

## **TD BANK GROUP**

# THE TORONTO-DOMINION BANK 158<sup>TH</sup> ANNUAL MEETING OF COMMON SHAREHOLDERS

## **APRIL 3, 2014**

### **DISCLAIMER**

The information contained in this transcript is a textual representation of The Toronto-Dominion Bank's ("TD" or the "Bank") 2014 Annual Meeting of Common Shareholders held on April 3, 2014 in Calgary, Alberta. While efforts are made to provide an accurate transcription, there may be material errors, omissions, or inaccuracies in the reporting of the substance of this meeting. In no way does TD assume any responsibility for any investment or other decisions made based upon the information provided on TD's web site or in this transcript. Users are advised to review the webcast (available at td.com/investor) itself and TD's regulatory filings before making any investment or other decisions.

#### FORWARD-LOOKING INFORMATION

From time to time, the Bank makes written and/or oral forward-looking statements, including in this document, in other filings with Canadian regulators or the U.S. Securities and Exchange Commission, and in other communications. In addition, representatives of the Bank may make forward-looking statements orally to analysts, investors, the media and others. All such statements are made pursuant to the "safe harbour" provisions of, and are intended to be forward-looking statements under, applicable Canadian and U.S. securities legislation, including the U.S. Private Securities Litigation Reform Act of 1995. Forward-looking statements include, but are not limited to, statements made in this document, the Management's Discussion and Analysis in the Bank's 2013 Annual Report ("2013 MD&A") under the headings "Economic Summary and Outlook", for each business segment "Business Outlook and Focus for 2014" and in other statements regarding the Bank's objectives and priorities for 2014 and beyond and strategies to achieve them, and the Bank's anticipated financial performance. Forward-looking statements are typically identified by words such as "will", "should", "believe", "expect", "anticipate", "intend", "estimate", "plan", "may", and "could".

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 such differences include: credit, market (including equity, commodity, foreign exchange, and interest rate), liquidity, operational (including technology), reputational, insurance, strategic, regulatory, legal, environmental, capital adequacy, and other risks. Examples of such risk factors include the general business and economic conditions in the regions in which the Bank operates; disruptions in or attacks (including cyber attacks) on the Bank's information technology, internet, network access or other voice or data communications systems or services; the evolution of various types of fraud to which the Bank is exposed; the failure of third parties to comply with their obligations to the Bank or its affiliates relating to the care and control of information; the impact of recent legislative and regulatory developments; the overall difficult litigation environment, including in the U.S.; changes to the Bank's credit ratings; changes in currency and interest rates; increased funding costs for credit due to market illiquidity and competition for funding; 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 see the "Risk Factors and Management" section of the 2013 MD&A, as may be updated in subsequently filed quarterly reports to shareholders and news releases (as applicable) related to any transactions discussed under the heading "Significant Events" in the relevant MD&A, which applicable releases may be found on www.td.com. All such factors should be considered carefully, as well as other uncertainties and potential events, and the inherent uncertainty of forward-looking statements, when making decisions with respect to the Bank and 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 are set out in the 2013 MD&A under the headings "Economic Summary and Outlook", and for each business segment, "Business Outlook and Focus for 2014", each as updated in subsequently filed quarterly reports to shareholders.

Any forward-looking statements contained in this document 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.

TD BANK GROUP 12 158TH ANNUAL MEETING OF SHAREHOLDERS THURSDAY, APRIL 3, 2014 CALGARY, ALBERTA 9:30 A.M. - 11:15 A.M. 

- 1 ANNOUNCEMENT: Ladies and gentlemen,
- 2 the meeting is about to begin. Please take your
- 3 seats.
- 4 Ladies and gentlemen, we are just about
- 5 to start. We invite you to sit down, please.
- 6 Ladies and gentlemen, Brian Levitt,
- 7 Chairman of the Board of Directors, TD Bank Group.
- 8 BRIAN LEVITT: Good morning, everyone,
- 9 and welcome to the TD Bank Group 2014 Annual
- 10 General Meeting.
- 11 This meeting is called to order.
- 12 I am Brian Levitt, Chairman of the
- 13 Board of TD Bank Group. I will act as Chairman of
- 14 this meeting, as stipulated by the Bank's by-laws.
- 15 I would like to extend a warm welcome
- 16 to our Shareholders in the room today who travelled
- 17 near and far to attend TD's 158th Annual Meeting
- 18 and to those who have joined us by webcast or by
- 19 phone. Welcome.
- 20 We are delighted to host today's
- 21 meeting in Calgary.
- 22 Simultaneous translation headsets were
- 23 available on the tables near the ballroom doors
- 24 when you entered. If you did not pick up a headset
- 25 as you entered the room, but would like one, please

- 1 raise your hand now and an attendant will provide
- 2 you with one.
- 3 Channel 1 will allow you to listen in
- 4 English. You will be able to listen to the French
- 5 translation on Channel 2. You may make comments
- 6 in either official language.
- 7 If you have a question, you are invited
- 8 to approach one of the standing microphones in the
- 9 room. For those with limited mobility, please
- 10 raise your hand and a microphone will be brought to
- 11 you.
- We have sign language interpretation
- 13 and captioning in English on the right side of the
- 14 room.
- 15 Just before we proceed, I ask that you
- 16 please turn off your personal communication
- 17 devices, as they create interference with our live
- 18 webcast. Thank you.
- 19 Now I would like to introduce the
- 20 individuals on stage.
- 21 On my left, your right, is Ed Clark,
- 22 Group President and Chief Executive Officer of the
- 23 Bank.
- 24 Next to Ed is Phil Moore, Senior
- 25 Vice-President, Deputy General Counsel and

- 1 Corporate Secretary of the Bank.
- 2 Our Directors and Officers are all
- 3 wearing green TD name tags and are available for
- 4 questions after the meeting.
- 5 Phil Moore will act as Secretary of the
- 6 meeting. Charito de Vera and Pat Lee are
- 7 representatives of CST Trust Company, the Bank's
- 8 Registrar and Transfer Agent. They will act as
- 9 Scrutineers.
- 10 I have received satisfactory proof that
- 11 the notice calling this meeting was duly publicized
- 12 and sent to the Shareholders of the Bank and, a
- 13 quorum being present, I hereby declare the meeting
- 14 properly constituted.
- We have placed a booklet on each chair
- 16 that contains today's agenda on the front cover.
- 17 The agenda will also appear on the screens as we go
- 18 through the business of the meeting.
- 19 Before we proceed further, I would like
- 20 to recognize our employees in attendance,
- 21 especially our 88 Vision in Action Award recipients
- 22 for 2013, including 26 employees from the U.S.
- These are our top performers, and to
- 24 let them know how much we appreciate their efforts,
- 25 we have invited them to join us here in Calgary.

- 1 On behalf of the Board of Directors, I would like
- 2 to congratulate the winners and all our employees
- 3 who make a tremendous contribution to the Bank each
- 4 and every day.
- 5 The efforts of our employees and the
- 6 dedication demonstrated by our 2013 Vision in
- 7 Action recipients are examples of the outstanding
- 8 culture that TD has built and the Bank that TD will
- 9 continue to be going forward.
- 10 Thank you to all our outstanding
- 11 employees who go above and beyond in their
- 12 commitment to customers, Shareholders and the
- 13 community at large every day.
- 14 (Applause.)
- 15 It has been six years since we have
- 16 held a Shareholder meeting in Calgary, but TD's
- 17 connection to Alberta goes back a long way. It was
- 18 1906 when the first Dominion Bank Branch was opened
- 19 in this city.
- 20 Our commitment to Calgary is steadfast.
- 21 The Bank looks forward with enthusiasm to its
- 22 future as a growing, customer-focused North
- 23 American institution with strong ties in this key
- 24 market.
- Now let's get back to the business of

- 1 the day.
- 2 In 2013, TD achieved solid results
- 3 during a year of slow economic growth. The Bank
- 4 saw strong earnings from its Canadian and U.S.
- 5 retail businesses, as well as from its Wealth
- 6 business.
- 7 In Q4, we were pleased to announce a
- 8 stock dividend equivalent to a two-for-one split of
- 9 our common shares, making our stock more accessible
- 10 to retail investors.
- 11 Recently, we released our first quarter
- 12 results, which proved to be a great start to the
- 13 year, driven by strong earnings from our Personal
- 14 and Commercial Banking and Wealth Businesses.
- 15 Ed will go into more detail about the
- 16 Bank's performance in 2013 and to date this year,
- 17 but I would like to acknowledge the efforts of TD's
- 18 leadership team and the more than 85,000 employees
- 19 across Canada, the U.S. and beyond who have made
- 20 these great results possible.
- 21 At last year's AGM, we announced Ed's
- 22 intention to retire as Group President and Chief
- 23 Executive Officer on November 1 of this year. The
- 24 appropriate time to say farewell to Ed will be next
- 25 year's meeting when he will retire from the Board.

- 1 However, it would be inappropriate to let his last
- 2 meeting as CEO pass without comment.
- 3 On Ed's watch, the Bank has been
- 4 transformed. What was a Canadian bank is now North
- 5 American in scale and scope. Competitive advantage
- 6 has been developed through a relentless focus on
- 7 diversity and growing and developing our people,
- 8 making the Bank an employer of choice at all levels
- 9 of the organization.
- 10 The ultimate tribute is that, when Ed
- 11 leaves, the Bank will be better positioned to
- 12 continue creating value for its various
- 13 stakeholders than it was when he became CEO.
- 14 Ed has led with integrity, vision and
- 15 passion, and this has been evidenced nowhere more
- 16 than in the exemplary fashion in which he has
- 17 handled his own succession, a challenge which
- 18 frequently gets the better of lesser men.
- 19 Please join me in saluting Ed.
- 20 (Applause.)
- 21 As part of our succession process,
- 22 Bharat Masrani has been proposed for election to
- 23 the Board at this meeting and will become Group
- 24 President and CEO upon Ed's retirement.
- 25 Bharat's long and successful career

- 1 with the Bank has given him experience with all
- 2 facets of its operations, most recently as leader
- 3 of the U.S. retail business, providing a firm
- 4 foundation for him to assume the CEO role.
- 5 The Board is confident that Bharat and
- 6 the Bank's team of seasoned leaders will provide
- 7 strategic and cultural continuity, enabling the
- 8 Bank to continue to deliver superior performance
- 9 for all its stakeholders.
- 10 One of our current Directors is not
- 11 standing for re-election this year, Edmonton's Hugh
- 12 Bolton, and he is in the audience with us today. I
- 13 would like to recognize Hugh's contribution over
- 14 his 11 years as a Director. Hugh shared his
- 15 breadth of knowledge and experiences as a member of
- 16 the Corporate Governance Committee, Risk Committee
- 17 and Audit Committee, serving as Chairman of the
- 18 Audit Committee for five years.
- 19 On behalf of the Board of Directors and
- 20 all of the employees, I would like to express our
- 21 sincere gratitude to Hugh for the invaluable
- 22 contribution he has made to the Bank for more than
- 23 a decade.
- 24 Hugh, would you please stand and be
- 25 recognized.

- 1 (Applause.)
- We welcomed David Kepler to the Board
- 3 in December 2013 and have proposed Alan MacGibbon
- 4 for election today.
- 5 Both Alan and David will bring to the
- 6 Board sound business judgment honed through
- 7 successful senior management careers in large,
- 8 complex organizations.
- 9 David is the Executive Vice-President,
- 10 Business Services, Chief Sustainability Officer and
- 11 Chief Information Officer of The Dow Chemical
- 12 Company. He is also a member of the U.S. National
- 13 Infrastructure Advisory Council and is a Director
- 14 of publicly traded Teradata Corporation. David
- 15 brings to the Board deep experience in the
- 16 management of technology and operational risk.
- 17 Alan completed a successful career as a
- 18 chartered accountant with Deloitte LLP as the
- 19 Managing Partner and Chief Executive from 2004
- 20 until 2012. Alan brings to the Board extensive
- 21 experience in audit, accounting and talent
- 22 management.
- 23 I would like to thank all of our
- 24 Directors for their leadership and hard work.
- 25 Together, we are focused on leading corporate

- 1 governance practices. We believe that strong
- 2 corporate governance is critical to any
- 3 organization's ability to achieve sustainable
- 4 growth and create long-term shareholder value.
- 5 Looking ahead, the Board remains
- 6 committed to providing ongoing strategic counsel to
- 7 the Bank's Senior Management Team, evolving our
- 8 practices to meet the needs of a challenging
- 9 economic environment and continuing to ensure TD's
- 10 decisions align with its risk appetite.
- We are convinced that we will continue
- 12 to work and will be able to work together long-term
- 13 for our earnings.
- 14 We look forward to serving you, our
- 15 investors, in 2014.
- 16 I am now going to turn the floor over
- 17 to Ed, but before I do, I have been advised that I
- 18 should point out that the discussion during the
- 19 meeting may contain certain forward-looking
- 20 statements about the Bank's outlook and objectives
- 21 which, by their very nature, involve assumptions
- 22 and are subject to various risks and uncertainties.
- 23 For that reason, the Bank's actual results could
- 24 differ materially from the expectations discussed.
- 25 For additional information, I refer you

- 1 to the description of the material factors and
- 2 assumptions underlying forward-looking information
- 3 in the Bank's 2013 Annual Report, as updated in any
- 4 subsequently filed quarterly reports to
- 5 Shareholders.
- 6 I would also like to remind you that
- 7 although the Bank prepares its Financial Statements
- 8 in accordance with GAAP, Ed will be referring to
- 9 non-GAAP financial measures, referred to as
- 10 "adjusted" results, in his remarks. The Bank
- 11 believes that adjusted results provide a better
- 12 understanding of how management views the Bank's
- 13 performance.
- 14 Additional information and a
- 15 reconciliation to GAAP is available in the Bank's
- 16 2013 Annual Report.
- 17 And now please welcome your Group
- 18 President and Chief Executive Officer, Ed Clark.
- 19 (Applause.)
- 20 Ed Clark: Thank you, Brian.
- 21 Good morning. It is great to be here.
- 22 You know, as Brian mentioned, this is
- 23 my last AGM as the CEO, and I'm not knowing whether
- 24 I'm supposed to feel like a school kid that has
- 25 been told holidays begin in a couple of weeks here.

- 1 But I do feel great. I feel great about the
- 2 transition, and I feel great about being here.
- 3 I am going to talk a little bit about
- 4 my time at TD and what we set out to build later.
- 5 But I just would like to start by saying it has
- 6 been an incredible privilege to lead this great
- 7 institution, and to be part of its exciting journey.
- 8 It was quite an adventure for me.
- 9 Now, as Brian mentioned, we are very
- 10 excited to be back in Alberta and TD is very proud
- 11 of its history here and part of Alberta's success
- 12 story.
- 13 We operate in 46 communities, serving
- 14 close to 1.8 million customers and more than 130,000
- 15 businesses.
- 16 We have rapidly expanded our local
- 17 presence to support Alberta enterprises, so TD
- 18 operates now six commercial banking centres, up
- 19 from two just six years ago.
- 20 More than \$5 billion dollars in loans
- 21 have been made to Alberta businesses.
- 22 And our Global Energy & Power Group
- 23 actively supports this city's growing global
- 24 reputation as an energy hub, and that is so vital
- 25 to our national economy.

- 1 Now, Calgary is a special point of
- 2 pride for us. It is home to 2,000 TD employees,
- 3 about half our entire Alberta team, and they have
- 4 built an unbelievable franchise here. Imagine
- 5 this: one out of every two Calgarians has a
- 6 banking relationship with TD.
- 7 Now, this is the first city we chose to
- 8 host our Annual General Meeting outside of Toronto,
- 9 and that was back in 1998, and we have held it here
- 10 three times, more than any other city in Canada.
- 11 Returning to Calgary takes on special
- 12 meaning for both TD Bank and for myself because
- 13 this city and much of Southern Alberta, as you know,
- 14 suffered greatly during last year's floods.
- 15 Your resilience was a source of
- 16 inspiration to all Canadians. What we saw was the
- 17 very best of human spirit, people coming together
- 18 to overcome incredible amounts of adversity.
- 19 Many of our employees were coping with
- 20 their own losses, but they descended into the
- 21 hard-hit communities like Okotoks and High River to
- 22 distribute water, food and cleaning supplies, and
- 23 their efforts reached 135,000 Albertans. And they
- 24 also helped raise hundreds of thousands of dollars
- 25 for the relief efforts.

- 1 In all this, we would like to recognize
- 2 today, seven of these employees for their
- 3 exceptional contributions to their teams, their
- 4 customers and their communities.
- 5 I would ask them to please stand so we can
- 6 thank them for their tremendous work.
- 7 (Applause.)
- 8 Great job.
- 9 We also wanted to express our
- 10 admiration to the people of Alberta, and so,
- 11 yesterday we announced a half million dollar
- 12 donation to the Inglewood Bird Sanctuary which will
- 13 help revitalize an area significantly impacted by
- 14 the floods.
- 15 Let's talk about our 2013 performance.
- 16 For the fifth consecutive year, TD had
- 17 record-setting earnings.
- 18 Total earnings reached a new high of
- 19 almost \$7.2 billion dollars.
- 20 TD Canada Trust produced record
- 21 earnings of \$3.8 billion dollars, up 11 per cent
- 22 from last year.
- 23 TD Bank, America's Most Convenient
- 24 Bank, topped \$1.6 billion dollars in earnings.
- 25 Our Wealth business, which includes TD

- 1 Ameritrade, also delivered its best earnings to
- 2 date, \$937 million dollars, up 16 per cent.
- 3 Insurance had a challenging year due to
- 4 the impact of severe weather-related claims and an
- 5 increase in reserves for our Ontario auto business,
- 6 and delivered earnings of \$216 million dollars.
- 7 While disappointing, we know that this business
- 8 can solidify our competitive position with
- 9 the Canadian consumer and can deliver excellent
- 10 returns. It has the right leadership team, it has
- 11 a superior business model, and remains the number
- 12 one direct writer of home and auto insurance in
- 13 Canada.
- 14 It is also a leading provider of
- 15 critical illness and direct life and health
- 16 insurance to Canadians.
- 17 Our securities dealers had a solid
- 18 performance and earned a good 16 per cent return on
- 19 equity. Its franchise model also helped attract
- 20 key clients, including the marquee financing of
- 21 Nalcor Energy, the largest infrastructure
- 22 government financing mandate in Canadian history.
- 23 In 2013, we also found new ways to grow
- 24 and take market share.
- 25 TD is now the primary credit card

- 1 issuer for Aeroplan, providing our customers with
- 2 even more choice and solidifying our position as the
- 3 number one card issuer in Canada.
- 4 And with the completed acquisition of
- 5 Target's U.S. credit card portfolio, we are now the
- 6 sixth-largest credit card issuer in North America.
- 7 We also completed the acquisition of
- 8 Epoch Investment Partners, a best-in-class asset
- 9 management firm. This strengthens our competitive
- 10 position in the United States, and expands our
- 11 offering for our institutional and retail clients
- 12 in Canada.
- Now, when you step back and think about
- 14 our growth story, it really is pretty remarkable.
- 15 The first time we held our AGM here, we
- 16 announced annual profits for the entire bank of \$1
- 17 billion dollars. TD Canada Trust alone earned
- 18 almost four times that amount in 2013.
- 19 But for me, much more remarkable is how
- 20 we changed, building a better business model,
- 21 expanding it into the U.S., fostering a performance
- 22 culture that values the diversity of our people.
- We set out to create a business model
- 24 that would be difficult to duplicate and that could
- 25 deliver organic growth year in and year out, a

- 1 model underpinned by the great traditions of
- 2 old-fashioned banking, focusing on the customers'
- 3 wants and needs, building long-term relationships,
- 4 earning our clients' and customers' trust and then
- 5 their business.
- 6 Now, this can mean different things to
- 7 different customers and clients, achieving
- 8 financial goals or growing a business. But, at the
- 9 end of the day, it is about creating real value in
- 10 the real economy.
- 11 Our franchise model is just built upon
- 12 the simplest, but it is a unique and compelling
- 13 proposition. Just give better service in great
- 14 locations with longer hours, so no matter where or
- 15 when our customers choose, they can deal with us
- 16 easily at TD.
- 17 In simple terms, we try to think like a
- 18 customer or a client.
- 19 In Calgary, for instance, we have more
- 20 locations, 46 in total, and operate longer hours
- 21 than any other major bank.
- 22 Across Canada, TD is open about 50 per
- 23 cent longer than our competitors. To me, that is
- 24 like we have 50 per cent more branches.
- 25 Over the past eight years, TD has

- 1 opened one out of every three new branches in
- 2 Canada. In the United States, we opened 24 new
- 3 stores last year and expect to open a further 34 in
- 4 2014.
- 5 And we all know our customers love our
- 6 service. TD Canada Trust has been the number one
- 7 bank in Canada for customer service for eight years
- 8 in a row, according to JD Power. No other bank in
- 9 Canada has ever earned the JD Power Award.
- 10 We are also gaining loyal fans in the
- 11 United States. In 2013, Florida and the northeast
- 12 region added two more JD Power wins to our mantel,
- 13 and for the third year in a row, Money Magazine has
- 14 put us on top, this year as America's best bank.
- Now, we are rightfully proud of our
- 16 performance, but we know that being the better bank
- 17 means that we must always strive to elevate that
- 18 customer experience.
- 19 So we have to redefine what it means to
- 20 be a leader of service and convenience in the
- 21 digital age. And that is what we are going to do.
- We believe we can own the digital space
- 23 the same way that we own better branches and better
- 24 call centres. And, indeed, our online offering is
- 25 number one in Canada, according to JD Power. We

- 1 also are number one in terms of mobile users. For
- 2 us, it is all about a seamless combination of high
- 3 tech with high touch and finding ways to
- 4 distinguish our customer experience.
- 5 This is very much in our tradition.
- 6 Throughout our history, we have made bold moves on
- 7 this front. TD introduced the first full-service
- 8 ATMs in Canada. We were the first to offer live,
- 9 24/7 telephone banking. And throughout this, we
- 10 have also learned that little things that
- 11 matter to the customer can make a big difference.
- So that is why in our U.S. branches we
- 13 have umbrellas for the day. You forgot yours?
- 14 Take ours. Or dog biscuits for your canine
- 15 friends.
- We are going to use that same thinking
- 17 to enhance our mobile, online and tablet
- 18 experience, using that approach of thinking like a
- 19 customer and what would make a difference.
- 20 In the digital space, the key is to make
- 21 banking more intuitive, simple, fast and easy, so
- 22 that no matter where or when our customers choose
- 23 to interact with us, they are reminded that TD
- 24 stands for comfort, convenience and a legendary
- 25 experience.

- 1 Our business model wasn't just made in
- 2 Canada for Canadians. We proved we could compete,
- 3 win and grow in the most competitive market in the
- 4 world, the United States.
- 5 As you know, we have more retail
- 6 locations in the U.S. than we have in Canada, close
- 7 to 1,300 from Maine to Florida. We are a top 10
- 8 U.S. bank.
- 9 I would love it if people would get a
- 10 chance to get to New York City and see how we have
- 11 painted that town green. TD has opened close to
- 12 half the net new stores in the Big Apple over the
- 13 past three years.
- Now, in all this growth we never went
- 15 out the risk curve. We earned above-peer-average
- 16 return on risk-weighted assets.
- 17 Taking risks, of course, is the essence
- 18 of our business. It is what we do. But we have
- 19 managed to derive a competitive advantage by
- 20 managing our risks better. TD is repeatedly ranked
- 21 as the safest bank in North America and one of the
- 22 strongest banks in the world.
- 23 So what were the tough choices that we
- 24 made which helped define that culture?
- 25 Despite being a top 10 global player,

- 1 we exited the structured credit derivatives
- 2 business, the cause of so much of the grief in the
- 3 financial crisis.
- 4 We were the only bank in Canada not to
- 5 sell structured asset-backed commercial paper.
- 6 We refused to do sub-prime mortgage
- 7 lending when we entered the United States.
- 8 We transformed our securities dealer
- 9 into a franchise player. In what today would be
- 10 called a Volcker dealer, long before it was in
- 11 vogue, we focused on adding value to our clients,
- 12 not treating them as counterparties to a
- 13 proprietary trade.
- 14 Now, these kind of choices meant giving
- 15 up profit in the short-term to avoid risks in the
- 16 future and, importantly, to protect our clients and
- 17 our customers.
- 18 In hindsight, it turned out we made the
- 19 right moves. We managed through the financial
- 20 crisis dramatically better than most banks in the
- 21 world, expanding -- or able then to expand our
- 22 footprint, grow our book of business and take
- 23 market share.
- Well, for me, though, the most
- 25 important thing we did above anything else is we

- 1 focused on culture and our employees. You can't
- 2 have a great franchise, you can't have a growth
- 3 strategy without great and motivated employees,
- 4 people who believe in the vision and who make that
- 5 vision come to life every single day.
- 6 Valuing the diversity of our people is
- 7 central to all of this. It's critical to our
- 8 leadership and our business strategies.
- 9 We work every day to make TD inclusive
- 10 to all so that we can attract and develop employees
- 11 from groups traditionally under-represented at the
- 12 leadership level.
- 13 Two years ago we set out to increase
- 14 the representation of women in leadership positions
- 15 to 35 per cent by 2014. I am proud to say we met
- 16 this objective last year.
- 17 Additionally, being inclusive allows us
- 18 to better reflect and support the diverse
- 19 communities we serve. By making a stand about
- 20 diversity and equal opportunity to the outside
- 21 world, we both make an impact on society and we
- 22 develop stronger ties in the marketplace.
- 23 For instance, in 2013 TD supported 21
- 24 Pride festivals across Canada, including here in
- 25 Calgary, and 16 in the United States. We also became

- 1 the official bank of World Pride 2014.
- 2 Now, Bharat Masrani, who will succeed
- 3 me as CEO and who joins us here today, has been a
- 4 big champion of our diversity focus.
- 5 But Bharat has been much more than
- 6 that. He has been, for me, a key business partner
- 7 during my time as CEO. He has played a central
- 8 role in all of the major decisions that fuelled our
- 9 transformation into one of the largest financial
- 10 institutions in North America.
- 11 He was the natural successor, and I
- 12 know I speak for the entire management team when I
- 13 said, we couldn't be more excited that Bharat is
- 14 taking over the reins.
- 15 You are going to be in very good hands
- 16 with Bharat.
- 17 Bharat, please rise.
- 18 (Applause.)
- 19 Now, let's talk money.
- 20 Let's get back and consider how you,
- 21 our Shareholders, did and how you have benefited
- 22 from this decade of growth.
- Our stock price has tripled since 2002.
- 24 It reached an all-time high in 2013. We announced
- 25 a two-for-one split in our stock, as Brian

- 1 mentioned, and the dividends paid rose 12 per cent.
- 2 And just last month we announced a
- 3 further dividend increase of 4 cents, which will
- 4 result in an increase of more than 13 per cent in
- 5 our dividends paid for fiscal 2014.
- 6 Since 2002, TD has delivered compounded
- 7 earnings growth of close to 16 per cent. That is
- 8 30 per cent higher than the second-ranked Canadian
- 9 bank during this time frame and 73 per cent higher
- 10 than our U.S. peer averages.
- 11 During that same period, we have
- 12 delivered a total shareholder return of 15.2 per
- 13 cent, the best of the five Canadian banks, 20 per cent
- 14 higher than our Canadian peers, five times higher
- 15 than our U.S. peers, and seven times higher than
- 16 the 20 largest European banks.
- 17 (Applause.)
- 18 Give that man a promotion, hey?
- 19 There are obviously two drivers of
- 20 that. TD had both the highest share appreciation
- 21 and our dividend growth averaged 10 per cent over
- 22 that period.
- 23 To put it into perspective, if you had
- 24 made a \$1,000 investment in TD stock and
- 25 re-invested dividends since 2002, it would be now

- 1 worth \$4,800, or almost \$600 more than the next
- 2 best performing Canadian bank and \$1,000 more than
- 3 that if you had invested evenly in the four other
- 4 big Canadian banks. Back then, that \$1,000
- 5 investment paid you \$38 in annual dividends. Today it is
- 6 paying you \$128.
- 7 Now, the great news is that our
- 8 momentum continues in 2014. Total earnings for the
- 9 first time reached \$2 billion dollars in the first
- 10 quarter, up 6 per cent from the first quarter of
- 11 2013. This represents excellent contributions from
- 12 all our businesses.
- 13 Our combined retail businesses had
- 14 reported earnings of \$1.8 billion dollars, an
- 15 increase of 8 per cent over the first quarter of
- 16 2013.
- 17 Our Wholesale business reported \$230
- 18 million dollars in earnings, an impressive 44 per
- 19 cent increase from last year's first quarter,
- 20 driven primarily by higher trading-related revenue,
- 21 advisory and underwriting fees.
- 22 So we are off to a very good start, and
- 23 the market has recognized that. TD shares are up 8
- 24 per cent since the end of the 2013 fiscal year.
- 25 So let me take a few minutes to talk

- 1 about the future and the context in which TD is
- 2 going to be operating in the next few years.
- 3 The world is a very different place
- 4 since our last Annual General Meeting here in 2008.
- 5 At the time, the U.S. economy was
- 6 contracting. Unemployment rates were rising.
- 7 Consumer spending was slowing down. And the
- 8 American housing market was in shambles.
- 9 Fast-forward to today. What is the
- 10 news? The big news is that the U.S. is back.
- 11 Indeed, America, which was once
- 12 described as the epicentre of the global financial
- 13 crisis, is now viewed as the potential growth
- 14 engine of the world.
- Now, a number of factors are fuelling
- 16 the American resurgence. Clearly, all the monetary
- 17 and fiscal stimulus stabilized the economy.
- 18 The U.S. real estate recovery has
- 19 gained momentum, and this is increasing personal
- 20 wealth and reducing the number of Americans that
- 21 owe more than their house is worth. Americans are
- 22 starting to borrow again, fuelling consumer
- 23 spending.
- 24 And another factor, as you are well
- 25 aware, is the transformative change in America's

- 1 energy position. The energy revolution and strong
- 2 productivity growth are enhancing the competitive
- 3 position of American manufacturing.
- 4 So are labour reforms. The U.S. is now
- 5 seeing on-shoring of jobs.
- 6 Now, America's recovery is not without
- 7 its challenge, but the prospect for stronger growth
- 8 in our largest trading partner is a clear positive
- 9 for Canada.
- 10 Unfortunately, if we look at our
- 11 non-commodity exports, Canada has been losing its
- 12 competitive edge. Our market share of U.S.
- 13 non-commodity imports has dropped about 30 per cent
- 14 in the last 10 years.
- 15 Our small business sector is not as
- 16 engaged in exports as it is in many countries.
- 17 Less than 10 per cent of Canada's small and
- 18 medium-sized enterprises are engaged in exporting
- 19 goods or services. In Canada, 50 companies account
- 20 for 50 per cent of our exports.
- 21 And so we as a nation have to focus on
- 22 ways to help our firms, especially smaller ones,
- 23 compete outside of Canada and we have to also
- 24 continue to build on our strengths. We have a
- 25 best-in-class oil and gas sector that knows how to

- 1 compete around the world.
- We, as a nation, must endorse the
- 3 importance of the sector and commit to an energy
- 4 strategy that will ensure we are not vulnerable to
- 5 one nation holding our resources hostage.
- 6 (Applause.)
- 7 This is not Alberta's problem. This is
- 8 Canada's problem.
- 9 As we look forward and see the
- 10 challenges that Canada will face and the changing
- 11 economic circumstances, complacency is not an
- 12 option for Canada; nor is it an option for TD.
- We are going to continue to have to
- 14 operate in a tough, low interest rate, slow growth
- 15 environment for some time. We anticipate being
- 16 able to meet our medium-term target of 7 to 10 per
- 17 cent earnings per share growth this year, but we
- 18 are going to have to work hard to make sure that we
- 19 do so.
- 20 And we know, looking forward, that we are
- 21 going to continue to face many headwinds, an
- 22 increasingly competitive marketplace, including new
- 23 and disruptive competitors, growing political and
- 24 regulatory demands, and new threats like cyber
- 25 terrorism.

- 1 But I am absolutely certain that we are
- 2 going to sustain our winning ways.
- 3 With positive operating leverage,
- 4 combined with our focus on the franchise and
- 5 investment in growth businesses, we will be able to
- 6 produce results within our medium range target.
- 7 Our business model is an organic growth
- 8 machine. We can compete and win in good and tough
- 9 times, and we have the scale and capabilities to
- 10 grow in the most competitive markets in the world.
- 11 We are going to continue to re-invest
- 12 in areas that provide us with a competitive edge,
- 13 helping us to define what it means to be the Better
- 14 Bank with old-fashioned values but in a modern and
- 15 changing world.
- 16 We know we have a brand promise which
- 17 earns us trust and loyalty. It is why the TD
- 18 shield is considered a top global brand and it is
- 19 why we were recently named one of the World's Most
- 20 Admired Companies. We possess the strength and
- 21 stability to weather the toughest storms, and TD's
- 22 focus on a diverse and inclusive culture enables us
- 23 to attract and retain highly motivated employees.
- 24 This includes a very important group in
- 25 the audience today, our Vision in Action Award

- 1 recipients. Now, they represent TD's best of the
- 2 best.
- 3 You know, it is not easy to stand out
- 4 at TD because we have so many great employees, but
- 5 this group manages to do it because this award is
- 6 presented to just 1 in 1,000 employees each year.
- 7 To achieve this award is truly a remarkable feat.
- 8 I will ask them now to stand so we can
- 9 congratulate them on their achievements.
- 10 (Applause.)
- 11 Congratulations.
- 12 Now, serving as CEO of this great
- 13 institution has been an incredible privilege. It
- 14 has allowed me the opportunity to work alongside
- 15 just unbelievably gifted and nice people, the best
- 16 people in banking.
- 17 I have benefited from a wonderful team
- 18 who work arduously to try to make me look good.
- 19 I'm incredibly grateful for the friendships that it
- 20 has forged and the colleagues it has brought into
- 21 my life, all of whom have helped and supported me
- 22 along the way.
- Thank you, colleagues. I owe you a
- 24 lot.
- 25 I also want to thank my Board, both

- 1 past and present. You know, being a Board member
- 2 in today's world is a truly difficult task. It is
- 3 complicated and demanding and you have got lots of
- 4 pressures.
- 5 But we have been blessed at TD because
- 6 our Boards have always found the right balance.
- 7 They pushed back on me when needed. They pointed
- 8 out areas where we could do better, but they
- 9 supported us when we made those tough decisions.
- 10 Thank you, Board.
- 11 We have built an institution where
- 12 success does not depend on any single person, nor
- 13 for that matter on any single decision.
- 14 Why? Because no one could make our
- 15 employees show up every day wanting to build the
- 16 Better Bank, the relentless pursuit to raise the
- 17 bar, to go the extra mile, to deliver on our
- 18 promises. Our employees do this because they
- 19 believe, they believe in our vision and our
- 20 mission.
- 21 And our success shows it. They bring
- 22 it to life each and every day. Our winning ways
- 23 are firmly embedded in TD.
- 24 Our winning values are solidly anchored
- 25 in TD. Bharat and I are both confident that the TD

- 1 Bank in which you have put your trust and loyalty
- 2 will continue to be the TD Bank that you can rely
- 3 on in the future.
- 4 Let me leave by saying, it has been an
- 5 honour to be part of this incredible journey, and I
- 6 look forward to our road ahead.
- 7 Thank you very much.
- 8 (Applause.)
- 9 (Standing Ovation.)
- 10 BRIAN LEVITT: Thank you, Ed, a
- 11 well-deserved ovation.
- 12 At this point I would like to move to
- 13 the official part of the proceedings.
- 14 I would first like to recognize the
- 15 fact that all of the ushers here today are
- 16 employees.
- 17 In addition, the movers and seconders
- 18 for the motions presented by the Bank are Directors
- 19 or employees who are also Shareholders.
- 20 To help with the counting of the
- 21 ballots, we have prepared two ballots for the
- 22 motions before us today.
- 23 We have prepared a green ballot for the
- 24 first four items of business, namely, the Election
- 25 of Directors, the Appointment of the Auditor,

- 1 confirmation of an Amendment to By-Law No. 1, and
- 2 the Advisory Vote on the Bank's Approach to
- 3 Executive Compensation.
- 4 For the By-Law Amendment and the
- 5 Advisory Vote, a description of each matter and the
- 6 related resolutions are fully set out in the
- 7 Management Proxy Circular.
- 8 A blue ballot has been prepared for the
- 9 three Shareholder Proposals to be voted on today.
- 10 The three proposals, along with the proposer's
- 11 statement and the Board's responses, are fully set
- 12 out in the Management Proxy Circular and in the
- 13 booklet that I referred to earlier.
- 14 We had a Registration Desk at which
- 15 ballots were made available to Shareholders and to
- 16 Proxyholders.
- 17 In addition, the Scrutineers have a
- 18 supply of ballots in both English and French. I
- 19 would ask the Scrutineers and their assistants to
- 20 now distribute a set of ballots to any Proxyholder
- 21 or Shareholder who did not register at the
- 22 Registration Desk and who has not completed a
- 23 proxy. As they pass among you, please indicate if
- 24 you would like to receive a set of ballots by
- 25 raising your hand.

- 1 If you have already sent in a proxy,
- 2 there is no need to complete a ballot. And when
- 3 you sign your ballot, please print your name
- 4 clearly above your signatures.
- 5 Does anybody need a ballot?
- 6 Just to clarify our policy on proxies
- 7 for Shareholder meetings, when proxies are
- 8 submitted to the Registrar and Transfer Agent, they
- 9 are counted and tabulated by their officers. The
- 10 Scrutineers of the meeting then verify and report
- 11 on the results.
- 12 A simple majority of the votes cast, in
- 13 person or by proxy, is required to pass each of the
- 14 matters to be voted on today, except for the
- 15 Special Resolution confirming the amendment to
- 16 By-Law No. 1. That matter requires an affirmative
- 17 vote of 66 and two-thirds per cent of the votes
- 18 cast in person or by proxy.
- 19 In the interests of having an open,
- 20 fair and orderly meeting, the front page of the
- 21 booklet we have made available contains guidelines
- 22 for Shareholder participation. These guidelines
- 23 are based upon the rules of order, as well as common
- 24 sense and courtesy.
- 25 I ask each speaker to please keep your

- 1 comments brief and to the subject under discussion,
- 2 so that all Shareholders have an opportunity to
- 3 participate.
- 4 If a speaker has an additional question
- 5 and there is sufficient time, he or she will be
- 6 recognized again after we have heard from others
- 7 who are waiting to speak. On behalf of your fellow
- 8 Shareholders, I thank you in advance for your
- 9 cooperation.
- 10 Copies of the Annual Report which
- 11 contains the Bank's 2013 Financial Statements and
- 12 the Auditor's Report on them were sent to
- 13 Shareholders in advance of this meeting. You can
- 14 also obtain a copy of our 2013 Annual Report at the
- 15 entrance to the room or at our website at "td.com".
- 16 We will now open the floor to any
- 17 questions or comments from Shareholders or
- 18 Proxyholders directly related to the 2013 Financial
- 19 Statements.
- 20 If you have questions or comments that
- 21 are not directly related to the Financial
- 22 Statements, please hold them until the appropriate
- 23 point in the meeting.
- 24 Are there any questions regarding the
- 25 Financial Statements?

- 1 Seeing none, we will now move to the
- 2 election of Directors.
- 3 To facilitate the introduction of the
- 4 Board nominees, we have prepared a slide
- 5 presentation that introduces each of them.
- 6 I am pleased to report that all
- 7 Director nominees are present here today.
- 8 (Slide presentation:)
- 9 Bill Bennett.
- 10 John Bragg.
- 11 Amy Brinkley.
- 12 Ed Clark.
- 13 Colleen Goggins.
- 14 David Kepler.
- 15 Hank Ketcham.
- 16 Brian Levitt.
- 17 Alan MacGibbon.
- 18 Harold MacKay.
- 19 Karen Maidment.
- 20 Bharat Masrani.
- 21 Irene Miller.
- 22 Nadir Mohamed.
- 23 Bill Prezzano.
- 24 Helen Sinclair.
- 25 (Conclusion of slide presentation.)

- 1 BRIAN LEVITT: I would like to ask the
- 2 Board nominees to stand and be recognized.
- 3 (Applause.)
- 4 Information about each nominee was also
- 5 included in the Management Proxy Circular.
- 6 The Board of Directors has fixed the
- 7 number of Directors to be elected at 16.
- 8 I confirm that all the nominees are
- 9 eligible for election.
- 10 I now call on Deborah Saipe, Senior
- 11 Regional Manager, Personal Credit and Insurance, to
- 12 nominate the Directors for the coming year.
- 13 DEBORAH SAIPE: I nominate each of the
- 14 persons whose name appears in the Management Proxy
- 15 Circular under the heading "Director Nominees" to
- 16 be a Director of the Bank until the close of the
- 17 next Annual Meeting of the Bank's Common
- 18 Shareholders.
- 19 BRIAN LEVITT: Thank you, Deborah.
- 20 Are there any questions or comments
- 21 about the election of Directors?
- 22 Seeing none, I declare the nominations
- 23 closed and we will move to item number one on the
- 24 green ballot which relates to the election of
- 25 Directors.

- 1 Please mark it now.
- 2 And I will just give you a minute to
- 3 mark it.
- 4 The next item on the agenda is the
- 5 appointment of the Auditor.
- 6 The Board recommends that Ernst & Young
- 7 LLP be appointed as Auditor of the Bank until the
- 8 close of the next Annual Meeting.
- 9 With us today representing Ernst &
- 10 Young are Bill Schlich, Steve Aldersley and Tom
- 11 Kornya.
- 12 Gentlemen, would you please stand and
- 13 be recognized.
- 14 (Applause.)
- 15 I would now like to call on Bill
- 16 Bennett, the Chair of our Audit Committee, to make
- 17 this motion.
- 18 BILL BENNETT: Thank you.
- 19 I move that Ernst & Young LLP be
- 20 appointed the Bank's Auditor until the close of the
- 21 next meeting of Shareholders next year.
- Thank you.
- 23 BRIAN LEVITT: Thank you, Bill.
- 24 I now call on Grant Valley, Senior
- 25 Manager, Money In and Direct Investing, to second

- 1 that motion.
- 2 GRANT VALLEY: I second that motion.
- 3 BRIAN LEVITT: Thank you, Grant.
- 4 You have heard the motion. I invite
- 5 any Shareholders or Proxyholders with questions or
- 6 comments regarding the appointment of the Auditor
- 7 to approach the microphones.
- 8 Seeing none, the appointment of the
- 9 Auditor is item number two on your green ballot.
- 10 Please mark it now.
- 11 The next item on the agenda is the
- 12 confirmation of the Amendment to the Bank's By-Law
- 13 No. 1.
- 14 The Board of Directors has approved an
- 15 Amendment to the Bank's By-Law No. 1 to increase
- 16 the maximum aggregate remuneration payable to the
- 17 Directors for their services in any year to \$5
- 18 million dollars.
- 19 The resolution confirming this
- 20 amendment is set out on page 6 of the Management
- 21 Proxy Circular.
- 22 I would now like to call on Jim
- 23 Laughlin, Regional Operations Manager, to make this
- 24 motion.
- 25 JIM LAUGHLIN: I move that the Special

- 1 Resolution set out in the Management Proxy Circular
- 2 under the heading "Amendment to By-Law No. 1" be
- 3 passed.
- 4 BRIAN LEVITT: Thank you, Jim.
- 5 I now call on Lori Dodge, Manager Human
- 6 Resources, to second that motion.
- 7 LORI DODGE: I second that motion.
- 8 BRIAN LEVITT: Thank you, Lori.
- 9 You have heard the motion. I invite
- 10 any Shareholders or Proxyholders with questions or
- 11 comments regarding the by-law amendment to approach
- 12 one of the microphones.
- 13 Monsieur Gagnon.
- 14 WILLIE GAGNON: Willie Gagnon for
- 15 MEDAC, the movement of education and advocacy for
- 16 Shareholders.
- 17 I notice that this an amendment to the
- 18 Bank's by-law. Normally, in such conditions,
- 19 shouldn't there be an Annual General Meeting of
- 20 Shareholders and an extraordinary meeting?
- 21 Because if you look at the circular, it
- 22 says that it is an ordinary Shareholders meeting,
- 23 and so there was no notice sent out for an
- 24 extraordinary meeting.
- 25 So this is a technical question I am

- 1 asking. Thank you very much.
- 2 BRIAN LEVITT: For those who don't have
- 3 a headphone, the question is a procedural and
- 4 technical question about whether the notice of
- 5 calling the meeting should have specified that it
- 6 was an annual and special meeting because of the
- 7 by-law amendment, and I am going to turn that over
- 8 to our lawyer, Phil.
- 9 PHILIP MOORE: The notice of meeting
- 10 was properly prepared and sent in accordance with
- 11 the Bank Act.
- 12 WILLIE GAGNON: Thank you very much.
- 13 BRIAN LEVITT: Are there other
- 14 questions?
- 15 If not, the by-law amendment -- the
- 16 amendment to By-Law No. 1 is item three on your green
- 17 ballot. Please mark it now.
- 18 The next item of business is the
- 19 Advisory Vote on the Bank's Approach to Executive
- 20 Compensation.
- 21 The Shareholders' resolution on the
- 22 approach to executive compensation is set out in
- 23 the Management Proxy Circular under the heading
- 24 "Advisory Vote on Executive Compensation."
- 25 I would now like to call on Mike

- 1 Collins, Managing Director, TD Securities, to
- 2 present a motion for this resolution.
- 3 MICHAEL COLLINS: I move that the
- 4 resolution set out in the Management Proxy Circular
- 5 under the heading "Advisory Vote on Executive
- 6 Compensation" be passed.
- 7 BRIAN LEVITT: Thank you, Michael.
- 8 I now call on Rob Lindstrand, District
- 9 Vice-President, TD Commercial Banking, to second
- 10 the motion.
- 11 ROB LINDSTRAND: Thank you. I second
- 12 that motion.
- 13 BRIAN LEVITT: Thank you, Rob.
- 14 Now, you have heard the motion. I
- 15 invite any Shareholders or Proxyholders with
- 16 questions or comments concerning this item to
- 17 approach one of the microphones.
- 18 Mr. Palicz.
- 19 ANDREW PALICZ: Yes. So on say on pay
- 20 and that particular topic, I specifically want to
- 21 simply express my opinion that workers are worth
- 22 what they are paid when they do a good job, and
- 23 senior executives of the TD Bank in doing a good
- 24 job bring great value to the Bank; and therefore,
- 25 that's value to its Shareholders and therefore they

- 1 are worth what they are paid because of the value
- 2 they bring to the Bank.
- 3 Given that it is a bilingual meeting, I
- 4 would like to make similar comments in French.
- 5 Workers are entitled to be paid based
- 6 on the value of their work and the Bank's
- 7 executives bring a great deal of value to the Bank,
- 8 and so they should be paid taking into account
- 9 their value.
- 10 The market for executives, for
- 11 qualified executives is very competitive, and so
- 12 executives must be paid at a level as high as our
- 13 competitors in order to attract the best possible
- 14 executives.
- 15 In other words, if you want the best
- 16 executives at your Bank, you don't want to go and
- 17 lose billions of dollars because of poor risk
- 18 management on the part of your executives and the
- 19 impact that that will have on Shareholders in
- 20 general and given the importance of our Banks to
- 21 Canadian society, that would have an impact on
- 22 society as a whole.
- 23 So I just do affirm the propriety in my
- 24 opinion of paying our executives well.
- 25 BRIAN LEVITT: Thank you very much,

- 1 Mr. Palicz. I think you'll see when the voting
- 2 results are announced that your fellow Shareholders
- 3 overwhelmingly share your sentiments.
- 4 Mr. Gagnon?
- 5 WILLIE GAGNON: Willie Gagnon again for
- 6 the movement to defend and advocate Shareholders.
- 7 On page 25 of the circular, when you
- 8 look at the second-last paragraph, the Meridian
- 9 report was mentioned, the report from December 16th
- 10 of last year, so the five big Canadian banks, a
- 11 survey was carried out by NEI Investments. And I
- 12 moved something to the Bank last year and it was
- 13 withdrawn because the five banks agreed to have a
- 14 survey done to see what the impact could be of
- 15 having a vertical proportional element added in
- 16 looking at executive compensation.
- 17 I am going to be reading one of the
- 18 sentences: After the report, we revised the Bank's
- 19 practices and what was shown is that the Bank
- 20 already applied protective measures.
- 21 Well, we read the report from Meridian
- 22 and it was mentioned how advantageous it was to
- 23 have an idea of verticality in establishing
- 24 compensation.
- 25 Does that mean that you are doing it?

- 1 Because we analyzed the circular and we analyzed
- 2 your Annual Report, and we never see any mention of
- 3 verticality.
- 4 So the proportional ratio that there
- 5 would be between the executive compensation and the
- 6 average employee's salary, normally that is
- 7 calculated. We have had to do it a lot within our
- 8 movement. And we see your ratio this year, it is
- 9 always much higher than the 20 to 30 times average
- 10 salary that is normally seen as being acceptable.
- 11 So have you introduced a vertical
- 12 analysis of compensation?
- 13 BRIAN LEVITT: Thank you for your
- 14 comment, but as you mentioned in the circular, we
- 15 did an analysis and it doesn't bring us to the same
- 16 conclusion as you. It doesn't lead us to the same
- 17 conclusion.
- 18 And our position was well laid out in
- 19 the circular.
- 20 WILLIE GAGNON: So if in the circular,
- 21 if you don't mention a vertical analysis, there
- 22 wasn't one?
- 23 BRIAN LEVITT: You see our position in
- 24 the circular.
- Thank you.

- 1 Okay, I think you can mark your green
- 2 ballot now. It is item number four. Please mark it
- 3 now.
- 4 When you -- I will just wait a minute,
- 5 and then when you finish marking and signing the
- 6 green ballot, please remember to print your name
- 7 above your signature.
- 8 I would now like to ask the attendants
- 9 to collect the green ballots so that the
- 10 Scrutineers can begin tabulating the votes on the
- 11 first four items. Please pass your ballots along
- 12 to the end of the row so that the attendants can
- 13 collect them.
- 14 Okay, I think we'll move on.
- 15 Next to be put before the meeting are
- 16 the Shareholder Proposals.
- 17 As part of our commitment to leadership
- 18 in corporate governance, we seek to maintain an
- 19 open dialogue with our Shareholders.
- 20 I want to first thank shareholders who
- 21 put forward proposals. We always value your
- 22 participation.
- 23 This year there are three Shareholder
- 24 Proposals for consideration at this meeting, all
- 25 submitted by the Mouvement D'education et de

- 1 Defense des Actionnaires, known as MEDAC.
- 2 I should mention that Vancity
- 3 Investment Management Limited of Vancouver
- 4 submitted a proposal but, as outlined in the
- 5 Management Proxy Circular, withdrew it after
- 6 discussions with the Bank.
- 7 I would also like to mention that while
- 8 two proposals were submitted by Mr. Andrew Palicz
- 9 of Calgary, they have been withdrawn following
- 10 discussions with the Bank. These proposals and
- 11 supporting statements were included in the
- 12 Management Proxy Circular at his request.
- 13 Mr. Palicz, as you have heard, is in
- 14 attendance today and will briefly comment on these
- 15 matters later in the meeting once we have dealt
- 16 with the other three Shareholder -- with the three
- 17 Shareholder Proposals.
- 18 In connection with one of the proposals
- 19 submitted by Mr. Palicz, the Bank has made
- 20 available an untranslated, bilingual webcast of
- 21 this meeting. This is in addition to the English
- 22 and French language webcasts we typically make
- 23 available.
- 24 All three webcasts will be available at
- 25 "td.com" following the meeting.

- 1 English, French and untranslated
- 2 transcripts of the meeting will also be available
- 3 at "td.com".
- 4 We will now turn our attention to the
- 5 three Shareholder Proposals to be considered at the
- 6 meeting.
- 7 The Management Proxy Circular includes
- 8 statements by MEDAC submitted in support of its
- 9 proposals, as well as the reasons why the Board is
- 10 recommending to Shareholders that they vote against
- 11 each of these proposals.
- You will find copies of the proposals
- 13 in the booklet that I have been referring to that
- 14 was placed on your chair.
- 15 As a result, in the interests of time,
- 16 we will not be revisiting the reasons for the
- 17 Board's position during the discussion of each
- 18 proposal.
- 19 Shareholders and Proxyholders will be
- 20 given an opportunity to comment on each of these
- 21 three proposals. As I indicated earlier, I ask
- 22 that each speaker be mindful of the guidelines for
- 23 Shareholder participation.
- 24 Given that the exact wording of each
- 25 proposal is set out in the Management Proxy

- 1 Circular, I suggest that the speaker focus on their
- 2 comments rather than reading the formal proposal.
- 3 I would also appreciate it if each speaker could
- 4 give his or her name and state whether they are a
- 5 Shareholder or a Proxyholder.
- 6 You will then be asked to mark your
- 7 blue ballot after the presentation of each
- 8 Shareholder Proposal. And when all three proposals
- 9 have been presented, the Scrutineers will collect
- 10 the blue ballots.
- 11 The first item on the blue ballot is
- 12 Shareholder Proposal "A" as set out in Schedule "A"
- 13 of the Management Proxy Circular. Monsieur Gagnon
- 14 is a representative of MEDAC, and I invite him to
- 15 present Proposal "A".
- 16 Mr. Gagnon.
- 17 WILLIE GAGNON: Yes, I am Willie Gagnon
- 18 and I represent MEDAC, the Mouvement D'education et
- 19 de Defense des Actionnaires. We are Shareholders
- 20 of the Bank, and we represent about 10 people who
- 21 are also Shareholders. So we have their proxies;
- 22 we are Proxyholders for them.
- 23 So Proposal "A", we can read excerpts
- 24 from our presentation. I would also have a few
- 25 questions.

- 1 BRIAN LEVITT: Mr. Gagnon, could you
- 2 please move closer to the microphone, because we
- 3 are having trouble hearing you.
- 4 WILLIE GAGNON: I'll do my best.
- 5 So Proposal "A", gradual abandonment of
- 6 stock options as a form of compensation: Be it
- 7 resolved that the Bank undertakes to gradually
- 8 eliminate stock options as a form of variable
- 9 compensation for its senior executives.
- 10 As mentioned by the Institute for
- 11 Governance of Private and Public Organizations in
- 12 Montreal, it was founded by Stephen Jarislowsky, I
- 13 don't know if you know him, in its study entitled
- 14 "Pay for Value: Cutting the Gordian Knot of
- 15 Executive Compensation" I quote:
- "It was a major mistake, and a
- 17 source of many shenanigans, to make
- 18 stock options a large component of
- 19 executive compensation."
- 20 Stock options exist to link
- 21 performance, senior executive performance and to
- 22 link the business's performance. And to link those
- 23 two is not -- has not been shown as effective.
- 24 And Mr. Magnan published a study that
- 25 showed that between 1998 and 2008, 90 per cent of

- 1 the change in the market price of the five big
- 2 Canadian banks is explained by characteristics of
- 3 the banking sector, such as low interest rates and a
- 4 favourable macro-economic context. That has
- 5 nothing to do with the way senior executives manage
- 6 their banks. They all had more or less the same
- 7 type of administration.
- 8 And stock options, therefore, should be
- 9 abandoned gradually, which could also allow us to
- 10 rebuild in a small way our confidence in the
- 11 approach used by the Bank to reward and motivate
- 12 senior management.
- 13 Last Tuesday, I was there at the BMO's
- 14 AGM in Toronto, and in their circular that they
- 15 said that stock options represented about 11 per
- 16 cent of shares in circulation, \$75 million
- 17 approximately, \$6 billion dollars approximately. We
- 18 looked for that type of information in your
- 19 documents and it was virtually impossible to find
- 20 that information.
- 21 How many stock options can you issue?
- 22 That is my first question.
- 23 My second question is as follows.
- 24 On page 33 of the circular you talk
- 25 about deferred compensation, so that's stock

- 1 options and all compensation incentives. It is
- 2 said that in the United States and in the United
- 3 Kingdom there are tighter rules around that, and in
- 4 this country -- and you work in those countries.
- 5 You have branches there.
- 6 And so why do you not self-impose the
- 7 rules that are imposed abroad since they are
- 8 tighter? You are already abiding by those rules in
- 9 the United Kingdom and in the United States.
- 10 So those are my two questions. Thank
- 11 you.
- 12 BRIAN LEVITT: Thank you. In response
- 13 to your two questions -- well, for the second
- 14 question, in the circular we said that we develop
- 15 our -- we were developing our senior executive
- 16 compensation approach. You have your own opinion,
- 17 and we have our own opinion on the matter.
- 18 And for the first question regarding
- 19 the percentage, we will speak to you after to
- 20 answer your question. I don't have that with me,
- 21 but we do have that information.
- 22 WILLIE GAGNON: Thank you. I would
- 23 invite a Shareholder to second our motion.
- 24 BRIAN LEVITT: Is there anybody else
- 25 who wants to speak on this proposal?

- 1 Mr. Palicz.
- 2 ANDREW PALICZ: I don't agree with
- 3 Mr. Gagnon on this issue.
- 4 If I make mistakes in French,
- 5 grammatical mistakes in French, I'm sorry, but I
- 6 think it is advantageous to use both languages.
- 7 And so I will try to use French, and then if I make
- 8 mistakes or grammatical mistakes, perhaps I'll be
- 9 able to improve that over the next few years.
- 10 So if we have senior executives who are
- 11 not doing their work properly, it is like what we
- 12 saw during the economic crisis in 2008. Many
- 13 financial institutions in the U.S. encountered
- 14 numerous problems because their senior executives
- 15 didn't have Ed Clark's ability or the abilities of
- 16 the other senior executives for the TD Bank.
- 17 Risk management, Mr. Clark's risk
- 18 management for the TD Bank was very positive for
- 19 the Bank, and in particular, it was very positive
- 20 for the TD Bank during the 2008 economic crisis.
- 21 If we see banks in the United States
- 22 that had many more problems than Canadian banks, it
- 23 is because, I believe, and others perhaps will
- 24 agree with me, I believe it is because of the poor
- 25 management of risk in the United States.

- 1 BRIAN LEVITT: Are there any other
- 2 questions or comments on this?
- 3 Then I would invite -- oh, sorry, the
- 4 gentleman at microphone 2.
- 5 OSCAR BECK: Yes, my name is Oscar
- 6 Beck.
- 7 It was spoken in French. I don't
- 8 understand French. Why don't you explain what was
- 9 said? There is at least half the people here don't
- 10 understand what was said.
- 11 BRIAN LEVITT: Okay, I'll be happy to
- 12 do that, but also I would ask one of the attendants
- 13 to get you a headset so that you can have the
- 14 simultaneous translations.
- 15 The two questions that were raised, one
- 16 was about the percentage of total remuneration that
- 17 is represented by stock options, and I mentioned to
- 18 the gentleman that while I don't have that
- 19 statistic at hand, we can get it for him.
- 20 And the second question was why the
- 21 Bank doesn't adopt in Canada rules which are
- 22 legislated in other jurisdictions. And the answer
- 23 to that, as set out in the Proxy Circular, is that
- 24 we don't think those rules suit the Canadian
- 25 context and so we have policies in the various

- 1 jurisdictions which we think are appropriate for
- 2 those jurisdictions.
- 3 So your Board of Directors has
- 4 recommended voting against this proposal. Please
- 5 mark Proposal "A" on the blue ballot now.
- 6 The next item on the blue ballot is
- 7 Shareholder Proposal "B" as set out in Schedule "A"
- 8 of the Management Proxy Circular, and I will again
- 9 call on Monsieur Gagnon to move and second this
- 10 proposal and make a brief statement.
- 11 WILLIE GAGNON: Thank you. Once again,
- 12 I am representing MEDAC again.
- 13 So Proposal "B", paying its fair share
- 14 of taxes, you know that this is a very trendy issue
- 15 in Quebec right now with our elections that will
- 16 take place on Monday.
- 17 So: Be it resolved that the Bank
- 18 disclose at the next Annual Meeting, in other
- 19 words, today, the actions it intends to take to
- 20 comply with the plan tabled by the OECD last July
- 21 20th regarding non-payment by multinationals of
- 22 their fair share of taxes.
- 23 Upon the tabling of the Action Plan on
- 24 Base Erosion and Profit Shifting by the
- 25 Organization for Economic Cooperation and

- 1 Development, or the OECD, before the G20 Finance
- 2 Ministers, the Secretary-General of the OECD, Angel
- 3 Gurria, mentioned:
- 4 "International tax rules, many
- 5 of them dating from the 1920s,
- 6 ensure that businesses don't pay
- 7 taxes in two countries [which is
- 8 called] double taxation."
- 9 This is quite normal. This is a
- 10 laudable goal.
- 11 Unfortunately, these rules are now
- 12 being abused to permit double non-taxation in
- 13 several cases. It is possible by abiding by all
- 14 the rules and all of the legislation to not pay tax
- 15 anywhere.
- 16 The Action Plan aims to remedy this so
- 17 that multinationals also pay their fair share of
- 18 taxes.
- 19 So the OECD is about to recommend to
- 20 its member states that they carry -- that they
- 21 adopt new laws that will avoid that type of
- 22 treatment.
- 23 So why not do that already and pay tax
- 24 no matter where your branches are?
- 25 So I have another question. Does the

- 1 TD Bank benefit from the legislation in this area
- 2 of double non-taxation? We talk about tax havens.
- 3 In any case, does the TD Bank take advantage of
- 4 this legislation?
- 5 And I would like to ask all
- 6 Shareholders to support our motion.
- 7 BRIAN LEVITT: Now, are there any other
- 8 questions?
- 9 The question has been raised as to
- 10 whether the Bank takes advantage of so-called tax
- 11 havens to reduce its taxes, and the answer is that
- 12 the Bank respects its obligations in all
- 13 jurisdictions with regard to taxes in the same way
- 14 that it does with respect to all other aspects of
- 15 the law.
- So I would invite you to vote on
- 17 Proposal "B". Please mark your blue ballot now in
- 18 respect of Proposal "B".
- 19 Now, the next item on the blue ballot
- 20 is Shareholder Proposal "C" as set out in Schedule
- 21 "A" of the Management Proxy Circular.
- 22 Mr. Gagnon.
- 23 WILLIE GAGNON: Thank you, Mr. Chair.
- 24 Will Gagnon from MEDAC.
- 25 I would like to point out that MEDAC

- 1 withdrew one proposal that would have been dealt
- 2 with now. It was called a consultative vote on
- 3 executive compensation. We did have discussions
- 4 with the Bank, and we decided to withdraw the
- 5 proposal because the explanations that were given
- 6 were satisfactory.
- 7 So now Proposal "C", pension plans and
- 8 transparency: Be it resolved that the Bank adopt
- 9 more transparent communication regarding the status
- 10 of the pension plans it administers, putting the
- 11 emphasis, in plain language, on the issues
- 12 affecting the pension plans administered by the
- 13 Bank.
- We are asking that we get a synthesis
- 15 of everything raised by the management of these
- 16 pension plans, while presenting the actions it
- 17 intends to take to remedy the situation, and we
- 18 want the Shareholders to be informed of the process
- 19 that led management to formulate the assumptions on
- 20 which financial reporting is based and their impact
- 21 on the financial statements.
- 22 We would have been ready to withdraw
- 23 the proposal if it were possible for you to
- 24 summarize all the information on pension plans in
- 25 just one page. Unfortunately, that was not done

- 1 and we are very unhappy to see that. We don't see
- 2 why you were not able to do so.
- 3 And we would like to invite -- now, all
- 4 of this recognizing that the pension plan system
- 5 has been improved. We note that, but we still see
- 6 pages and pages of documentation. We would like to
- 7 invite all Shareholders to support our proposal.
- 8 Mr. Chair, thank you.
- 9 BRIAN LEVITT: Merci, monsieur.
- 10 Are there other questions or comments?
- 11 If not, the Board has recommended
- 12 voting against this proposal and I would invite you
- 13 to now mark the blue ballot, your blue ballot in
- 14 respect of Proposal "C".
- Now, that completes the proposals, and
- 16 again, I would like to remind you to finish marking
- 17 and signing the blue ballot and please remember to
- 18 print your name above the signature.
- 19 Now I would like to ask the attendants
- 20 to collect the blue ballots. Please pass your
- 21 ballots along to the end of the row that you are
- 22 seated in so that they can be collected and we can
- 23 get on with counting the votes.
- 24 We'll now move to Shareholders'
- 25 questions or comments, but before we deal with

- 1 that, as I mentioned, Mr. Palicz will briefly
- 2 comment on his withdrawn Shareholder Proposals.
- 3 And so, Mr. Palicz, I would invite you
- 4 to proceed with your remarks.
- 5 ANDREW PALICZ: Thank you. I'm Andrew
- 6 Palicz of Calgary, Alberta, a retail Shareholder of
- 7 200 shares of TD Bank common stock.
- 8 And I would say I really appreciate the
- 9 fact that ordinary small shareholders who are not
- 10 among the wealthier members of society still have
- 11 an opportunity to participate. As I regard,
- 12 Mr. Levitt, people like yourself and Ed Clark as
- 13 among the leaders of our society, and the fact that
- 14 you will take the time to listen to the views of
- 15 the ordinary shareholder in addition to the wealthy
- 16 and powerful shareholders is much appreciated by
- 17 me, that, you know, in your Annual Meetings you
- 18 really give a respectful hearing to the small
- 19 shareholder and therefore we have a voice in the
- 20 system.
- 21 You may not always agree with our
- 22 views, but I do appreciate that. And I appreciate
- 23 the comments of MEDAC too. I often disagree with
- 24 MEDAC's views, but I very much appreciate their
- 25 freedom to participate and in French, as they often

- 1 have French as a native language. And I just
- 2 really appreciate the fact that TD Bank, as with
- 3 the other major Canadian banks, is respectful to
- 4 our bilingual country in the fact that Canada is a
- 5 country of two official languages.
- 6 Now, the first withdrawn proposal, I
- 7 suggested there be an Ed Clark award for
- 8 outstanding shareholder relations. Now, I was
- 9 asked to withdraw it just because it is not the
- 10 kind of award that the TD Bank normally grants in
- 11 honour of a particular executive.
- 12 I thought it worth submitting and
- 13 asking for it to be printed because it is kind of a
- 14 way of an average, small shareholder like myself
- 15 presenting, I don't know, an idea of appreciation
- 16 to Ed.
- 17 It is worthwhile that the ordinary
- 18 shareholder, when we are treated with such kindness
- 19 and respect, should express that once in awhile
- 20 that we really do appreciate your leadership of our
- 21 Bank and it also gives us a lot of confidence.
- 22 My mother, who is with me at the
- 23 meeting today, she owns 400 shares. I own 200. It
- 24 is not millions of dollar's worth, but to us it is a
- 25 significant investment and we can have confidence

- 1 in the quality of our investment and we don't have
- 2 to worry about the way you are running the Bank.
- 3 We know that you are running it with integrity.
- 4 And even though from time to time I may see things
- 5 differently than yourselves, I'm not saying I'll
- 6 agree with every point of view that you hold or
- 7 that I would never submit a Shareholder Proposal
- 8 with which you disagree, the point is I really
- 9 admire and respect the integrity of the Bank and,
- 10 in particular, under Ed Clark's leadership.
- 11 And so I think that putting that in
- 12 there, that I think he would really merit an honour
- 13 of having a Shareholder relations award in his name
- 14 be given out in the future, even though it is not
- 15 consistent with the approach that the Bank takes to
- 16 honouring its retiring executives and therefore I
- 17 was asked to withdraw it, I just thought it is
- 18 worth making that point that it is not just the
- 19 institutional shareholders who really appreciate
- 20 Ed's leadership, but it is the small ordinary
- 21 retail shareholders who also benefit greatly,
- 22 because the amount of money we have invested isn't
- 23 large in terms of the Bank's resources but it is
- 24 large to us as individuals and, therefore, we are
- 25 putting a significant amount of our own resources

- 1 in your trust.
- 2 And therefore, I tremendously
- 3 appreciate Ed Clark's integrity and yours as well,
- 4 Mr. Levitt.
- 5 BRIAN LEVITT: Well, notwithstanding
- 6 that we asked you to withdraw the proposal to save
- 7 time, we appreciate your sentiments and we value
- 8 your confidence.
- 9 ANDREW PALICZ: Okay, proposal number
- 10 2, which I withdrew in the context of your
- 11 provisionally granting it and it is in place. It
- 12 is the one about offering untranslated webcasts of
- 13 TD Bank Annual General Meetings and transcripts.
- 14 And I thought that was worth submitting
- 15 because I would rather hear someone in their
- 16 original language. I'm still struggling with my
- 17 French. I love the French language, but it has
- 18 taken me awhile to become fluent at it, and it may
- 19 be some years yet before I achieve the fluency I
- 20 would like in that language.
- 21 But at the same time, I think that the
- 22 fact that we respect the bilingual nature of our
- 23 country in our Bank Annual Meetings is important,
- 24 and the untranslated webcasts have a few
- 25 advantages. If you can understand both languages,

- 1 you basically avoid the intermediation of a
- 2 translator.
- 3 Now, I really appreciate the work that
- 4 translators do. I wish I had that skill myself.
- 5 At the same time, if you can understand both
- 6 languages, it is to your advantage because in some
- 7 cases even a really high quality translator may
- 8 have difficulty because of the pace of what is
- 9 being said, and if someone is speaking really
- 10 quickly, it would be very difficult to keep up with
- 11 them as a translator.
- 12 And in fact, at one bank annual
- 13 meeting, not TD but another one last year, the
- 14 Chair actually had to ask Mr. Gagnon here to slow
- 15 down so the translator could keep up, because
- 16 Mr. Gagnon is a very talented fellow and I have had
- 17 various conversations with him and see him as a
- 18 very intelligent and talented fellow, but the speed
- 19 and pace at which he speaks, if I were a
- 20 translator, I would find it very hard to keep up as
- 21 well.
- 22 Number two, the other thing that makes
- 23 it difficult for translators is we are dealing with
- 24 a variety of technical disciplines that are
- 25 pertinent to banking, and so the translator has to

- 1 be able to translate terms in accounting, law, and
- 2 perhaps human resources terms or risk management
- 3 terms. There are all kinds of specific areas of
- 4 terminology that they would have to be able to
- 5 translate easily and they can't look it up in a
- 6 dictionary.
- 7 So again, if there is any technical
- 8 discussion with a bank annual meeting, I would
- 9 suspect even a very high quality translator would
- 10 find it difficult in a simultaneous translation
- 11 context to really catch all those details.
- 12 The third point on translation, in some
- 13 cases there may be two or three plausible
- 14 interpretations of a particular phrase, and the
- 15 simultaneous translator can't ponder the merits of
- 16 choosing between them.
- 17 And so if you just hear it in the
- 18 original language, you can figure it out for
- 19 yourself. And I would rather listen to Willie
- 20 Gagnon in his own language and then, if I have to
- 21 use a dictionary to look up some of the words I
- 22 don't understand, I would rather do that because
- 23 I'm getting it directly from him what he is saying.
- 24 And the different difficulties that are present
- 25 even to a very high quality simultaneous translator

- 1 are avoided by having these original language
- 2 webcasts.
- 3 BRIAN LEVITT: Great.
- 4 ANDREW PALICZ: So thank you very much
- 5 for giving me the time to address these two issues.
- 6 BRIAN LEVITT: Great. Well, thank you,
- 7 and as you indicated, we agreed to give your
- 8 suggestion a try this year and we'll see what the
- 9 uptake is. And if there is a real demand for it,
- 10 we'll continue.
- 11 So with that, I think we'll continue
- 12 with Shareholder questions and comments. I would
- 13 just like to remind you that they should be of
- 14 general interest to all present and not of a
- 15 personal nature, and before asking your question, I
- 16 would like you to give your name and state whether
- 17 you are a Shareholder or a Proxyholder.
- 18 And I am going to invite Ed to conduct
- 19 this portion of the meeting.
- 20 ED CLARK: Let me just, if I could just
- 21 say thank you, Andrew, for your kind remarks. You
- 22 at several meetings have made some very nice
- 23 statements about me, and they are fully
- 24 appreciated. Thank you.
- 25 EMILE SHREBNEY: My name is Emile

- 1 Shrebney. I am a shareholder. I have a bank
- 2 account, and I am in the Investor portion as well
- 3 as a Visa card holder.
- 4 First of all, Mr. Clark, I would like
- 5 to commend you on a job well done and wish you well
- 6 in your next chapter of your life.
- 7 I'm a senior and I would like to engage
- 8 some of the Board of Directors, specifically
- 9 Mr. Levitt, Bennett, Bragg and Prezzano, to be
- 10 advocates for all seniors, senior customers that
- 11 have no medical coverage on their Visa cards after
- 12 65 years of age.
- 13 The 2011 Census indicates that 15 per
- 14 cent of our population are over 65. Currently, I
- 15 have coverage by Desjardins which offers senior
- 16 medical coverage in their Visa cards.
- 17 Why can't I have the same coverage from
- 18 my bank?
- 19 ED CLARK: Why don't I -- if we could
- 20 take that offline and we have our people who run
- 21 the credit card area, and we'll try to find a
- 22 better answer than I can give on the spot in
- 23 comparing what we offer versus other institutions,
- 24 if that is all right.
- 25 You guys get ready.

- 1 MARK DEBOLE: Hi, I'm Mark Debole. I'm
- 2 a Shareholder as well.
- 3 ED CLARK: Could you just go a little
- 4 closer to the microphone? When you get to my age,
- 5 hearing gets to be an issue.
- 6 MARK DEBOLE: Mark Debole. I'm a
- 7 Shareholder as well.
- 8 During the last Q1 or Q1 quarterly
- 9 results, you indicated you might change the
- 10 dividend policy rather than doing a dividend
- 11 increase every second quarter --
- 12 ED CLARK: Sorry, are you hearing that?
- 13 Let me get that. I am going to get my microphone.
- 14 I'm going to hold this up.
- 15 MARK DEBOLE: During the last quarterly
- 16 results, TD indicated they may be changing the
- 17 dividend policy, so rather than do a dividend
- 18 increase every second quarter, they may do it once
- 19 per year but it would be based on the payout ratio,
- 20 et cetera.
- 21 I guess there was a lot of confusion
- 22 around that and what it meant as far as are you
- 23 looking to make -- you know, allocate your capital
- 24 in a different way? I'm just looking for some
- 25 comment or some clarity on that.

- 1 ED CLARK: Great.
- 2 Yes, so just so everyone knows, we had
- 3 been -- when we moved, made the decision to move
- 4 the payout ratio from 35 to 45 per cent, which is
- 5 what it was, to 40 to 50 per cent, we said to the
- 6 Shareholders that we would move our dividends
- 7 faster than our earnings in order to close so we
- 8 get to the midpoint of the gap. And as part of
- 9 that, we were doing dividend increases twice a year
- 10 rather than once a year.
- 11 And I think as we looked at it, we
- 12 said, well, why don't -- we can get pretty close if
- 13 we do a one-time, a bigger dividend at the start of
- 14 this year and close that gap in the sense that you
- 15 have got pretty close to the midpoint to the range.
- So then the question was, well, should
- 17 we continue this pattern of twice a year? And I
- 18 think our feeling is that when we look forward,
- 19 there is a lot of uncertainty in the world and
- 20 trying to get a number that you say I can repeat
- 21 that number twice a year is a harder thing to do,
- 22 frankly, than to pick a number and say I think I
- 23 can increase that number.
- And so we just said, look at, we should
- 25 get ourselves the freedom and tell Shareholders we

- 1 are breaking the pattern. It doesn't mean that we
- 2 won't do the pattern from time to time, but we are
- 3 breaking it to sort of say a commitment that this
- 4 will happen twice a year and you can count on that.
- 5 And essentially, we paid this year in
- 6 the first quarter the amount that we would have
- 7 paid if we had split it into two payments, and so
- 8 in fact, from the Shareholders' point of view we
- 9 front-end loaded the dividends.
- 10 What people should not interpret that
- 11 as having any change in our core philosophy, and
- 12 our core philosophy is that dividends ought to
- 13 increase in line with earnings and that we ought to
- 14 get towards the midpoint of our range. That
- 15 remains our philosophy.
- 16 And what our philosophy continues to be
- 17 on capital is that if we generate excess capital,
- 18 we really have two choices of what to do with it.
- 19 We can either have ways that we could redeploy that
- 20 capital at higher rates of return than essentially
- 21 the Shareholder gets if we buy back shares, and if
- 22 we don't have those opportunities, then we should
- 23 use that excess capital to buy back shares.
- We have been fortunate that our
- 25 business strategy and performance has allowed us to

- 1 re-invest a fair amount of the capital, and so we
- 2 have been able to do, like the Aimia deal, like the
- 3 Target deal, we have been able to do transactions
- 4 that have been highly accretive for the
- 5 Shareholders and that is how -- and able to
- 6 redeploy that capital.
- 7 But we continue to have that philosophy
- 8 as we test ourselves and make sure that as
- 9 Shareholders and as a very large Shareholder that
- 10 we are deploying the capital.
- 11 So no one should read in anything to
- 12 the change in the periodicity of dividend payments
- 13 a change in philosophy of dividends.
- 14 MARK DEBOLE: Okay, thank you.
- 15 ED CLARK: Thank you.
- 16 FIFI HEBERT: Good morning. My name is
- 17 Fifi Hebert, and I am with TD Wealth Financial
- 18 Planning and my question is for Ed Clark.
- 19 TD has made some great strides in
- 20 online and mobile banking this year. What else can
- 21 our customers and Shareholders expect from TD in
- 22 this space?
- 23 ED CLARK: We just couldn't hear it up
- 24 here, sorry.
- 25 FIFI HEBERT: TD has made some great

- 1 strides in online and mobile banking this year.
- 2 What else can our customers and Shareholders expect
- 3 from this space?
- 4 ED CLARK: In online? Yeah, I guess
- 5 just to maybe step back and talk about that
- 6 generally, I think people -- we are often asked,
- 7 well, are we, you know, sort of out of it and not
- 8 get the digital revolution and the change that is
- 9 going on here.
- 10 And I would say no, we totally get
- 11 that. I mean, we believe that the shift is quite
- 12 dramatic and is going to go very fast.
- 13 That doesn't mean, though, that you
- 14 don't continue to build branches, or stores as we
- 15 call them in the United States, because the
- 16 evidence is still quite clear that people originate
- 17 their relationships still heavily, not a hundred
- 18 per cent, but still heavily by going to a bank
- 19 branch where they live or where they work and that
- 20 you have a competitive advantage if people feel
- 21 that if they have issues, they can go to the branch
- 22 and resolve those issues or if they want advice
- 23 they can go to the branch and resolve that advice.
- 24 And so I think branches or stores are
- 25 going to be absolutely vital going forward because

- 1 they give the people a chance to have human
- 2 contact, and I think our model where we put so much
- 3 focus on making sure that that experience is a
- 4 legendary experience, that the people they meet are
- 5 empathetic, get the problem and own the issues that
- 6 people have is still going to be a significant
- 7 differentiator.
- 8 On the other hand, that doesn't mean,
- 9 though, that you don't have to be best-in-class in
- 10 online banking too and that there is clearly a
- 11 movement away from online computers to tablets and
- 12 mobile devices. And we are pouring a lot of
- 13 resources into doing that, and as I mentioned in my
- 14 speech, we have the number one mobile app. We won
- 15 the JD Power in that area too.
- 16 And the challenge that I think we face
- 17 is how do we give people a differentiated
- 18 experience. And we have a lot of our people are
- 19 working on how does it feel different if you go on
- 20 a TD app versus anyone else's app, and how can you
- 21 create that differentiation, which we have done in
- 22 our call centres and in our branches, you know, how
- 23 do you create an online differentiated experience?
- Now, I think one of the things is just
- 25 we think small innovations that get that if I go on

- 1 my mobile device, what is it that makes it hard for
- 2 me to do that, and can we run apps that actually
- 3 say, no, I can make that easier for you to navigate
- 4 on the online.
- 5 So I think you are going to see lots of
- 6 innovation, but I also think you are going to see
- 7 some pretty dramatic changes. You know, we have
- 8 remote deposits; we have intelligent ABMs, or ATMs
- 9 in the U.S. And so I think you are going to see
- 10 the use of technology to make banking even better
- 11 for people quite dramatic in the next ten years, or
- 12 even in the next few years.
- 13 I guess, yeah.
- 14 WILLIE GAGNON: Mr. Chairman, Willie
- 15 Gagnon again for MEDAC.
- 16 I have just a small very positive
- 17 comment to make. MEDAC does it whenever possible.
- 18 We are very happy to see that the President's
- 19 presentation in the agenda and all of the
- 20 statements that are usually accompanied by a
- 21 speech, all of that happened before the election of
- 22 Directors, which is wonderful.
- 23 You are not obliged to do so, but you
- 24 do, and obviously we want to know what happened
- 25 during the year before we appoint Directors for the

- 1 coming year.
- 2 And to see that the question period is
- 3 part of your AGM, that is important. There are
- 4 publicly traded companies that don't do that. They
- 5 have their speeches after the AGM and they have
- 6 their question period after the AGM.
- 7 Now, I have a small question that we
- 8 ask every year. Is it possible for you to print
- 9 and send at the same time as the circular, as the
- 10 Management Proxy Circular, perhaps as part of that
- 11 circular the minutes? That is what the National
- 12 Bank does and the Laurentian Bank does it, and it
- 13 is a very interesting tool.
- 14 Thank you very much.
- 15 ED CLARK: You are up.
- 16 BRIAN LEVITT: The question was would
- 17 we -- I guess, first of all, Mr. Gagnon said that
- 18 he was pleased with the way we had organized the
- 19 agenda so that the Financial Statements on the
- 20 previous year were presented before the election of
- 21 Directors was raised. And we are pleased that he
- 22 is pleased with that.
- 23 The second question was whether we
- 24 would, sort of the question that had been asked
- 25 before, whether we would circulate with the proxy

- 1 statement every year the minutes of the previous
- 2 year's Shareholders meeting, as does the National
- 3 Bank and the Laurentian Bank.
- 4 And our answer to that is that we put
- 5 the transcript on the web and in both official
- 6 languages, and so we think that meets -- while
- 7 there may be some Shareholders who are interested
- 8 in seeing the minutes over and above that, there
- 9 aren't a sufficient number who are interested to
- 10 justify the expense of doing it.
- 11 ED CLARK: Yes, go ahead.
- 12 ED SANDERJI: Hi, Ed. I'm Ed Sanderji.
- 13 I'm a proud Shareholder as well as employee, and on
- 14 behalf of my peers and my co-workers, we just want
- 15 to thank you for your tremendous leadership over
- 16 the years.
- 17 My question is for Brian or you. With
- 18 your thoughtful succession happening this year, can
- 19 Brian or you describe what the thought process and
- 20 the plan is around the Board's own succession
- 21 planning?
- 22 ED CLARK: Good question. I like it
- 23 when you nail him with questions. That's good.
- 24 BRIAN LEVITT: So as often, if you look
- 25 in the proxy statement, you will see there is a

- 1 grid of competencies, and you know, a Board is sort
- 2 of like a sports team. You need people and you
- 3 need a matrix of holistic competencies, and
- 4 frankly, we can't dress as many people as a
- 5 football team and so we have to have people who
- 6 meet usually at least two and sometimes three of
- 7 the competencies.
- 8 So we focus on maintaining
- 9 competencies, maintaining the full coverage of our
- 10 matrix, and we keep an eye on people's retirement
- 11 dates and so as to have succession in place for
- 12 specific things.
- 13 So you know, it is really like hiring
- 14 for any job. You figure out what the job
- 15 description is and then you look for someone who
- 16 meets those criteria.
- 17 I don't see any other -- oh,
- 18 Mr. Palicz.
- 19 ANDREW PALICZ: Yeah, Andrew Palicz of
- 20 Calgary, Alberta, and a Shareholder and Proxyholder
- 21 for my shares. I always like --
- 22 ED CLARK: Come on, ask it to Brian.
- 23 Don't ask it to me, Andrew.
- 24 ANDREW PALICZ: Yeah, yeah, I like
- 25 to -- you know, I always like to ask questions.

- 1 Like, you know, basically I am conscious of not
- 2 wanting to hog the mic. I mean, if it were up to
- 3 me, I would just stand up and ask you questions
- 4 for, you know, the next hour.
- 5 But let's see, just to focus on one
- 6 topic, let's see, on charitable donations given by
- 7 the Bank, I'm just curious just a general
- 8 understanding of your policies on that, because
- 9 that can be a benefit to the community to which you
- 10 are making the donation and to the Bank's
- 11 involvement in that community.
- 12 At the same time, it is giving away
- 13 other people's money, namely Shareholders' money,
- 14 and so you would want to have good reason for doing
- 15 so. And in doing so, obviously, as I have said,
- 16 you want to benefit the Bank and the community you
- 17 are giving to.
- 18 So let's see. So what is your basic
- 19 policy on donations and also -- oh, yeah, there is
- 20 also the simple fact that various Shareholders will
- 21 have different favourite charities, and so we would
- 22 make different decisions than one another.
- So yeah, just an overview of the Bank's
- 24 policies on that topic. Thanks.
- 25 ED CLARK: That is a good topic, and I

- 1 think it is an important topic.
- 2 I think one of the things that I
- 3 believe, just to address I think your latter point,
- 4 is this isn't my money to give away, and if I want
- 5 to give money away to things, I have got my own
- 6 personal bank account and I should give it away.
- 7 And I think it is not right that CEOs use the bank
- 8 to say, well, I would like to do this and really do
- 9 it so they get the personal satisfaction and, in
- 10 fact, they are not really giving money away; they
- 11 are giving the Shareholders' money away.
- 12 So I don't actually sit on the
- 13 committee that makes the decisions of where we put
- 14 the money and do the charities. I don't think that
- 15 is an appropriate thing for me to do.
- 16 I think it is a bigger question to say,
- 17 well, then should corporations be giving money away
- 18 at all? And so should we just give the money to
- 19 you as Shareholders and have you give it away? So
- 20 is there any role for corporate donations?
- 21 And I think there is a legitimate
- 22 discussion that people can have on both sides of
- 23 that issue.
- 24 I think what influences us is that I
- 25 think in today's society people do want to work for

- 1 a company that thinks broader than just short-term
- 2 profits and that they want to work for a company
- 3 that makes them feel proud. And in our case, I
- 4 think people recognize that TD is not just a
- 5 company. TD is part of the fabric of Canadian and
- 6 American society, and it has to conduct itself in a
- 7 way that it in fact consciously understands the
- 8 important role that we can play in the community.
- 9 And so we try to pick things, like the
- 10 environment would be an example, where we say,
- 11 okay, are we making the place where we work and
- 12 where we get to in fact have economic benefits from
- 13 a vibrant community, are we making that community
- 14 work better and are we investing in things which
- 15 resonate with our employees as the kind of things
- 16 that we should support?
- 17 So I think that our people are quite
- 18 thoughtful about which of these programs they
- 19 should do. But what we don't do is say, well, we
- 20 have got a senior executive that would love to see
- 21 this charity supported and so why don't we do that
- 22 and make them feel good. I don't think that is the
- 23 appropriate use of the Shareholders' money.
- 24 BRIAN LEVITT: Okay, well, thank you
- 25 for those questions. We are always happy to meet

- 1 people and hear what is on their minds.
- 2 I understand that the Scrutineers have
- 3 the preliminary tabulation of votes cast in respect
- 4 of each of the items of business before the
- 5 meeting.
- 6 I now ask Charito de Vera, representing
- 7 the Bank's Registrar and Transfer Agent, to provide
- 8 us with the Scrutineers' report.
- 9 Charito.
- 10 CHARITO DE VERA: The results with
- 11 respect to the election of Directors are a
- 12 substantial majority of the votes cast at the
- 13 meeting were voted in favour of the 16 nominees
- 14 named in the Management Proxy Circular, with each
- 15 nominee receiving in excess of 95.9 per cent in
- 16 favour.
- 17 The results with respect to the
- 18 appointment of Auditors are 99.1 per cent voted in
- 19 favour of Ernst & Young LLP, and 0.9 per cent
- 20 withheld from voting.
- 21 The results with respect to the
- 22 Amendment of By-Law No. 1 are 96.3 per cent voted
- 23 in favour and 3.7 per cent voted against.
- 24 The results with respect to the
- 25 Advisory Vote on the Approach to Executive

- 1 Compensation are 93 per cent voted in favour and 7
- 2 per cent voted against.
- 3 The results with respect to the
- 4 Shareholder Proposals:
- 5 Proposal "A", 4.3 per cent voted in favour --
- 6 4.3 per cent voted in favour, 95.7 per cent voted
- 7 against, with less than 3.1 million shares
- 8 abstained from voting.
- 9 Proposal "B", 1.7 per cent voted in
- 10 favour, 98.3 per cent voted against, with less than
- 11 2.9 million shares abstained from voting.
- 12 Proposal "C", 2.7 per cent voted in
- 13 favour, 97.3 per cent voted against, with less than
- 14 2.7 million shares abstained from voting.
- 15 Mr. Chairman, that concludes the
- 16 Scrutineers' Report.
- 17 BRIAN LEVITT: Thank you, Ms. de Vera.
- 18 We can see that we have very popular
- 19 Auditors.
- 20 I now declare that the 16 Director
- 21 nominees named in the Management Proxy Circular
- 22 have been duly elected as directors.
- 23 Ernst & Young has been appointed as
- 24 Auditor.
- The Amendment to By-Law No. 1 has been

- 1 passed.
- 2 The resolution on the Advisory Vote on
- 3 the Approach to Executive Compensation has been
- 4 passed.
- 5 And Shareholder Proposals "A" through
- 6 "C" have been defeated.
- 7 Final voting results will be published
- 8 shortly on our website at "td.com" and filed with
- 9 Canadian and U.S. securities regulators.
- 10 We will also issue a press release, as
- 11 required by the Toronto Stock Exchange.
- 12 You can also obtain a printed copy of
- 13 the voting results by contacting TD Shareholder
- 14 Relations as set out in the Management Proxy
- 15 Circular.
- 16 Ladies and gentlemen, that concludes
- 17 our formal business for this meeting.
- 18 On behalf of the Bank, I would like to
- 19 thank you all for your interest and participation.
- 20 Our best wishes to you for a successful and
- 21 productive 2014.
- This meeting is now terminated.
- Thank you.
- 24 (Applause.)

25

1	REPORTER'S CERTIFICATE
2	
3	I, DEANA SANTEDICOLA, RPR, CRR,
4	CSR, certify:
5	That the foregoing proceedings were
6	taken before me at the time and place therein set
7	forth;
8	That the proceedings were recorded
9	stenographically by me and were thereafter
10	transcribed;
11	That the foregoing is a true and
12	correct transcript of my shorthand notes so taken.
13	
14	
15	
16	Dated this 3rd day of April, 2014.
17	
18	
19	
20	NEESON & ASSOCIATES
21	COURT REPORTING AND CAPTIONING INC.
22	PER: DEANA SANTEDICOLA, RPR, CRR, CSR
23	CERTIFIED REAL-TIME REPORTER
24	
25	