

RBC Liberty Insurance

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***Presentation to
Analysts & Institutional Investors***

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About us

- **RBC Liberty Insurance**
 - life insurance company
 - largest insurance services provider in US
 - software products used by 150+ client locations
 - 1700+ employees, including 650 sales agents
 - 2.1 million policies in force
 - 3.9 million policies under administration
 - US\$2 billion in assets
 - US\$400+ million in gross revenue
- **RBC Liberty Insurance contributes 25% in gross premiums to RBC Insurance**

1905 Founded in South Carolina

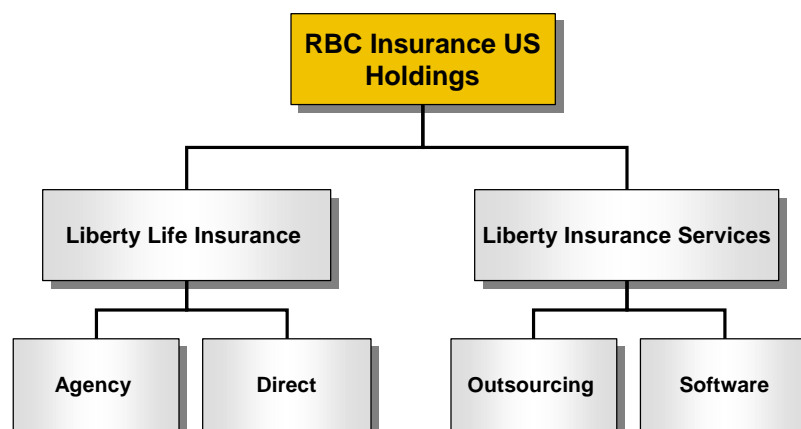


- Marketed to middle-class Americans
- Expanded to 6 southeastern states:
 - South Carolina North Carolina
 - Louisiana Tennessee
 - Kentucky West Virginia
- Broadened into 49 states with mortgage insurance

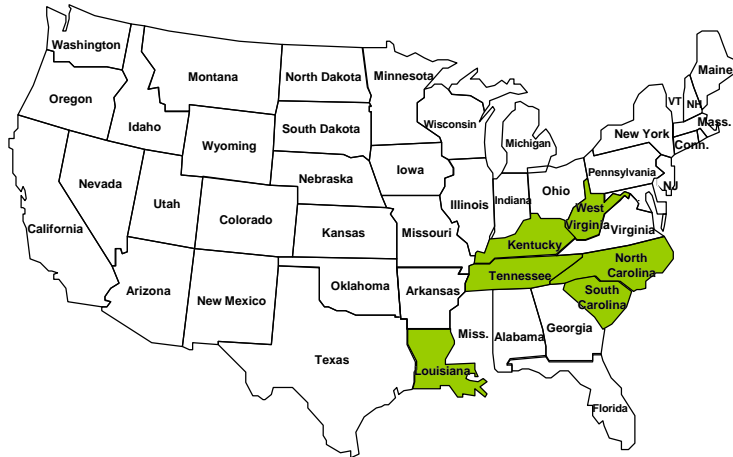
1991 Set up a 3rd party administration services subsidiary

2000 Insurance assets of Liberty Corp. Ltd. acquired by RBC

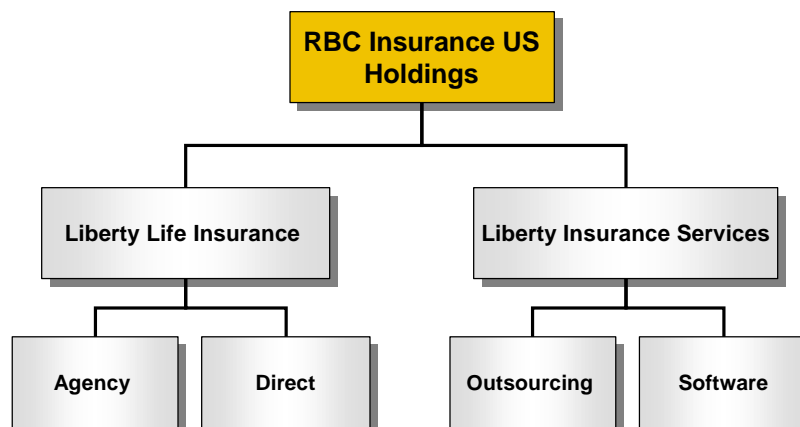
2000 RBC Liberty Insurance acquired GENELCO software and outsourcing



Primary retail presence



Structure



U.S. Insurance

- Leverage administration platform through acquisitions and outsourcing relationships.
- Leverage RBC affiliate infrastructure for expanded and more efficient distribution.
- Focus on expense reductions to drive margin increases on existing businesses.

Leverage administration platform

- Administration software and full administration outsourcing
- Direct acquisition targeting operational expense take-out opportunities
- Partnership acquisition to leverage capital and scale
- Internal US and cross border administrative platform consolidation

Leverage RBC affiliated infrastructure for distribution

- Install RBC market leading creditor insurance selling system into RBC Centura
- Integrate RBC Liberty Insurance sales platform into RBC Centura
- Acquisition of wealth management product capabilities for integration in RBC Dain Rauscher

Focus on internal margin improvements

- Consolidate IT infrastructures with North American centralized operation
- Consolidate applications software within insurance platform
- Consolidate overhead

- **Well positioned to drive substantial revenue growth**
 - ➔ **Effective cross-sell partnerships with RBC Dain Rauscher and RBC Centura**
- **Well positioned to drive earnings growth**
 - ➔ **Productivity improvement & expense takeouts**
 - ➔ **Leveraging administration platform with partnership acquisitions & internal consolidations**

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