



Canadian Personal & Business Segment

Jim Westlake

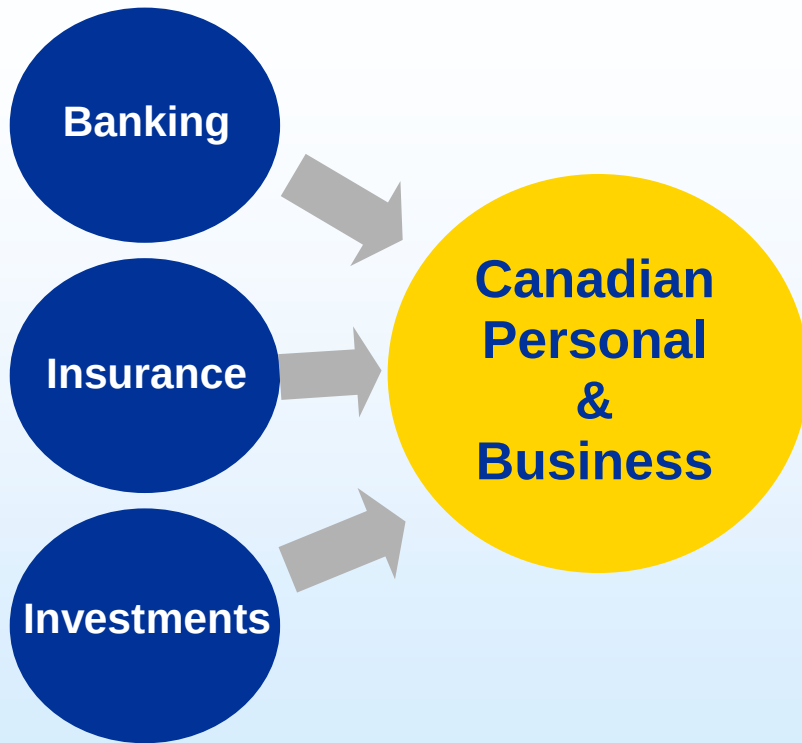
Group Head, Personal & Business Clients Canada
and Global Insurance



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



A Premier Canadian Financial Institution



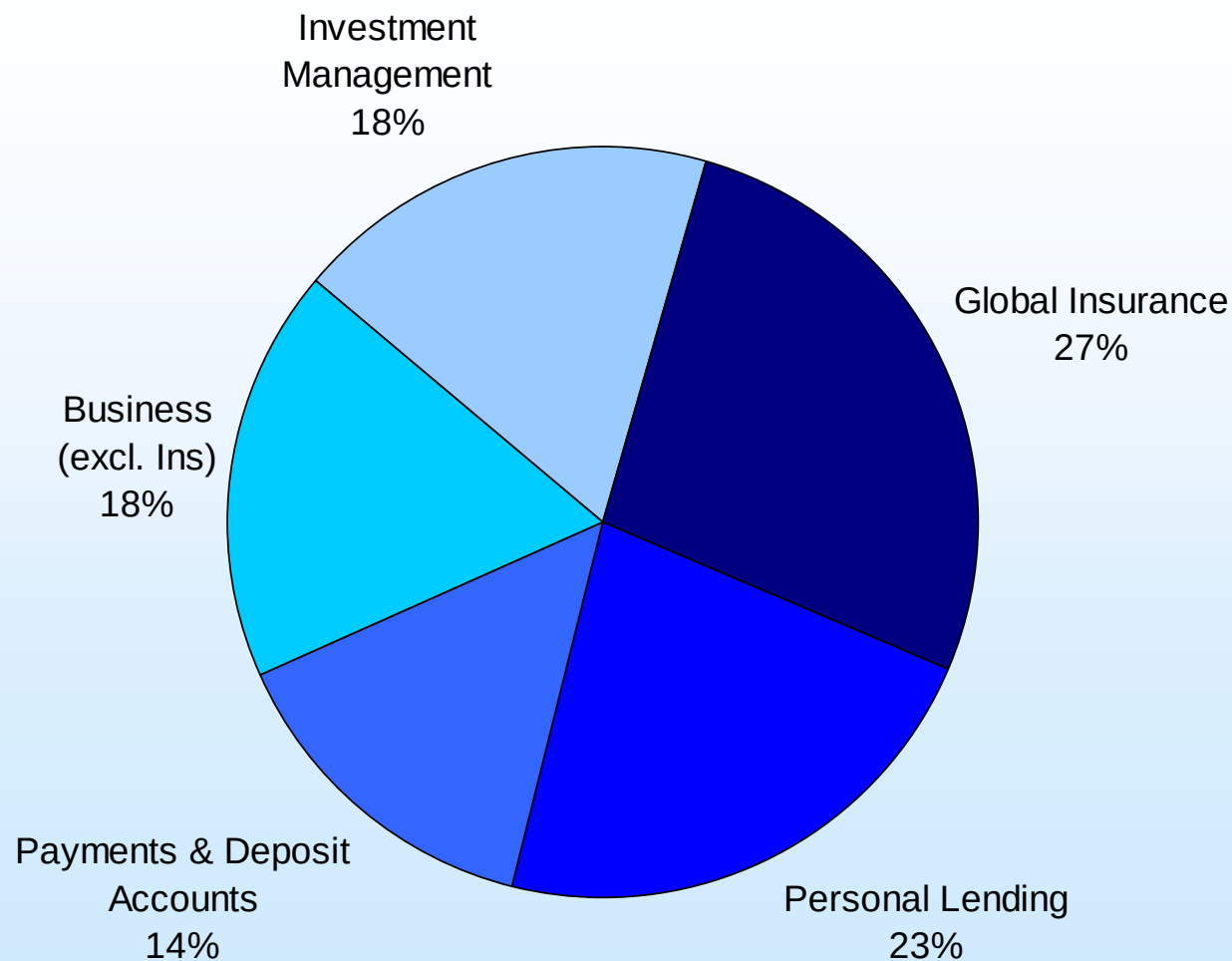
- Strong products and services with #1 and #2 market share
- Superior distribution network of proprietary, 3rd party and specialized sales forces
- Best in class client analytics
- Multiple initiatives underway to capitalize on revenue growth and efficiency improvement opportunities



Diverse Revenue Stream



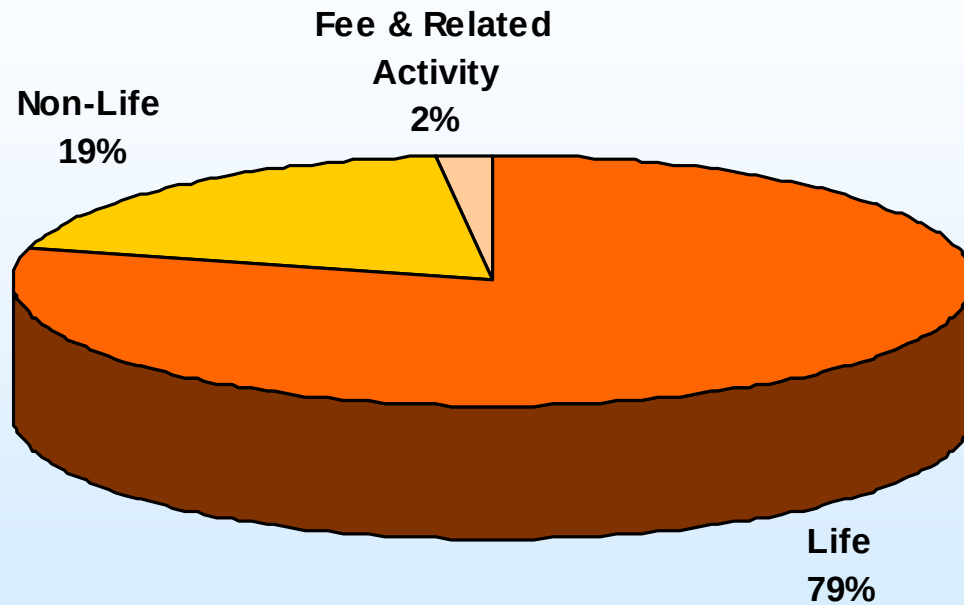
Total Revenues of \$3.0 billion in Q1/05





Revenue by Product/Business

Global Insurance Revenues Q1/05 – 27%





Revenue by Product/Business

Personal Lending Revenues Q1/05 – 23%

- Credit Cards
- Personal Financing
- Home Equity



Revenue by Product/Business

Investment Management Revenues Q1/05 – 18%

- Full Service Brokerage
- Mutual Fund Trailers & GICs
- Asset Management
- Discount Brokerage & Services



Revenue by Product/Business

Business Revenues Q1/05 – 18%

- Business Payments & Deposit Accounts
- Business Financing



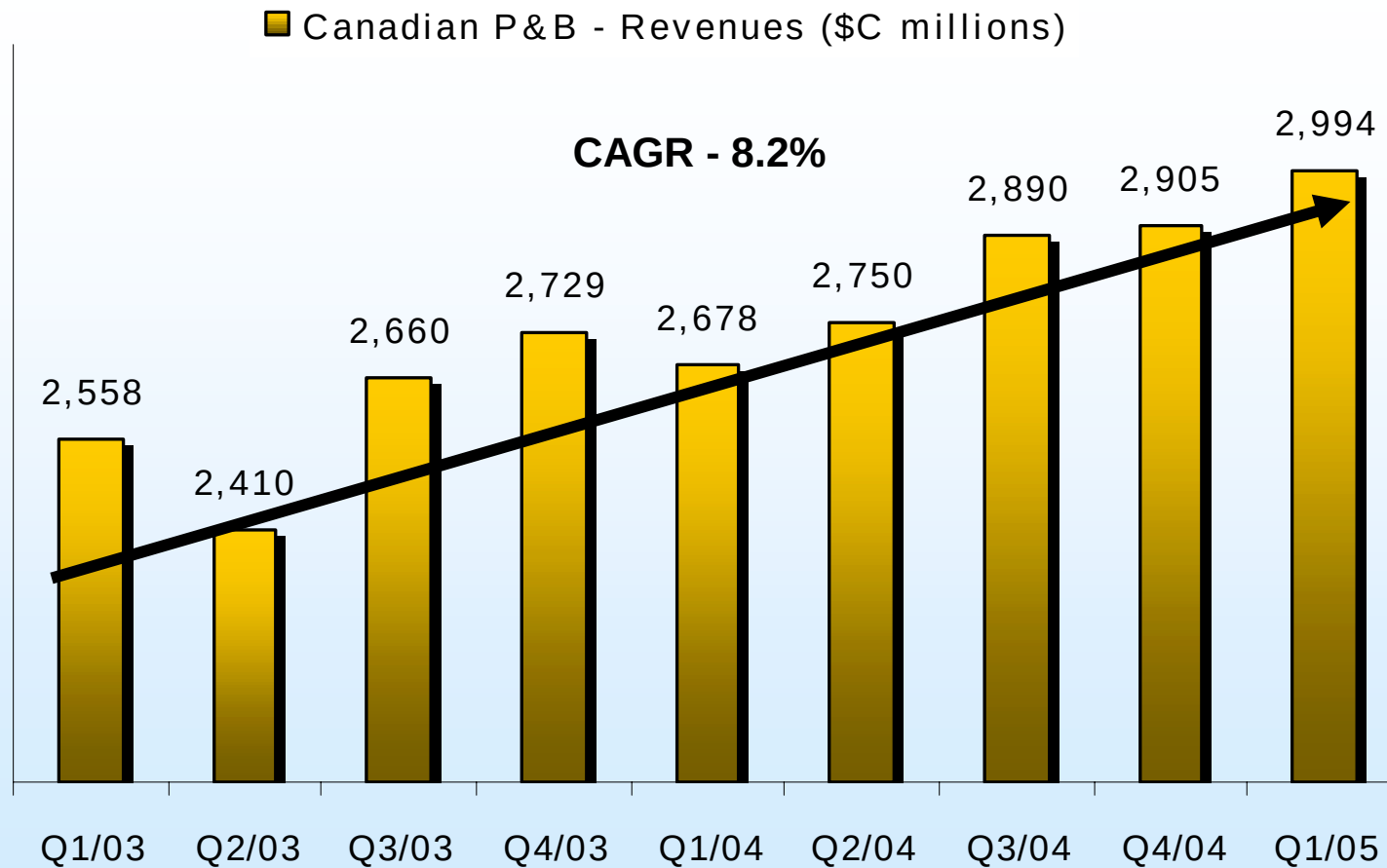
Revenue by Product/Business

Payments and Deposit Accounts Revenues Q1/05 – 14%

- Deposits (excluding GICs)
- Foreign Exchange & Ancillary



Strong Revenue Growth





Strategic Priorities



1. Integrated client solutions
 - Provide integrated product offerings for all life stages through a variety of distribution channels
2. Deliver a superior client experience
 - Simplify structures and operations and increase frontline capacity
3. Focus on superior distribution
 - Enhance/grow distribution channels (e.g., mobile sales forces)
 - Streamline distribution support
4. Accelerate revenue growth
 - Develop/enhance relationships in key markets and leverage product offerings



Integrated Client Solutions and Superior Client Experience

Products and Services

Personal Lending

- Personal loans, credit cards, etc

Investment Management

- Mutual funds, brokerage, etc

Global Insurance

- Life, non-life, fee, etc

Payments & Deposit Accounts

- Deposit accounts, ABM fees, etc

Business (excl. Insurance)

- Small & Medium business deposits and loans, etc

Distribution and Service Delivery

Enterprise Distribution

Career Sales Force

3rd Party Distribution

Full-Service Brokerage

Specialized Sales Force

Canadian
Personal &
Business

Client Analytics, Marketing and Strategy



Superior Distribution Capabilities



ENTERPRISE DISTRIBUTION

- Branches
- ABMs
- Private Client Services
- Telephone & On-line Banking



CAREER SALES FORCES

- Investment Retirement Planners
- Mortgage Specialists
- Insurance agents



SPECIALIZED SALES FORCES

- Treasury Management & Trade
- Leasing



THIRD-PARTY DISTRIBUTION

- Independent insurance brokers

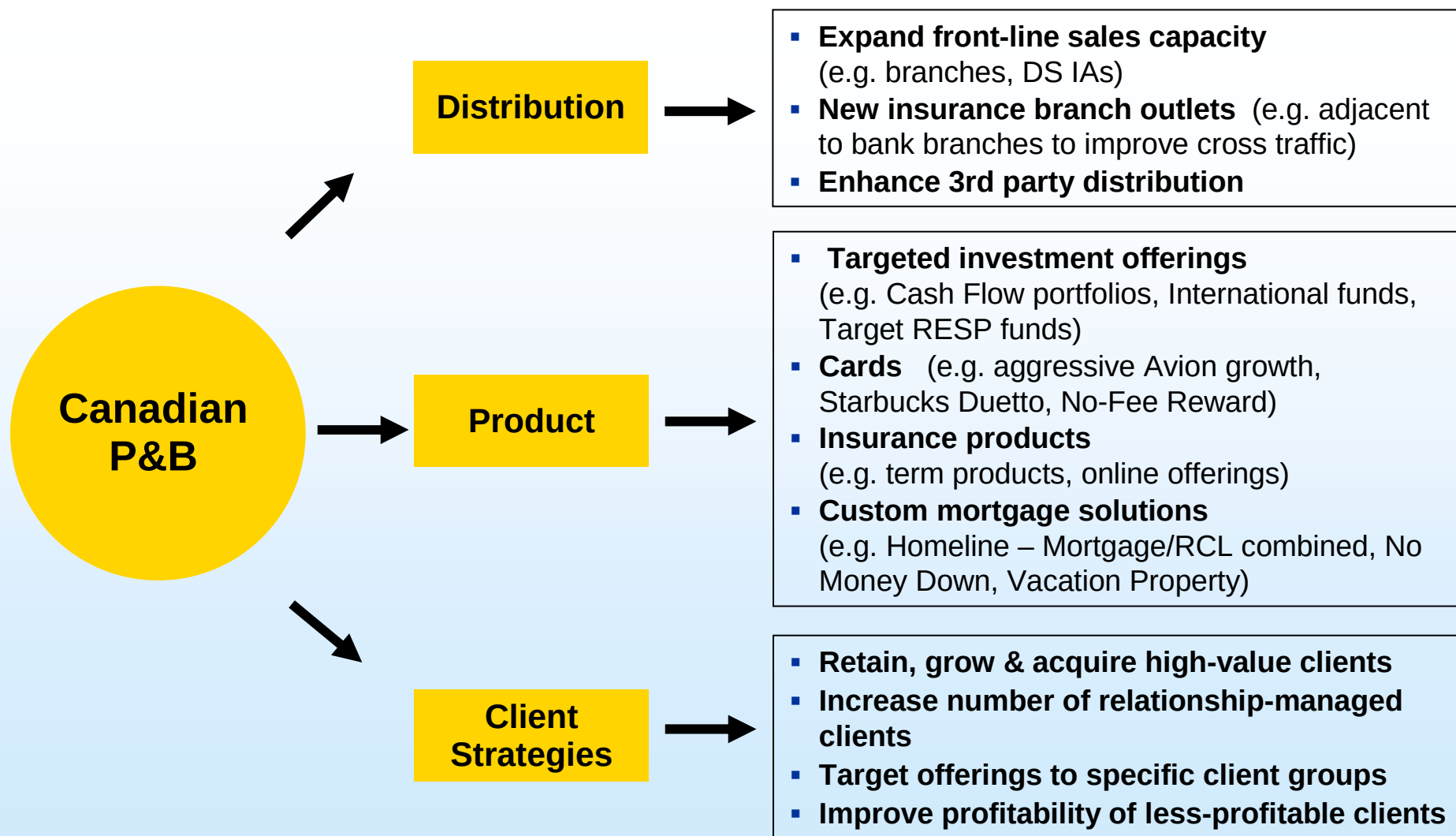


FULL-SERVICE BROKERAGE

- RBC Dominion Securities



Accelerate Revenue Growth





Cost Control Initiatives

