2025 INVESTOR DAY CONFERENCE CALL
SEPTEMBER 29, 2025

DISCLAIMER

FORWARD-LOOKING INFORMATION

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Forward-looking statements are typically identified by words such as "will", "would", "should", "believe", "expect", "anticipate", "intend", "strive", "confident", "estimate", "forecast", "outlook", "plan", "goal", "commit", "target", "possible", "potential", "predict", "project", "may", and "could" and similar expressions or variations thereof, or the negative thereof, but these terms are not the exclusive means of identifying such statements. By their very nature, these forward-looking statements require the Bank to make assumptions and are subject to inherent risks and uncertainties, general and specific. Especially in light of the uncertainty related to the physical, financial, economic, political, and regulatory environments, such risks and uncertainties – many of which are beyond the Bank's control and the effects of which can be difficult to predict – may cause actual results to differ materially from the expectations expressed in the forward-looking statements.

Risk factors that could cause, individually or in the aggregate, such differences include: strategic, credit, market (including equity, commodity, foreign exchange, interest rate, and credit spreads), operational (including technology, cyber security, process, systems, data, third-party, fraud, infrastructure, insider and conduct), model, insurance, liquidity, capital adequacy, compliance and legal, financial crime, reputational, environmental and social, and other risks. Examples of such risk factors include general business and economic conditions in the regions in which the Bank operates; geopolitical risk (including policy, trade and tax-related risks and the potential impact of any new or elevated tariffs or any retaliatory tariffs); inflation, interest rates and recession uncertainty; regulatory oversight and compliance risk; risks associated with the Bank's ability to satisfy the terms of the global resolution of the investigations into the Bank's U.S. Bank Secrecy Act (BSA)/anti-money laundering (AML) program; the impact of the global resolution of the investigations into the Bank's U.S. BSA/AML program on the Bank's businesses, operations, financial condition, and reputation; the ability of the Bank to execute on long-term strategies, shorter-term key strategic priorities, including the successful completion of acquisitions and dispositions and integration of acquisitions, the ability of the Bank to achieve its financial or strategic objectives with respect to its investments, business retention plans, and other strategic plans; technology and cyber security risk (including cyber-attacks, data security breaches or technology failures) on the Bank's technologies, systems and networks, those of the Bank's customers (including their own devices), and third parties providing services to the Bank; data risk; model risk; fraud activity; insider risk; conduct risk; the failure of third parties to comply with their obligations to the Bank or its affiliates, including relating to the care and control of information, and other risks arising from the Bank's use of third-parties; the impact of new and changes to, or application of, current laws, rules and regulations, including without limitation consumer protection laws and regulations, tax laws, capital guidelines and liquidity regulatory guidance; increased competition from incumbents and new entrants (including Fintechs and big technology competitors); shifts in consumer attitudes and disruptive technology; environmental and social risk (including climate-related risk); exposure related to litigation and regulatory matters; ability of the Bank to attract, develop, and retain key talent; changes in foreign exchange rates, interest rates, credit spreads and equity prices; downgrade, suspension or withdrawal of ratings assigned by any rating agency, the value and market price of the Bank's common shares and other securities may be impacted by market conditions and other factors; the interconnectivity of financial institutions including existing and potential international debt crises; increased funding costs and market volatility due to market illiquidity and competition for funding; critical accounting estimates and changes to accounting standards, policies, and methods used by the Bank; and the occurrence of natural and unnatural catastrophic events and claims resulting from such events.

The Bank cautions that the preceding list is not exhaustive of all possible risk factors and other factors could also adversely affect the Bank's results. For more detailed information, please refer to the "Risk Factors and Management" section of the Management's Discussion and Analysis ("2024 MD&A"), as may be updated in subsequently filed quarterly reports to shareholders and news releases (as applicable). All such factors, as well as other uncertainties and potential events, and the inherent uncertainty of forward-looking statements, should be considered carefully when making decisions with respect to the Bank. The Bank cautions readers not to place undue reliance on the Bank's forward-looking statements.

Material economic assumptions underlying the forward-looking statements contained in this document and/or on the conference call held to discuss these matters are set out in this document, the 2024 MD&A under the headings "Economic Summary and Outlook" and "Significant Events", under the headings "Key Priorities for 2025" and "Operating Environment and Outlook" for the Canadian Personal and Commercial Banking, U.S. Retail, Wealth Management and Insurance, and Wholesale Banking segments, and under the heading "2024 Accomplishments and Focus for 2025" for the Corporate segment, each as may be updated in subsequently filed quarterly reports to shareholders and news releases (as applicable).

Any forward-looking statements contained in this document and/or on the conference call held to discuss these matters represent the views of management only as of the date hereof and are presented for the purpose of assisting the Bank's shareholders and analysts in understanding the Bank's financial position, objectives and priorities and anticipated financial performance as at and for the periods ended on the dates presented, and may not be appropriate for other purposes. The Bank does not undertake to update any forward-looking statements, whether written or oral, that may be made from time to time by or on its behalf, except as required under applicable securities legislation.

CORPORATE PARTICIPANTS

Kelvin Tran
Group Head and Chief Financial Officer, TD Bank Group

PRESENTATION

Kelvin Tran – Group Head and Chief Financial Officer, TD Bank Group

Well thank you, Ray. And thanks everyone for joining us.

I'm Kelvin Tran, the Bank's Chief Financial Officer. I'm sure many of you know me by now. I've been the CFO since 2021, and I have been with the Bank for over 20 years in various leadership roles.

This Investor Day marks an important milestone in TD's journey. I will start by recognizing where TD stands today and then talk about where the Bank is heading in the future. We have a fantastic franchise with diversification and scale across our footprint.

TD is a top 6 North American bank by total deposits and total gross loans. Over the past 5 years, we have grown deposits and loans by about 7% per year. And the team has delivered growth across our business segments and footprint.

The Bank's growth has been supported by our leadership in core deposits. That is our bread and butter so to speak. These are sticky deposits and they are highly profitable.

In Canada, TD has top market share in non-term deposits. And in the U.S., ex sweep deposits, almost 90% of our deposits are non-term. And this strength drives lower deposit costs for TD, which is a significant competitive advantage for the Bank. Our disciplined, through-the-cycle approach to underwriting is also a competitive advantage. And as you can see in the middle of the slide here, TD has consistently delivered net charge offs below the Canadian peer average. And that's across diverse products – from mortgages to credit cards, from personal loans to commercial loans. Together, stable non-term deposits and lower NCOs coupled with our diversified business mix have supported steady earnings for TD through the cycle. And over the past 5 years, the Bank's adjusted EPS volatility was about 250 basis points below the Canadian peer average as shown on the right of the slide.

Now, I want to dive deeper into the three financial objectives that Ray described in his remarks. Accelerating revenue growth, managing expenses with discipline to create the capacity to invest for the future, and allocating capital with a focus on shareholder return. As you can see in the lower left corner, we have grown revenue at about 5% per year over the past 5 years. In U.S. Retail, we have weathered overdraft and other regulatory fee reductions. In our Insurance business, the industry saw record weather related events in fiscal 2024. And in Wholesale Banking, we have delivered faster revenue growth.

Today, our business leaders will walk you through detailed strategies to accelerate revenue growth. And the key word here is acceleration. As you heard from Ray, these strategies center on enhancing digital engagement and helping our clients succeed. And we know that if they succeed, we succeed. And then, we will earn the right to have a deeper share of wallet and grow our fee income businesses. Most importantly, these are organic growth opportunities that already exist within TD's four walls.

I want to pause for a moment on the U.S. Retail segment. This is a very, very important slide. I want to emphasize that this business has the capacity to grow while still complying with the asset cap. As you heard on our Q3 earnings call, we have already reduced assets by over 10%, creating room to continue to support our clients' needs.

And it's important to note there is additional dry powder on our balance sheet. With over 77% loan-to-deposit ratio – and that's ex-sweep deposits in the U.S. – we have a sizeable investment portfolio where almost US$40 billion of that represents non-HQLA securities, which could then be run-off to create additional room for core loan growth. Now, what does this mean? All in, our U.S. Retail business could grow loans faster than their historical growth rate and still have capacity against the asset cap over the medium-term.

I'm sure you're thinking, Kelvin, revenue growth is great, but what about expenses? I’d like to spend some time on our efficiency ratio and productivity initiatives which are important topics that we're talking a lot about today.

We are focused relentlessly on controlling cost growth by driving productivity to bend the expense growth curve. The $2 billion to $2 billion (sic) [$2.5 billion] in savings that Ray highlighted earlier will help drive efficiency ratio improvement, and that's across the Bank.

So let’s take a look at history to put TD’s approach to expense management in context. The Bank had a peer-leading efficiency ratio from 2015 to 2022. And our approach was to invest to drive top-line growth, and the realization of this revenue growth enabled TD to maintain a strong efficiency ratio for many, many years. If you look at the last couple of years on the slide, our efficiency ratio deteriorated due in part to elevated governance and control expenses but also reflecting our decision to continue to invest in the business.

Now, let's call it like we see it. Not only are we no longer peer leading in efficiency ratio. We have fallen behind the Canadian peer average. We know that we need to do better. And we will. In 2025 year-to-date, our expenses are up 12% year-over-year. And if you remove the impact of FX, variable compensation, and the strategic card portfolio PCL, that number is closer to 9% - driven mainly by governance and control costs and business investments. We believe that 2025 represents a high-water mark for governance and control expense growth for the Bank. We have made the required investments, and this cost is now mostly in our run-rate.

Next year, we expect expense growth of 3% to 4% year over year, with constant levels of FX, variable compensation and our strategic card portfolio PCL. And that is predominately driven by business investments which include those investments we are making in the strategic initiatives that you'll hear about throughout the day from our business leaders. And this number is net of productivity savings.

While the expense guidance is helpful, let me reiterate that our goal is to manage to positive operating leverage. We have multiple levers that we can flex expenses up or down, depending on the macro environment.

And as Ray has said, we are targeting $2 billion to $2.5 billion in cost takeout. We are confident we can achieve this goal because we have clear line-of-sight across various levers. These include distribution transformation as we migrate more transactions to digital channels, global delivery workforce as we consolidate with vendors to drive synergies from scale, automation & AI, and technology & data modernization.

So, how do we get back to a mid-50s efficiency ratio? You can see that on the slide. If you take 2024 results and remove $2 billion in structural costs, our efficiency ratio would have been closer to 54%. And as governance and control cost growth moderates and we maintain our relentless focus on prioritization of investments and driving productivity, we will drive positive operating leverage.

You will also hear throughout the afternoon that we have many levers to drive productivity and a commitment from each of our business leaders to deliver on those opportunities. And this combination gives me confidence that we will deliver on our targets.

And as a result, we expect efficiency improvements across our businesses. In Canadian Personal & Commercial Banking, you will hear from Sona and Barb about opportunities to automate processes, and leverage AI to drive colleague productivity. In U.S. Retail, we will benefit from the normalization of remediation investments over the medium-term. But Leo will also speak about data rationalization, technology modernization, and core process transformation to take out significant costs. In Wholesale Banking, you will hear more from Tim shortly about strategies to grow revenues and deepen the TD Cowen integration, both of which will improve efficiency ratio over time. And we expect productivity improvements by enabling our bankers with a broader product suite to sell and win more business. It will be very fun to watch.

I also want to pause on TD Insurance, as it's a great example of how we can restructure a cost base and further lean into digital capabilities. And as you will hear from James shortly, our Insurance business operates a digital, direct model with a largely fixed cost base thanks to the significant investments we've made over many, many years in technology. And as we further scale that business and grow revenue, the efficiency ratio will improve over time. And on top of that, we are leveraging AI to improve the claims experience by lowering claims costs while, at the same time, enhancing customer satisfaction. At the total Bank level, we expect to improve our efficiency ratio by over 300 basis points.

Now, the combination of accelerated revenue growth, enhanced efficiency and disciplined RWA growth will lift ROE to 15% by 2028, and to 16% over the medium term. As you know, our Canadian businesses deliver strong organic capital generation, and that will continue. However, we must, and I repeat, we must improve our ROE in U.S. Retail and in Wholesale Banking.

In U.S. Retail, we have already taken actions to improve ROE through the balance sheet restructuring activities that you've seen this year but there's more work to do. And as you will hear from Leo, the team will further enhance U.S. Retail ROE by driving underlying business performance, through deepening client relationships and further optimizing costs and capital.

And in Wholesale Banking, with the acquisition of TD Cowen, we now have a more diversified revenue stream. And you have seen that play out real time in our strong and consistent results year-to-date. Earlier in the year, our Global Markets businesses benefited from market volatility. And in Q3, as market volatility normalized, we saw an acceleration in our capital markets and advisory businesses. TD Securities has already extended balance sheet to a strong roster of clients, so this business does not need to consume outsized RWA growth to drive outsized revenue growth. And as you will hear from Tim, with the new capabilities from the TD Cowen acquisition we will do more business with existing clients and drive higher client relationship returns. And to wrap this up, our strong organic capital generation will enable the Bank to buy back shares to further elevate ROE.

Now I want to emphasize this point. TD generates organic capital at a very, very impressive clip. And as a group that follows TD closely, I'm sure you know that already. As you can see on this slide, on average from 2015 to 2022, TD had delivered 89 basis points of adjusted organic capital accretion annually. And in 2023 and 2024, annual capital accretion was lower reflecting the AML Resolution and the related operational risk capital impact, the transition to Basel III, and the TD Cowen acquisition, among other impacts.

Over the medium term, on average, we expect to deliver more than 75 bps of organic capital accretion each year which is highly achievable given our history. And this will fuel investments in our businesses with a focus on our highest return opportunities to deliver long-term shareholder value. It will also enable the Bank to consistently return capital to shareholders through share buybacks. In short, TD's superior capital accretion provides us with tremendous flexibility to execute our strategy, invest in our business and deliver returns for our shareholders.

For fiscal 2026, we expect to deliver positive operating leverage. And this despite the headwind from the significant share buybacks which, although they are accretive to EPS, they impact revenue growth by reducing earnings on excess capital.

In addition, in fiscal 2026, we expect to deliver adjusted EPS growth at the low end of our medium-term target range, depending on the timing of the share buyback. Expense growth of 3 to 4%, and an adjusted ROE of approximately 13% as we execute against our vision and strategy. We will build deeper relationships, make TD simpler and faster, and execute with discipline.

And over the medium term, we are confident that we can deliver mid-to-high single digit PTPP growth, as we manage revenues and expenses together. With share buybacks, we expect adjusted EPS growth to be higher, at 7% to 10% over the medium-term and we expect to deliver 16% of adjusted ROE.

As of Q3, TD had a 14.8% CET1 ratio. We are committed to driving higher ROE and therefore we will look at both the numerator and denominator very carefully. We will not sit on excess capital, holding it just in case. And as you heard from Ray, subject to regulatory approval, we expect to initiate another NCIB upon completion of our current share buyback program.

We will deploy our capital to drive significant value for you – our shareholders.

And with that, I'm going to hand it over – back to Brooke. Thank you.