

## **KBW Texas Field Trip**

May 23, 2013

#### **BOK FINANCIAL CORPORATION**

Forward-Looking Statements: This presentation contains statements that are based on management's beliefs, assumptions, current expectations, estimates, and projections about BOK Financial Corporation, the financial services industry, and the economy generally. These remarks constitute forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Words such as "anticipates", "believes", "estimates", "expects", "forecasts", "plans", "projects", variations of such words, and similar expressions are intended to identify such forward-looking statements. Management judgments relating to, and discussion of the provision and allowance for credit losses involve judgments as to future events and are inherently forward-looking statements. Assessments that BOK Financial's acquisitions and other growth endeavors will be profitable are necessary statements of belief as to the outcome of future events, based in part on information provided by others which BOKF has not independently verified. These statements are not guarantees of future performance and involve certain risks, uncertainties, and assumptions which are difficult to predict with regard to timing, extent, likelihood and degree of occurrence. Therefore, actual results and outcomes may materially differ from what is expressed, implied or forecasted in such forward-looking statements. Internal and external factors that might cause such a difference include, but are not limited to, changes in interest rates and interest rate relationships, demand for products and services, the degree of competition by traditional and non-traditional competitors, changes in banking regulations, tax laws, prices, levies, and assessments, the impact of technological advances, and trends in customer behavior as well as their ability to repay loans. For a discussion of risk factors that may cause actual results to differ from expectations, please refer to BOK Financial Corporation's most recent annual and quarterly reports. BOK Financial Corporation and its affiliates undertake no obligation to update, amend, or clarify forward-looking statements, whether as a result of new information, future events, or otherwise.

**Non-GAAP Financial Measures:** This presentation may refer to non-GAAP financial measures. Additional information on these financial measures is available in BOK Financial's 10-Q and 10-K filings with the Securities and Exchange Commission which can be accessed at www.BOKF.com.

**Peers:** Peers are defined as a group of 20 U.S. based publicly traded bank holding companies, 10 immediately larger and 10 immediately smaller than BOK Financial in terms of asset size at 12/31/12.

All data is presented as of March 31, 2013 unless otherwise noted.

Trustee Bank ranking based on full year 2012 as reported by Thompson Reuters
401(k) provider ranking based on 2011 data provided by Sterling Resources, Inc.
2012 Competitive Underwriting Rankings for BOSC, Inc. Oklahoma reported by Bond Buyer Magazine and Texas reported by iPREO.



#### **BOK Financial at 3/31/13**

#### **Robust Markets**



- ✓ 21<sup>st</sup> largest U.S. based publicly traded bank
- ✓ Assets \$27.4 billion
- ✓ Loans \$12.1 billion
- ✓ Deposits \$19.9 billion
- ✓ Tier I Common Equity 13.16 %
- ✓ Fiduciary assets \$27.6 billion

Banking divisions include Bank of Oklahoma, Bank of Texas, Bank of Albuquerque, Bank of Arkansas, Bank of Arizona, Colorado State Bank and Trust and Bank of Kansas City



## **Strong Competitive Position**

#### Dominant Bank in OK, Growing Share in Other Markets

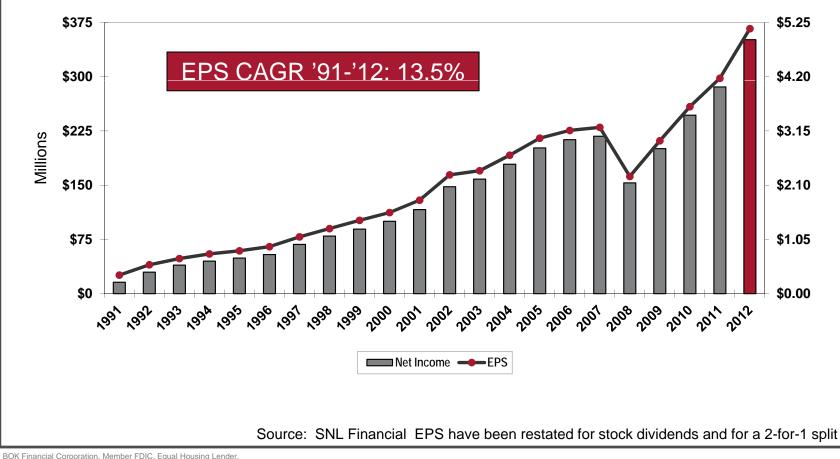
MSA	Market Rank	Number of Branches	Company Deposits in Market (\$000)	Growth in Deposits in Market (%)	Deposit Market Share (%)	Percent of National Franchise (%)
Tulsa, OK	1	39	6,643,041	12.2	30.8	36.4
Oklahoma City, OK	2	32	3,017,021	15.0	11.8	16.5
Dallas-Fort Worth-Arlington, TX	8	31	2,804,488	6.3	1.6	15.4
Houston-Sugar Land-Baytown, TX	11	15	1,686,113	9.2	1.1	9.2
Albuquerque, NM	3	21	1,262,565	2.0	10.7	6.9
Denver-Aurora-Broomfield, CO	10	12	1,250,016	1.2	2.1	6.9
Phoenix-Mesa-Glendale, AZ	17	4	284,476	(6.5)	0.5	1.6
Fayetteville-Springdale-Rogers, AR-MO	6	2	240,486	0.1	2.7	1.3
Kansas City, MO-KS	30	3	256,801	26.6	0.6	1.4
MSA Totals		175	18,146,993	8.9		

- Dominate Oklahoma with 13.89% of deposit market share
- Select lines of business operate beyond our banking markets

Source: SNL, deposit data as of 6/30/12



## Solid Results Through Economic Cycles





# Consistent Long-Term Strategies Proven to Deliver Solid Results Through All Cycles

#### Long-Term Strategic View

- Long-term economic benefit drives decisions
- Continuous investment in fee businesses including talent acquisition
- Disciplined acquisition strategies

#### ▶ Prudent Risk Management

- Avoid concentrations
- Long-term neutral interest rate risk position
- Centralized credit administration

#### ▶ Relationship Focus

- Personalized responsive service
- Competitive products and services
- Local leadership, marketing and branding



#### **Business Model**

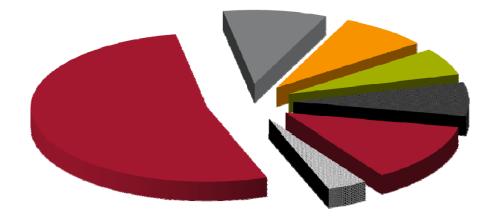
- ▶ Efficient organizational structure supports client-focused service delivery
  - 3 primary lines of business with deep product sets
  - Executive leadership responsible for line of business performance across markets
  - Local leadership responsible for client service and marketing
  - Centralized operations and administration





## **Diversified Revenue Sources**

Fee Businesses Provide Stability and Growth Opportunity



**Net Interest Revenue = 53% of Revenue** 

Fees &	Commissions =
47% of	Revenue

Mortgage Banking	13%
Brokerage & Trading	9%
Transaction Card	8%
Deposit Service Charges	7%
Trust Fees	6%
Other Fees	4%

FYE12/31/12



#### **Recent Investments**

#### Support Client Relationships and Revenue Growth

## Commercial Banking

- Business Banking build out Business Experts made 2,100 referrals in '12
- ▶ Healthcare/Commercial Real Estate senior housing initiatives
- Integration of merchant services into small business offering

## Consumer Banking

- Mortgage banking expansion 61 Approved Correspondent Banks
- ▶ Mobile banking enhancements Mobile Deposit introduced in Aug '12
- ATM upgrade

## Wealth Management

- Investment banking and institutional sales build out –KC & CO adds in Q1
- Integration of investment capabilities in Private Bank
- Corporate Trust expansion Phoenix addition in Q1

## **2013 Strategic Focus**

#### Position the organization to generate sustained revenue growth

To achieve our goal of creating shareholder value through exceptional performance, we must continue to drive growth and optimize processes and resources. Our strategic focus emphasizes building on our strengths.

The following strategic directives reflect our commitment to our employees, our customers and our shareholders.

#### **Growing the Business**

- 1. Accelerate momentum in high quality, profitable loan growth
- 2. Continue fee-based revenue growth momentum
- 3. Continue to manage assets and liabilities so as to optimize earnings while taking prudent levels of risk and building customer relationships
- 4. Manage expense growth in relation to revenue growth
- 5. Deploy capital to support long-term growth

#### **Strengthening the Organization**

- 1. Continue the implementation of initiatives related to talent acquisition, development and retention
- Continue to leverage technology to enhance product lines, client service, operational efficiency and risk management
- Adapt risk management practices and oversight to meet the evolving regulatory climate while ensuring alignment of regulatory, consumer and community initiatives with business growth strategies.





## First Quarter Highlights

- ▶ Achieved net income of \$88 million or \$1.28 per share, up 7% over Q4
- ▶ Net Interest Revenue declined \$3 million and Net Interest Margin declined 3 bps
  - Pressure on yields expected to continue with limited ability to further reduce funding costs
- ▶ Fees and commissions declined \$7.7 million or 5%, primarily due to lower mortgage banking revenue
- ▶ Operating expenses\* declined \$22.8 million or 10% from Q4 and will continue to be managed closely
- ▶ Continued credit quality improvement resulted in an \$8 million negative provision for credit losses
- ▶ Period end loan and deposit balances declined after robust growth in Q4

\* Excluding changes in the fair value of MSRs



## **Linked Quarter Summary**

#### Solid Start to 2013

	2013Q1	2012Q4	\$ change	% change	Comments
Avg AFS Securities	\$11,292,181	\$11,482,212	\$ (190,031)	(1.7%)	No portfolio growth planned
Avg Loans	\$12,224,960	\$11,989,319	\$ 235,641	2.0%	
Avg Commercial Lns	\$ 7,498,905	\$ 7,441,957	\$ 56,948	0.8%	Demand softened after robust fourth quarter
Avg Deposits	\$20,048,568	\$20,137,576	\$ (89,008)	(0.4%)	Demand deposit balances declined as expected as surge deposits were redeployed
Net Interest Revenue	\$ 170,405	\$ 173,369	\$ (2,964)	(1.7%)	Pressure on loan yields increased
Fees & Commissions	\$ 158,111	\$ 165,808	\$ (7,697)	(4.6%)	Mortgage banking revenue declined \$6.4 million on lower volumes & narrower margins
Other Gains/Losses	\$ 963	\$ (3,182)	\$ 4,145	N/M	
Loan Loss Provision	\$ (8,000)	\$ (14,000)	\$ 6,000	42.9%	Credit trends continued to improve
Personnel Expense	\$ 125,654	\$ 131,192	\$ (5,538)	(4.2%)	Incentive compensation declined \$6 million
Non-Personnel Expense*	\$ 78,328	\$ 95,582	\$ (17,254)	(18.1%)	Expenses declined in most areas
Net Income	\$ 87,964	\$ 82,566	\$ 5,398	6.54%	

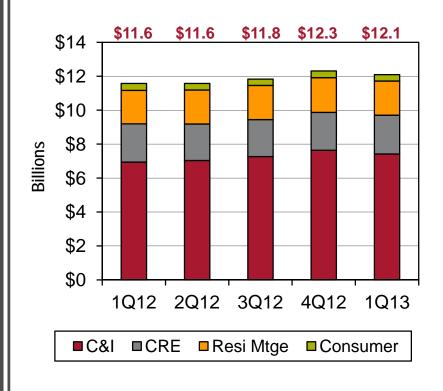
\* Excluding changes in the fair value of MSRs

\$ in 000s



#### **Loan Growth Trends**

#### Softer Period End Balances



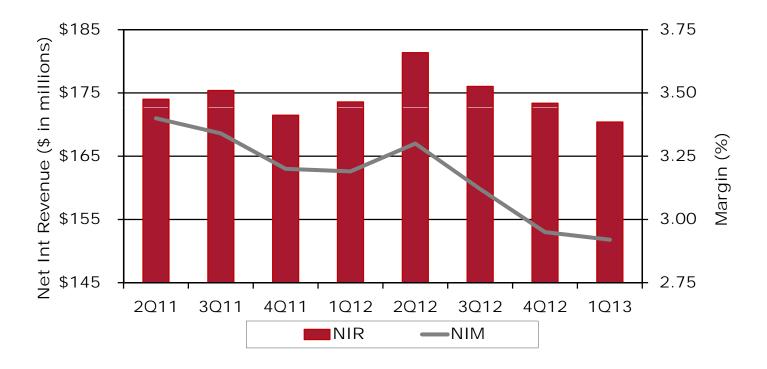
#### **Q1 Highlights:**

- ▶ C&I decreased \$224 million: Declines in energy and other sectors offset growth in manufacturing
- ► CRE increased \$56 million: Growth in retail and multifamily partially offset by declines in other sectors
- Residential decreased \$33 million: Decline primarily due to refinances of permanent mortgage
- Consumer loans decreased \$18 million: Liquidating indirect automobile loan portfolio declined to \$24 million
- ▶ Loans grew 9% in 2012; growth slowed to 4% annualized over the last 6 months



#### **Net Interest Revenue**

#### Low Interest Rate Environment Pressures NIR



- ▶ Since 2Q11, average earning assets increased from \$21.0 billion to \$24.5 billion due primarily to growth in the securities portfolio
- ▶ During Q1 growth in average loans was largely offset by a decline in the AFS securities portfolio



## **Net Interest Margin**

#### Low Interest Rates Continue to Pressure Yields

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Select Components of NIM	0/30/2012	12/31/2012	3/31/2013
Toy a muivalent Accets Violes	9/30/2012	12/31/2012	3/31/2013
Tax-equivalent Assets Yields: AFS securities	2.38%	2.10%	2.09%
Loans	4.33%	4.33%	4.20%
Total tax-equivalent yield on earning assets	3.47%	3.30%	3.24%
Cost of Interest-bearing Liabilities Interest-bearing deposits	0.53%	0.54%	0.46%
Total cost of interest-bearing liabilities	0.52%	0.54%	0.46%
Effect of non-interest bearing funding sources and other	0.17%	0.19%	0.14%
Tax-equivalent net interest margin	3.12%	2.95%	2.92%

- Investment portfolio cash flows are reinvested in short duration CMBS and RMBS with yields below 1.50%
  - Extension risk is controlled
  - No additional portfolio growth planned
- Loan yields narrowing due to competitive pressure and improving credit quality
- Limited ability to further reduce funding costs



## **Operating Revenue**

#### Diverse Revenue Provides Stability & Growth Opportunity

Revenue	1Q 2013	Yr/Yr Growth	Comments
Mortgage	\$39,976	20.9%	Correspondent channel growing steadily (61 banks in 15 states)
Trading/Brokerage/Inv Banking	31,751	2.1%	Continuing to selectively build out
Transaction Card	27,692	8.9%	EFT network (1,900 ATMs) and merchant services across 17 states
Trust	22,313	21.0%	Milestone acquisition added \$1.4 billion in AUM; fiduciary assets grew \$1.8 billion in Q1
Service Charges	22,966	-5.8%	Consumers are generally maintaining higher account balances
Other Revenue	13,413	10.5%	Includes BOLI, international, safe deposit and miscellaneous income
Total	\$158,111	9.4%	



## **Mortgage Banking**

#### Ongoing Expansion Produced Strong Results





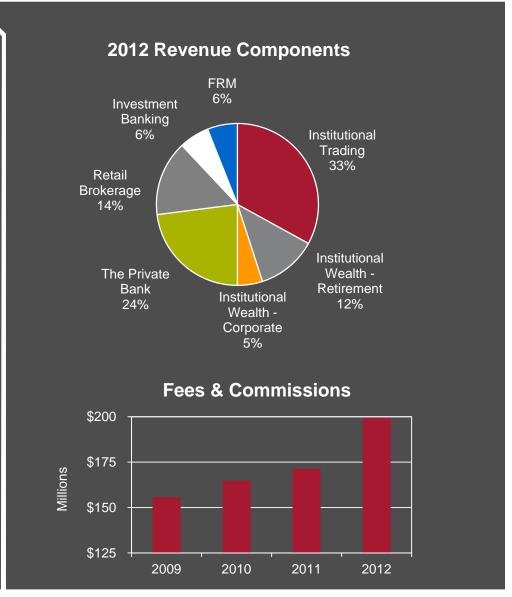
- ▶ Since 2010, increased mortgage loan origination staff 40% and opened offices in TX, MO and KS
- ▶ \$956 million mortgage loans funded for sale in Q1
  - Newly established correspondent channel sourced 20% of fundings, up from 14% in Q4
  - ▶ 27% of Q1 fundings in OK, 15% in NM and 14% in TX
  - ▶ Refinances represented 62% in Q1; 50% in March 2013
- GSE repurchase requests remain low
- Revenue declined in Q1 due to lower volume and narrowed pricing on loans sold



## **Wealth Management**

#### Continued Build-out

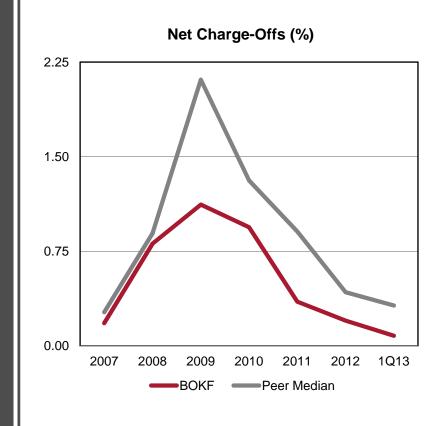
- ▶ \$54 billion in assets under management or in custody, including \$27.6 billion in fiduciary assets
- ▶ 7<sup>th</sup> largest Trustee Bank ranked by number of issues
- ▶ 8th largest provider of 401(k) plans in the nation—providing all services in-house
- ▶ BOSC, Inc., our broker-dealer has more than 200 registered investment reps across 10 states
  - Multiple top five rankings for underwriting services by Investment Banking division

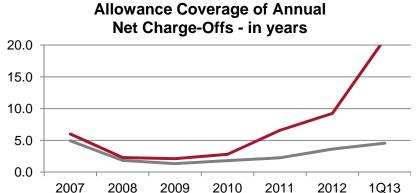


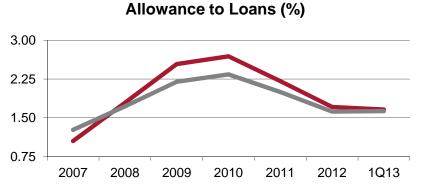


## **Credit Quality**

## Continued Improvement Drove Negative Provision in Q1





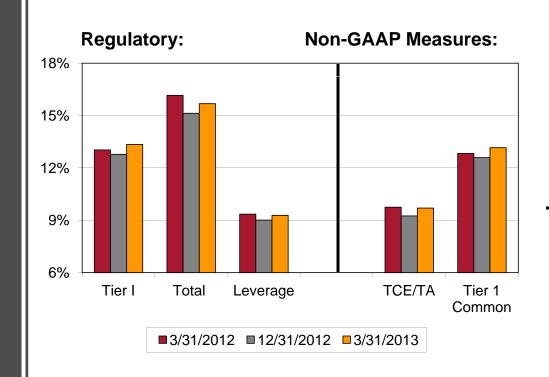


Source: SNL



## **Capital**

#### **Active Capital Management**



#### Capital Strength

► Estimated Tier 1 common equity ratio under proposed Basel III is ~12.70% at 3/31, well above 7% regulatory threshold

#### Capital Deployment

- ▶ Organic growth
- M&A: Acquired The Milestone Group in August
- ▶ \$1 special dividend paid 11/30/12
- ▶ Repurchased 384,796 shares during 2012

# Bank of Texas Highlights



#### **Evolution of Bank of Texas**

- Acquisition and Development (1997-2002)
  - Eight charters acquired (seven from 1997 2002)
  - Combination of disparate operations
  - Characterized by a decentralized operating model
- Assimilation and Cultural Redefinition (2003 2008)
  - Management structure and teams were defined
  - Revenue growth dependent on loans and deposits
  - Evolution from a community bank to a regional bank
- <u>Strategic Refocus (2008 2011)</u>
  - Talent acquisition focused on market build and revenue diversification
  - Heavy investment in fee-based businesses
  - Institutionalize "Team Based Delivery" positioning Bank of Texas to deliver the entirety of BOKF to the Texas Market
- Market Coverage and Client Acquisition (2012- present)
  - Execute against market opportunity
  - Differentiation of brand and offering
  - Double digit growth, diversification of revenue, and sustainability of performance,



## Bank of Texas 2013 Objectives

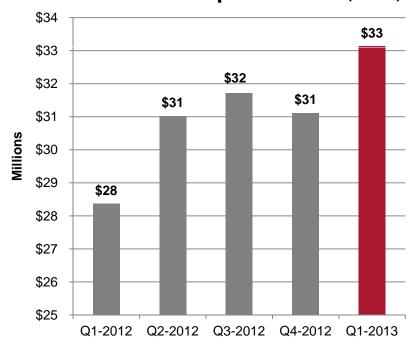
- Deliver double digit earnings growth for Texas Market
- Produce net loan and DDA growth
- Increase Other Operating Revenue driven in part by new initiatives in BOSC Retail, Institutional Wealth, and FX Expansion
- Sustain Loan growth and NDO traction in the Business Banking RM channel
- ▶ Execute Year One of Houston Market Strategic Plan
- Outpace Mortgage refinance contraction through market expansion
- ▶ Drive Organic Growth through Market Coverage and New Client Acquisition with a target of 100 New Names in Business Banking, C&I, and Treasury
- ▶ Recognize, Reward, Retain, and Develop Talent to strengthen organization



#### **Texas Market Results**

#### Strong Growth Over the Prior Year

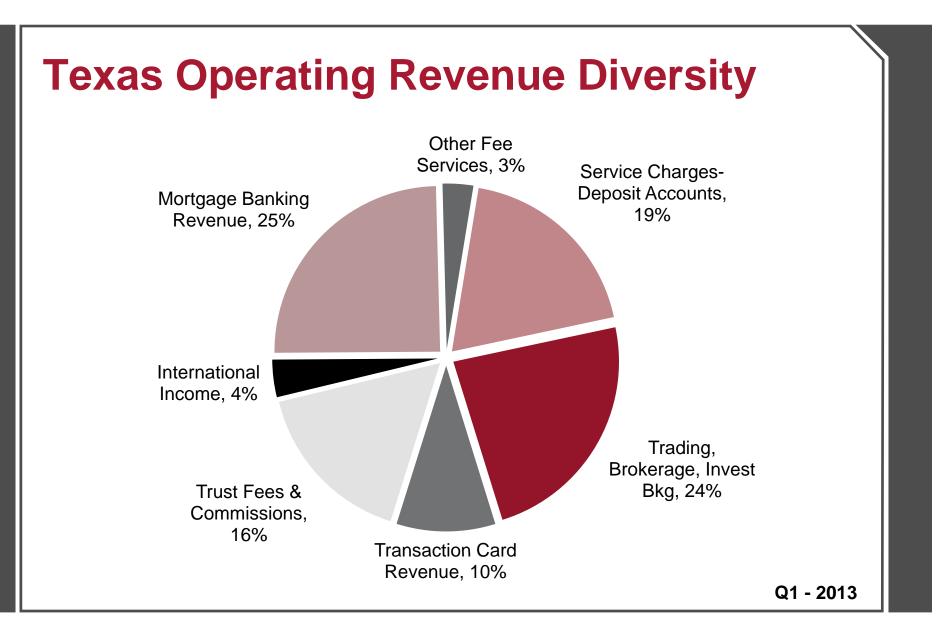
#### **Net Direct Operations\*** (\$000s)



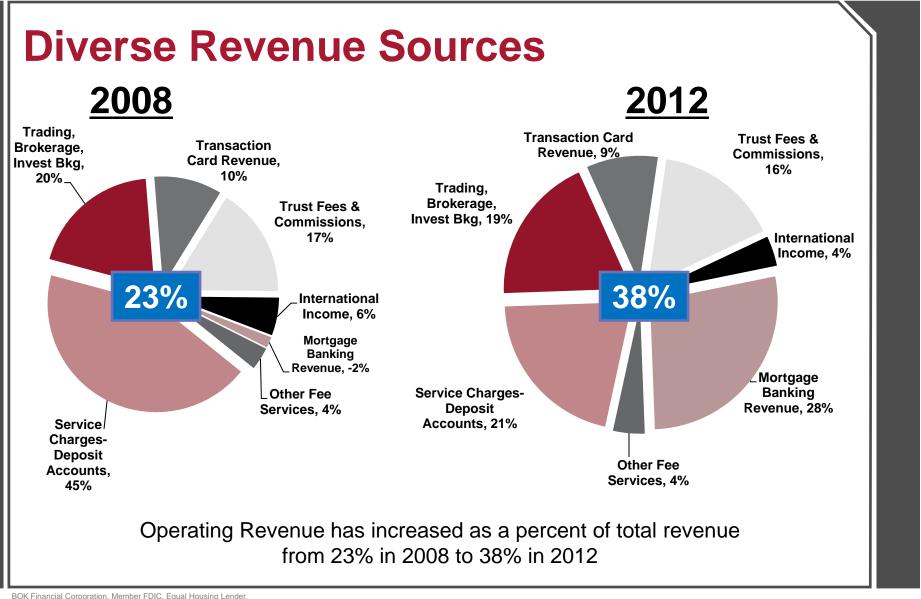
- Quarterly earnings of \$33.1 million, up 16.8% over first quarter of 2012
- Net interest revenue of \$37.4 million, up 7.1%
- ▶ Fees and commissions revenue totaled \$22.9 million, up 18.8%
- ▶ Operating expenses of \$27.2 million, up 5.2%
- ➤ Outstanding loan balances of \$4.2 billion, up \$377 million or 9.9%
- ➤ Total deposits of \$4.9 billion, up \$451 million or 10.1%

<sup>\* &</sup>quot;NDO" is defined as total revenue less direct expenses (i.e. before loan loss provision and corporate overhead)



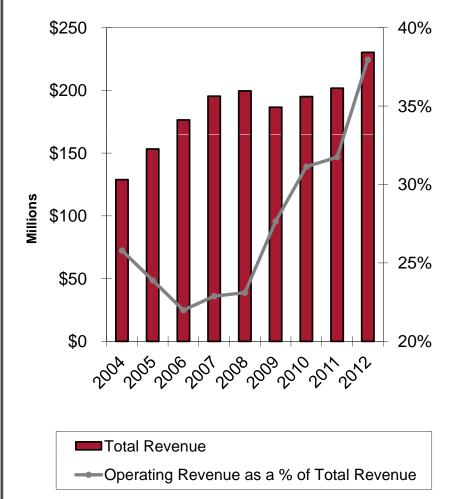






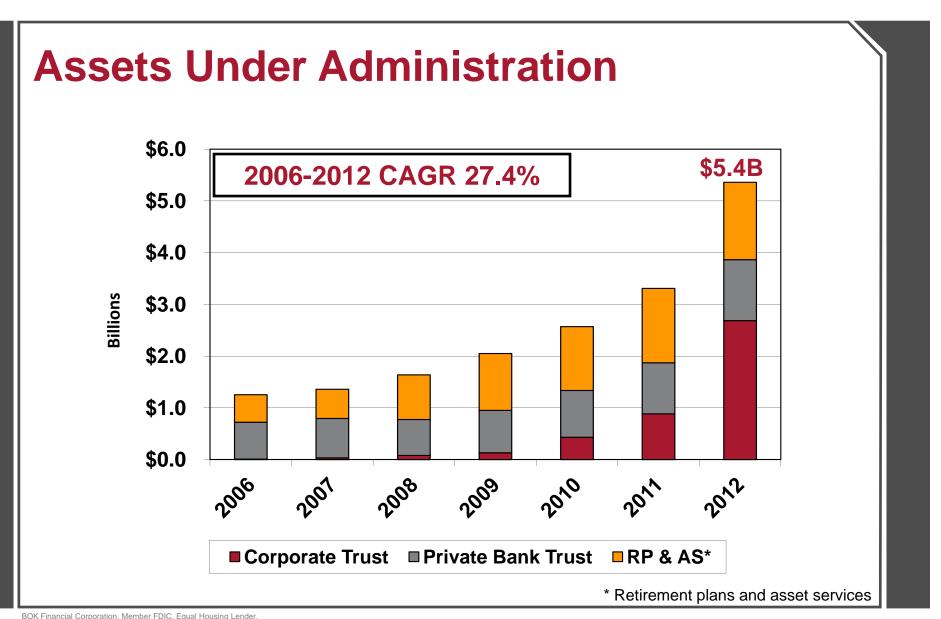


## **Texas Market Operating Revenue**

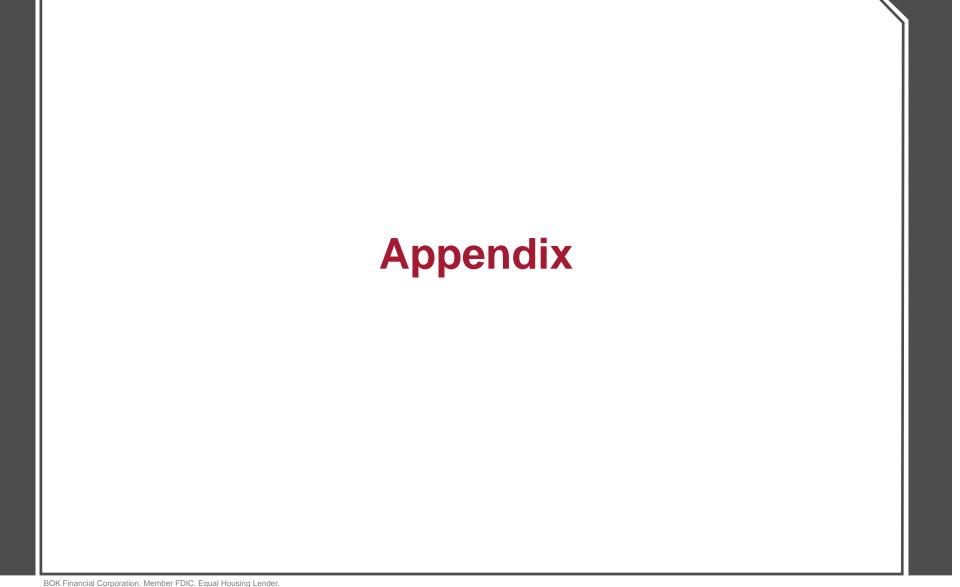


- We are focused on driving diversity of revenue sources
- ► Expanded mortgage banking presence across Texas, including Dallas, Fort Worth, Houston, Austin, San Antonio and El Paso
- ▶ Added a corporate trust team in Austin complimenting our presence in Dallas, Fort Worth and Houston
- ▶ Expanded public finance underwriting and advisory business; now rank fourth in the state in underwriting volume











## Merger & Acquisitions

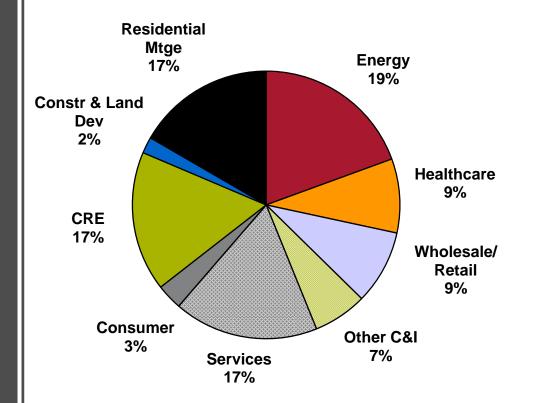
#### History and Strategy

- ▶ 12 bank acquisitions during the last 15 years
  - ▶ Target strong niche banks
  - ▶ Emphasize layering on BOKF products and services rather than cutting expenses
- Several non-bank acquisitions
  - ▶ Mortgage servicing rights, trust companies, bank branches, institutional broker/dealer
- ▶ Acquired The Milestone Group in August 2012
  - Denver-based registered investment adviser
  - ▶ \$1.3 billion in assets under management
  - ▶ 250 high net worth clients primarily in Colorado & Nebraska
- ▶ M&A opportunities
  - ▶ Primarily targeting healthy banks \$500 million to \$3 billion in region
  - Seeking fee businesses in and beyond footprint



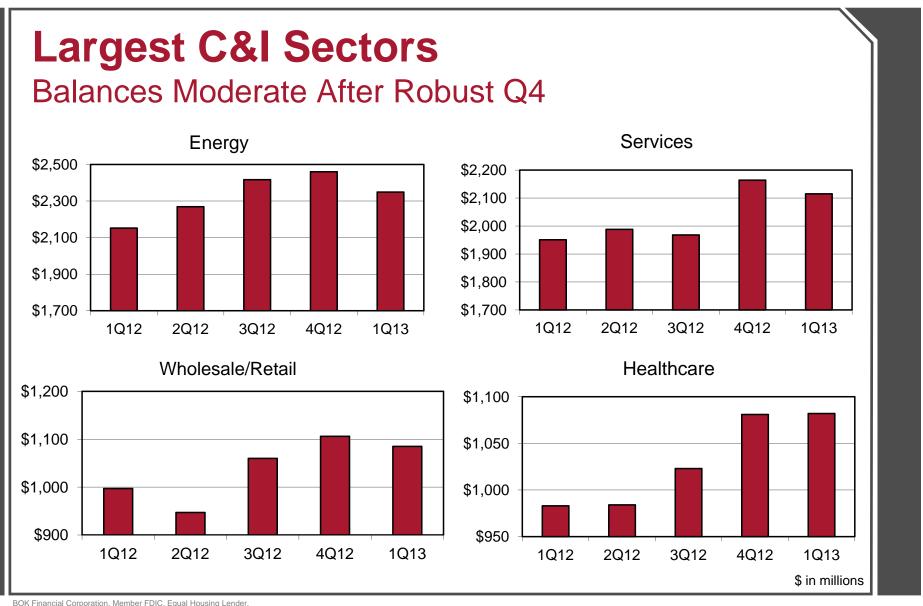
## \$12.1B Loan Portfolio

#### Diversified by Sector and Geography



Regional Div	<u>versity</u>
OK	42%
TX	32%
CO	9%
NM	6%
AZ	5%
KS/MO	4%
AR	2%



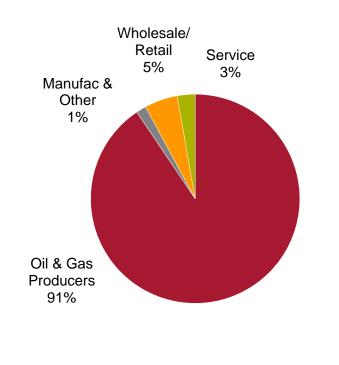




#### **Commercial Real Estate Portfolio Trends** Growth in Loans Secured by Income-Producing Properties \$600 **CRE By Market** \$450 KS/MO ΑZ 4% OK Willions \$300 10% 25% CO 7% \$150 AR 4% TX NM C&D Multifamily Industrial Other CRE Office Retail 35% 15% **■**9/30/2012 **12/31/2012 □**6/30/2012 **3/31/2013**



## **\$2.3B Energy Portfolio**Core Competency



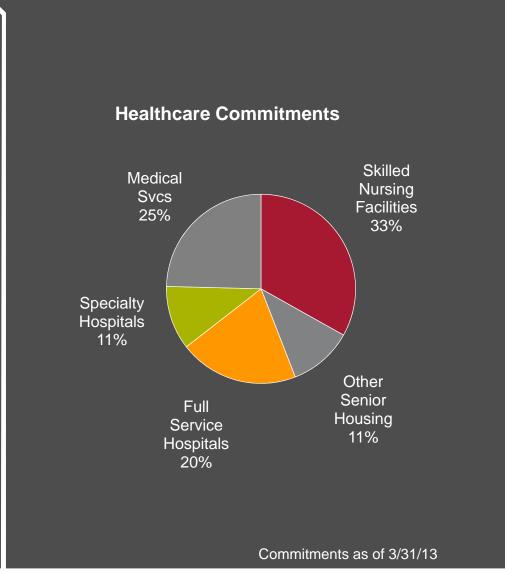
- ▶ 50-60% loan to value on proved producing reserves
- Approximately 58% of production loans are secured by oil
- Regionally diverse oil and gas properties
- Line utilization varies due to commodity prices and geopolitical environment
- Net charge-offs on production portfolio averaged 10 basis points over the last decade
- No significant impact noted from stress tests using base of \$1.50/mmbtu for gas and \$55/bbl for oil



#### \$1.1B Healthcare Portfolio

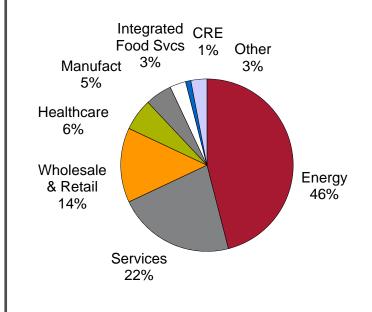
#### **Expanding Center of Excellence**

- Specialized group formed in OK expanded to regional markets
  - Nearly 30% of the healthcare loans attributed to the TX market and 55% to OK
- ▶ Portfolio increased at a compound annual rate of 10% since 2007
- ▶ Target customers include senior housing operators and hospitals in our footprint plus additional select states including TN
- ▶ Cross-selling is a key component of the healthcare strategy
  - ▶ Treasury Services and the Private Bank participate in client calls
- Healthcare concentration limits are monitored





# **Shared National Credit Relationships**



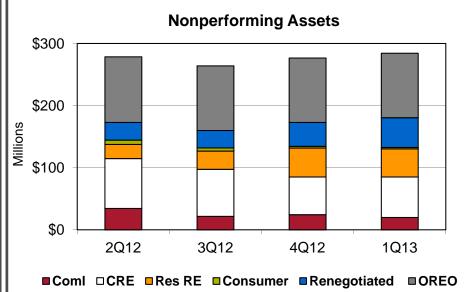
- 260 SNCs at 3/31/13 with \$5.1 billion committed and \$2.3 billion outstanding (19% of loan portfolio)
- ▶ 86% of outstanding loans are attributed to relationships in local markets
- No SNCs on nonaccrual at 3/31
- SNCs held to same standard of analysis and level of review as internally originated credits

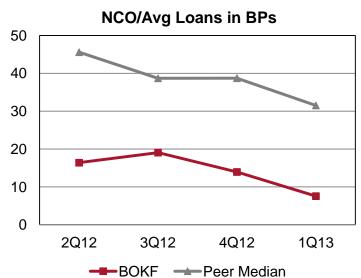
Based on committed amounts at 3/31/13



## **Solid Credit Quality**

#### **Continued Positive Trends**



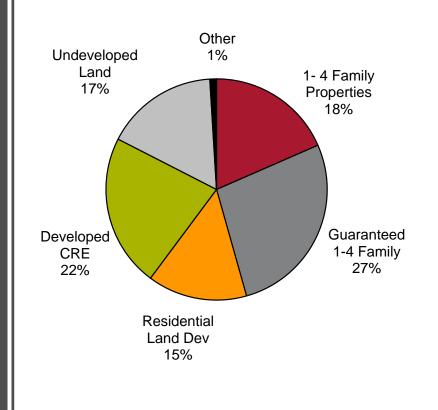


- ▶ At 3/31, nonperforming assets include \$76 million guaranteed by U.S. government agencies
  - ▶ Renegotiated loans consist of \$48 million in accruing guaranteed mortgage loans
  - ▶ \$28 million of OREO are guaranteed
  - Credit risk is minimal
- Excluding guaranteed assets, NPAs declined \$8 million from YE and \$76 million from 1Q2012



#### Other Real Estate and Other Assets

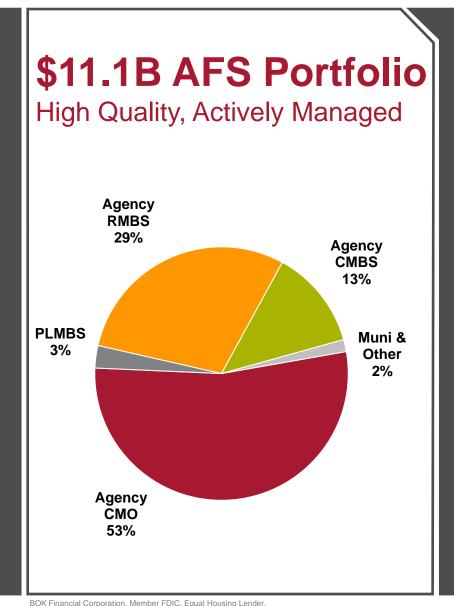
#### **Maximize Total Return**



\$103 MM OREO				
AZ	27%			
NM	23%			
OK	15%			
TX	14%			
CO	10%			
AR	5%			
KS/MO	5%			
Other	1%			

- Carrying value of OREO evaluated quarterly
- ▶ 1-4 family homes generally sold within 1 year
- May retain quality developed CRE to maximize total return



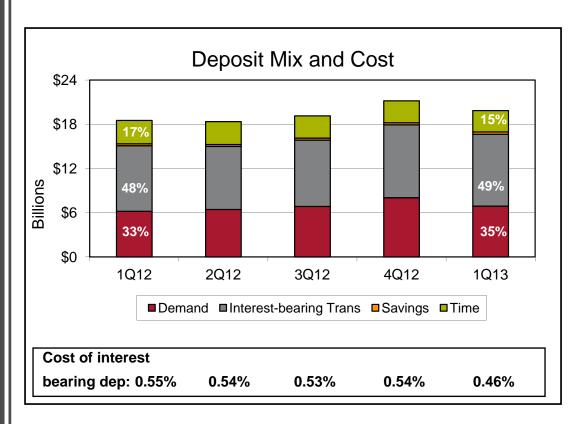


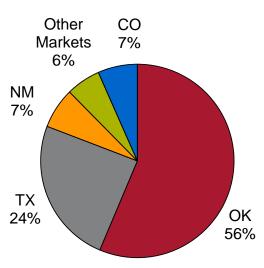
- Securities portfolio used primarily to manage interest rate risk and generate incremental net interest revenue
- Actively managed for total return
- ▶ Total securities portfolio estimated duration of 2.9 years with low extension risk
- Yield pressure continues as cash flows are reinvested at current rates
- No additional portfolio growth planned



## \$19.9 B Deposit Portfolio

## Strong Core Deposit Base





▶ Decline in deposits is largely attributed to the redeployment of the Q4 surge deposits



## **Expense Management**

#### Maintaining Expense Discipline

