

Client and Marketing Strategy

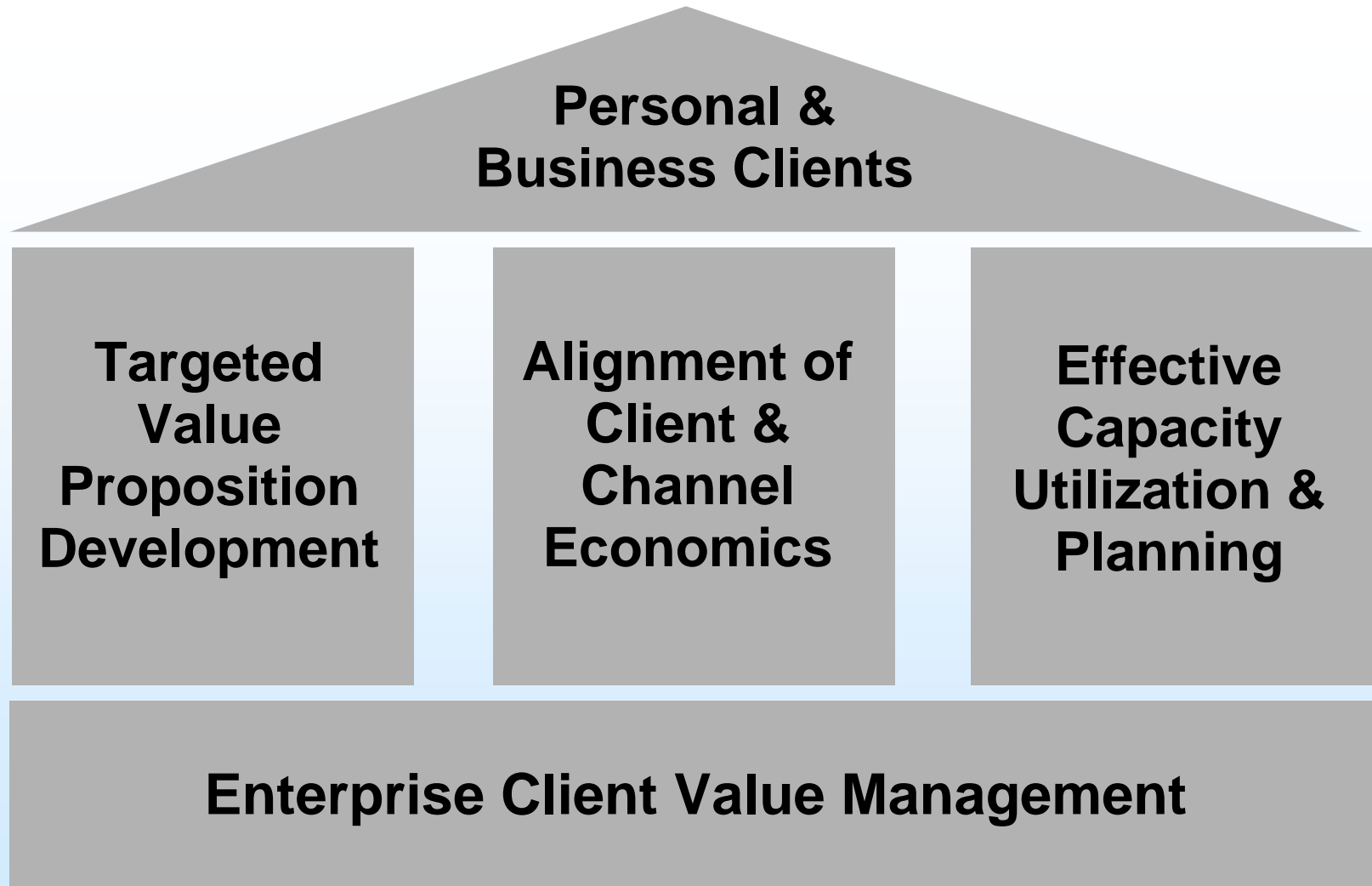
Shauneen Bruder
Head of Client and Marketing Strategy



Presentation to Analysts & Institutional Investors
Toronto, April 22, 2005



Best-In-Class Client Analytics





Enterprise Client Value Management

- Strong customer information management operating model
 - Recognized at an industry best practice level for our information management capabilities*
- Enterprise Data Warehouse
 - Largest in Canada after the Federal Government
- 80+ models, including enterprise client value model
- Resulting in:
 - 8 million sales opportunities per month
 - 6 million proactive revenue generating leads per month
 - Priority queuing and skill based call routing in the call centre
 - Automatic decisioning of overdrafts

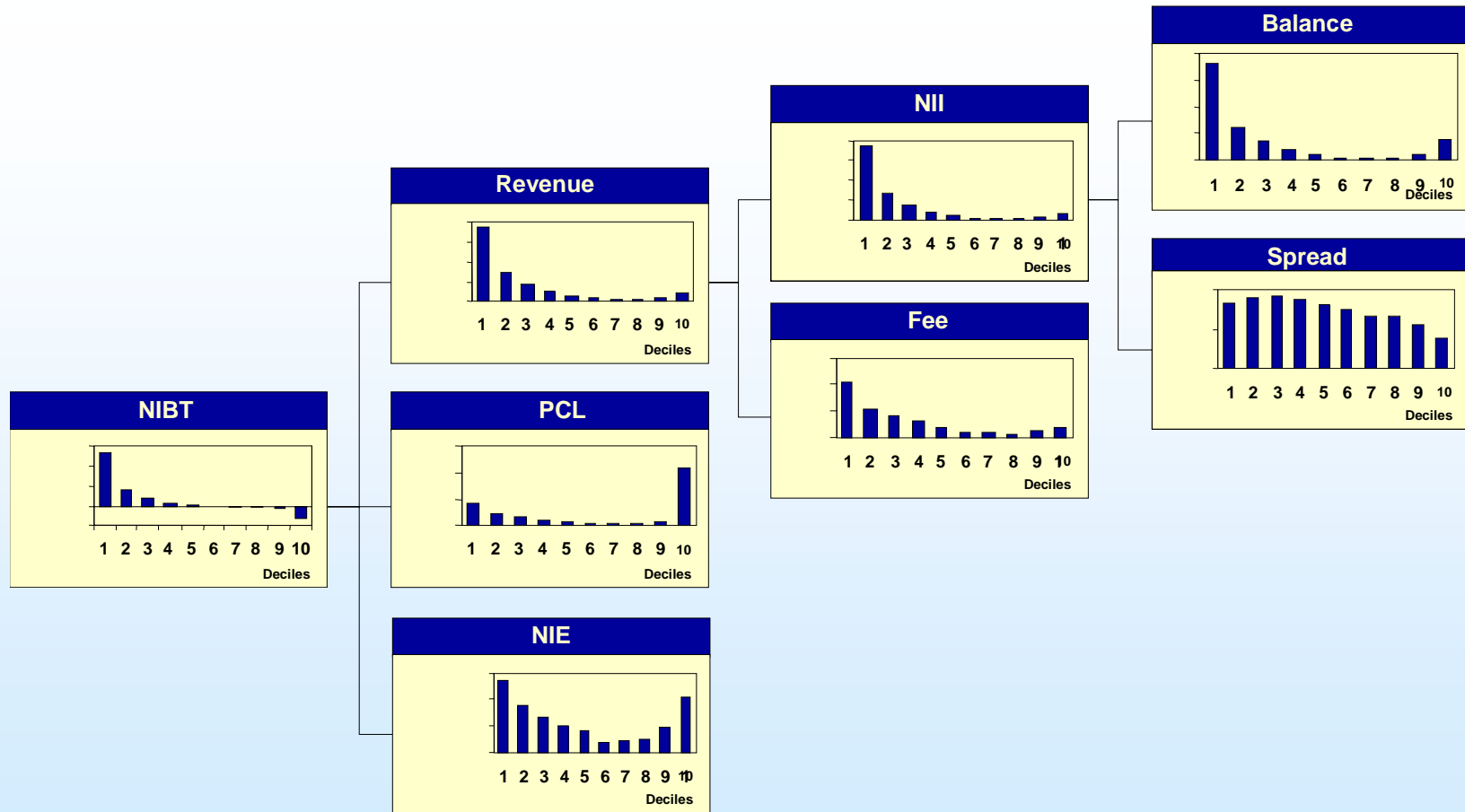


Targeted Value Proposition Development

- Access USA Package
 - Package designed for cross-border clients
 - Consolidated cross-border on-line view, with real time transfer capabilities
 - Leverages Canadian credit history
 - Incorporates Travel Medical Insurance and Foreign Exchange offers
- Professionals
 - One point of contact for personal and business needs for health care professionals
 - Tailored package for medical students
- Small Business Clients
 - New account management roles delivering one point of contact for both business and personal financial needs
- Maximizing Retirement Income Solutions
 - New cash flow model portfolios introduced in response to needs of clients on fixed incomes and product economics



Alignment of Client & Channel Economics





Effective Capacity Utilization & Planning

- Targeted branch investment – adding capacity in high growth/high potential markets
 - 19 De Novo branches; 34 expansions/relocations in 2005
 - New Insurance outlets - adjacent to bank branches to improve cross traffic
- Aligning relationship management capacity to highest value/highest potential clients
- Optimized monthly lead generation by channel, including direct mail, contact centre, sales leads and eOffers
- Expanded enterprise cross-sell through integrated on-line channels
 - Facilitated on-line adoption
 - Redesigned discount brokerage site
- Evolution of the ATM channel as a targeted marketing and sales channel
- Client Experience enhancements



Impacts of CVM Capabilities

Driving Increased Client Value



Results

Enterprise Client Value Management

- 3.4 products and services per personal client
- 5.5 products & services per high value personal client
- Personal clients with 4+ products up 126 bps
- Canadian leadership in Household penetration*

Targeted Value Propositions

Medical Professionals

- 2004 share of medical/dental student market increased from 2 to 18%; Avg revenue/client = 3.7x avg

Access USA

- 250% increase in NIBT per client
- 45% reduction in defection

Small Business Clients

- NIAT growth of 21% in 2004

Maximizing Retirement Income

- 21,000 new plans; \$1 Billion net growth in balances

*Source: Canadian Financial Monitor, full year ending December 2004



Impacts of CVM Capabilities

Driving Increased Client Value



Results

Alignment of Client and Channel Economics

- Improved client profile – 147 bps improvement in % of profitable client relationships over last 16 months
- 25% lift in content viewed per session in first 4 months post discount brokerage site redesign

Capacity Utilization & Planning

- 13 million leads generated monthly for desktop, contact centre and direct mail
- 81% year-over-year increase in RSP sales on-line
- 10% of small business loans generated through business advisors in contact centre
- Strong RSP sales performance – # 1 in mutual fund sales