



Peter Currie
Vice Chairman & CFO

**Presentation to
institutional investors**

Dallas

April 24, 2000

(Please check against delivery)

Good afternoon.

I'll be talking today about Royal Bank's key priorities, the steps we're taking to meet our objectives and why Royal Bank is a compelling investment opportunity.

But before I do so, let me say a few words about the Canadian banking industry.

(Slide 1) We have full nationwide banking in Canada and Royal Bank has close to 1,400 domestic branches and 4,700 banking machines from coast-to-coast. Telephone and Internet banking are growing in popularity and of our 10 million clients (approximately 40% of the Canadian adult population) 1.8 million deal with us over the phone and 840,000 on-line.

A highly efficient clearing system in Canada ensures that there's virtually no float – one of the reasons our margins are narrower than in the US. We also have lower service charges than here. Competition is fierce, with domestic banks battling it out at street corners. We also have numerous foreign and domestic non-bank competitors in most of our business lines. So, we've learnt to be competitive and to generate solid returns even in that environment.

Following partial deregulation in the 1980s, Royal Bank broadened its range of financial service through acquisitions. For instance, we acquired Canada's largest investment dealer, Dominion Securities, in 1988, and its largest trust company, Royal Trust, in 1993. These gave us substantial investment banking and wealth management operations, complemented by further smaller acquisitions, such as that of another broker, Richardson Greenshields, in early 1997. Over the years we've grown through a combination of successful, shareholder-friendly acquisitions and organic growth.

(Slide 2) We are Canada's largest bank by assets (C\$271 billion) and profitability (18.4% ROE) and the leader in most product lines. We have a well-diversified business and geographic mix and our valuation remains attractive relative to US banks.

(Slide 3) We have four key priorities. They are:

1. Strong fundamentals
2. eBusiness leadership
3. Expansion outside Canada, and
4. Growth of high-return businesses.

I'd like to spend some time discussing these four objectives.

1. Strong fundamentals

(Slide 4) By that we mean profitability (return on equity and growth in earnings per share), top-line growth, cost control, and sound asset quality and capital management. It's our objective to have performance levels that are in the top quartile of banks in North America.

(Slide 5) We performed well in the first quarter ended January 31, meeting or exceeding the targets we'd set for this year, and clearly surpassing our performance in the first quarter of last year, as you'll note on this slide.

(Slide 6) Since February 15, just before the start of banks' first quarter results announcements, our shares have risen more than the other four major Canadian banks' have done. This indicates recognition for our strong results and outlook.

(Slide 7) We continue to grow non-interest revenues as a percentage of total revenue, reaching nearly 55% during the first quarter.

(Slide 8) We are targeting an efficiency ratio of 59.5% (using Canadian GAAP figures) exiting this year. Achieving this goal will require C\$400 million plus of cost savings by the end of 2000 and we are on track to meet that target. The details of how we plan to get those savings are in our annual report, on pages 26 & 27, so I won't repeat them. We're committed to being an industry leader in efficiency in each of our business segments in Canada and eventually in North America.

(Slide 9) As part of our capital management strategy, we are actively repurchasing common shares. In February, we expanded our buyback program from 3.5% to 6% of outstanding shares or 18.7 million shares. By January 31, we had repurchased 10.2 million shares. If circumstances permit, we will consider another share repurchase program after the expiration of the existing one on June 23rd.

(Slide 10) Our history of dividend growth is apparent on this slide. We've had five increases in less than three years. Our target payout range is 30-40% and this past quarter our payout ratio was 34%.

Turning now to our second priority:

2. eBusiness leadership

(Slide 11) We want to be the leading eBusiness financial institution in Canada, with a strong link to the United States. We believe that developing a sustainable leadership position in the Internet world is a must. Each of our business segments is developing strategies towards that end.

(Slide 12) UK-based Lafferty Internet Ratings rated us the #1 Internet Bank in the world in December 1999. Our on-line customer base in Canada is growing rapidly, at the rate of 15,000 per week, and we are well on our way to achieving our goal of over a million on-line clients by the end of October 2000.

(Slide 13) We are pursuing a variety of eBusiness initiatives.

We have a 20% ownership stake in AOL Canada and joint marketing is helping us attract on-line customers. Most importantly, we have senior executives on their Board who are learning a great deal about new opportunities in the Internet world.

PrimeStreet is an exciting new online loan auction service targeted at small business customers in the United States and I'll discuss that in greater detail in a few minutes.

Through an alliance with Microcell, we plan to introduce wireless banking this spring via digital cellular phones. Microcell is a national provider in Canada of PCS services, under the Fido brand name.

Royal Bank was among the first in North America to develop and pilot secure e-wallets, allowing customers to shop securely and easily on the Internet. The ROYALpass e-wallet allows customers to store payment and shipping information inside their browsers and eliminates the need to constantly fill out forms while shopping on the Web.

We will introduce Electronic Bill Presentment this spring via e-route, a technology company we own with five other Canadian financial institutions. A pilot involving employees of the e-route partners has been up and running since September 1999.

In the fall we launched an interactive directory of Web-enabled merchants, highlighting our Virtual Point of Sale technology and commitment to supporting Internet commerce. The directory was a big hit with both consumers and merchants over Christmas.

In March, we announced an agreement with Magnet Communications to bring secure cash management to the web. We will be piloting this service later this year, and when installed, it will allow us to tailor services to various business segments, including small- and medium-sized businesses.

Earlier this month, we partnered with VLINX, a privately-held B2B Internet company, to provide trade financing on a vertical portal geared towards international business owners.

(Slide 14) Our eBusiness platform here in the US is still a work in process, but is beginning to take shape.

Within the past two years, we've acquired Security First Network Bank (SFNB), the world's first Internet bank, and Bull & Bear Securities, a small on-line discount broker. As part of its strategy of growing through alliances, SFNB recently announced that it will be the exclusive provider of on-line banking services for H&R Block. We also have a 2.8% equity stake in S1 Technologies, the original parent of SFNB.

We developed and launched PrimeStreet, an open finance on-line small business loan auction, in which we have a 34% equity stake. And we're in the process of acquiring Prism Financial, one of the fastest growing Internet mortgage originators. I will provide more details towards how the PrimeStreet model works, Prism and the exciting potential they have in a few minutes.

Our third priority is

3. Expansion outside Canada

(Slide 15) We intend to continue expanding outside Canada, largely in the United States, through a niche approach – and in areas where we have a competitive advantage and can generate top tier value and growth for our shareholders. We will do so through a combination of acquisitions, alliances and expansion of existing operations. Each of our business segments has a global mandate and will be taking steps to diversify its earnings.

(Slide 16) We generated 35% of our earnings internationally in 1999, up somewhat from the previous year. This resulted from a more focused, profitable business base outside North America, as we exited international corporate lending relationships, which were generating very poor returns, even in good years.

(Slide 17) Over the past two years, and mostly in the last 18 months, we've invested over C\$500 million in expanding our international operations. In Royal Investment Services, our wealth management operation, virtually all the acquisitions mentioned on this slide have been international. The only exception is Connor Clark. The same holds true for Corporate & investment banking.

Further details about our acquisitions are provided on page 6 of the annual information form dated December 1999, which is included in your packages. I would like to go into a little more detail about four investments in the United States in the last two years that are related to our Personal & commercial banking segment.

(Slide 18) We announced our acquisition of Chicago-based Prism Financial Corporation for US\$115 million in March. This initiative is yet another step aimed at expanding our platform in the United States and there will be others. Prism provides a niche entry in the US residential mortgage origination business and builds upon our existing capabilities.

Prism is engaged in the business of originating, selling and brokering residential mortgage loans. We bought it for a variety of reasons. It's one of the fastest growing mortgage companies in the \$4.5 trillion US mortgage market and has grown over 100% annually in the last three years. It adds "bricks" to our existing "clicks" (i.e., SFNB and Bull & Bear) in the US with its over 150 branches. It has a rapidly growing Internet origination capability and a successful private labelling strategy on-line.

The company has a strong service orientation driven by its experienced salesforce of over 1,100 and a good cost culture. Combined with SFNB and Bull & Bear, there will be revenue synergies and funding cost advantages. Furthermore, Prism has a good track record of leveraging acquisitions to drive its growth. We plan to leverage this track record by continuing its acquisition strategy and expanding its national presence. Just recently, Prism entered into a white labelling agreement with American Express. The press release is in your packages.

(Slide 19) PrimeStreet accepts loan applications of up to US\$100,000 from small businesses, gives them a credit score based on the information provided, and submits the application on a no-name basis to lenders that can provide the type and amount of financing required.

The offers from lenders are provided to the borrower, who chooses a specified lender. The bidding process completed, the borrower's identity is revealed to the lender and the two can then establish a relationship. PrimeStreet will collect a fee of about 1% for each successful loan from the lender.

(Slide 20) So far, PrimeStreet has signed up 13 lenders, with 17 new potential lenders in negotiation, and a target of 100 lenders by December 31 expected to be met. They commenced providing loans on April 1 and current results are exceeding expectations. One factor that is helping is the strong volume they are attracting through their partnership with Lending Tree. The press release on that is also in your packages.

PrimeStreet's innovative approach to small business financing should prove to be popular, given the convenience and speed of completing this type of transaction for all of the parties involved. There are over 17 million small businesses in the US borrowing over US\$200 billion, which generates over US \$10 billion in annual revenue.

We also announced last Wednesday the launch of VIP Private Capital, an on-line private banking service for US investors. It combines the convenience of 24/7 on-line financial services with a relationship manager also available around the clock. It is geared to clients with greater than US \$500,000 in investible assets – a market representing 14 million people who control US \$4.5 trillion in assets. The press release is in your packages.

(Slide 21) Our Corporate & investment banking segment has made some very successful niche acquisitions – the Eurobond operations of Hambros Bank in London in 1998 and the global equity derivatives activities from Kidder Peabody in New York in 1995 – both of which have shown very strong revenue growth.

We're expanding our investment banking capability in the US in industries we know well such as energy, telecom and technology -- with a focus on equity sales and trading, high-yield, M&A, equity finance and research.

We have no aspirations to be a bulge bracket player in the US and we'll grow by building or hiring teams and through niche acquisitions in areas where we already have some expertise.

Outside North America, we want to build out credit derivatives and our global equity derivatives in Europe.

Our fourth priority is

4. Growth of high-return, high P/E multiple businesses

We provide results for three major operating segments – Personal & commercial banking, Royal Investment Services (wealth management), and Corporate & investment banking.

(Slide 22) Personal & commercial banking accounted for over half of our net income, Royal Investment Services 22% and Corporate & investment banking just over a quarter. Each of these business segments recorded solid growth in earnings in the first quarter, as you can see on this slide. Royal Investment Services, in particular, grew net income by 80% and contributed by far the highest return on equity of 43.2%.

(Slide 23) As I mentioned earlier, we plan to grow businesses with high growth potential, that generate solid returns and high Price/Earnings multiples. Royal Investment Services is the segment we want to grow most rapidly. We also intend to expand in niche segments of Personal & commercial banking and Corporate & investment banking, as we've been doing.

We've recently created a fourth operating segment called Global integrated solutions, which contains transaction processing businesses (such as custody, cash management, correspondent banking, and payments services) which attract high multiples and we intend to grow this new segment as well. Results for this segment will be disclosed when we release our second quarter numbers in May.

(Slide 24) This re-alignment, which puts all our transaction businesses under one umbrella, will result in a more client-focussed, unified approach to these businesses and stronger financial results. Companies that offer these types of services – State Street and Chase, as for example – command high price/earnings multiples. If this business had existed in 1999, it would have had approximately C\$550 million in revenues and C\$100 million in net income.

In Canada, we will work towards enhancing our already strong positions in our business segments. In the US, we will build, form alliances or buy, on a selective basis, to have an integrated North American financial services network.

(Slide 25) Turning now to Royal Investment Services, we lead the Canadian market, often by a wide margin, in 5 of our 7 wealth management businesses. These are global private banking, full service brokerage, custody, investment management, and personal wealth management – mentioned in order of their earnings contributions. In the other two businesses, mutual funds and discount brokerage, we are #2 in the country, although largest among all banks in mutual funds.

We are targeting earnings growth of at least 15% per year for Royal Investment Services (RIS) over the next few years. We would like this segment to contribute 25% of the bank's net income initially, and more over time – to be achieved through a combination of internal growth, alliances and acquisitions.

(Slide 26) Royal Investment Services had a stellar first quarter and the performance of its various units appears on slide 26.

(Slide 27) Global private banking, or GPB, generated a 24% increase in revenue. This business ranks among the top 20 private banks in the world and was rated by Financial Times as the best offshore bank last year. We've conducted several small niche acquisitions in this segment, and recently acquired Ernst & Young's trust business in Jersey to make us among the largest trust operations in the Channel Islands.

(Slide 28) The full-service brokerage business has re-engineered itself into a fee-based, financial planning, high-end advisory business with a lock on top clients. It is a leader in the high-growth, high-margin portion of the business, i.e. fees, accounting for over half of the fee-based assets in the Canadian dealer community. This results in much more stable revenues than is the case with commission-based revenues. Fee-based assets are growing at a compound annual growth rate of over 50%.

(Slide 29) In mutual funds, we're targeting solid double-digit growth in earnings up to 2001. That is, naturally, if the markets perform well. We're building a new growth strategy around the Nexus generation and are re-engineering the whole mutual fund strategy. Our family of no-load mutual funds is sold largely, and successfully, through our branches.

(Slide 30) Our custody business ranks in the top 10 globally by assets under administration.

(Slide 31) In the recently released R&M Consultants survey, our custody business received high kudos for its quality of service to investment managers.

(Slide 32) We have a leading Investment management business that is almost equally balanced between the retail and institutional segments.

(Slide 33) Our discount broker, Action Direct, has grown assets under administration by 38% a year, the number of accounts by 26% a year, and monthly trade volumes by 46% a year since 1994. Profits have more than doubled over the first quarter of 1999. Over 60% of trades are electronic.

(Slide 34) Turning now to the Personal & commercial banking segment, which comprises the core businesses of personal financial services, card services, business banking and insurance, and the emerging businesses of Security First Network Bank and our venture capital operations.

(Slide 35) The improved performance of the segment was reflected by their growth of earnings by 22% in the first quarter and through a 510 basis point improvement in the efficiency ratio. Their medium-term goal is to drive their ratio to 55%.

(Slide 36) Our performance has been surpassing our Canadian bank competitors, as you can see on slide 36.

(Slide 37) This partially reflects the highest customer satisfaction among the large Canadian banks, and sophisticated marketing & sales initiatives to grow share of customer wallet and enhance client profitability. In fact, the number of our most profitable retail clients has risen 14% in 2 years. As you'll note from Appendix B, we have leading market shares in major retail products.

(Slide 38) Non-branch channels account for more than 90% of routine transactions. We were the first bank in Canada to have a mobile mortgage salesforce which originates more than half of our mortgages now.

(Slide 39) The insurance business accounts for approximately 5% of the bank's total earnings, and it is seeking growth through affinity programs, greater distribution and selective international expansion. Premiums this year should be over C\$1 billion, making us by far the largest insurance provider among Canadian banks.

(Slide 40) In Corporate & investment banking we continue to lead in Canada, and a detailed review of 1999 is in your packages.

(Slide 41) Corporate & investment banking's performance has improved considerably. Core net income in Q1 was up 19% over a year ago and ROE improved to 23% from 21.5%. The efficiency ratio improved by 190 basis points.

Let me now turn to why we believe Royal Bank is a solid investment opportunity.

(Slide 42) First, we are undervalued relative to global peers.

(Slides 43 & 44) Second, the street is bullish about our performance and prospects. On the subject of revenue growth, we've been commended for our relatively low reliance on capital market-related revenues and for the success of our niche acquisitions.

(Slide 45) And third, we've recently been upgraded by analysts and most rank us "strong buy" or "buy". As I demonstrated to you earlier, we are Canada's largest and most profitable bank with leading market shares in most products. Our excellent wealth management franchise has us strategically positioned to grow and prosper as a Canadian powerhouse while exploiting niches globally. Our eBusiness growth goals and our proven shareholder value orientation should further provide you with confidence that our stewardship of your capital will continue to generate the returns you expect in the future.

Thank you for your time and I'm now ready to take your questions.



Canada's banking industry

- **Nationwide banking**
 - RY has 1,400 service delivery units and 4,700 ABMs coast-to-coast
 - RY has 840,000 on-line and 1.8 million telephone banking clients
- **Highly efficient clearing system**
- **Fierce competition**
- **Following partial deregulation in 1980s**
 - investment banking
 - brokerage (full service and discount)
 - money management
 - trust
 - insurance (limited powers)

1



RY - premier Canadian bank

- **Canada's largest bank by assets and leader in most products**
- **Canada's most profitable financial institution (18.4% ROE - US GAAP)**
- **Well diversified business & geographic mix**
- **Attractive valuation**

2



Key priorities

1. Strong fundamentals
2. eBusiness leadership
3. Expansion outside Canada
4. Growth of high-return businesses



Priority #1

Strong fundamentals

- Profitability
 - return on equity
 - growth in earnings per share
- Revenue growth
- Cost control
- Asset quality
- Capital management

Objective: Deliver financial performance in top quartile of North American banks



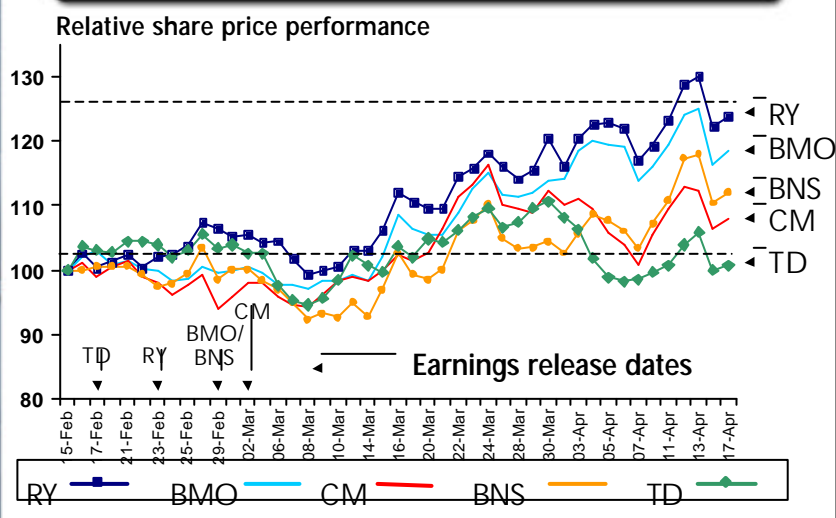
Priority #1 Strong Q1/00 performance

CAD \$ millions	3-5 year goal	Target for 2000	Performance	
			Q1/00	Q1/99
ROE	17-20%	17-20%	18.4%	16.0%
EPS growth (fully diluted)	-	12-14%	24%	(2)%
Revenue growth	-	mid-single digits	10%	4%
Expense growth	-	< revenue growth	7%	6%
Efficiency	59.5%	-	63.3%	65.3%
Specific provision for credit losses/ average loans, BAs & repos	0.35-0.40%	0.30-0.40%	0.30%	0.40%
Dividend payout ratio	30-40%	-	34%	36%
Common equity to risk-adjusted assets	7.0%	-	7.1%	6.8%
Tier 1 capital (OSFI)	8.0%	-	8.1%	7.9%
Total capital (OSFI)	11.0-12.0%	-	11.4%	11.3%

*core numbers exclude one-time items - there were no one-time items in Q1/00 & Q1/98 **US GAAP**



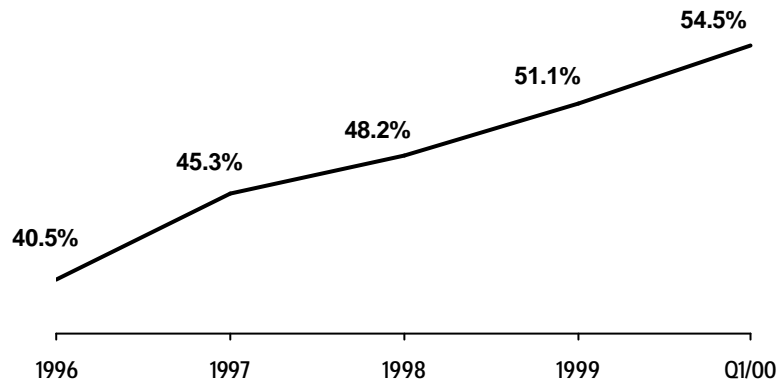
Priority #1 Market rewards RY for a strong Q1





Priority #1 Non-interest revenue continues to grow

Non-interest revenue as a % of total revenue*



*excluding one-time items (none in Q1/00). One-time revenue was \$105MM in 1999, \$247MM in 1998, \$115MM in 1997 and \$83MM in 1996

US GAAP

7



Priority #1 Achieving cost reduction targets

- Continuing to target 59.5% efficiency ratio (using Canadian GAAP) exiting Q4/00
 - 62.4% efficiency ratio in Q1/00 (Cdn GAAP)
 - requires C\$400 million+ of cost savings
 - on track to meeting objective
- Committed to being an industry leader in efficiency in each of our business segments in Canada and eventually in North America

8



Priority #1 Repurchasing shares

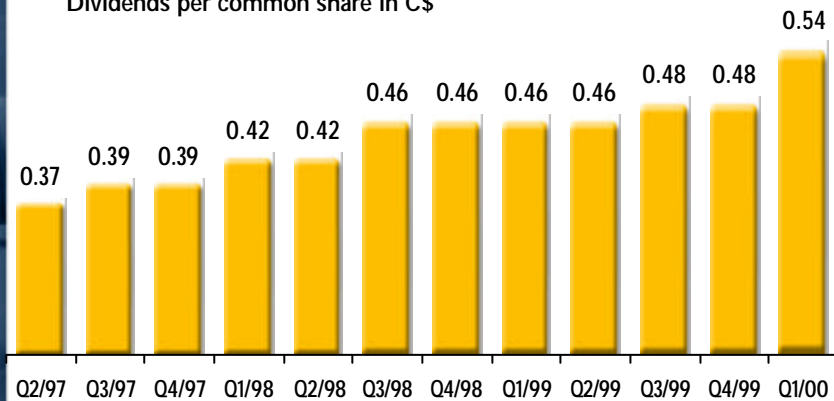
Share buyback program expanded on Feb. 23, 2000 to 6.0% of common share float (18.7 million common shares) from 3.5%:

- As at January 31, 2000, 10.2 million shares repurchased for \$648 million:
 - 5.0 million in Q1/00 (\$315 million)
 - 4.4 million in Q4/99 (\$278 million)
 - 0.8 million in Q3/99 (\$ 55 million)
- Buyback program ending June 23, 2000 - may continue repurchasing if circumstances permit



Priority #1 History of dividend growth

Dividends per common share in C\$



- Dividend payout ratio of 34% in Q1/00
- Dividend payout target range 30-40%



Priority #2 eBusiness leadership

Objective

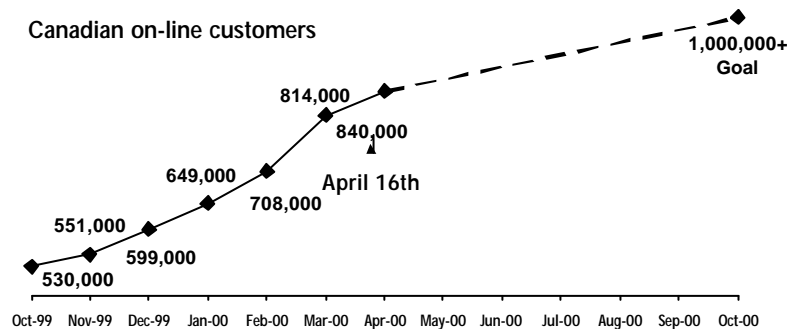
Be leading eBusiness financial institution in Canada, with strong link to the US



Priority #2 eBusiness leadership

- Rated world's top-ranked bank for e-finance by Lafferty Group, London (December 1999)
- Rapidly growing on-line customers in Canada

Canadian on-line customers





Priority #2

eBusiness initiatives

- Partnership with AOL Canada, including 20% stake
- PrimeStreet - Internet loan auction for small business
- Wireless banking with Microcell
- Secure e-wallets for Internet shopping
- Electronic bill presentment
- Large online shopping directory launched
- Launching with Magnet Communications to bring secure cash management to the web to various business segments
- Partnering with VLINX (and other major world trade players) to provide trade financing on a vertical portal



Priority #2

eBusiness - US platform

- SFNB - ranked #1 among 60 US Internet banks by Gomez Advisors (www.gomezadvisors.com) for 5 consecutive quarters. Exclusive provider for H&R Block
- S1 Technologies - 2.8% equity stake
- Bull & Bear Securities - on-line discount broker
- PrimeStreet - open finance on-line lending for small business in which we have a 34% equity stake
- Acquiring Prism Financial - one of the fastest growing Internet mortgage originators in the US (Internet origination growth of 175% in 1999 to US\$336 mm)



Priority #3

Expansion outside Canada

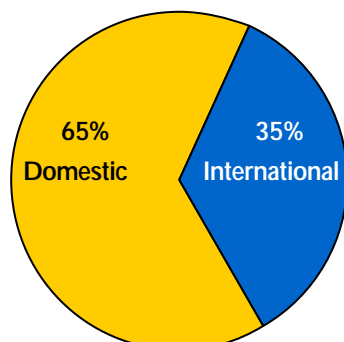
- Intend to continue expanding outside Canada
- Largely targeting the US through a niche approach:
 - where we have competitive advantage
 - where we can generate top tier value and growth for our shareholders
 - through combination of acquisitions, alliances and expansion of existing operations
- Each business segment has a global mandate



Priority #3

Expansion outside Canada

Q1/00 earnings



- Highest contribution from Europe – strong private banking, corporate & investment banking and custody operations
- Profitable Caribbean retail operations
- Growing US operations
- Focused Latin American & Asian operations

US GAAP



Priority #3

Expansion outside Canada

Investments in past two years

Royal Investment Services

- Credit Suisse Private Banking
- Coutts Group
- Bull & Bear Securities
- Hartley Poynton
- Connor Clark
- Ernst & Young - Guernsey
- Ernst & Young - Jersey

Corporate & Investment Banking

- Hambros Bond Business
- U.S. High Yield Team
- U.S. Energy Team

Personal & Commercial Banking

- Security First Network Bank
- S1 Technologies
- AOL Canada
- Ernex
- E-route
- PrimeStreet
- Prism Financial

Insurance

- Mutual of Omaha
- Prudential Canada

Total Canadian C\$360 MM

Total International C\$540 MM

Total Investments C\$900 MM



Priority #3

Expansion outside Canada

US Expansion - Prism Financial

- RY to acquire Prism Financial Corporation (PRFN) for approximately US\$115 million in Spring 2000
- Niche entry into the US residential mortgage origination business and builds upon RY's existing capabilities
- Growing on-line capability, a large experienced salesforce of over 1,100 loan officers, 150 branches in 25 states, and a successful acquisition track record
- Sell Security First Network Bank (SFNB) and Bull & Bear products to Prism's customers to generate additional growth and enhance salesforce productivity
- Lower Prism's on-balance sheet funding costs
- Continue its acquisition strategy and expand its national presence
- American Express alliance to provide white label Internet mortgage origination

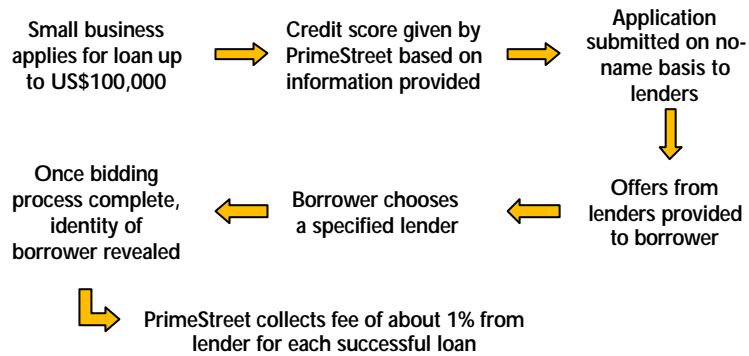


Priority #3

Expansion outside Canada

US Expansion - PrimeStreet

How it works:



Priority #3

Expansion outside Canada

US Expansion - PrimeStreet

- Have signed up 13 lenders, with 17 new potential lenders in negotiation, and a target of 100 lenders by December 31, 2000
- Commenced providing loans on April 1 and current results are exceeding expectations
- Gaining strong volume through partnership with Lending Tree
- **US small business market:**
 - over 17 million businesses borrowing US\$219 billion and generating over US\$10 billion in annual revenue



Priority #3
Expansion outside Canada

Corporate & investment banking

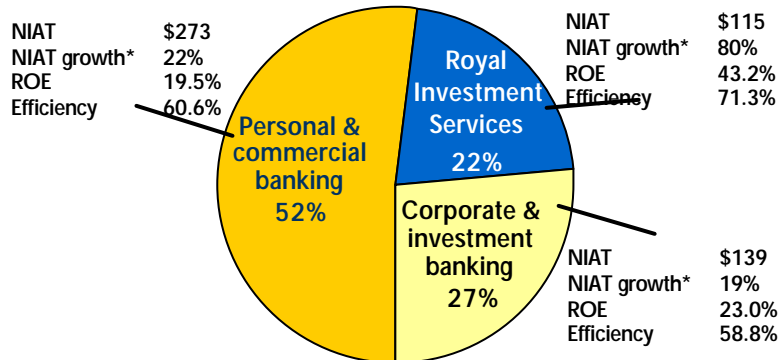
- Build, hire teams or do niche acquisitions (no bulge bracket aspirations)
- Very successful niche acquisitions:
 - Hambros bond business (London - 1998)
 - Global equity derivatives team (New York - 1995)
- Expanding in US energy, telecom. & technology
 - hired energy team in Houston (Sept '99)
 - formed high-yield group (Oct. '99)
- Niche expertise globally:
 - credit derivatives
 - build-out of Global Equity Derivatives in Europe



Priority #4
Growth of high-return, high-P/E multiple businesses

C\$ millions

Net income contributions - Q1/00



*growth over Q1/99 core results (i.e. excluding one-time items)

US GAAP



Priority #4
**Growth of high-return, high-P/E
 multiple businesses**

- Royal Investment Services (wealth management)
 - highest priority (40%+ ROE)
- Niche segments of Personal & commercial banking and Corporate & investment banking
- Newly created segment of Global integrated solutions effective Q2/00



Priority #4
**Growth of high-return, high-P/E
 multiple businesses**

Global integrated solutions

- Newly created (effective Q2/00)
- Comprises custody, cash management, correspondent banking and payments & settlement services
- Consolidates transaction-based services under one segment
- Allows for a more integrated sales relationship with business clients
- Brings together specialized businesses that already have strong client relationships, well established franchises and leading market positions
- If existed in 1999, would have had approximately C\$550 mm in revenues and C\$100 mm in net income



Priority #4
Growth of high-return, high-P/E
multiple businesses

Royal Investment Services

- In Canada, #1 in 5 businesses (global private banking, full-service brokerage, custody, investment management and personal wealth management), #2 in 2 (mutual funds and discount brokerage)
- Targeting earnings growth averaging at least 15% per year
 - growth of 80% in Q1/00 vs. Q1/99
 - goal to take earnings to 25%+ of total bank core earnings from approximately 19% (after GIS formation)
- Strong ROE (43.2% in Q1/00)



Priority #4
Growth of high-return, high-P/E
multiple businesses

Royal Investment Services - Q1/00

Strong growth in all RIS businesses:

in C\$ billions	NIAT growth vs. Q1/99	Rev. - Q1/00	Rev. growth vs. Q1/99	AUA growth vs. Q1/99
Action Direct*	132%	\$ 44	109%	51%
Private client division**	106	236	23	10
Royal Mutual Funds	83	100	10	8
Global securities services	60	76	11	19
Global private banking	46	80	24	33
Other	123	104	24	23
Total RIS	80%	\$640	23%	19%

*discount brokerage ** full-service brokerage

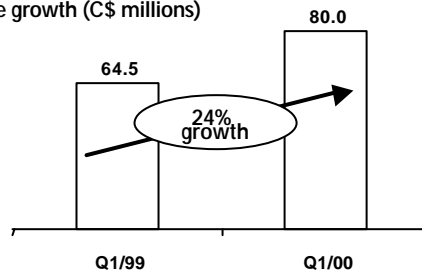
***investment management and personal wealth management

US GAAP

Priority #4
Growth of high-return, high-P/E multiple businesses

Royal Investment Services - Global private banking

Revenue growth (C\$ millions)

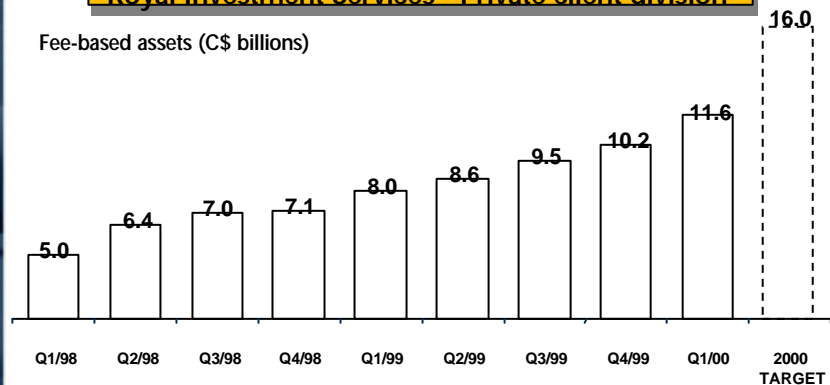


- 23 offices in 18 countries
- Among top 20 private banks in world
- Rated as best offshore bank by Financial Times in 1999
- Acquisition of Ernst & Young Trust Company (Jersey) Limited will make us largest trust operation in the Channel Islands

Priority #4
Growth of high-return, high-P/E multiple businesses

Royal Investment Services - Private client division

Fee-based assets (C\$ billions)



- Fee-based assets account for well over half of the Canadian dealer community's fee-based assets

Priority #4
Growth of high-return, high-P/E
multiple businesses

Royal Investment Services - Royal Mutual Funds

(as at February 29, 2000)	Assets (C\$ millions)	Asset Growth* (C\$ millions)	Market Share
Investors Group	\$39,726	\$3,143	10.0%
Royal Mutual Funds	33,478	2,844	8.5%
Mackenzie	32,051	3,333	8.1%
Fidelity	30,508	6,057	7.7%
TD Canada Trust	28,543	(1,180)	7.2%
Trimark	24,491	193	6.2%
C.I.	21,904	6,672	5.5%
AGF	20,906	2,863	5.3%
Templeton	20,069	438	5.1%
CIBC	17,407**	1,773	4.4%

* since October 31, 2000. **Excludes the CIBC Imperial Funds balance to ensure consistent comparisons

Priority #4
Growth of high-return, high-P/E
multiple businesses

Royal Investment Services - Custody

Top 12 International Custodians
Year-end 1998 (Pro Forma)

		US\$B
1.	Bank of New York/RBS Trust Bank (US)	5,610
2.	Chase Manhattan (US)	5,000
3.	State Street (US)	4,812
4.	Deutsche Bank/Bankers Trust (Ger)	4,079
5.	Citibank (US)	3,400
6.	Mellon (US)	1,659
7.	Northern Trust (US)	1,260
8.	HSBC Midland (UK)	953
9.	Dresdner (Ger)	877
10.	Royal Bank/Royal Trust (Can)	561
11.	Paribas (Fra)	552
=12.	ABN Amro (Neth)	550
=12.	Brown Brothers Harriman (US)	550

Priority #4
Growth of high-return, high-P/E multiple businesses

Royal Investment Services - Custody

High rankings

Overall Global Custodian - 2000

1. Pictet	5.74
2. ROYAL TRUST	5.53
3. Brown Bros. Harriman	5.51
4. Northern Trust	5.28
5. Chase Manhattan	4.89
6. Deutsche	4.83
7. Bank of New York	4.79
8. HSBC GIS	4.74
9. State Street	4.72
10. Citibank	4.09
11. Mellon	4.00

Investment Managers - 2000

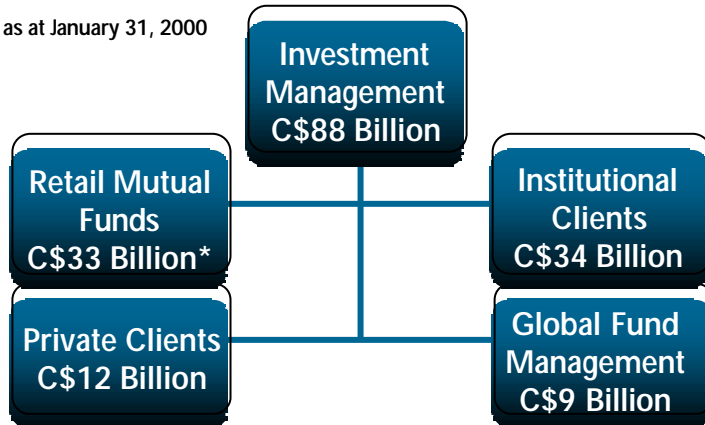
1. Pictet	5.70
2. ROYAL TRUST	5.51
3. Brown Bros. Harriman	5.44
4. Northern Trust	5.13
5. Chase Manhattan	4.79
6. Bank of New York	4.59
7. State Street	4.36
8. Deutsche Bank	4.20
9. HSBC GIS	4.20
10. Citibank	4.11
11. Mellon	3.95

* source: R&M Consultants survey, February 2000, ranking custodian performance on customer service, etc.

Priority #4
Growth of high-return, high-P/E multiple businesses

Royal Investment Services - Investment management

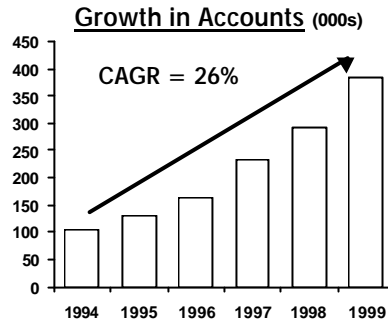
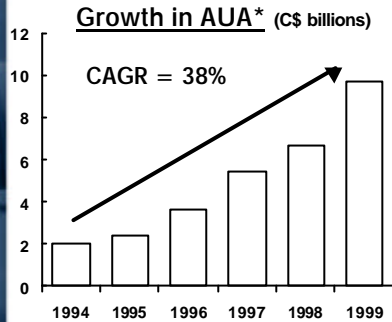
as at January 31, 2000



* as at February 29, 2000

Priority #4
Growth of high-return, high-P/E multiple businesses

Royal Investment Services - Action Direct



AUA = C\$11.3 billion at Q1/00
 (growth of 51% vs. Q1/99)

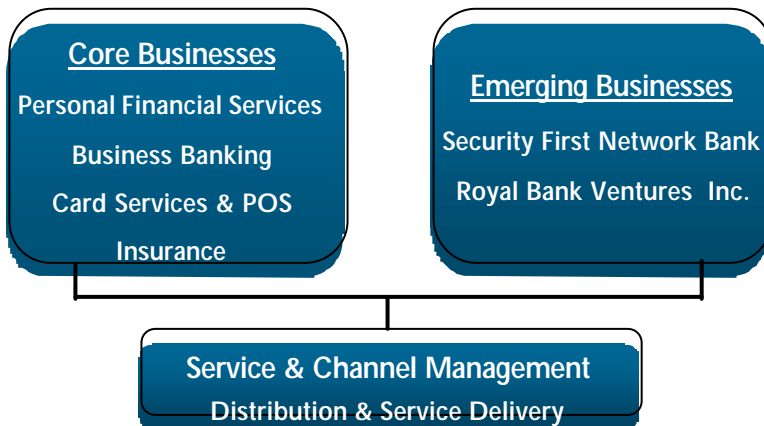
Accounts = 394,000 at Q1/00
 (growth of 28% vs. Q1/99)

Over 60% of trades electronic

* assets under administration

Priority #4
Growth of high-return, high-P/E multiple businesses

Personal & commercial banking



Priority #4
Growth of high-return, high-P/E multiple businesses

Personal & commercial banking

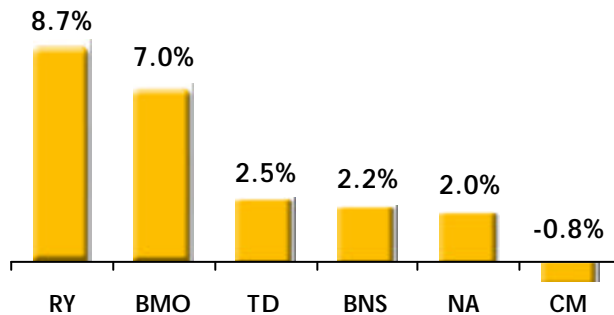
US GAAP	← RBCG →		← P&CB →
	3-5 year goal	Target for 2000	Core* performance Q1/00
ROE	17-20%	17-20%	19.5%
Earnings growth	-	12-14%	22.4%
Revenue growth	-	mid-single digits	6.9%
Expense growth	-	< revenue growth	(1.3)%
Efficiency	59.5%	-	60.6%
Specific provision for credit losses/avg. loans, BAs & reverse repos	0.35-0.40%	0.30-0.40%	0.46%

*core numbers exclude one-time items a year ago. There were no one-time items in Q1/00

Priority #4
Growth of high-return, high-P/E multiple businesses

Personal & commercial banking

Strongest retail revenue growth among Canadian banks - 1999



Cdn. GAAP



Priority #4
**Growth of high-return, high-P/E
 multiple businesses**

Personal & commercial banking

- 10 million customers - opportunity for growing share of wallet and enhancing client profitability
- Highest retail customer satisfaction among 6 largest Canadian banks
- # of most profitable retail clients up 14% in 2 years
- Performance targets:
 - minimum revenue growth in mid-single digits (7% in Q1/00)
 - significant cost reduction (NIE down 1% in Q1/00)
 - sales targets with linked variable compensation
 - sophisticated datamining & segmentation techniques



Priority #4
**Growth of high-return, high-P/E
 multiple businesses**

Personal & commercial banking - Distribution

Telephone banking

- 1.8 million customers, four call centres handle 6.5 million calls per month

Mobile sales

- 1,100 mobile reps, offering mortgage, retirement planning and advisory sales

Mondex "smart card"

- pilot completed in Guelph, new testing under way in Sherbrooke, Quebec

Other points of sale

- e.g., 2,600 car dealerships

Inbound & outbound telemarketing

Physical network

- 1,300 branches and Business Banking Centres

Internet banking

- 840,000 on-line clients
 - available for personal banking, trade finance, discount brokerage and business banking customers

- SFNB rated #1 (Gomez)
 - RFBG rated #1 (Lafferty)

Debit cards

- cardholder transactions increasing rapidly

Direct mail

ABMs

- 4,800 ABMs; adding new features integrated statements and bank book updating, US cash/travellers cheques and multi-language

In-store branches

- opening 15 over 3 years with Métro-Richelieu

Alternative delivery channels account for 90% of routine banking



Priority #4
**Growth of high-return, high-P/E
 multiple businesses**

Personal & commercial banking - Insurance

- Currently accounts for approximately 5% of bank's total earnings
- Seeking growth through:
 - affinity programs
 - greater distribution
 - selective international expansion
- Gross premiums of C\$894 million in 1999:

› consumer insurance	C\$621 million
› commercial insurance	C\$ 54 million
› other insurance	C\$219 million
- Acquired Canadian operations of Mutual of Omaha (4/98)
 - › annual premiums of C\$120 million, 500 sales agents
- Introduced group life & health for small business (6/98)
- Rolled out home & auto insurance products across Canada within 17 months
- Established a new reinsurance subsidiary based in Dublin, Ireland (2/99)
- Acquired PruCan's individual life business + 15% of PPI Partners (1/00)



Priority #4
**Growth of high-return, high-P/E
 multiple businesses**

Corporate & investment banking

Global Banking

- Origination
- Debt products
- Equity capital markets
- Mergers & acquisitions

Global Equity

- Sales & trading
- Research
- Equity derivatives

Global Markets

- Fixed income
- Money markets
- Foreign exchange

- Largest securities underwriter in Canada in 1999
- Ranked #1 in Canadian syndicated lending
- Leading securities trader on Canadian exchanges
- Significant improvement in performance (see slide 41)

Priority #4 Growth of high-return, high-P/E multiple businesses

Corporate & investment banking

US GAAP	← RBFG →		← C&IB →
	3-5 year goal	Target for 2000	Core* performance Q1/00
ROE	17-20%	17-20%	23.0%
Earnings growth	-	12-14%	18.8%
Revenue growth	-	mid-single digits	7.4%
Expense growth	-	< revenue growth	4.0%
Efficiency	59.5%	-	58.8%
Specific provision for credit losses/avg. loans, BAs & reverse repos	0.35-0.40%	0.30-0.40%	0.11%

*core numbers exclude one-time items a year ago. There were no one-time items in Q1/00

RY - attractive valuation

	<u>Royal Bank</u>	<u>U.S. Regional Banks</u>	<u>U.K. Retail Banks</u>
Price (04/14/00)	C\$71.50 US\$48.25		
2000E P/E	11.5	13.9	11.6
2001E P/E	10.4	12.4	10.7
Price/book	2.0x	2.8x	3.1x



Analysts bullish on RY

ROE: "Royal's performance may be regarded as excellent with respect to this key objective...."

- TD Securities, February 24, 2000

EPS growth: "...we believe Royal Bank is displaying a turnaround in earnings momentum with back-to-back strong quarterly results."

- Warburg Dillon Read, February 24, 2000

Revenue growth: "...we conclude that Royal again demonstrated it delivers among the most reliable revenue streams of the banks."

- Merrill Lynch, March 6, 2000

"... revenue growth is beginning to surface from the Bank's expansion of its operating platform through niche acquisition."

- Scotia Capital, February 23, 2000



Analysts bullish on RY

Cost control: "We believe RY was most effective at cost control this quarter. RY's efficiency ratio saw one of the largest improvements among its peers..."

- Morgan Stanley Dean Witter, March 14, 2000

Asset quality: "Credit quality is one aspect of Royal Bank's strong balance sheet, capitalization is another."

- TD Securities Inc., February 24, 2000

Capital management: "These buybacks and future buybacks are expected to be reflected in earnings and return on equity in a significant manner in the next few years."

- Scotia Capital, February 23, 2000



Royal Bank – a compelling investment

- Recent analyst rating upgrades
- 12 out of 13 analysts rate the bank a “strong buy” or a “buy”
- Canada’s most profitable bank
- Leading market shares in most products
- Excellent wealth management franchise
- Targeting eBusiness leadership and international expansion
- Proven shareholder value orientation



Forward looking statements

This presentation may contain certain forward looking statements with respect to the Canadian economy, Royal Bank’s financial condition, results of operations, and strategies and objectives for the coming year(s). By their very nature, forward looking statements involve inherent risks and uncertainties, both general and specific, and risks exist that predictions, forecasts, projections and other forward looking statements will not be achieved. Royal Bank cautions readers not to place undue reliance on these statements as a number of important factors could cause actual results to differ materially from the plans, objectives, expectations, estimates and intentions expressed in such forward looking statements. These factors include, but are not limited to, changes in Canadian and/or global economic conditions including fluctuations in currencies, interest rates and inflation, regulatory developments, technological changes, the effects of competition in the geographic and business areas where the bank operates. Royal Bank cautions that the foregoing list of important factors is not exhaustive; when relying on forward looking statements to make decisions with respect to the bank, investors and others should carefully consider the foregoing factors and other uncertainties and events.