



"RY" on TSX & NYSE

RBC U.S. & International Personal and Business

Presentation to Analysts and Institutional Investors

Toronto

April 25, 2006





Key strategic objectives position US&I businesses for growth



We compete across two lines of business: wealth management and banking, through four highly focused, autonomous, but complementary businesses, all pursuing relationship-driven strategies

Wealth Management	Global Private Banking	Provides high net worth clients fully integrated wealth management in select global markets where RBC has brand history and competitive advantage	<ul style="list-style-type: none">• 30 offices in 21 countries• Top 20 global private banking business• 2100 employees
	RBC Dain Rauscher	U.S. wealth management firm, building relationships with affluent clients to serve the full range of their financial needs	<ul style="list-style-type: none">• 8th largest full-service securities firm in the U.S. with 1,650 Financial Consultants• 3000 Correspondent brokers• 155 branch offices in 40 states
Banking	Caribbean Retail Banking	A leading personal and business bank, serving clients in the English speaking Caribbean islands	<ul style="list-style-type: none">• 44 Branches in 8 countries• 1268 employees• 2nd or 3rd position in most markets
	RBC Centura	Southeast U.S. regional bank, meeting the personal and business banking needs of business owners and professionals	<ul style="list-style-type: none">• 5 States• Large and growing market• 276 full service branches• 3,700 employees



Focused on meeting US&I objectives and priorities

Strategic Objectives

Leverage the global resources of RBC to develop local solutions for our clients

Deliver a broad range of integrated advisory and balance sheet solutions for our wealth management clients

Focus on businesses, business owners and professionals to build a leading banking position in the Southeast U.S. market

Enhance our market position in the Caribbean



2006 Key Priorities

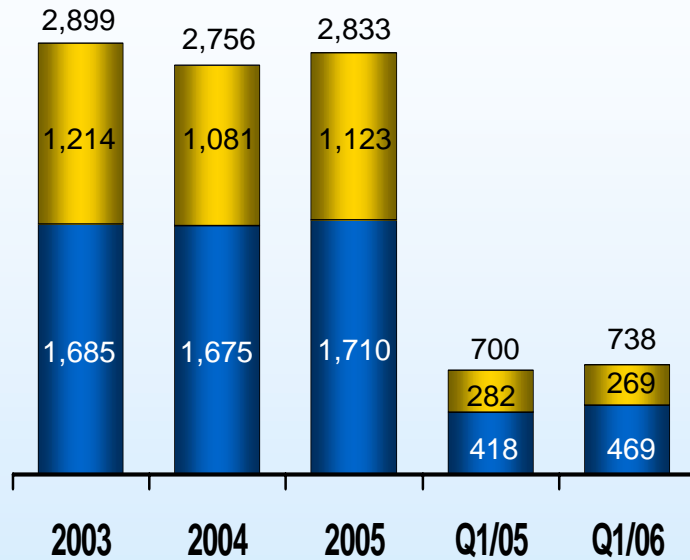
1. **Continue to grow Global Private Banking**
2. **Accelerate growth at RBC Dain Rauscher**
3. **Build on our solid Caribbean results**
4. **Significantly enhance RBC Centura's performance**



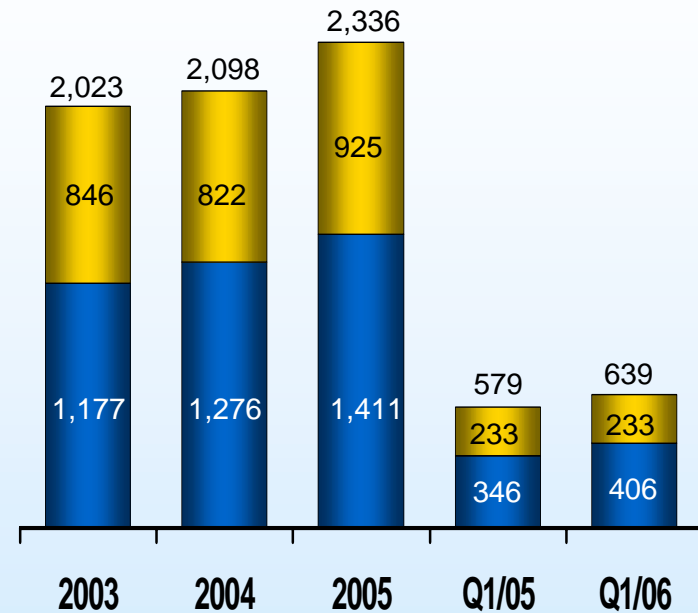
Solid revenue growth in US&I



Total Revenue (C\$MM)



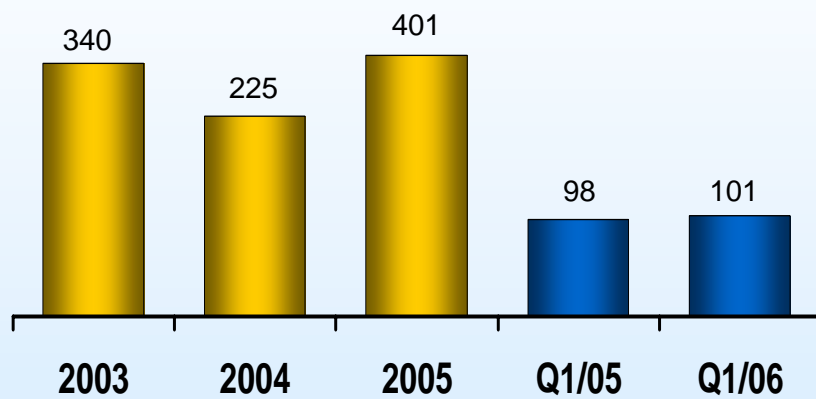
Total Revenue (US\$MM)



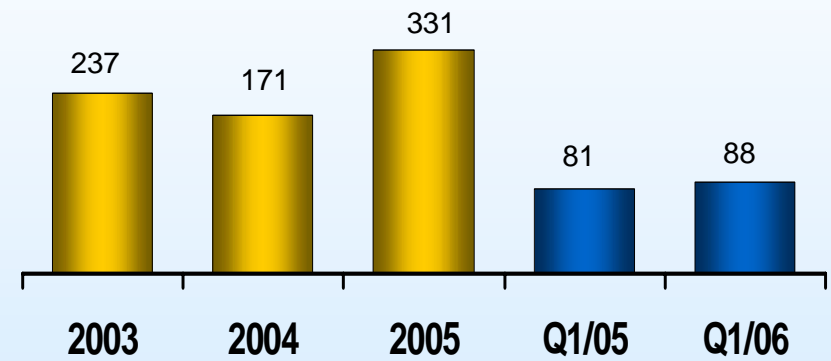


Substantial earnings improvement in US&I

Net Income (C\$MM)



Net Income (US\$MM)



Wealth Management Global Private Banking

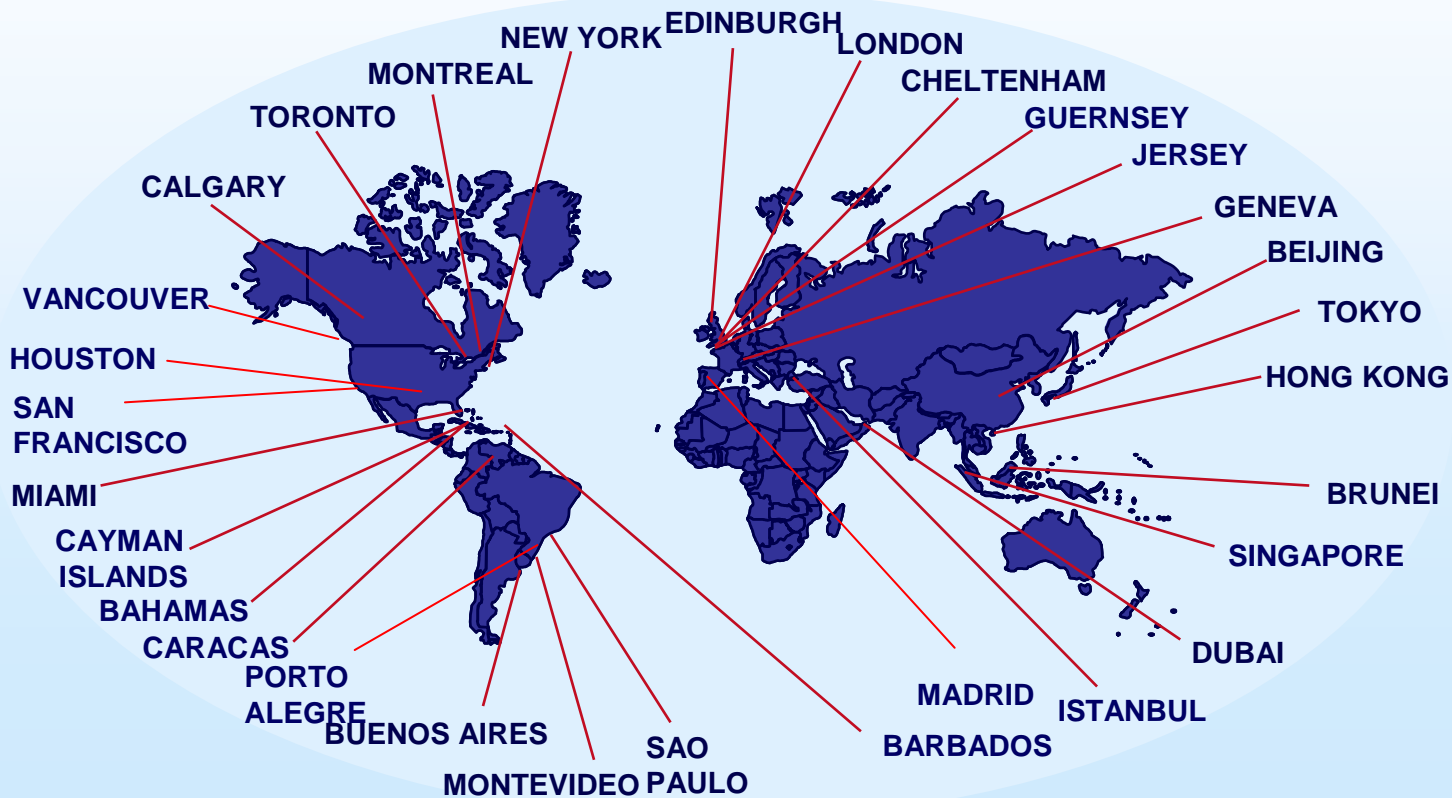
Michael Lagopoulos
Head of Global Private Banking





Global Private Banking (GPB) – Robust international wealth management platform

Locations	Clients	Target Client	Services
<ul style="list-style-type: none"> • 30 Offices • 21 Countries • 2,100 FTE 	<ul style="list-style-type: none"> • 28,000 HNW clients • 40% from British Isles (as % of revenue) 	<ul style="list-style-type: none"> • > US\$1MM in investable assets • Pay RBC more than US\$10,000 in annual revenues 	Banking / Lending, Trust and Structured Solutions, Discretionary Investment Management, Full Service Brokerage, Global Custody





GPB well positioned as alternative to leading Swiss and American international private banks

Competitive Positioning

- International wealth management is a highly fragmented industry where the largest competitor has less than 3% market share
- RBC currently ranks middle of second tier (along with Barclays, RBS, ABN Amro, Lloyds, Dresdner) and is well positioned as a strong alternative to the leading Swiss and American international private banks
- GPB leverages its Canadian brand / heritage and its 100 year history in Latin America and the Caribbean and 40 year history in the British Isles
- GPB is focusing on growing revenues by broadening and deepening relationships with its existing client base through a new relationship management model and a significantly improved and expanded product and service capability

Positioning	Competitors
Global Private Banks (Top Tier) Distribution in all major onshore / offshore markets, all business lines. True global private banking brands	
Global Private Banks (Mid Tier) Mix of onshore / offshore distribution in select markets, all business lines, lack of global scale and brand in the business	
Traditional Offshore Private Banks Focus on client secrecy and confidentiality. Largely a Swiss based offering	
Domestic Private Banks Onshore trust heritage or part of large national banks	
Investment Centric – Private Client U.S. Global brands which focus on investment services and have weak or non-existent trust and private banking solutions	



Offer full range of services for high-net-worth international clients and institutions

Trust and Structured Solutions

- **GPB core competence and competitive differentiator**
- RBC a top provider worldwide
- Significantly strengthened with British Isles' E&Y trust business and Abacus acquisitions

Banking and Lending

- **Lead service onshore e.g. U.S., UK and support capability offshore**
- AA- Rating, RBC and Canada significant strengths
- Partnership with RBC Capital Markets worldwide is strong
- Significant improvement in lending and credit structuring capabilities and more competitive policies

Investment Management

- **Focus in U.S., UK, Europe / Middle East / Africa and Corporate & Institutional**
- Global Investment Solutions, Personal Investment Profiler and Open Architecture using 3rd party global managers
- Delivering above average benchmark performance and growth

Full Service Brokerage

- **Lead service in Latin America and Asia**
- Recruiting campaign producing strong results. Need further acquisitions / open architecture to build offering beyond North America
- Leverage RBC Dominion Securities and RBC Dain Rauscher to build out global multi-currency service

Global Custody

- **Support capability globally**
- Link with RBC Dexia makes RBC strong / globally competitive
- Highly competitive multi-currency capability
- Efficient and cost competitive



Significant progress in 2005 and year-to-date

Strategic Initiative	Status	Comment
Maximizing the full value of existing client base and improving client segmentation	↑	Implemented Integrated Wealth Management strategy around the world: <ul style="list-style-type: none"> • Primary Client Relationship Model • New client discovery launched • Strategic client review process • Reinforcing compensation programs • Client and service teams segmented into - HNW, Affluent, Corporate & Institutional
Enhancing GPB's client solutions' product and service capability	↑	Continuous improvement in: <ul style="list-style-type: none"> • Development of open architecture for investment management • Growth in full service brokerage • Expansion of lending service in and beyond RBC Dain Rauscher • Leverage of RBC Capital Markets structured product capability
Accelerating individual and team recruiting, improving sales results globally	↑	Ahead of schedule on competitive hires and global sales expansion
Achieving operations and systems' efficiency gains for improved scale	↔	Abacus systems integration underway
Executing strategic growth acquisitions <ul style="list-style-type: none"> • USA • UK • Latin America • Asia, Europe / Middle East • Key offshore markets 	<div style="border: 1px solid red; padding: 2px; display: inline-block;">✓</div> ↑	<ul style="list-style-type: none"> • Abacus acquisition signed and closed • Search effort underway for potential targets



Completed



Ahead of Schedule



On Schedule



Substantial growth in assets under care

(US \$B)

Key Business Drivers	Q1 2005	Q1 2006	% Growth
Deposits	11.1	11.8	6%
Trust & Custody Assets Under Administration	73.3	112.1*	53%*
Investment Advisory Assets	6.1	7.8	28%
Loans, Letters of Credit and Guarantees	3.0	3.6	20%
Investment Management (Assets Under Management)	7.7	9.0	17%
Total Assets Under Care	101.2	144.3	43%

*Abacus acquisition included

Wealth Management

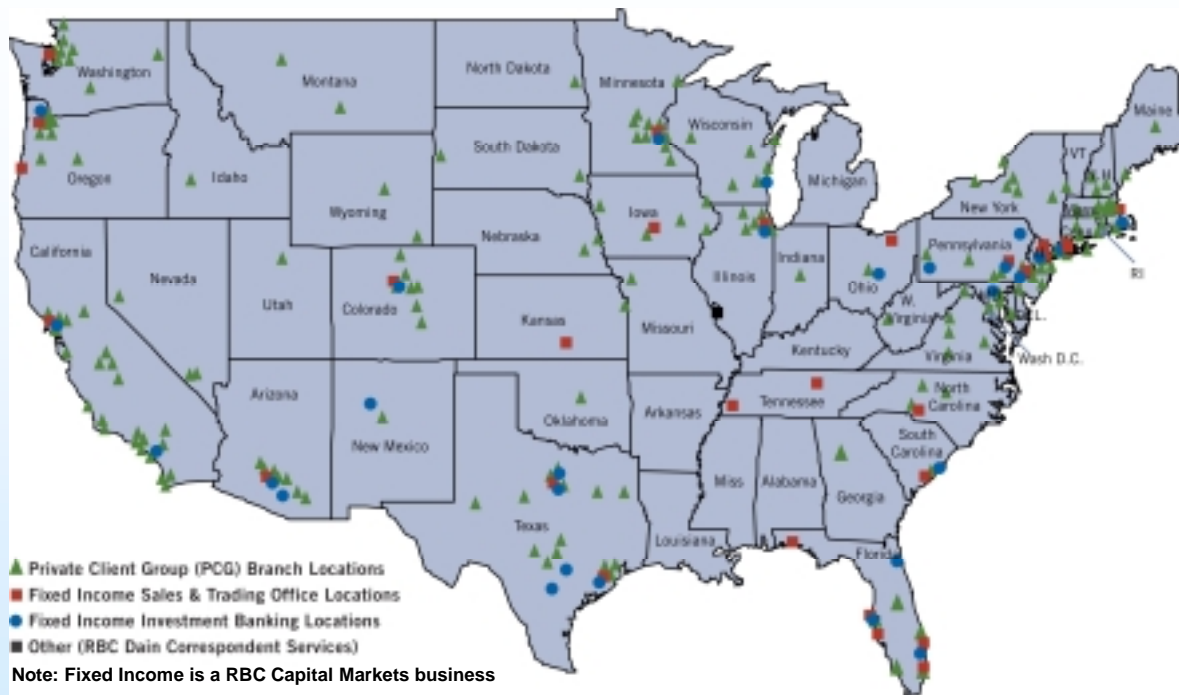
RBC Dain Rauscher

John Taft
Head of RBC Dain Rauscher





RBC Dain Rauscher well positioned in the U.S.



- 8th largest full-service securities firm in the U.S. as measured by # of Financial Consultants
- Approximately 1,650 Financial Consultants, 3000 Correspondent Brokers and 4,018 employees
- 155 branch offices in 40 states
- Serving 330,000 client households with US\$123 billion in AUA



Three strategic priorities position RBC Dain Rauscher for accelerated growth

Organic Growth Strategic Priorities:

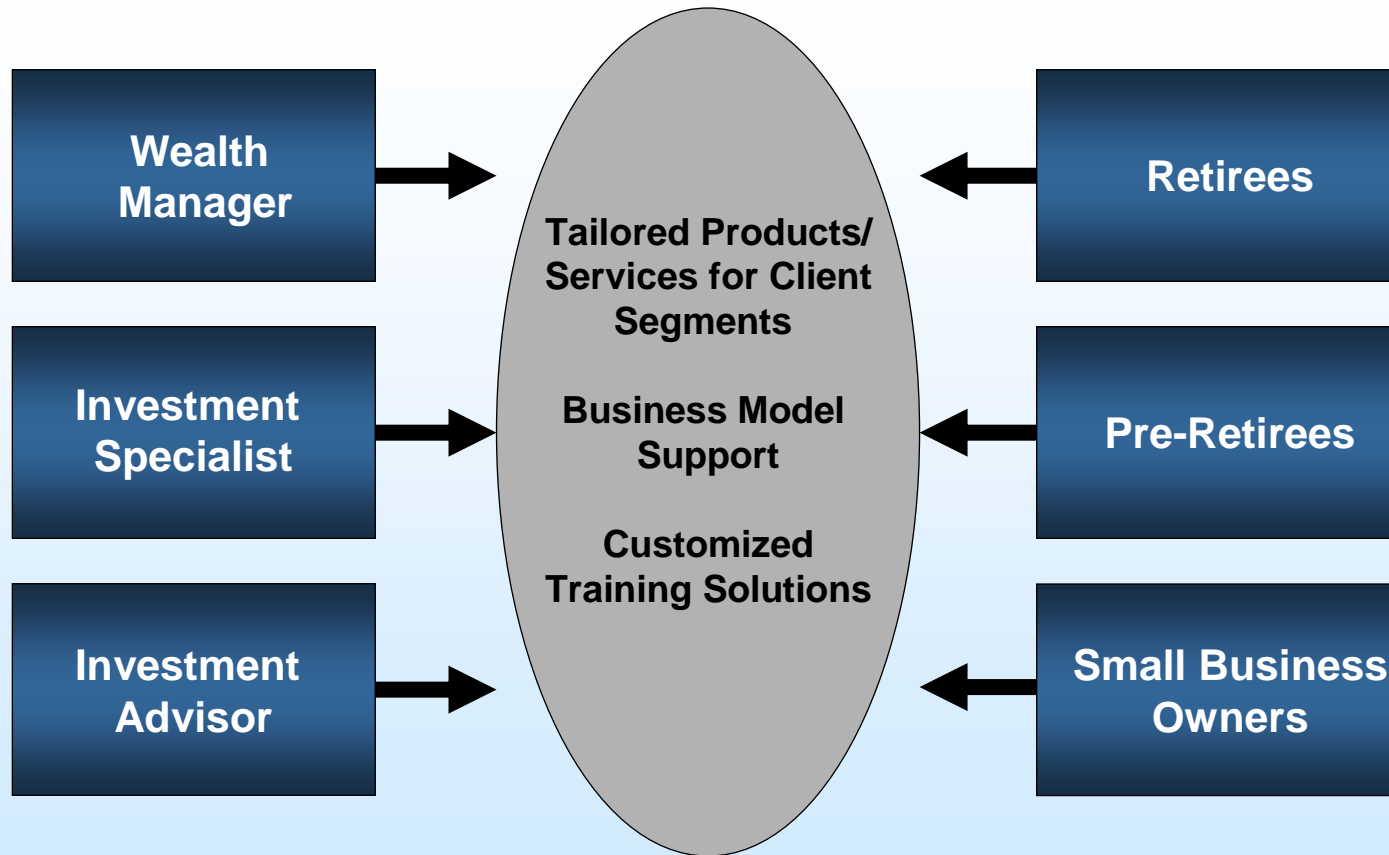
- 1. Global Resources, Small Firm Feel** – Gain better access to the global resources of RBC, while maintaining the service-oriented culture of a small firm
 - Partner with RBC businesses to further develop RBC Dain Rauscher products and services, particularly in lending and credit, and structured products
 - Execute on opportunities between RBC Dain Rauscher and other RBC businesses, such as RBC Capital Markets, RBC Centura and Global Private Banking
- 2. Primary Advisory Strategy** – Helping RBC Dain Rauscher’s financial consultants (FCs) become the primary advisor to as many of their clients as possible
 - Develop customized training, support and resources for each business model to help FCs work more effectively and efficiently with clients
 - Identify important client segments and their characteristics, and develop products and solutions to serve them
 - Pair business-model support and resources with client-specific solutions to help FCs more easily become their client’s primary advisor
- 3. Retain and Attract the Best People** – Creating an organization where the best people want to work
 - Employee engagement initiatives and competitive compensation strategy
 - Training and professional development programs
 - Diversity initiatives



Primary advisor strategy key differentiator

Financial Consultant Business Models

Client Segments





Initiatives focus on expansion of all U.S. wealth management businesses



Key Initiatives

Private Client Group (PCG)

- Primary Advisor Strategy
- Global Resources, Small-Firm Feel
- Recruit and Retain Top Talent

Clearing & Execution Group (CEG)

- Competitive Product & Service Offering
- Grow through Business Development
- Increase Market Share & AUM

Voyageur Asset Mgmt (VAM)

- Growing AUM in existing products
- Selectively extend product lines
- Broaden distribution
- Operate more efficiently

Dain Rauscher Initiatives

Primary Advisor

Global Resources

Attract & Retain

Projects

FC Business Models

Client Segmentation

Investments in the South East (Cross Enterprise)

Capital Markets Products for RBC Dain Client Segments

Expand Credit and Lending (Cross Enterprise)

Improve FC Recruiting/Retention

Successful Execution of Project One

Accelerated Management Actions

Grow Pipeline

Expand Product Offering

Revise fee-based pricing

Correspondent FC Recruiting

Investigate Opportunistic Acquisitions

Fixed Income Sales

U.S. Equity Capabilities

Strategic Hires / Add Experienced Traders



Solid increases in AUM and revenue per FC; continued emphasis on recruiting

(US \$B)

Key Business Drivers	2004	2005	Q1/05	Q1/06
Assets Under Administration (spot period - end)	110.9	115.7	115.3	123.0
Number of Financial Consultants (spot period - end)	1,757	1,650	1,737	1,663
Pre-Tax Margin	8.9%	11.9%	12.9%	10.7%
Private Client Group – Revenue per Financial Consultant (US\$M)	391	404	415	430
Private Client Group - # of Households >US\$250K (spot balance)	79,808	81,431	81,779	85,449

Banking Caribbean Retail

Ross McDonald
Head of Caribbean Retail





Strong position in English-speaking Caribbean



RBC has 44 branches and 1300 employees in 8 Caribbean countries



Solid market position and growth opportunities

1. RBC has a solid competitive position from which to grow our profitability in the Caribbean:

- RBC continues to be 2nd or 3rd position in most of our markets

	Market Share as of Q1'06							
	Bahamas	Barbados	Cayman	St. Kitts	Antigua	St. Lucia	Dominica	Montserrat
Loans	26%	12%	15%	11%	7%	7%	13%	9%
Deposits	34%	21%	20%	7%	6%	7%	15%	46%

2. Real estate development is exploding in the Bahamas and to a lesser extent, across the region. This is creating opportunities for project and mortgage lending



Strategic priorities: Driving growth by leveraging client relationships, service excellence and expanding product capability

- 1. Leveraging our client relationships and market position:** Creating a truly differentiated client experience
 - Delivering premium service consistently
 - Implementing best practices from benchmarking results
 - Sell and market more effectively, through disciplined sales management

- 2. Strengthening client and community relationships:**
 - Profiling senior management's community involvement
 - Developing new ads and increasing media spend

- 3. Improving employee engagement and leadership capability:**
 - Developing succession plans for key leadership positions across the region
 - Championing the coaching of emerging talent

- 4. Expanding range of financial product offering:**
 - Developing local corporate/commercial advisory, structuring, underwriting and syndication expertise, with specific real estate expertise
 - Considering the acquisition or build of local asset management and distribution capability

- 5. Considering opportunistic acquisitions**



Key projects support all key initiatives

Projects

Key Initiatives

Caribbean Initiatives

- Enhance Client Relationships:
- Sell and market more effectively
- Strengthen Community Relationships
- Optimize Operational Efficiencies
- Improve Employee Engagement & Leadership Capability
- Expand Product Offering

Convert 80% of branches to service delivery model
Client Experience Initiatives
Client and staff surveys
Develop regional promotions for mortgage and car loan campaigns
On-site loan promotions at commercial sites
Employee banking packages for commercial clients
Develop new print and TV ads
Open 4 new branches
Open extended hour mortgage centre
Engage firm to develop communications strategy and train senior management
Profile RBC and Management in local markets
Increase donation budget
Outsource telecom management in Bahamas
Centralize loan processing, collection centres and collateral security administration
Automate credit card fraud monitoring/detection
Implement new CSR workbench in Barbados & EC
Centralize MICR reviews
Implement digital document processing
Increase reward opportunities
Increase sales training
Develop union relations strategy
Reduce turnover rate
Hire real estate expert
Acquire or build asset management capability
Acquire or build debt/equity structuring and underwriting capability
Develop web based cash management product for commercial/corporate mrkt (Moneris)
Develop web based credit card capability (merchant acquiring)



Exceptional profitability from Caribbean business

(US \$B)

Key Business Drivers	2004	2005	Q1/05	Q1/06
Loans (average) *	1.7	1.9	1.8	2.1
Deposits (average) *	3.3	3.4	3.3	3.6
Revenue Growth	2.6%	15.5%	15.9%	15.2%
NIBT Growth	-1.3%	32.3%	37.6%	14.4%
Client Satisfaction	82%	87%	N/A	N/A

* Adjusted for netting of a large government client's accounts effective Q4/05 which reduced loan and deposit balances by the same amount.

Banking RBC Centura

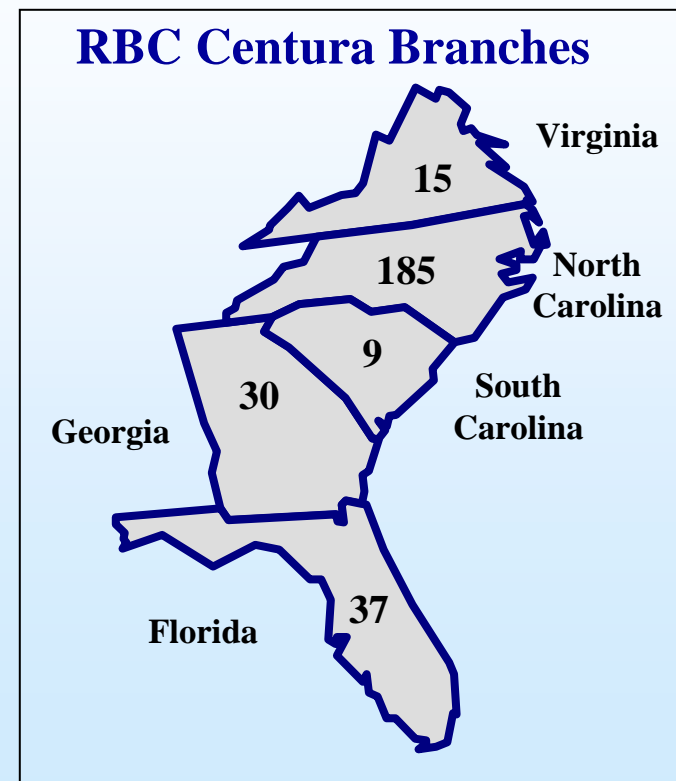
Scott Custer
Head of RBC Centura





Our U.S. retail bank in fast growing region

- RBC Centura is the 50th largest U.S. commercial bank by assets as of June 2005 *
- Total assets of US\$20 billion as at Dec 31, 2005
- Headquartered in Raleigh, North Carolina
- History of banking in the Southeast since 1899
- 276 banking centers, 34 Builder Finance offices and 3,700+ employees (full-time equivalent basis)
- 3 Main Lines of Business
 - Personal (Retail)
 - Business
 - Commercial



Jan 2006

* Source: U.S. Federal Reserve Bank



Successfully executing on our three-step plan

1.

Improve operating performance

2005

2.

Optimize personal, business banking & commercial businesses

2006–2007

3.

Transform company through local accountability model and de novo growth

2006 onwards

Goals:

Quick wins and re-design strategy:



Organize and align resources to achieve success



Develop plan for a solid small business model



Build on solid commercial banking base

Restore performance to regional peer norms:



Fill the product and service gaps in the retail bank offering



Implement small business delivery model aligned with the specific needs of this segment

Further enhance performance:



Develop and implement local accountability business model



Continue focused de novo expansion in high growth markets

Consider strategic acquisitions in key markets to grow target client segments



Complete



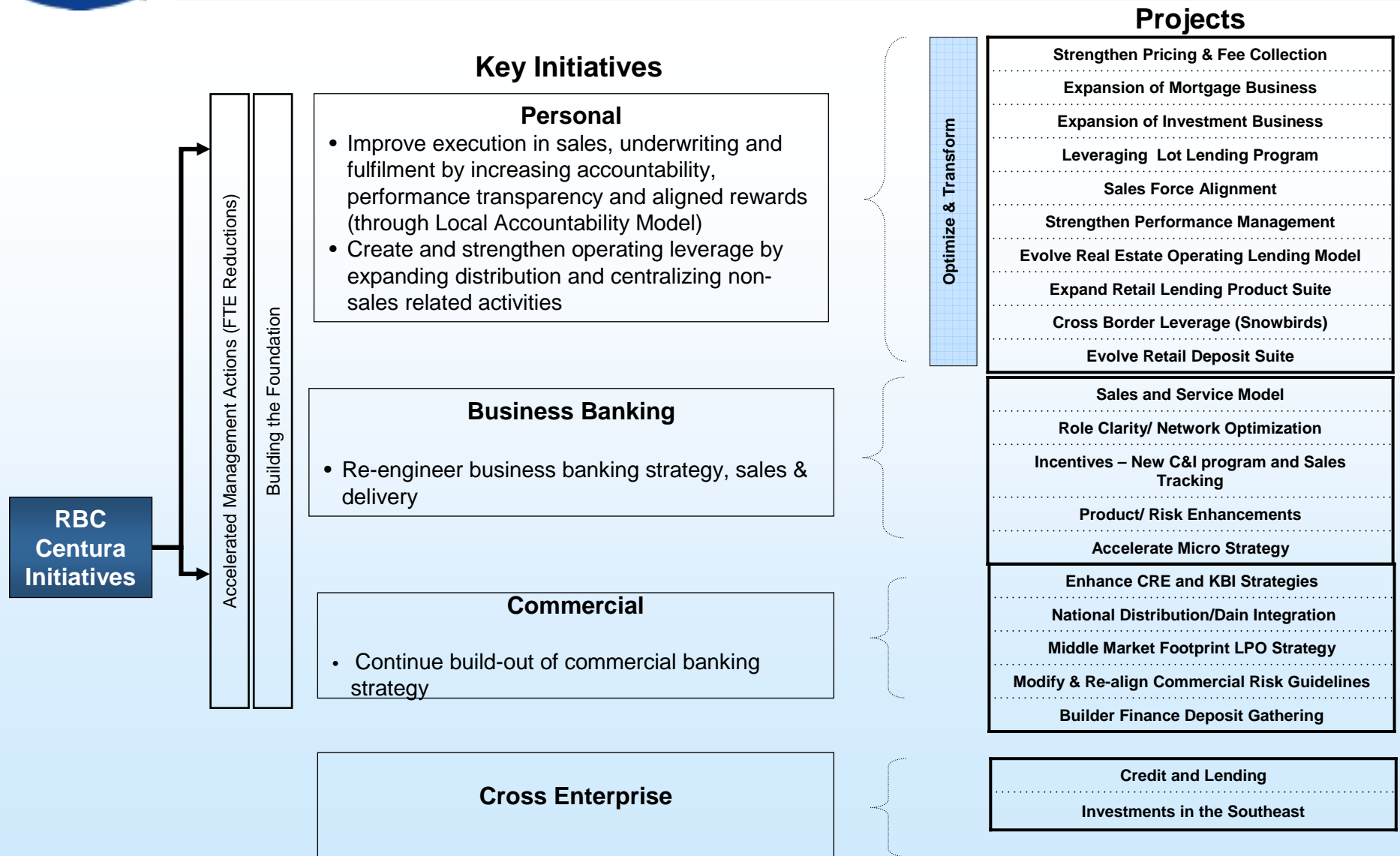
Significant Progress



Ongoing effort



Targeted initiatives underway in all banking segments





Strong de novo branch performance

- Strategy
 - Focus on key Metro market areas to support our strategy and to be relevant to our customers, not to “be on every corner”
- Performance
 - Time-to-profitability is among industry best (average of 20 months to breakeven, versus industry average of 36 months)
- 2006 Execution
 - Slowed expansion to focus on key business development and operational initiatives, following 10 de novo branches in 2005 and 18 in 2004
 - Re-accelerate in 2007 with 15–20 new branch openings planned per year, primarily in Atlanta and Florida markets





Seeing the benefits of our transformation

Figure 1: Cross Sell Ratio for New Households

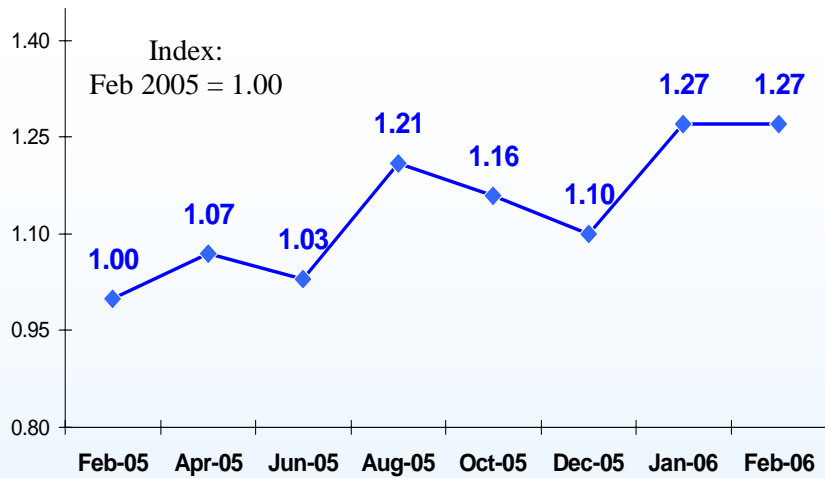


Figure 2: New Personal Checking Accounts per day

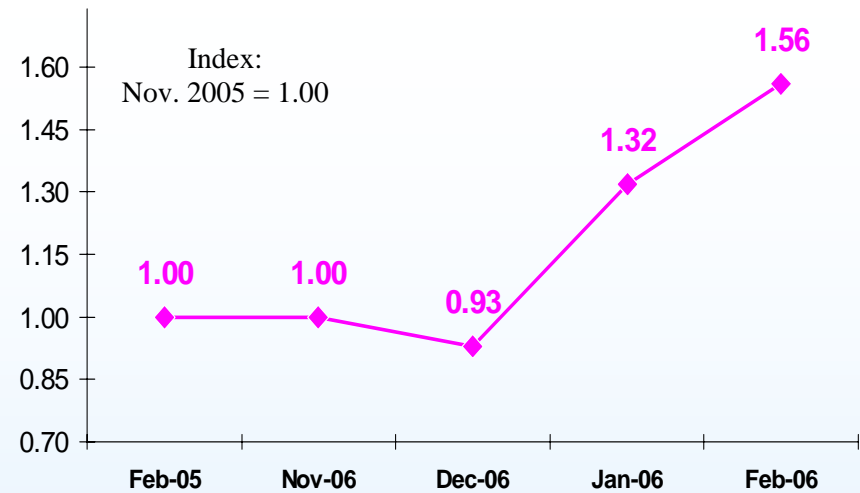


Figure 3: New vs. Closed Accounts for Instalment Loans per month

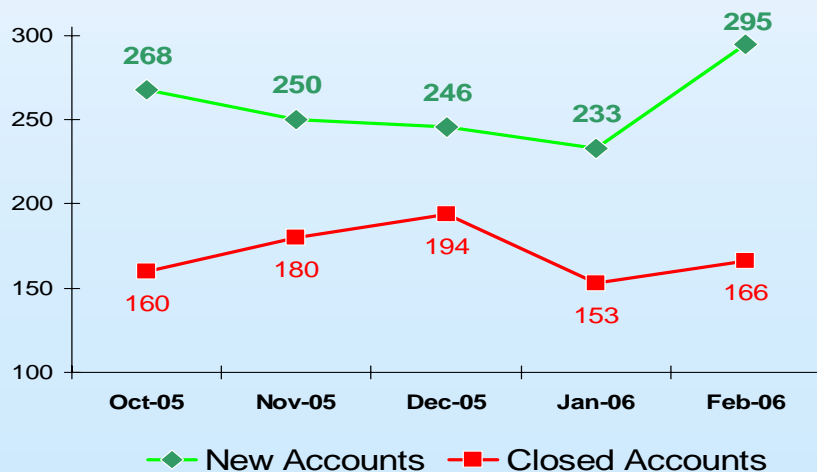
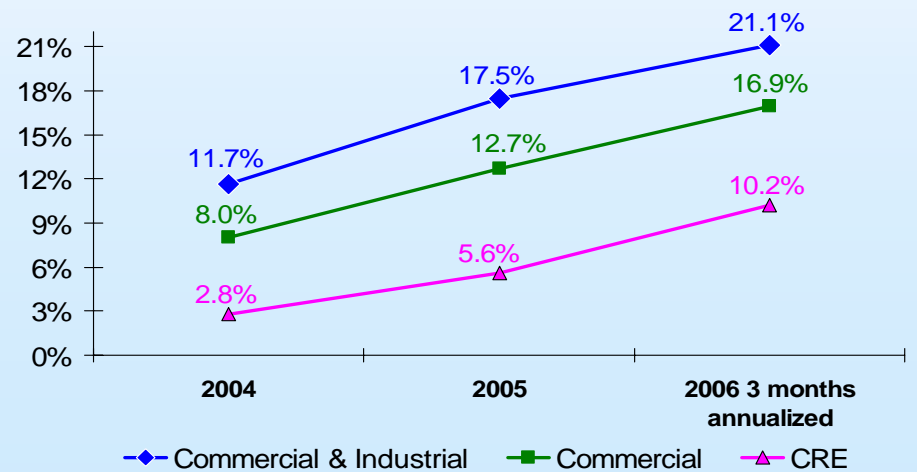


Figure 4: Commercial Loan Growth



Note: For RBC's fiscal years ended October 31st.



Benefiting from our focus on businesses, their owners and professionals



Description	Lost in 2005	New in 2005	Difference
# Households (HH)	45,310	40,249	(5,061)
Loans & Deposits per HH (US\$)	\$ 39,051	\$ 77,883	\$ 38,832
Revenue per HH per month (US\$)	\$61	\$ 108	\$ 47
Services per HH	1.80	2.50	0.70
% of single service HHs	52%	33%	(1900)bps

Conclusion: The quality of the “new” households in all measurable respects is better compared to the “lost”



Solid growth in all key areas



(US \$B)

Key Business Drivers	2004	2005	Q1/05	Q1/06
Loans (average)	10.2	11.9	11.3	12.6
Deposits (average)	9.3	10.0	9.7	10.5
Net Interest Margin	2.94%	3.27%	3.26%	3.28%
Pre-Tax Margin	-0.5%	21.1%	17.8%	19.4%

U.S. and International Personal and Business

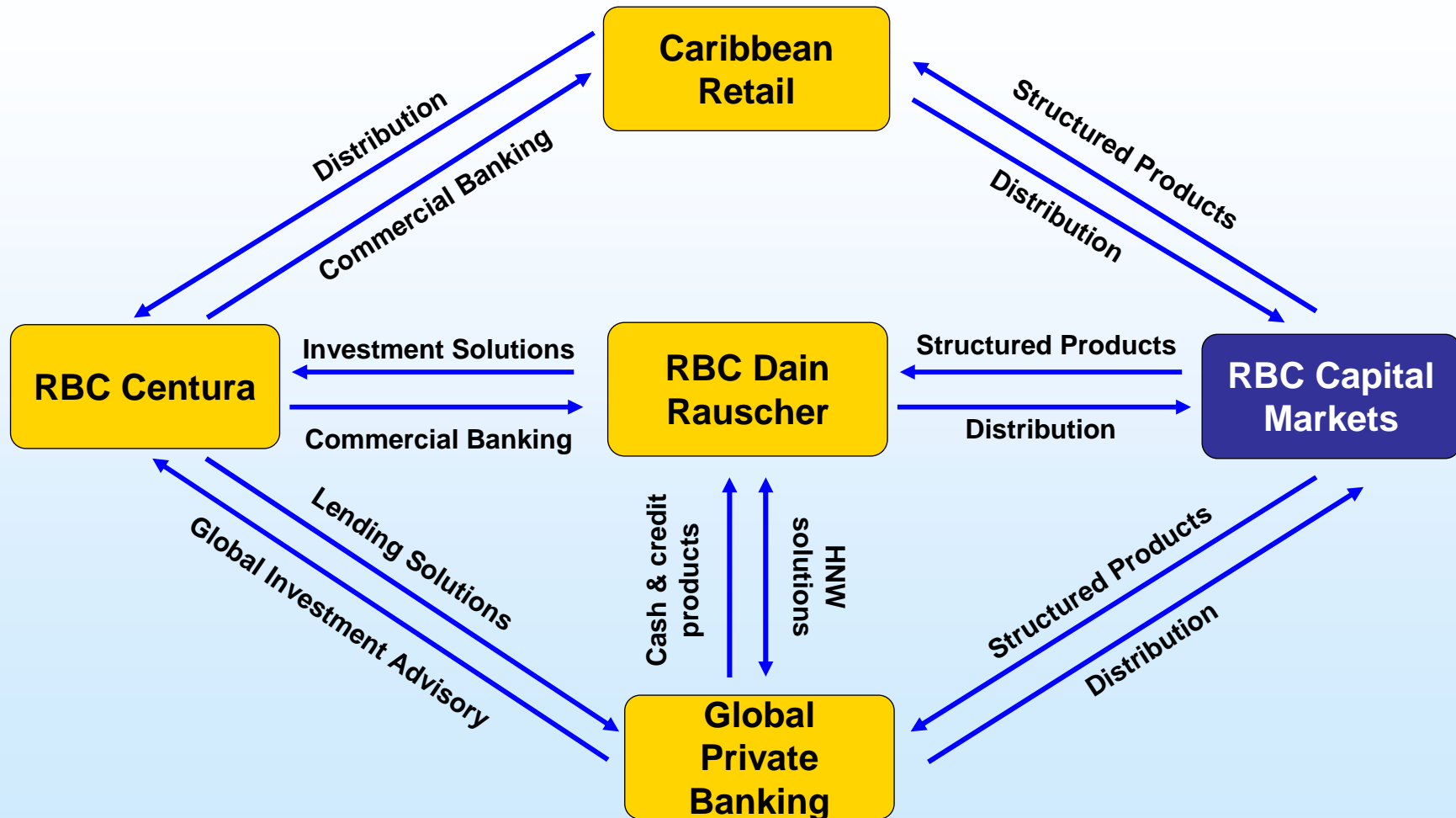
Peter Armenio
Head, U.S and International
Personal and Business Segment





Leveraging the complementary capabilities of our US&I businesses

Wherever possible, we seek opportunities to leverage the complementary capabilities across the US & I and RBC businesses



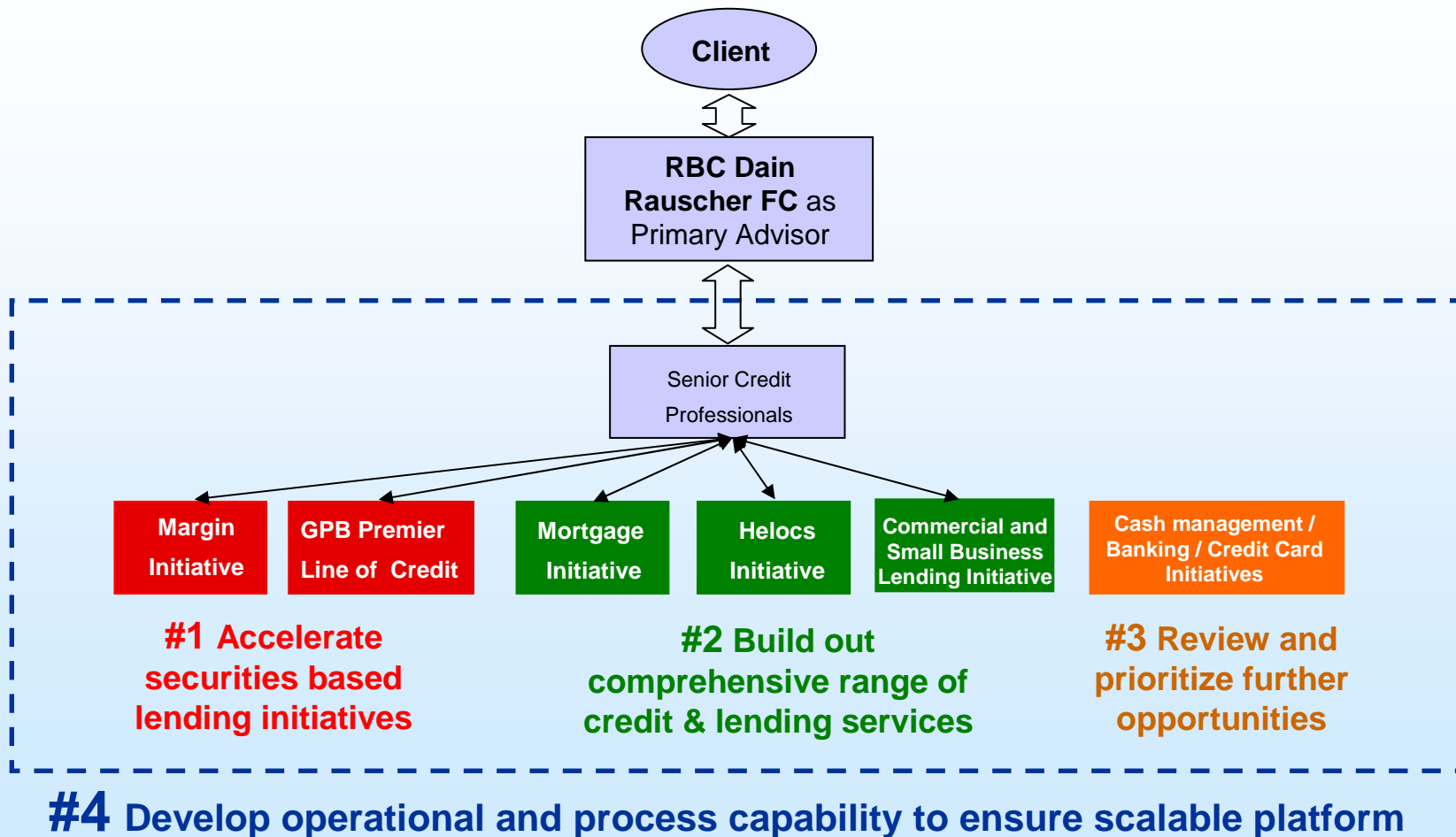


Cross- US&I organic opportunity #1

Expanding credit & lending capabilities at RBC Dain

Strategic Initiative:

Accelerate the delivery of credit and lending within US&I's wealth management businesses and internalize the associated margin





Cross-US&I organic opportunity #2

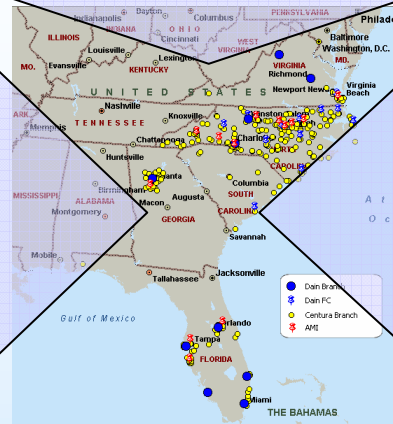
Growing investments in U.S. Southeast

Strategic Initiative:

RBC Dain Rauscher to optimize and leverage the distribution network of RBC Centura to grow investments business in the Southeast

RBC Centura

- 276 Branch network, 375 Thousand Households
- Business and business owners growth strategy
- Local accountability model
- De Novo growth strategy focused on Southeast metro markets



RBC Dain Rauscher

- 9 Branches, 65 FCs already in Southeast
- US\$4.6 B in total regional AUA
- US\$27MM in net regional revenue
- US\$2.2 MM in regional NIBT

- Transition RBC Centura Securities clients and employees to RBC Dain
- Leverage RBC Centura's local accountability model to grow investments in Southeast
- Target referrals from RBC Centura branches as well as business, private and commercial bankers



Cross-US&I organic opportunity #3 Accelerating Latin American expansion from the U.S.

Strategic Initiative:

Maximize the ability to offer investment services to Latin American based clients by creating an International Group at RBC Dain Rauscher (under the RBC Dain broker dealer-license)

- Creating a dedicated sales force to service Latin American clients at RBC Dain Rausher
- Initial focus on Miami and New York branches
- Leverage RBC's 100+ year presence and strong brand recognition in Latin America
- Build on Global Private Banking's knowledge and expertise of its International Advisory Group



Cross-US&I organic opportunity #4 Accelerate wholesale into retail



Cross - Business Product Opportunities

Structured Notes

- Equity linked notes
- Fixed Income linked notes
- Commodity linked notes
- Reverse convertibles
- FX linked notes (e.g. on Asian currency baskets)

Alternative Assets

- Hedge Funds including proprietary hedge funds, fund of funds, hedge fund certificates for single strategy and multi-strategy funds
- Private Equity (proprietary funds, access to 3rd party funds, co-investment structures etc.)

Corporate Finance / Syndicate

- IPO placements
- Private placements
- Referrals
- Wealth events
- REITS, MLPs, Closed-End Funds

Other

- Multi-Currency (across all asset classes)
- ETFs
- Hedging services (concentrated positions, swaps)
- Annuity structures (incl./excl. inflation protection)
- Emerging Market Products (equity, fixed, currency etc.)
- Managed and discretionary accounts (including allocation to above mentioned products)



Conclusion and key US&I messages

RBC has a cohesive view of its U.S. and international markets, clients and opportunities. This segment is now:

- 1. Leveraging the global resources of RBC to develop local solutions for our clients**
- 2. Delivering sustainable business performance in all of its businesses**
- 3. Focused on executing its strategic growth initiatives**
- 4. Positioned to be a key growth engine for RBC both in the U.S. and internationally**

Question & Answer Period

