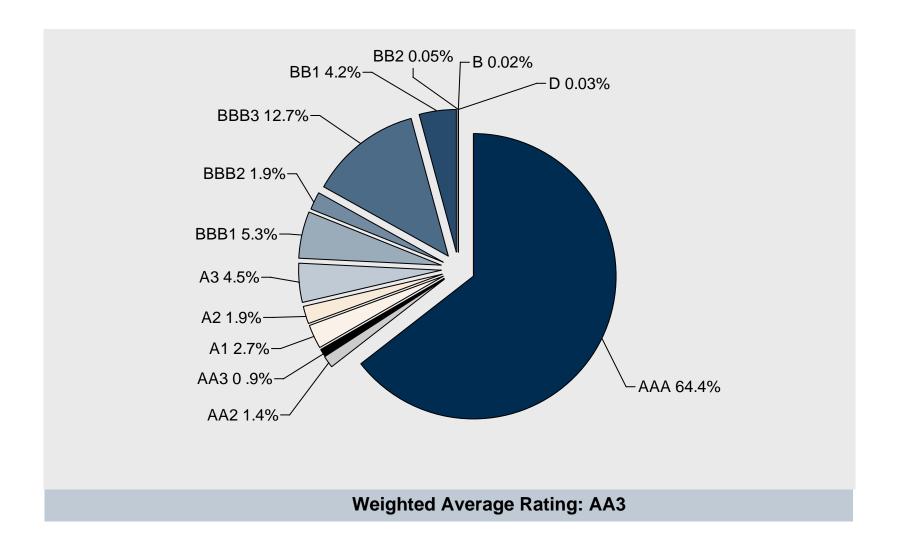


<sup>\*</sup> Some or all of the political risk exposure has been credit enhanced



### **Our Performance**

### **Internal Ratings Breakdown**





### **Our Performance**

# **Highlight transactions**

N. America GCT Container Terminals (OTPP), USA (Conor Kelly)

Europe National Conference Centre, Ireland (John Kirwan)

Asia Pacific Gulf Electric Power, Thailand (Paul Leatherdale)

### Resources

• We have grown the team to ca. 60, and will continue to invest in well qualified people, based locally when appropriate to originate and execute new business

### **GCT Container Terminals (OTPP), USA**

- On November 24, 2006, Orient Overseas (International) Limited announced the sale of its Terminals Division to Ontario Teachers Pension Plan, one of the largest financial institutions in Canada (with net assets exceeding C\$96 billion) for US\$2.35 billion
- This transaction (GCT Container Terminals) is the largest container terminal acquisition in North America to date
- DEPFA acted as a sub-underwriter (ca. €116m equivalent) in this transaction
- The acquisition consists of a diversified portfolio of port terminals on both the East Coast and West Coast – (i) Deltaport in Delta British Columbia, (ii) Vanterm in Vancouver, British Columbia and (iii) Global Terminal in Bayonne, New Jersey. The fourth terminal, New York Container Terminal in Staten Island, New York is awaiting regulatory approval from the Port Authority of New York/New Jersey



### GCT Container Terminals (OTPP), USA - continued

- These terminals operate in the two fastest growing, high volume ports in North America and represent approximately 6% of total container flows to the major U.S. and Canadian ports in 2006
- The Terminals Division recorded earnings before interest, taxation, depreciation and amortization of US\$76.4 million and net profits after taxation of US\$36.1 million for the year ended 31 December 2005. The Terminals expect to generate 2006 revenues and EBITDA of \$498.9 million and \$114.3 million, respectively
- The acquisition multiple was 21.3x estimated 2006 EBITDA
- The credit facility was structured as a hybrid between leveraged financing and traditional project financing
- Internal rating: BBB3
- Term: 7 years
- Approximate annual revenues: €1.7m
- Approximate RORA: 21.7% p.a.



### **National Conference Centre, Ireland**

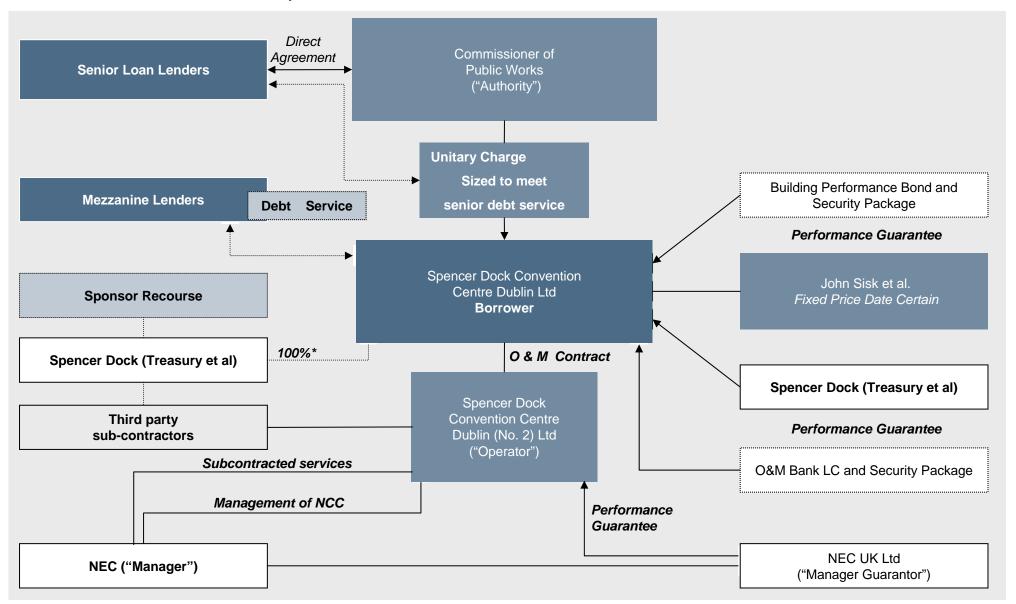
- €265m senior (€250m) and mezzanine financing (€15m) and associated derivative products
- DEPFA one of two Mandated Lead Arrangers
- Sponsors are ultimately Treasury Holdings, John Sisk and Harry Crosbie
- Structured as a PPP the first of its kind in Europe
- 25 year Concession from the Office of Public Works (OPW) (+ 4 year build period) to construct and operate the centre
- Under the Concession there is an 'availability payment' from the OPW which covers the senior debt service obligations
- The project company can also earn income from conference related activities over the duration of the Concession

### **National Conference Centre, Ireland - continued**

- As per a typical PPP project the construction risk is transferred under a fixed price and date certain contract with the contractor (John Sisk)
- Unusually the O&M risks are operated by a second SPV which is run on a part fixed price part cost plus basis by NEC
- Outcome: a profitable, landmark and investment grade transaction
- Internal Rating: BBB3
- Term: 27 years
- Approximate annual revenues: €1.3m
- Approximate RORA: 16% p.a.

### **National Conference Centre, Ireland - continued**

Structure of the Transaction: Turnkey Contract





### **Gulf Electric Power**

- The purpose of the deal is to re-finance the existing USD and THB denominated loans borrowed from Thai local banks, eligible for Asian Bond Insurance to be provided by NEXI. DEPFA's guarantee commitment €128 m
- After financial closing of three Japanese ECA insured PPI deals in Korea (Daegu-Busan Expressway and Seoul Beltway) and Croatia (HAC) in the past few years, DEPFA was welcomed by Nippon Export and Investment Insurance (NEXI). (100% owned and 95% reinsured by the Government of Japan)
- This successfully demonstrated DEPFA's growing reputation in the area of Japanese ECA covered cross-border PPI and on/off-budget finance transactions
- Internal Rating: A1
- Term: 10 years
- Approximate annual revenues: € 0.3m
- Approximate RORA: 80% p.a.

### **Gulf Electric Power - continued**

### **Transaction**

### **Timeline**

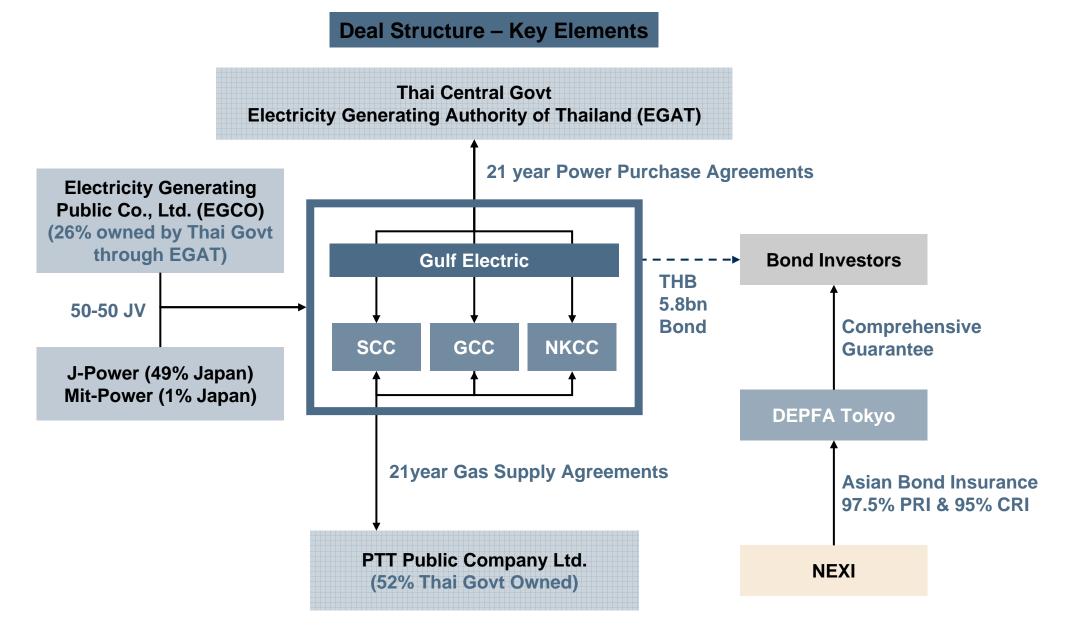
# **Key Features**



- DEPFA guaranteed a THB 5.8bn 10-year bond issued by Gulf Cogeneration Co., Ltd (GCC), the operating power generation SPC of Gulf Electric Public Company
- Started in May 2005 and concluded on April 26, 2006
- This innovative structure enabled the refinancing of the original loans to finance Gulf Electric's three power generating SPCs under one cross- collateralised deal structure at significantly lower cost
- Local currency bonds issued were rated AAA domestically (based on DEPFA's AA- rating)
- DEPFA reinsured most of the risk with NEXI (the Japanese Government owned Export Credit Agency)



### **Gulf Electric Power - continued**





### **Gulf Electric Power - continued**

# **How did DEPFA add value?**

"AA-" Rating	<ul> <li>DEPFA's stable AA – rating is higher than Thailand's local currency rating of A</li> <li>Provides the Issuer with a strong local AAA rating benefit – the same credit quality as the Sovereign Rating =&gt; cost saving to Issuer</li> </ul>
SPECIALITY	<ul> <li>Proven track record in Public Sector Finance</li> <li>Deep knowledge about the project and structured transactions</li> <li>Ability to use our own balance sheet</li> </ul>
OTHER	<ul> <li>NEXI Eligible PF player (through DEPFA Tokyo)</li> <li>No Local Branch Franchise in Thailand</li> <li>neutral towards both Thai and Japanese sponsors</li> </ul>



### **Gulf Electric Power - continued**

# This transaction structure is attractive to DEPFA in view of:

- No need to have a local branch in the host country
- ✓ Tokyo Branch within DEPFA's global network, as NEXI recognises only Tokyo Branch of DEPFA as the eligible counterparty
- ✓ Lower Capital Usage: 5% BIS risk weighting due to NEXI cover
- Low Project Risk Exposure: "brownfield" deal based on proven operating history
- Not just a one-off transaction: good door opener for subsequent mandates based on similar structures



### **Outlook and Prospects**

# **New opportunities for IFU**

### Regions **Products Sectors** Equity South America Power Renewable energy Direct Middle East (wind, waste to energy) Co-financing with India Desalination partners Asia Ports Future fund management opportunities Parking Structured Export Finance Utilities Distribution of gas, water, electricity



### **Outlook and Prospects**

### **New opportunities for IFU**

### **Asset Growth**

- Need to balance risk and reward
  - Must continue our very good credit record to date
- Capital management
  - CLO Structures
  - Syndication and sales
  - BASEL II Impact: good or bad for market? For DEPFA?
- Credit & Administration
  - Need to maintain investment in support functions

### Revenue Growth

- Asset portfolio income
  - NII "locked-in"
  - Commission / Fees
- Swaps synergies with CPS
- Advisory Fees
  - Resource intensive
  - Contingent upon success

### **Synergies**

- Swaps synergies with CPS
- Enhanced relationship with key Public Sector clients together with CRM: we can assist them (formally and informally) in assessing the various financing options for new / existing infrastructure



# Capital Markets Day

### **Agenda**

Introduction and Strategy

Financials

Risk

Global Trends in the Public Sector

Client Relationship Management

**Budget Finance** 

Infrastructure Finance

# **Client Product Services**

**Global Markets** 

U.S. Business Strategy



# **Capital Markets Day**

Client Product Services, May 2007

# **DEPFA BANK plc**







### Overview

**Mission:** Provide tailored debt and asset management products based on understanding the drivers and limitations of our clients through the local relationship managers and create a competitive advantage through our proprietary knowledge in the Public Sector world

# **Capital Markets Day 2006**

### What We Said

- Deal Flow of ~240 client trades
- Generate EUR 60 to 70mn
- Minimal risk with no change in VaR limit
- Continue investment in trading and marketing

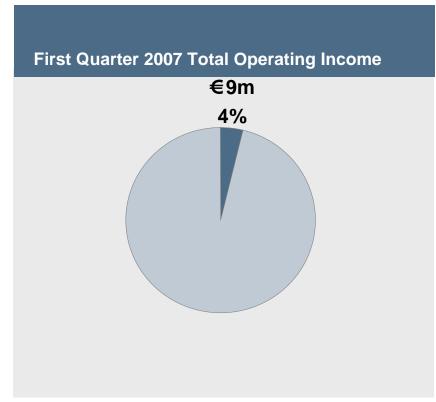
# What We Did

- 236 trades
- EUR 61mn
- No limits breaches in the year
- Strengthened and expanded existing teams

Achieved Key Targets Laid Out At Capital Markets Day 2006

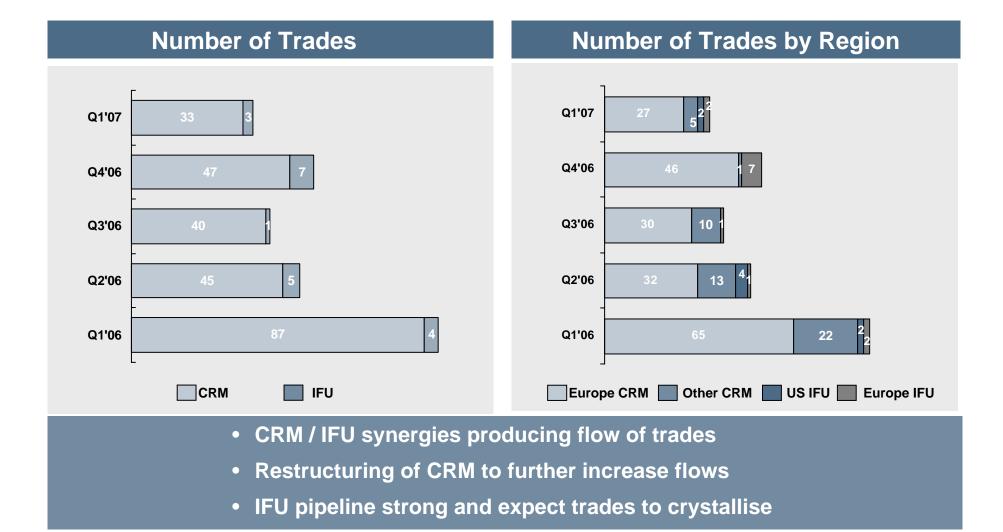


### Overview



Million EUR	2005 Quarter Average	2006 Quarter Average	2007 Q1
Net interest income	0	1	3
Non-interest revenues	5	15	6
<b>Total Operating Income</b>	5	16	9
Operating Expenses	-4	-6	-8
Profit before taxation	1	10	1
Average Financing volume (on B/S)	1	820	6,252
Average Financing volume (off B/S)	0	0	0

### **Derivatives and Financial Structures**





### **Derivatives and Financial Structures**

# IFRS requires initial measurement at the transaction price unless a different Fair Value (FV) can be derived from observable market data. This can be achieved by;

- Observing the FV from other market transactions in the same instruments
- Where there are no other market transactions in the same instrument,
  - Using a valuation model to calculate FV, and
  - Using only Observable market data as inputs to the valuation technique

# How is this affecting CPS?

### 1. An absence of observable market data

• Executing derivatives with illiquid names where there is no active market and no other observable data

# 2. Derivatives with complex structures that cannot currently be captured by the valuation model

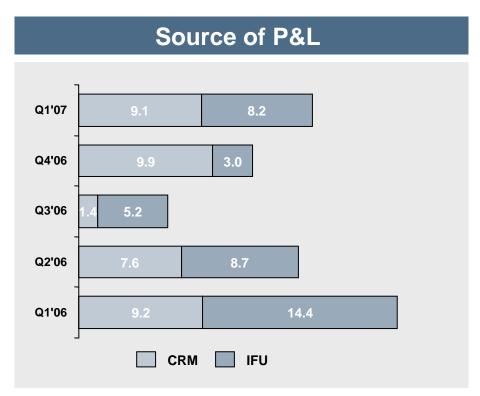
- Observable market data on the names is available, but
- The complex structure cannot be valued by the current model in use

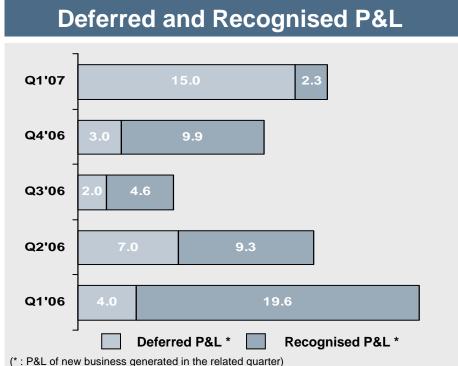
# 3. Complex loan structures

- Complex structures on loans with illiquid names,
- The structure is fully hedged but embedded value remains in the loan. P&L recognition issues are currently being investigated



### **Derivatives and Financial Structures**





Deferred P&L comprises of €21mn on client derivatives plus €10mn enhanced spread on structured loans. The deferred P&L will be released by;

- Secondary sales creating observable data
- Credit enhancing the underlying loans
- Trading CDS on the underlying names
- Amortisation over the life of trades



### **Derivatives and Financial Structures**

# **Europe: Key Targets Focus for 2007**

- Sustain the profitability growth with "advanced" businesses (France, IFU, Italy)
- Continue to strengthen local derivatives marketing teams
- Develop derivatives flows in Central Europe, Greece and Turkey
- Open an inflation derivatives book (EUR and FRF to start)
- Develop new products
- Enhance quantitative capabilities and distribution processes

# US: Key targets and Focus of 2007

- New products in derivatives sales and trading
- Support of Sao Paulo office for client-facing derivatives
- Enhanced distribution of product through DEPFA First Albany
- Greater IFU derivatives flows

# **Key Trends in 2007**

- Tough competition in UK, Italy and Germany
- Lower volatilities since beginning of 2007
- Greater restructuring flows and use of more complex structures



### **Municipal Reinvestments**

# Why Does This Market Exist?

- US Public Sector Entities borrow the project funding upfront by issuing tax-free bonds and the proceeds are then deposited with a bank
- The Banks issue Guaranteed Investment Contracts (GICs), with the Municipalities earning returns equal to the tax exempt borrowing cost

# Why is DEPFA In This Market?

# **Size of Funding Opportunity**

- The current size of municipal tax exempt debt issuance is approx \$2trillion.
- Annually, in excess of \$300 billion is reinvested in GIC.

# Synergies with other U.S. Public Sector Client Activity

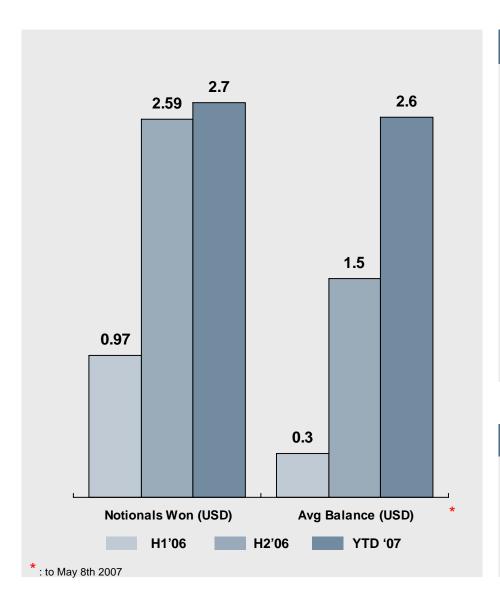
- Assisting in establishing and deepening client relationships
- · Creating cross-selling opportunities
- A natural extension of Depfa's expansion in the US market
- Profitable as a stand-alone business.

# Alternative source of funding

- Historically reliant on the wholesale international capital markets, US Public Sector Authorities create alternative funding sources
- A substantial source of attractive funding achieved at sub LIBOR levels
- GIC Liability profile is a complementary mix to the other funding of the Bank



# **Municipal Reinvestments**



# **Key Milestones**

- DEPFA Established as a Player in the Market
  - Gross funding \$6.26 billion across 260 funds
  - Average balances at \$2.6bil
  - Average life of 2.83 years
  - Average spread to LIBOR 28 bps
  - \$0.6bil in secured funding
- Q1'07
  - Current Balance of \$3.5 billion
  - Hired an Additional Trader
  - Winning 17% of Eligible Bids
  - Significantly Growing New Business Volumes

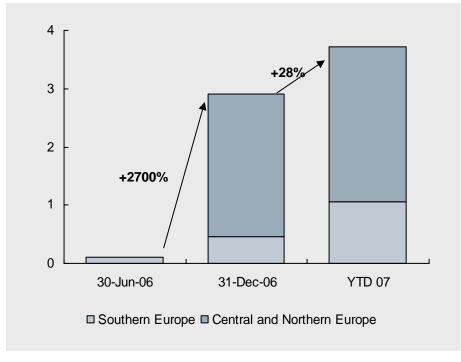
# Targets for 2007

- Grow Average Funding Balance to \$5billion
- Maintain Funding Margin Above LIBOR -20
- Launch AAA and Forward Purchase Agreements



### **Securitisation & Structured Financing**

# Securitisation Portfolio at Key Dates





- A Strong start to 2007
- Significant Increase in Flow and Volumes
- Current portfolio to produce EUR12mn NII in 2007

# **MAJOR OPPORTUNITIES IN 2007**

**Healthcare Receivables in Italy and Spain** 

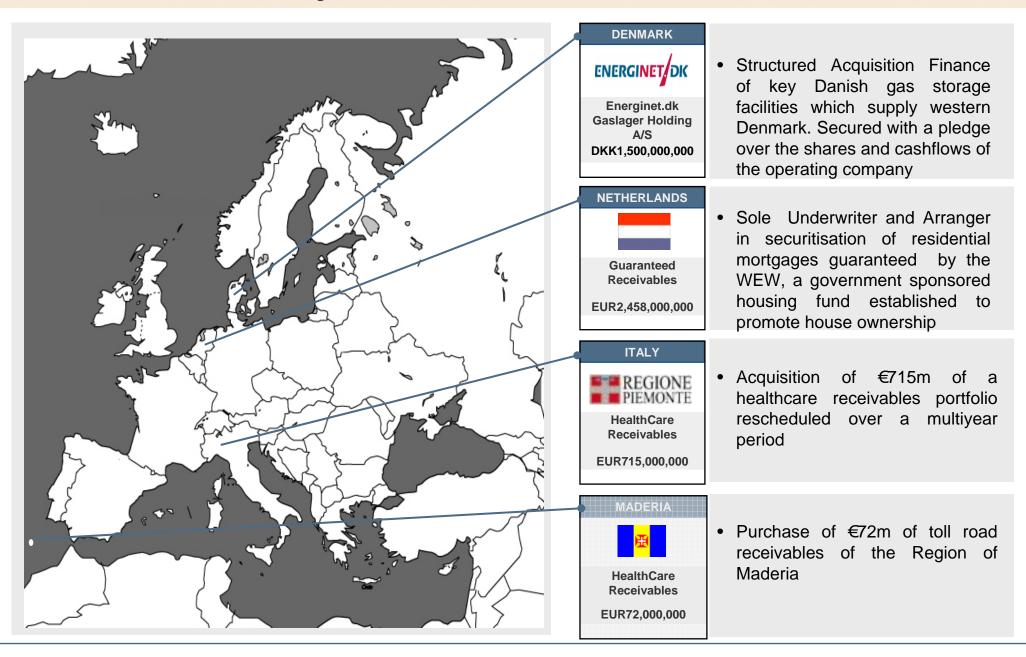
**Guaranteed Mortgages in Holland** 

Real Estate leased to Public Sector Entities

**Loans to SMEs supported by Public Entities** 



### **Securitisation & Structured Financing**





# **Pension Advisory**

# DEPFA has established a global knowledge centre for public sector pensions

- Broad and deep expertise covering all aspects of pension fund finance:
  - Liquidity management
  - Funding
  - Investment management
  - Asset & liability management
  - Risk management
- Driven by capital markets and cash flow orientation, rather than actuarial or accounting view
- Well versed in quantitative modeling as well as in practical and managerial implementation





### **Pension Advisory**

# **DEPFA Pension Advisory is uniquely positioned**

- Focus and commitment: only public sector, only pensions and OPEB<sup>1</sup>
- Integrated approach of asset allocation, risk management and funding / treasury, developing improved strategies and solutions
- Independent asset management advice: no conflict of interest since DEPFA has no in-house asset manager
- Working form a capital markets perspective complementary to the traditional actuarial approach
- Ready to put the DEPFA balance sheet at work

# Why a Purely Public Sector Clientele?

- Public Sector Clientele are the largest provider of pensions and some of the largest players in the capital markets
- Public Sector authorities are facing similar issues all over the world,
  - Demographic pressure
  - Political & social environment, unions
  - Governance and disclosure issues
  - Harmonisation between public and private sector in benefits
  - Transition issues, PAYG<sup>2</sup> versus funding
- Old-age dependency ratios are increasing sharply



# **Summary of 2007 Objectives**

### **Derivatives**

- Maintain / Increase deal flow and profitability in France, Italy, and IFU
- Realise cross selling synergies of Depfa First Albany
- Increase derivative flow coming from Iberia, Germany, and Central Europe

### **Securitisation**

- Build out and continue to close on deal pipeline
- Geographical expansion
- Asset expansion (real estate, tax receipts)

### Reinvestment

- Build outstanding notional out to \$5Billion
- Get AAA wrap established

# **Pension Advisory**

Announce mandates in US/Europe



# Capital Markets Day

# **Agenda**

Introduction and Strategy

Financials

Risk

Global Trends in the Public Sector

Client Relationship Management

**Budget Finance** 

Infrastructure Finance

**Client Product Services** 

# **Global Markets**

U.S. Business Strategy



# **Capital Markets Day**

Global Markets, May 2007

# **DEPFA BANK plc**







### Overview

# **Objectives**

- Contribute 15-20% to DEPFA's returns over the long term
- Up to 10% of Group income in 2007
- Building diversified trading activity as a complement to the client facing business

# **Global Markets Today**

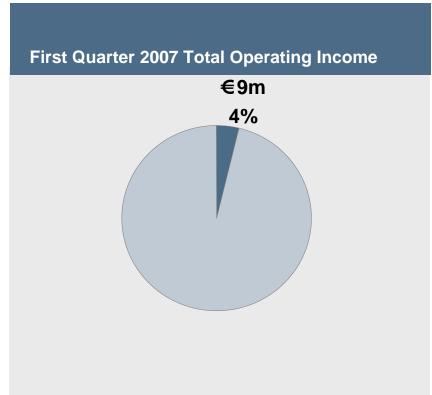
- Enhanced Governance / Risk Control
- Substantially reduced VaR (ca. 50%)
- Diversification started / Expansion of Trading Books
- Management of interest rate legacy positions has a negative impact on P&L

# **Global Markets Going Forward**

- Synergies with client facing segments
- Return to 15%-20% target contribution to Profit before Tax
- Diversification into uncorrelated trading desks
- Expanded Product Catalogue
- Hiring Experienced Traders
- Management of interest rate legacy positions will continue to have a negative impact on results going forward

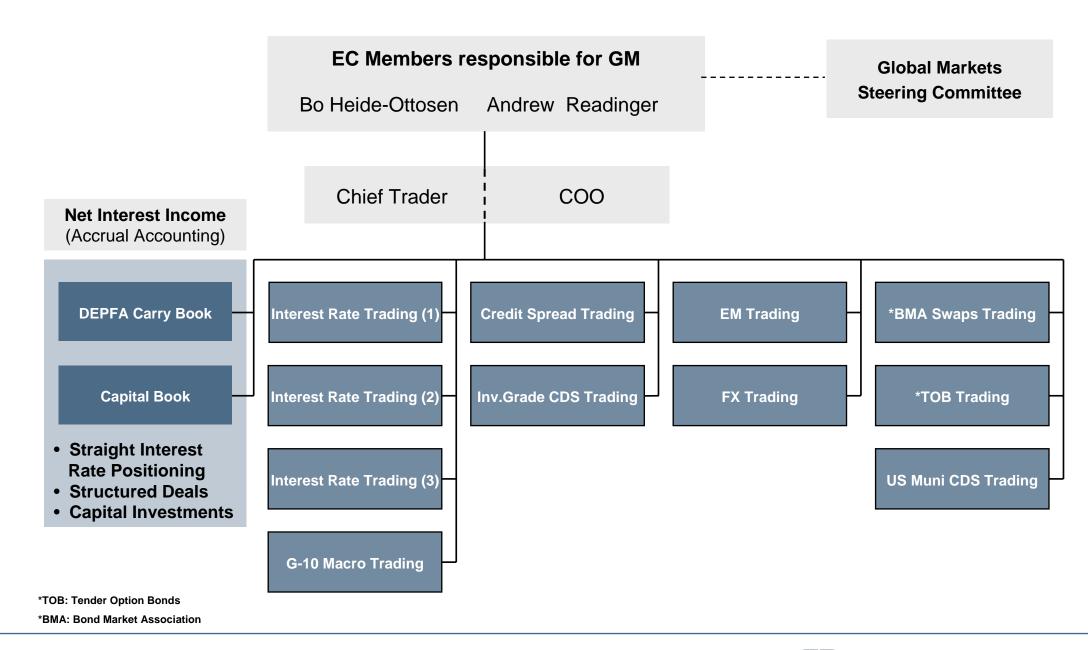


### Overview



Million EUR	2005 Quarter Average	2006 Quarter Average	2007 Q1
Net interest income	26	15	-1
Non-interest revenues	61	21	10
<b>Total Operating Income</b>	87	36	9
Operating Expenses	-9	-6	-4
Profit before taxation	78	31	5
Average Financing volume (on B/S)	9,762	13,185	14,365
Average Financing volume (off B/S)	75	0	19

# **Organisational Structure**





### Governance

# **Global Markets Steering Committee**

- 5 EC Members (CEO, Deputy CEO, CRO, EC Members responsible for Global Markets)
- Main Tasks:
  - Performance Monitoring
  - Setting the Desks' Risk Limits (VaR, stop loss system)

# **Enhanced Performance Monitoring Tools**

- Increased diversification & number of desks result in more complexity, more autonomy of the traders
- Performance monitoring tools have been enhanced to maintain prudent controls; examples:
  - Improved Trading P&L explanation
  - More sophisticated Limit Report
  - Risk-Adjusted Performance Measurement



# **Trading Desks**

# **Desk Configuration**

- Desk Mandate
  - Strategy
  - Approved Investment Universe
  - Applicable Trading & Risk Policies
- Revenue Target
- Allocation of Economic Capital
- Setting of Risk Limits
  - VaR / Sensitivities
  - Position and Desk Stop-Losses
  - Other appropriate Market/Credit/Country Risk limits
- = Framework in which a trader operates



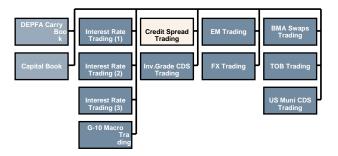
### **Trading Desks**

### **Desk Summary** Revenues In € million above target Location **Type Actual Q1** on target **Budget 2007** below target **Dublin** Carry **Dublin** Carry **Dublin Trading** London **Trading** Frankfurt Trading Nicosia **Trading** Trading Dublin Trading London Nicosia **Trading** Trading London New York Trading New York Trading Trading New York 9.3 70-90

Below budget after Q1, but also significantly de-risked book



# **Trading Desk Example 1**

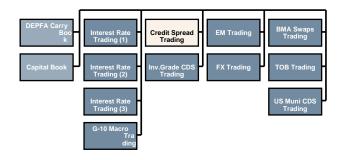


# **Credit Spread Trading Desk**

- Trading in micro-hedged Asset Swap packages No open risk
  - Complimentary to and linked with certain Budget Finance activities
  - Focus on mature sovereign / supra / agency markets
- DEPFA's Advantages
  - Size of Balance Sheet
  - Issuer knowledge / relationship (this is our business)
  - ASW Option Expiries => knowledge of what others may do
  - Lack of restrictions => maturity / long only / benchmarks / regulation
  - Close relationships with investment banks
  - Leverage off experience
  - Strong presence and experience in Repo Markets



# **Trading Desk Example 1 - continued**

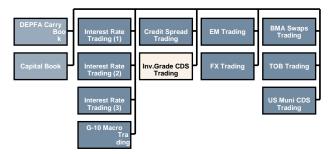


Credit Spread Trading - Trading Example
10 year Credit Spreads in Hungary
<ul> <li>Government bonds trade +22bps on Asset Swap</li> </ul>
<ul> <li>Credit Default Swaps trade +67bps</li> </ul>
Sell Government Bonds at +22bps
Buy Credit Default Swap at +67bps
= Exchanging credit risk generates 45bps pick-up
Buy back Government Bonds at +20bps (loss of 2bps) Unwind Credit Default Swap at +40bps (gain of 27bps)

Result Total Gain of 25bps

# **Trading Desk Example 2**

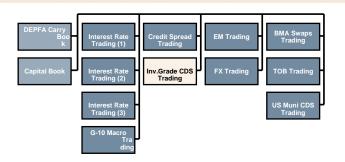
Investment Grade Credit Default Swaps



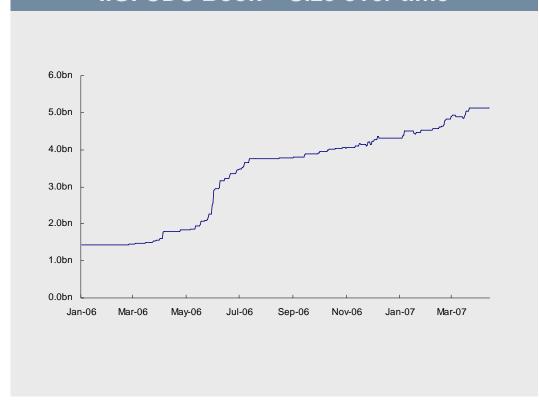
Value	<ul> <li>Average life much shorter than cash book</li> <li>Similar rating / similar spread</li> </ul>
Diversity	<ul> <li>CDS more sovereign oriented</li> <li>Diversification into sub-sovereign, Agency and GRE's over last 6 months</li> </ul>
Risk Management	■ Book hedges constrained / credit department concerns
Relative Value	<ul><li>Long / short strategies</li><li>Curve steepener strategy</li></ul>
The Boom	<ul> <li>Book developed in early 2006</li> <li>High growth threefold since then</li> <li>Two trading Books managed now</li> </ul>

# **Trading Desk Example 2 (continued)**

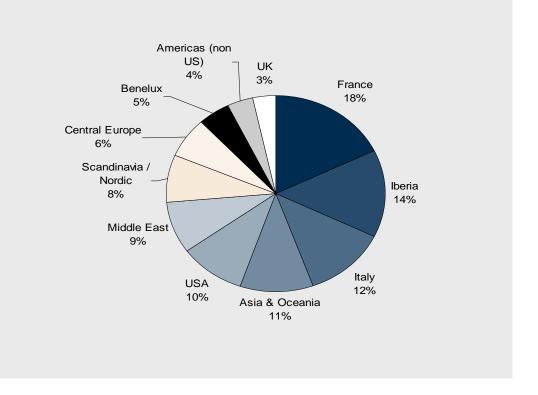
Average Spread 15.17 bps
Average Maturity 6.8 yrs
Average Rating Aa2 / AA



# I.G. CDS Book - Size over time

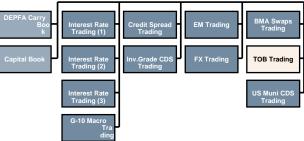


# I.G. CDS Book - Geographical Split





# **Trading Desk Example 3**



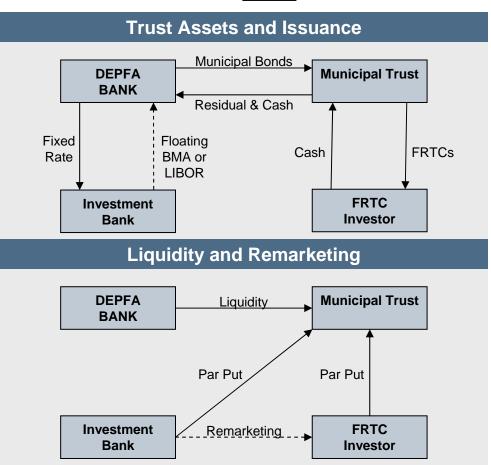
### **Tender Option Bond (TOB) Trading**

# Objectives

- Structured trading to fund tax-exempt bonds on a tax-exempt basis
- Express out performance views on taxable vs. tax-exempt U.S. Muni debt
- Reduce U.S. tax liability for DEPFA

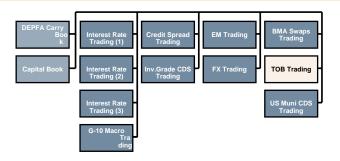
# Development of TOB Book

- Since November 2007 the desk has purchased USD 450 million of tax- exempt bonds
- Book will grow to approx. USD 1 bn by year-end





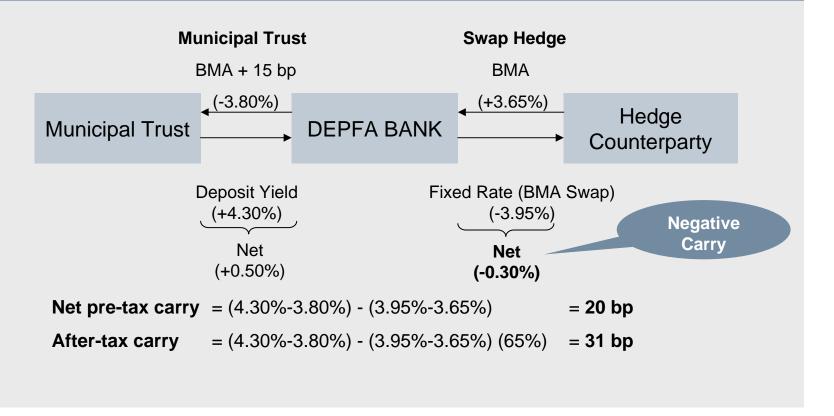
# **Trading Desk Example 3 (continued)**



# **TOB – Swap Hedge of Fixed Asset Price Risk**

DEPFA may hedge the price risk of the Fixed rate bonds which are deposited in the trust by entering into a fixed payer swap

DEPFA can deduct the negative carry on the swap from its taxable income, thus increasing the aftertax carry



### **Outlook**

# Global Markets going forward...

- Continued Diversification of Trading Areas
  - Expansion of assets classes relevant to public sector
  - Examples: FX, local currency bonds, inflation, and certain commodities
- Expansion of Approved Product Catalogue
  - More tailored risk in the form of structured investments Examples: CDO¹, CPDO², Range Accrual, and CPPI³
- Hiring of 6 10 Experienced Traders
- Increased Trading

N.B.: Management will not compromise on building this out properly: No short term gains at the risk of earnings stability and capital preservation.

<sup>1</sup> Collateralised Debt Obligation

<sup>2</sup> Constant Proportion Debt obligation

<sup>3</sup> Constant Proportion Portfolio Insurance

# Capital Markets Day

# Agenda

Introduction and Strategy

Financials

Risk

Global Trends in the Public Sector

Client Relationship Management

**Budget Finance** 

Infrastructure Finance

Client Product Services

**Global Markets** 

**U.S. Business Strategy** 



# **Capital Markets Day**

U.S. Business Strategy, May 2007

# DEPFA BANK plc



**U.S. Structure** 

**U.S. Structure** 

**DEPFA BANK plc New York Branch** 

**Broker Dealer** 

Derivatives
Guaranteed Investment Contracts
Proprietary Trading
Pension Advisory
Credit
Infrastructure Finance
Treasury

Client Relationship Management
Sales
Trading
Muni Advisory

# **Overview of First Albany**

Personnel	<ul> <li>69 professionals in 9 locations</li> <li>– Public Finance : 27 bankers located throughout the US.</li> <li>– Sales &amp; Trading : 35 located mainly in New York</li> </ul>
Services	<ul> <li>Banking, sales, trading underwriting, research</li> <li>Underwriting, financial advisory and derivatives services to governmental and not-for-profit entities</li> <li>Strong secondary market penetration</li> </ul>
Financial	<ul> <li>\$35-40 million annually, (equally split between Public Sector and Sales &amp; Trading)</li> <li>Historically provided 20-25% total firm revenue</li> </ul>
History	<ul> <li>Founded 1953</li> <li>Historic base in Northeast</li> <li>Expanded nationwide in 1993 with establishment of financial advisory business</li> </ul>



### Introduction



# Budget Finance

- Largest country exposure of DEPFA (~20%)
- Market leader in provision of liquidity facilities / Letters of Credit
- Increasing importance of syndication and sales



- Delivers derivatives and structured solutions to US clientele
- Established player in the Guaranteed Investment Contracts market



- Second largest country exposure (~7%)
- Several benchmark transactions



# Public Finance

- One of the leading US groups in the senior manager, comanager and advisor categories
- Over 3,000 municipal issues with a market value of \$400 billion +



# Sales And Trading

- One of the largest institutional sales forces in the industry.
- The top trader of municipal bonds among intermediate size broker/dealers
- Broad distribution capacity to handle all types of municipal issues



# First Albany Municipal Markets Division – Geographical Snapshot 2006



### New England

- Underwriting/Financial Advisory
  - State of Massachusetts
  - State of Connecticut
  - VT Economic
     Development Authority

### **New York**

- Underwriting/Financial Advisory
  - City of New York
  - New York Metropolitan Transportation Authority
  - New York State Dormitory Authority
  - Port Authority of New York and New Jersey

### Institutional Sales Clients:

Rochester (Oppenheimer) Funds

**CNA Loews** 

Susquehanna

Citibank

Commerce Insurance

J.P. Morgan

Guardian Insurance

Merrill Lynch

Nuveen

**Conning Asset Management** 



# First Albany Municipal Markets Division – Financials Snapshot 2006

2006 Gross Revenue		
Negotiated Senior Managed Underwriting	\$ 6,379,414	
Negotiated Co-Managed Underwriting	\$ 5,876,136	
Competitive Underwriting	\$ 726,744	
Financial Advisory	\$ 3,447,483	
Derivatives	\$ 2,468,958	
Remarketings	\$ 2,151,731	
Secondary Market Trading	\$ 17,047,748	
TOTAL	\$ 38,098,214	

	Par Amount (US\$ mil)	Rank	Market Share	No of Issues
Senior Managed	2,847.9	20	0.7	182
Co- Managed	40,549.4	16	9.4	365
Advisory	4,823.3	12	1.1	30

First Albany's Municipal Capital Markets Division has been a client-focused, service-oriented provider of financial solutions to governmental and not-for-profit entities nationwide. MCM has always had a strong commitment to both its issuer and investor clients and looks forward becoming part of DEPFA, the leader in the field of public sector solutions

Source: Thomson Financial



# **Rationale of First Albany Transaction**

Clients / Franchise	<ul> <li>Solid franchise value – use of First Albany name and reputation</li> <li>Adding more than 800 issuer clients and more than 400 investor clients</li> <li>Strengthening the regional presence through 3 new offices</li> </ul>
Products	<ul> <li>Establishing instant underwriting and sales &amp; trading credibility in the US market</li> <li>Achieving better access to taxable bonds</li> <li>Adding additional research capabilities</li> <li>Jump-starts broker/dealer business</li> </ul>
People	<ul> <li>DEPFA gains a work force skilled in underwriting, syndication, sales, research, and trading US municipal bonds</li> <li>Approx. a third of the team will work in CRM</li> <li>Strong and cohesive management team</li> </ul>
Strategy/Synergies	<ul> <li>Strong strategic fit – MCM is exclusively public sector focused</li> <li>Cornerstone of DEPFA's CRM strategy in North America</li> <li>Enhanced capital base and DEPFA's product spectrum will raise First Albany's productivity</li> <li>High cross selling potential, e.g., derivatives</li> </ul>
Financial	<ul> <li>\$12m for a business that is profitable and that has significant upside</li> <li>Projected return on capital in line with DEPFA Group's aspirations</li> </ul>



# Where Do We Stand in the First Albany transaction?

NASD Approval	<ul> <li>Application complete</li> <li>Expected 3Q 2007</li> </ul>
Integration Underway	<ul> <li>Business plans incorporated</li> <li>Personnel integrated</li> <li>Operations/IT streamlined</li> <li>Clients ongoing</li> </ul>
Initial Success	<ul> <li>No unplanned attrition</li> <li>Hiring senior professional underway (2 senior sales professionals;         1 COO from major investment banks)</li> <li>Joint marketing beginning to pay off         <ul> <li>Public Service Commission of WVA; lead book runner on \$459.3m taxable financing; DEPFA purchaser of significant blocks of bonds</li> <li>Efforts underway to be appointed to senior management team in Puerto Rico</li> </ul> </li> </ul>



# **DEPFA's Broker Dealer License beneficial for Budget Finance**

- A broker-dealer license is necessary to distribute securities in the USA under the SEC Act of 1934
- Budget Finance began a project to obtain a broker-dealer license in Q3 2006
- As a result of the establishment of the new broker-dealer, Budget Finance will:
  - be able to tap deeper into the US markets
  - add local salesforce presence and thereby increase demand for DEPFA products
  - increase liquidity through a wider product selection, client and investor base
  - benefit from wider margins in the US than in Europe
- Budget Finance will benefit from the broker-dealer license through:
  - New channel of distribution of ACS benchmarks
  - Increased purchasing and sales of third-party assets
  - Distribution of other securitisations and infrastructure-type assets

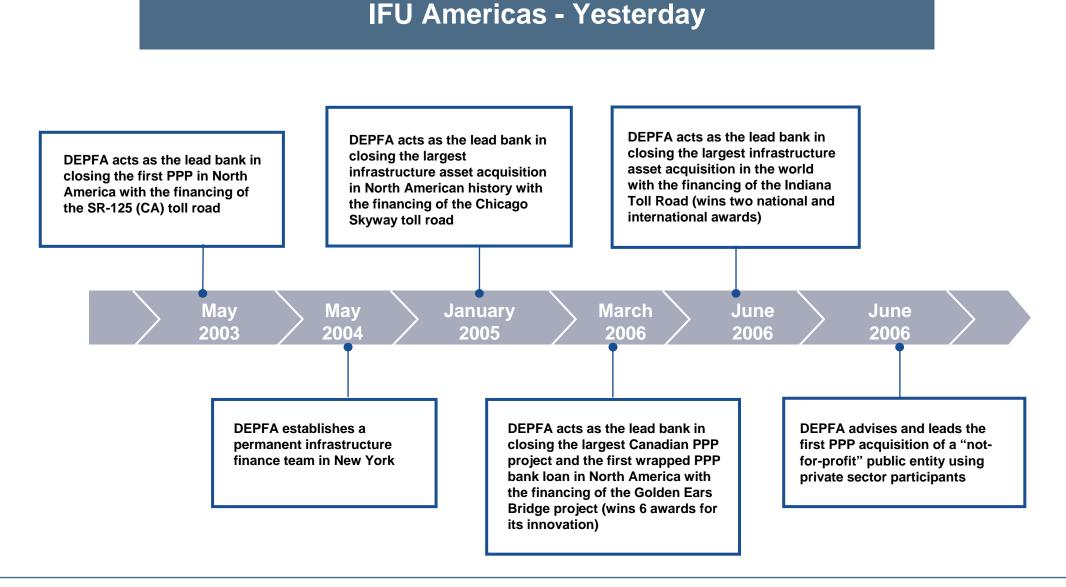


# **Synergies**

Underwriting	DEPFA provides First Albany's experienced team with access to increased capital and balance sheet to allow the underwriting of bigger and more transactions
Demand for Taxable Bonds	First Albany can arrange deals to fits the risk appetite of DEPFA
Trading	<ul> <li>More capital means bigger positions and the possibility to hold positions for longer periods</li> </ul>
Tender Option Bonds	First Albany can source bonds and serve as remarketing agent
Credit	<ul> <li>First Albany can expand the number of opportunities for DEPFA to provide credit.</li> <li>Clients can reward First Albany for DEPFA's competitive and consistent use of the balance sheet</li> </ul>
Pension Advisory	First Albany opens many doors for the Advisory team as well as expanding the role the firm can play by acting as an underwriter



### **Infrastructure Finance Unit - Americas**





### Infrastructure Finance Unit - Americas

# **IFU Americas - Today**

# Experienced Team

Currently 16 professionals in the IFU Americas team

# North American Coverage

Two teams covering US and Canada

# Financial Advisory

c. \$8 billion in private sector infrastructure financial advisory mandates signed

# Debt Arranging

Current infrastructure pipeline of in excess of \$80 billion (capital value)

### Derivatives

Structuring CPI, accreting swaps and other innovative derivative products

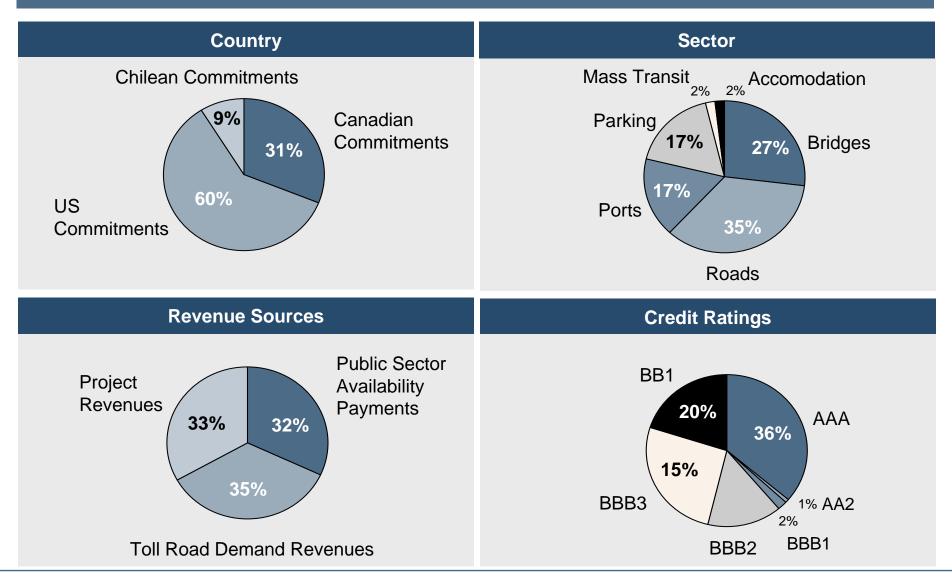
# Market Leading Position

 IFU Americas continues to be recognized as a market leader in infrastructure financing and advisory in North America



### **Infrastructure Finance Unit - Americas**

# **IFU Americas - Today**





Infrastructure Finance Unit - Americas

# **IFU Americas - Tomorrow**

- New infrastructure finance teams established in New York and São Paulo for Latin America
  - Primary markets: Chile, Brazil, and Mexico
  - Secondary markets: Colombia, Peru, Costa Rica and Uruguay
- New DEPFA Infrastructure Investment Group ("DIIG") created
- New Syndication Group established for the Americas
- New PPP infrastructure sector opportunities include: airports, renewable energy, healthcare, housing and utilities

**Infrastructure Finance Unit - Americas** 

# IFU Americas and First Albany One Team, One Goal

# **Financial Advisory**

• Greater access to "sell-side" advisory opportunities

# **Debt Arranging**

 Direct access to capital markets and ability to offer taxable and taxexempt bond underwriting on infrastructure assets

# **DEPFA Infrastructure Investment Group**

 Assist with sourcing assets for the DEPFA Infrastructure Investment Group

