



Royal Bank of Canada
Helping clients thrive and
communities prosper

Our Business in Asia Pacific



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Introductory Message

On behalf of Royal Bank of Canada (RBC), we are pleased to present an overview of our presence in the Asia Pacific region.

RBC is one of the highest rated, best capitalised and most trusted banks globally, with a prudent approach to risk management and a high quality, liquid balance sheet.

We have a significant presence in the Asia Pacific region, which provides us with the strength and flexibility needed to fully support our clients and employees in the region.

- ▶ **RBC Capital Markets** – our wholesale trading, underwriting and investment banking business
- ▶ **RBC Investor & Treasury Services** – a specialist provider of asset services, custody, payments and treasury services to financial and other institutional investors globally
- ▶ **RBC Wealth Management** – a leading provider of wealth management and brokerage services for high net worth and ultra-high net worth individuals
- ▶ **RBC Global Asset Management and BlueBay Asset Management** – offering investment solutions across equity and fixed income asset classes

Each of these segments is a leading international business in its own right, backed by the strength of our parent Royal Bank of Canada.



Douglas Moore

Chief Executive Officer, RBC Capital Markets, Asia
Head of RBC Investor & Treasury Services, Asia Pacific



Peter Corry

Head of RBC Wealth Management, Asia

RBC Group at a Glance

Royal Bank of Canada is Canada's largest bank, and one of the largest banks in the world, based on market capitalization. We are one of North America's leading diversified financial services companies, and provide personal and commercial banking, wealth management, insurance, investor services and capital markets products and services on a global basis.

Earnings by business segment¹

- 49% Personal & Commercial Banking
- 22% Capital Markets
- 15% Wealth Management
- 8% Insurance
- 6% Investor & Treasury Services



#1 Largest Bank

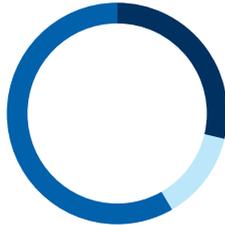
in Canada by market capitalisation²

5th
in North America²

Top 15
globally²

Revenue by geography¹

- 61% Canada
- 23% United States
- 16% International



~80,000
employees worldwide²

37
countries²

C\$100m+

donations, sponsorships and community investments to causes worldwide

Strength & stability

C\$136
billion in market capitalisation²

~1,400
branches²

~16m
clients²

C\$38.4
billion revenue³

10.6%
tier 1 capital ratio²

RBC is one of the highest rated global banks

Moody's⁵ S&P⁵
A1 AA-
(negative) (negative)

Performance

17.2%
return on equity⁴

The Canadian banking system has been ranked as one of the safest in the world⁶

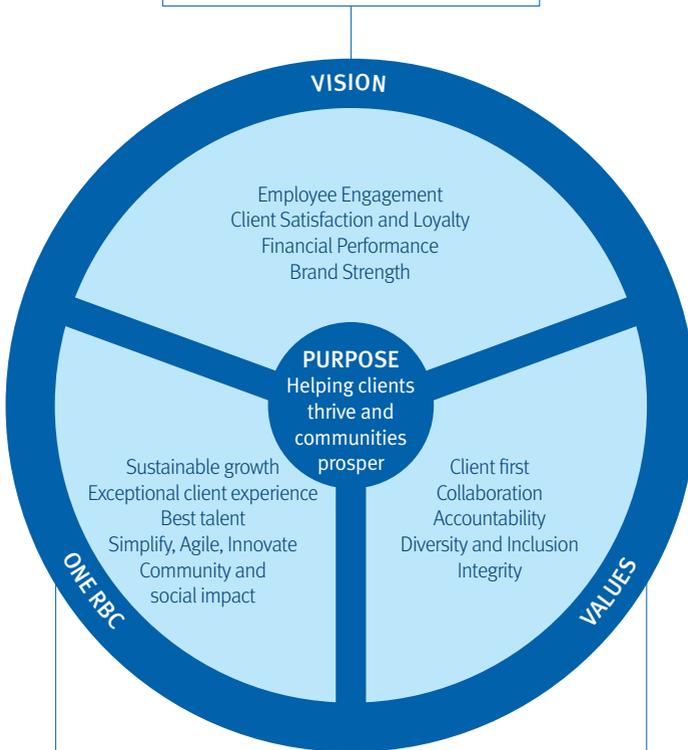
Safest in the world

Collective Ambition

Collective Ambition is an articulation of our aspiration to be a purpose-driven, principled and performance-focused company. We help clients thrive and communities prosper – that’s why we come to work every day.

What do we want to achieve?

To be among the world’s most trusted and successful financial institutions.



How we will win as One RBC?

We have great assets, an amazing history and most importantly we have great people, who have helped us build what we are today and will help take us into the future as One RBC.

How do we act as individuals and together?

Our business is about people. We care about our colleagues, clients and communities. Our values reflect this and guide, unite and inspire us in our day-to-day actions and decision-making.

RBC in Asia Pacific

~1,800 employees across Asia Pacific

Beijing

~20 employees



RBC Capital Markets



RBC Investor & Treasury Services



Life Insurance
(Beijing Rep Office)



Personal & Commercial Banking

India

(rep office)



RBC Capital Markets

Malaysia

~830 employees



RBC Investor & Treasury Services

Singapore

~210 employees

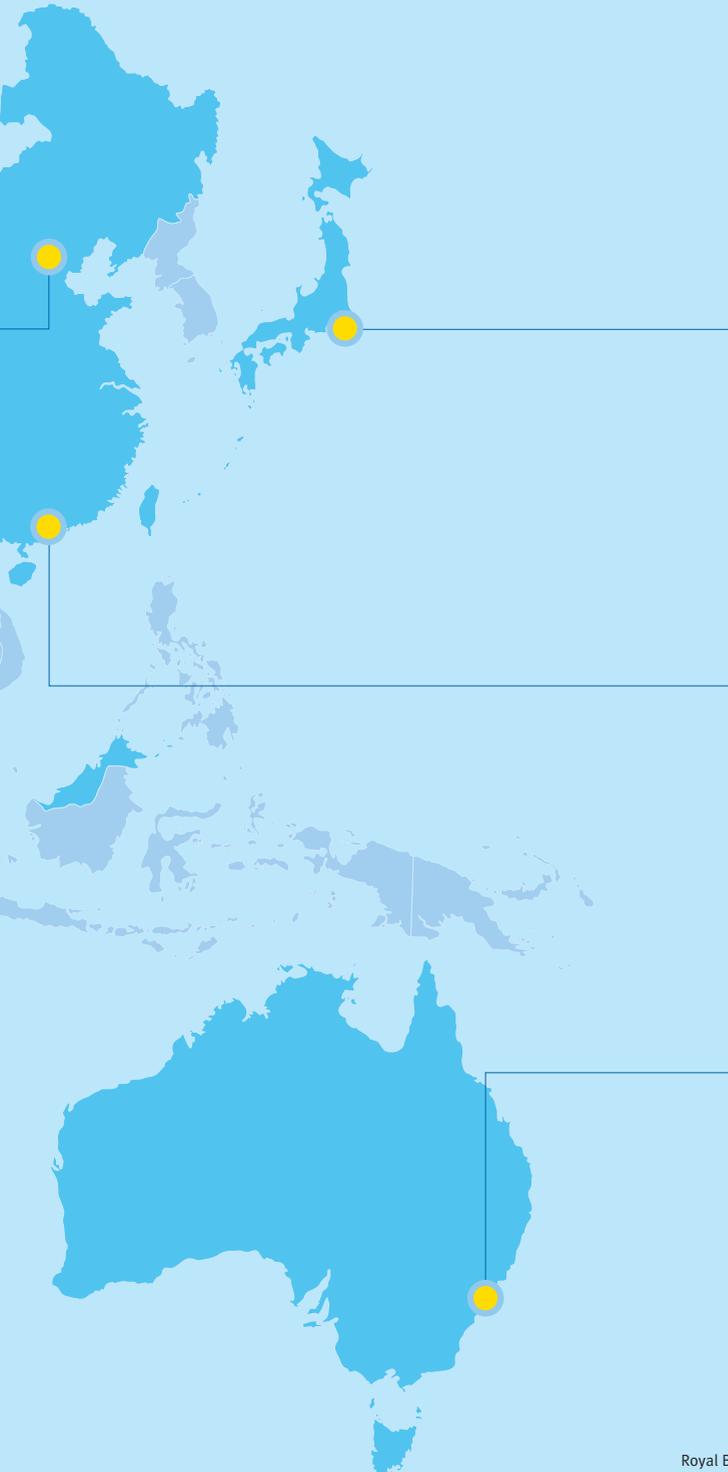


RBC Investor & Treasury Services



Wealth Management





Japan

~50 employees



RBC Capital Markets



RBC Investor & Treasury Services



BlueBay
Asset Management

Hong Kong

~400 employees



RBC Capital Markets



RBC Investor & Treasury Services



Wealth Management



Global Asset Management

Australia

~290 employees



RBC Capital Markets



RBC Investor & Treasury Services



BlueBay
Asset Management

RBC Capital Markets Overview

As a premier global investment bank, Asia Pacific is a key region for RBC Capital Markets. We provide unrivalled expertise in corporate and investment banking, debt origination and sales and trading of fixed income, currencies, commodities and equities.



Top 10
global investment bank⁷

7,200+
professionals and
staff globally⁸

100+
Asia Pacific
relationships⁸

280+
professionals and
staff in Asia Pacific⁸

“We have leveraged our global strengths to deliver focused products and services to APAC clients and support global clients operating in the region. Our strategy to be a specialist provider in APAC has enabled us to be of maximum relevance to our clients.”

Douglas Moore

Chief Executive Officer,
RBC Capital Markets, Asia

“We have drawn upon our expertise across major industries in Australia, and the breadth of our international network, to provide our clients with strategic advice, innovative financing solutions and cross border connectivity.”

Dominic Hudson

Chief Country Officer, RBC
Capital Markets, Australia

Largest infrastructure deal in Australian history (as of November 2015)

RBC Capital Markets Australia acted as Financial Advisor to NSW Electricity Networks Consortium on its **A\$10.258 billion** acquisition of TransGrid in November 2015.



Caisse de dépôt et placement
du Québec



TransGrid



Client Types:

- ▶ Corporates
- ▶ Asset Managers
- ▶ Insurance
- ▶ Companies
- ▶ Banks
- ▶ Private Banks
- ▶ Hedge Funds
- ▶ Sovereigns, Supranational and Agencies (SSA)

Best DCM deal 2016

RBC Capital Markets was a joint book runner for DBS Bank's debut Australian dollar covered bond for **A\$750 million** issuance in May 2016. International Financing Review (IFR) and Finance Asia's Best Kangaroo/Kauri Bond Deal for 2016.



Expertise on cross border transactions in and out of Asia

RBC Capital Markets acted as financial advisor to Husky on its sale of 65% midstream assets to Cheung Kong Infrastructure and Power Assets for **C\$1.7 billion** in July 2016.



Power Assets
電能實業



Cheung Kong Infrastructure





We are a strong, stable counter-party: one of the highest rated global banks with substantial capital markets operations.

Capabilities of a global investment bank with the responsiveness of a bespoke firm



Integrated multi-product, cross-currency approach



Expertise in primary and secondary fixed income markets across most major reserve currencies



Seamless 24-hour FX service focused on over 30 major and emerging markets



Dedicated to developing long-term relationships focused on premium client service



Timely, value-added market insights provided by a team of leading strategists, economists and analysts

Our focused set of products and expertise includes:

Fixed Income, Currencies & Commodities

- ▶ Credit
- ▶ Securitised products
- ▶ Debt capital markets including green bonds
- ▶ MTNs
- ▶ Rates – cash & derivatives
- ▶ Foreign exchange
- ▶ Futures
- ▶ Commodities

Equities

- ▶ Cash equities
 - High touch
 - Electronic
 - THOR smart order routing
 - ETF & Program trading
 - Market structure
 - CSA platform
- ▶ Global Equity Linked Products
 - Structured products
 - Flow derivatives
 - Investment solutions
 - Corporate equity derivatives

Investment Banking

- ▶ Convertible & equity-linked origination
- ▶ Corporate banking
- ▶ Equity capital markets
- ▶ Financial sponsors
- ▶ Loan capital markets
- ▶ Mergers & acquisitions
- ▶ Private placements
- ▶ Restructuring
- ▶ Syndicated finance

Research

- ▶ 5 Sectors under equities coverage
 - Infrastructure & Utilities
 - Mining & Metals
 - Oil & Gas
 - Industrials
 - Technology
- ▶ Fixed Income, Currencies & Commodities
 - Australian fixed income
 - FX-Asian Emerging Markets & G10

Strong market access capabilities

We complement our global sales coverage with strong e-trading capabilities including **RBC DX™**; our award-winning, multi-asset class trading platform and our global electronic equity trading system which includes **THOR™**; as well as our best-in-class algorithms. The firm also participates on all of the major multi-bank platforms in both fixed income and foreign exchange.



Global Equity research coverage

270+
number of research professionals globally⁹

1,700+
number of stocks covered globally¹⁰

RBC Investor & Treasury Services Overview

RBC Investor & Treasury Services (RBC I&TS) is a specialist provider of asset services, custody, payments and treasury services for financial and other institutional investors worldwide. We serve clients from 6 locations across Asia Pacific, delivering services to safeguard client assets and maximize liquidity.



“As a leading specialist provider for financial services combined with 25 years’ UCITS expertise, we support asset managers in Asia by helping them achieve their cross-border distribution objectives.”

Andrew Gordon

Managing Director, RBC Investor & Treasury Services, Asia



“Our global technology investment and Advanced Client Experience is creating a unique proposition for RBC I&TS in Australia enabling increased client engagement and market share growth.”

David Travers

Managing Director, RBC Investor & Treasury Services, Australia



“Our clients are at the centre of everything that we do. With over 800 employees in Kuala Lumpur and Cyberjaya, our Operational Center of Excellence in Malaysia is vital in continuing our strategic goal of delivering operational excellence.”

Andy Allen

Managing Director, RBC Investor & Treasury Services, Malaysia

Client types in Asia Pacific

- ▶ Asset Managers
- ▶ Pension Funds
- ▶ Sovereign Wealth Funds
- ▶ Banks, Brokers & Exchanges

Global Asset Services Expertise

RBC I&TS’ comprehensive range of products and services includes

Securities Processing & Administration	Information Management	Transaction Banking	Distribution	Optimization
<ul style="list-style-type: none"> ▶ Global Custody ▶ Trustee & Depositary ▶ Canadian Sub-custody ▶ Fund/Investment Administration ▶ Shareholder Services 	<ul style="list-style-type: none"> ▶ Performance Measurement ▶ Compliance Monitoring 	<ul style="list-style-type: none"> ▶ Canadian Clearing & Cash Management Services ▶ Trade Finance ▶ Insourced Solutions for Banks ▶ Broker-Dealer Services 	<ul style="list-style-type: none"> ▶ Global Fund Platform ▶ Fund Sales Intelligence 	<ul style="list-style-type: none"> ▶ Cash/Liquidity Management ▶ Foreign Exchange Services ▶ Global Securities Lending



RBC I&TS in numbers¹

C\$4.1tn

global assets under administration (AUA)

C\$165bn

Asia Pacific assets under administration (AUA)

29+

years in Asia Pacific

590,000±

shareholder services transactions processed annually in Asia Pacific

950+

employees in Asia Pacific²

#1

global custodian as recognised by our clients¹²

Technology Transformation – Advanced Client Experience

RBC I&TS multi-year technology strategy focuses on aligning our clients’ requirements with system enhancements to improve their overall experience, enhance operational efficiency and reduce risk.

Operational Center of Excellence – Malaysia

- ▶ **Deliver operational excellence** – supporting 9 countries globally, a dual site operating model supports our continued commitment to client service excellence
- ▶ **Deliver client-centric technology solutions** to maximize efficiencies
- ▶ **Continual investment in our people**, talent management and employee training and development

R&M SURVEYS

R&M Investor Services Survey
#1 Custodian Overall 2011 – 2016

R&M Fund Accounting and Administration Survey
#1 Overall 2013 – 2016

GLOBAL ISF INVESTOR

Global Custody Survey
#1 Custodian Overall 2011 – 2016
#1 Custodian Overall in Asia Pacific 2012, 2015, 2016



Asia Asset Management –
2016 Best of the Best Awards
Best Specialist Custodian in Asia Pacific

RBC Wealth Management Overview

RBC Wealth Management is a trusted adviser and wealth manager that has been serving high net worth individuals, families, institutions and multi-family offices in Asia since 1997. Based in Singapore and Hong Kong, we take the time to understand our clients' goals and offer a comprehensive suite of solutions to help them grow more than wealth.



We offer an integrated approach to wealth management that draws on our worldwide network of specialists offering global and local expertise spanning banking, investment, credit and financing, trust and fiduciary services.

Through our industry leading client discovery process, we are able to develop a deep understanding of our clients' financial goals and personal values in order to identify their investment, retirement and wealth planning needs, while also uncovering unique opportunities to build and protect their wealth. Every interaction is defined through our core values and culture of doing what's right for our clients and the communities where we operate.

“At RBC Wealth Management, our approach centres around providing insight and specialisation so that we can enhance, grow and protect our clients' financial, business and emotional wealth goals. We take the time to develop a true understanding of our clients' priorities and goals in order to determine how we can provide value. With our long heritage of financial strength, global connectivity, offering best-in-class expertise, professional integrity and unwavering dedication to our clients in Asia and around the world, RBC Wealth Management is a trusted partner to help clients address their needs into the future.”

RBC Wealth Management by numbers¹³

US\$609bn+
Global AUM

US\$931bn+
Global AUA

When our clients work with us, they also benefit from access to:

- ▶ Trust & Fiduciary
- ▶ Corporate Services
- ▶ Global Asset Management
- ▶ BlueBay
- ▶ Capital Markets
- ▶ Investor & Treasury Services
- ▶ City National Bank

Peter Corry

Head, RBC Wealth Management, Asia

Strategic goals



In asset management:

be a leading diversified asset manager focused on global institutional and North American retail clients



In Canada:

be the premier service provider for ultra high net worth and high net worth clients



In the US:

become the leading private and commercial bank and wealth manager in our key markets



In select global financial centres:

become the most trusted regional private bank



Our 4-step advisory process offers clear advantages to our clients

Evaluate

Evaluating your needs and priorities and translating them into practical financial goals to provide comprehensive investment advice in line with regulatory requirements and markets.

Customize

We use the results of the understanding phase to develop financial strategies that are customized to your investment goals.

Implement

Once you are comfortable with the proposal, we provide professional support in implementing your chosen objective.

Review

We continuously review and monitor your portfolio and allow you to consider adjustments to your investments if there are changes in the markets or your personal situation.



Wherever the journey may take you, we're beside you every step of the way.

We offer our clients a range of solutions featuring the “Road To Advice” for our clients’ journey with us.

Self-Directed Clients

DAC
Direct Access Client

Direct Execution



World's 5th largest wealth manager by assets
Scorpio Partnership
Global Private Banking
Benchmark 2016

Clients who listen to RBC advice

PAS
Premium Advisory Services

Active Advisory
Dedicated Specialist
Single or Multi Asset Class
Flat Fee (Optional)



Best Private Banking Services in Canada
Euromoney Private Banking and Wealth Management Services 2017

Clients who value RBC advice

AWM
Advisory Wealth Mandate

Active Advisory
Dedicated Specialist
Portfolio Risk Assessment
Multi Asset Class
Flat Fee
Service Contract



Best Private Bank in Canada (5th consecutive year)
Global Private Banking Awards 2016

Clients who fully trust RBC

DWM
Discretionary Wealth Mandate

Full Delegation
Dedicated Specialist
Portfolio Risk Assessment
Multi Asset Class
Flat Fee
Service Contract



Best Private Banking Services Overall in Canada for the 9th consecutive year
Euromoney Private Banking Survey 2016

RBC Global Asset Management Overview



Global Asset Management

As an integral part of a global business, RBC Global Asset Management's (RBC GAM) Asian business collaborates with its counterparts in Canada, the United States and the United Kingdom to provide a comprehensive range of investment solutions, primarily to the institutional investor market.



"Our primary focus is ensuring that our Asian investment team is providing excellent long-term investment returns for clients globally. Our Hong Kong office also provides clients with access to GAM's global investment capabilities, including BlueBay Asset Management, while remaining sensitive and responsive to their individual service requirements."

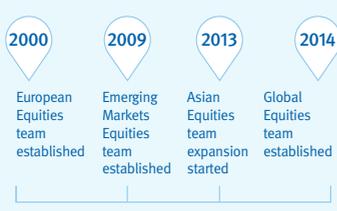
Ken Tam

Managing Director, Head of Asia
RBC Global Asset Management

Client types

RBC GAM's operations based in Hong Kong offer investment solutions to institutional investors and private banks across Asia, including Japan.

RBC GAM Asia Pacific Timeline



RBC GAM globally¹⁴

18
investment solutions

51%
institutional assets

US\$293bn
in assets managed

300+
investment professionals

Highlights

- ▶ Mayur Nallamala joined as Head of Asian Equities in 2013
- ▶ Ken Tam joined as Managing Director, Head of Asia in 2015
- ▶ RBC GAM has become a signatory of the UN Principles for Responsible Investment in 2015

RBC GAM in Asia

US\$2.4bn
in assets managed¹⁴

10
investment professionals

History

RBC Global Asset Management is the asset management division of Royal Bank of Canada, which includes BlueBay Asset Management and Phillips, Hager & North Investment Management. It traces its roots back to 1933 and has developed both organically and through strategic acquisitions. RBC GAM's Hong Kong operations have grown rapidly in the past several years and now have over 20 employees.

RBC has a fund management joint venture in China, Minsheng Royal Fund Management Co. Ltd., established in 2008.

Description of key strategies

- ▶ Asian Equities (Asia ex-Japan Equity, Japanese Equity)
- ▶ In addition, the Asian business distributes a comprehensive range of strategies from RBC GAM's global product suite
 - Strategies managed by GAM UK – Emerging Markets Equity, Global Equity, European Equity, Global Fixed Income
 - Strategies managed by GAM Canada & GAM US – e.g. Global Resources Equity, US Mid-Cap & Small-Cap Equity, US Fixed Income
 - Strategies managed by BlueBay; e.g. Investment Grade Debt, Leveraged Finance (including direct lending), Convertible Bonds, Emerging Market Debt, Multi-Asset Credit

BlueBay Asset Management Overview

BlueBay provides institutional clients and distributors with access to a full suite of fixed income strategies and sub-asset classes, from benchmark aware to unconstrained investment strategies.

Global strategies	Active long only ¹⁵	Unconstrained ¹⁶	Absolute return ¹⁷
Convertibles	✓		
Emerging Markets	✓	✓	✓
Investment Grade	✓	✓	✓
Leveraged Finance	✓	✓	✓
Multi-Asset	✓	✓	



“Clients are at the heart of our business. We actively seek to partner with our clients to provide tailored solutions to meet their requirements. Our investment focus is on alpha generation over the credit cycle with capital preservation a core element of the process.”

Erich Gerth

CEO, BlueBay Asset Management

US\$52bn
AUM²

380+
employees globally²

16 strategies
managed across the fixed
income spectrum

Highlights

- ▶ BlueBay celebrated its **15th anniversary** on 2 July 2016
- ▶ **London (headquarters)**, US, Japan, Switzerland, Germany and Luxembourg
- ▶ **Wholly-owned** subsidiary of RBC since January 2011

Capabilities

BlueBay is a Europe-based, specialist asset manager of global fixed income. We employ an active management style with capital preservation at the core of our process.

We have an established track record of investment performance and product innovation based on a collaborative approach with clients and across our investment teams.

Corporate Social Responsibility

We are pleased to serve in the communities in which we live and work, helping our clients thrive and communities prosper through our dedication to youth, sports and sustainability.

10 year, C\$500m

commitment to help prepare youth for the future of work

RBC Future Launch

RBC Future Launch is RBC's largest-ever corporate commitment to date: a 10-year, C\$500 million initiative to help young people gain access and opportunity to the skills, job experience and career networks needed for the future world of work. RBC has a long history of

supporting a wide range of initiatives to help children and youth realise their potential, including the RBC Kids Pledge. At the end of 2016, RBC delivered on its RBC Kids Pledge, which improves the well-being of kids and youth, successfully honouring its C\$100 million commitment two years ahead of schedule.

RBC Race for the Kids Hong Kong

RBC employees, friends and families have raised over C\$62,000 for The Boys' and Girls' Clubs Association of Hong Kong. More than 3,500 people attended the 2016 race of which 500 were team RBC'ers.



RBC Race for the Kids Australia

Held in beautiful Centennial Park Sydney since 2013, over the past 3 years this all inclusive family event has attracted over 2,500 runners so far and raised over C\$330,000 to date for local children's charities.

RBC Race for the Kids Kuala Lumpur

Over 1,500 people attended the inaugural race in 2016, of which 800 were team RBC'ers. The event attracted staff participation in excess of 60%, the highest employee engagement rate across the Race for the Kids franchise. More than C\$60,000 was raised for Ronald McDonald House Charities Malaysia to build two Sensory Rooms at centers that nurture the well-being and education of young people with special needs and learning disabilities.



Empowering Malaysia through Education Together

RBC annually donates C\$15,000 to Teach for Malaysia's Fellowship Program, advocating change in the education inequity of young people in Malaysia, particularly in rural or less affluent areas. RBC volunteers also participated in the Teach for Malaysia Day as part of Education Week in Johor.



Empowering Malaysia through education. together

RBC Hong Kong is awarded as Caring Company by The Hong Kong Council of Social Service for 2016 and 2017

商界展關懷
caringcompany 2016/17
Awarded by The Hong Kong Council of Social Service
香港社會服務聯會頒發

Our commitment to community

We are committed to making a respectful and positive contribution to the communities in which we operate.

RBC mentors students at Holroyd High, Sydney Australia

Since 2015 RBC Australia has been working with Holroyd High to support disadvantaged students achieve their educational goals. Initiatives include supporting a mentoring programme, student workshops as well as donations.



Outing with the elderly – in collaboration with the Lions Befrienders Service Association (LB), Singapore

With a mission to provide friendship and care for senior citizens helping them to access and participate in local community events, the LB and 45 RBC volunteers spent the day with 20 elderly guests visiting the Singapore River Safari.



Financial Industry Charity Run, Tokyo Japan

FIT is a charity run event with 100 companies participated in the past 10 years. RBC Japan donates the money to non-profit community organizations such as child care house, paralympians association and cancer care house through FIT For Charity.



Our involvement in the environment

We recognise the impact we have on the communities in which we live and work. We have been focused on environmental management and continuous improvement.

The RBC Blue Water Project

The RBC Blue Water Project was launched in 2007 and is a 10-year global charitable commitment of C\$50 million to help provide access to drinkable, swimmable, fishable water, now and for future generations. Key RBC APAC locations have participated in various activities to support this initiative.



C\$50m



RBC
Blue Water
Project

World Wide Fund for Nature Malaysia

RBC has pledged C\$90,000 to the World Wide Fund for Nature Malaysia to undertake an innovative socio-ecological research project. This three year partnership aims to promote improved management of freshwater ecosystems and advocate the conservation and security of the catchment forests and urban rivers in the Klang Valley, Malaysia.



WORKING
TOGETHER
TO SAFEGUARD
WATER SECURITY
IN KLANG VALLEY



Royal Bank
of Canada

Reef Rehabilitation of Tioman Island Malaysia

Since 2015, in partnership with Reef Check Malaysia, RBC Malaysia has annually donated C\$18,000 and sent 40 RBC divers to Tioman Island to protect, restore and revive the fragile coral reef ecosystems and clean the shoreline.



TIOMAN ISLAND
REEF REHABILITATION
PROJECT



Royal Bank
of Canada

Diversity & Inclusion



Diversity works here.

Our business is about people. As part of our purpose of helping clients thrive and communities prosper, RBC is committed to fostering a culture of diversity and inclusion in our workplace and promoting diversity in our communities.

Local Diversity Councils in Asia Pacific



Employee Resource Groups

RBC Pride supports our LGBT community and its non-LGBT allies, raising awareness of LGBT issues so that all employees can realize their full potential at RBC



RBC RWomen is an informal, employee-led network dedicated to fostering the development and career aspirations of women



RBC MEA (Multicultural Employee Alliance) promotes and recognises the different cultural perspectives and backgrounds of employees, clients and other groups



Highlights

- ▶ RBC Australia partnered with Pride in Diversity, a national NGO that promotes all aspects of LGBT workplace inclusion, to participate in the **Sydney Gay and Lesbian Mardi Gras** in 2016 and 2017
- ▶ In celebration of **International Women's Day** in March 2017, for the third year running RBC Hong Kong has participated in ASIFMA Women in Finance Asia's "Suits for Success" clothing drive where staff donated their professional clothing to support a local Hong Kong charity
- ▶ **Australia's Race Discrimination Commissioner**, Dr Tim Soutphommasane, joined RBC in September 2016 for a discussion on cultural diversity in the workplace: "Leading for Change: A blueprint for cultural diversity and inclusive leadership"
- ▶ RBC is a proud supporter of **Day of Pink**, an international day of reflection and action, which is recognised globally on the second Wednesday in April. RBC Hong Kong is proud to be one of the sponsors of **Pink Dot**, a fun, high-energy carnival to support LGBT friends, family members and colleagues
- ▶ RBC is a major sponsor of the annual **Hong Kong Pride Parade**, which attracts thousands of people in support of the LGBT community
- ▶ RBC Hong Kong organized a **Breast Cancer Awareness Talk** for employees to raise awareness of breast cancer, the importance of regular check ups and a healthy lifestyle
- ▶ Deng Adut, NSW Australian of the Year 2017, shared the work he undertakes in **support of disadvantaged children**. RBC Australia is partnering with Deng and the John Mac Foundation to support their 2017 mentoring program
- ▶ Aiming to encourage the participation of women in the investment banking industry, RBC partnered with the **University of Technology Sydney Business School** to provide two financial awards and a 3 month internship each year for high achieving female students

Diversity Partners



Contacts

Capital Markets

Hong Kong

+852 2842 6666

Fixed Income Currencies & Commodities	Laurent Baumgartner	Head of FICC Sales and Trading, Hong Kong
Global Equity Linked Products	Philippe Banon Mandy Kan	Head of Global Equity Linked Product Sales, APAC Head of Global Equity Linked Products Trading, APAC
Global Investment Banking	Judith Lee	Head of Global Investment Banking, Asia
Global Credit	Ying Ying	Director, Sales & Relationship Management, Institutional Client Management, APAC

Australia

+61 2 9033 3000

Global Investment Banking	Dominic Hudson	Chief Country Officer Australia, Head of Global Investment Banking APAC
Global Markets	Gavin Ezekowitz	Head of Global Markets Sales APAC, Head of Global Markets Australia
Corporate Banking	Nicole Kidd	Head of Corporate Banking Australia & Institutional Client Management APAC
Global Research	Su-Lin Ong	Chief Economist & Head of Research Australia

Beijing

+86 10 5839 9388

Global Investment Banking	John Wang	Managing Director, Country Head and CEO, China
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Japan

+81 3 4577 7000

Fixed Income Currencies & Commodities	Minako Endo Hidetoshi Hikawa	Country Head & CEO Japan Head of FICC Japan
Global Equity Linked Products	Toru Komori	Director, Global Equity Linked Products Sales Japan
Institutional Client Management	Hideki Matsumoto	Head of Institutional Client Management Japan

Contacts (continued)

Investor & Treasury Services

Hong Kong	Andrew Gordon	Managing Director, Global Client Coverage	+852 2978 5656
Malaysia	Andy Allen	Managing Director, Global Client Coverage	+60 3 2782 3555
Australia	David Travers	Managing Director, Global Client Coverage	+61 2 8262 5000
Singapore	Hong Paterson	Director, Global Client Coverage	+65 6230 1988
Beijing	Tina Qiu	Director, Global Client Coverage	+86 10 5839 9388
Japan	Toshiaki Shima	Director, Global Client Coverage	+81 3 4577 7199

Wealth Management

Singapore	Tho Gea Hong	Head of Wealth Management, South East Asia	+65 6230 1888
Hong Kong	Ignatius KK (Igggy) Chong	Head of Private Wealth, Greater China	+852 2848 1388
	Joel Goh	Head of Brokerage and Futures, Hong Kong	+852 2848 1388

Global Asset Management

			+852 2848 1388
Hong Kong	Ken Tam	Managing Director, Head of Asia	
Hong Kong	Sharon Yang	Executive Director, Head of Greater China Coverage	

BlueBay Asset Management

Tokyo	Ken Yoshida	Partner	+81 3 5777 1760
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Canadian Banking

Beijing	Winson Li	Head of Business Development, Personal Banking, China	+86 10 5839 9388
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Life Insurance

Beijing	Amy Li	Chief Representative, RBC Insurance China	+86 10 5839 9388
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References

1. For the 12 months ended 30 April 2017
2. As of 30 April 2017
3. For the 12 months ended 31 October 2016
4. As of 30 April 2017, ROE may not have a standardized meaning under GAAP and may not be comparable to similar measures disclosed by other financial institutions
5. Based on senior long-term ratings as of 31 May 2017
6. World Economic Forum, Global Competitiveness Report 2016
7. Thomson Reuters by fees for Q1 2017 – as of 30 March 2017, Dealogic by total deals closed in calendar years 2010-2015
8. As of 28 February 2017
9. Includes full time analysts and associates as of February 2017
10. As of 31 January 2017
11. As of 31 October 2016
12. Global Custody Survey, Global Investor ISF, 2011 to 2016
13. AUA & AUM as of 30 April 2017, represents period-end spot balances for Wealth Management globally
14. As at 31 December 2016. Including BlueBay, excluding Minsheng Royal Fund Management Co. Ltd.
15. Active long only – traditional investment solutions which seek to provide access to the underlying asset class while outperforming a market index
16. Unconstrained – ‘go anywhere’ solutions which aim to deliver bond/equity like returns with lower volatility
17. Absolute return – ‘all weather’ solutions which aim to deliver positive returns independent of market conditions
18. Women Banking and Finance partnership is for Australia only

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