

The image shows a presentation slide for the Royal Bank of Canada. On the left, there is a blue-tinted photograph of a computer workstation with a monitor, keyboard, and mouse. A large, semi-transparent watermark of the website address "www.royalbank.com" is overlaid diagonally across the image. In the top right corner, the Royal Bank of Canada logo is displayed in yellow on a dark blue background, with the text "ROYAL BANK OF CANADA" in yellow capital letters. Below the logo, the text "Presentation to RBC Dominion Securities Conference on Wealth Management" is centered. The main title, "Competing for the Investor's Wallet", is also centered in a larger font. Below the title, the name "Bill Hatanaka" and his title, "Chief Operating Officer, Royal Investment Services", are centered. At the bottom right, the date "January 17, 2001" is centered.

**ROYAL BANK OF CANADA**

Presentation to  
RBC Dominion Securities  
Conference on Wealth  
Management

**"Competing for the  
Investor's Wallet"**

**Bill Hatanaka**  
Chief Operating Officer,  
Royal Investment Services

January 17, 2001

Good morning everyone,

It is a pleasure and a privilege to be here to update this audience on some of the things that we are doing within Royal Investment Services (the wealth management arm of the Royal Bank) to move our business up to the next level of sustainable profitability. Melanie and Tom, thank you for the invitation.



# Royal Investment Services

- Objectives and structure
- Competitive environment
- Strategy
- Foundation
- Process
- Successes
- Competitive advantages
- Priorities

1

I will speak this morning about the eight topics you see on this slide starting with the Royal Investment Services or (RIS) Objectives and Structure.

In doing so, I will also give our views on some of the key themes that you are discussing in this conference.



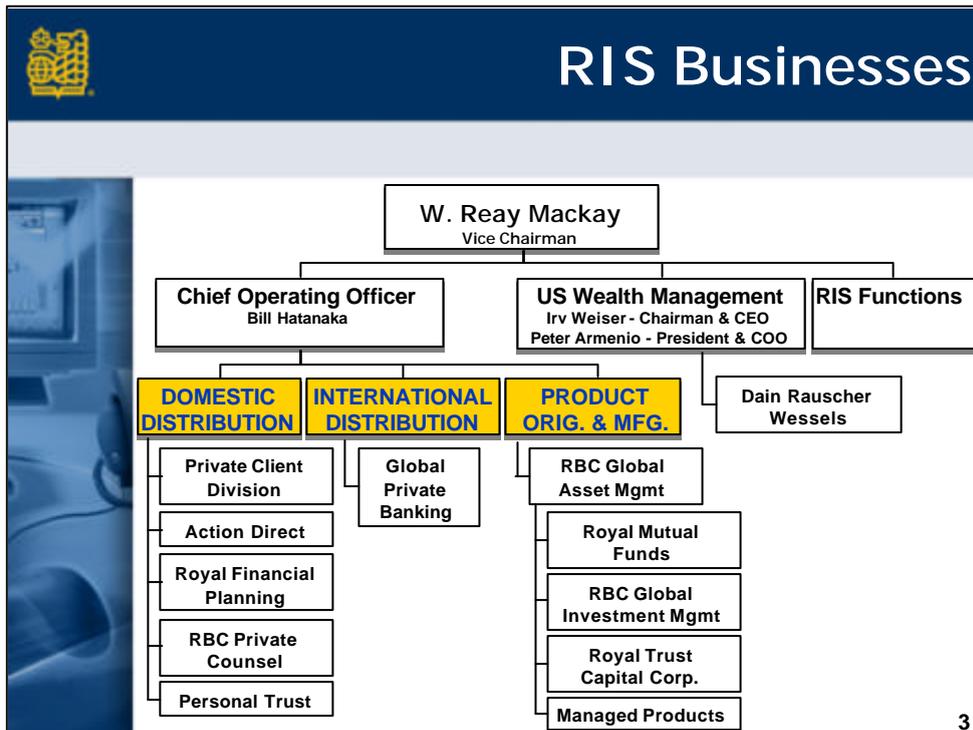
# Objectives



- Build a world-class, client centric, wealth management enterprise
- Maximize shareholder return
- Attract, grow and safeguard client assets

2

RIS' primary objective is to build a world-class, client-centric, wealth management enterprise that continues to maximize shareholder return while attracting, growing and safeguarding the assets of affluent families and clients that place their trust in our organization.



Here is an organizational chart showing a breakdown of the Royal Investment Services businesses. I'd like to point out that we don't include the bank's retail GIC and term deposit business within wealth management.

As you can see from the organizational chart, we have amalgamated 10 businesses together and grouped them in three major areas:

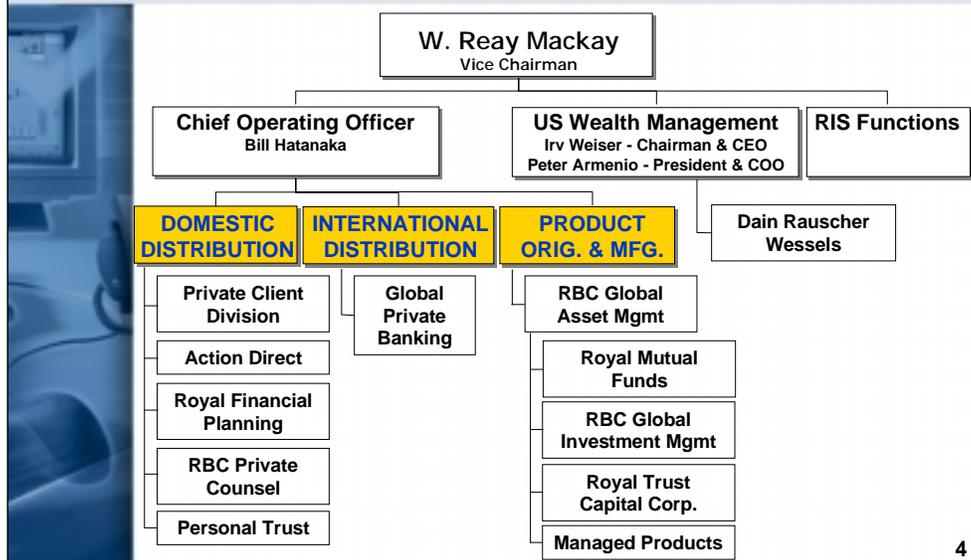
1. Domestic distribution
2. International distribution
3. Product origination and manufacturing

We call our domestic distribution the Canadian Private Client Group. In Canada, our private clients have their choice from a number of relationship management options. The Canadian Private Client Group is made up of these choices, including:

- Investment Advisors from our number one full-service brokerage business in Canada, the Private Client Division
- Action Direct, the number two discount brokerage in Canada,
- Personal Financial Advisors from our in-branch Financial Planning group
- Investment Counsellors, who deliver Private Counsel services to high net worth clients, and
- Personal Trust Officers, who represent the number one Personal Trust business in Canada.



# RIS Businesses



Our international distribution includes Royal Bank of Canada's International Global Private Banking division, one of the top rated offshore banks in the world and Dain Rauscher Wessels, which we acquired on January 10th.

Our product origination and manufacturing group is now referred to as RBC Global Asset Management. This economic unit within RIS consists of Royal Mutual Funds and RBC Global Investment Management (a consolidation of RBIM, our long time mutual fund investment manager and the National Office of RTIM, our private client investment manager). It also includes our Managed Product Group which coordinates the packaging and distribution of our non proprietary Investment Management products and services and finally RT Capital, our Institutional Investment division.

All of these divisions are leaders in their respective categories and this structure provides the RIS platform with access to a full range of proprietary and non proprietary investment management products and services in a coordinated and cost effective manner.



# Competitive Environment

- Bar to compete at all time high
- Resources required (eg. capital, talent and technology) are overwhelming many of the smaller players
- Boundaryless world
  - accelerated by the power of the internet
- Global brand more important
- Clients much more informed & discerning

5

## **Competitive Environment:**

The business of servicing affluent clients is exploding globally. Wealth management represents a high margin and high growth business.

Two titans of wealth management in America, Charles Schwab and Merrill Lynch, have entered Canada in the last three years. We believe that our offering stands up well against all comers, and their presence will ensure that we remain sharp and ready to compete viciously for the right to serve affluent clients.

The bar to compete in wealth management is now at an all time high. The resources required in the form of capital, talent, and technology are overwhelming many of the smaller players - forcing them to sell. As a starting point - bigger is better in the wealth management business, particularly on the distribution side, as it allows the serious players the economies of scale to continually enhance their offerings to clients, while still providing an acceptable return to shareholders and meeting increasing regulatory scrutiny.

The internet has accelerated an increasingly boundaryless world. Canadian companies can no longer hide behind borders and try and protect their home turf. The internet has made having a global brand and being a global player a priority for any wealth management firm. Clients have more information in a more transparent format, from more sources at their fingertips than ever before. The client of 2011 is the most informed and discerning client that a wealth management company like ours has ever dealt with.



# Competitive Environment



- Being client centric is key
  - Solution-based distribution and relationships
  - Open architecture products and services
  - Integrated infrastructure

6

Old approaches just will not work as the client is more powerful, has much more choice and can switch suppliers at the touch of a keyboard. Putting the client experience at the centre of all of your business processes is key. Once a firm makes the decision to be a true client centric organization, as we have, the world changes forever, and many trends and decisions become obvious and pressing. For example:

For distribution or “relationship management”, the process becomes solution based. Wealth Management organizations need best of class people with new skill sets and excellent training in the assessment of needs. Consolidating skill sets around solutions also drives opportunities for network convergence and harmonization.

An open product architecture is also essential to be competitive in a solution oriented world. Clients will demand the widest range of services and solutions. Firms must seek to offer “best of class” products and services to their clients.

On the infrastructure side, the trend is towards integrating functional areas, investing in automation, seeking out cost synergies and eliminating redundant functions.



- Superior client experience
- Provider of choice for a diverse continuum of needs
- Multi-channel distribution, advisory and relationship group
- World class enterprise services and solutions providers
- Supported by a powerful technology, risk and operations infrastructure

## Strategy

For Royal Investment Services, our strategy is based on creating a superior client experience, ensuring that clients get what they want, how they want it, and when they want it.

The key to greater share of wallet among our clients is to establish deeper, more aligned relationships, to ensure that we are the provider of choice for a diverse continuum of client needs.

The essence of what we have been building and continue to build at RIS is:

- a range of relationship management options
- targeted at unique segments of private clients
- backed by a team of world class solutions providers, and
- supported by a powerful technology, risk and operations infrastructure

Creating the elements of this integrated wealth management offering must all be accomplished without jeopardizing the competitiveness of any of the specialized business segments we have today.



- Powerful specialized businesses
- Powerful integrated offering

It is important to note that our individual businesses are powerhouses in their respective areas, allowing us to build a powerful integrated offering.



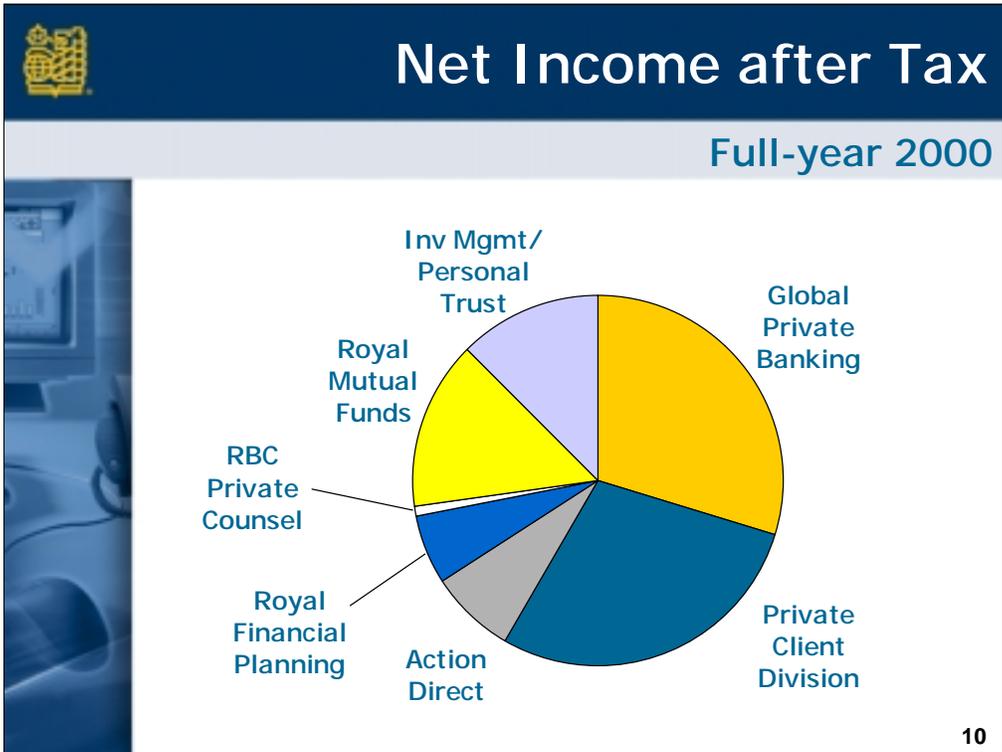
## Strong Earnings

(\$ millions)	1999	2000
Total revenue	1,951	2,497
Net income	272	413
As a % of total bank net income	15%	19%
ROE	57.7%	47.8%

U.S. GAAP

9

As you can see from this chart, 2000 was a banner year in which the diversity and strength of our various businesses contributed to a record year across the board. Revenues were up 28% and earnings were up 52% year over year.

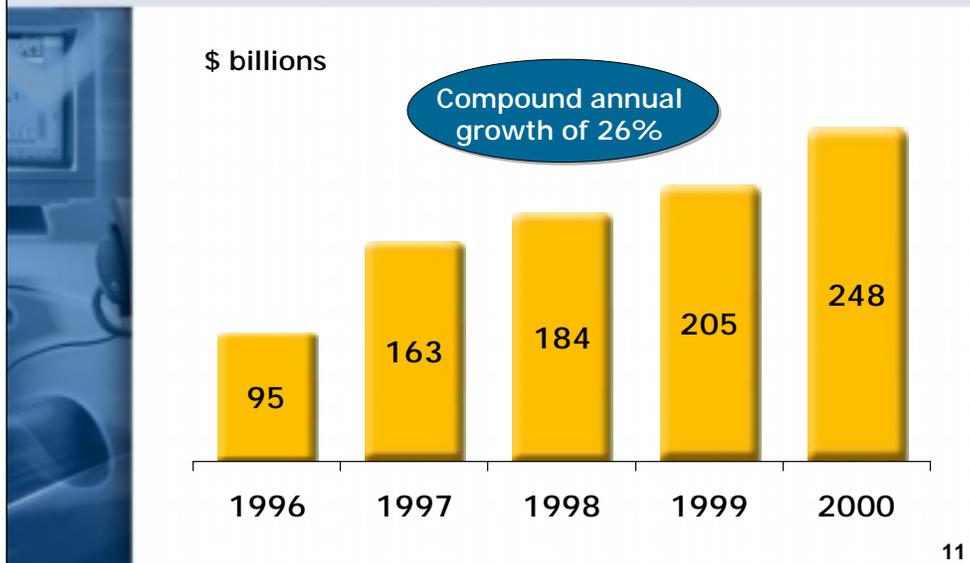


This pie chart suggests the approximate breakout in earnings by business unit. The groups contributing the largest share to the bottom line were Global Private Banking, Private Client Division and Royal Mutual Funds.



# Assets under Administration

RIS

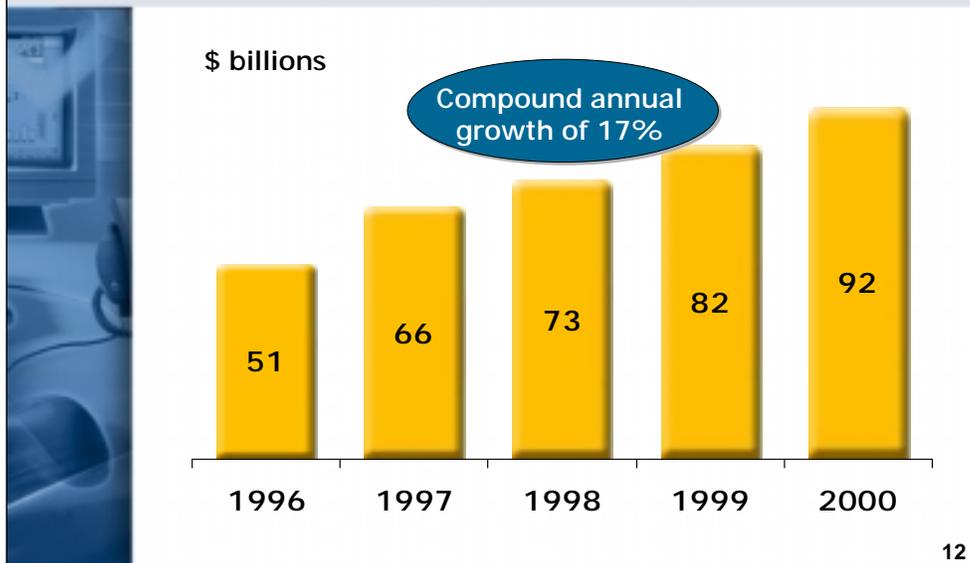


AUA or assets under administration grew 21% to \$248 Billion (and 26% on a four year compounded basis).

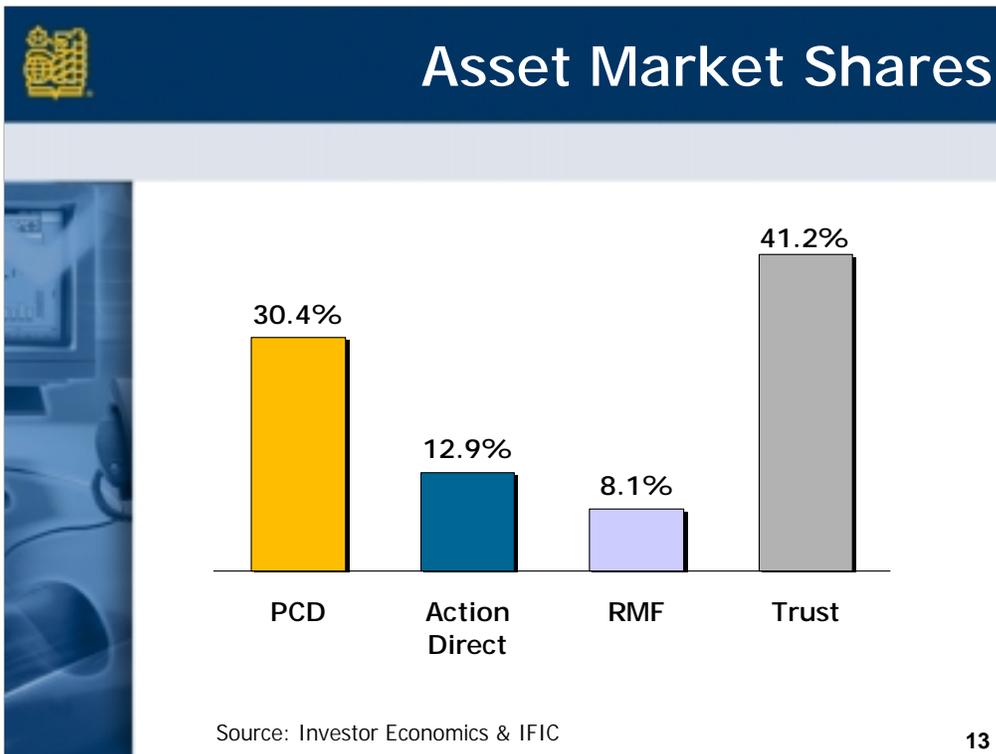


# Assets under Management

RIS



Assets under Management grew over 12% to \$92 Billion (or 17% on a four year compounded basis).



Private Client Division now has a 30.4% market share of Canadian full-service brokerage assets and Action Direct has a 12.9% market share according to Investor Economics. Royal Mutual Funds has a market share of 8.1% of all mutual fund assets in Canada according to IFIC and balances of approximately \$33 Billion that earns fees for us every day. Personal Trust has a 41.2% share of all retail personal trust assets in Canada according to Investor Economics.



# Global Private Banking

- Ernst & Young acquisitions accretive in the first year
- Excellent client and employee retention
- Cross-selling opportunities

14

Global Private Banking's International earnings were positively impacted by the Ernst & Young acquisitions (Jersey and Guernsey) which were accretive in their first year, with virtually 100% retention of key clients and employees. We expect that the acquisition of trust businesses such as this will allow us to cross sell our banking, investment management and brokerage services in the future to the 6000 trust clients acquired from Ernst & Young and others.



## Private Client Division

- \$19 billion in mutual funds
- \$8 billion in the Advisor Account
- \$4 billion in Sovereign
- \$1.5 billion in Access
- \$1 billion in Managed Account Program
- \$33.5 billion in assets that pay a fee

15

Private Client Division (PCD) benefited from its fee-based focus of the last 5 years. Private Client Division now has \$19 Billion in mutual funds, which pay trailers, \$8 Billion in the fee-based Advisor Account, \$4 Billion in the Sovereign pooled product, \$1.5 Billion in our Separate Accounts program (Access), and another \$1 Billion in the Managed Account Program. That's a total of \$33.5 Billion in assets that pay a fee every quarter. Adding this to the profits associated with the spread business within PCD and Action Direct, and we have a business that can weather downturns far more easily than many of our full-service competitors. Private Client Division has a significant potential for growth through further allocation of resources to high margin businesses and tighter alignment of resources to install processes that facilitate the provision of comprehensive, high level, expert advice.



# RMF Performance

## vs. other leading mutual funds

% of Funds in Top Quartile  
1-Year Performance\*

<b>ROYAL MUTUAL FUNDS</b>	<b>29%</b>
CI	27%
AIM	25%
CIBC	24%
CLARINGTON	23%
FIDELITY	21%
TD ASSET MGMT.	20%
AGF	16%
INVESTORS GROUP	13%
MACKENZIE	13%
TALVEST	12%

\*at September 30, 2000

16

Royal Mutual Funds had a great year from an investment performance standpoint as of September 30th quarter end rankings. RMF has one of the highest percentages of overall funds in the 1<sup>st</sup> Quartile for 1-year performance of all the major fund companies.



## RMF – Net Sales Strategy

- 3-point strategy to grow net sales
- Filling in a product gap
  - Royal Select Choices (2000)
  - global sector funds (Jan. 2001)
- Expanding alternative channels
  - other full-service and discount brokers, insurance companies, financial planners
  - wholesalers recruited
- Promote RMF's positive performance

17

We have established a three point strategy to grow net sales.

The first component involves filling in a product gap. In 2000, we launched Royal Select Choices, a fund of funds offering in branches providing access to third party funds, and on Monday (January 15th) we launched a number of new Global funds. Both of these initiatives have come from listening to clients who have told our partners on the Personal & Commercial side of the bank that this was what they wanted. Making sure that Royal Bank's branches have the right products on the shelf is obviously one of the keys to sales.

The second component is expanding the number of channels that are available for clients to purchase RMF's funds through and ensuring that these distribution partners receive appropriate support. We will look for new opportunities with other full service and discount brokers, insurance companies, and financial planners. Wholesalers have already been recruited to build this initiative.

The third part of the strategy is to reinforce to all of the distribution channels RMF's positive performance. This is a great story – the more people who know about it, the easier the sales will be.



- Assets up by \$4.8 billion
- Accounts up by 143,000
- Increased electronic transactions

Action Direct had a spectacular year. Action Direct grew assets by \$4.8 Billion to a total of \$14 Billion a 51% increase year over year and grew accounts by 143,000 to a total of 490,000, a 34% increase. It also significantly increased the percentage of trades transacted efficiently through electronic channels. Action Direct saw its earnings jump as it maintained a high profit margin due to low account acquisition costs and a slow buildup in capacity. Yet, while Action Direct had a great year in 2000 it still contributed less than 10% of the overall earnings within Royal Investment Services. There is significant potential for growth through tighter alignment with our partners at the Royal Bank and a more directed marketing spend.



## Powerful Foundation



- Earnings generated from four revenue sources - spread, transaction, fee based and fee for service revenues
- Diversity of earnings gives stability to the earnings base

19

As you can see from the overview of these four businesses, we have a balanced, diversified stream of earnings. Earnings within RIS are generated from four revenue sources - spread, transaction, fee based, and fee for service revenues. This diversity of earnings gives stability to the earnings base that has allowed us to weather turbulent markets.

As you can see from this quick review, RIS is building from a powerful foundation that includes many of the industry's market leaders in their respective business segments.



- Review client segments
- Enhance relationship continuum
- Form RBC Private Counsel
- Form Royal Financial Planning

20

## Process

From this foundation we looked to see what possible segments of the market may not be serviced by the current offering. While the broad segments such as the self-serve, advisor, and discretionary were covered off, some of the sub-segments within these such as the ultra high net worth discretionary business represented a gap in our offering. Functionally, this was being offered through parts of RT Investment Counsel and the Private Client Managed Account Program but the marketplace was not well aware of this.

To provide greater focus on understanding and meeting the needs of the discretionary, high net worth client, we have consolidated the investment counseling businesses with Global Private Banking Canada, the bank servicing platform for many of Canada's wealthiest people and formed a partnership with our #1 ranking Personal Trust group.

At the same time, we found another sub-segment within the advisory segment. This "bank centric" affluent group of clients was being serviced by the Personal & Commercial bank, but wanted a more accredited relationship manager to help educate them on more sophisticated investing. Because of this we formed Royal Financial Planning, and created the Personal Financial Advisor, or PFA. This objective, accredited Financial Planner sits down with clients residing within the Personal & Commercial Bank to evaluate all of their financial planning needs. PFAs conduct an objective assessment of where on the platform these clients needs will best be serviced, always leading with financial planning.



- Product Review Committee
- Enhance product continuum
- Cash Management Account
- Lifepoints - external pooled product
- Royal Select Choices - third party fund of funds
- Royal Managed Portfolios

Additionally, gaps in the product continuum were identified and addressed by the RIS product Review Committee, resulting in the launching of a Cash Management Account to facilitate the movement of cash intra group, an external pooled product called Lifepoints, a third party fund of funds called Royal Select choices and closed the Personal Asset Management Account, a legacy investment management product that was replaced by Royal Managed Portfolios.



- Action Direct sharing online expertise
- Royal Service Corporation
  - integrated operational infrastructure

## Successes

Here are a few examples of our successes:

Action Direct's Internet brokerage platform, called NetAction, has been modified allowing us to take a quantum leap forward in the services that are available to an Investment Advisor's clients online. As Investment Advisor's best clients - a group we call the Platinum Circle clients - can now access all of their accounts online. These clients can see a consolidated view of not only their accounts with their advisor, but their Action Direct accounts, their Royal Bank chequing accounts, their line of credit, their VISA card, their loans as well as online research - all in one consolidated net worth snapshot! This select group of clients holds over \$23 Billion in assets with Royal Investment Services. Our Investment Advisors are telling us that providing clients with this much access to information about their wealth is making asset consolidation an easier story to sell and is resulting in happier, more loyal clients.

Royal Service Corporation is another success story.

Formed in 1998, as an amalgamation of all operational groups within RIS, it has become a modern, dynamic service bureau that is providing a superior, efficient operations capability to RIS.

RSC proved its worth during last year's volume spikes by keeping PCD costs flat, by lowering unit transaction costs to Action Direct significantly, and by actually lowering staff count through significant automation. Royal Service Corporation, in partnership with our world-class RIS information technology team, has built an efficient, powerful scalable infrastructure.



- Private Client Division sharing product expertise
- Royal Financial Planning
  - successful referral programs

Private Client Division's expertise at selling fee-based products is being shared with Action Direct, Royal Financial Planning and with Global Private Banking. The successful Sovereign Investment Program, a \$4 billion pooled product managed by Frank Russell, which was exclusively offered within the Private Client Division, is now available internationally in Global Private Banking and is available in a modified version under our new Lifepoints brand to both Action Direct and Financial Planning clients.

Collaboration among the businesses is growing.

Royal Financial Planning referred \$190 million to the Private Client Division, \$170 million to Action Direct and \$140 million to RBC Private Counsel in its first year. Why? Because at the forefront of the RIS model, is to do what's right for the client.

Our PFA's have operationalized this by having all new clients fill out a Navigation questionnaire which allows the financial planner to point the client in the right direction, based on the advice they want, their risk tolerance and the products they want access to.

I've spoken a lot about synergies, integration, and seamless continuums in distribution, products and services, and infrastructure. This focus is based on the belief that an integrated approach is right for clients, which in the long term make it more shareholder-friendly.



# Competitive Advantage

- Quality and experience of people
- Bias towards advice
- Emphasis on fees

24

What stops others from building this?

Our key competitive advantage is first and foremost the quality of our people and the depth and diversity of their collective experience. We have a belief that quality people are what make wealth management businesses successful. We have an incredible depth and breadth of talent within the RIS platform to pull from to impact the business. RIS was created from committed, knowledgeable individuals with diverse experience and platform background. Our Operating Committee is equally responsible for their own business and for the overall success of RIS.

Our second differentiator is our bias towards advice. The overwhelming majority of our people, revenues and profits are derived from advisory businesses. We believe this is a strength because high level, comprehensive, expert advice is difficult to commoditize. It means different things to different people and it requires great talent, which was why I started by referring to the quality and experience of our people. Our focus on people has resulted in the largest wealth management distribution, relationship and advisory group in Canada and therefore the largest asset-gathering engine.

RIS also has a much more pronounced emphasis on managing assets for a fee than our competition. This fee component is prevalent in all of our business units and is most pronounced within our Private Client Division which I have already mentioned.



# Competitive Advantage

- Royal Service Corp. operational efficiencies
- Online capabilities
- Institutional knowledge
- Relationship with P&CB
- Brand

25

The RIS back office efficiency generated by the Royal Service Corp. group is a fourth significant advantage. Many of the monoline competitors have to fund their back office costs based on the single business volumes. Having multiple businesses being handled by one back office have resulted in significant economies of scale. We are far and away the largest client of ADP (Automatic Data Processing) in Canada and one of the largest in North America resulting in tremendous negotiating leverage with our partner.

Our online strength is a fifth key differentiator. Royal Bank's website and SFNB consistently win top ratings from Lafferty Group and Gomez Advisors, respectively, for the quality of our technology. More recently, Action Direct has been rated as the top bank - owned brokerage in Canada. The dramatic growth of the banks client base online combined with that of Action Direct and PCD have resulted in a much more e-enabled client base. E-enabled clients allow us to provide better, more timely communication while lowering our costs - - another win for the client and for the shareholder.

Institutional Knowledge. A myriad of resolutions in critical areas around regulatory issues, legal entity issues, risk management structure, corporate governance, compliance, and privacy consideration give us institutional knowledge that will be difficult to replicate.

Our close positive relationship with our partners in Personal & Commercial banking has provided numerous referrals and mutually beneficial partnership opportunities.

Our brand recognition is the final differentiator. I can't overstate how important working with the premier financial services brand is to our employees and our clients. The stability, security, and trust of our brand is a strength carried into every client interaction.



# Priorities

- Strong financial performance
- International expansion
- Growth of high-return or high P/E multiple businesses
- eBusiness leadership



26

Royal Bank Financial Group has 4 priorities – strong financial performance, international expansion, growth of high-return or high-P/E multiple businesses and e-Business Leadership.

RIS' 4 priorities mirror each of these. And they are.....

1. Continue to provide strong financial performance while at the same time lowering the volatility of earnings. Each of the business unit heads is responsible for prudent management of the bottom line including cost control during turbulent markets. As mentioned earlier we continue to lower the volatility of earnings by extending our lead in managing fee-based assets within our self-serve, full serve brokerage, mutual fund and international operations. RIS will continue to build up the counter cyclical parts of the earnings base like the insurance operation within PCD. We increased the focus on our core businesses and divested a non-core business. We recently sold the Group Retirement Services business to Clarica. This business required significant investment to achieve critical mass. The resources required to do this meant that RIS would be under funding its key growth engines, which was not acceptable. We will continue to review our business and divest of non core businesses. In 2000, we had an excellent year for financial performance. Our earnings were up 52% to \$413 million. RIS had an ROE of approximately 48% and most importantly to shareholders delivered \$312 million in economic profit. (We define economic profit as operating earnings less the cost of capital underlying the business and we use a 13.5% cost for that capital.)
2. International expansion. We need to successfully transition Dain Rauscher into the RBC family of companies. Maintaining a balance between synergistic opportunities and independence is a key priority with this acquisition. When Dain's 1,150 Investment Executives are combined with the Private Client divisions 1,450 we have over 2,600 investment advisors which makes it the 9<sup>th</sup> largest full service firm in North America managing over \$140 Billion U.S. in full service private client assets. As we have mentioned before, Dain Rauscher provides a footprint in the U.S. from which we can build. We will continue to be opportunistic when it comes to acquisitions. We have been extremely successful with our Global Private Banking franchise. We have made four acquisitions within the last 3 years, each time, making sure to not overpay and to ensure the right fit with our current operation. This has resulted in RIS having one of the top 5 offshore private banks in the world.
3. In 2001 we will focus on growing the number of individuals working in our multi channel distribution, advisory and relationship groups including; Personal Financial Advisors, leading with objective, financial planning advice, Investment Advisors leading with comprehensive, high level expert advise in the full service arena and Investment Counselors acting in concert with partners in Global Private Banking, and Personal Trust to craft a superior client experience for high net worth individuals seeking discretionary services.
4. E-Initiatives. RIS continues to e-enable each of the various businesses through both internal and external initiatives in order to reap the benefits of lower costs and increased client satisfaction. Action Direct released Net Action 2.0 allowing clients to choose what screen they wanted to go to once signed in. It also allowed clients to modify the screen layout to suit their own individual preferences. RIS also signed an exclusive deal with Globe interactive to supply breaking news and mutual fund and equity information to our online customers. These enhancements resulted in Action Direct being ranked the best online broker among Canadian banks by Gomez in their September study. Royal Bank Financial Group has over 1.4 million customers online and only a fraction of these are dealing with RIS online – this group represents a tremendous opportunity for RIS.



- Client focused
- Integrated offering
- Brand & relationship
- Immense potential
- 25% of RFBG earnings in 2-4 years

## In Conclusion

We believe that the way to earn a greater share of client's wallets is to win their hearts and their minds, through providing them with a powerful client experience, what they want, how they want it, when they want it. The client must be first and foremost in all that we do and our people have a passion for excellence in client service and in safekeeping our clients' assets and dreams.

We will lead with an integrated and balanced client offering. This will include;

- A range of relationship management options,
- crafted with an open architecture,
- targeted at unique segments of private clients,
- backed by a team of world class solutions providers, and
- supported by a powerful technology and operations infrastructure

This will be accomplished without jeopardizing the competitiveness of our specialized business segments.



## Conclusion

- Client focused
- Integrated offering
- Brand & relationship
- Immense potential
- 25% of RBFGE earnings in 2-4 years

28

The powerful RBFGE brand and excellent relationship that we have with our partners within the Personal and Commercial Bank is a significant advantage that is critical to the successful and sustainable implementation of our strategy.

We are just beginning to fully understand the immense potential of our integrated wealth management offering to generate cash and profitability through spread, fees, transactions and fee for service revenues. The combination of all of these factors will lead to solid, sustained growth in earnings that we believe will allow RIS to hit its target of 25% of overall RBFGE earnings in 2-4 years, up from 19% in 2000.

That concludes my formal remarks – Some of my colleagues are also here (Nabanita Merchant, S.V.P. Investor Relations, Royal Bank), (Brenda Vince, C.O.O., Royal Mutual Funds), (Mike Lagopoulos, S.V.P. Global Private Banking International), and (Gary Brent, C.E.O., RBC Private Counsel) and together we'd be happy to take your questions.



## Caution regarding forward-looking statements

Royal Bank of Canada, from time to time, makes written and oral forward-looking statements, included in this presentation, the Annual Report, in other filings with Canadian regulators or the US Securities and Exchange Commission, in reports to shareholders and in other communications, which are made pursuant to the "safe harbor" provisions of the United States *Private Securities Litigation Reform Act of 1995*. These forward-looking statements include, among others, statements with respect to the bank's objectives for 2001, and the medium term, and strategies to achieve those objectives, as well as statements with respect to the bank's beliefs, plans, expectations, anticipations, estimates and intentions. The words "may," "could," "should," "would," "suspect," "outlook," "believe," "anticipate," "estimate," "expect," "intend," "plan," and words and expressions of similar import are intended to identify forward-looking statements.

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. The 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, the strength of the Canadian economy in general and the strength of the local economies within

**29**



## Caution regarding forward-looking statements

continued



Canada in which the bank conducts operations; the strength of the United States economy and the economies of other nations in which the bank conducts significant operations; the effects of changes in monetary and fiscal policy, including changes in interest rate policies of the Bank of Canada and the Board of Governors of the Federal Reserve System; changes in trade policy; the effects of competition in the markets in which the bank operates; inflation; capital market and currency market fluctuations; the timely development and introduction of new products and services by the bank in receptive markets; the impact of changes in the laws and regulations regulating financial services (including banking, insurance and securities); changes in tax laws; technological changes; the ability of the bank to complete strategic acquisitions and to integrate acquisitions; unexpected judicial or regulatory proceedings; unexpected changes in consumer spending and saving habits; and the bank's anticipation of and success in managing the risks implicated by the foregoing.

The 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 potential events. The bank does not undertake to update any forward-looking statement, whether written or oral, that may be made from time to time by or on behalf of the bank.

**30**