



# Royal Bank of Canada

Barclays Capital

Global Financial Services Conference

September 13, 2010

Financial information is in Canadian dollars and is based on Canadian GAAP, unless otherwise indicated.



## 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 Fall 2010 Investor Presentation, in other filings with Canadian regulators or the SEC, in reports to shareholders and in other communications. Forward-looking statements in this presentation include, but are not limited to, statements relating to our vision, strategic goals and growth opportunities. 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 and our 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 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, operational and liquidity and funding risks, and other risks discussed in the Risk, capital and liquidity management section and in our 2009 Annual Report to Shareholders; general business, economic and financial market conditions in Canada, the United States and certain other countries in which we conduct business, including the effects of the European sovereign debt crisis; changes in accounting standards, policies and estimates, including changes in our estimates of provisions, allowances and valuations; the effects of changes in government fiscal, monetary and other policies; the effects of competition in the markets in which we operate; the impact of changes in laws and regulations, including tax laws, changes to and new interpretations of risk-based capital guidelines, and reporting instructions and liquidity regulatory guidance, and the Dodd-Frank Wall Street Reform and Consumer Protection Act; judicial or regulatory judgments and legal proceedings; the accuracy and completeness of information concerning our clients and counterparties; our ability to successfully execute our strategies and to complete and integrate strategic acquisitions and joint ventures successfully; and development and integration of our distribution networks. 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. 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, capital and liquidity management section and in our 2009 Annual Report to Shareholders.

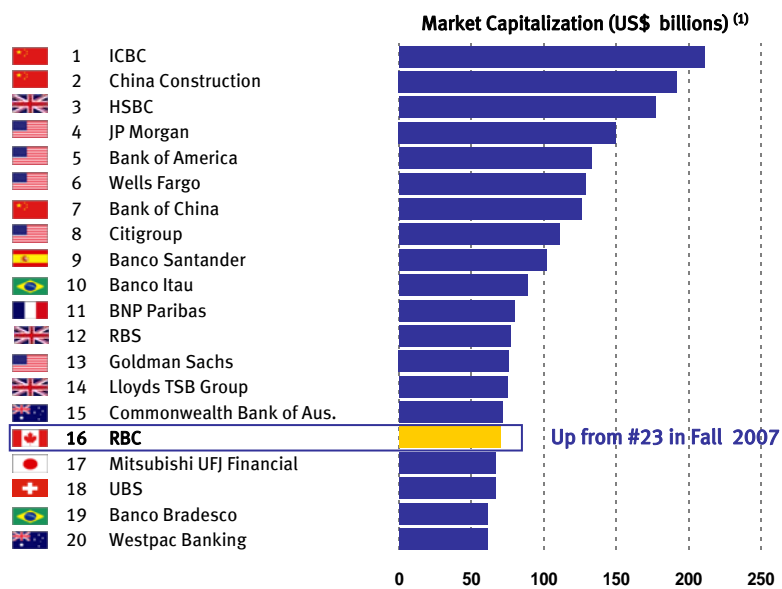
Information contained in or otherwise accessible through the websites mentioned does not form part of this presentation. All references in this presentation to websites are inactive textual references and are for your information only.

## Contents

- 1 RBC Overview
- 2 Financial Profile
- 3 Business Segment Overview

# 1

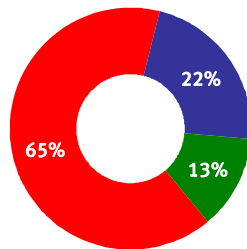
## RBC – Among the Top 20 largest banks globally



## Diversified business with core strength in Canada

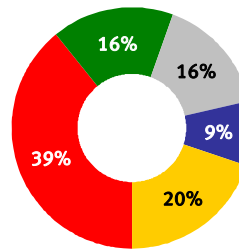


Revenue by Geography  
Five Year Average  
(2005-2009)



■ Canada  
■ U.S.  
■ Other International

Revenue by Business Segment <sup>(1)</sup>  
Five Year Average  
(2005-2009)



■ Canadian Banking  
■ Wealth Management  
■ Insurance  
■ International Banking  
■ Capital Markets

## Who we are – Universal bank with financial strength



- Universal bank in Canada with selective focus globally
  - Active in all banking areas in Canada with leading market positions
  - Global capabilities in capital markets and wealth management
- Diversified model with the right mix of businesses and geographies
  - Long-term strategic balance
    - 75% retail banking, wealth management and insurance businesses
    - 25% capital markets businesses
  - 2/3 Canada and 1/3 other geographies
  - Able to generate significant returns throughout the economic cycle
- Continuing to invest in our businesses while focusing on cost management
- Senior debt ratings amongst the highest globally:
  - Moody's: Aaa<sup>(1)</sup> – DBRS: AA
  - S&P: AA<sup>(2)</sup> – Fitch: AA

Managing our company for long-term success

## Consistent outperformance



Total Shareholder Return <sup>(1)</sup>

3-year

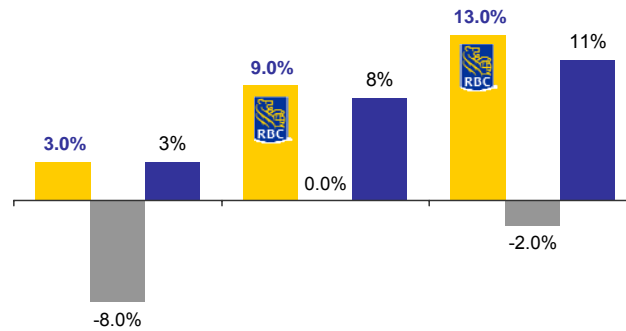
5-year

10-year

■ RBC

■ S&P 500

■ S&P/TSX Bank Index



RBC | INVESTOR PRESENTATION

(1) Price appreciation plus dividends reinvested, annualized. As at September 01, 2010.

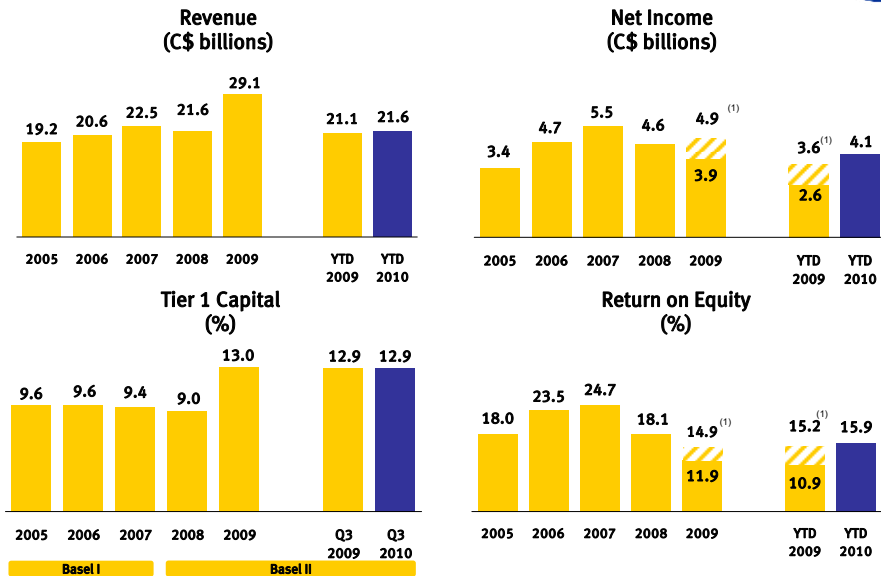
7

## Contents

- 1 RBC Overview
- 2 Financial Profile
- 3 Business Segment Overview

2

## Strong Financial Profile



RBC | INVESTOR PRESENTATION

(1) Non-GAAP. Excludes goodwill impairment charge of C\$1 billion, which is a non-cash item and does not affect our business operations or capital strength. See the Key performance and non-GAAP measures sections of our Q3 2010 Report to Shareholders and our 2009 Annual Report to Shareholders.

9

## Contents

- 1 RBC Overview
- 2 Financial Profile
- 3 Business Segment Overview

3

## Canadian retail momentum



	Q3/10 <sup>(1)</sup>		Q3/09 <sup>(1)</sup>		
	Rank	Market Share	Rank	Market Share	
Leadership in most personal products	Consumer Lending <sup>(2)</sup>	1	21.1%	1	20.8%
	Personal core deposits	2	20.0%	2	18.5%
	Personal Investments <sup>(3)</sup>	1	15.9%	1	17.0%
Leadership in business products	Business loans <sup>(4)</sup>				
	\$0 - \$250M	1	26.3%	1	26.5%
	\$250M - \$5MM	1	26.6%	1	26.9%
	Business deposits & investments	1	22.4%	1	22.5%

(1) Market share is calculated using most current data available from Bank of Canada (BoC), Investment Funds Institute of Canada (IFIC) and Canadian Bankers Association (CBA). BoC and IFIC data is at June 2010 and CBA data is at March 2010. Market share is of total Chartered Banks unless otherwise noted.

(2) Consumer Lending comprises residential mortgages, personal loans and credit cards.

(3) Personal Investments comprises GICs and mutual funds. Mutual fund market share is per IFIC.

(4) Market share is of the nine Chartered Banks that submit Business Loan tiered data to CBA on a quarterly basis.

## Canadian Banking – Clear leader and widening the gap



### Largest, most integrated advice based distribution network

- Offering superior client access with most branches (1,205) and ATMs (4,245).
- Largest dedicated mobile investment and mortgage specialist network (1,250).
- Cross-selling products and services from Wealth Management and Insurance.

### Improving client experience through 4 key areas of differentiation – service, advice, convenience/access and value for money

- Ranked #1 for the best Canadian financial institution public website (Forrester, 2010)
- RBC Direct Investing ranked #1 service provider - discount brokerage (Dalbar, 2010)
- Best Banking Award recipient for “Branch Service”, “Financial Planning and Advice” and “Values My Business” (Synovate, 2009)

### Driving efficiencies and positive operating leverage by streamlining and automating key processes

- Q3/10 YTD efficiency ratio of 46.9%, and operating leverage of 2.7%.

## Wealth Management – Seizing opportunities for growth



### Top performing Canadian asset manager focused on global growth

- Largest Canadian retail mutual fund company with over \$100B AUM and 15% market share. <sup>(1)</sup>
- Track record of industry leading performance.
  - PH&N voted Best Overall Fund Group and Best Bond Fund Family (Lipper, 2010)
  - In 2009, RBC captured 31% of the industry net sales of long-term funds
- Leading Canadian institutional asset manager with growing presence in the U.S. market through recent mandate wins.
- Actively considering acquisition opportunities outside Canada.

### Largest and most comprehensive full-service wealth manager in Canada

- Largest full-service brokerage in Canada with 23% of assets and 15% of advisors. <sup>(2)</sup>
- Market leader in estate and trusts with 27% share of industry revenue. <sup>(2)</sup>

### Strong and growing position in U.S. Wealth Management

- 6<sup>th</sup> largest U.S. full-service retail brokerage firm with almost 2,300 financial consultants.
- Translating growth into bottom-line profitability.

### Leader in International Wealth Management

- Top 20 global private bank and 2009 Award winner for “Outstanding Private Banking – North America” <sup>(3)</sup>
- Ranked #1 Best private banking services overall – Canada, Caribbean and Jersey (Euromoney, 2010).
- Pursuing acquisition opportunities that have synergies with existing business model.

## Insurance – Growing the business



### Largest Canadian bank-owned group of insurers

- Only bank in Canada with a suite of solutions for business and personal clients.
- Manufacturer and distributor for both life & health and property & casualty.
- Market leader in Canadian travel insurance primarily through third party distribution, with growing authorized bank distribution.
- Market leader in Bank Act Canada authorized creditor insurance products.

### Increasing sales through lower-cost channels

- Growing in Canada by leveraging RBC's client, distribution, risk management and brand strength.
- Expanded our retail insurance network to 52 branches
  - 17 new locations opened since the beginning of 2009, providing our clients with more convenient access to insurance services

### Pursuing selected international niche opportunities

- Providing life insurance, annuity products and travel insurance in the U.S.
- Internationally, focusing on specialty reinsurance businesses

## International Banking – Building a portfolio of quality assets



### Transforming U.S. banking by enhancing the client experience and improving distribution capabilities

- Over 425 branches focused on retail, small business and commercial clients.
- Refining operations and removing costs to be more competitive in the attractive U.S. Southeast market.

### 2<sup>nd</sup> largest bank in the English Caribbean and growing

- Integrating RBTT Financial Group acquisition to expand and deepen our platform.
- Strong position for future expansion in the Caribbean and Latin America.

### RBC Dexia Investor Services: Top 10 global custodian

- Providing unique offshore and onshore solutions to institutions worldwide in 16 countries on 4 continents.
- Delivering a globally integrated suite of products and services, while responding to emerging opportunities through select client and market initiatives.
- Responding to emerging opportunities by pursuing select client and market initiatives.

## Capital Markets – outpacing our competition



- Diversified segment generating 25 – 30% of RBC's revenue and earnings
  - Broad diversification across businesses, geographies and client segments
  - Strong risk management capabilities and focus on acceptable risk/return profile
  - Track record of consistent profitability, with lower volatility than most industry peers
- Market leadership in Canada with momentum
  - Largest Canadian investment bank with top tier market share in virtually all of our businesses
  - Well-positioned to extend our lead over the competition
- Leveraging Canadian leadership to grow globally
  - Approximately 60% of revenue from outside Canada; where we see our major growth opportunities
  - Cross-border and global capabilities also strengthen our domestic franchise
  - Investing in establishing our brand outside of Canada
- Disciplined and focused approach to growth
  - Adding capabilities and extending our strengths into new markets, typically through small acquisitions and team hires
  - Focus on rigorous cost management and balance sheet efficiency
  - Responding to evolving regulatory requirements



## Capital Markets achievements



- ✓ Best Investment Bank in Canada for 3<sup>rd</sup> consecutive year (*Euromoney*)
- ✓ Best Bank for Fixed Income e-Trading and Non-Core Currency Bonds (*Credit Magazine's 2010 European Credit Awards*)
- ✓ Joint bookrunner and hedge manager on largest ever U.K. Gilt offering, and the largest ever European government bond to date

Rankings	Rank	Value (\$ millions)	# of deals	Market Share
Canadian corporate debt <sup>(1)</sup>	1	12,945	56	29.8%
Canadian all debt (excl. self funded) <sup>(2)</sup>	1	19,814	64	25.8%
Canadian equity and equity-related (excl. structured products) <sup>(3)</sup>	1	5,796	56	17.3%
U.S. M&A <sup>(4)</sup>	19	11,232	28	2.9%

(1) Bloomberg: January 2010 - July 2010

(2) Thomson Reuters: January 2010 - June 2010

(3) FPIInformat: November 2009 - July 2010

(4) Bloomberg: January 2010 - June 2010, in US\$. Ranking up from #51 with a market share of 0.1% during the same period of 2009

## Where we are going



### Our Goals

#### Vision

Always earning the right to be our clients' first choice

In Canada, to be the undisputed leader in financial services

In the U.S., to be a leading provider of capital markets, wealth management and banking services by building on and leveraging our considerable capabilities

Outside North America, to be a premier provider of select capital markets, wealth management and banking services in markets of choice

## Non-GAAP measures



We use a variety of financial measures to evaluate our performance. In addition to GAAP prescribed measures, we use certain non-GAAP measures we believe provide useful information to investors regarding our financial condition and results of operations. Readers are cautioned that non-GAAP measures do not have any standardized meanings prescribed by Canadian GAAP, and therefore, are unlikely to be comparable to similar measures presented by other companies.

Reconciliation and additional information about our non-GAAP measures can be found under the "Key performance and non-GAAP measures" section in our 2009 Annual Report to Shareholders and our Q3 2010 Supplementary Financial Information.

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