



CREATING MORE VALUE FOR CLIENTS

INVESTOR DAY 2018

JUNE 13, 2018

Agenda

01.
Creating More Value for Clients

8:00AM – 8:15AM



03.
Extending Market Leadership in Wealth Management

8:45AM – 9:05AM



05.
Moving Beyond Banking

9:40AM – 10:30AM



07.
Closing and Q&A

10:45AM – 11:45AM



02.
Leveraging Unique Assets to Drive Market Share Shift in Canadian Banking

8:15AM – 8:45AM



04.
Strong Technology & Data Foundation

9:05AM – 9:25AM



06.
Evolution of Financial Targets

10:30AM – 10:45AM



Break
15 minutes

Caution regarding forward looking statements

From time to time, we make written or oral forward-looking statements within the meaning of certain securities laws, including the “safe harbour” provisions of the United States Private Securities Litigation Reform Act of 1995 and any applicable Canadian securities legislation. We may make forward-looking statements in this presentation, in filings with Canadian regulators or the Securities and Exchange Commission, in reports to shareholders and in other communications. Forward-looking statements in this presentation include, but are not limited to, statements relating to our financial performance objectives, vision, and strategic goals, including our expected earnings, client and volume growth, efficiency ratio, client acquisition costs, total shareholder return, earnings mix, costs, operating leverage, and net interest income. The forward-looking information contained in this presentation is presented for the purpose of assisting the holders of our securities and financial analysts in understanding our financial position and results of operations as at and for the periods ended on the dates presented, as well as our financial performance objectives, vision and strategic goals, and may not be appropriate for other purposes. Forward-looking statements are typically identified by words such as “believe”, “expect”, “foresee”, “forecast”, “anticipate”, “intend”, “estimate”, “goal”, “plan” and “project” and similar expressions of future or conditional verbs such as “will”, “may”, “should”, “could” or “would”.

By their very nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties, which give rise to the possibility that our predictions, forecasts, projections, expectations or conclusions will not prove to be accurate, that our assumptions may not be correct and that our financial performance objectives, vision and strategic goals will not be achieved. We caution readers not to place undue reliance on these statements as a number of risk factors could cause our actual results to differ materially from the expectations expressed in such forward-looking statements. These factors – many of which are beyond our control and the effects of which can be difficult to predict – include: credit, market, liquidity and funding, insurance, operational, regulatory compliance, strategic, reputation, legal and regulatory environment, competitive and systemic risks and other risks discussed in the risks sections of our 2017 Annual Report and the Risk management section of our Q2 2018 Report to Shareholders; including global uncertainty and volatility, elevated Canadian housing prices and household indebtedness, information technology and cyber risk, including the risk of cyber-attacks or other information security events at or impacting our service providers or other third parties with whom we interact, regulatory change, technological innovation and non-traditional competitors, global environmental policy and climate change, changes in consumer behaviour, the end of quantitative easing, the business and economic conditions in the geographic regions in which we operate, the effects of changes in government fiscal, monetary and other policies, tax risk and transparency and environmental and social risk.

We caution that the foregoing list of risk factors is not exhaustive and other factors could also adversely affect our results. When relying on our forward-looking statements to make decisions with respect to us, investors and others should carefully consider the foregoing factors and other uncertainties and potential events. Material economic assumptions underlying the forward-looking statements contained in this presentation are set out in the Overview and outlook section and for each business segment under the Strategic priorities and Outlook headings in our 2017 Annual Report, as updated by the Overview and outlook section of our Q2 2018 Report to Shareholders. Except as required by law, we do not undertake to update any forward-looking statement, whether written or oral, that may be made from time to time by us or on our behalf.

Additional information about these and other factors can be found in the risk sections of our 2017 Annual Report and the Risk management section of our Q2 2018 Report to Shareholders.

01

CREATING MORE VALUE FOR CLIENTS

Dave McKay
President & Chief Executive Officer



Creating more value for clients



Our Purpose

Helping clients thrive and communities prosper

Our Vision

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

Our Story

**Diversified
business model
with leading
client franchises**

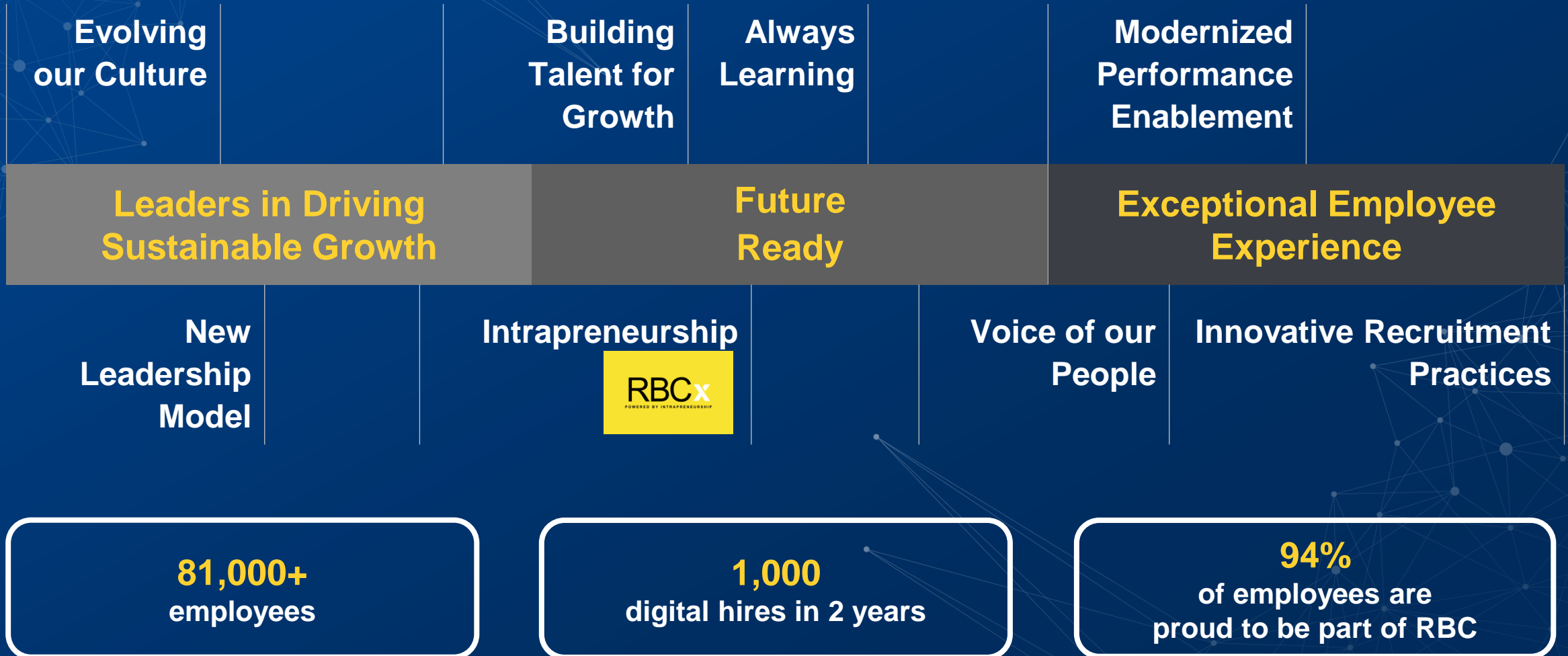
**Financial
strength
underpinned by
prudent risk and
cost
management**

**Leading
corporate citizen**

**Innovation is in
our DNA**

**Market leader
with a focused
growth strategy**

Attracting and retaining the best talent



Our responsibilities

Inherent in our vision is a promise to contribute to a better and more sustainable future – for the economy, society, and the environment

- Committing to young people
- Supporting a clean economy
- Using our capabilities for public good
- Fostering diversity and inclusion

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM



Market leader in Canada

Domestic Leadership

#1 or #2 market share across Canadian Banking⁽¹⁾

Largest full-service wealth advisory business⁽²⁾

Largest fund company⁽³⁾ and leader in high net worth market share⁽⁴⁾

Scale and Reach

Largest distribution network in Canada⁽¹⁾⁽⁵⁾

13MM Canadian Banking clients

Service Excellence

Recognized as Canada's most valuable brand⁽⁶⁾

#1 in Customer Satisfaction

Highest in customer satisfaction among the big five retail banks

J.D. Power, 2016, 2017, 2018



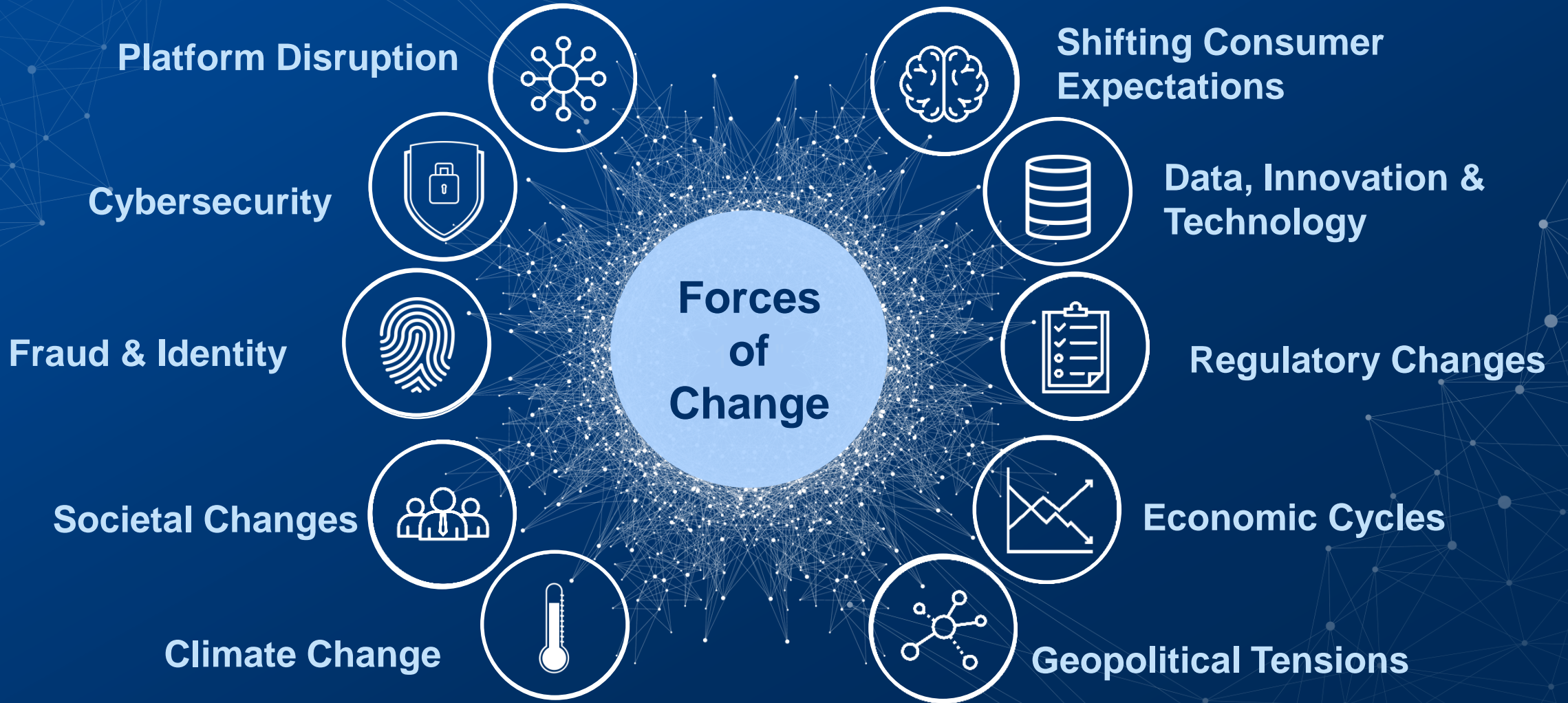
Our long standing differentiators

**Largest Reach
& Distribution**

**Payments
&
Transactions**



The world is changing



Changing business value chains and customer value propositions



Socialize



Shop



Build



Watch



Search



Work



Play

Digitally Enabled Relationship Bank creates value

Deep understanding of clients



Payments franchise + loyalty programs + partners

Providing relevant advice



Best people + Data & Analytics + Artificial Intelligence

Best in class services and products



Avion + RBC Rewards + Homeline + Investments

Providing convenience



Traditional distribution + integrated digital and mobility

Expanding client relationships
& value creation



New value chains + ventures & partners

Creating more value

Ventures & Partnerships

Largest Reach & Distribution

Payments & Transactions



Goal to grow clients at up to **3X** our current rate

Deepen existing client relationships by providing **more value**

Leverage our operational scale for improved efficiency & **better credit profile**

Strong Technology & Data Foundation

02

LEVERAGING UNIQUE ASSETS TO DRIVE MARKET SHARE SHIFT IN CANADIAN BANKING

Neil McLaughlin

Group Head, Personal & Commercial Banking



We have built the market leading Canadian retail bank



Market
Leading
Retail
Bank

1,221 locations

Largest branch network

>2,900

Contact centre professionals

2,600+

Business Bankers

>5,800

Expert relationship and specialist advisors

Leading

Online and mobile banking capabilities

Payments
&
Transactions



#1 Travel Rewards

Credit card⁽¹⁾

#1 Mobile App

in client satisfaction
by J.D. Power

>80%

AUM outperforming the
benchmark ⁽²⁾

(1) Recognized by Rewards Canada (2) As at March 2018, gross of fees, on a 3-year basis

Our privileged assets cannot be easily replicated



Market
Leading
Retail
Bank



**Scale & Leading
Client Base**



**#1 Deposit &
Payments Business**



Data & Insights

RBC
rewards

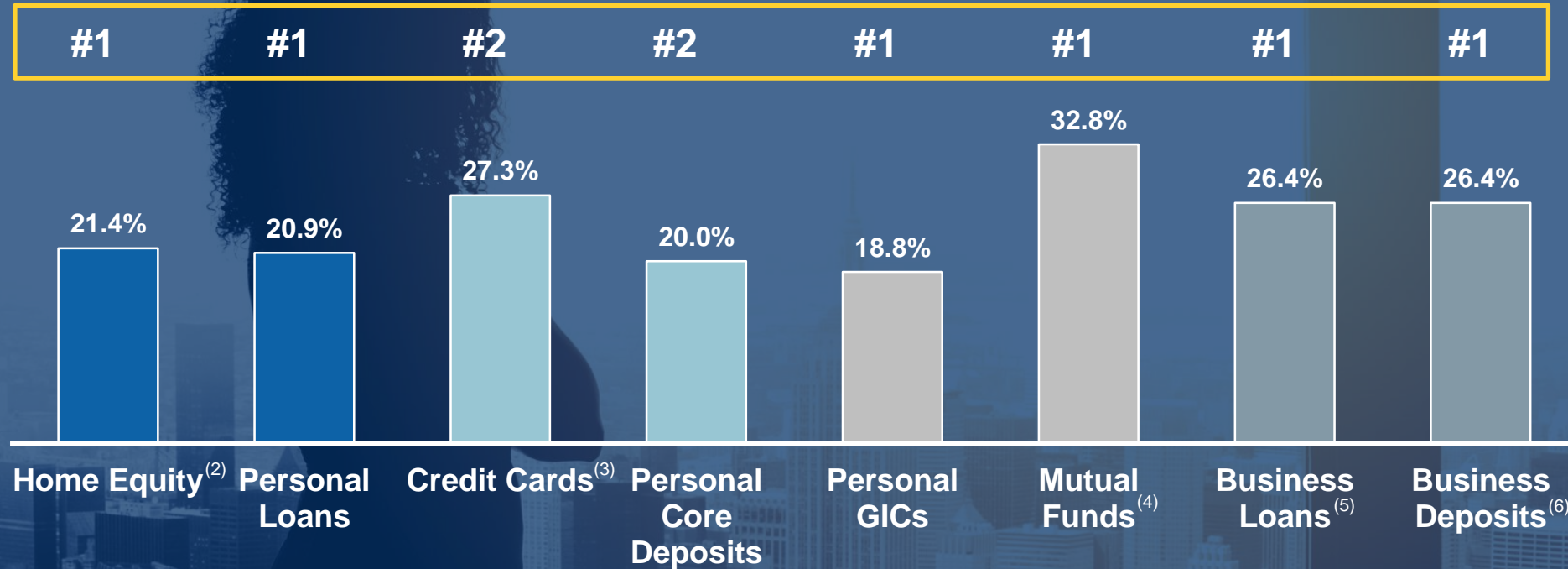
**Proprietary
Rewards**

Our scale means we can invest more



Market
Leading
Retail
Bank

Key Product Market Share⁽¹⁾



~\$15BN in revenue enabling us to invest more

(1) Personal Core, GICs, MF and business deposits as at February 2018, Home Equity, Personal Loans, Credit Cards and Business Lending as at December 2017. All figures above reflect reported balance sheet volumes only. Auto Finance is included in Personal and Business Lending. (2) Mortgages and Home Equity Line of Credit. (3) Credit cards market share is based on 6 banks (RBC, BMO, BNS, CIBC, TD and NA) as at December 2017. (4) 'Long-Term Funds' and 'Money Market' market share of 6 banks (RBC, BMO, BNS, CIBC, TD and NA) as at March, 2018. (5) \$0-\$25MM loans market share is of 6 Chartered Banks (RBC, BMO, BNS, CIBC, TD and NA) on a quarterly basis and is as of December 2017. (6) Business Deposits market share excludes Fixed Term, Government and Deposit Taking Institution balances as at February 2018.

Canada's leading deposit and payment franchise



Market
Leading
Retail
Bank

9MM
personal banking
transaction accounts⁽¹⁾

4-5x
more likely to
consolidate their
business with RBC⁽²⁾

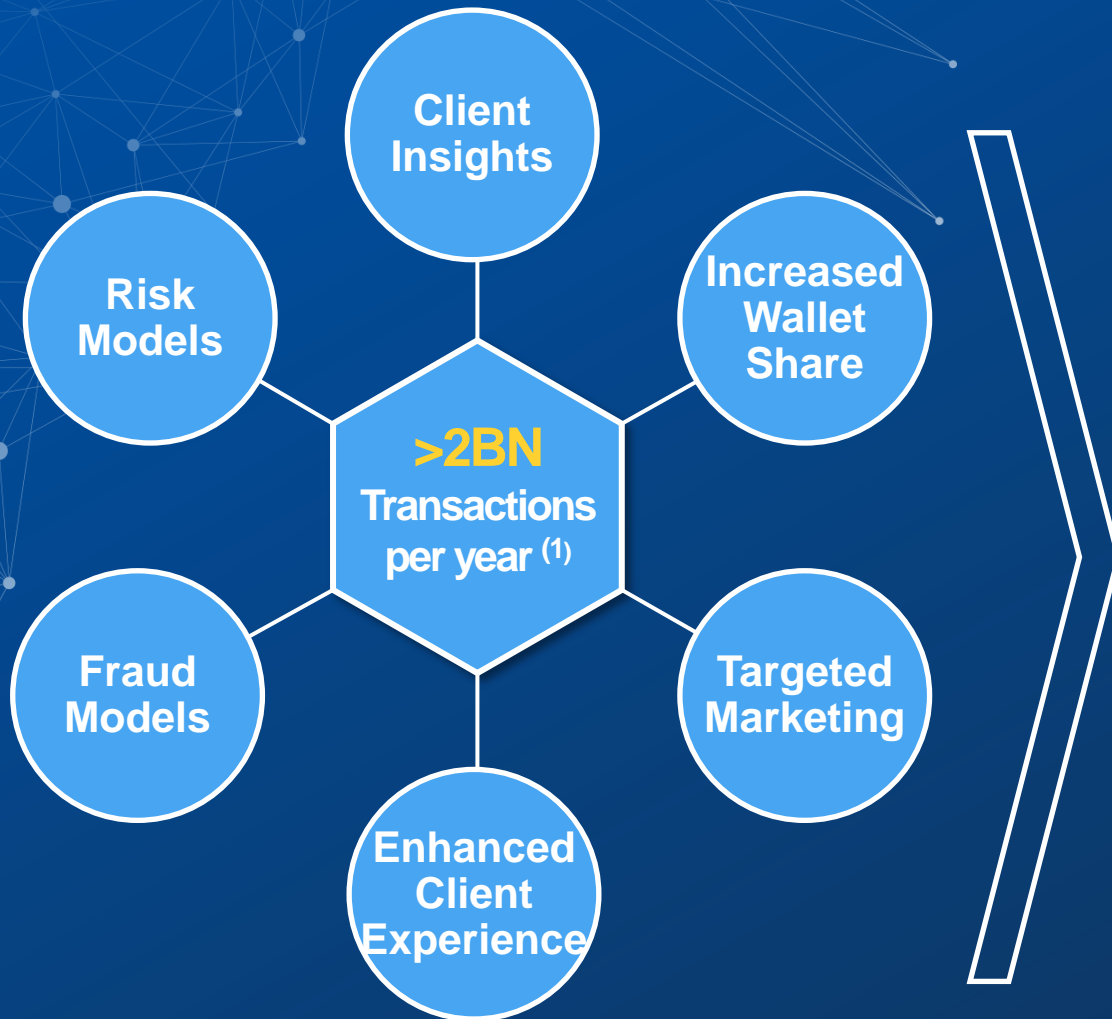
>2BN
transactions per
year⁽³⁾

(1) Debit and credit card transaction accounts. (2) More products compared to non-transaction account holders. (3) Debit and Credit card transactions in 2017

Transactions provide data to fuel the business...

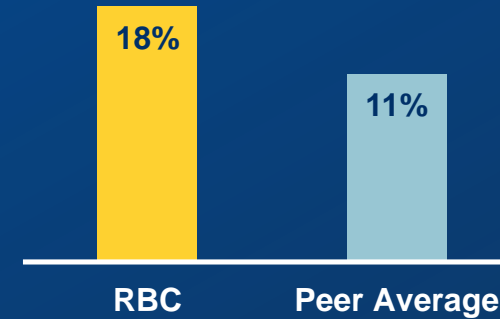


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Bank



More Relevant Offers = Deeper Relationships

% of households with broad product suite⁽²⁾

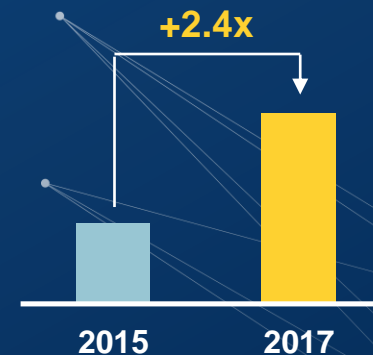


'Next Best Offer'

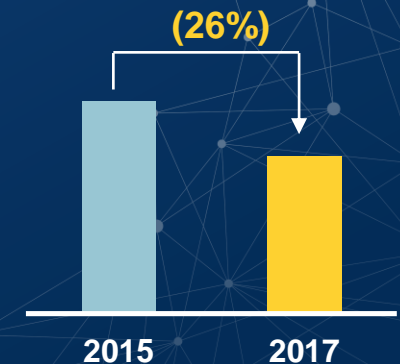
13% lift in net response rate across all channels⁽³⁾

Leading Digital Marketing

Click through rates⁽⁴⁾



Cost per click⁽⁴⁾



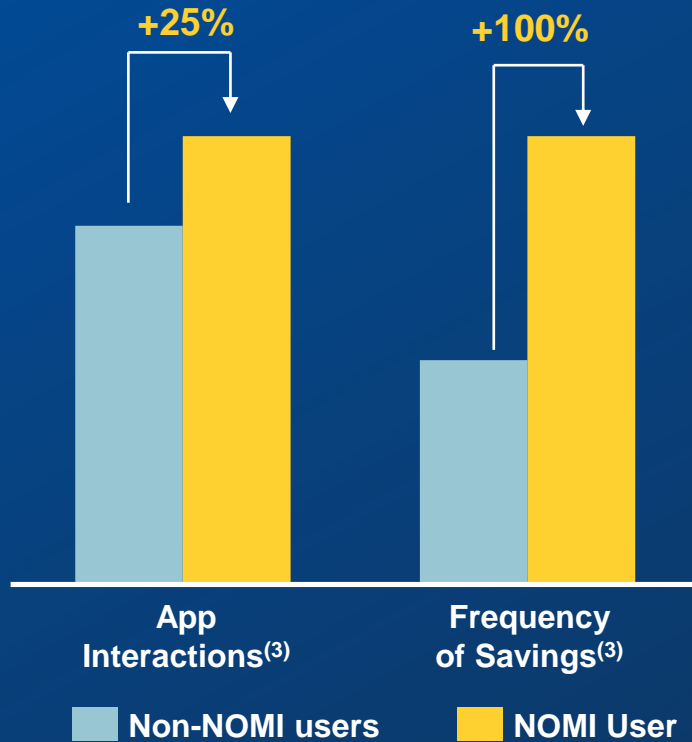
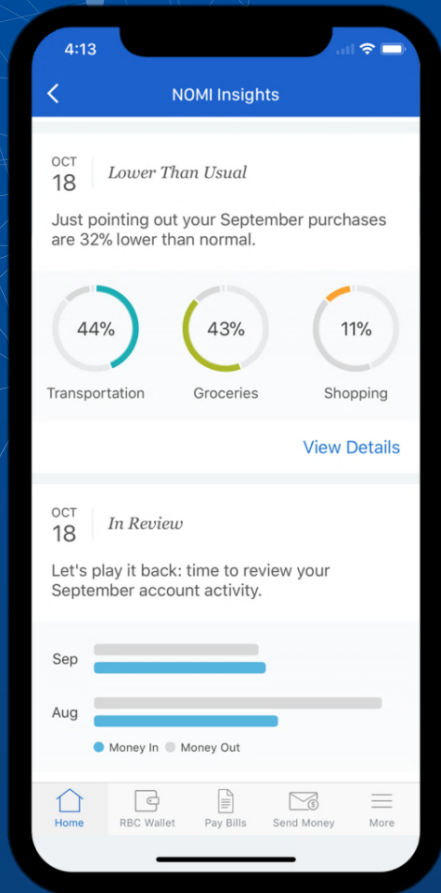
(1) Debit and credit card transactions in 2017. (2) Canadian Financial Monitor by Ipsos – 10,000 Canadian households - Percent of households with transaction accounts, investments and borrowing products (borrowing includes cards) – data based on Financial Group results for the 12-month period ending January 2018; TFSA is considered an Investment. Peers include BMO, BNS, CIBC and TD. (3) RBC Data & Analytics. (4) Kenshoo – 3rd Party Programmatic Marketing Platform

...and AI powered insights for our clients

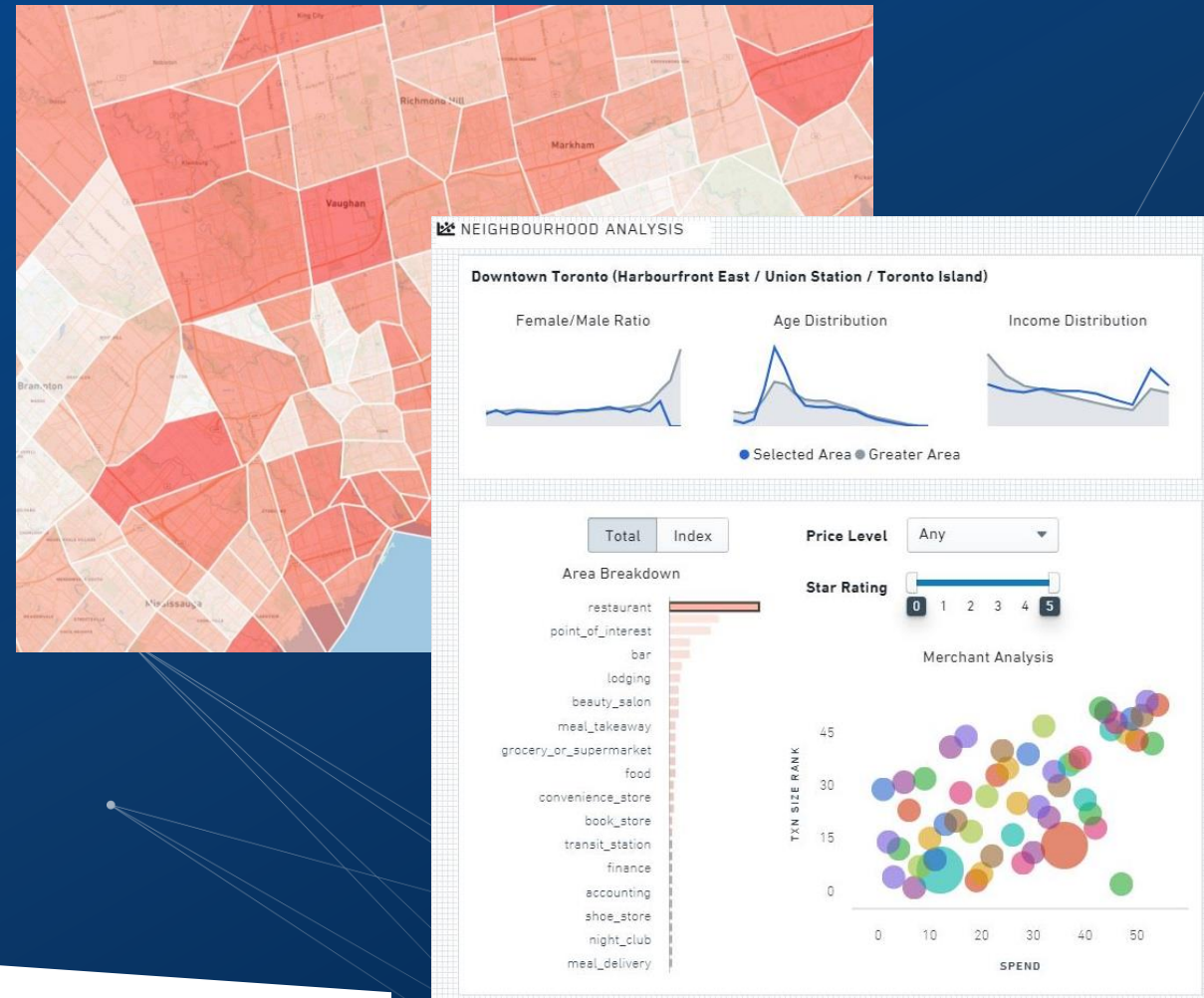


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NOMI: Financial insights for individuals
Award-winning digital money management platform
with **3.4MM** active users⁽¹⁾⁽²⁾



Insights for Businesses



(1) As of Q2 2018. (2) Recognized by Celent's Model Bank Award. (3) Since launch in October 2017 to April 2018

Drop by our booth to learn more

RBC Rewards – Canada’s leading loyalty program



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Retail
Bank

We have a highly engaged and growing membership base

5MM
active members⁽¹⁾

\$1BN+
in value delivered from our rewards program and partnerships⁽²⁾

We have built partnerships that offer members robust redemption options



7%
growth in points redeemed⁽³⁾



86%
redemptions are digital⁽²⁾



150+
brands to choose from and growing every day



SAMSUNG

HUDSON'S BAY

Indigo

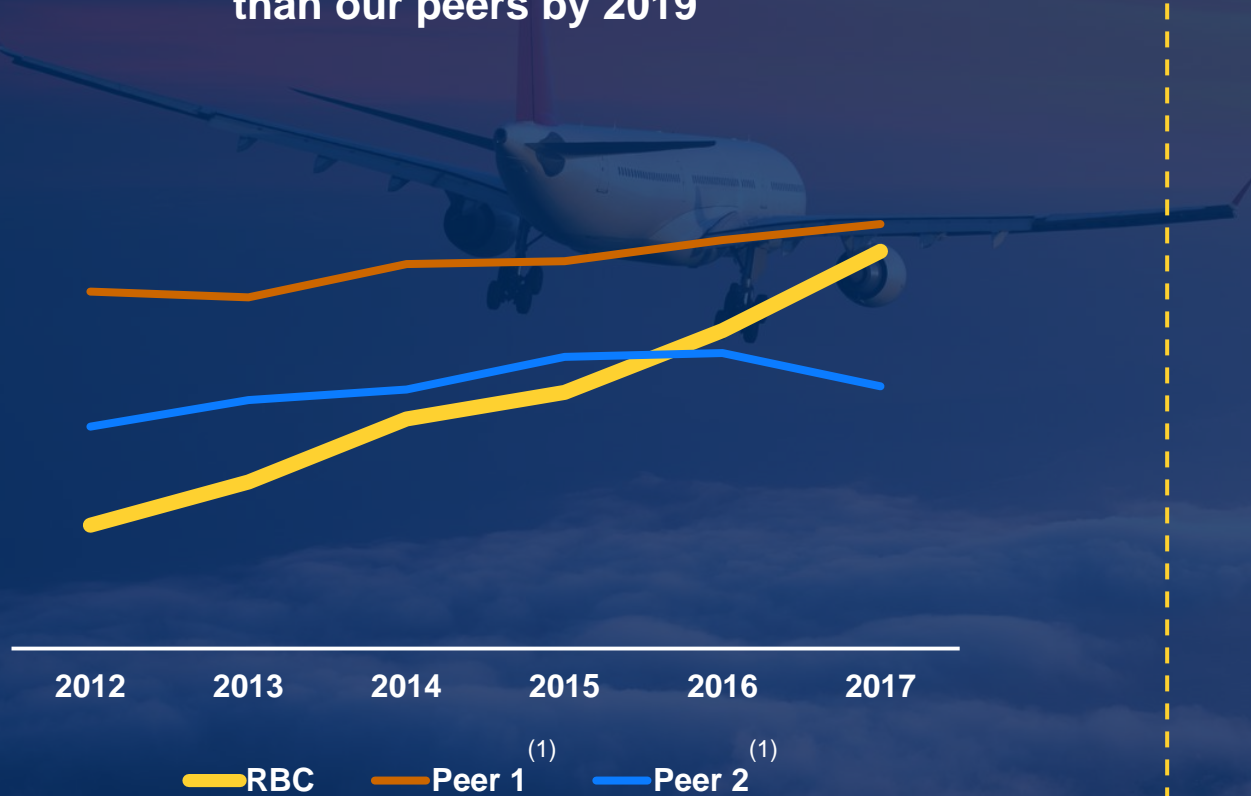


(1) As of Q2/2018. (2) F2017. (3) YoY in F2017

RBC Rewards – Delivering more value to clients



We are well-positioned to issue **more** points than our peers by 2019



RBC Reward members...⁽²⁾

are **1.7x**
more digitally engaged

have **1.5x**
more RBC products

are **2x**
more profitable

(1) Using company reported data and internal estimates. (2) Relative to RBC customers

Creating more value



Market
Leading
Retail
Bank

Ventures & Partnerships

1,221 locations
Largest branch network

>2,900
Contact centre professionals

2,600+
Business Bankers

>5,800
Expert relationship and specialist advisors

Leading
Online and mobile banking capabilities

Payments & Transactions

Strong Technology & Data Foundation



Attract new clients

Deepen existing client relationships

Drive efficiencies

Our **Digitally-Enabled Relationship Bank** strategy is driving shareholder value



Market
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Retail
Bank

**Attract new
clients**

**Deepen
existing
client
relationships**

**Drive
efficiencies**

Our **Digitally-Enabled Relationship Bank** strategy is driving shareholder value



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Bank

**Attract new
clients**

**Deepen
existing
client
relationships**

**Drive
efficiencies**

Branches remain an important channel for client acquisition



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200k
clients visit a branch
everyday⁽¹⁾

2-YR CAGR of
8%
in sales dollar volumes⁽¹⁾

2-YR CAGR of
5%
in expert appointments⁽¹⁾

Evolving our branch format to increase customer relevancy



2x
Client acquisition rate compared
to standard branch format⁽²⁾

(1) 2015 to 2017 figures. (2) In the 21 month period since launch versus an average DeNovo benchmark for a traditional branch

We are driving digital adoption...



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Active Digital Users⁽¹⁾

6.5MM

+8% YoY

49% adoption
+6 pts since 2015

Digital clients are more engaged and
have more products

Mobile and
Online Banking



**1x interaction
every 2 days**
(versus 1x per month in branch)

Digital clients have **~2x** more
products⁽²⁾

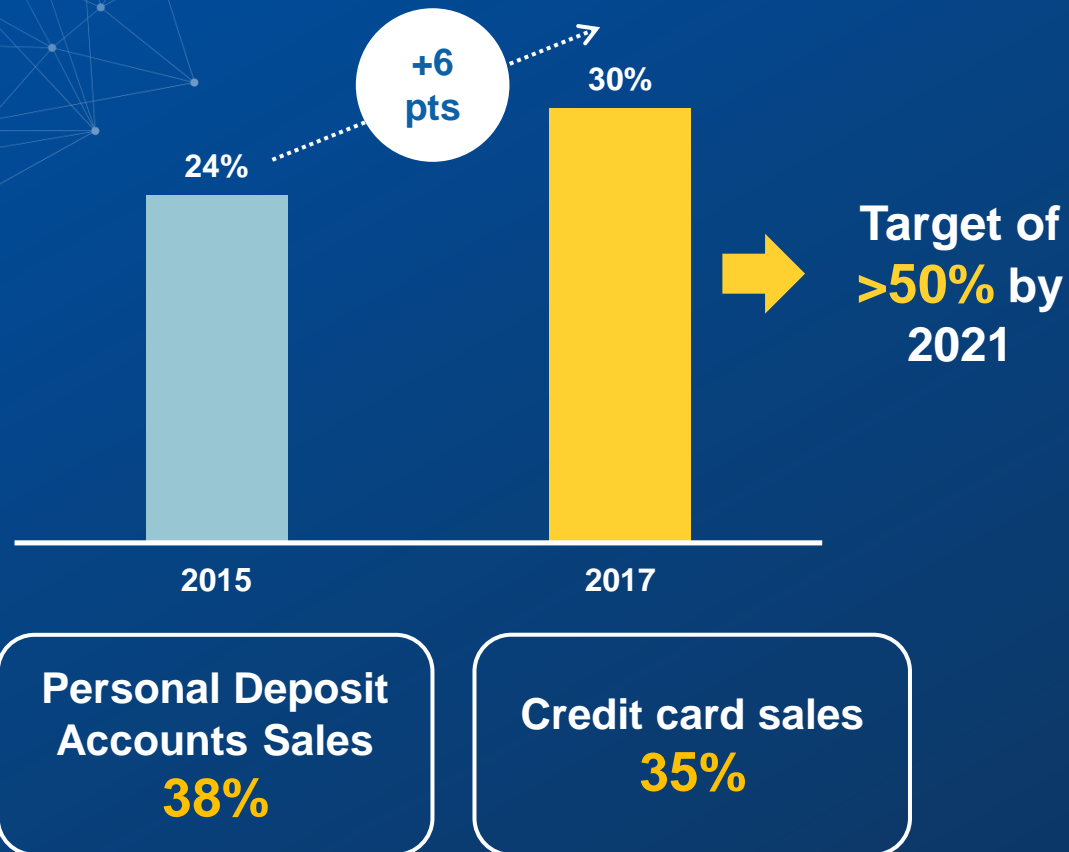
(1) 90-day active customers as of Q2 2018 in Canadian Banking only. (2) Compared to non-digitally active customer

...and are leading in digital sales and marketing



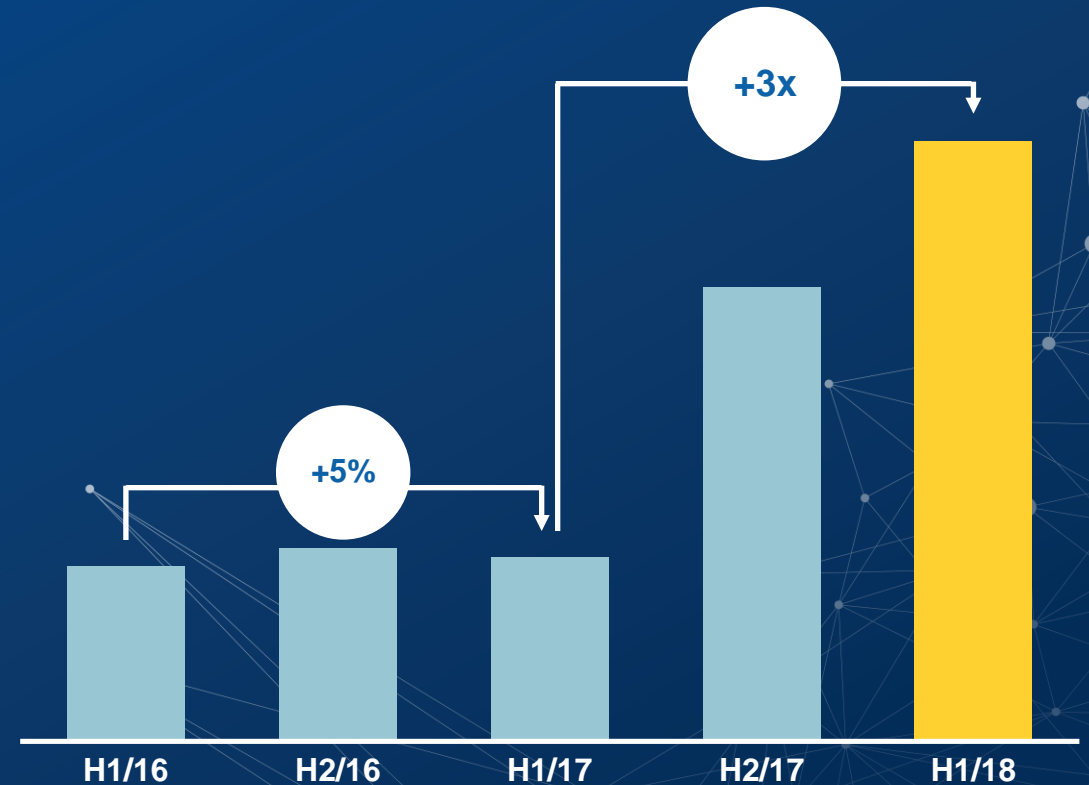
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Leading
Retail
Bank

Higher digital sales as % sales (Cards, Personal Deposit Accounts, and Personal Loans)



Digital mass-marketing example

Approved new-to-RBC Credit Card Applications



RBC credit cards are growing at 2-3x the rate of our competitors



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Retail
Bank

Broad suite of credit card products

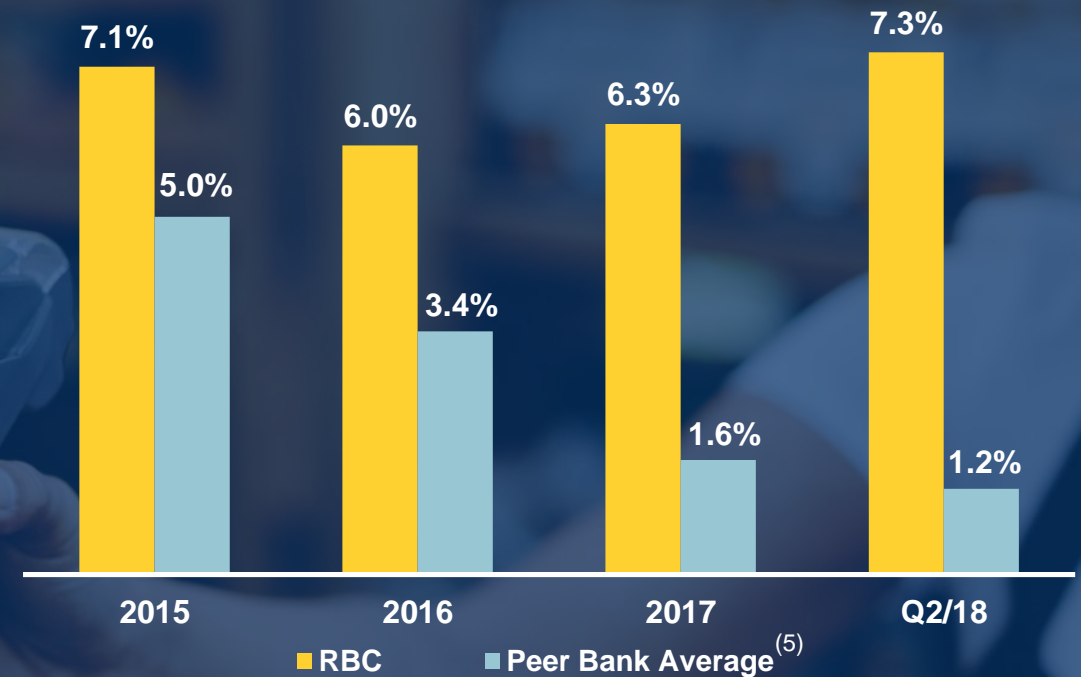


- Attracting more premium customers – Awarded **#1, #3 and #4** in premium travel⁽¹⁾
- **35%** of Avioners are new to RBC, up **15 pts** from 2015⁽²⁾



- New Business Avion accounts up **8%** since 2015⁽³⁾
- Spend up **~20%** since 2015⁽³⁾

Cards balance growth (YoY) ⁽⁴⁾



Growth within risk appetite:
Average cards FICO score of
~780⁽⁶⁾

(1) Recognized by Bond Brand Loyalty. (2) As of Q2 2018. (3) FY2017. (4) Growth in balances do not include acquisition of portfolios. (5) Using company reports. Peers include BMO, BNS, CIBC and TD. (6) As of Q2 2018.

Iconic partners bring more value to clients and more clients to RBC



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~115k new accounts⁽¹⁾
50% new to RBC⁽¹⁾

>500k linked accounts⁽²⁾

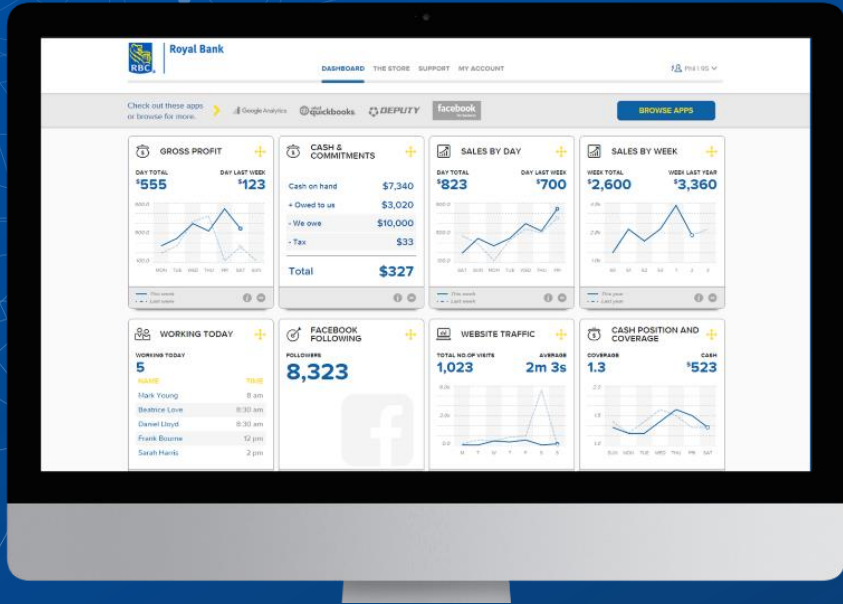
(1) In F2017 (2) Since launch on October 31, 2017

Market leading growth with business clients



Market Leading Retail Bank

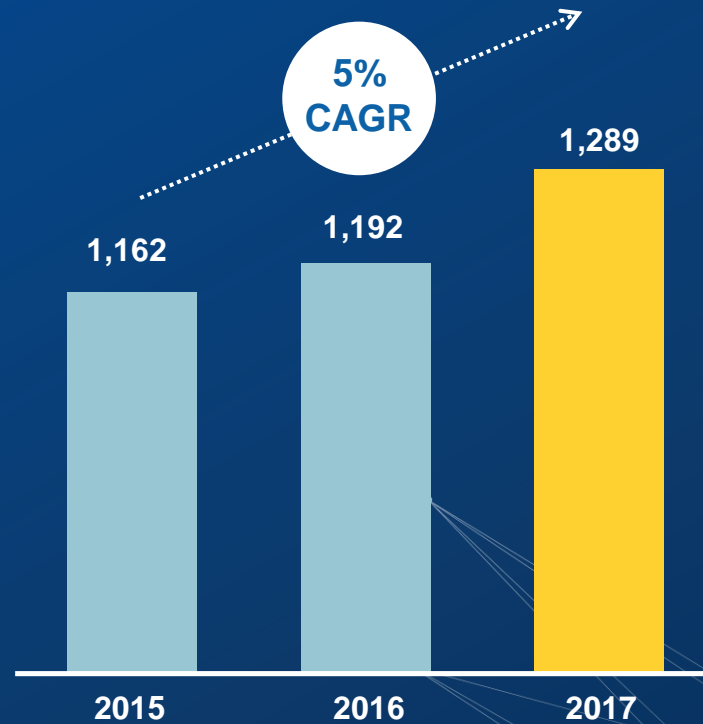
Innovating for Small Business



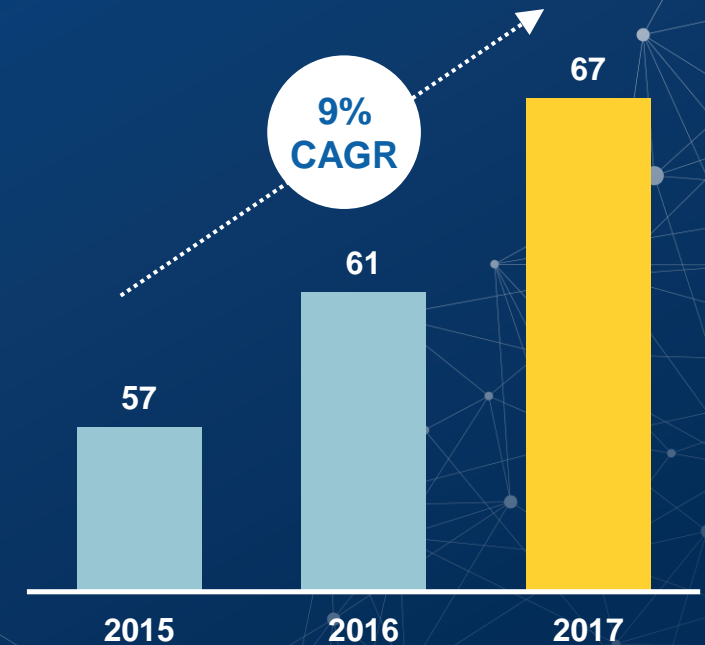
Over 40 curated apps providing key business metrics and insights in one place



Investing in expert Commercial Account Managers



Driving growth in Business lending⁽¹⁾ (\$BN)



(1) Average balances, including Small Business as at Q4 2017.

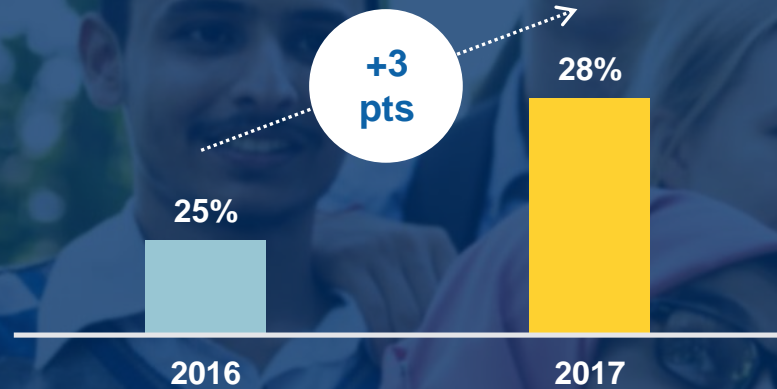
New banking accounts provide the foundation to deepen relationships



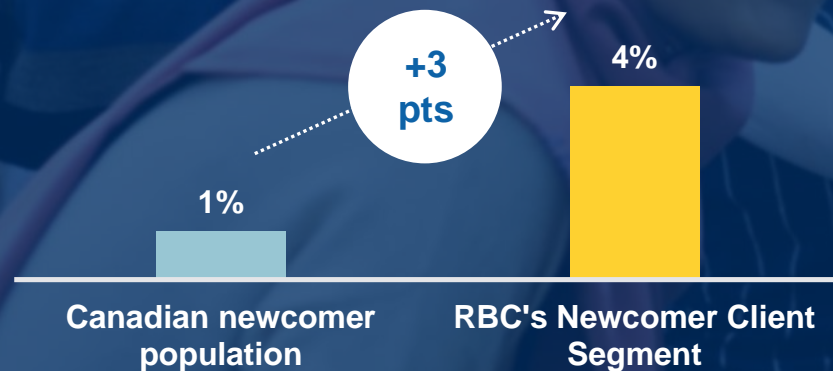
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Bank

Success in key growth segments

Youth market share^{(1) (2)}



Newcomer YoY growth⁽²⁾



13%
YoY increase in everyday
banking account acquisition⁽³⁾

(1) Youth defined as 18 – 24 Years old. (2) YTD as of Q2 2018. Based on internal estimates. (3) YoY as of Q2 2018.

Our **Digitally-Enabled Relationship Bank** strategy is driving shareholder value



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Attract new
clients

Deepen
existing
client
relationships

Drive
efficiencies

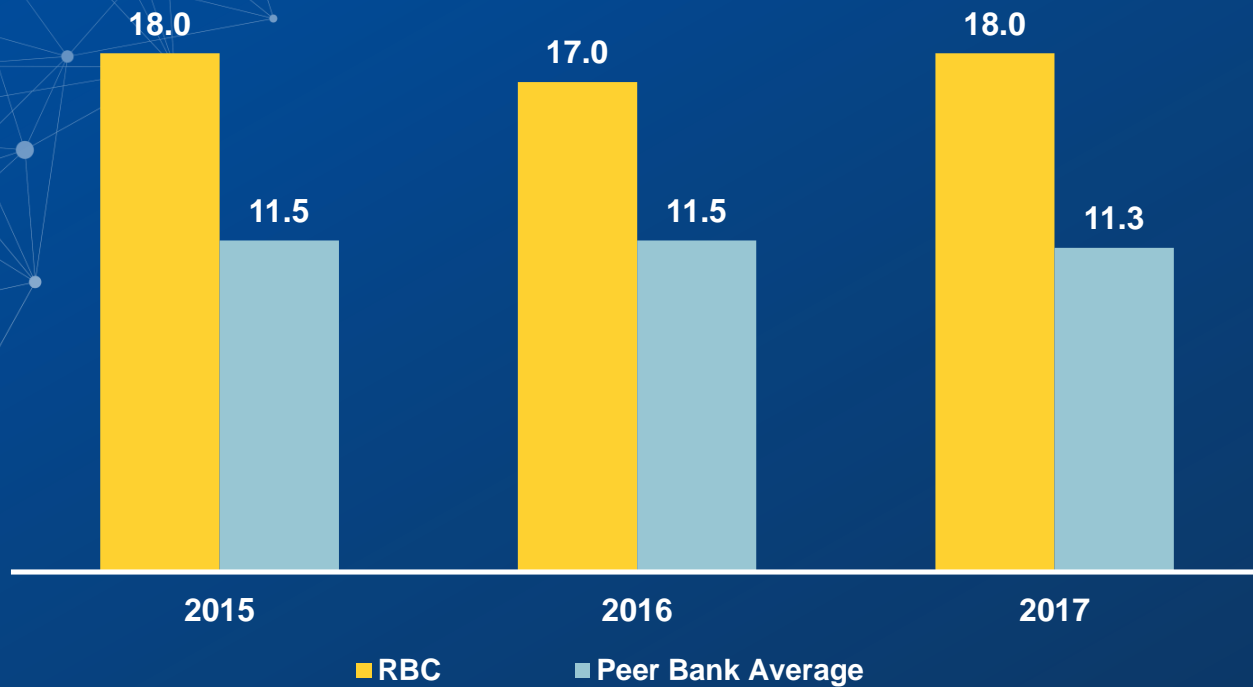
Leveraging scale and reciprocity to drive share of wallet



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Bank

Industry leading products per customer

Percent of clients with transaction accounts, investments and borrowing products⁽¹⁾



Expanding our Reciprocity program



⁽¹⁾ 2017 Canadian Financial Monitor by Ipsos – >12,000 Canadian households – % of clients of each financial group holding Transaction accounts (Chequing and/or Savings), Investments (GIC and/or Bond and/or Stock and/or Mutual Fund and/or TFSA Savings), Borrowing (Mortgage and/or Loan and/or Line of Credit) products and Credit Cards. Peers include BMO, BNS, CIBC and TD.

Enhancing our digital advice capabilities to drive investment share of wallet



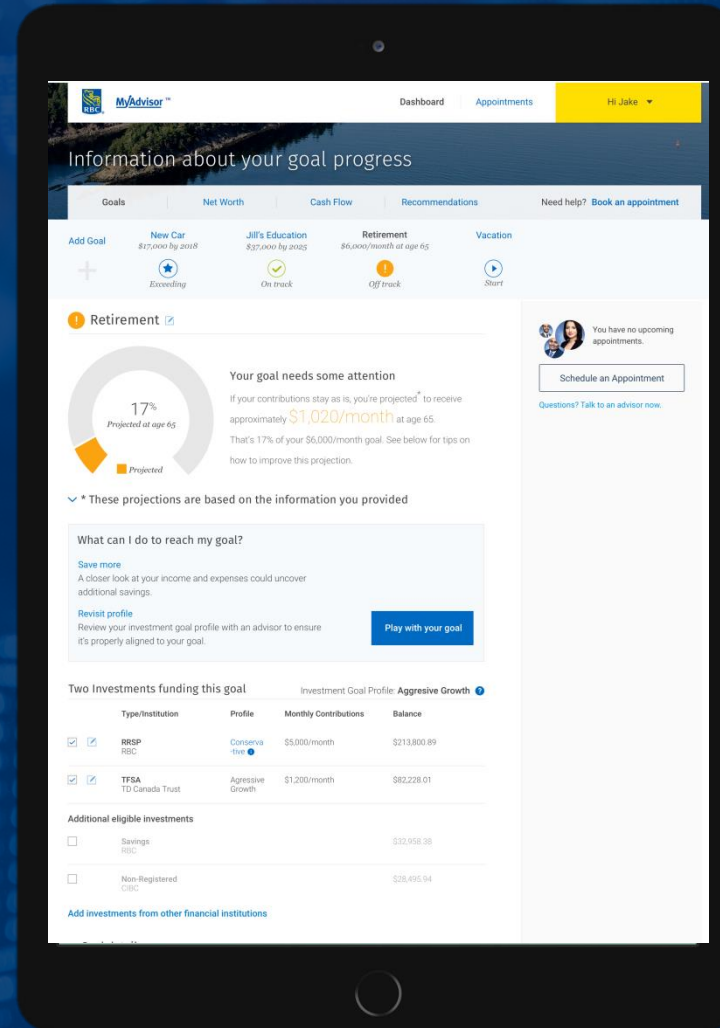
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MyAdvisor – Digital financial advisor solution

32.8%
Market share in mutual
funds⁽¹⁾

~1,600
Financial Planners

~8,400
Other registered advisors



37% higher AUM per client for
MyAdvisor versus traditional clients⁽²⁾

+7,000 investment advice
appointments booked⁽²⁾

\$1.2BN AUM for clients that are
engaging remotely⁽²⁾

(1) 'Long-Term Funds' and 'Money Market' market share of 6 banks (RBC, BMO, BNS, CIBC, TD and NA) as at March, 2018. (2) Since launch in April 2017 up to Q2 2018

 Drop by our booth
to learn more

Expanding mortgage share of wallet through the home ownership journey



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>35% increase in digital leads generated since launch of the home ecosystem tools⁽¹⁾

(1) In 2017 on a YoY basis.

Our **Digitally-Enabled Relationship Bank** strategy is driving shareholder value



Market
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Retail
Bank

**Attract new
clients**

**Deepen
existing
client
relationships**

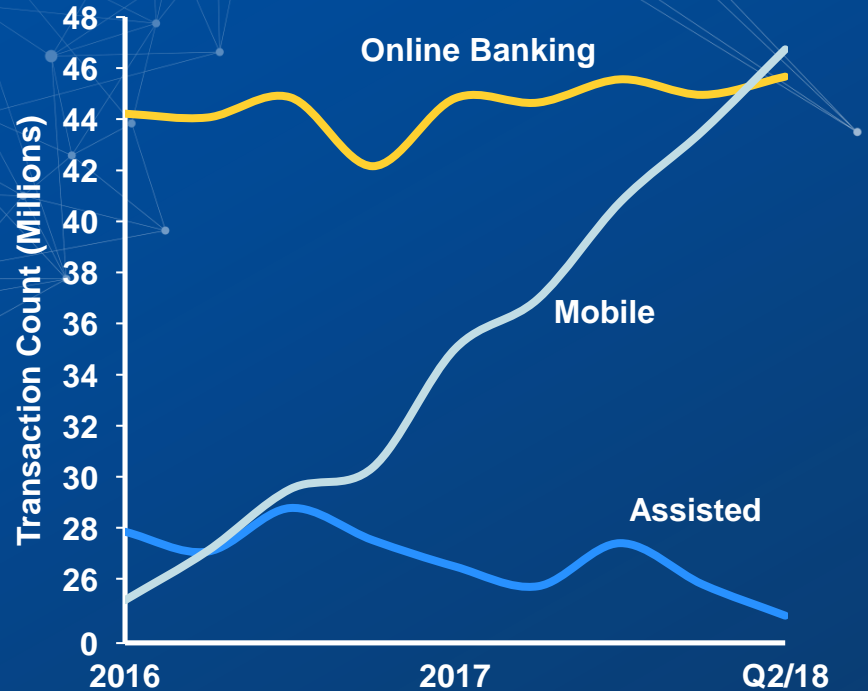
**Drive
efficiencies**

Mobile is enabling lower cost and more convenient servicing



Market
Leading
Retail
Bank

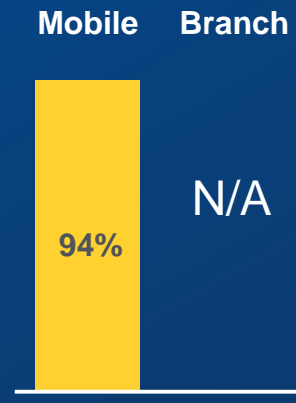
Transactions by channel



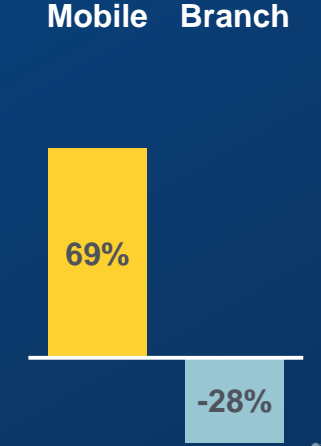
Mobile Users⁽¹⁾
3.5MM
+19% YoY

Mobile adopters are driving efficiencies in everyday banking

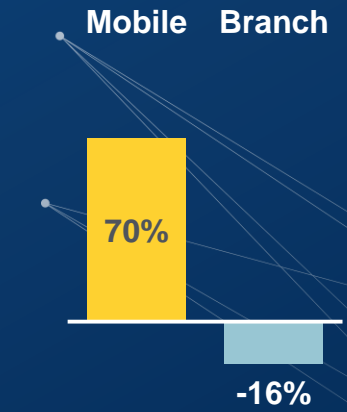
E-Transfers⁽²⁾



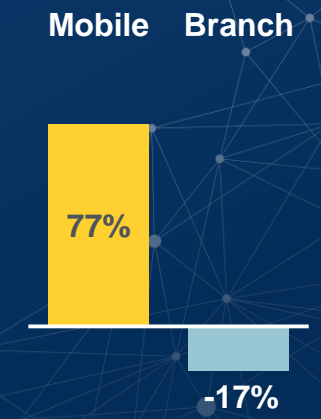
Bill payments⁽²⁾



Account transfers⁽²⁾⁽³⁾



Credit card payments⁽²⁾



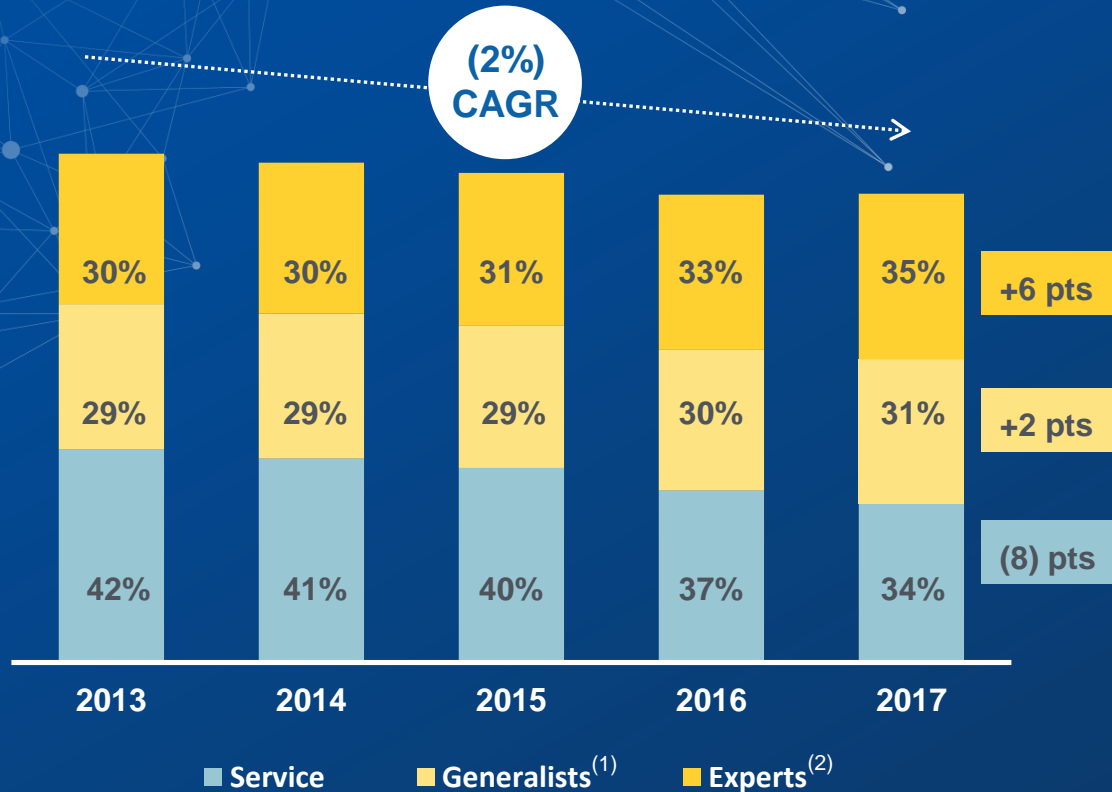
(1) 90-day Active users as of Q2 2018 (2) YoY increase in usage of mobile and branch channel by following a cohort of 110k clients on their mobile adoption journey, from 2017 to 2018 (3) Includes all client fund transfers to any RBC account, including RBC Cards

Our branch strategy increases relevancy while reducing cost



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Retail
Bank

Reduced service FTE in line with migration to digital



Branch service FTE 4-YR CAGR of **(3%)**

Since 2015, branch count is down **4%**, with branch square footage down **6%**

~75% of branch leases are due for renewal within the next 5 years

Expect **20%** reduction in square footage over 5 years

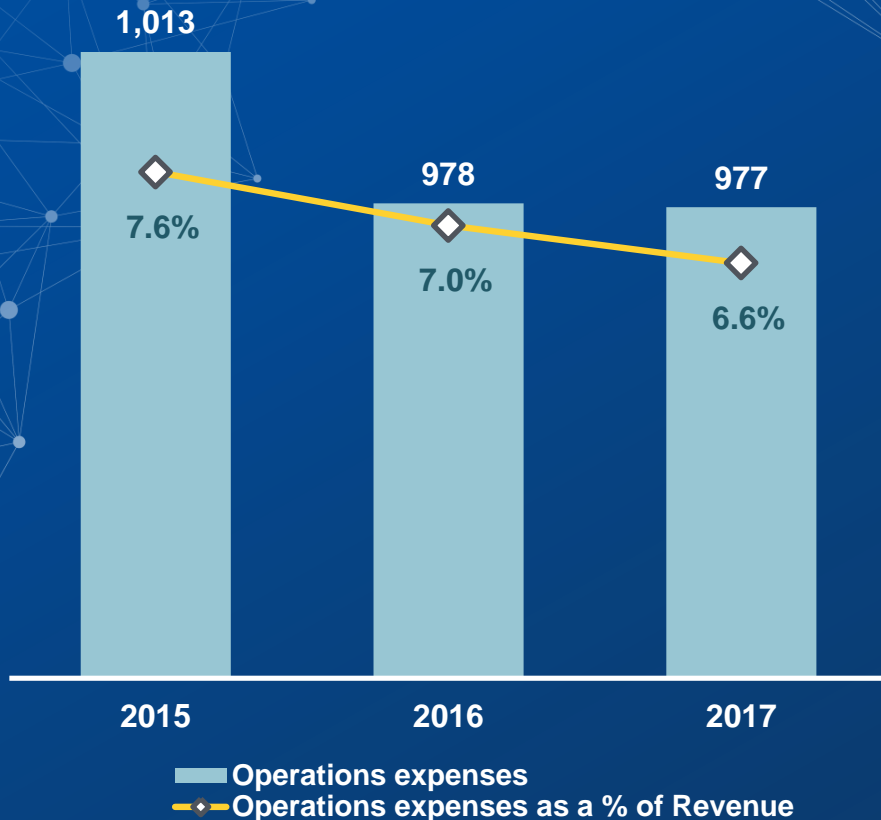
(1) Generalists include Banking and Financial Advisors. (2) Experts include Financial Planners, Commercial & Business Account Managers, IRPs and Mortgage Specialists.

Simplified and streamlined our internal operations to drive greater efficiencies



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Bank

Operations expenses (\$MM)



Efficiency and cost management are part of our DNA

Document preparation

70% of documents are being submitted to operations through digital capture

eStatement Adoption

70% of clients have migrated to eStatements

Mortgage adjudication

Process improvements have reduced average processing time by **12%**

Our clients are telling us we're on the right track



Market
Leading
Retail
Bank



Highest in **Overall Customer Satisfaction** for a 3rd consecutive year⁽¹⁾



Highest in customer satisfaction among **Mobile Banking Apps** for a 2nd consecutive year⁽¹⁾



Highest satisfaction in **Advice & Onboarding**⁽¹⁾

(1) J.D Power, 2018

Canadian Banking **Goals**

Up to **3x** our current client acquisition rate leading to **2.5MM+** new clients by 2023⁽¹⁾

Drive efficiency ratio lower to **<40%** by 2021



Leveraging Unique Assets to Drive Market Share Shift

Key Takeaways

- **Best-in-class value** propositions coupled with significant **distribution advantage**
- Deeper digital **engagement** as client expectations and behaviours change
- Leveraging our **advantage in Payments and Data** to accelerate growth
- Creating **more value** and advice through RBC Venture's and partnerships
- Building relationships with **core clients** to deliver premium returns

03

EXTENDING MARKET LEADERSHIP POSITION

Doug Guzman

Group Head Wealth Management & Insurance



Wealth Management – Key Takeaways

Sustainable advantage of scale, talent and infrastructure

– A self reinforcing system

Track record of premium growth vs. industry

External disruption magnifies our advantage

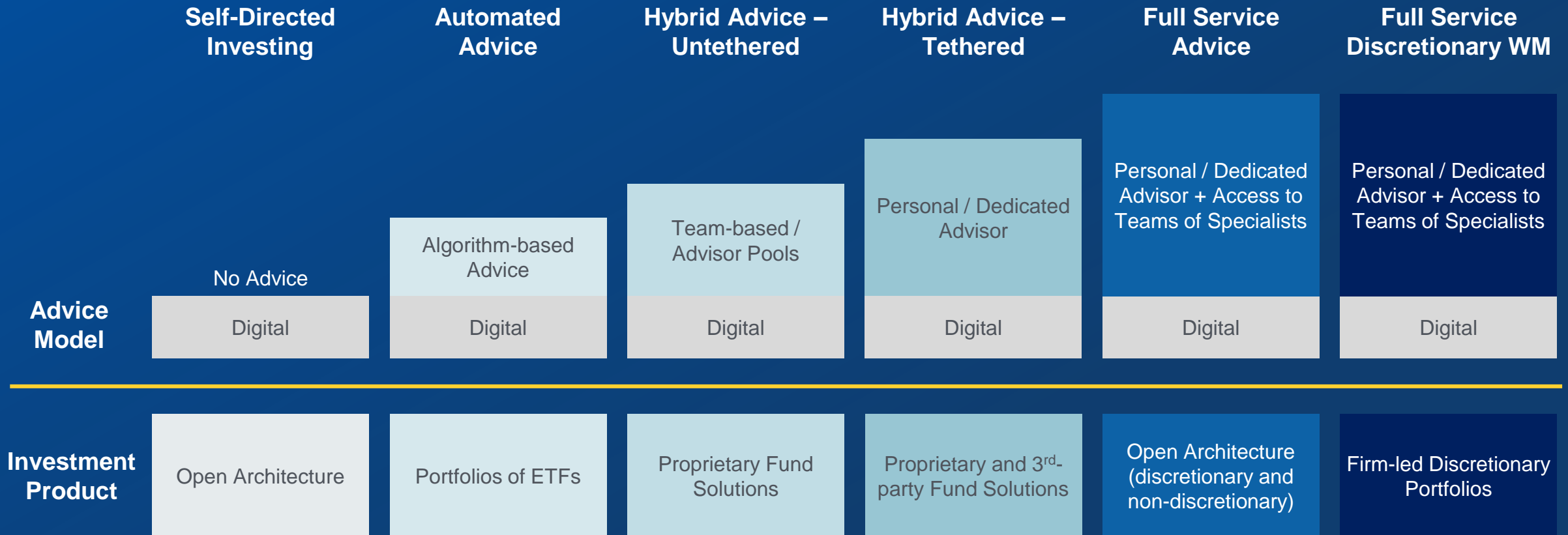


**Extending Market
Leadership Position**

Full spectrum of investment advice models to address different client needs



Market
Leading
Wealth
Manager



Aligning clients to propositions based on what they value and prefer (versus by wealth bands)

High Net Worth Distribution – Canada’s market leader



Market
Leading
Wealth
Manager

Investments

#1

full-service brokerage by
assets, revenue and profit⁽¹⁾

#2

private investment counsel
by assets⁽²⁾

Largest

discretionary money manager by
assets under management⁽²⁾⁽³⁾

Banking & Credit

#1

private bank by revenue,
profit, deposits and loans⁽⁴⁾

11th year in a row

rated as Canada’s top private
bank by industry peers in the
Euromoney PB and WM Survey⁽⁵⁾

Other WM Solutions

#1

estate & trust business
by assets⁽²⁾

#1

IIROC insurance agency
by revenue⁽⁶⁾

#1 market share of HNW assets⁽⁷⁾

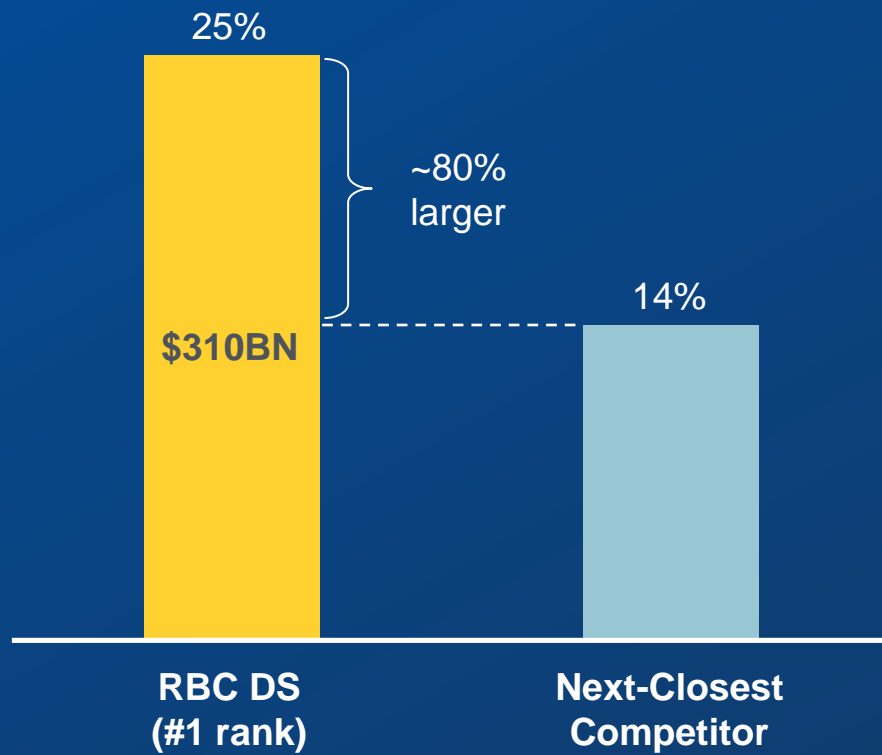
(1) Strategic Insight (Retail Brokerage and Distribution Report, Winter 2018 and Brokerage Profitability – RBC Dominion Securities, January 2018). (2) Strategic Insight (Fee-based Report, Winter 2018). (3) Based on client assets in RBC PH&N Investment Counsel and RBC Dominion Securities’ Private Investment Management program. (4) Strategic Insight (Private Banking Profitability – RBC Private Banking, 2018). (5) 2018 Euromoney Private Banking and Wealth Management Survey. (6) IIROC insurance agency refers to RBC Wealth Management Financial Services Inc.; based on RBC Wealth Management internal data. (7) Calculated using data from Strategic Insight and internal data from RBC Wealth Management.

HNW Distribution – Significant lead over our competitors

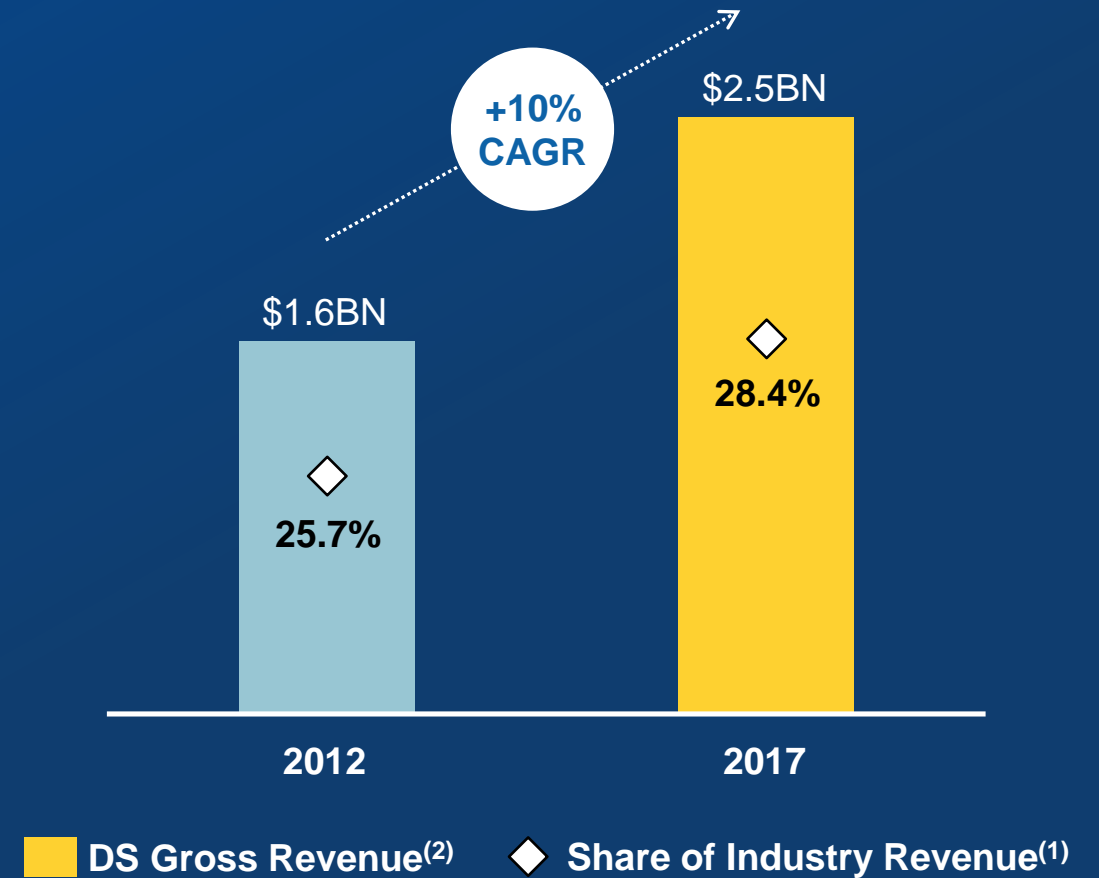


Market
Leading
Wealth
Manager

Market Share of Full-Service Brokerage Assets⁽¹⁾



RBC Dominion Securities' Gross Revenue



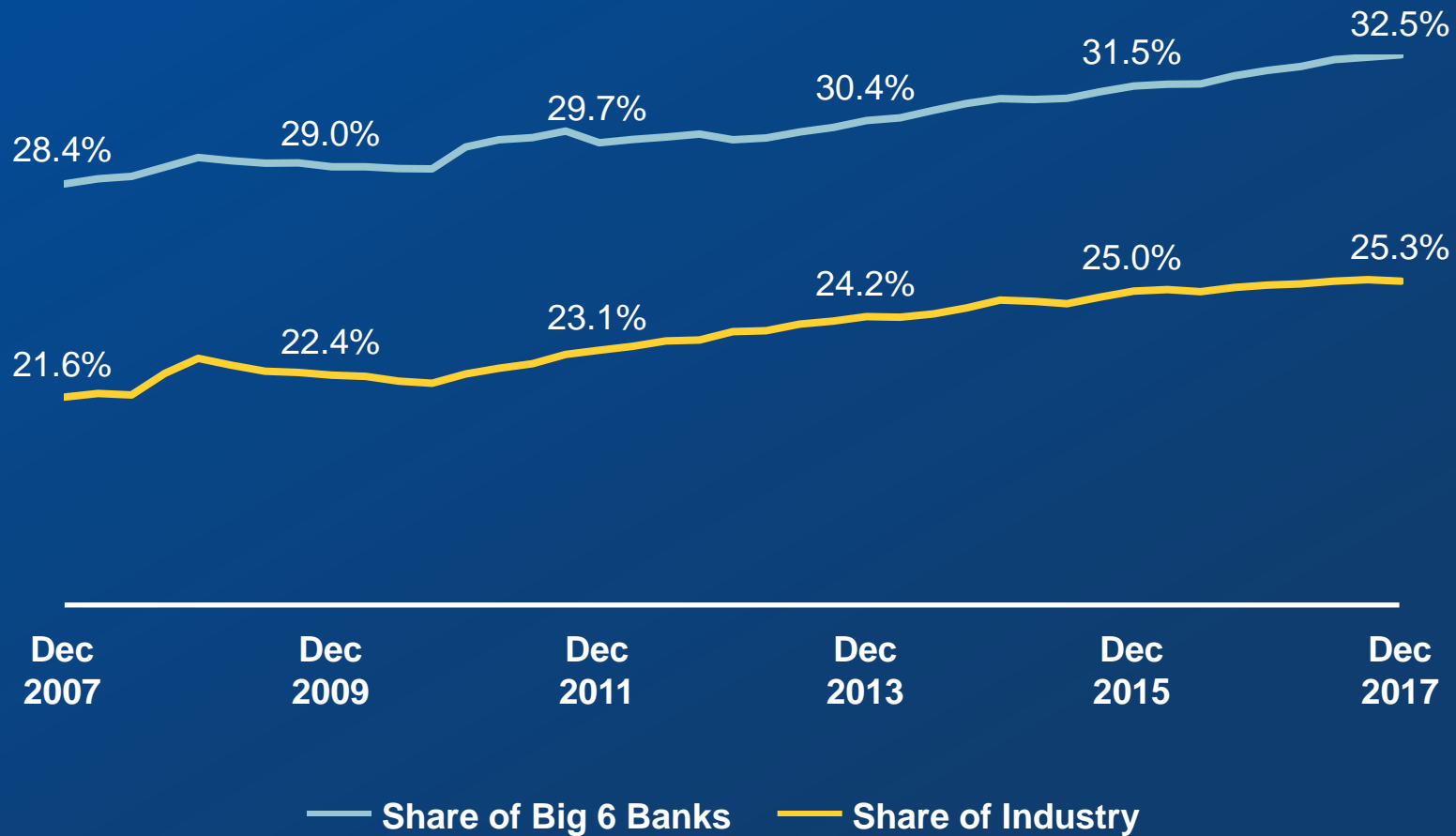
(1) Strategic Insight (Retail Brokerage and Distribution Reports, Winter 2013 to Winter 2018). (2) RBC Wealth Management internal data. Note: "Industry" here refers to the full-service brokerage industry in Canada

HNW Distribution – Outpacing market growth



Market
Leading
Wealth
Manager

RBC Dominion Securities' AUA Market Share



AUA CAGR (2007-2017)

Industry

+5.5%

Big 6 Bank
Brokerages
ex. RBC

+5.1%

RBC
Dominion
Securities

+7.2%

HNW Distribution – Scale, capabilities and innovation



HNW Distribution – A wealth planning ecosystem



Market
Leading
Wealth
Manager

Holistic Wealth Planning Advice



Best-in-Class Wealth Planning Talent

200+ accredited wealth specialists (industry's largest team of wealth planning professionals)

1,700+ years of collective service with RBC

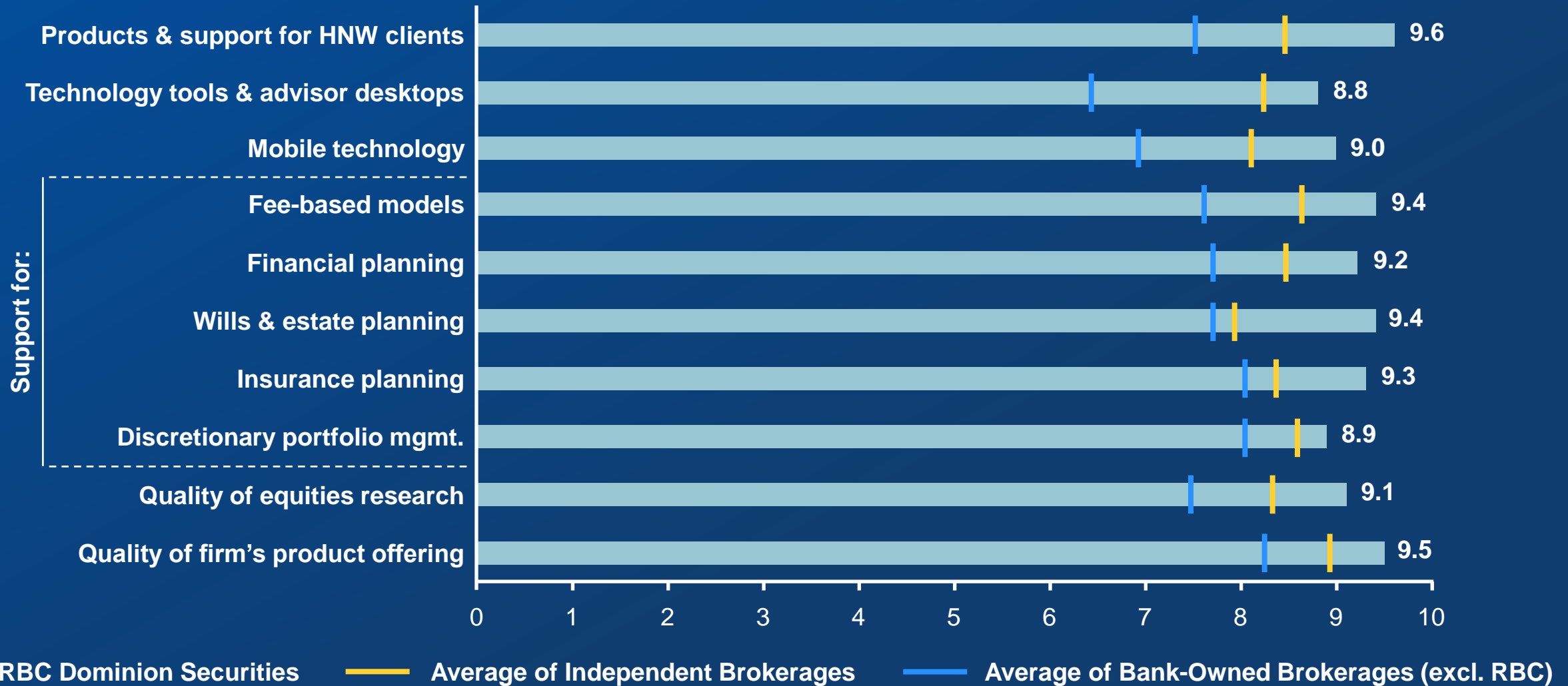
+12% YoY increase in gross revenue from opportunities identified by wealth specialists

HNW Distribution – Most attractive employer to investment advisors



Market
Leading
Wealth
Manager

How Investment Advisors Rated Their Firms

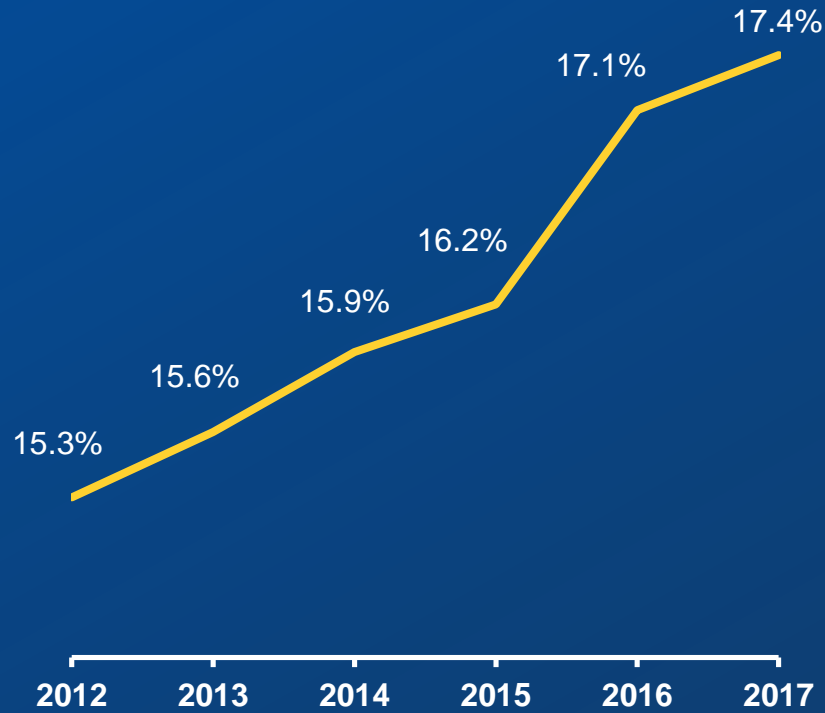


HNW Distribution – One of industry’s largest & most productive advisor bases

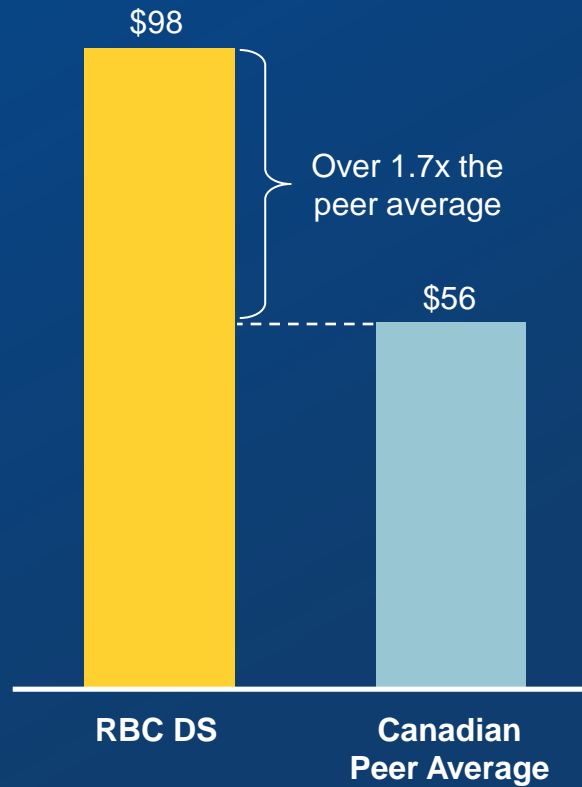


Market
Leading
Wealth
Manager

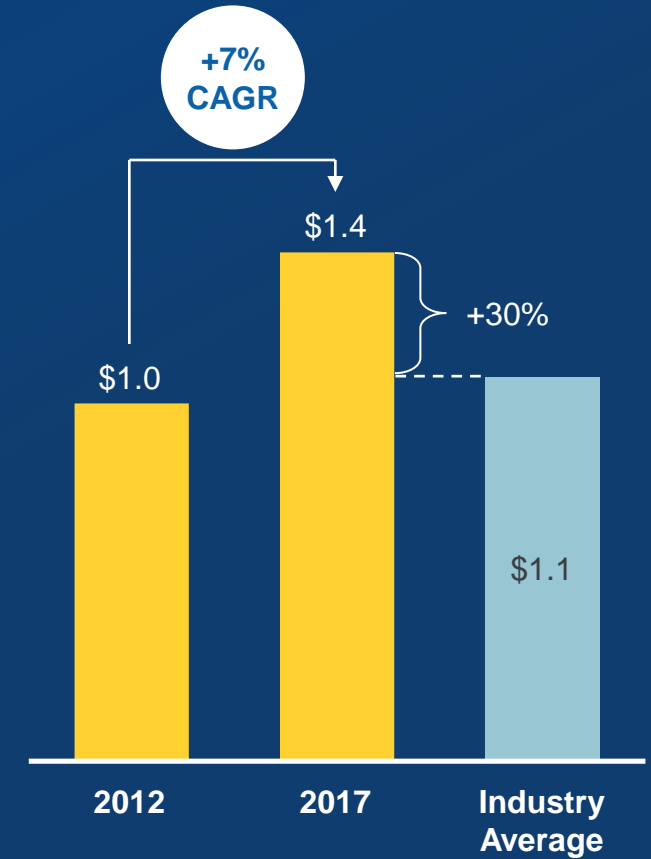
Share of Industry’s Investment Advisors⁽¹⁾



Fee-Based Assets per Advisor⁽²⁾
(\$ millions)



Revenue per Advisor⁽²⁾
(\$ millions)



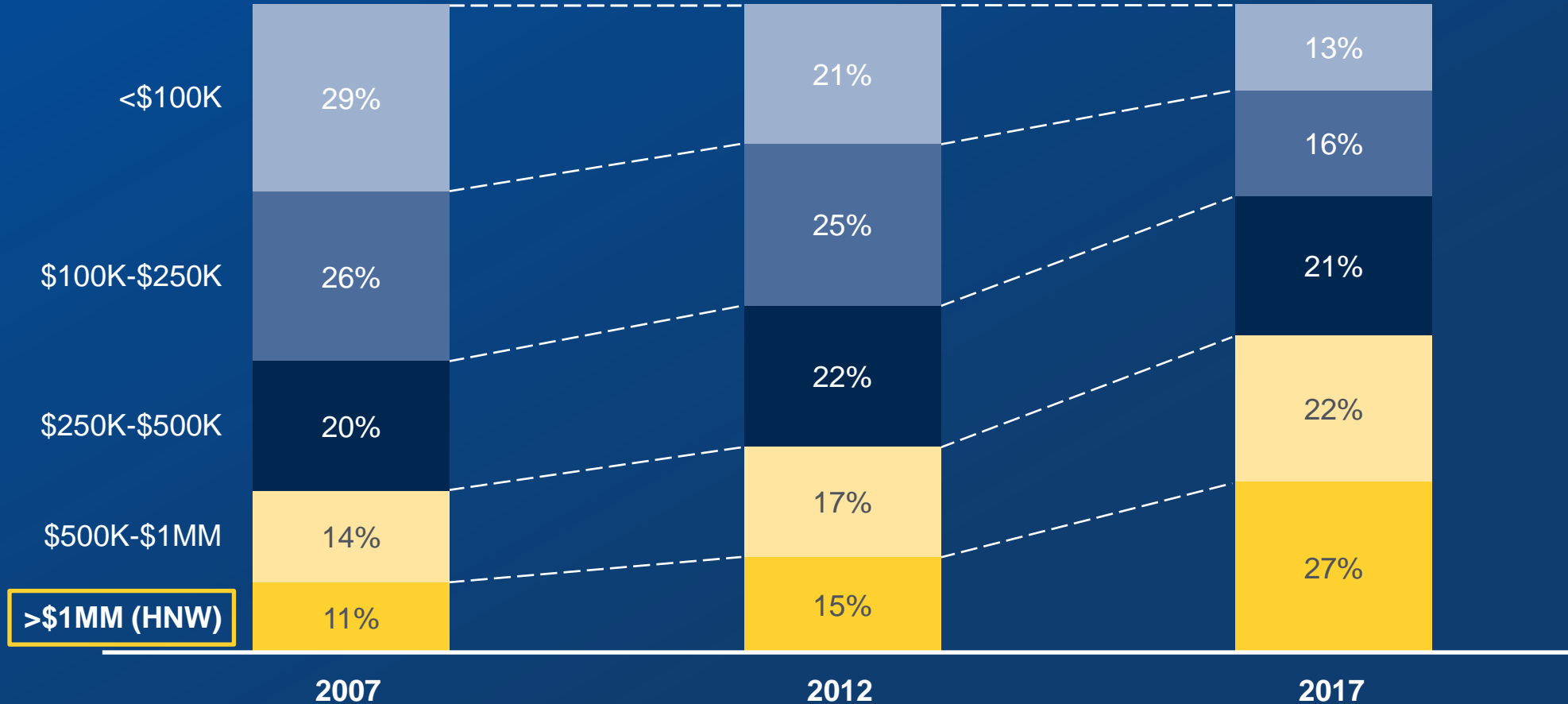
(1) Strategic Insight (Retail Brokerage and Distribution Reports, Winter 2013 to Winter 2018). (2) Strategic Insight (Brokerage Profitability – RBC Dominion Securities, January 2018). Note: “Industry” here refers to the full-service brokerage industry in Canada

HNW Distribution – Continued momentum in focusing on HNW families



Market
Leading
Wealth
Manager

Percentage of Households by Wealth Band for RBC Dominion Securities



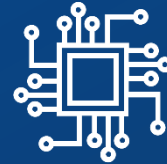
HNW Distribution – Forces of change

External changes...

Changing Client Expectations



Changing Technology



Changing Regulation



...provide a tailwind to RBC's leadership



Advice
Models



Breadth of
Solutions



Client Discovery
& Planning



Digital



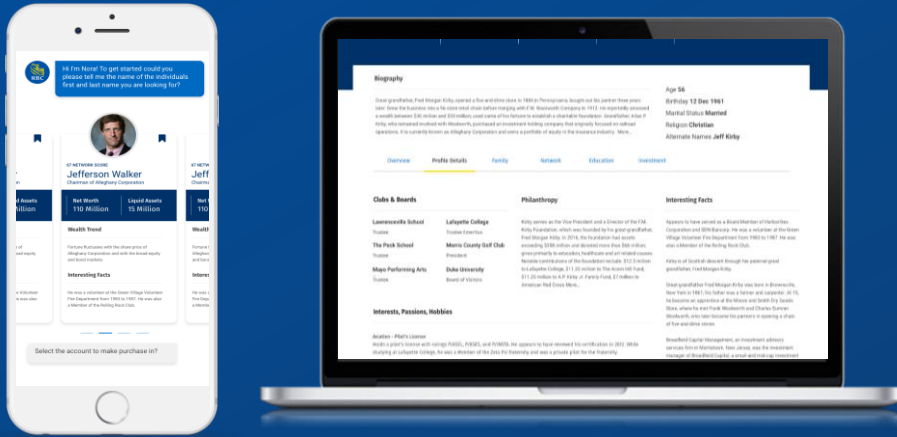
Scale to
Invest

HNW Distribution – Innovating with digital to widen our lead

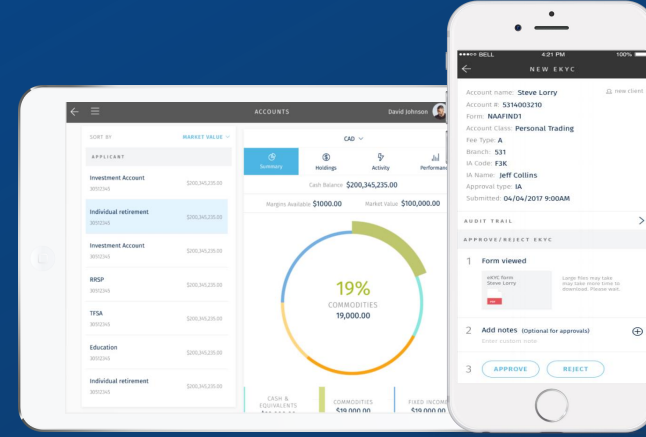


Market
Leading
Wealth
Manager

Nora Bot



Advisor's Virtual Assistant (AVA)

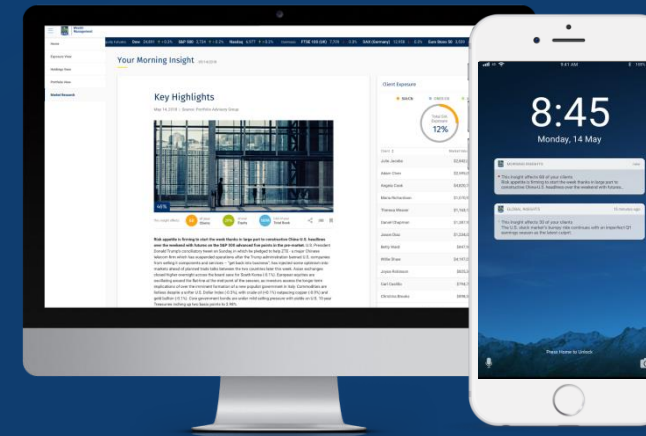


Robotics Process Automation

100+ Processes automated globally since 2017

~100K Hours of capacity freed up to focus on higher value activities for our clients

Portfolio Insights



 Drop by our booth to learn more

Source: RBC Wealth Management

HNW Distribution – Key takeaways



HNW Distribution – Key Takeaways

- Sustainable advantage of scale, talent and infrastructure
 - A self reinforcing system
- Track record of premium growth vs. industry
- External disruption magnifies our advantage



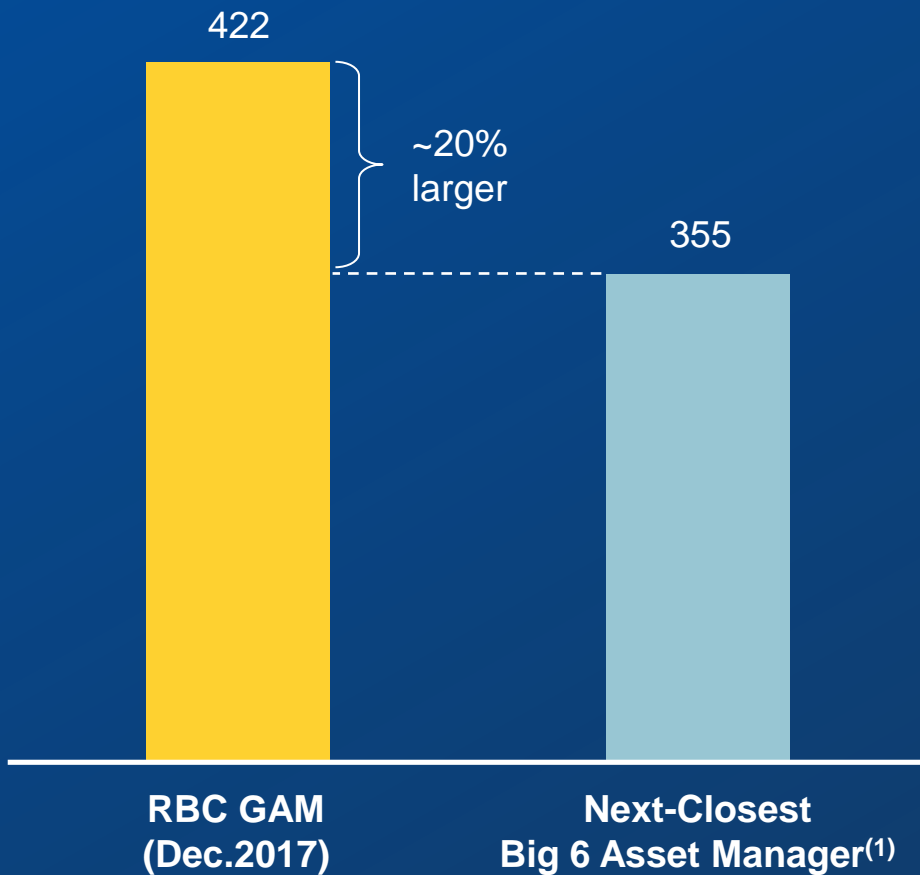
**Extending Market
Leadership Position**

Global Asset Management – Canada’s largest money manager

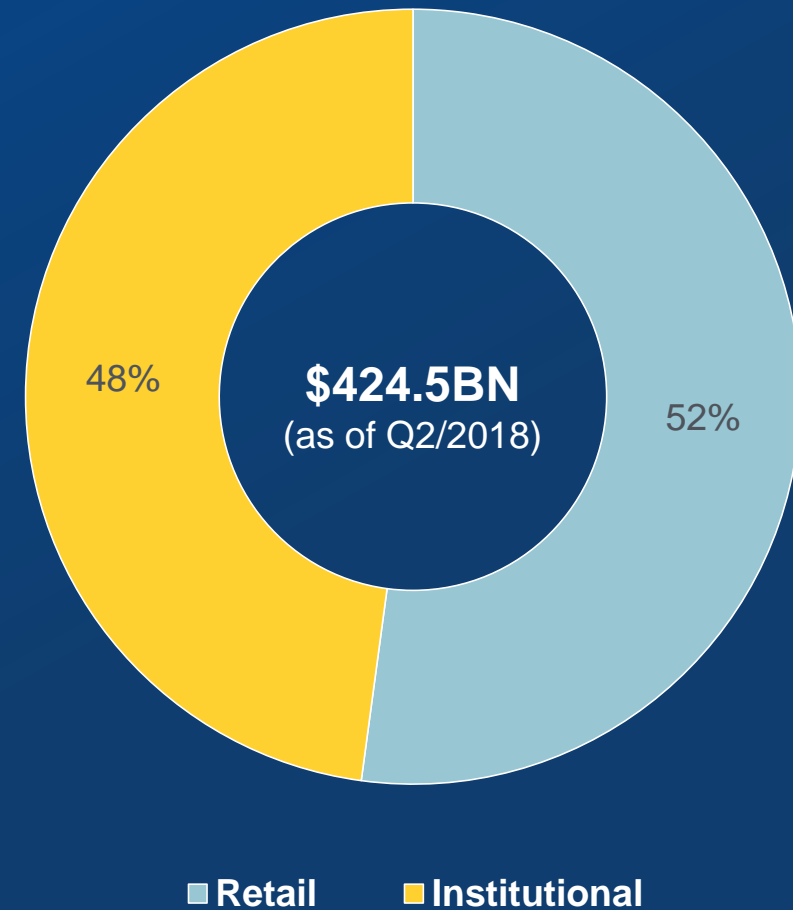


Market
Leading
Wealth
Manager

Total Assets Under Management (in C\$ billions)



AUM by Client Segment

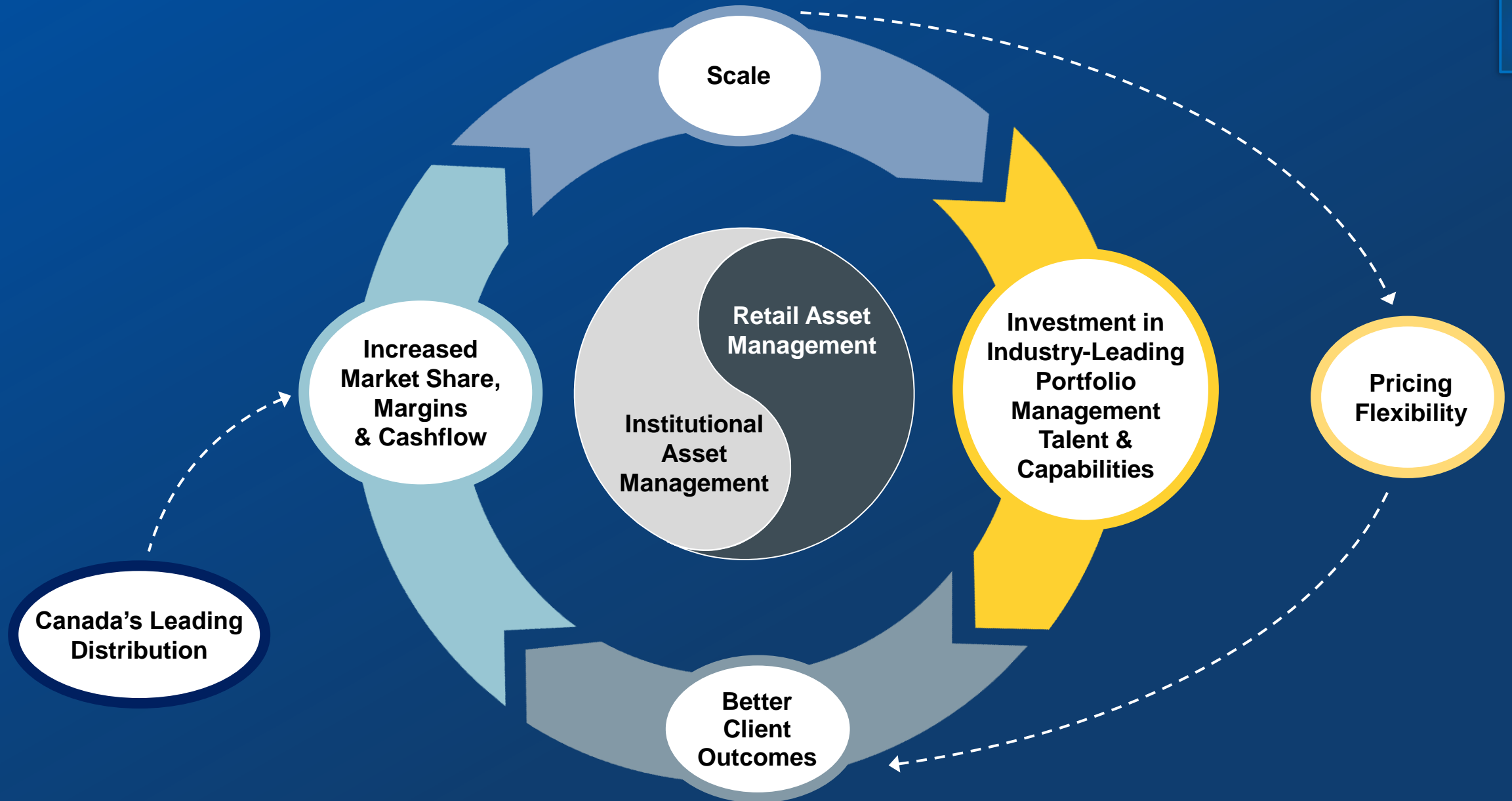


(1) Based on competitor company’s website as of December 31, 2017. Note: “Canada’s Largest Money Manager” based on ranking from Strategic Insight (Managed Money Advisory Service – Canada, Spring 2018)

Global Asset Management – Scale, capabilities and innovation



Market
Leading
Wealth
Manager



Global Asset Management – Industry-leading strengths in Canadian retail



Market
Leading
Wealth
Manager

Top-Tier Distribution with Unmatched Scale

Canada's largest retail
branch network with

7,000+

licensed branch-based
advisors⁽¹⁾

1,700+

investment advisors
(largest full-service
brokerage)⁽¹⁾

Strong-Performing & Wide-Ranging Solutions

21

specialized investment
teams across Canada, the
U.S., Europe and Asia

Award-winning
investment management

Exceptional Client Service



New digital branch
investment experience

Redemption rates lower
than industry average by⁽²⁾

10%-20%

Operational Excellence

Fee leader with average
management fees

>15%

below industry median⁽³⁾

Passing on
scale and operations
efficiencies to clients

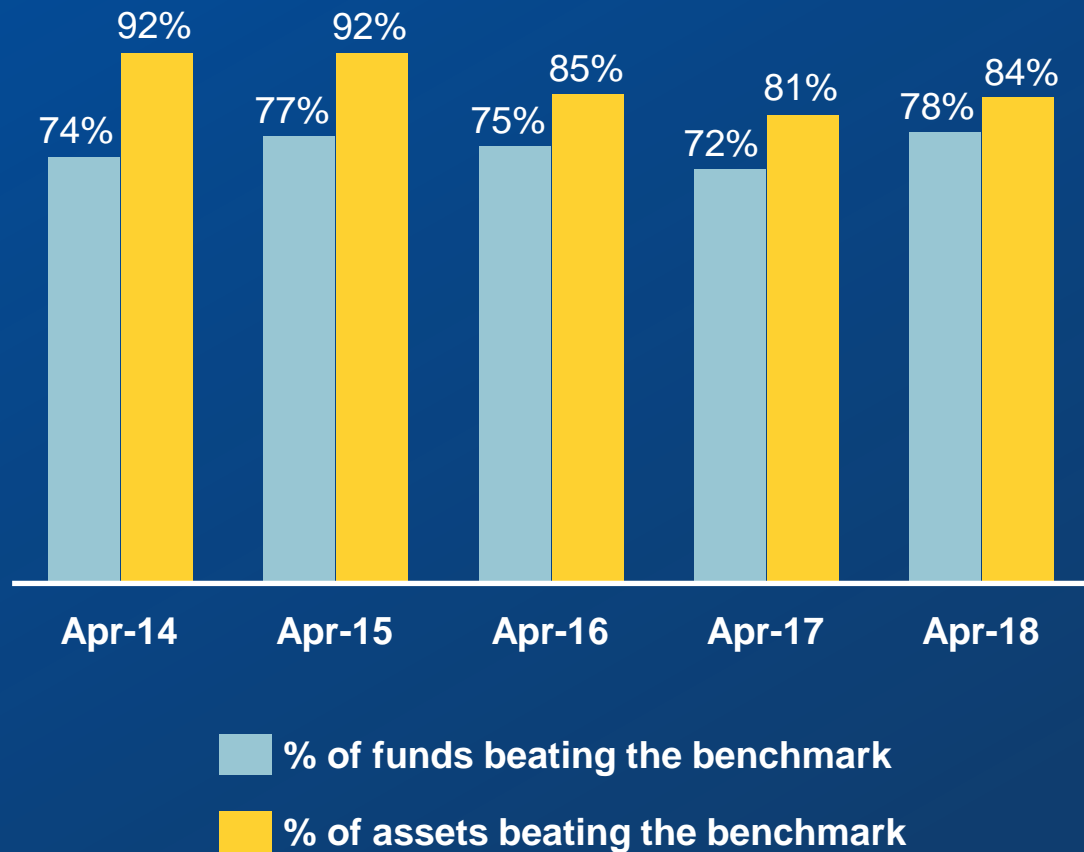
(1) RBC GAM's distribution partners also include 3rd-party dealers. (2) Based on average monthly redemption rates of the past 6 years (2012-2017) for RBC GAM's long-term mutual fund assets. Calculation of RBC GAM's redemption rates excludes activity by institutional clients in retail funds. Based on IFIC and internal RBC GAM data. (3) Series F MER for RBC Funds, PH&N Funds and BlueBay Funds is based on actual expenses for the full-year period, January 1 to December 31, 2017, expressed on an annualized basis. MER (%) for RBC Corporate Class Funds is based on actual expenses for the half-year period April 1 to September 30, 2017, expressed on an annualized basis. Industry median based on Canadian Investment Funds Standards Committee (CIFSC) categories with data provided by Morningstar Research Inc. as of December 31, 2017.

Global Asset Management – Delivering persistently strong performance



Market
Leading
Wealth
Manager

RBC GAM Canadian Retail Performance 3-Year Performance, Gross of Fees⁽¹⁾



Award-Winning Investment Management⁽²⁾



Best Overall Funds Group for 7 of the past 10 years

Best Bond Funds Group for 8 of the past 10 years

Best Bond ETFs Group (2015, 2017)



**Morningstar Canada
2016 Steward of the Year**

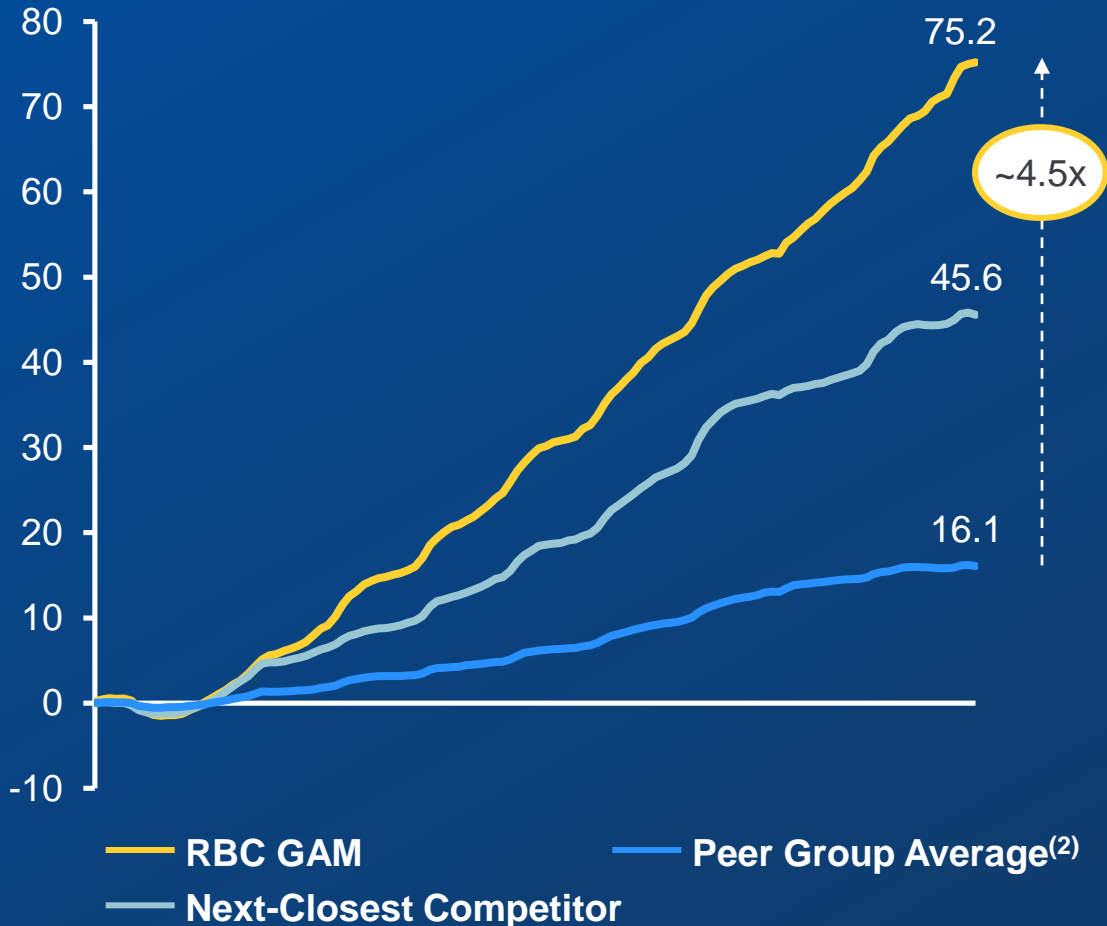
(1) The percentage of assets in funds beating the benchmark represents performance of RBC GAM Canadian retail mutual funds, excluding index funds. Past performance is no guarantee of future results. Benchmarks used are total return indices. Performance is based on gross of fees returns. Source: RBC GAM. (2) Please see end of presentation for more disclosure information related to these awards.

Global Asset Management – Track record of superior net flows

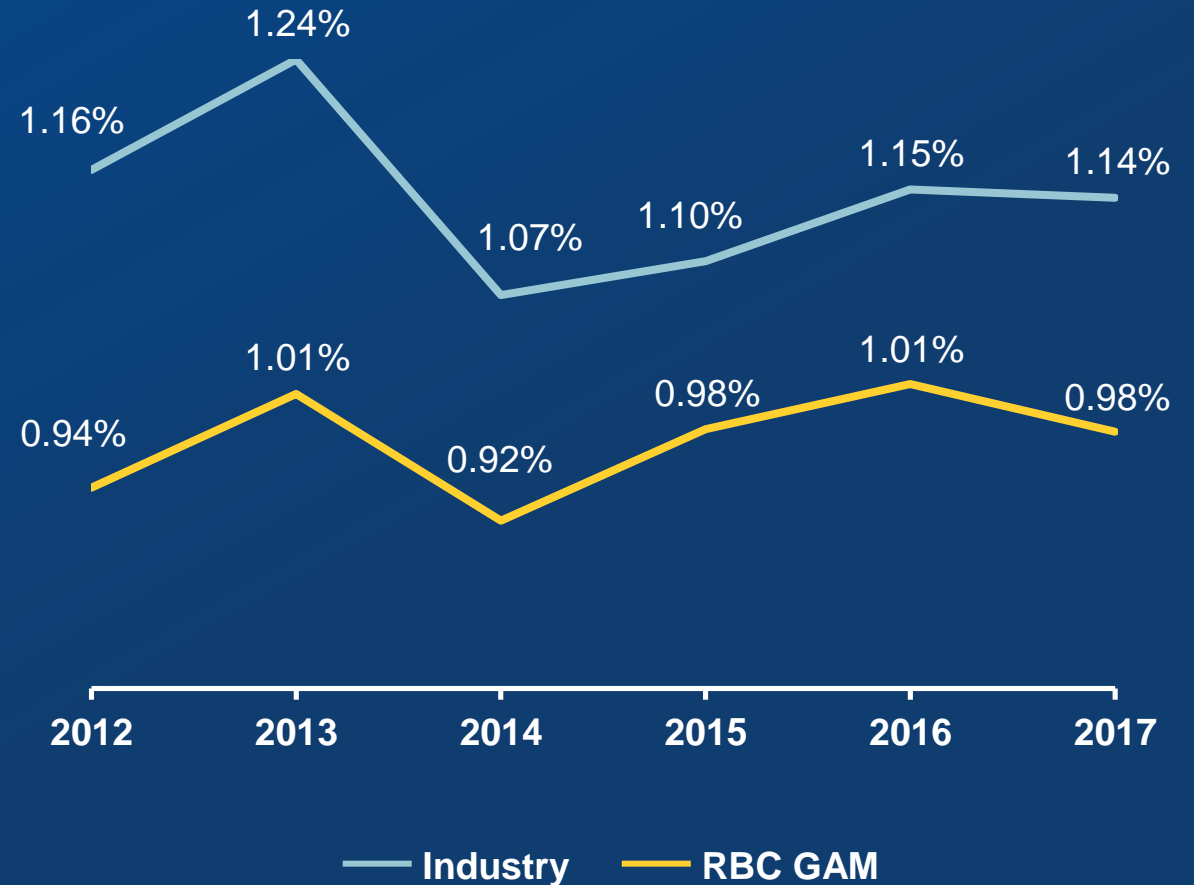


Market
Leading
Wealth
Manager

Cumulative Long-Term Mutual Fund Net Sales⁽¹⁾
Apr.2008 – Apr.2018, in C\$ billions



Average Monthly Redemption Rates of LT Funds⁽³⁾
Calendar Year 2012 – 2017



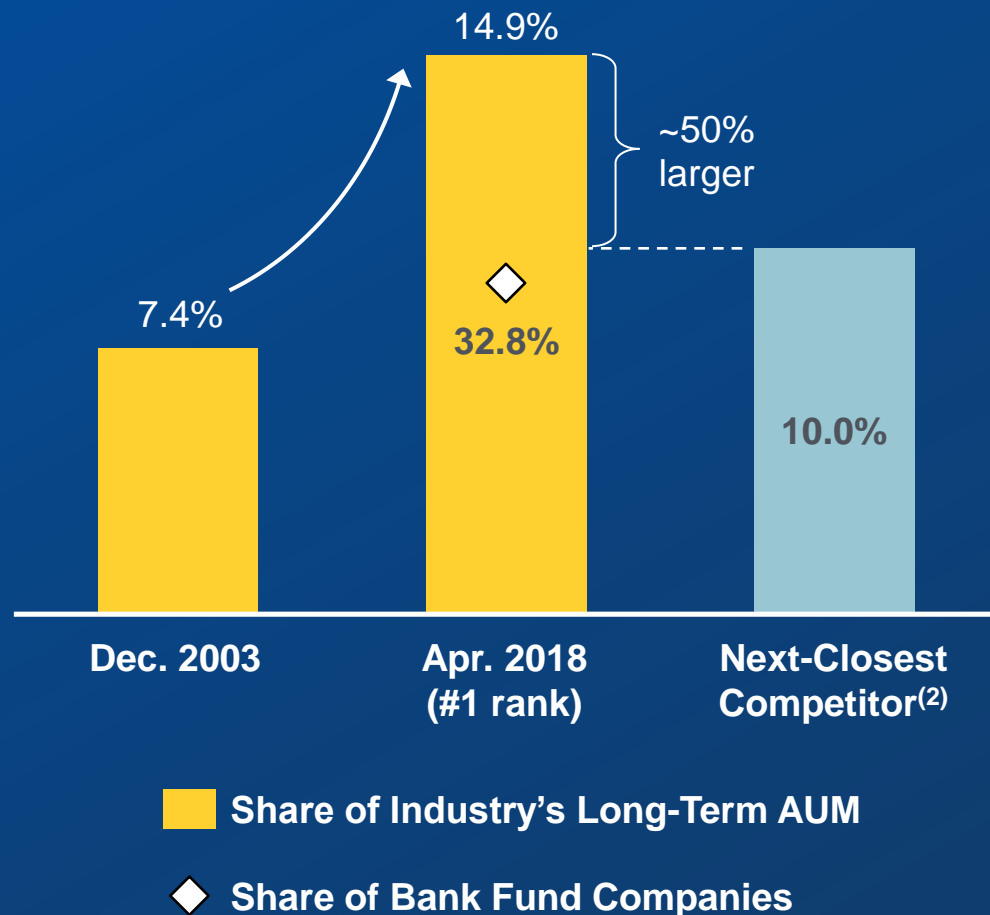
(1) Based on reported mutual fund net sales by IFIC. (2) Peer group consists of TD, CIBC, Scotia, BMO, National Bank, HSBC, IGM Financial, C.I. Investments, Fidelity Canada, Manulife and AGF Investments. (3) Based on the average monthly redemption rates of long-term funds of the indicated calendar year. Calculation of RBC GAM's redemption rates excludes activity by institutional clients in retail funds. Based on IFIC and internal RBC GAM data.

Global Asset Management – Achieving outsized market share in Canadian retail

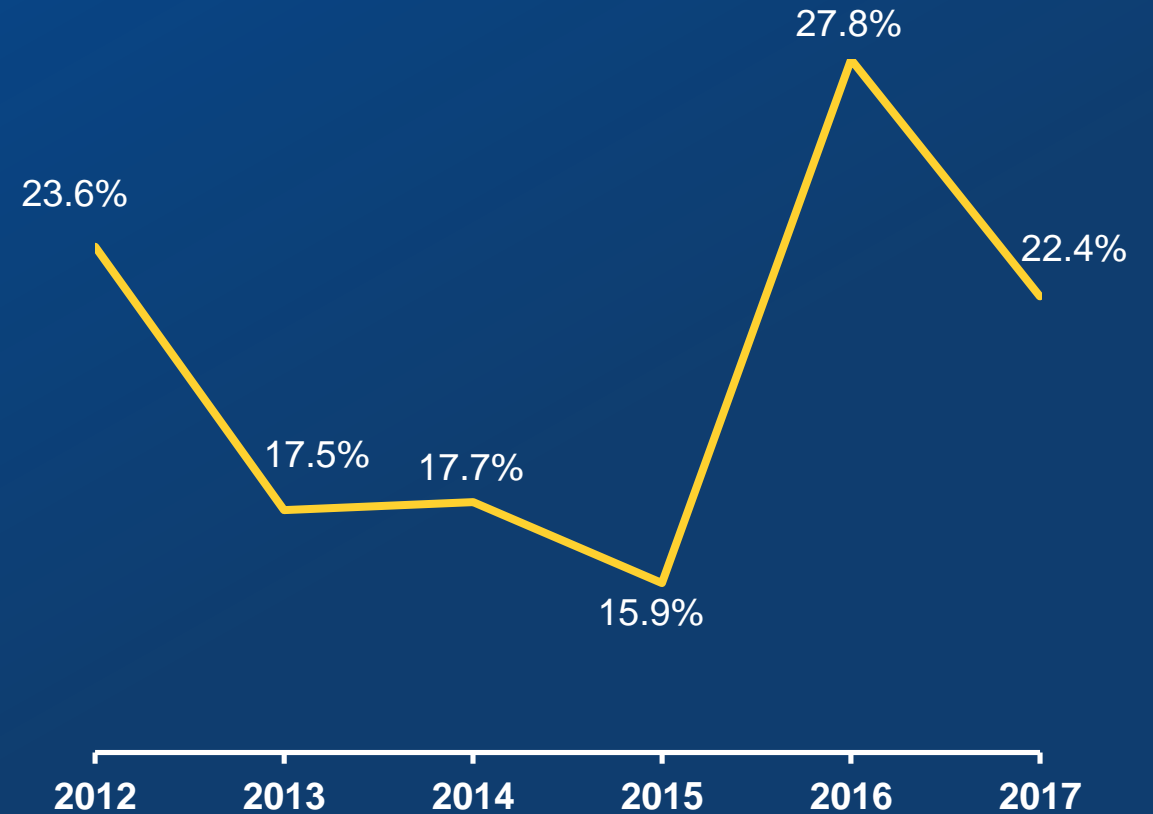


Market
Leading
Wealth
Manager

RBC GAM's Mutual Fund Market Share⁽¹⁾
Dec.2003 – Apr.2018



RBC GAM's Share of Industry Long-Term Net Sales⁽³⁾
Calendar Year 2012 – 2017



(1) Based on reported mutual fund AUM by IFIC. (2) Competitor's IFIC-reported AUM as at April 2018. (3) Long-term net sales based on trailing 12 months (i.e., January to December of indicated year); based on IFIC and internal RBC GAM data

Global Asset Management – Enhancing our investment capabilities



Market
Leading
Wealth
Manager



**“New Active” & Quantitative
Investment Capabilities**



**Environmental, Social and
Governance (ESG) Investing**



**Next-Gen Investment
Solutions and Services**



Exchange-Traded Funds (ETFs)

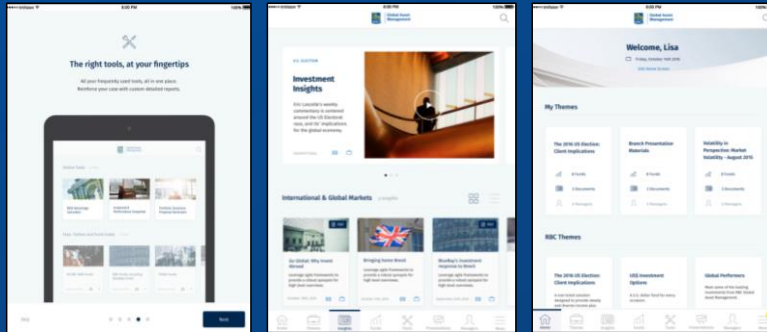
Global Asset Management – Becoming a digitally-powered asset manager



Market
Leading
Wealth
Manager

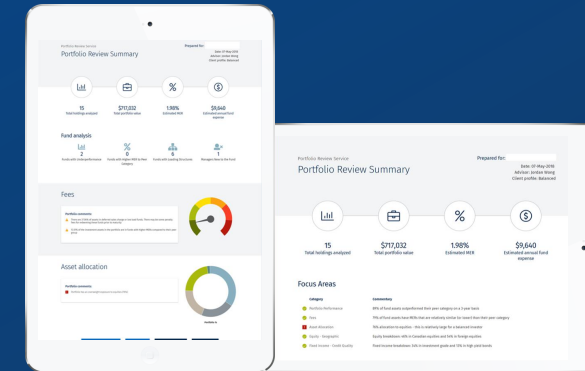
Digitally-enabling employee & advisor experience

GAM
Mobile



Delivering advisor investment tools & services

Portfolio
Review
Service



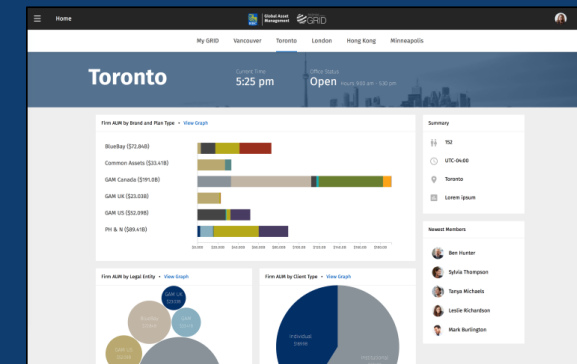
Leveraging quantitative investment tools & analytics for portfolio managers

eLab



Laying the foundation for a best-in-class operations model

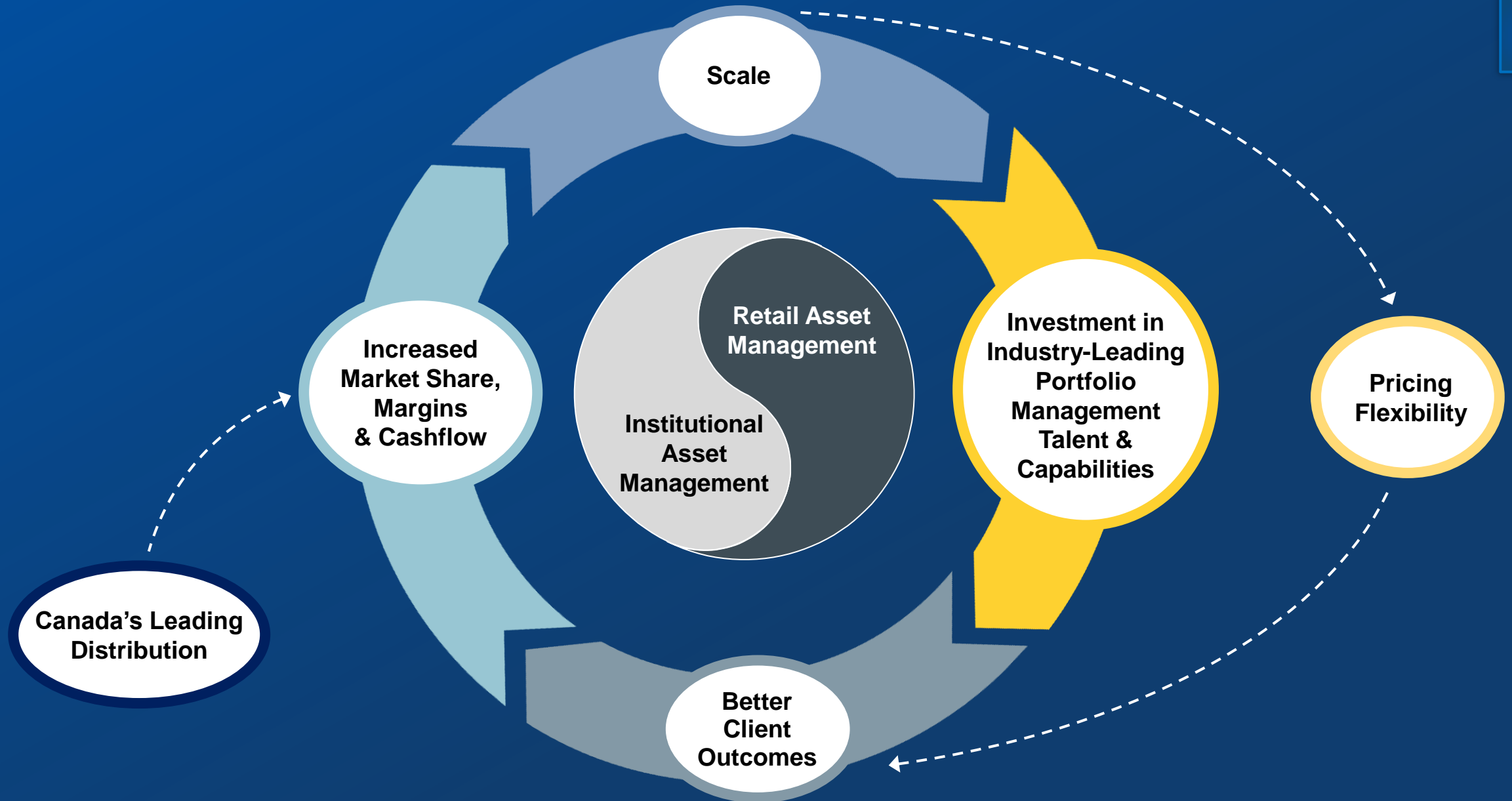
Grid



Global Asset Management – Key takeaways



Market
Leading
Wealth
Manager



Global Asset Management – Key Takeaways

- Sustainable advantage of scale, talent and infrastructure

- A self reinforcing system

- Track record of premium growth vs. industry

- External disruption magnifies our advantage



Extending Market
Leadership Position

Growing shared client relationships across platforms



35%

of HNW Canadian Banking clients also have a relationship with Canadian Wealth Management⁽¹⁾

16%

of Canadian Banking clients invest in GAM mutual funds⁽²⁾

Significant opportunity to deepen client relationships

(1) Based on confirmed HNW Canadian Banking population and excludes potential HNW Canadian Banking clients. (2) Based on GAM long-term mutual funds. Source: RBC internal data

04

STRONG TECHNOLOGY & DATA FOUNDATION

Bruce Ross

Group Head, Technology & Operations



Creating More Value

Ventures & Partnerships

Largest Reach & Distribution

Payments & Transactions



Goal to grow clients at up to **3X** our current rate

Deepen existing client relationships by providing **more value**

Leverage our operational scale for improved efficiency & **better credit profile**

Strong Technology & Data Foundation

Key Takeaways

Differentiated technology platform delivering leading-edge business capabilities

Leveraging the scale of our global technology investment to create market leading operational efficiency and the leading Digitally Enabled Relationship Bank

Next-Gen delivery platform to deliver exceptional client experience at speed

World-class AI and analytics built on a rich data environment to deliver unparalleled insights

Highly skilled global talent and a differentiated innovation platform

Leveraging our scale in technology to deliver superior business outcomes

Global Scale and Reach

11,000
professionals in 37 countries

1,700 clients
providing IT outsourcing services

More data ingested in
last 6 months
than previous 20 years

9 Innovation Labs

Supporting Business Growth

6.5MM
digital banking clients

\$75BN
in payments transactions
processed every day

500MM
client transactions daily

>99.99%
critical systems availability

Creating Value for Clients



Leading
digital franchise



AI-powered insights
120MM+ insights read by
customers on NOMI



J.D. Power award
ranked highest in customer
satisfaction for mobile
banking apps

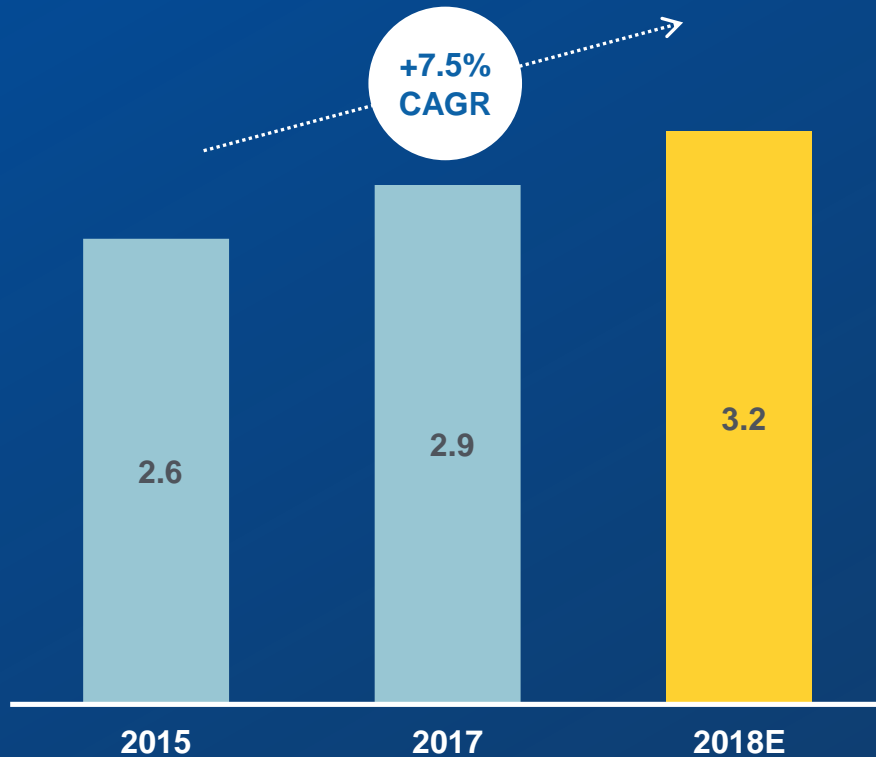


150
patent filings in
four years

Growing investments to support the **Digitally Enabled Relationship Bank**

Spend on technology is growing...

Technology spend (\$BN)



\$520MM

moved from 'Run' to 'Change'

... in targeted areas over the last four years to support our clients

Cumulative **\$1.1BN** investments made in digital application development growing at a **25% CAGR**

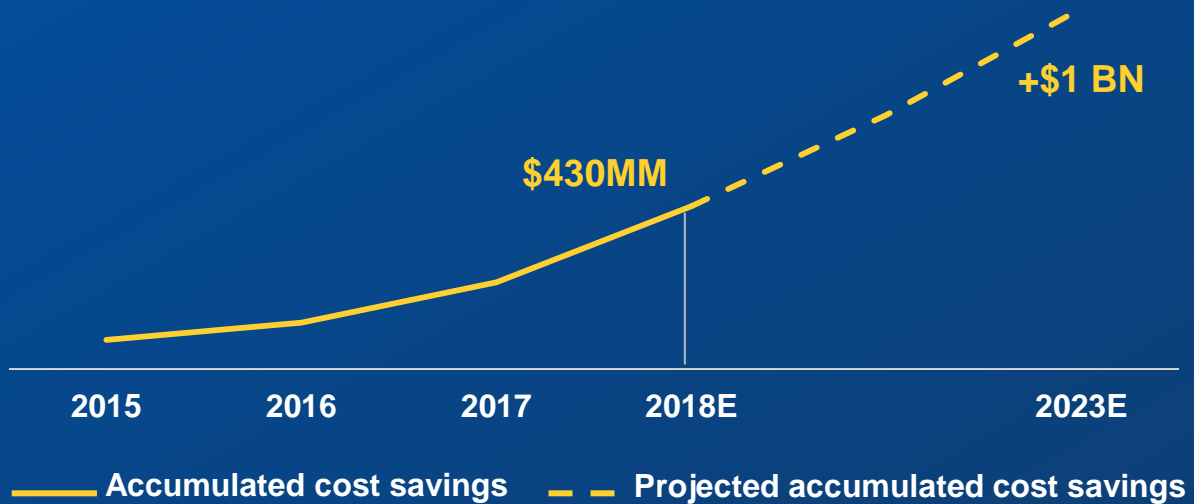
Infrastructure and support costs **relatively flat**

2x increase in cybersecurity spend

Driving operational efficiencies while supporting significant business growth



We have driven operational efficiencies



Efficiency gains achieved through:

- Increased automation
- System consolidation
- Re-use

...while investing **\$400MM** in technology capability

Next-Gen delivery platform

AI and data platform

Modular systems using API's

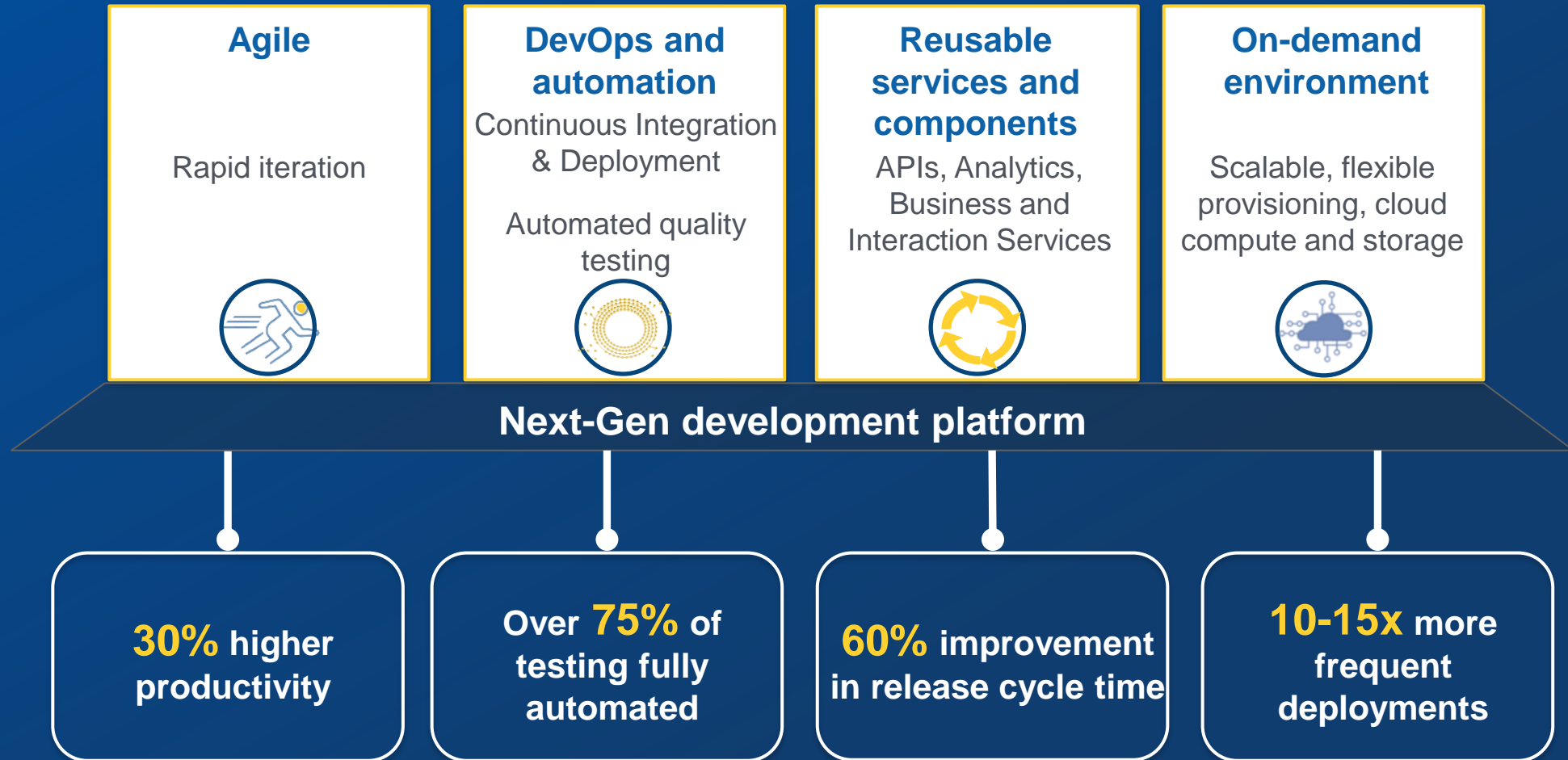
Infrastructure platform and cloud

...and supporting increased business volumes

33% YoY growth in mobile transactions

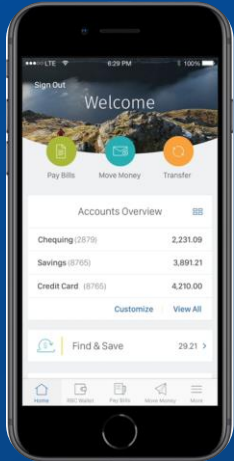
8% YoY growth in core systems transactions

Built a Next-Gen development platform, delivering high quality solutions at speed



Generating **\$250MM** in productivity gains through 2021

Our delivery platform is enabling all businesses to exceed client expectations



NOMI
Canadian Banking



MyAdvisor
Wealth Management



Capital Markets

Advanced Client Experience



Investor & Treasury Services

Our world class AI and Analytics platform is giving us better customer insights

RBC data differentiators



World-class
data platform



Data acquisition
engine



Data and AI
scientists



Culture &
alignment

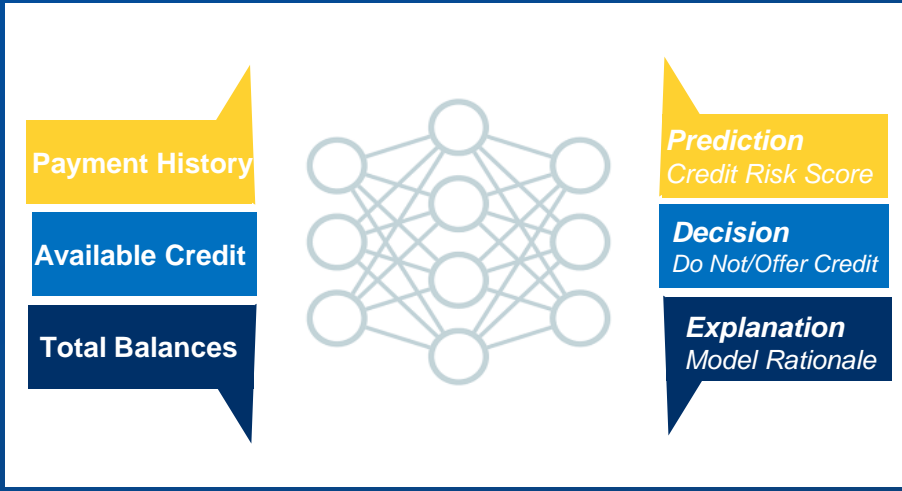
Our investments in AI are creating leading-edge capabilities and delivering benefits

Invested **\$225MM** over 4 years in our AI and data analytics platform

Expect our data lake to grow **10x** in the next 2 years

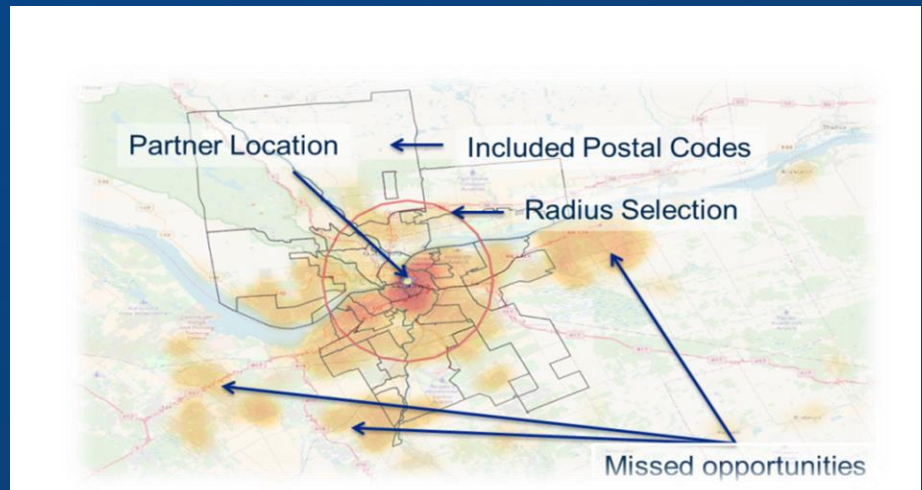
We are rapidly scaling through our **32 data labs** focused on delivering client value

Leveraging AI and data capabilities to create tangible value for our clients



Improves the accuracy of RBC's internal credit risk scorecards

Improved credit risk measurement with potential benefits of **\$50MM** annually when scaled over next 3-5 years



Merchant intelligence on customer catchment area improved

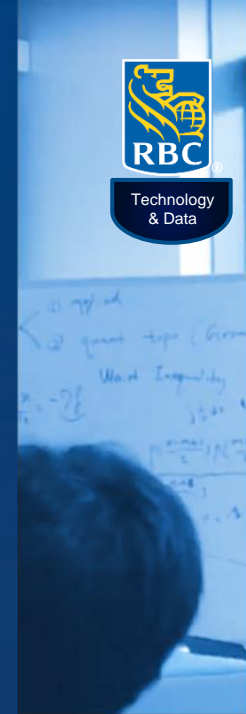
Improved understanding of catchment area allows targeted customer segmentation and offers

 Drop by our booth to learn more

 Drop by our booth to learn more



BOREALIS AI



Drop by our booth
to learn more

Significant investments in cybersecurity to protect the bank and our clients



Doubled
investment in cybersecurity in the last 4 years

42% improvement
in control efficacy through automation

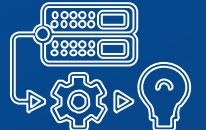
3x faster
threat detection of cyber attacks leveraging AI

Enhanced capabilities through strategic partnerships

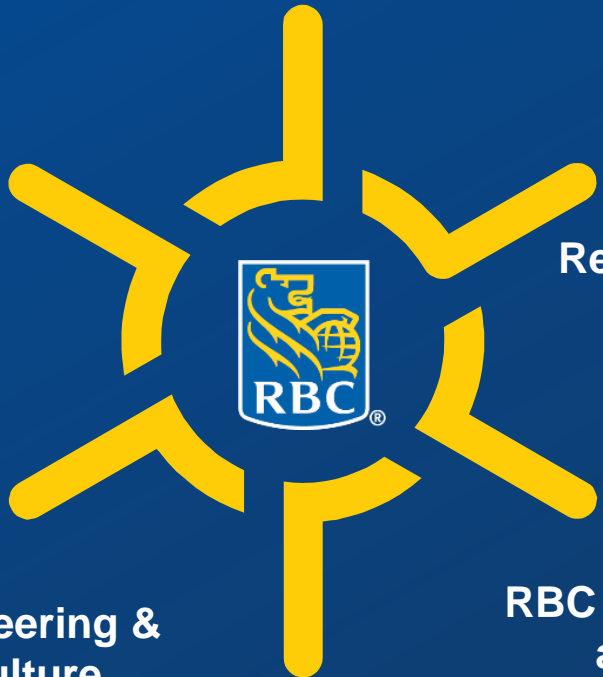
We have developed a rich innovation ecosystem



Unique Partnerships
(FinTech, Big Tech)



9 Innovation Labs
around the world



Research Institutions



Fostering Engineering &
Innovation Culture



RBC Ventures, Incubators
and Accelerators



Digital RBC



Attracting and developing the best talent is a strategic focus for RBC



FUTUREMAKERS

Continuing to build RBC's brand



Redesigning our talent practices



Redesigning our working environment



Investing in upskilling talent and growing leaders



Spreading new ways of working

3,000+ employees upskilled with digital capabilities

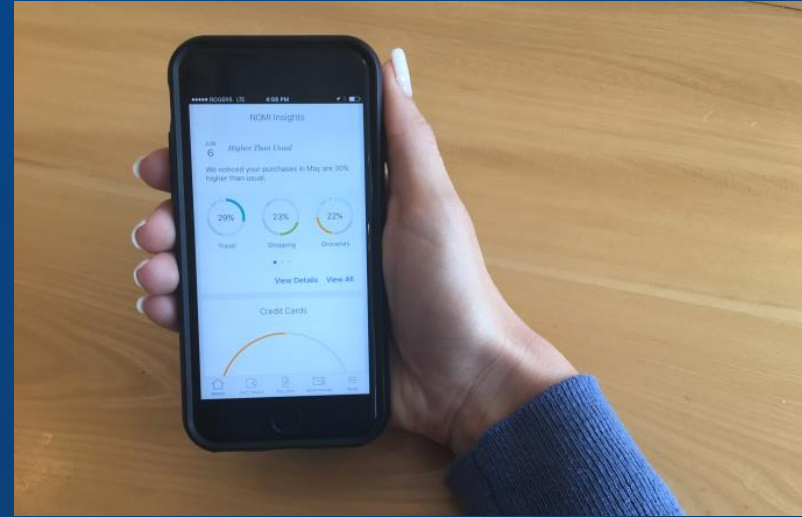
700 hires in emerging skills areas (in the last 18 months)

1,000 student interns from top schools per year

~70% of hires sourced from non-financial services

 Drop by our booth to learn more

Strong technology foundation fuels business growth



05

MOVING BEYOND BANKING

Mike Dobbins
Chief Strategy & Corporate Development Officer





Ventures & Partnerships

Creating More Value

Ventures & Partnerships

Largest Reach & Distribution

Payments & Transactions



Goal to grow clients at up to **3X** our current rate

Deepen existing client relationships by providing **more value**

Leverage our operational scale for improved efficiency & **better credit profile**

Strong Technology & Data Foundation



RBC Ventures

MOVING BEYOND BANKING



These innovative companies have achieved considerable scale by creating useful and frictionless services for client segments that banks compete for everyday...



Houzz

40 Million+

Homeowners and Professionals



Showcasing and offering solutions to improve homes

MORTGAGE
LENDING



Shopify

600 Thousand

Shopify Stores



Helping businesses grow, innovate and simplify their operations

BUSINESS
BANKING



Credit Karma

80 Million

Members in the U.S. and Canada



Providing consumers tools to improve their personal finances

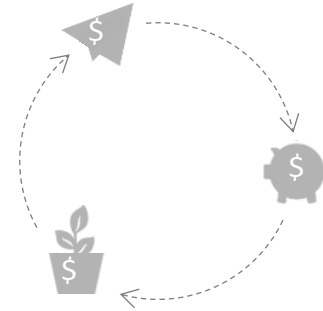
PERSONAL
FINANCING

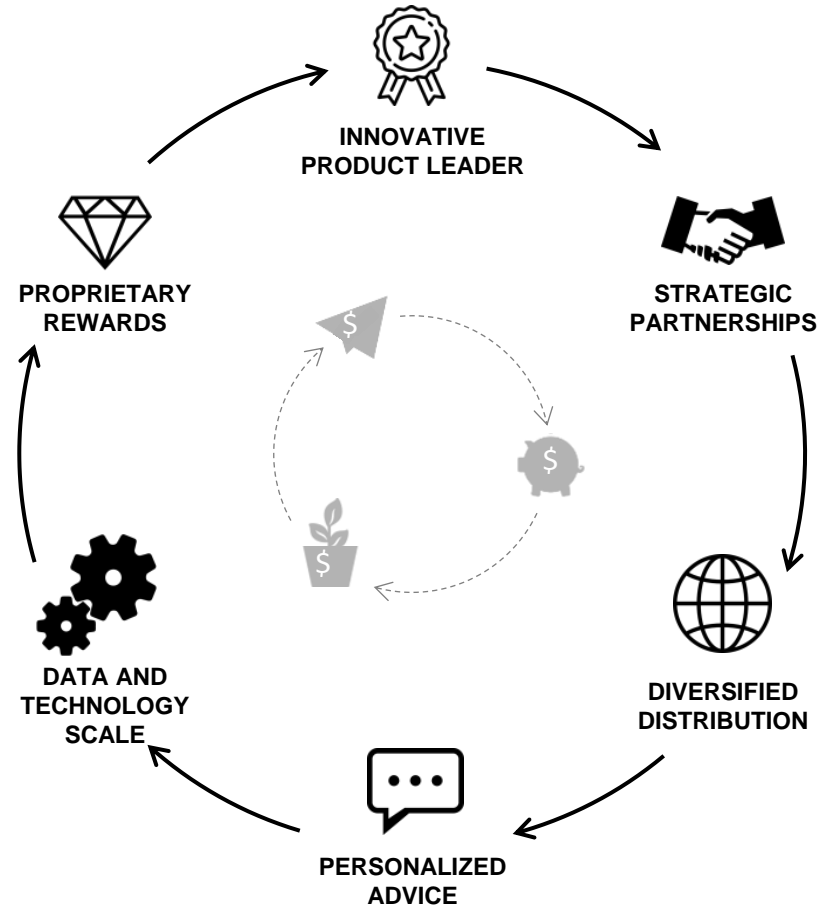
Sources: Houzz.com; Shopify.ca; Creditkarma.com

... and none of them were created by a bank!

BUT WHY NOT?

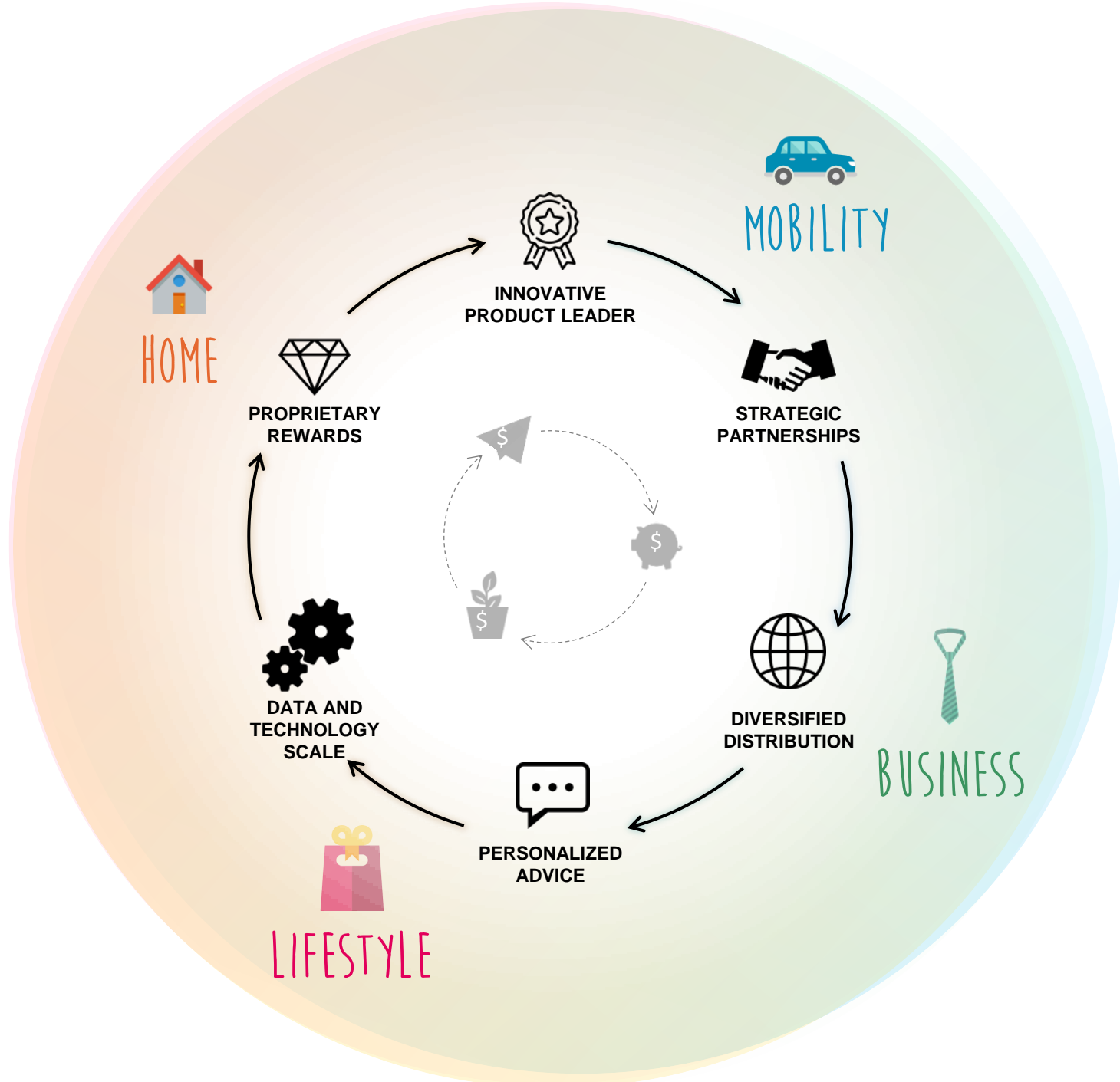
**Historically, banks
store, lend, move and
invest your money**





RBC's digitally-enabled relationship bank delivers considerably more value for clients

RBC Ventures goes beyond banking to deliver unique value for all Canadians



RBC Ventures is engaging Canadians in new and innovative ways



Ventures & Partnerships

REIMAGINING ...

1

... where the relationship with the client begins

**Engagement
Early in the Journey**

2

... the services we provide and the frequency they are used

**Always-on
Solutions**

3

... how we define and serve the client

Open to Everyone

Introducing Ownr – Engaging clients **earlier in the journey**

“SO easy, SO simple, and SO effective”
Dane Fader, Owner, GreenerBins

ownr

Enables aspiring entrepreneurs to launch their businesses



Better Insights

Connect apps to track marketing campaigns, web traffic, sales activity and more

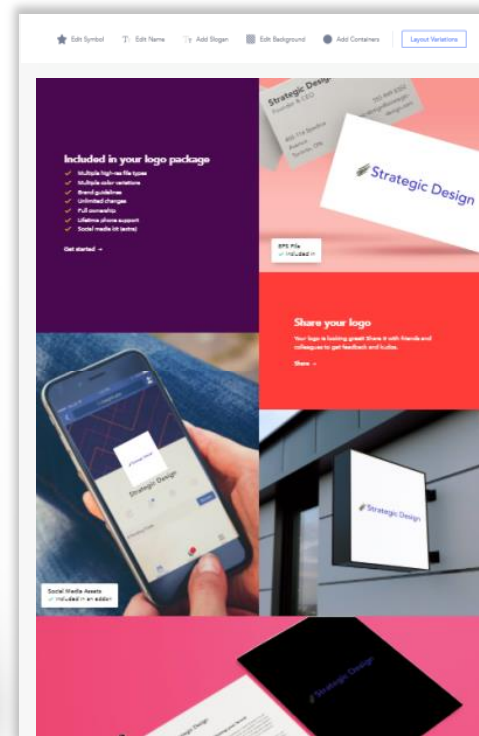
Congratulations!

You've successfully submitted your business name registration

Please check your email for a copy of your Trade Name Declaration.

Registration and Incorporation

Straightforward, hassle-free and affordable

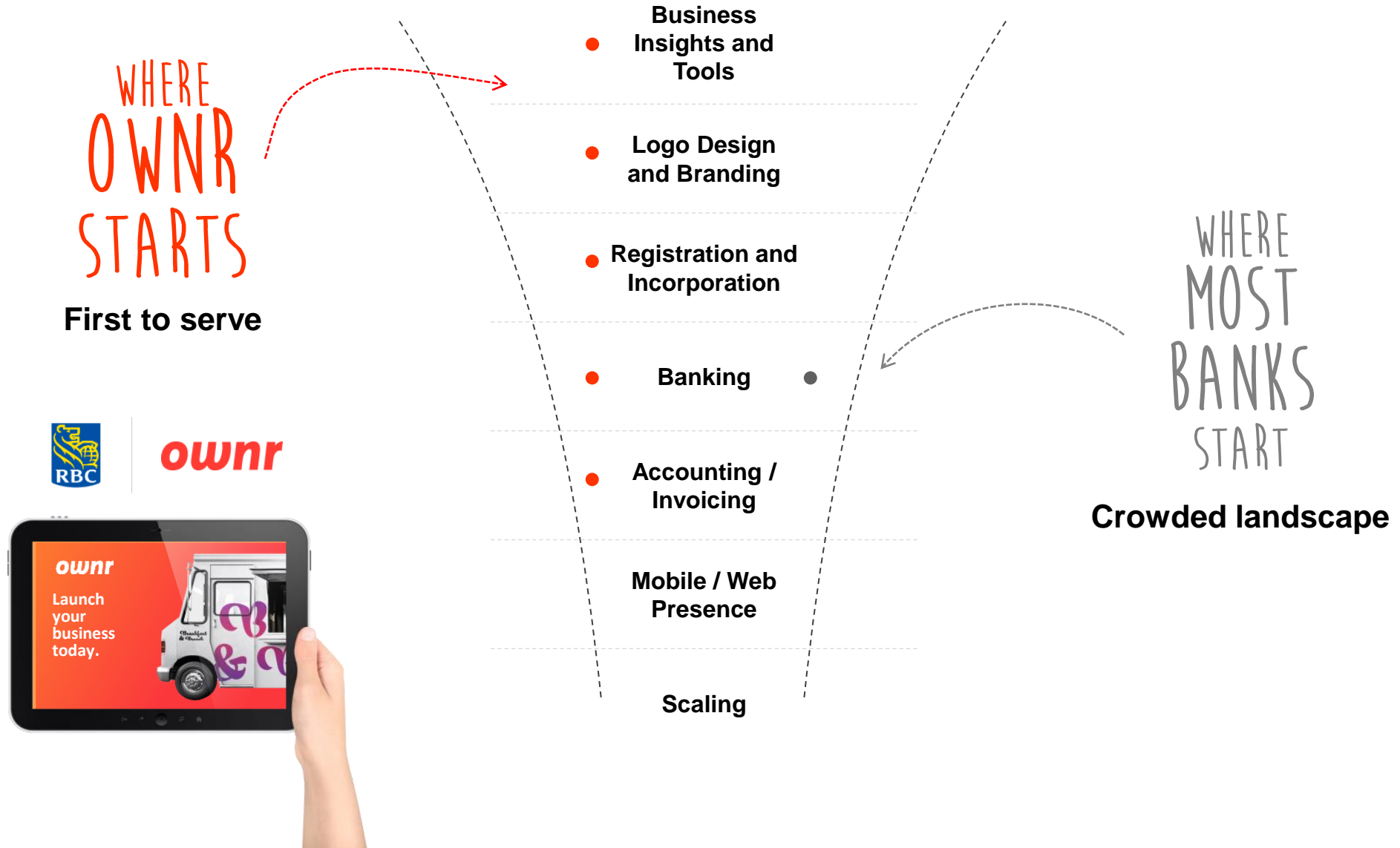


Logos in Minutes

Create stunning business logos instantly

Introducing Ownr – Engaging clients **earlier in the journey**

“SO easy, SO simple, and SO effective”
Dane Fader, Owner, GreenerBins



Introducing DRIVE – Always-on solutions for Canadians

800+
Dealers Signed

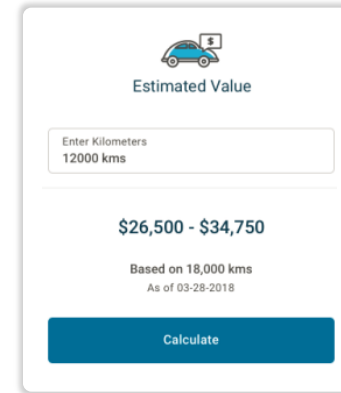
50,000+
Autos Registered

DRIVE

Delivering value to car owners every day

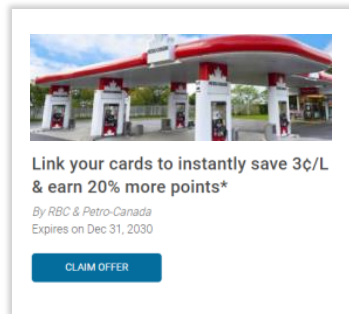
Vehicle Value

Just enter the license plate number and get the car's value, instantly



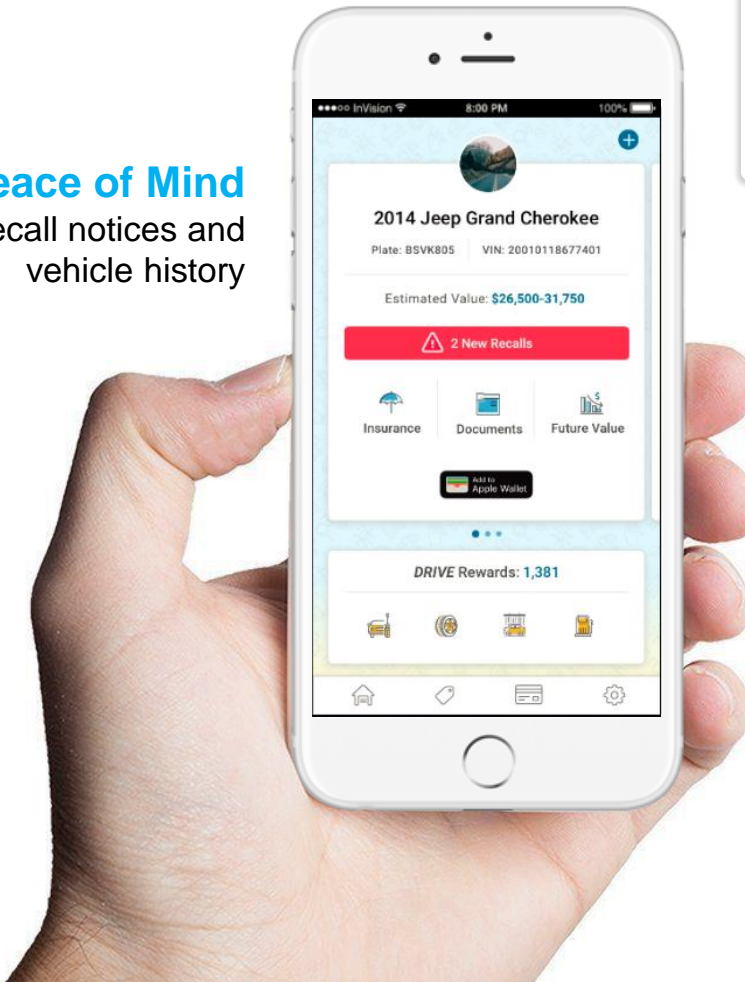
Peace of Mind

Recall notices and vehicle history



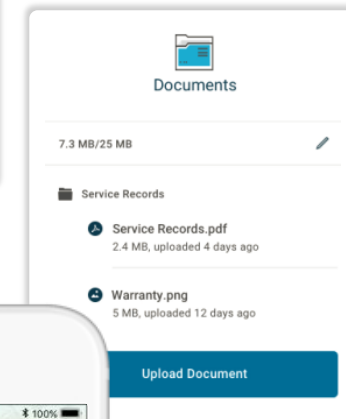
Exclusive Offers

Relevant and exclusive



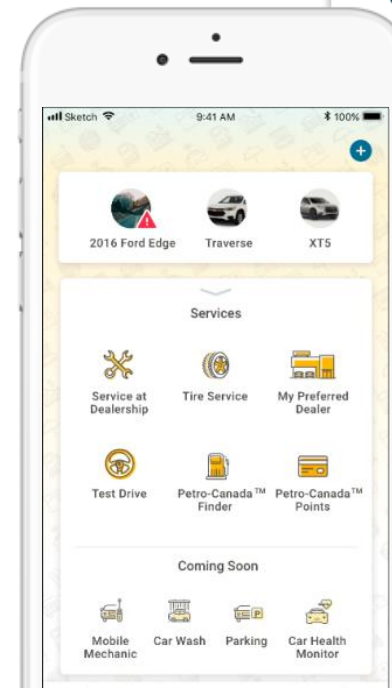
Document Storage

A digital glovebox for all your important docs



Powerful Services

Book dealer services and at-home tire changes, find gas stations and much more



Introducing DRIVE – Always-on solutions for Canadians

800+
Dealers Signed

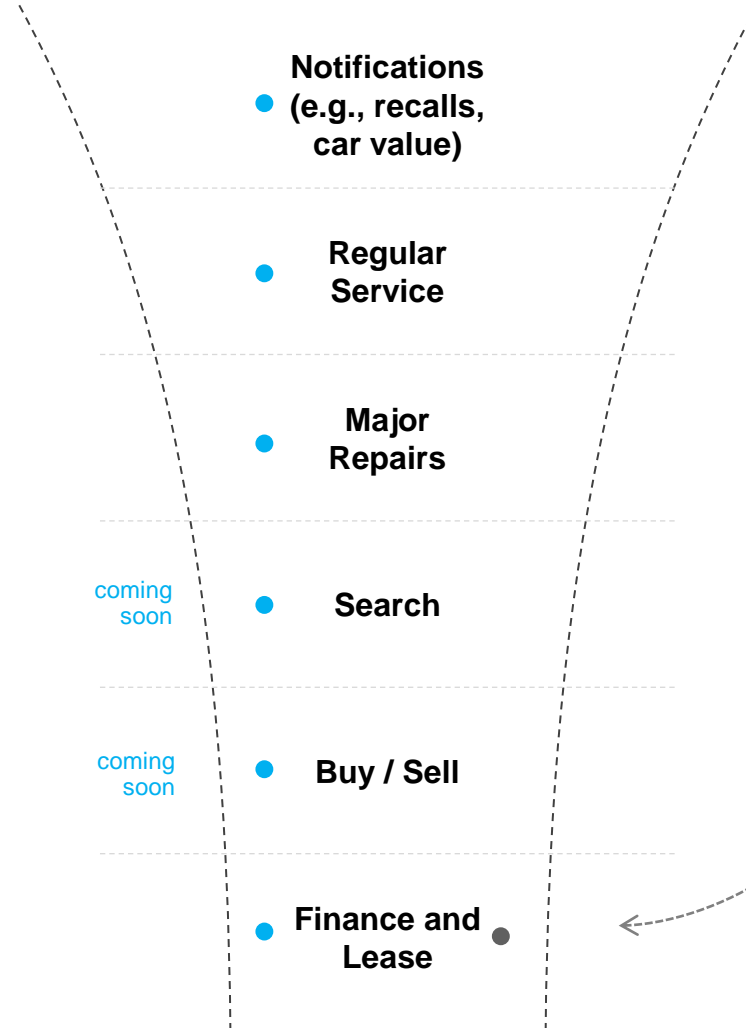
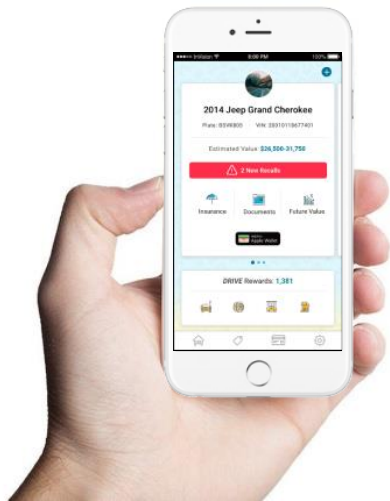
50,000+
Autos Registered

WHERE
DRIVE
FOCUSES

Always-on, differentiated



DRIVE



WHERE
MOST
BANKS
FOCUS

← Episodic, crowded

Introducing Finit – Making RBC’s trusted advice **open to everyone**

finit

Financial advice, free credit score and personalized insights

Free Credit Score

And free credit simulations

Credit Score

Your Score **739** Simulator

Want to know what impacts your credit score? Play around with the factors below to see ways you might be able to improve your score faster.

Your Score is **739** Simulated Score ---

Simulation Factors [Reset parameters](#)

- Add a New Credit Card
Enter Amount \$1,000
- Add a Loan

All in One Place

Link and manage all your bank accounts

Manage Bank Accounts

RBC	http://www.rbcroyalbank.com/person...
RBC Day to Day Banking (...1234)	\$1,205.76 CAD
RBC Savings (...1234)	\$1,789.25 CAD
Auto Loan (...1234)	\$22,390.23 CAD

finit

Hey Rachel
Here's your daily overview.

Safe to Spend →

You have **\$431.23** available until Jan 31.
That excludes **\$774.53** going towards your regular expenses.

Your Insights (3 new) →

Spending through May →

You have spent **\$772.43**. By this time each month, you typically spend **\$930.26**.

Spend Trends

Simple and clear views of your spending history

All Accounts

On average, you spend **\$930.26** by this time this month.

Spent **\$772.43** Typical Spend **\$930.26**

Here is the breakdown of your top spending categories from this account.

Total Spent **\$772.43**

Shopping **\$371.85**

Jan 20
Monthly Comparison
Compared to last month, you have saved up \$270 more dollars this month.

June
July

Jan 20
Spending by Category
Here are some categories where you are spending the most.

- Food 40%
- Transportation 18%
- Shopping 42%

Jan 20
Your Monthly Performance
You're doing better than the average Canadian, but let's take a closer look at your spending.

Feb Mar Apr May Jun July

Personalized Insights

Real-time notifications of changes in your spending habits

50,000+
Users on waiting list prior to launch

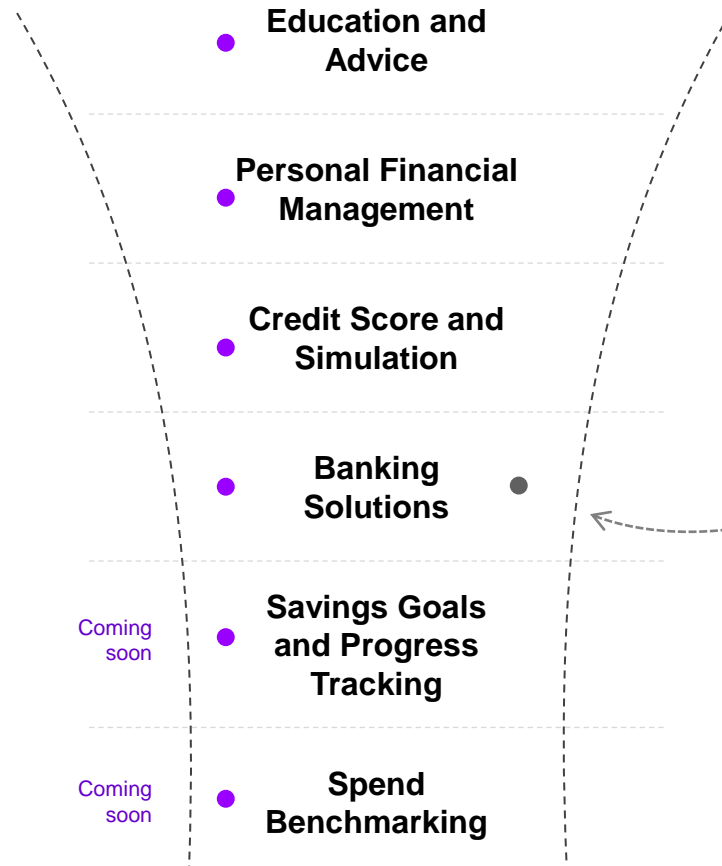
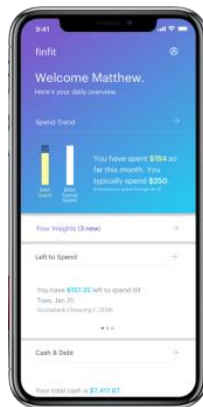
Introducing Finfit – Making RBC’s trusted advice **open to everyone**

WHO
FINFIT
SERVES

All Canadians



finfit

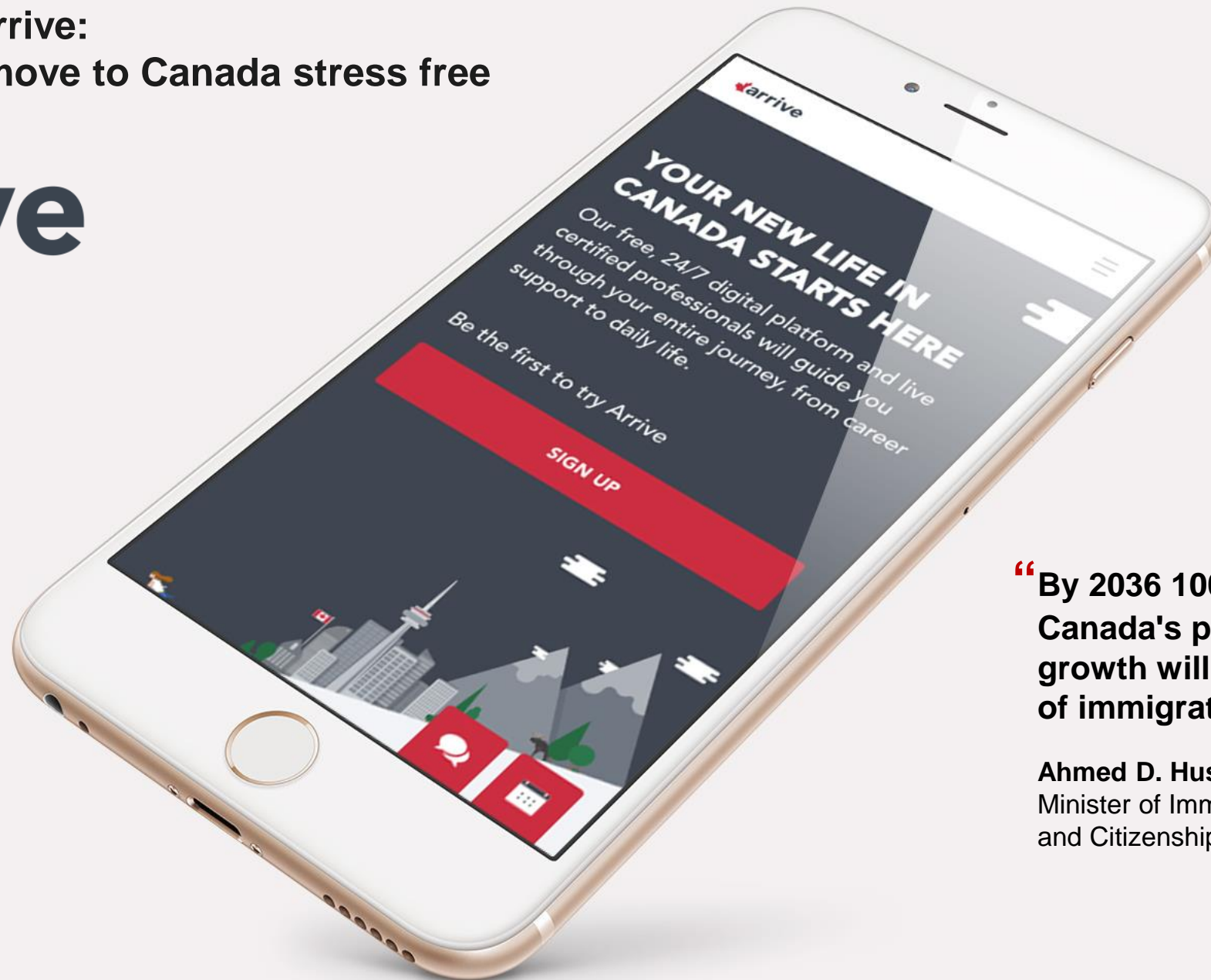


WHO
MOST
BANKS
SUPPORT

Clients only

50,000+
Users on waiting list
prior to launch

Introducing Arrive:
Making your move to Canada stress free



“By 2036 100 per cent of Canada's population growth will be as a result of immigration”

Ahmed D. Hussen
Minister of Immigration, Refugees
and Citizenship

We've accomplished a lot ... and we're only getting started



Ventures & Partnerships

7

**Ventures
launched**

12+

**New Ventures
under
development**

12

**Strategic
investments**

20+

**New strategic
partnerships**

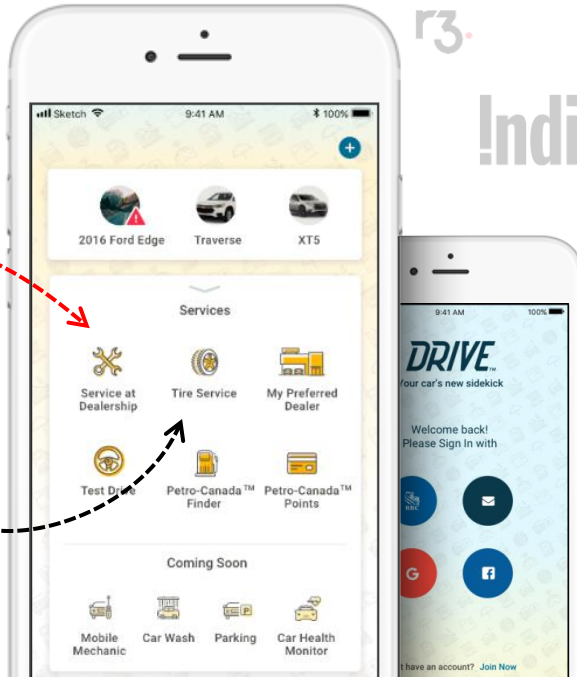
1

**Acquisition
(MoveSnap)**

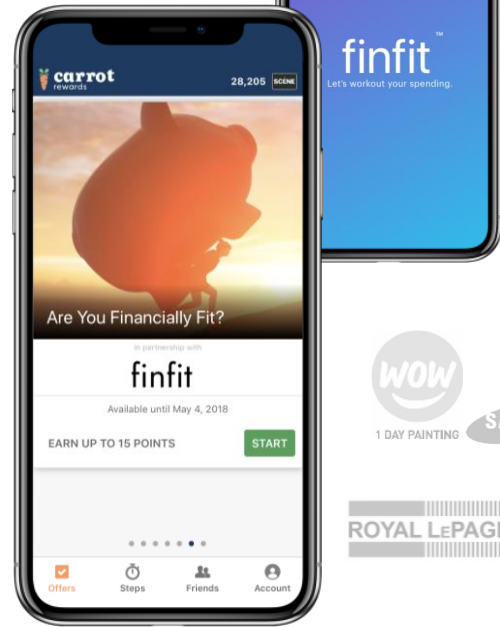
Strong partnerships are key to delivering new capabilities, distribution and value



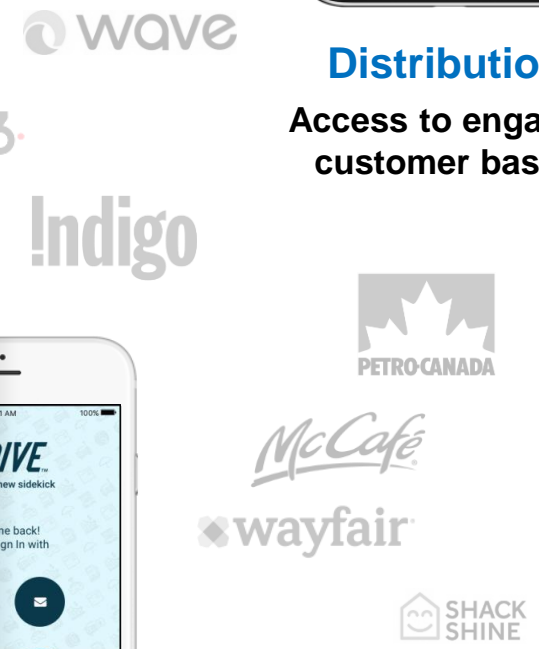
Capabilities
Differentiated experiences delivered in part through select partners



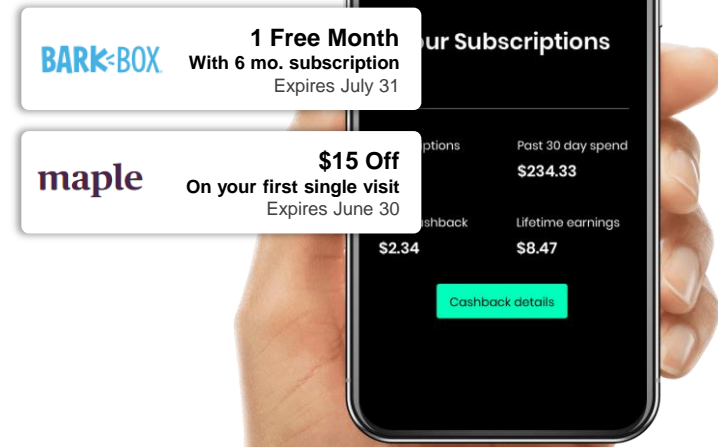
Your Mechanic
TireButler™



Distribution
Access to engaged customer bases



Value
Incremental value through targeted offers and more



Our aspiration

A RELATIONSHIP
WITH
EVERY
CANADIAN

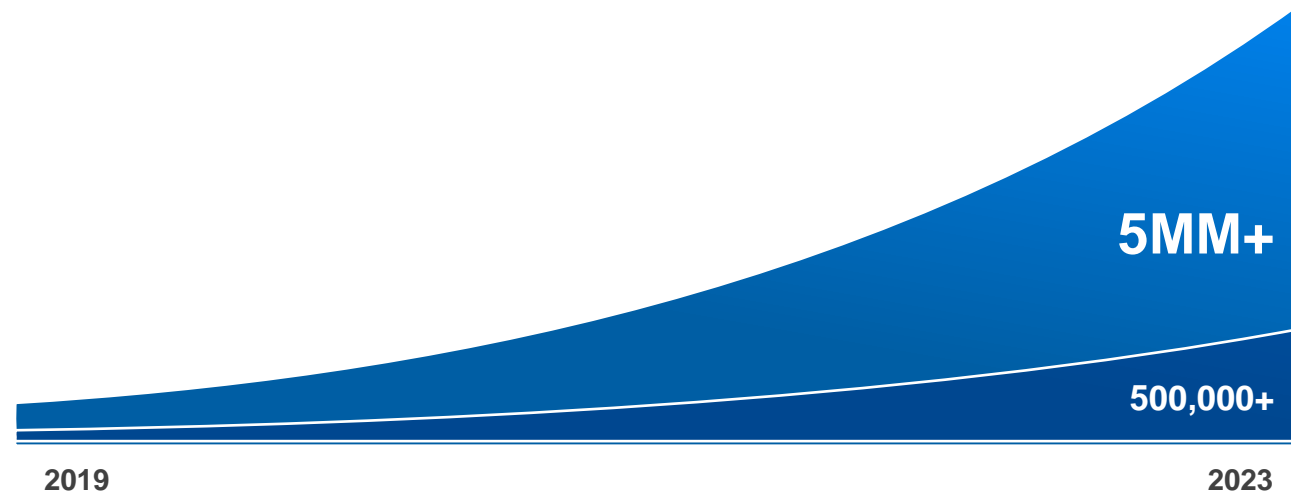
... with an option to go beyond
our borders

Our goal

Engaging millions of Canadians earlier, more often and in more compelling ways, will result in significant growth to our RBC client base.

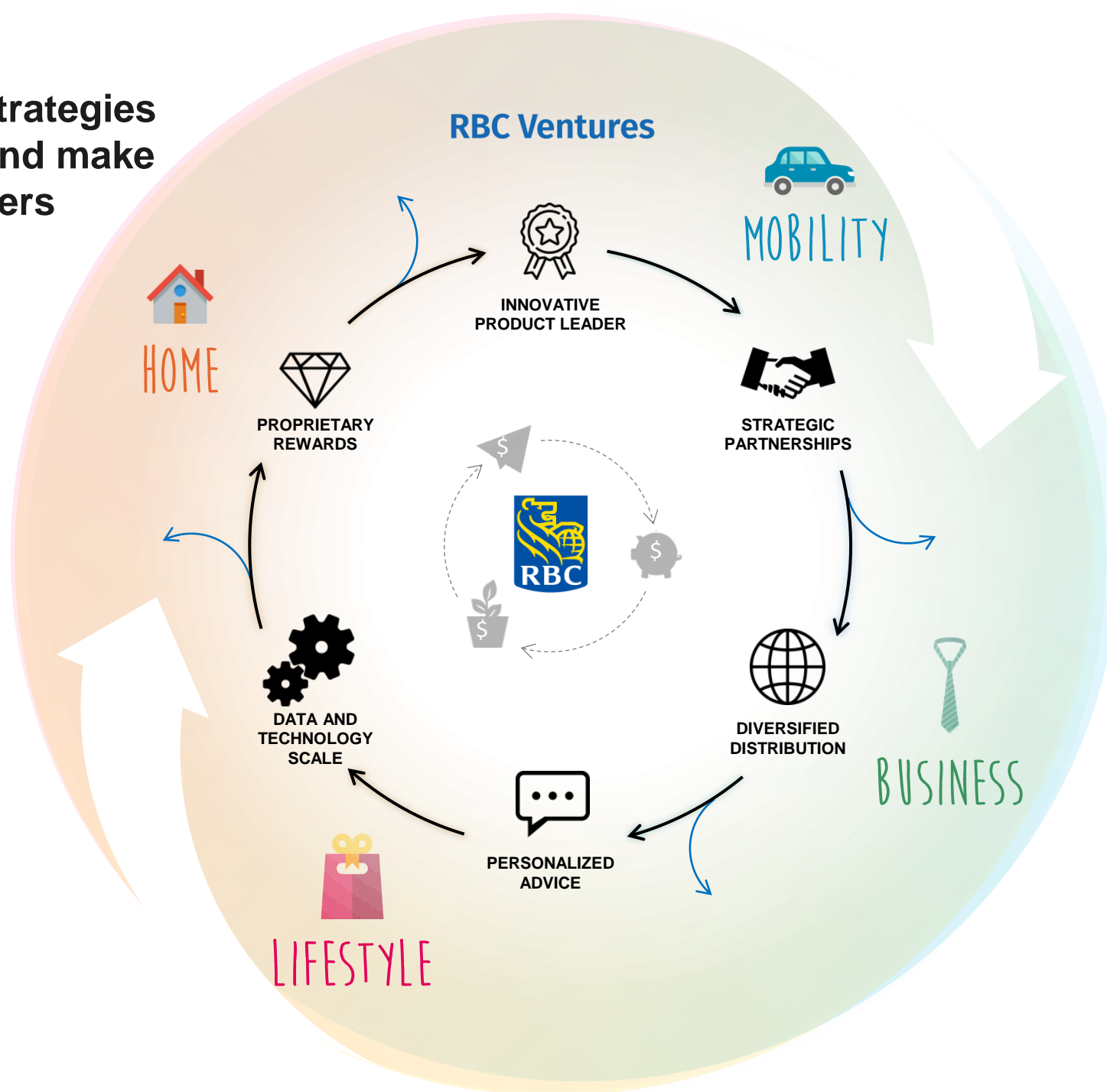
Grow and Convert Approach

Acquire 5MM+ Venture users to start > Actively convert 10% to RBC clients



Converting at 10% will result in **500,000+ new or deeper RBC relationships by 2023**, contributing to our overarching client growth objective

Combined, our strategies fuel each other and make it difficult for others to replicate





ampli

Your Rewards. Amplified.

COMING LATE 2018

06

EVOLUTION OF FINANCIAL TARGETS

Rod Bolger
Chief Financial Officer





Creating More Value

Ventures & Partnerships

Largest Reach & Distribution

Payments & Transactions



Strong Technology & Data Foundation

Goal to grow new clients at up to 3x our current rate

Deepen our existing relationships by providing more value

Leverage our operational scale for improved efficiency & better credit profile

Consistent performance above medium-term financial objectives



Financials

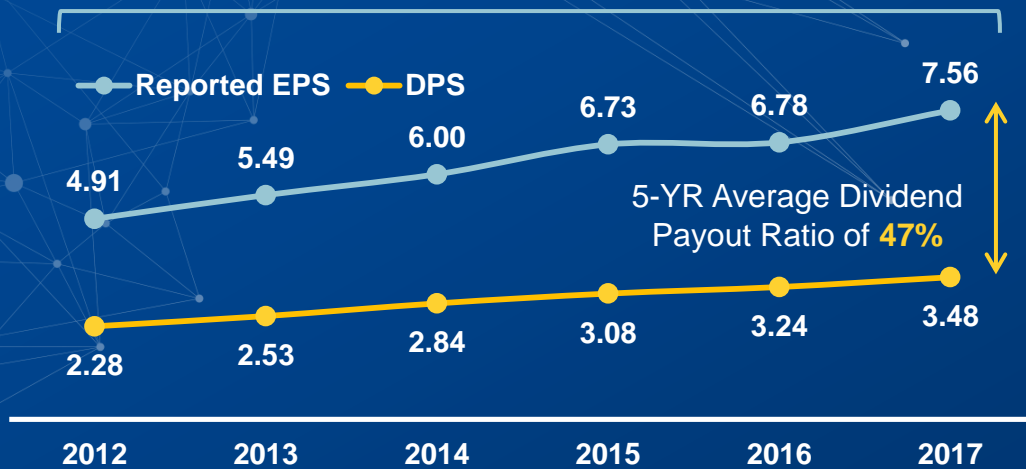
	2012	2013	2014	2015	2016	2017	2018 H1	2012-2017
Diluted EPS Growth 7%+	✓	✓	✓	✓	✗	✓	✓	CAGR 9%
Return on Equity ⁽¹⁾ 16%+	✓	✓	✓	✓	✓	✓	✓	Average 18%
Dividend Payout Ratio 40% - 50%	✓	✓	✓	✓	✓	✓	✓	Average 47%
Capital Ratios (CET1) Strong	✓	✓	✓	✓	✓	✓	✓	CET1 Ratio ↑ 200 bps

- Total Shareholder Returns of **14%** over the last 5 years, and **12%** over the last 10 years
- Consistently high level of performance, high returns and low volatility
- EPS growth was lower than objective in 2016 due to shares issued for our acquisition of City National
- Achieved medium-term EPS objective in both three-year periods encompassing 2016
 - 2014-2016: **+7.3%**
 - 2015-2017: **+8.0%**

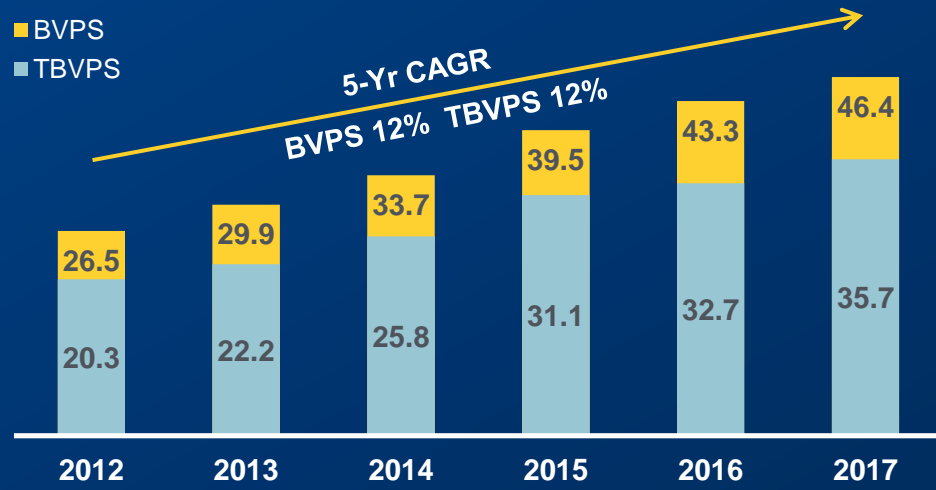
(1) Return on Equity (ROE) objective was 18%+ prior to Q4 2016. ROE may not have a standardized meaning under generally accepted accounting principles (GAAP) and may not be comparable to similar measures disclosed by other financial institutions. For further details see slide 135.

Sustained earnings growth with consistent returns to shareholders

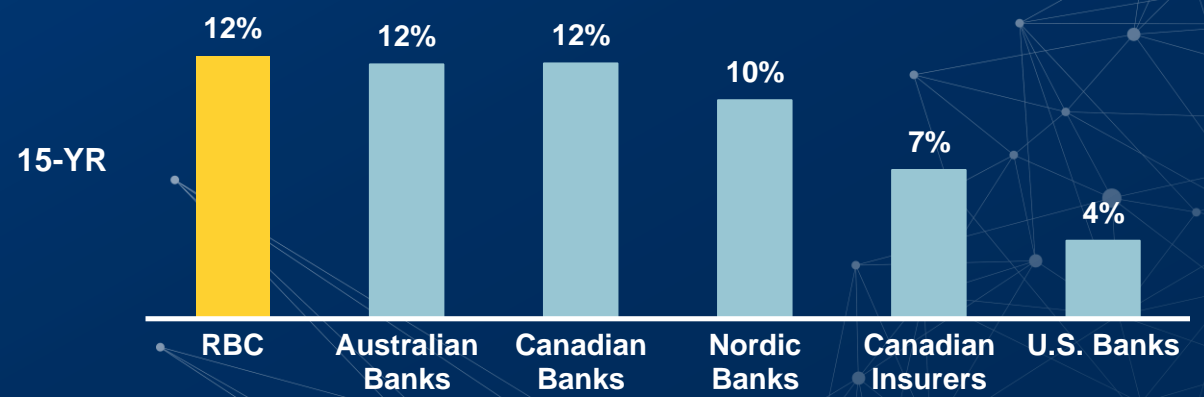
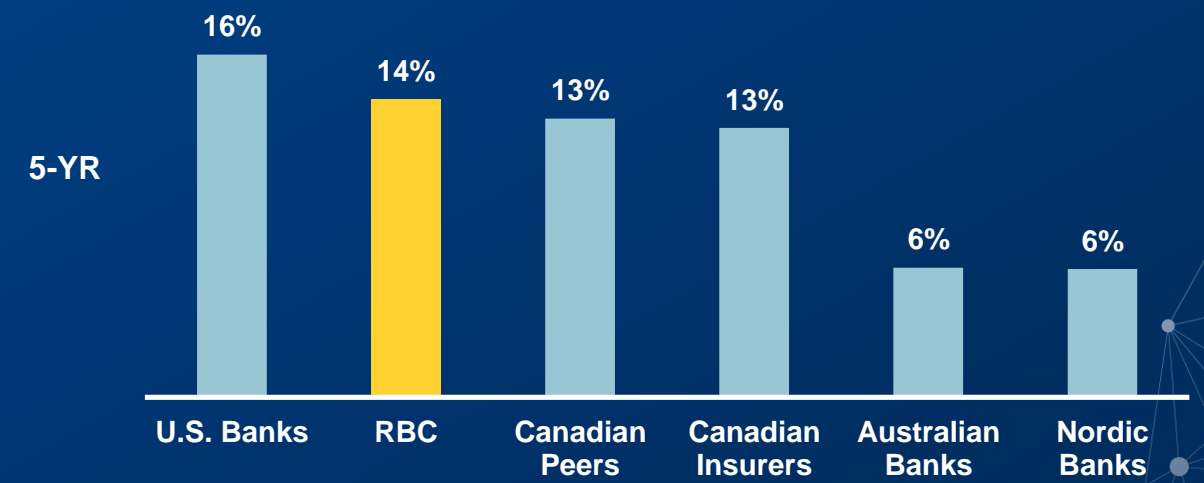
EPS & DPS 5-YR CAGR: 9%



Tangible Book Value & Book Value Per Share



Leading Total Shareholder Return⁽¹⁾



Over **\$35BN** dividends returned to investors over the past 10 years

(1) Canadian peers include BMO, BNS, CIBC, NA and TD.

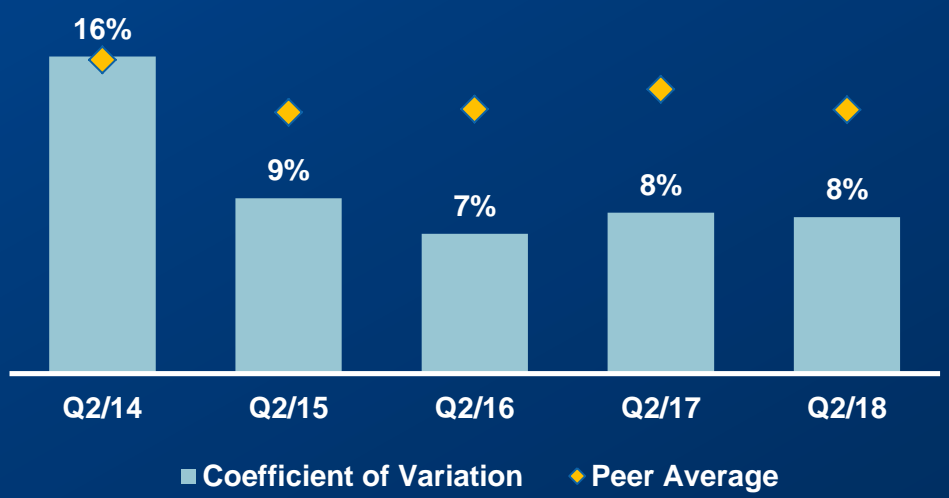
Diversified business mix and disciplined approach to risk management

Track record of stable earnings and resilience through the cycle

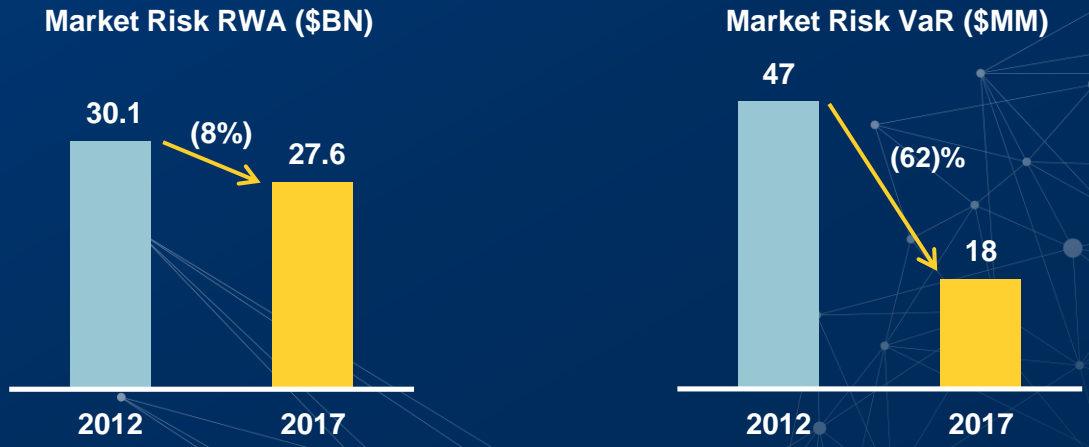
- 1** Improvement in geographic mix
- 2** Portfolio diversification
- 3** Focused on prime Retail loans
- 4** Mortgage loans originated through proprietary channels
- 5** Data capabilities support credit decisions, early warning signs
- 6** Increasingly stringent Canadian regulatory environment

Expect run-rate NIBT benefit of ~\$50MM in 3-5 years

Declining earnings volatility⁽¹⁾



Market risk and volatility continue to decline



Capital Markets loan book CAGR of **4%** from 2015-2017, down from **21%** between 2010-2015

(1) Volatility defined as standard deviation divided by average earnings over a three-year period. Peer average include BMO, BNS, CIBC, and TD.

Diversified business model with client leading franchises



Financials

2017

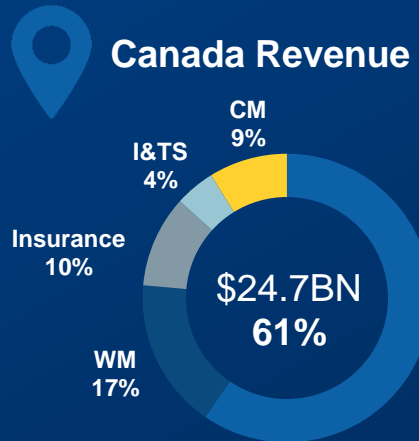
CANADA
5-Yr CAGR
NIAT
Revenue



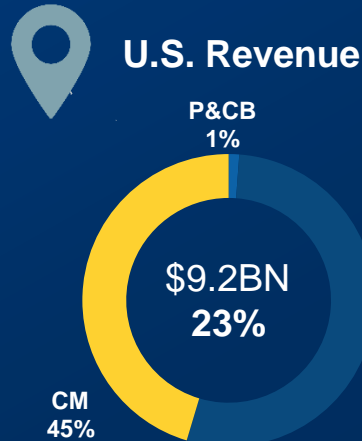
U.S.
5-YR CAGR
NIAT
Revenue



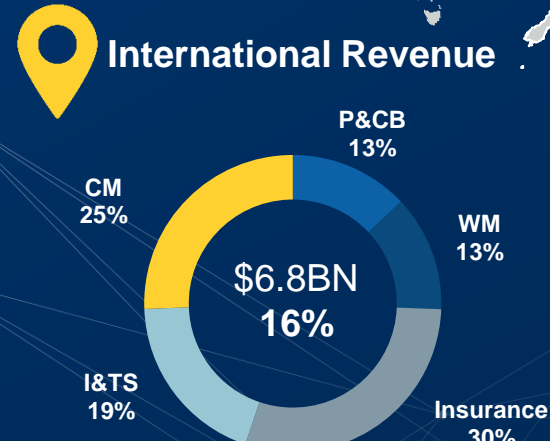
INTERNATIONAL
5-YR CAGR
NIAT
Revenue



NIAT \$8.2BN



NIAT \$1.7BN



NIAT \$1.5BN

*All figures exclude Corporate Support and discontinued operations.

We continue to save...

↓ Canadian Banking Operations Costs

Canadian Banking
Operations costs trending lower with Canadian Banking revenue **increasing 11%** from 2015 to 2017

RPA, process re-engineering and multi-skilling

↓ Wealth Management Operations Costs

Wealth Management non-U.S.
Revenue was **up 5%** from 2015 to 2017, while non-interest expense was **down 2%**⁽¹⁾

WM Canada Operations
Efficiency ratio **improved by 8.5%** between 2015 to 2017 driven by automation and process re-design
Costs/AUA⁽²⁾ **declined 9.4%** in the same period

↓ Business Simplification

Enabled **savings of \$430MM** through automation, consolidation and optimization

International Wealth Management
Optimized our business to key centres where we have scale

Insurance
Sale of home and auto insurance manufacturing business

↓ Efficiency Ratio Across the Bank

Investor & Treasury Services
77% in 2012 → **60%** in 2017

Caribbean Banking
85% in 2012 → **76%** in 2017

Exited Caribbean Wealth

(1) Effective Q4/2017, service fees and other costs incurred in association with certain commissions and fees earned are presented on a gross basis in non-interest expense. Comparative amounts have been reclassified to conform with this presentation. (2) Includes DI AUA and costs.

...to invest in our future

↑ Investing in **Ventures & Partnerships**

Since Inception...

Ventures

7 New Ventures launched, **12+** under development

Partnerships

20+ New Strategic Partnerships

↑ Growing **Digital & App Dev**

Application Development

+25% CAGR in digital application development and transformation in past 4 years

New Systems

Investing **\$300MM** in Investor & Treasury Services in the medium-term

↑ Growing **U.S. Franchises**

Since Acquisition...

City National

+850 City National colleagues in the U.S.

+3 new offices

+2 new markets

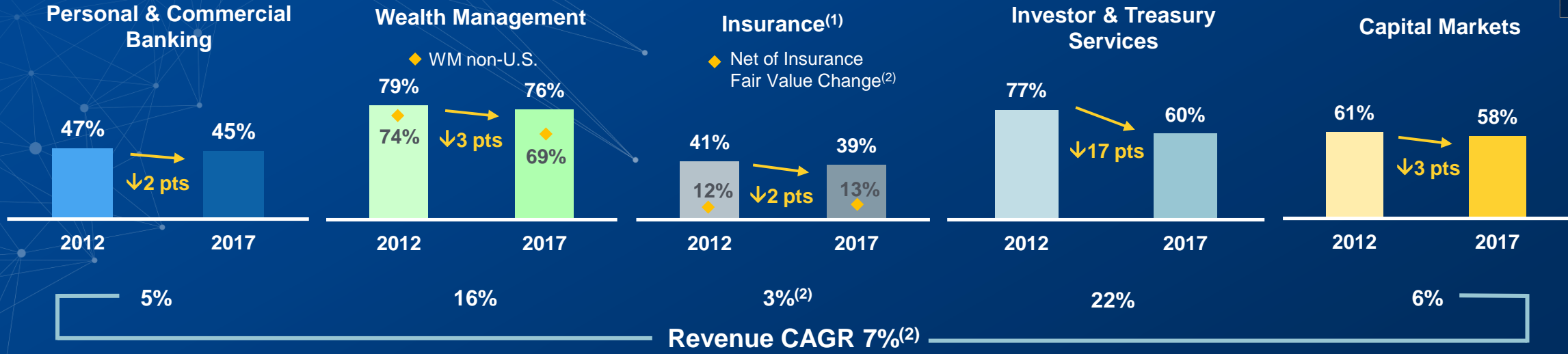
+14% loan CAGR (in US\$)

↑ Maintaining a focus on **Security**

Cybersecurity

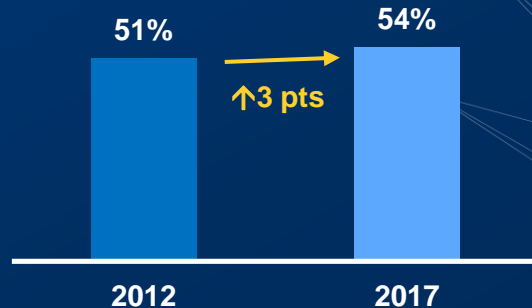
2x cybersecurity spend in past 4 years

All business segments have improved efficiency



Efficiency improved in all five segments by an average of 3 pts though all-bank efficiency ratio increased due to business mix

RBC Total Bank Efficiency Ratio⁽²⁾



Earnings have increased from \$7.6BN to \$11.5BN – up 52% over the five years

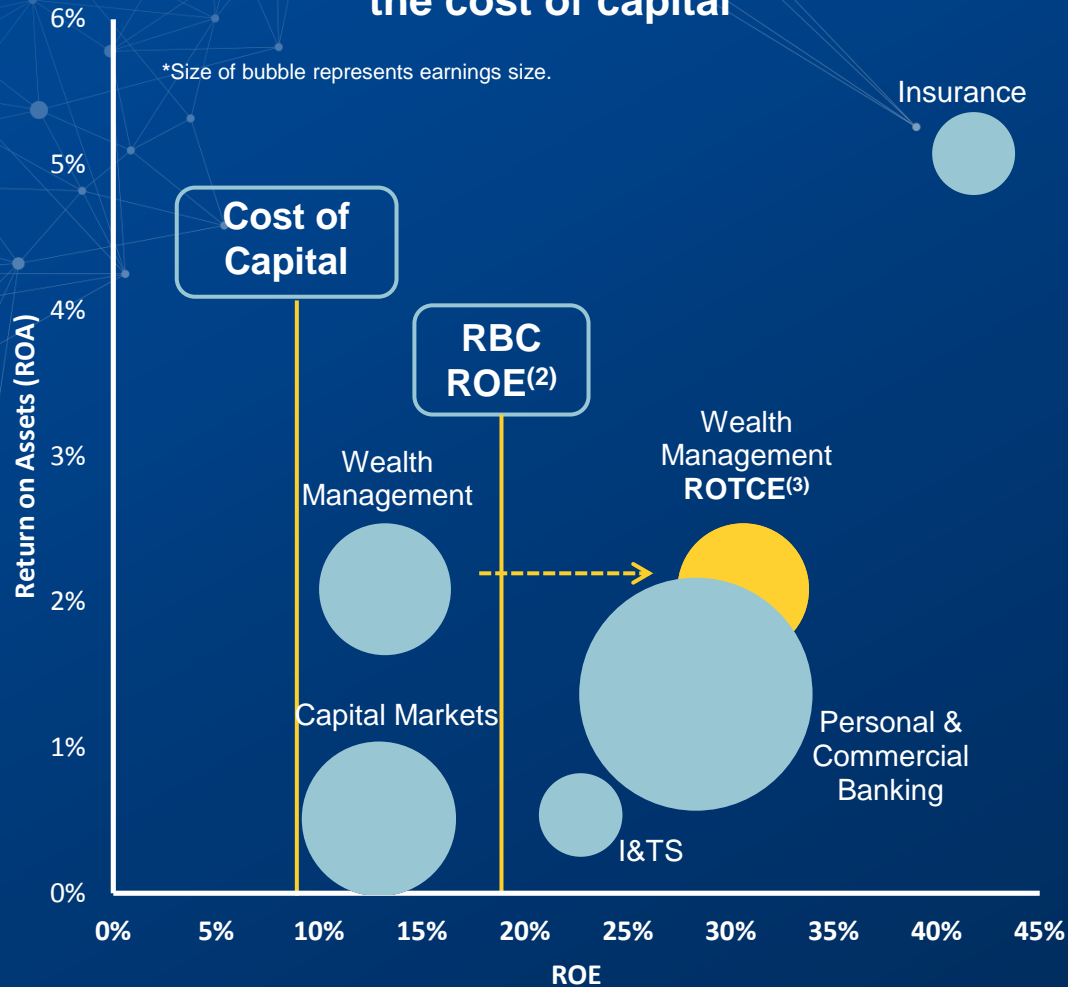
(1) Insurance revenue and efficiency ratio excluding Insurance policyholder benefits, claims and acquisition expense (PBCAE) is a non-GAAP measure. For further details see slide 135. (2) Revenue and efficiency ratio net of Insurance fair value change of investments backing policyholder liabilities is a non-GAAP measure. For further details see slide 135.

A good business profile for premium returns

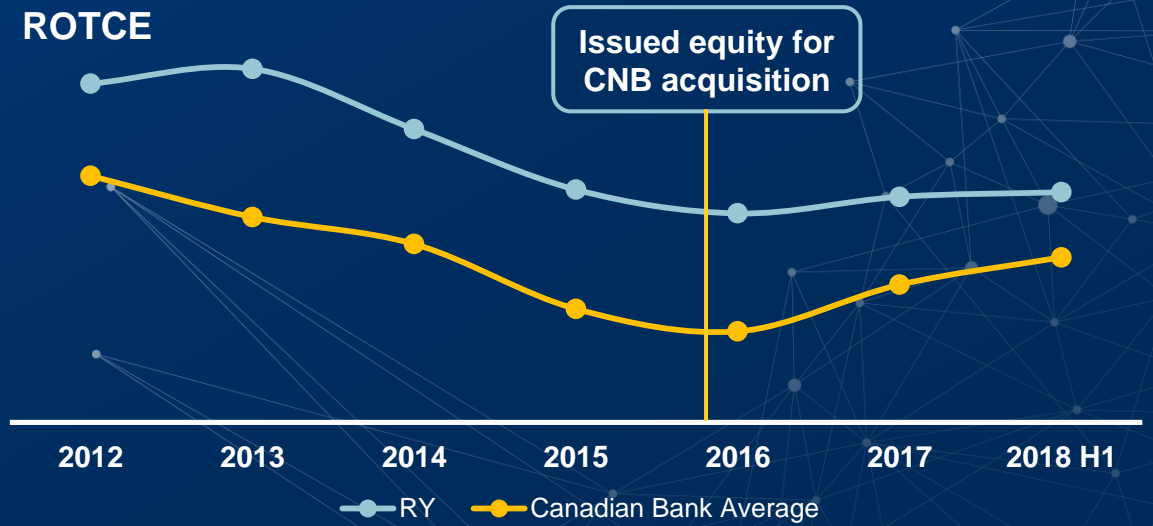
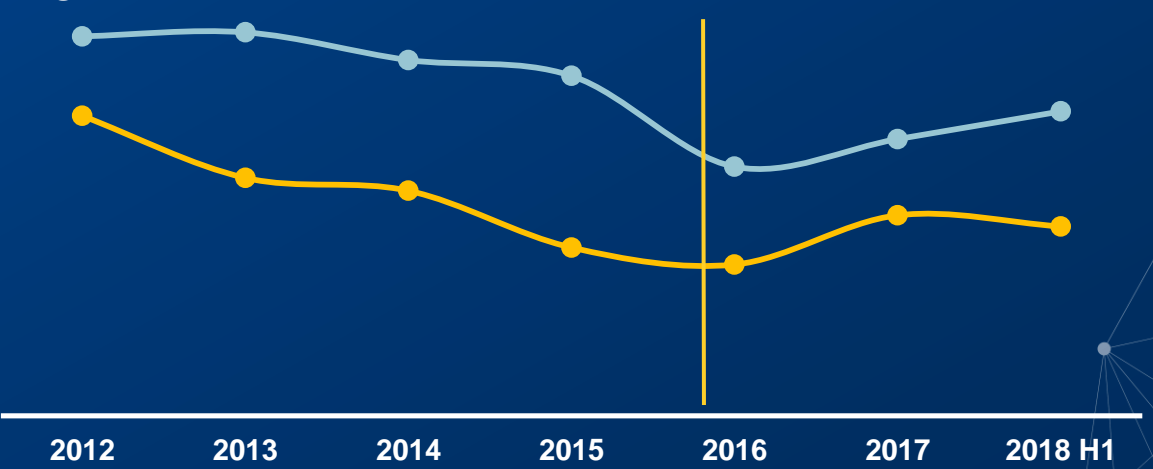


Financials

All segments returning above the cost of capital



Industry-leading returns

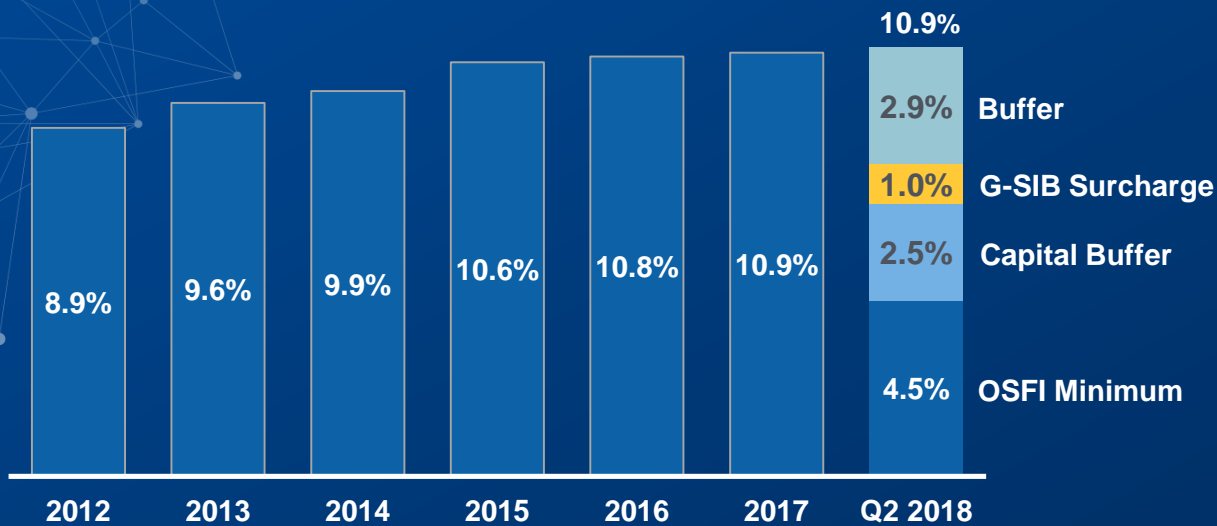


(1) ROE may not have a standardized meaning under generally accepted accounting principles (GAAP) and may not be comparable to similar measures disclosed by other financial institutions. For further details see slide 135.
 (2) Return on tangible common equity (ROTCE) is computed by dividing net earnings applicable to common shareholders by average tangible common shareholders' equity (common shareholders' equity less goodwill and intangibles). ROTCE may not have a standardized meaning under generally accepted accounting principles (GAAP) and may not be comparable to similar measures disclosed by other financial institutions. For further details see slide 135.

Strong capital accretion and return of capital

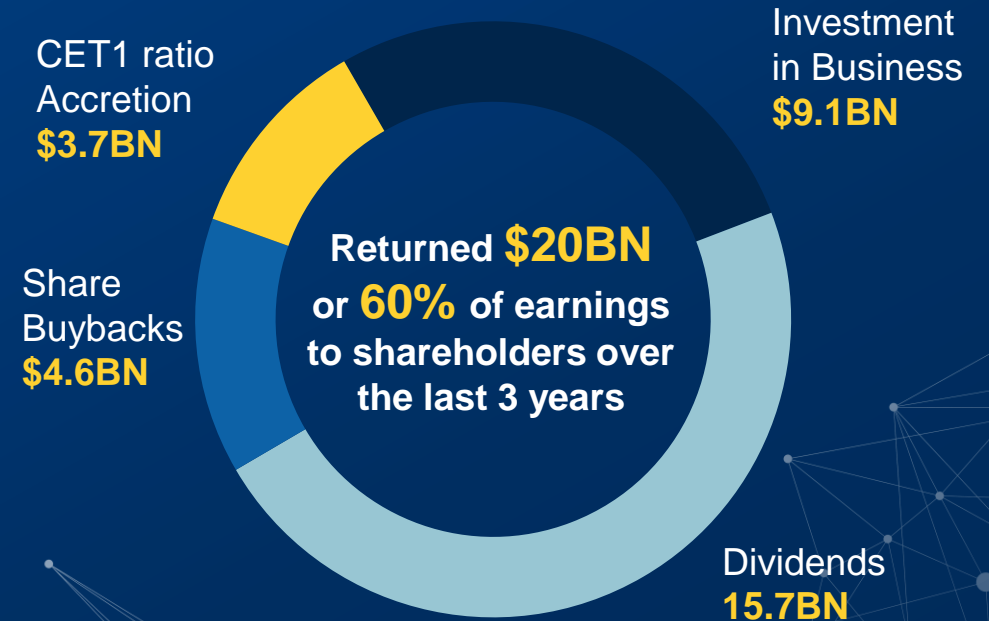


Growing Capital Ratio



Targeting CET1 ratio at higher end of **10.5% – 11.0%** range

Deployment of Earnings



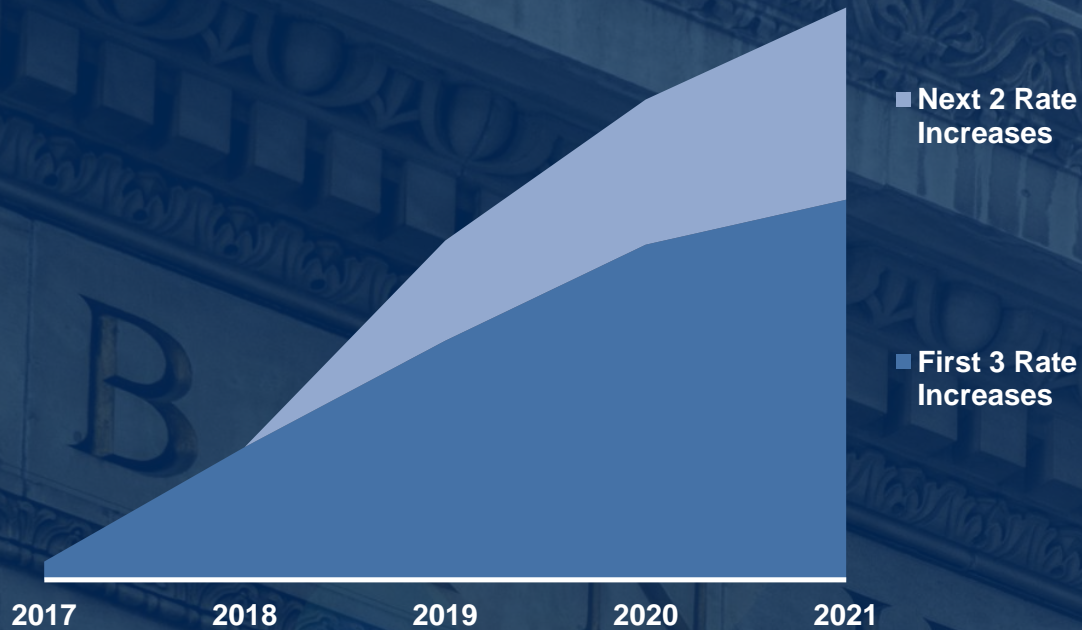
Expect to generate **\$13-14BN** of discretionary capital by end of 2021

Continued benefits expected from rising interest rates



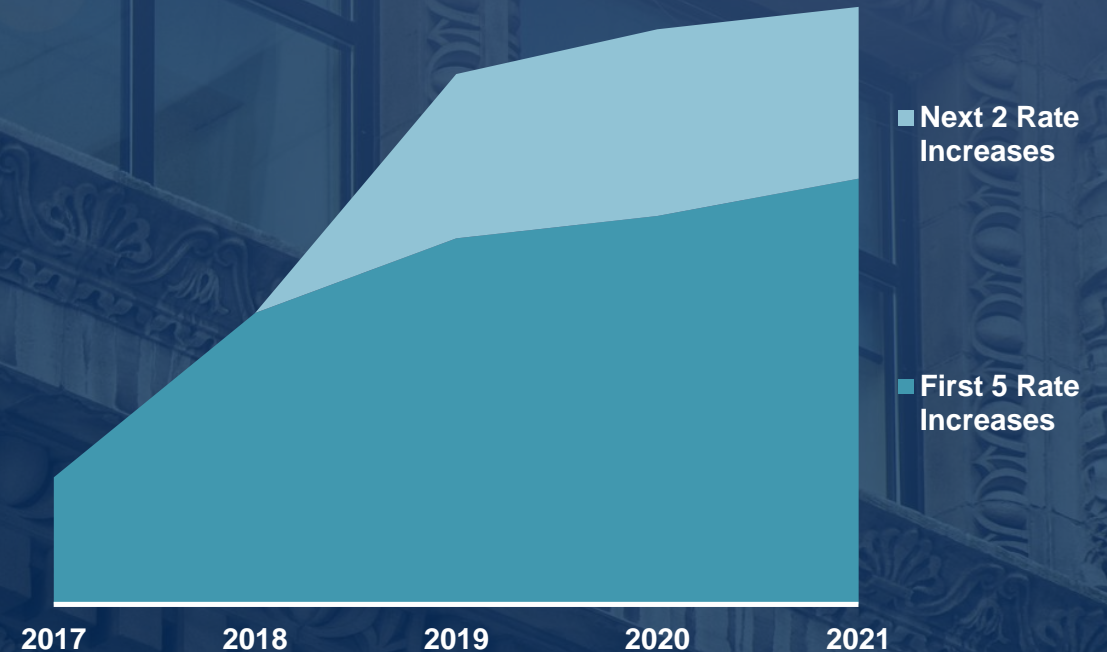
Financials

Canada



Incremental NII by 2021⁽¹⁾
~C\$1.4BN

U.S.



Incremental NII by 2021⁽¹⁾
~US\$400MM

(1) Incremental net interest income (NII) includes (i) the expected benefit from the past 5 recent Fed funds rate hikes; (ii) the past 3 recent Bank of Canada rate hikes; and (iii) two future increases to come.

Improved efficiency while investing to create more value for clients



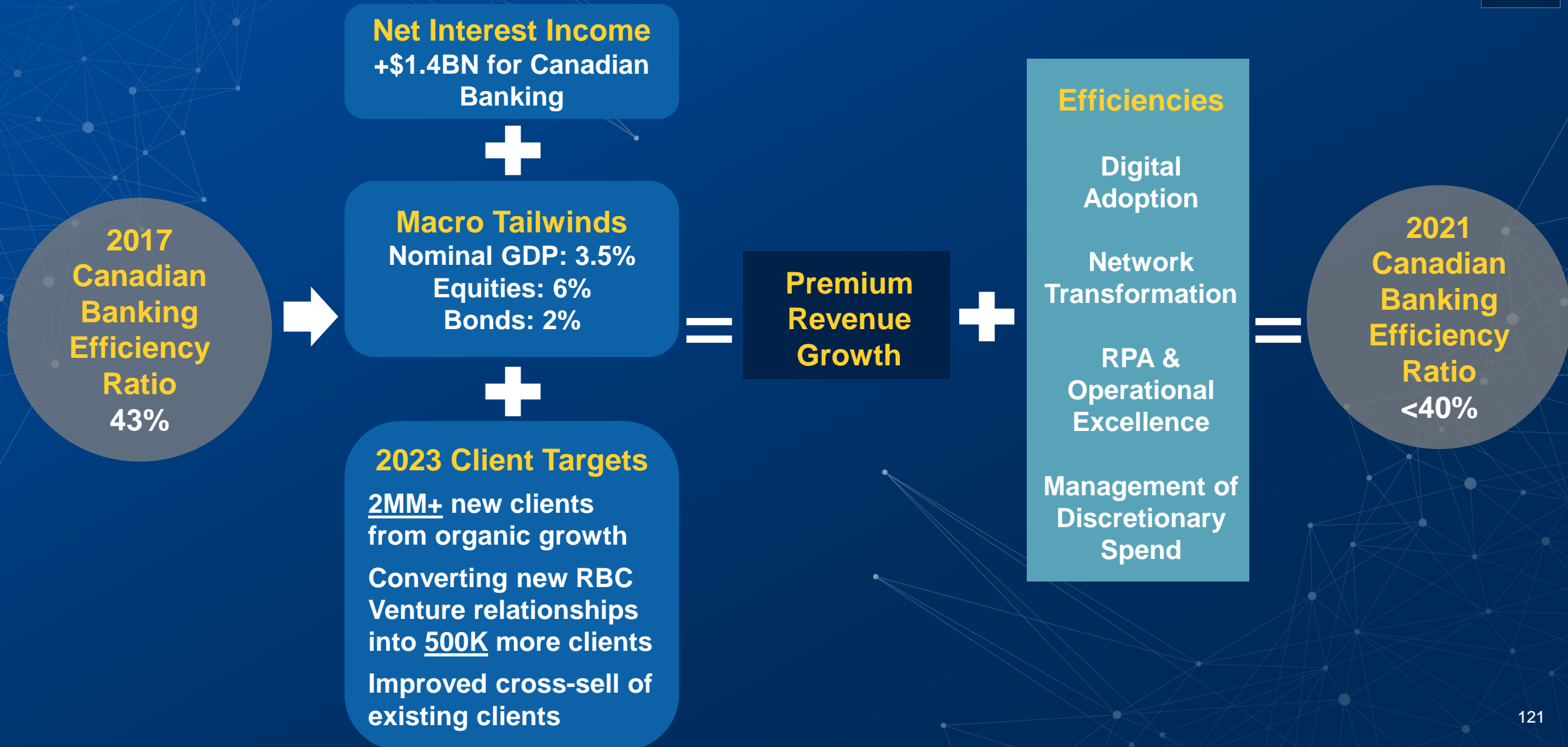
Financials



Raising the bar – Opportunities to drive growth and efficiencies in Canadian Banking



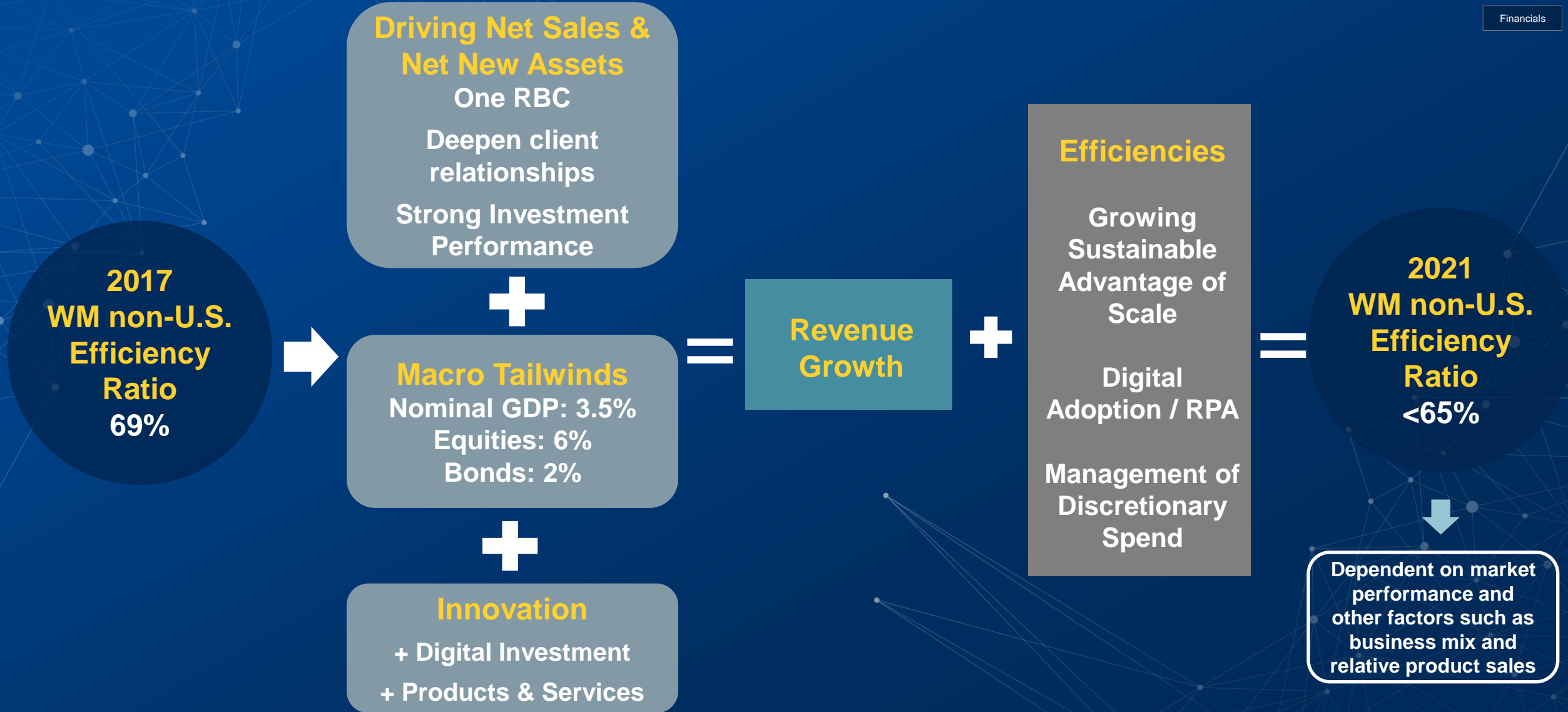
Financials



Well positioned for future growth in Wealth Management



Financials



Track Record of Exceeding Our High Financial Bar

The Future: Creating More Value from Strategic Initiatives

**Well Positioned to
Create More Value
for Clients and
Shareholders**

- 1) Revenue growth**
 - C\$1.9BN of revenue growth from interest rates by 2021
 - Enhanced volume growth
- 2) Driving efficiency ratio lower**
 - Saving & Investing
 - Growing client base faster
- 3) Going down the risk curve, not up**
- 4) Strong TSR to date, and our approach to risk should continue to position us for outperformance, including during a downturn**

07

CLOSING REMARKS

Dave McKay
President & Chief Executive Officer



Creating more value

Ventures & Partnerships

Largest Reach & Distribution

Payments & Transactions



Goal to grow clients at up to **3X** our current rate

Deepen existing client relationships by providing **more value**

Leverage our operational scale for improved efficiency & **better credit profile**

Strong Technology & Data Foundation

08

APPENDIX – SPEAKERS



Speakers



David I. McKay

President & Chief Executive Officer

Dave McKay is President and CEO of RBC. Dave is credited with helping transform the bank's retail division and introduce new technology that has enabled RBC to adapt and evolve to rapidly-changing consumer demands. Appointed President and CEO in 2014, he led the acquisition of City National Corporation, creating a diverse platform for continued growth in the U.S.

Dave started his career at RBC in 1988 as a computer programmer before moving to the organization's retail banking arm. He then held progressively senior roles in Canada and Japan in retail and business banking, group risk management, and corporate banking, ultimately becoming Group Head, Personal & Commercial Banking in 2012. Dave was named 'Retail Banker of the Year' in 2012 and 2015 by Retail Banker International.

An unwavering champion for Canada's innovation ecosystem, Dave is leading RBC's support for and partnerships with universities, start-ups and accelerators, particularly in transformational technologies such as artificial intelligence and blockchain. He is also a passionate advocate for youth, promoting the benefits of work-integrated learning and supporting the development of RBC Future Launch, a 10-year, \$500 million commitment to help young people build the skills and capabilities required to succeed in a changing world.

Dave holds a Bachelor of Mathematics from the University of Waterloo, an MBA from the Richard Ivey School of Business at the University of Western Ontario and an honorary Doctor of Laws degree from Ryerson University. He serves on the Board of Trustees for the Hospital for Sick Children (Sick Kids) and is a member of the U.S. Financial Services Roundtable Board, the Business Higher Education Roundtable, the Business Council of Canada, and the Catalyst Canada Advisory Board. In 2016, Dave chaired the United Way Toronto and York Region's record-breaking fundraising campaign.

Speakers



Rod Bolger Chief Financial Officer

As Chief Financial Officer, Rod Bolger is responsible for Finance, Taxation, Corporate Treasury, Investor Relations and the Law Group. Together with other members of Group Executive, he is responsible for setting the overall strategic direction of RBC. In addition, Rod chairs RBC's Asset-Liability Committee.

Prior to his current role, Mr. Bolger was Executive Vice-President Finance & Controller for RBC and was responsible for all external, board and management reporting, accounting policy, performance management, financial management systems and finance operational risk. In addition, Rod had finance responsibility for Wealth Management, Insurance and Investor & Treasury Services.

In 2011, Mr. Bolger joined RBC bringing with him significant financial services experience from Bank of America and Citigroup. At Bank of America, he served as the CFO for Global Technology & Operations, Global Corporate Bank, Global Product Solutions and Premier Banking and Investments. At Citigroup, he was Deputy CFO and Controller for the domestic retail bank, and head corporate accounting policy for mergers, acquisitions and divestitures, globally. Prior to that, he spent over a decade with PricewaterhouseCoopers in the U.S. and the U.K.

Mr. Bolger serves as Chair of Dixon Hall Neighbourhood Services, a multi-service not-for-profit agency that offers a wide range of supportive programs and services to several Toronto communities. He was a member of the Enhanced Disclosure Task Force established by the Financial Stability Board in Basel.

He is a graduate of Georgetown University in Washington, D.C., with a degree in Accounting. He also earned a M.B.A. from Columbia University in New York City. He is married with three children and lives in Toronto, Canada.



Neil McLaughlin

Group Head, Personal & Commercial Banking

As Group Head, Personal & Commercial Banking, Neil McLaughlin is responsible for RBC's banking businesses in Canada and the Caribbean, including personal and commercial financial services, credit cards and payments, digital solutions, as well as RBC's sales and branch distribution, operations and advice centres. Together with other members of Group Executive, Mr. McLaughlin is responsible for setting the overall strategic direction of RBC.

Immediately prior to this position, as Executive Vice President, Business Financial Services for RBC's Canadian Banking division, Neil was responsible for setting the strategic direction and leading all lines of business that serve small business and commercial clients through an extensive business banking network.

Neil joined RBC in 1998 and has held a wide range of senior management and executive positions within Canadian Banking, including roles in the Credit Card and Personal Lending lines of businesses and distribution and operations. As well, Neil was Senior Vice President Marketing & Channel Strategy, responsible for leading Brand, Marketing, Advertising and Sponsorship, with direct accountability for digital channels, the physical distribution network, client knowledge and insights and the client information management team. He also served as Senior Vice President, Risk Operations within Canadian Banking Operations, responsible for credit adjudication, fraud, collections, operational risk and the Commercial Advisory Group.

Neil holds a Bachelors of Commerce degree and an MBA. He lives in Toronto with his wife and their two children and currently serves on the board of the Children's Wish Foundation, Ontario Chapter.



Douglas A. Guzman

Group Head, Wealth Management & Insurance

As Group Head, Wealth Management & Insurance, Doug Guzman leads the RBC businesses that serve the needs of affluent and high net worth clients globally, and teams that provide asset management and trust products. He also oversees RBC Insurance, which provides a wide range of travel, life, health, home, auto, wealth and reinsurance products and solutions, as well as creditor and business insurance services, to individual, business and group clients. Along with other members of Group Executive, Mr. Guzman is responsible for setting the overall strategic direction of RBC.

Mr. Guzman has also assumed the role of Deputy Chair, RBC Capital Markets, where he continues to act as the lead relationship manager with a select number of key clients.

Prior to this appointment, Mr. Guzman was Managing Director and Head of Global Investment Banking, Capital Markets, responsible for the firm's Investment Banking teams globally, as well as U.S. Municipal Finance. He had senior client coverage responsibility for a number of RBC Capital Markets' most important clients and was a member of the firm's Operating Committee and Loan Commitments Committee.

In his 14 years with RBC, Mr. Guzman has become known for his focus on clients and relationships, while delivering strong business results. Before joining RBC in 2005, he was a Managing Director at Goldman Sachs in New York and Toronto, where he had co-head responsibility for each of the Global Metals and Mining and the Canadian Investment Banking businesses.

In 2014, Mr. Guzman co-led the RBC Employee Giving Campaign, inspiring employees to go above and beyond in their personal donations and driving record results. In addition, he is a member of the Board of Directors of St. Michael's Hospital, the Advisory Board of the Richard Ivey School of Business Administration at The University of Western Ontario and the Board of Trustees of the Upper Canada College Foundation.

Mr. Guzman has an Honours BA (Business Administration) from Ivey at the University of Western Ontario and an MBA with high distinction (Baker Scholar) from Harvard Business School. He is married with two children and lives in Toronto, Canada.



Bruce Ross

Group Head, Technology & Operations

As Group Head, Technology & Operations, RBC, Bruce Ross is responsible for the strategy and overall management of global technology and operations for RBC, which includes applications development, infrastructure and enterprise operations. In addition, as a member of Group Executive, he is one of nine executives responsible for setting the overall strategic direction of RBC.

Bruce is a seasoned executive with more than 28 years of technology and business experience. Prior to joining RBC, he was the General Manager, Global Technology Services, North America at IBM. He was a member of IBM's Performance Team setting the operational direction of the corporation. He was also a member of IBM's Strategy Team which set the long term direction for the business including its investments in emerging markets, Cloud, and Analytics. His prior roles included General Manager, Global Technology Services, Europe for IBM, General Manager and President, IBM Canada, General Manager, Global Technology Services UK, Ireland, and South Africa. Bruce's areas of responsibility have included providing thought leadership and services to financial institutions globally.

Bruce is active in a number of business and community organizations in Canada, serving as a Board Member for both the International Board of Advisors as well as the University of Western Ontario. He is also a member of the 2017 Toronto & York Region United Way Campaign Cabinet. In recent years, he served as the Chair of the Ontario Brain Institute Liaison Council. He also sat on the Board of Directors of the Conference Board of Canada, and was a member of the Canadian Council of Chief Executives.

Bruce is a professional engineer and a graduate of the University of Western Ontario. He is married with two children and lives in Toronto, Canada.



Michael Dobbins

Chief Strategy and Corporate Development Officer

As Chief Strategy & Corporate Development Officer, Mike is responsible for working with Group Executive to develop RBC's overall strategic plan as well as providing leadership for mergers and acquisitions. Mike also chairs RBC's Innovation Council which, in addition to overseeing investments in strategic partnerships, has responsibility for coordinating RBC's Innovation Labs which focus on research and the development of advanced capabilities in the areas of data, security and client experience. Mike is also Chairman of RBC Bank U.S., a director of City National Bank and is responsible for RBC's auto finance business. As a member of Group Executive, he is one of nine executives responsible for setting the overall strategic direction of RBC.

Prior to this position, Mike served as Executive Vice President of Personal Financing Products, RBC's largest banking segment. In addition, he had responsibility for U.S. strategy where he led both the acquisition and integration of City National Bank – RBC's largest ever acquisition.

Mike joined RBC in 2010 from Capital One in the U.S. where he served as Executive Vice President, Consumer Banking Segment. Mike also held executive positions with Charter One Bank and Citibank during his 25 year career. Mike is a graduate of the University of Delaware.

Mike and his family are active supporters and fundraisers for WE and other local charities. Mike also sits on the board of directors for Futurpreneur Canada. Mike, his wife Nikki and their two sons live in Toronto.

Speakers



Dr. Foteini Agrafioti

Chief Science Officer

Dr. Foteini Agrafioti is the Chief Science Officer at RBC and Head of Borealis AI, RBC's Research Institute in Artificial Intelligence. She is responsible for RBC's intellectual property portfolio in the fields of AI and machine learning.

Prior to that, Dr. Agrafioti founded and served as CTO at Nymi, a biometrics security company and maker of the Nymi wristband. Dr. Foteini is an inventor of HeartID, the first biometric technology to authenticate users based on their unique cardiac rhythms. She is also a TED speaker and serves on the editorial review boards of several scientific journals. Dr. Foteini was named "Inventor of the Year" in 2012 by the University of Toronto, where she received her PhD in Electrical and Computer Engineering. She was also named as one of Canada's "Top 40 under 40" in 2017.

Speakers



Sean Amato-Gauci

Executive Vice President, Cards, Payments & Banking

As Executive Vice President, Cards, Payments & Banking, Sean Amato-Gauci is responsible for the strategic direction and operational performance for cards (credit, debit, prepaid, commercial) retail payments, personal banking, rewards and loyalty programs, merchant payment partnerships, and payments innovation.

Prior to assuming his current position Sean led the Home Equity Financing business. He led a team responsible for managing all aspects of residential lending, including developing the strategic plan to drive profitable market leading growth, acquisition and distribution strategy, product and performance management, pricing, policy and regulatory management, client segmentation and innovation.

Sean joined RBC in 1995 and has held increasingly senior positions in Finance, Personal Lending, Commercial Account Management, Credit Cards, Group Risk Management, and Home Equity Financing.

Sean has a Bachelor of Commerce degree and is a CPA, is active in several leadership, diversity and mentorship programs and is a board member of the Prince's Charity Responsible Business Network. Sean lives in Toronto with his wife and son.



Note to users

We use a variety of financial measures to evaluate our performance. In addition to generally accepted accounting principles (GAAP) prescribed measures, we use certain key performance and non-GAAP measures we believe provide useful information to investors regarding our financial condition and result of operations. Readers are cautioned that key performance measures, such as ROE, ROTCE, and non-GAAP measures, including revenue and efficiency ratio net of Insurance fair value change of investments backing our policyholder liabilities, Insurance revenue and efficiency ratio excluding Insurance policyholder benefits, claims and acquisition expense (PBCAE), and Wealth Management non-U.S. measures do not have any standardized meanings prescribed by GAAP, and therefore are unlikely to be comparable to similar measures disclosed by other financial institutions.

Additional information about our ROE and non-GAAP measures can be found under the “Key performance and non-GAAP measures” sections of our Q2 2018 Report to Shareholders and our 2017 Annual Report.

Definitions can be found under the “Glossary” sections in our Q2 2018 Supplementary Financial Information and our 2017 Annual Report.

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