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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 these speakers' notes from the February 24, 2022 analyst conference call (the speakers' notes), in other filings with Canadian regulators or the SEC, in reports to shareholders, and in other communications. Forward-looking statements in these speakers' notes include, but are not limited to, statements relating to our financial performance objectives, vision and strategic goals, net interest income growth, net interest margin, interest rates, inflation, provisions for credit losses, expenses and the potential continued impacts of the coronavirus (COVID-19) pandemic on our business operations, financial results and financial condition and on the global economy and financial market conditions, including statements about government support programs. The forward-looking information contained in these speakers' notes 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, as well as our financial performance objectives, 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".

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In addition, as we work to advance our climate goals, external factors outside of RBC's reasonable control may act as constraints on their achievement, including varying decarbonization efforts across economies, the need for thoughtful climate policies around the world, more and better data, reasonably supported methodologies, and technological advancements, the evolution of consumer behavior, the challenges of balancing interim emissions goals with an orderly and just transition, and other significant considerations such as legal and regulatory obligations.

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. Material economic assumptions underlying the forward looking-statements contained in these speakers' notes are set out in the Economic, market and regulatory review and outlook section and for each business segment under the Strategic priorities and Outlook headings in our 2021 Annual, as updated by the Economic, market and regulatory review and outlook section four Q1 2022 Report to Shareholders. 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 sections and Impact of COVID-19 pandemic section of our 2021 Annual Report and the Risk management section of our Q1 2022 Report to Shareholders.

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## ASIM IMRAN, VICE PRESIDENT, HEAD OF INVESTOR RELATIONS

Thank you, and good morning everyone.

Speaking today will be: Dave McKay, President and Chief Executive Officer; Nadine Ahn, Chief Financial Officer; and Graeme Hepworth, Chief Risk Officer. Also joining us today for your questions: Neil McLaughlin, Group Head, Personal & Commercial Banking; Doug Guzman, Group Head, Wealth Management, Insurance and I&TS; and Derek Neldner, Group Head, Capital Markets. As noted on slide 1, our comments may contain forward-looking statements, which involve assumptions, and have inherent risks and uncertainties. Actual results could differ materially. I would also remind listeners that the bank assesses its performance on a reported and adjusted basis and considers both to be useful in assessing underlying business performance. To give everyone a chance to ask questions, we ask that you limit your questions and then requeue. With that, I'll turn it over to Dave.

## DAVE MCKAY, PRESIDENT & CHIEF EXECUTIVE OFFICER

Good morning everyone, and thank you for joining us.

Today, we reported earnings of \$4.1 billion, our second highest on record, underscoring the strength and scale of our franchises. Net income was up 6 percent from last year as we generated positive all-bank operating leverage while continuing to invest for growth. Pre-provision, pre-tax earnings were up 10 percent year-over-year, benefiting from robust client-driven volume growth in Canadian Banking and City National, strong Wealth Management results, and record Investment Banking revenue. These were partially offset by continued moderation in trading revenue and the impact of lower spreads.

Our 17.3 percent return on equity (ROE), combined with a strong capital ratio, enabled us to deploy capital in a balanced manner to support client-driven growth and long-term shareholder value. Our capital position supported \$1.7 billion in dividends to our largely Canadian shareholder base, as well as almost 9 million of share repurchases. In aggregate, we returned nearly \$3 billion to our shareholders for a total payout ratio of 72 percent. We also deployed our balance sheet across our businesses to support our clients' needs and ambitions, resulting in organic risk-weighted assets (RWA) growth<sup>1</sup> of \$13 billion in the current quarter. We ended this quarter with a robust Common Equity Tier 1 (CET1) ratio of 13.5 percent, representing \$14 billion in excess capital over an 11 percent level. This provides significant flexibility to continue investing in talent and technology to accelerate the deployment of capital for organic growth opportunities, and I will speak more to this strategy in a moment. Our strong capital position also enables further share repurchases, as well as providing us optionality to acquire quality franchises in growth segments that align with our current strategy and geographic footprint. Looking forward, we have a consistent and clear focus on creating client and shareholder value, and a disciplined, balanced approach to capital deployment as evidenced by 15 percent year-over-year growth in book value per share this quarter, and a 9 percent compounded annual growth rate over the last 3 years.

Before I speak to our growth opportunities, I want to touch on the macro environment. We continue to experience market and economic volatility driven by heightened geopolitical risk, continued supply chain disruption, acute labour capacity shortages, energy market imbalances, and the resulting high inflationary conditions. However, the underlying economic drivers are still strong. As we move past the Omicron peak, we can look to record household savings, over \$200 billion in Canada alone, driving consumer spending on goods and services, renewed immigration, demand for housing, increased business investment into 'just-incase' inventory strategies, and building new digital capabilities. Recent hawkish central bank commentary around the concerning level of inflation, and North American economies reaching full potential, suggests imminent rate increases, and an acceleration of quantitative tightening programs. While the prospect of

<sup>&</sup>lt;sup>1</sup> Organic growth reflects growth in RWA excluding impacts of models & methodology updates, asset quality, acquisitions & disposals and FX.

benchmark rate increases has driven volatility in equity markets, we are well-positioned to benefit from rising interest rates, which Nadine will speak to later. However, we have also seen the yield curve flatten significantly over the last 3 months. This, combined with tight labour markets and economies reaching full potential, suggest we are closer to mid-cycle economic growth than the early stages of an economic recovery. As it relates to Canadian housing, we continue to monitor supply-demand imbalances across the country. We have long argued the supply-side of the market must be made more responsive to demand. We encourage policy makers at all levels of government, across all jurisdictions, to continue working together to implement policies that address the longer-term problems of limited supply, which are driving house price inflation and creating a risk to the long-term competitiveness of the Canadian economy

I'll now expand on an increasing number of client-focused opportunities to drive accretive, organic growth across our core businesses. Our leading scale enables us to invest concurrently in technology, sales capacity and client value, positioning us to deploy capital to drive revenue growth while increasing productivity, which Nadine will speak to later. And we will continue to leverage the significant investments we have made across our businesses over the last number of years.

In Canadian Banking, mortgages were up 11 percent year-over-year, adding nearly \$9 billion this quarter alone. We expect strong Canadian mortgage growth to continue in the high single-digit range driven by renewed levels of immigration, pent-up demand met by increased supply, and our continued investment in expanding our mortgage salesforce to capture this opportunity. On the payments side, overall consumer spending in late-January and through early-February was up 15 percent over pre-pandemic levels as restrictions continued to ease across Canada. We expect the continued reopening of the Canadian economy to drive increased credit card spend and, in time, a steeper recovery in revolving card balances. Our investments to enhance digital capabilities in these businesses resulted in over 55 percent of all new credit cards being sold digitally this quarter and our mortgage retention rates are exceptionally strong at 90 percent. We have also invested in a set of integrated banking and investment solutions to provide even more value to our clients, including last year's launch of RBC Vantage.

In addition, investments made to enhance our client value proposition continue to attract new clients. We are seeing increased engagement with our digital payment and investment products, including MyAdvisor, which now has nearly 3 million clients, up from 2 million in just one year. In the last two years alone, we have gained over 80 basis points of market share in core chequing deposits and nearly 50 basis points of market share share gains in mortgages. And the gross number of retail clients added in the last 4 years have contributed nearly \$1 billion of revenue to our Canadian Banking franchise. We also expect stronger growth in commercial lending from higher credit line utilizations driven by our clients desire to rebuild inventory levels and adjust business models in light of the persistent supply chain disruptions and labour shortages. We are expanding our commercial account management teams and reimagining our products and services to

capture this changing client value chain, including growing Ownr, an RBC Venture, and RBCx, our platform to help entrepreneurs scale up in tech and life sciences verticals.

Turning to City National. Average loans, excluding triple-P loans, grew 15 percent from last year, with retail loans up 25 percent. Loan balances have increased to US\$56 billion, nearly 2.5 times the levels from when we acquired this high quality growth franchise in fiscal 2016. We are in the process of further investing in City National's technology and operational infrastructure for the next phase of growth, including deploying improved commercial lending and mobile banking platforms. Looking forward, we expect City National to continue to generate strong, accretive growth through our multi-pronged strategy. This includes expanding private banking capabilities through mortgage-led growth and growing our mid-market commercial division. These strategies alone have added US\$6 billion in loans over the past 2 years. Furthermore, City National's leading entertainment franchise, supported by our FilmTrack acquisition, is well positioned to benefit from the industry trend of increasing investment in original content and programming.

Turning to our broader wealth and asset management franchises across North America, we're continuing to drive growth in these high-ROE businesses, building on our current momentum. Canadian and U.S. Wealth Management assets under administration (AUA) increased 18 percent and 14 percent year-over-year, respectively. And, RBC Global Asset Management (GAM) assets under management (AUM) increased 9 percent from last year to nearly \$600 billion, with over 80 percent of AUM outperforming the benchmark on a 3-year basis<sup>2</sup>. Looking forward, we will continue to expand our existing team of over 2,000 advisors in Canadian Wealth Management.

Our differentiated technology advantage and investment expertise help drive strong advisor productivity, generating revenue per advisor that is over 20 percent<sup>3</sup> above the Canadian industry average. And in U.S. Wealth Management, we remain focused on organically scaling our platform by adding experienced advisors and leveraging our investment in new products and technology. Investments we made in new securities-lending products resulted in strong lending growth of nearly US\$3 billion over the past year. This portfolio generated nearly US\$80 million in revenue in 2021. Since the start of fiscal 2019, we have brought in Financial Advisors who are expected to bring over US\$60 billion of AUA. These advisors are attracted to our client-first culture coupled with our leading, integrated technology platform.

Our growing investments in people and technology have resulted in considerable momentum in our Capital Markets franchise, as demonstrated by our record Corporate & Investment Banking revenue of \$1.4 billion this quarter. We have strengthened our talent in key verticals, including adding managing directors in U.S. Investment Banking, especially in the technology and healthcare sectors, as well as our M&A group. These

<sup>&</sup>lt;sup>2</sup> As at December 2021, gross of fees.

<sup>&</sup>lt;sup>3</sup> Investor Economics, October 2021.

investments have propelled RBC Capital Markets to 9th in the global league tables<sup>4</sup>, and position us to win increasingly attractive mandates going forward in some of the most active sectors. We are also increasingly helping our clients execute on their own sustainability strategies. We provided \$84 billion in sustainable finance in 2021, up from \$73 billion in 2020, building towards our target of \$500 billion by 2025. And Aiden, our AI-based electronic trading platform, has continued to gain traction, supporting our Global Markets clients during these volatile times. We believe these investments have structurally enhanced the earnings power of our Capital Markets franchise, and we expect to continue to drive pre-provision, pre-tax earnings above \$1 billion per quarter through 2022. Our investment banking pipeline remains healthy given the near-term economic outlook and an increased desire from clients to accelerate their own growth strategies.

In this context, we will look to continue to deploy capital into Capital Markets, including support for underwriting commitments, as our global clients continue to rely on us as an innovative and trusted partner.

To sum up, we have started 2022 with continued, strong momentum across our largest franchises. Our results reflect significant investments in our people, technology, products and services to deliver differentiated value for our existing clients, and to continue attracting new client relationships. We have a clear focus on driving long-term shareholder value, and we will continue to deploy capital in a balanced manner.

Nadine, over to you.

# NADINE AHN, CHIEF FINANCIAL OFFICER

Thanks Dave, and good morning everyone. I will start on slide 7. We reported Earnings per Share of \$2.84 this quarter, up 7 percent from last year.

Revenue growth was driven by strong investment management fees and mutual fund revenue, as well as strong M&A advisory fees. Pre-provision, pre-tax earnings increased 10 percent year-over-year, also benefiting from positive all-bank operating leverage. Our effective tax rate increased 270 basis points from last year, mainly due to the net impact of tax adjustments, and changes in earnings mix. Going forward, we expect our effective tax rate to normalize back towards 22 to 23 percent through the rest of the fiscal year. Before I discuss our segment results, I will spend some time on three key topics – capital deployment, rate sensitivity, and our expense outlook.

Starting with capital on slide 8. Our CET1 ratio was down 20 basis points sequentially to 13.5 percent. Our earnings added 74 basis points of capital this quarter, well in excess of 29 basis points of capital used to generate client-driven RWA growth. Net credit migration lowered RWA by \$2 billion. Balanced capital

<sup>&</sup>lt;sup>4</sup> Dealogic, based on global investment banking fees, Fiscal Q1 2022.

deployment included 54 basis points of capital returned to shareholders through dividends and share repurchases.

Moving on to slide 9. Net interest income was up 5 percent year-over-year, as strong client-driven volume growth in Canadian Banking and City National continued to offset the impact of lower net interest margins.

Now to slide 10. While the impact of low interest rates continued to persist, we started to see a stabilization of net interest margins in our banking franchises on both sides of the border. Canadian Banking NIM was down 1 basis point sequentially as the competitive nature of the mortgage market drove asset spreads lower. We continued to see lower benefits from mortgage prepayment revenue, a trend we expect to moderate going forward. These factors were partially offset by an accounting adjustment that impacted NIM last quarter. City National's NIM was up 6 basis points relative to last quarter, with Paycheck Protection Program loans contributing most of the increase. We expect our Triple-P loan portfolio to largely run-off by year-end. To provide context on our sensitivity to rising interest rates – it's important to remember that the cumulative impact of lower interest rates across 2020 and 2021 reduced our revenue by approximately \$2 billion. This was partly driven by lower Canadian Banking deposit spreads and lower asset yields impacting City National. Going forward, we are well-positioned to benefit from the likely scenario of rising interest rates. We estimate that a 25 basis point increase in short-term interest rates<sup>5</sup> could result in over \$175 million of additional revenue over 12 months in our Canadian Banking and U.S. Wealth Management businesses. We expect this benefit to be compounded by higher volumes and a shift in mix towards higher yielding assets over time. At the same time, we expect the benefit from rate hikes to be impacted by the competitive asset-pricing environment, as economies recover. As interest rates increase, we expect deposit re-pricing in our low-beta retail banking deposit franchises will slowly increase towards historical levels over time, reflecting trends we experienced in the previous rate hike cycle. An environment of higher interest rates and a normalization of surplus liquidity in wholesale markets would be beneficial to our \$300 billion repo business where spreads have declined significantly from 2020 levels.

Turning to expenses on slide 11. Non-interest expenses were up 1 percent year-over-year or 3 percent excluding the impact of variable and stock-based compensation. Adjusting for the partial release of the legal provision in U.S. Wealth Management, and excluding variable and share-based compensation across our businesses, expense growth was 5 percent year-over-year. Salaries & benefits were up over 4 percent as we continued to invest in sales capacity and back-end operations to support increasing client activity in our many growth verticals. We also saw an increase in marketing and travel costs compared to levels in the first half of 2021. The top of slide 12 gives you an idea of how we think about expenses. We have grouped total costs across a continuum of key categories, including the foundational governance costs to run the bank. These would include regulatory and risk management costs. A large part of our run-the-bank spend is also

<sup>&</sup>lt;sup>5</sup> Represents the 12-month revenue exposure (before-tax) to an immediate and sustained shift in interest rates.

related to operational and technology costs, including our core systems. We continue to act on opportunities to drive efficiencies and productivity in these areas, while investing in innovating for the future. We expect our scale and growing revenue to generate inherent operating leverage over this cost base, which is relatively less variable in nature. Our new digital account opening experience for retail clients has reduced the average time to completion by nearly 70 percent. This has freed up capacity for our advisors to focus on delivering value-added advice and deepening client relationships. Our AppDev teams are utilizing our Next Generation Development platform, which is generating efficiency through automation and re-use.

Then there is another bucket of costs, which are investments to add new, revenue-generating products & capabilities, which Dave spoke to earlier. Lastly, there are the investments to drive growth that have a flexible cost structure, which represent approximately 30 percent of our cost base. These are costs that largely scale up or down with revenue generated, including our commissioned salesforce, and client-facing employees in our Capital Markets and Wealth Management platforms, where we pay for performance. There are also variable non-compensation costs such as trade execution where we will look to drive productivity improvements. Now to the bottom of the slide for our expense expectations, excluding variable and sharebased compensation. We expect structural costs to be higher this year, partly due to the impact of inflation, along with the realization of previously committed costs, such as higher salaries. And, we will continue to invest in technology, add to our client-facing salesforce across our largest segments, and scale our marketing spend to drive forward our strategic priorities. And lastly, we will continue to invest in efficiency initiatives that streamline and simplify our operations and processes. In aggregate, we expect annual expenses, excluding variable and share-based compensation, to grow at the higher end of the low-single digit range in 2022. This includes the recognition and subsequent partial release of the legal provision in U.S. Wealth Management. And as we recognize the benefits of the forward curve, we expect our full year Canadian Banking efficiency ratio to fall under 40 percent in 2023.

Moving to our business segment performance beginning on slide 13. Personal & Commercial Banking reported earnings of \$2 billion this quarter, up 10 percent from last year. Canadian Banking net interest income was up 3 percent year-over-year, as strong volume growth was partially offset by lower spreads. Growth in business volumes was strong on both sides of the balance sheet. While credit card balances increased, this was largely due to higher transactor balances as revolve rates remain near pandemic-lows. Higher credit card spend also contributed to higher non-interest income, as did higher mutual fund distribution fees. Canadian Banking generated operating leverage of 2.8 percent, with expenses up 3 percent year-over-year.

Turning to slide 14. Wealth Management reported earnings of \$795 million, up 24 percent from last year. The segment generated positive operating leverage, even after adjusting for the partial release of last quarter's legal provision. Canadian Wealth Management, U.S. Wealth Management and RBC GAM revenue growth

benefited from higher fee-based client assets, reflecting favourable equity markets and net sales. RBC GAM generated positive net sales of over \$5 billion this quarter. However, Canadian retail net sales were lower than the prior year partly due to redemptions out of fixed income funds, especially in December which saw heightened market volatility. U.S. Wealth Management revenue also benefited from continued, double-digit volume growth at City National, partially offset by lower spreads.

Turning to Insurance on slide 15. Net income of \$197 million decreased 2 percent from record first quarter results a year ago. Lower earnings were largely due to claims experience and the impact of lower new longevity reinsurance contracts. These factors were partially offset by business growth, and higher favourable investment-related experience.

On to slide 16. I&TS net income of \$118 million decreased 4 percent from a year ago, mainly reflecting higher technology-related costs. The current quarter also saw higher revenue from funding and liquidity, client deposits and asset services businesses.

Turning to slide 17. Capital Markets reported earnings of over \$1 billion, down 3 percent from last year, including the impact of a higher effective tax rate. Pre-provision, pre-tax earnings surpassed \$1 billion again this quarter, helping drive our strong book value growth. Corporate & Investment Banking reported record revenue of \$1.4 billion, underpinned by record loan syndication and M&A fees. Higher equity origination fees, record lending revenue and higher debt origination fees also contributed to stronger revenue. In contrast, Global Markets revenue continued to moderate from elevated levels last year as narrower spreads impacted both FICC and Repo revenue, which were down 12 percent and 5 percent, respectively. Equities revenue was robust, but down 2 percent from strong results last year.

To conclude, we are well-positioned to continue growing client-driven volumes and benefit from higher interest rates. Looking forward, we remain focused on disciplined cost management and balancing our capital deployment to continue delivering value for our shareholders and clients.

With that, I'll turn it over to Graeme.

# GRAEME HEPWORTH, CHIEF RISK OFFICER

Thank you Nadine and good morning everyone.

Starting on slide 19, allowance for credit losses on loans of \$4.4 billion remains largely unchanged from last quarter, as write-offs and the release of reserves on performing loans were nearly offset by higher provisions on impaired loans. This marks our fifth consecutive quarter with reserve releases on performing loans, reflecting continued improvements in our macroeconomic outlook and in the credit quality of our portfolio. However, the magnitude of the releases this quarter were tempered by the economic uncertainty related to

the headwinds I noted last quarter; namely, the Omicron wave of the COVID-19 pandemic, inflationary pressure, and the pace and scale of anticipated interest rate increases. As Dave noted earlier, while the impact of the Omicron wave has now largely subsided, the impacts of inflation and rising rates are expected to persist. Reserve releases of \$80 million this quarter bring our total release to \$1.4 billion since the start of 2021. When combined with considerable portfolio growth of 17 percent over the last two years, our ACL ratio is now approaching pre-pandemic levels at 58 basis points.

Turning to slide 20, our Gross Impaired Loans of \$2.1 billion were down \$167 million or 3 basis points during the quarter. Impaired loan balances once again decreased across all our major businesses. New formations<sup>6</sup> of \$263 million were at their lowest level in almost 10 years, reflecting the significant liquidity accumulated over the pandemic, the ongoing economic recovery, and the continued benefits to clients from government support programs.

Turning to slide 21, provision for credit losses (PCL) on impaired loans of \$180 million, or 9 basis points, was up 2 basis points quarter-over-quarter, but remains well below pre-pandemic levels and below our long-term averages. In our Canadian Banking retail portfolio, PCL on impaired loans was up \$13 million quarter-over-quarter, with modest increases across most products. We also saw delinquencies begin to rise during the quarter. These increases can be attributed to a few factors, including seasonality, the winding down of certain government support programs and to client behaviour beginning to revert to more historic norms. Overall delinquency levels remain below pre-pandemic levels.

In our Canadian Banking commercial portfolio, PCL on impaired loans was up \$27 million quarter-overquarter which is largely driven by provisions on two larger accounts. Despite the increase this quarter, we continue to see positive credit migration and a reduction in watchlist exposure in this portfolio.

In Capital Markets, we had a \$12 million net recovery on impaired loans in the quarter, which is the fourth consecutive quarter with net recoveries in Capital Markets, as this portfolio continues to benefit from a constructive operating environment and strong market liquidity.

Finally, in Wealth Management, PCL on impaired loans decreased \$11 million quarter-over-quarter, largely due to the reversal of a provision taken in the Information Technology sector last quarter at City National.

I'll now turn briefly to market risk on slide 22. During the quarter, we saw market volatility increase, as central banks started to reverse course on monetary policy, the Omicron wave of the pandemic hit its peak, geopolitical tensions rose in Ukraine and Russia, and inflationary pressure came to the forefront. Notwithstanding the increased market volatility, there were no days with net trading losses in the quarter, as

<sup>&</sup>lt;sup>6</sup> New formations for collectively assessed portfolios in Canadian Banking and Caribbean Banking are net of amounts returned to performing, repayments, sales, FX, and other movements, as amounts are not reasonably determinable.

we effectively managed our market risk profile. Looking ahead, while the impact of the Omicron wave has largely subsided, market volatility is likely to persist, driven by ongoing uncertainty around monetary policy, geopolitical tensions and inflationary pressure. We continue to take a prudent approach to market and counterparty credit risks supported by a consistent risk appetite and a strong control environment.

To conclude, we continue to be pleased with the ongoing performance of our portfolios and the resiliency of our operations through the pandemic. As we noted last quarter, the increase in PCL this quarter was anticipated, as losses start their return to pre-pandemic levels. We still expect our PCL ratio on impaired loans to trend back toward historic norms through the course of 2022 and into 2023. As always, the quality of our client base and our prudent risk management approach position us well to manage through any uncertainty. Importantly, we remain steadfast in our commitment to supporting our clients and delivering advice, products and insights to help them navigate the evolving macroeconomic and operating environment.

With that, operator, let's open the lines for Q&A.

## Note to users:

We measure and evaluate the performance of our consolidated operations and each business segment using a number of financial metrics, such as net income, ROE and non-GAAP measures, including preprovision, pre-tax earnings. Certain financial metrics, including ROE and pre-provision, pre-tax earnings do not have any standardized meanings under GAAP and may not be comparable to similar measures disclosed by other financial institutions. We believe that certain non-GAAP measures are more reflective of our ongoing operating results and provide readers with a better understanding of management's perspective on our performance.

Additional information about our ROE and non-GAAP measures can be found under the "Key performance and non-GAAP measures" sections of our Q1 2022 Report to Shareholders and 2021 Annual Report.

Definitions can be found under the "Glossary" sections in our Q1/2022 Supplementary Financial Information and our 2021 Annual Report.