

# 2015 Canadian Retail Investor Day

October 15, 2015

# Caution Regarding Forward-Looking Statements and Additional information



From time to time, the Bank (as defined in this document) makes written and/or oral forward-looking statements, including in this document, in other filings with Canadian regulators or the United States (U.S.) Securities and Exchange Commission (SEC), 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 (“MD&A”) in the Bank’s 2014 Annual Report under the heading “Economic Summary and Outlook”, for each business segment under headings “Business Outlook and Focus for 2015”, and in other statements regarding the Bank’s objectives and priorities for 2015 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, individually or in the aggregate, 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 operate; the ability of the Bank to execute on key priorities, or of its businesses to execute on each of theirs, including to successfully complete acquisitions, retention and strategic plans and to attract, develop and retain key executives; 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 or other criminal behaviour to which the Bank is exposed; the failure of third parties to comply with their obligations to the Bank or its affiliates, including relating to the care and control of information; the impact of new and changes to, or application of, current laws and regulations; the overall difficult litigation environment, including in the U.S.; increased competition, including through internet and mobile banking and non-traditional competitors; changes to the Bank’s credit ratings; changes in currency and interest rates; increased funding costs and market volatility due to market illiquidity and competition for funding; changes to accounting standards, policies and methods used by the Bank; existing and potential international debt crises; 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 2014 MD&A, as may be updated in subsequently filed quarterly reports to shareholders and news releases (as applicable) related to any transactions or events discussed under the heading “Significant Events” in the relevant MD&A, which applicable releases may be found on [www.td.com](http://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 2014 MD&A under the headings “Economic Summary and Outlook”, and for each business segment, “Business Outlook and Focus for 2015”, 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. We also note that additional information and details regarding the following presentation and webcast, including how the Bank has calculated illustrative figures used in this presentation, are available in the accompanying presentation during the webcast and available on [www.td.com](http://www.td.com) on the Investor Relations site.

# Agenda



## Welcome

### Opening Remarks

- Bharat Masrani
- Tim Hockey

### Part I – Business Presentations

- Tom Dyck, Community Banking
- Nandita Bakhshi, Direct Channels
- Kerry Peacock, Personal Banking Products
- Andrew Pilkington, Credit Cards

### Part I – Q&A Session

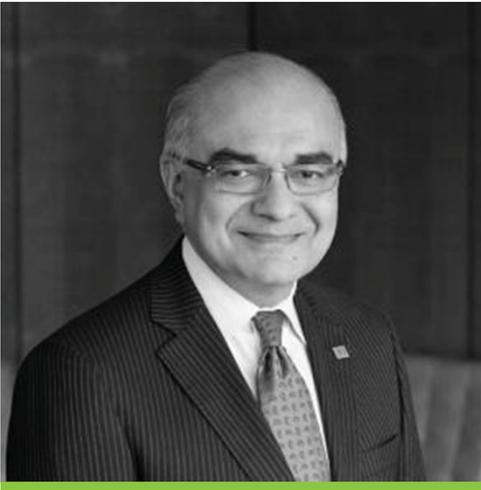
## Break

### Part II – Business Presentations

- Kenn Lalonde, Insurance
- Paul Douglas, Business Banking
- Leo Salom, Wealth Management

### Part II – Q&A Session

### Closing Remarks



## **Bharat Masrani**

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Group President and  
Chief Executive Officer



## Tim Hockey

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Group Head  
Canadian Banking and  
Wealth Management



## Key Takeaways

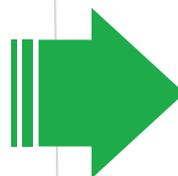
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- Proven outperformance and leadership
- Strong growth engine
- Evolving our best-in-class retail platform
- Relentless commitment to operational excellence
- The power of One TD
- Winning team and culture

# At a Glance



- 1 \$347 billion in loans<sup>1</sup>
- 2 \$265 billion in deposits<sup>2</sup>
- 3 \$5.8 billion in adjusted earnings<sup>3,4</sup>
- 4 44.6% ROE<sup>4</sup>



## Our competitive advantage

- Winning culture
- Service and convenience model
- Trusted brand
- Leading market share
- North American scale



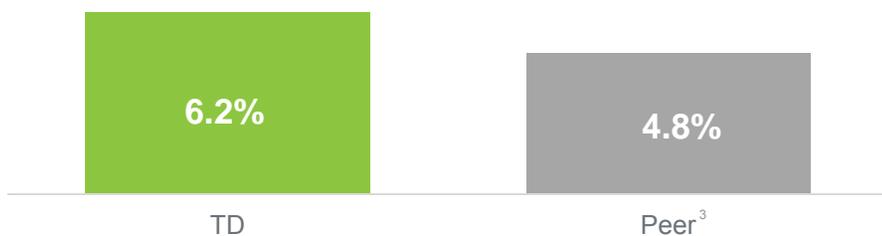
Market leadership

1. Total Loans based on total of average personal and business loans during Q3/15. Q3/15 is the period from May 1, 2015 to July 31, 2015.  
 2. Total Deposits based on total of average personal and business deposits during Q3/15. Canadian Retail deposits include personal, business and wealth deposits.  
 3. Effective November 1, 2011, the Bank prepares its consolidated financial statements in accordance with International Financial Reporting Standards (IFRS), the current generally accepted accounting principles (GAAP), and refers to results prepared in accordance with IFRS as the "reported" results. The Bank also utilizes non-GAAP financial measures to arrive at "adjusted" results (i.e. reported results excluding "items of note", net of income taxes) to assess each of its businesses and measure overall Bank performance. Please see "How the Bank Reports" starting on page 5 of the Q3 2015 Report to Shareholders for further explanation and a reconciliation of the Bank's non-GAAP measures to reported basis results.  
 4. Trailing twelve months (TTM) ended July 31, 2015. Canadian retail reported earnings for the TTM ended July 31, 2015 were \$5.7 billion. ROE as at July 31, 2015.  
 For the purpose of the slide presentation, the award images represent recognition of the Bank's leadership in the following categories (from left to right): JD Power and Ipsos (for information on the Bank's JD Power and Ipsos rankings, please see slide 14, footnotes 3 and 4, respectively), 50 Best Large and Multinational Workplaces in Canada (Great Place to Work® Institute, April 2015), Canada's Best Diversity Employers 2015 (March 2015), Interbrand Best Canadian Brands Rankings (May, 2014) and FORTUNE Magazine Most Admired Companies (March, 2015). FORTUNE and The World's Most Admired Companies are registered trademarks of Time Inc. and are used under license. FORTUNE and Time Inc. are not affiliated with, and do not endorse products or services, of TD Bank Group.

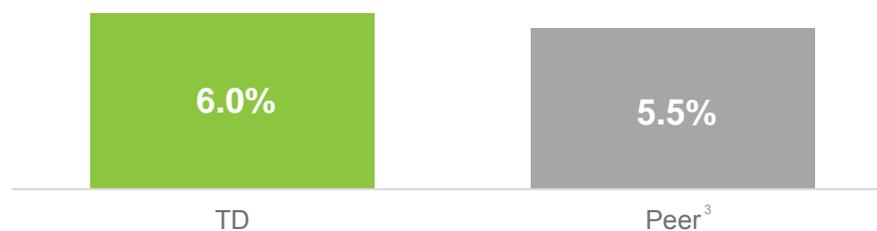
# Outperformance: Financials



Revenue Net of Claims<sup>1</sup> 4-year CAGR



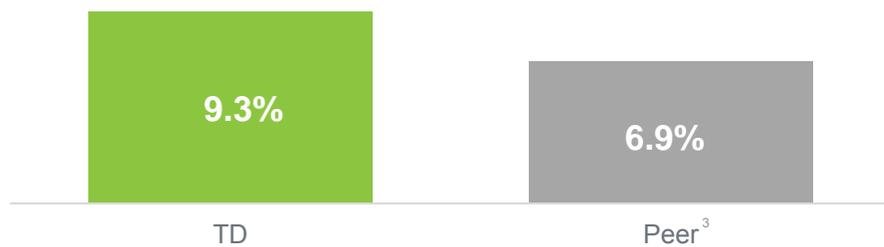
Canadian P&C Loan Volume<sup>2</sup> 4-year CAGR



Expenses<sup>1</sup> 4-year CAGR



NIAT<sup>1</sup> 4-year CAGR



Proven outperformance

1. TD and Peer compound annual growth rate (CAGR) represents 4 year growth rate for the three quarters ended July 31, 2011 to July 31, 2015.  
2. TD and Peer compound annual growth rate (CAGR) represents 4 year growth rate in average Canadian P&C loans from fiscal 2011 to YTD ended July 31, 2015.  
3. Includes RY, BNS, BMO and CM.

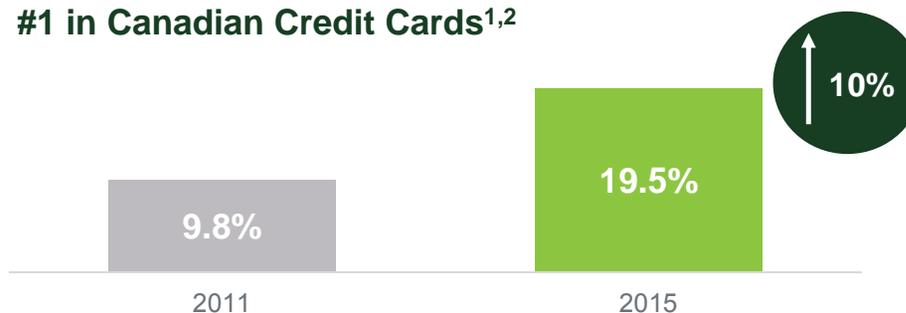
# Outperformance: Market Share



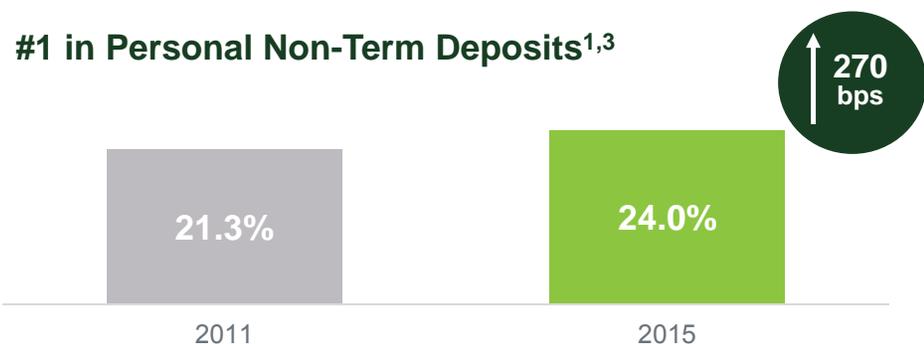
#1 in Real Estate Secured Lending<sup>1,2</sup>



#1 in Canadian Credit Cards<sup>1,2</sup>



#1 in Personal Non-Term Deposits<sup>1,3</sup>



#2 in Business Loans<sup>1,3</sup>



Leading market position

1. Real estate secured lending, Canadian credit cards and Business loans market share source Canadian Bankers Association (CBA). Personal Non-Term Deposits source OSFI.  
 2. 2011 and 2015 RESL and Canadian credit card share as of May 2011 and May 2015, respectively.  
 3. 2011 and 2015 business loan share as of March 2011 and March 2015, respectively. 2011 and 2015 Personal Non-Term Deposits share as of June 2011 and June 2015, respectively.

# Outlook On Operating Environment



- 1 Modest but steady economic growth**
- 2 Continued low rate environment – modest rate increases expected in 2017 and 2018<sup>1</sup>**
- 3 Expect credit to normalize gradually**
- 4 Stabilizing regulatory landscape**

Continue to perform through an uncertain environment

1. Expected rate increases in Canada in 2017 and 2018.

# Business Priorities



## Legendary Customer Experience Across All Channels

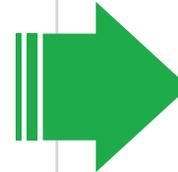
- Drive efficient revenue growth and increase our lead in digital

## Strong Growth Engine

- Diverse portfolio of outperforming businesses

## Relentless Commitment to Operational Excellence

- Using sustainable productivity savings to fund investment



**+7%**  
**Adjusted<sup>1</sup> Earnings  
Growth Target over the  
Medium Term**

**Continue to lead in Canadian Retail**

1. See slide 6, footnote 3, for definition of adjusted results.

## Medium Term Targets (3 to 5 years)



### 1 Distribution

Extending legendary into digital channels

### 2 Personal Banking

Extend leadership in key products

### 3 Business Banking

High single digit earnings growth

### 4 Credit Cards

+\$500 million in incremental revenue by 2018

### 5 Insurance

High single digit premium growth

### 6 Wealth Management

Double digit earnings growth

Positioned to continue outperformance

# Winning Management Team



**Tom Dyck**  
Community Banking



**Nandita Bakhshi**  
Direct Channels



**Kerry Peacock**  
Personal Banking Products



**Andrew Pilkington**  
Canadian Credit Cards &  
Merchant Services



**Kenn Lalonde**  
Insurance



**Paul Douglas**  
Business Banking



**Leo Salom**  
Wealth Management



## Tom Dyck

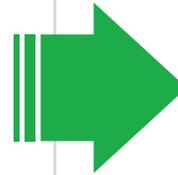
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Executive Vice President  
Community Banking

# At a Glance



- 1 TD banks 40% of Canadians<sup>1</sup>
- 2 1,165 branches
- 3 2,873 ATMs
- 4 15 million customers
- 5 44% longer branch hours<sup>2</sup>



**10<sup>th</sup>** consecutive award for "Highest Customer Satisfaction among Big 5 Retail Banks"<sup>3</sup>



**11<sup>th</sup>** consecutive award for "Customer Service Excellence among Big 5 Retail Banks"<sup>4</sup>

Undisputed leader in service and convenience

1. Based on Statistics Canada estimated population of Canadians over 18, as of July 1, 2015.

2. As at April 30, 2015. Canadian Peers are defined as RY, BNS, BMO and CM.

3. TD Canada Trust received the highest numerical score among the big five retail banks in the proprietary J.D. Power 2006-2015 Canadian Retail Banking Customer Satisfaction Studies<sup>SM</sup>. 2015 study based on more than 14,000 total responses and measures opinions of consumers with their primary banking institution. Proprietary study results are based on experiences and perceptions of consumers surveyed April-May 2015. Your experiences may vary. Visit [jdpower.com](http://jdpower.com).

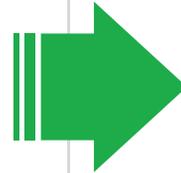
4. TD Canada Trust was rated #1 among Canada's five major banks for "Overall quality of customer service" by independent market research firm Ipsos (formerly Synovate) from 2005 to 2015. Ipsos 2015 Best Banking Awards are based on ongoing quarterly Customer Service Index (CSI) survey results. Sample size for the total 2015 CSI program year ended with the August 2015 survey wave was 45,391 completed surveys yielding 65,991 financial institution ratings nationally.

# Evolving Our Best-in-Class Distribution



## 2008: Established our Direct Channel Centre of Excellence

- Includes over 20 North American call centres, all ATM and online operations
- Leverage scale – reap synergies
- Deliver common TD customer experience
- Re-invest savings in leading innovation



## 2012: Launched new branch network strategy

- Data driven
- Locally relevant
- New formats

## Today

- Best-in-class delivery across all channels
- Strong partnerships – leverage the power of One TD
- Leveraging our North American scale

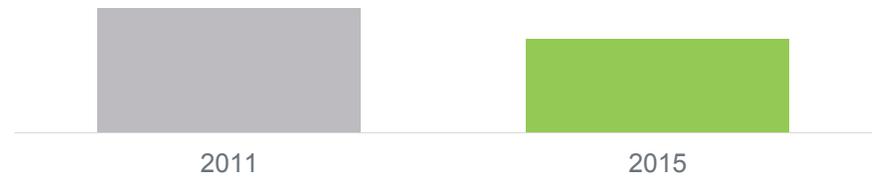
Seamless integration across all channels

# Sales and Service Transactions



- Total transaction volume is increasing
- Service transactions at the branch are declining
- Service transactions are moving from online to mobile

## Branch Transactions<sup>1</sup>



1%  
CAGR<sup>2</sup>

## Digital Transactions<sup>1</sup>



12%  
CAGR<sup>2</sup>

Customer behaviour is changing

1. Branch transactions include sales and financial service transactions. Digital transactions include online and mobile sales and financial service transactions.

2. Compound annual growth rate (CAGR) represents 4 year growth rate from 2011 to 2015. 2015 figures have been calculated for illustrative purposes only, as follows: YTD transactions as of July 31, 2015 multiplied by (365/273 days).

# Sales Transactions



## Sales transactions tell a different story

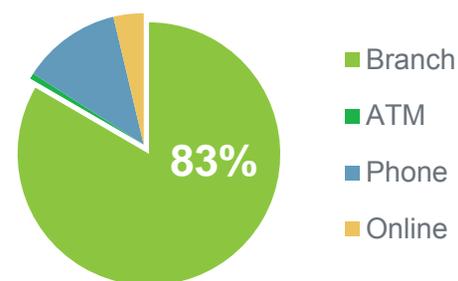
- Branch sales are rising
- Branches remain the overwhelming customer choice for sales, especially complex sales

## Leveraging branches to drive partner referrals

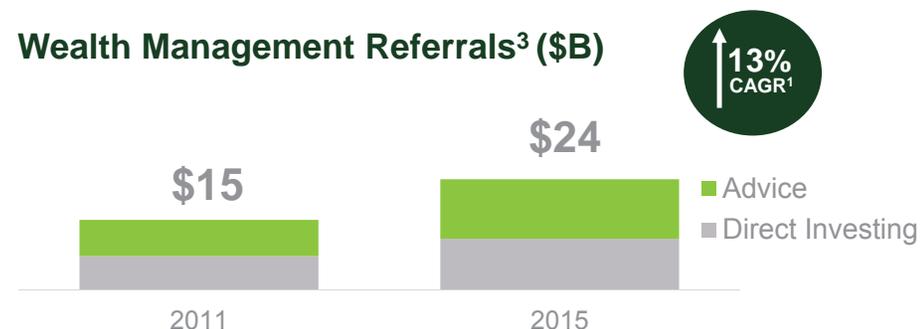
- 13% CAGR in Wealth referral volumes since 2011<sup>1</sup>
- 6% CAGR in Commercial referral volumes since 2011<sup>1</sup>



### Sales Transaction Volumes<sup>2</sup>



### Wealth Management Referrals<sup>3</sup> (\$B)



**Branches matter**

1. See slide 16, footnote 2, for definition of CAGR.

2. As of July 31, 2015.

3. For the purpose of the presentation, 2015 wealth referrals have been calculated for illustrative purposes only, as follows: YTD referrals (\$18B) as of July 31, 2015, multiplied by (365/273 days). Wealth referral volume calculated as maximum of initial volumes or initial volumes plus benefits of Wealth asset consolidation over the following 24 months.

# Evolving the Branch Network



## Branches matter

- Customers will use branches less often but depend on them more

## Our evolving branch network<sup>1</sup>

- Opened, on average, 15 branches per year since 2011 in high growth markets
- Consolidated, on average, 15 branches per year since 2011 with a 96% customer retention rate

## Increased cost efficiency in new branches<sup>2</sup>

- Capital investment down significantly
- Square footage reduced
- Average operating cost down 34%
- 32% fewer FTE per branch<sup>3</sup>

## Flexible branch formats



Branches are the best way to attract customers

1. Branches opened and consolidated as of July 31, 2015. Consolidated average branches per year include branches notified for consolidation in 2015.

2. Help and Advice Centres compared to traditional branches.

3. Full-time equivalent staff.

# Evolving the Delivery Model



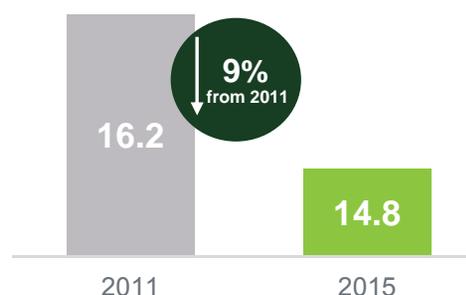
## Branches more productive

- Achieved a leading position in all channels while containing costs
- Generating more sales with fewer staff

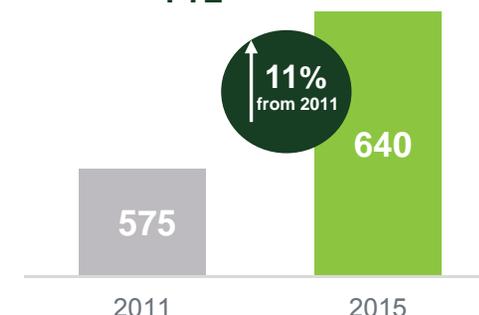
## Modest 2% CAGR<sup>1</sup> in total distribution costs since 2012

- Low growth in costs supports 12% CAGR<sup>1</sup> in digital solutions spend
- Growth in branch costs <1% per year<sup>1</sup>

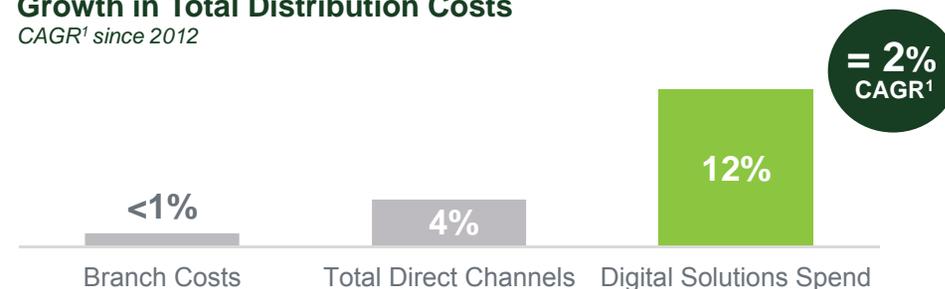
Average FTE per Branch<sup>2</sup>



Average Sales Units per FTE<sup>2</sup>



Growth in Total Distribution Costs  
CAGR<sup>1</sup> since 2012



Branch productivity funds digital innovation

1. Compound annual growth rate (CAGR) represents 3 year growth rate from 2012 to 2015 where 2015 has been calculated for illustrative purposes only, as follows: YTD distribution costs as of July 31, 2015, multiplied by (365/273 days).  
2. Full-time equivalent staff. 2015 average FTE per branch and average sales units per FTE based on full year FTE estimate as of September 30, 2015 and sales units estimate as of July 31, 2015.

# Business Priorities



## Legendary Customer Experience

- Focus on deepening customer relationships

## Better Skilled Advisors

- Investing in our people drives legendary customer experiences

## The Power of One TD

- Continue to act as quarterback for TD partners

## Evolving Our Best-in-Class Retail Platform

- Continuously adapting to changing customer needs
- Create innovation investment opportunities



- Routine sales and service transactions are migrating
- Increasingly productive advisors trained to meet complex needs
- Leveraging strong retail relationships to grow all TD businesses
- Be where the growth is, with smaller, smarter, less expensive branches

**Strong branch network drives bank-wide growth**



## Key Takeaways

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- Undisputed leader in service and convenience
- Local presence matters – branches continue to play a key role
- Smaller, smarter and less expensive branches driving efficiency
- Power of One TD – branch referrals are key to bank-wide growth
- Our culture and our people are a competitive advantage

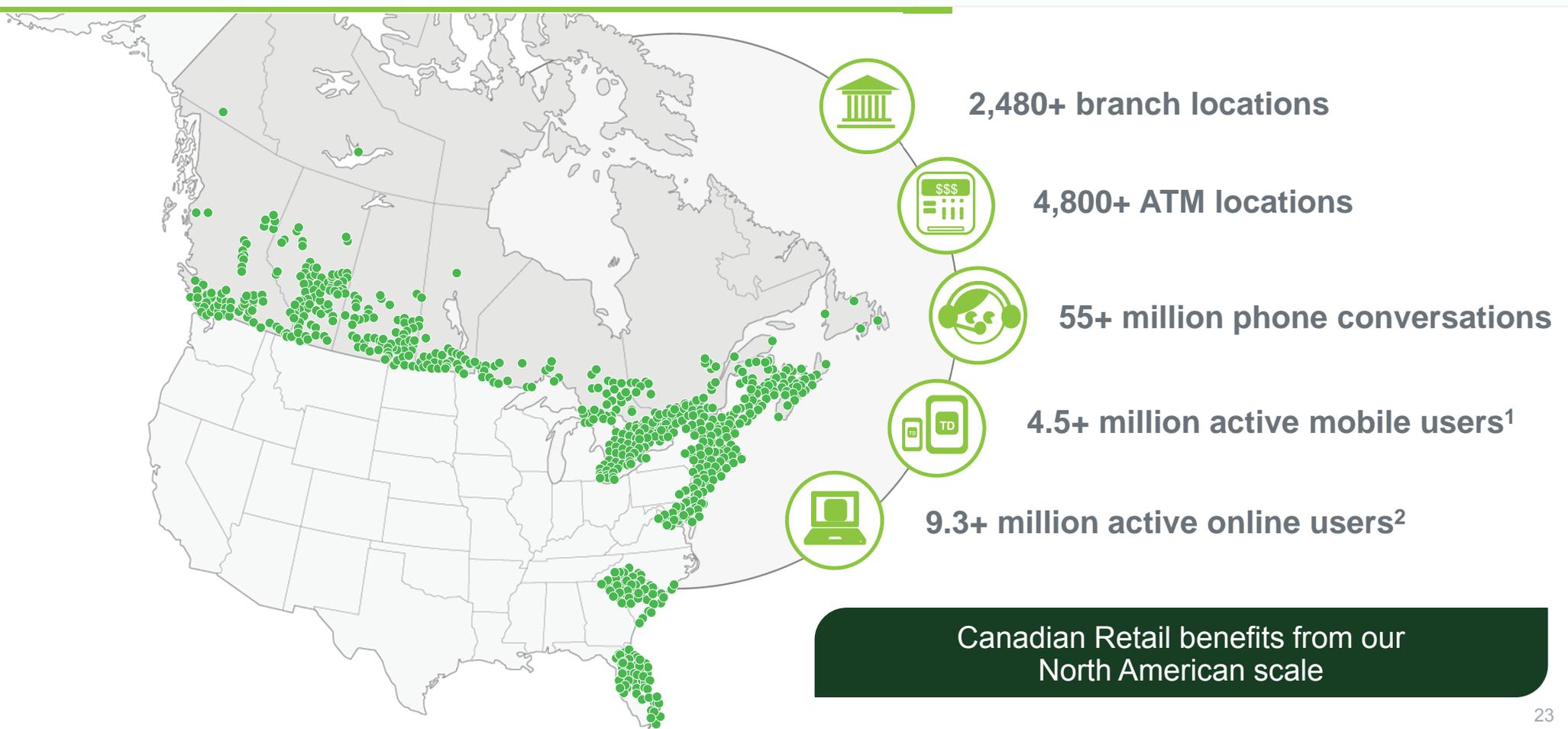


## **Nandita Bakhshi**

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Executive Vice President  
Head of Direct Channels

# At a Glance



Note: For the purpose of this slide, figures reflect the Bank's North American footprint.  
1. Active mobile users are defined as TD customers who have logged in using the mobile or tablet apps (applications) within the last 90 days.  
2. Active online users are defined as TD customers who have logged in online within the last 90 days.

# Leveraging Scale



- Build and enhance sales and service capabilities to meet evolving customer needs
- Deploy best practices across North America
  - Industry leading envelope free, image enabled ATMs
  - One of the first to market in Canada with mobile deposit
- Leverage our high performance culture to accelerate innovation



Building a  
North American powerhouse

# Outperformance



## #1 mobile app in Canada<sup>1</sup>

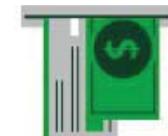
- Most mobile users of any bank

## Leadership in Customer Service Excellence<sup>2</sup>

- Among the Big 5 Canadian Banks for branch, ATM, online, mobile, and live agent phone

## #1 in Mobile Subscribers

Millions of subscribers<sup>1</sup>



Best-in-class across all channels

1. ComScore, reporting as of June 30, 2015.  
2. TD Canada Trust achieved leadership in banking excellence in the following channels in the 2015 Ipsos Best Banking Awards: branch, ATM, online and mobile. Leadership is defined as either a statistically significant lead over the other Big 5 Canadian Banks (at a 95% confidence interval) or a statistically equal tie with one or more of the Big 5 Canadian Banks. Ipsos 2015 Best Banking Awards are based on ongoing quarterly Customer Service Index (CSI) survey results. Sample size for the total 2015 CSI program year ended with the August 2015 survey wave was 45,391 completed surveys yielding 65,991 financial institution ratings nationally.  
3. Peers include RY, BNS, BMO and CM.

# Business Priorities



## Customer Experience

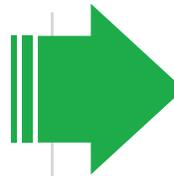
- User centered design = industry leading smartphone app

## Employee Experience

- Improve employee digital fluency to enhance customer experience

## Relentless Commitment to Operational Excellence

- One digital platform serving multiple businesses



**Email Money Transfers**  
*% of Transaction on Mobile*



Focus on increasing digital channel sales

# Customer-Centric Innovation



Text us at  
**TDHELP**

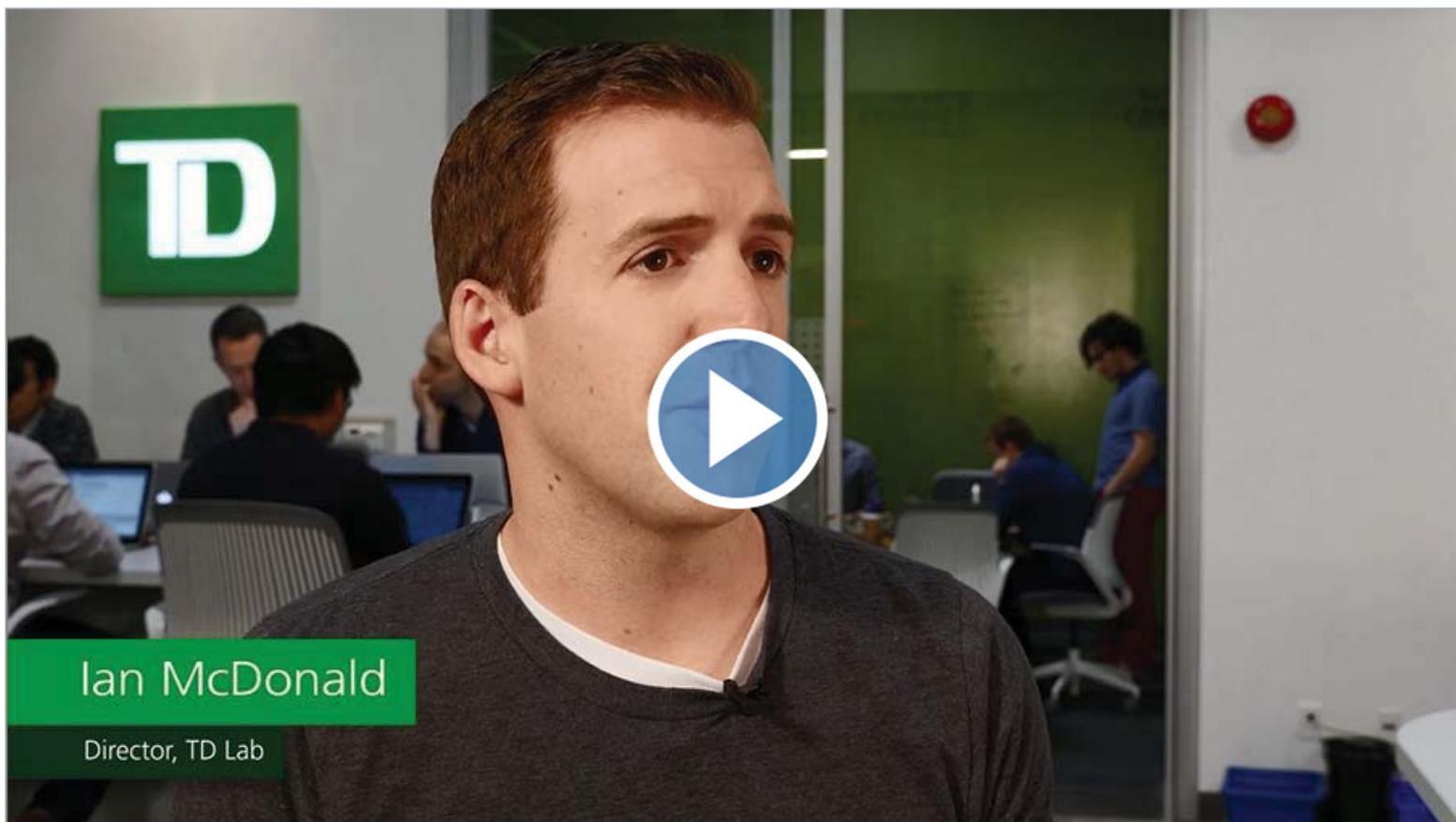


TD Live Chat



Service and convenience in all channels

# Customer-Centric Innovation



Ian McDonald

Director, TD Lab



## Key Takeaways

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- Outperforming in digital
- North American scale a key differentiator
- Bank-wide efficiencies funding investments in digital innovation
- Building on our best-in-class distribution model

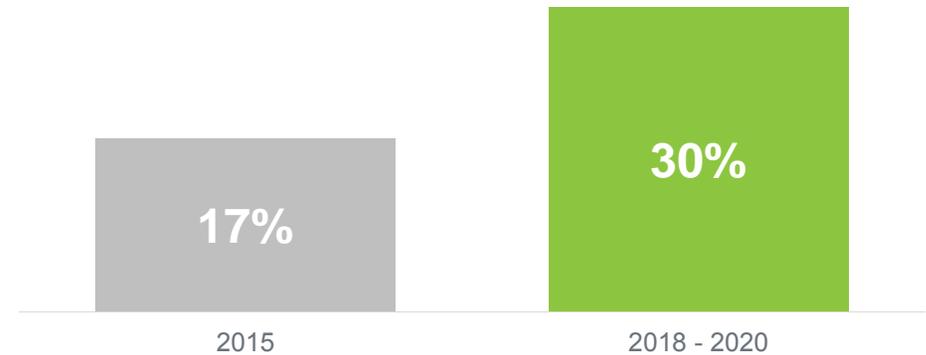
# Distribution Summary



## The next five years

- Service transactions in branches will continue their modest decline
- Sales transactions will migrate to other channels
- Fewer employees per branch but higher productivity
- Smaller, more flexible branches results in further efficiencies
- Customers value face-to-face interactions – complex sales in the branch will grow

### Non-Branch Sales



Strong integration between branch and digital



## Kerry Peacock

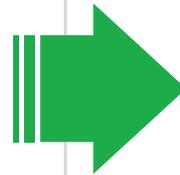
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Executive Vice President  
Personal Banking Products

# At a Glance



- 1 \$250 billion in loans<sup>1</sup>
- 2 \$162 billion in deposits<sup>1</sup>
- 3 Over 10 million personal banking customers<sup>2</sup>



## Our competitive advantage

- Legendary customer service and convenience
- Diverse origination channels: Mobile Mortgage Specialists, Broker, Remote Sales
- Strong customer acquisition and retention
- Disciplined margin and risk management
- Unique cross-border banking offering

Leading market share in key retail products

1. As at July 31, 2015.  
2. As at April 30, 2015.

# Outperformance



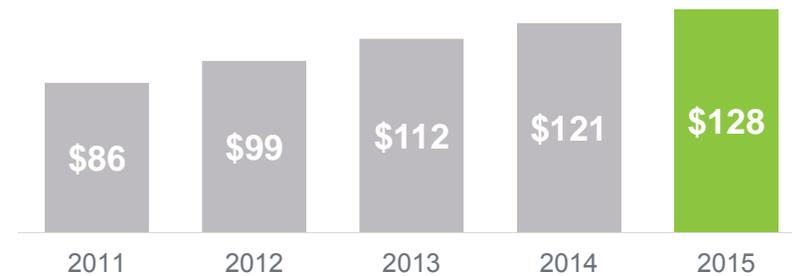
## #1 market share in personal deposits<sup>1</sup>

- Strong Chequing and Savings volume growth
- Disciplined Term deposit pricing to attract and retain franchise customers

## #1 market share in RESL<sup>2</sup>

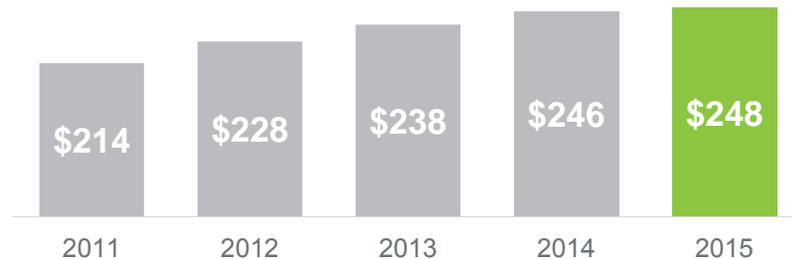
- Opportunity to grow HELOC and Unsecured Personal Lending share

Personal Non-Term Deposits Portfolio Volume<sup>1</sup> (\$B)



12%  
CAGR  
vs.  
10%  
Industry<sup>3</sup>

RESL Portfolio Volume<sup>2</sup> (\$B)



5%  
CAGR  
vs.  
5%  
Industry<sup>3</sup>

Continue to grow profitable market share

1. Source: OSFI, as of July 31, 2015. 2015 volume as of July 31, 2015.  
 2. Source: CBA, as of May 31, 2015. 2015 volume as of May 31, 2015.  
 3. Compound annual growth rate (CAGR) represents 3 year growth rate from 2011 to 2014. Industry includes TD, BMO, BNS, CM and RY.

# Business Priorities



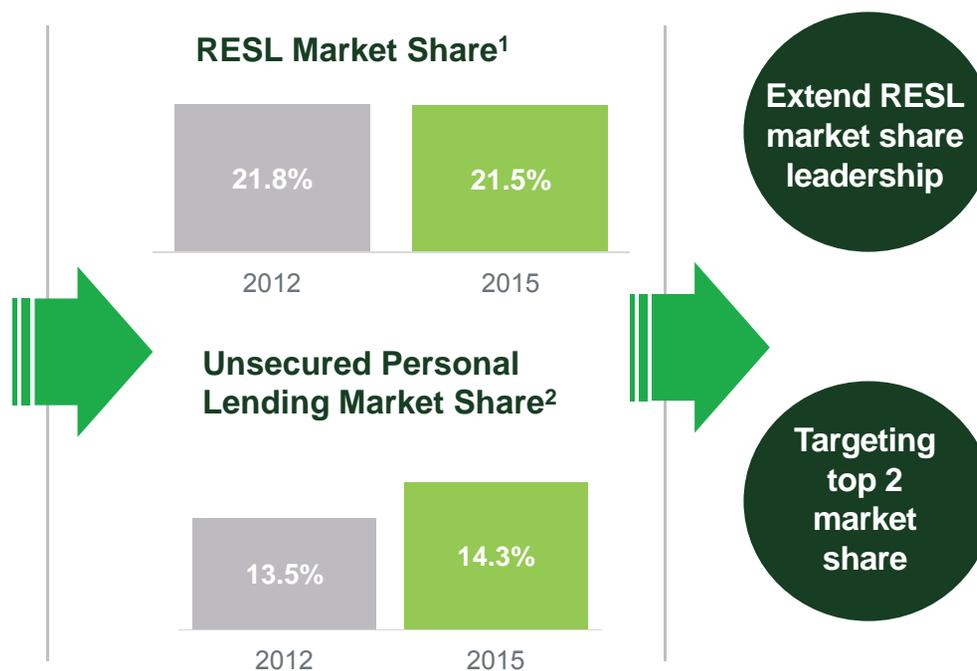
## Revenue opportunities

### Target Opportunity Businesses and Segments

- Extend lead with "New to Canada" customers
- Recapture HELOC share
- Grow share in unsecured lending

### Enhance Profitability of Existing Businesses

- Chequing, Term Deposit, RESL, Unsecured Lending



Opportunity to grow market share

1. Source: CBA 2012 and 2015 market share as of October 2012 and May 2015, respectively.  
2. Source: CBA 2012 and 2015 market share as of October 2012 and April 2015, respectively.

# RESL: Evolving Our Product Offering



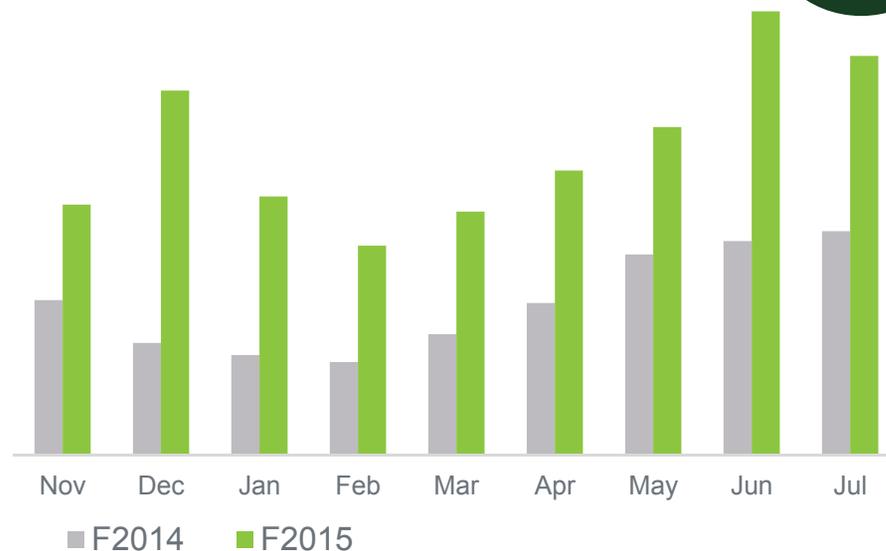
## New Flexline product delivering customer convenience and strong results

- HELOC originations doubled YoY

## Enhance profitability of existing business

- Strong retention rate of 92%, up 250 bps from 2012<sup>1</sup>
- Online renewal capability

HELOC Monthly Origination Volumes



Increase share from new product offering

1. As at July 31, 2015.  
2. Calculated as 2015 fiscal YTD growth over 2014 fiscal YTD growth, as of July 31, 2015.

# Unsecured Lending: Drive to Higher Share



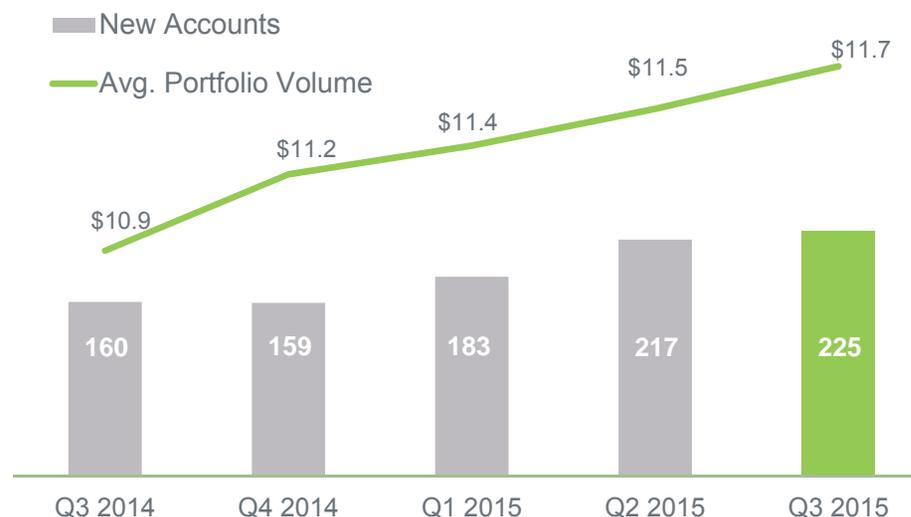
## Increase penetration of TD customers

- TD banks 40% of Canadians<sup>1</sup>
- Well below targeted market share in unsecured lending

## Strong growth momentum

- 7% year-over-year growth in unsecured lending portfolio volume<sup>2</sup>
- Strongest quarter over quarter market share growth among peers (+26bps) for the third consecutive quarter<sup>3</sup>
- Highest year over year market share growth (+87bps)<sup>3</sup>

## Unsecured Personal Lending: Average Portfolio Volume (\$B), New Accounts (M)



Significant opportunity to grow market share

1. See slide 14, footnote 1.  
2. As of July 31, 2015.  
3. Source: CBA, as at April 2015.

# Business Priorities



## Commitment to operational excellence

### End-to-end Approach to Process Improvement

- Electronic cheque imaging
- eStatements
- End-to-end customer journeys



### Electronic cheque imaging

- Allow customers to deposit cheques anywhere, anytime
- Streamline cheque processing, while reducing expenses by \$30 million

### eStatements

- Provide customer convenience aligning to their digital lifestyle, while reducing costs

### End-to-end customer journeys

- Enhance customer experiences by mapping journeys to enhance customer touch points

Enhancing experiences through operational excellence



## Key Takeaways

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- Market leader in key retail products
- Significant growth opportunities by targeting businesses and segments
- Relentless commitment to operational excellence by enhancing end-to-end customer journey



## **Andrew Pilkington**

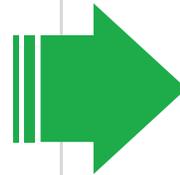
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President  
Canadian Credit Cards and  
Merchant Services

# At a Glance



- 1 \$19 billion in loans<sup>1</sup>
- 2 Over 7 million active accounts<sup>1</sup>
- 3 \$86 billion of spend volume<sup>2</sup>



## Our competitive advantage

- Best-in-class distribution
- Dual card issuer, high value brands
- Leading direct to consumer issuer (MBNA)
- Scale to invest



Market leader with multiple card options

1. Loan volume and number of active accounts as of August 31, 2015.  
2. 2015 spend volume has been calculated for illustrative purposes only, as follows: YTD spend volume (\$64B) as of July 31, 2015 multiplied by (365/273 days).

# Outperformance



- #1 market share<sup>1</sup>
- Volumes have more than doubled in the last four years
- Profitable market share growth with margin expansion and improving credit performance



Loan Portfolio<sup>2</sup> (\$B)



Purchase Volume<sup>3</sup> (\$B)



Strong organic and M&A growth

1. Source: CBA, as of June 2015.

2. As of July 31, 2015. Compound annual growth rate (CAGR) represents 4 year loan growth from July 31, 2011 to July 31, 2015.

3. Compound annual growth rate (CAGR) represents 4 year growth rate from 2011 to 2015. 2015 figures have been calculated for illustrative purposes only, as follows: YTD spend volume as of July 31, 2015 multiplied by (365/273 days).

# Business Priorities



## Revenue opportunities

### Deepen Customer Relationships

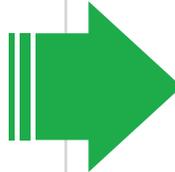
- Acquire 1 million new cards per year by 2018

### Invest in Business Card

- Significantly underpenetrated

### Re-engage MBNA Direct Model

- Opportunity to grow balances



- Increase total TD credit card customer penetration to 50%
- Double the penetration of business cards by adding 150,000 accounts
- Grow balances by 15% over the next 3 years



**\$500 million**  
in incremental annual revenue by 2018

Powerful model for continued growth

# Increase Customer Penetration to 50%



## What Are You Looking for in a Credit Card?



Fly Faster



Travel Flexibility



Carry a Balance



Get Cash Back

Growing organically by deepening TD relationships

# Double Business Cards



- A competitive and differentiated product suite
- Simplified sales and underwriting process
- Customer engagement
- Power of One TD: leveraging leading business customer base



**+150,000 accounts**

Increase penetration to best-in-class

# Leverage MBNA Direct Model



57%



**mbna**

Core

25%



**Affinity**

300 Partners

18%



**CUETS**

1,700+ Locations

Access to new customers and channels

# Business Priorities



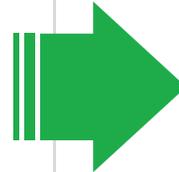
## Commitment to operational excellence

### Rationalize the Product Suite

- Simplify

### Accelerate Digital

- E-statement migration



### Significantly reduce and refine the product lineup

- Provides clearer value, simplifies choices and streamlines processes

### Continue conversion to e-statements

- Every 1% converted saves ~\$850,000
- \$10 million saved in 2015

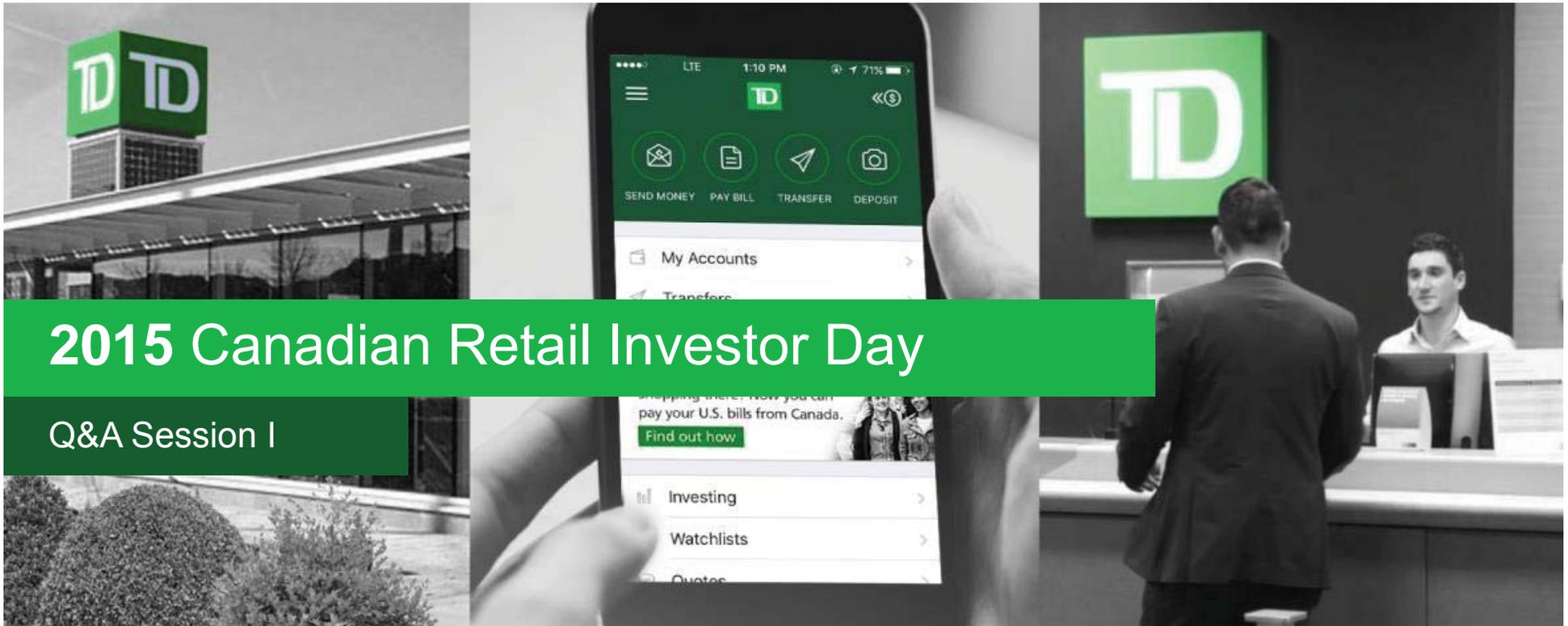
Significant opportunities to streamline



## Key Takeaways

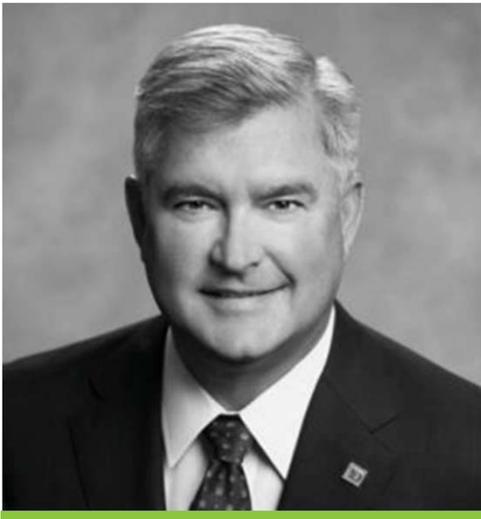
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- Consumer choice across all segments
- Robust revenue growth over medium term
- Leading distribution and direct-to-consumer models
- Streamline processes to drive efficiencies



# 2015 Canadian Retail Investor Day

Q&A Session I



## **Kenn Lalonde**

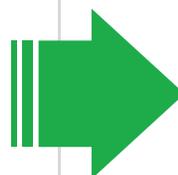
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Executive Vice President  
Insurance

# At a Glance



- 1 \$4 billion in premiums<sup>1</sup>
- 2 3.4 million Life & Health customers<sup>2</sup>
- 3 2.2 million General Insurance customers<sup>2</sup>
- 4 Strong ROE business



## Our competitive advantage

- Loyal customer base
- Direct-to-consumer model
- Scale and efficiency
- Own end-to-end value chain
- Power of TD brand

Focused model with a distinct competitive advantage

# Outperformance



## Leading General Insurance business<sup>1</sup>

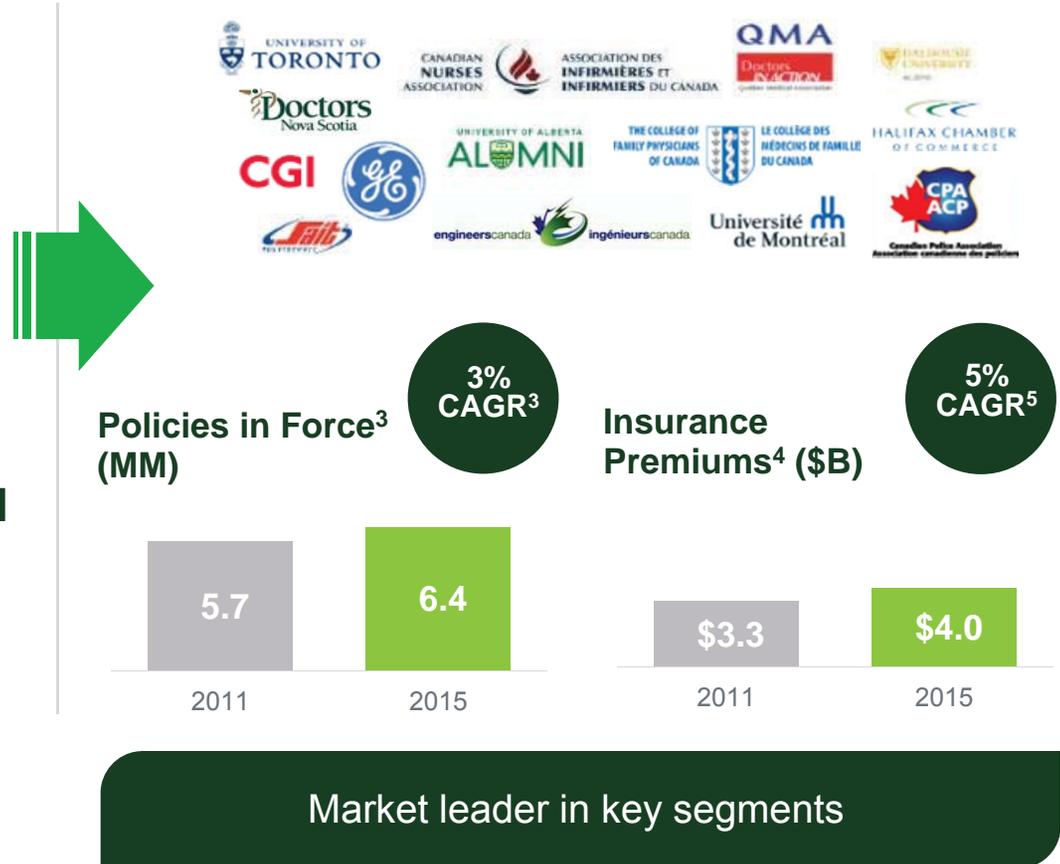
- #1 direct-to-consumer insurer
- #1 affinity insurer
- #3 personal lines insurer

## Strong credit protection offering<sup>2</sup>

- #1 in balance protection
- #2 credit protection insurer among Big 5

## Growing Direct Life & Health and Travel

- Travel to cross-border & credit card customers
- Simple term and other life products



1. Ranks based on data available from OSFI, Insurers, IBC, and Provincial Regulators, as at December 31, 2014. Peer group top 10: Intact, Desjardins, Aviva, RSA, Wawanesa, The Co-Operators, Allstate, Economical and Travelers.  
 2. Source: CBA, as at April 30, 2014.  
 3. 2015 Policies in Force as of July 31, 2015. Compound annual growth rate (CAGR) represents 4 year loan growth from July 31, 2011 to July 31, 2015.  
 4. See slide 50, footnote 1.  
 5. See slide 16, footnote 2 for definition of CAGR.  
 All trade-marks are the property of their respective owners. © The TD logo and other trade-marks are the property of The Toronto-Dominion Bank.

# The Power of One TD



- 80% of TD customers expect TD to offer insurance<sup>1</sup>
- 70% of TD Insurance customers also have a banking relationship with TD
- Customers with both an Insurance and Banking relationship are more loyal and profitable
- Aligned the customer value proposition with the TD brand

## Tenure<sup>2</sup> (Years)



Strong franchise business

1. TD Marketing Customer Analytics as at January 31, 2015.  
2. Average customer tenure as at January 31, 2015.

# Delivering the Insurance Moment of Truth



- Settling insurance claims is the moment of truth
- Opportunity to offer a differentiated customer experience, aligned with the TD brand
- Advice-based coverage at point of sale
- Streamlined, customer-centric claims processes



Meeting customer expectations at the moment of truth

# Business Priorities



## Enhance Existing Business

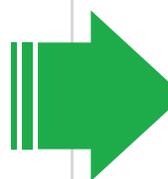
- Legendary customer experience
- Sophisticated underwriting and pricing
- Advanced analytics

## Accelerate Growth & Capture White Space

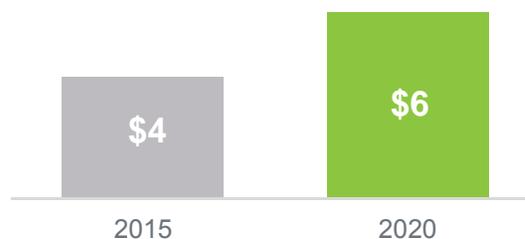
- Transform technology platform
- Lead in mobile and online
- Explore new products and segments

## Relentless Focus on Operational Excellence

- Simplify core processes
- Move to paperless
- Leverage vendor relationships

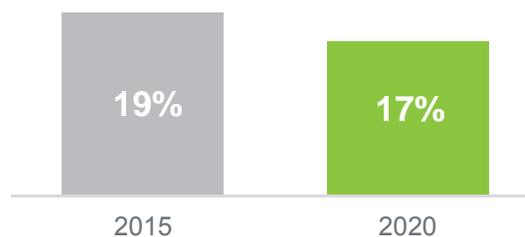


### Insurance Premiums<sup>1</sup> (\$B)



High single digit growth

### Efficiency Ratio<sup>2</sup>



200 bps

Positioned for organic growth

1. See slide 50, footnote 1.  
 2. 2015 efficiency ratio fiscal YTD, ended July 31, 2015.



## Key Takeaways

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- Focused model with a distinct competitive advantage
- Market leader in priority segments
- Strong franchise business
- Meeting customer expectations at the moment of truth
- Positioned for organic growth



## **Paul Douglas**

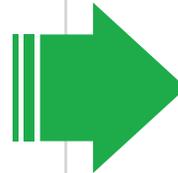
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Executive Vice President  
Business Banking

# At a Glance: Commercial and Small Business



- 1 \$56 billion in loans<sup>1</sup>
- 2 \$84 billion in deposits<sup>1</sup>
- 3 Largest number of small business customers<sup>2</sup>
- 4 #2 market share in business banking<sup>2</sup>



## Our competitive advantage

- Customized Commercial Banking delivered through 50 branches
- Over 500 dedicated Small Business Bankers located in Retail branches
- Strong local presence in the markets where we compete
- Leader in dealer experience

On the quest to #1 market share

# Outperformance: Commercial and Small Business



## Strong volume growth

- 6% growth in the number of commercial bankers since 2011
- Better tools and enhanced sales focus
- Growth in underrepresented businesses

## Power of One TD

- Wealth referrals to Commercial Banking up 86% YoY
- Referrals to Wealth up 26% YoY

Loan Volumes<sup>1</sup> (\$B)



Deposit Volumes<sup>1</sup> (\$B)



Growth business with strong momentum

1. As of July 31, 2015. Loans exclude TD Auto Finance.

2. Compound annual growth rate (CAGR) represents 4 year loan growth from July 31, 2011 to July 31, 2015.

# Business Priorities: Commercial and Small Business



## Strategic growth opportunities

### Grow Underrepresented Businesses

- Grow to target share across all regions
- Increase share in target industries
- Increase presence in larger deals within risk appetite

### Power of One TD

- Work with TD partners to maximize cross-sell opportunities and fully franchise our customers



- Equipment leasing achieved +100% CAGR since 2011<sup>1</sup>
- Continue growth in target industries – Agriculture volume +250% since 2008
- Continue growth in professional segment – 16% CAGR since 2012<sup>2</sup>
- Growth in Quebec Region - 19% CAGR since 2011<sup>1</sup>
- Increase sales focus by realigning Small Business Banking (SBB) advisors

Targeting high single digit NIAT growth

Continue growth momentum over the medium term

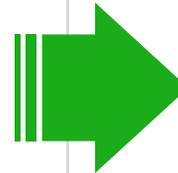
1. See slide 16, footnote 2, for definition of CAGR.

2. Compound annual growth rate (CAGR) represents 3 year growth rate from 2012 to 2015.

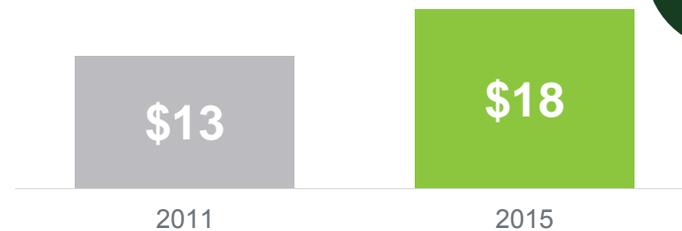
# Business Priorities: TD Auto Finance



- 1 \$18 billion in loans<sup>1</sup>
- 2 90 relationship managers and reps
- 3 5,800 dealer relationships
- 4 #1 or #2 in Prime, Non Prime and Recreational Marine & Sport<sup>2</sup>



Loan Volumes (\$B)



8%  
CAGR<sup>3</sup>

Origination volumes  
up 46% in last 2 years

Leading in Canadian Auto Finance

1. As of July 31, 2015.  
2. Dealer Track Network, as of July 31, 2015.  
3. Compound annual growth rate (CAGR) represents 4 year growth rate ended July 31, from 2011 to 2015.

# Business Priorities: Business Banking



## Productivity opportunities

**Relentless  
Commitment to  
Operational  
Excellence**

- Increase proportion of auto adjudicated loans
- Automation of SBB decision process launched
- Remote deposit capture



- Immediate TDAF customer credit approvals have lowered deal cost
- Enhanced pre-approved SBB offer strategy – 11,500 new sales in 4 months
- Remote deposit capture – 90,000 deposits, 1 million cheques in 3 months
- Number of accounts per manager up 46% in the past 6 years

Continuing to drive efficiencies



## Key Takeaways

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- Significant momentum and gains in market share
- Proven track record of high growth everywhere we choose to compete
- Driving for #1 market share
- Better, bolder, business bankers motivated to perform
- Driving efficiency through automation



## Leo Salom

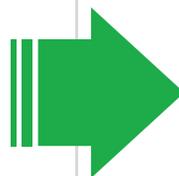
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Executive Vice President  
Wealth Management

# At a Glance: Canadian Wealth



- 1 Over 2 million clients<sup>1</sup>
- 2 \$562 billion in AUM / AUA<sup>1</sup>
- 3 \$24 billion in referrals from TD partners in Canada<sup>2</sup>
- 4 1,910 advisors<sup>1</sup>



## Market leader in Direct Investing

- 1.2 million clients and 39% market share<sup>3</sup>

## Advice generating accelerated growth

- 15% CAGR earnings growth since 2011<sup>4</sup>

## Leading Institutional Money Manager

- #1 in Institutional with 10% share<sup>3</sup>
- #2 in Mutual Funds with 9% share<sup>3</sup>

Three powerful growth engines

1. As of July 31, 2015. Number of clients excludes Mutual Funds and TD Asset Management clients.

2. See slide 17, footnote 3.

3. Source: IFIC, mutual fund ranking as compared to Big 6. For all other businesses presented on this slide, the Bank's position reflects industry ranking by Investor Economics.

4. Compound annual growth rate (CAGR) represents 4 year growth rate for the TTM ended July 31, from 2011 to 2015.

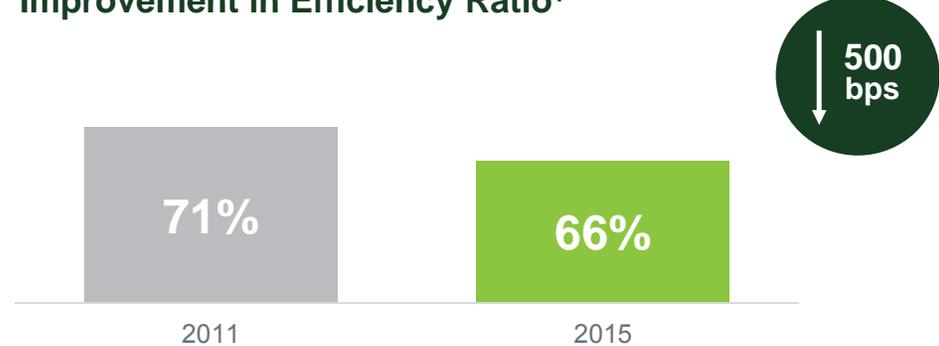
# Strong Fundamentals in Canadian Wealth



## Double Digit NIAT Growth<sup>1</sup> (\$MM)



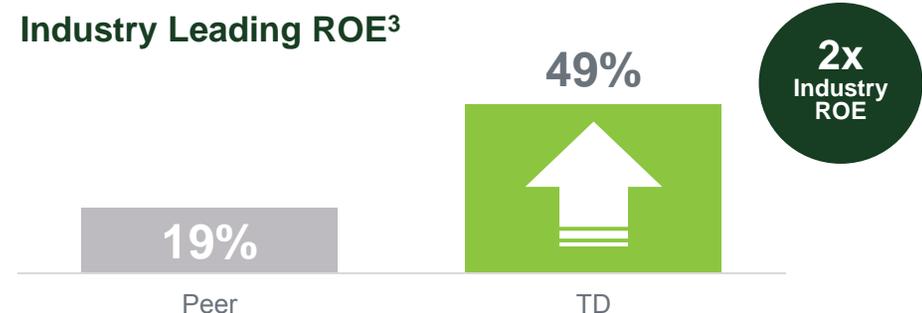
## Improvement in Efficiency Ratio<sup>1</sup>



## Strong Net Asset Growth (\$B)<sup>2</sup>



## Industry Leading ROE<sup>3</sup>



Proven outperformance

1. 2011 and 2015 for the trailing twelve months (TTM) ended July 31, 2011 and 2015, respectively. Compound annual growth rate (CAGR) represents 4 year growth rate for the TTM ended July 31, from 2011 to 2015.  
 2. Compound annual growth rate (CAGR) represents 4 year growth rate from 2011 to 2015. 2015 figures have been calculated for illustrative purposes only, as follows: YTD net asset growth (\$27B) as of July 31, 2015 multiplied by (365/273 days). Net Asset Growth is defined as year-over-year change in assets excluding market movements and merger and acquisition activity.  
 3. TD ROE represents the Canadian Wealth business ROE. Industry's ROE is an average of total wealth results of RY, BNS, and CM. BMO ROE not available.

# Business Priorities



**Reaffirm Leadership in Direct Investing**

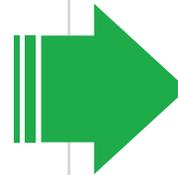
- Enrich the client offering

**Execute Mass Affluent and High Net Worth Strategies**

- Cross-sell investment advice solutions

**Innovate for Leadership in Asset Management**

- Innovative asset management solutions to retail and institutional clients



**Deliver Double Digit Earnings Growth**

**Sustain earnings momentum**

# Reaffirm Leadership in Direct Investing



## Active Traders

- 40% of direct investing revenues
- 70% of trades

## Long Term Investors

- 1.2 million clients
- 75% have investable assets > \$100,000

- Launch powerful investing platform and robust tools across online, mobile and tablet
- Expand low cost product suite
- Add guided investing capabilities



**Increase engagement and trade volumes**

**Diversify revenue mix including higher margin products**

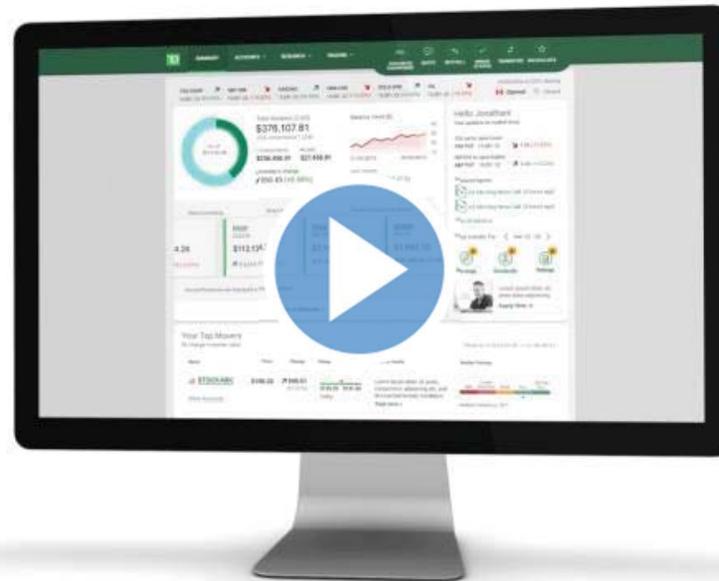


**TD Direct Investing #3**  
Canadian Discount Brokerage Investor Satisfaction Study<sup>1</sup>  
*#2 of the Big 5*

**Build on leadership position**

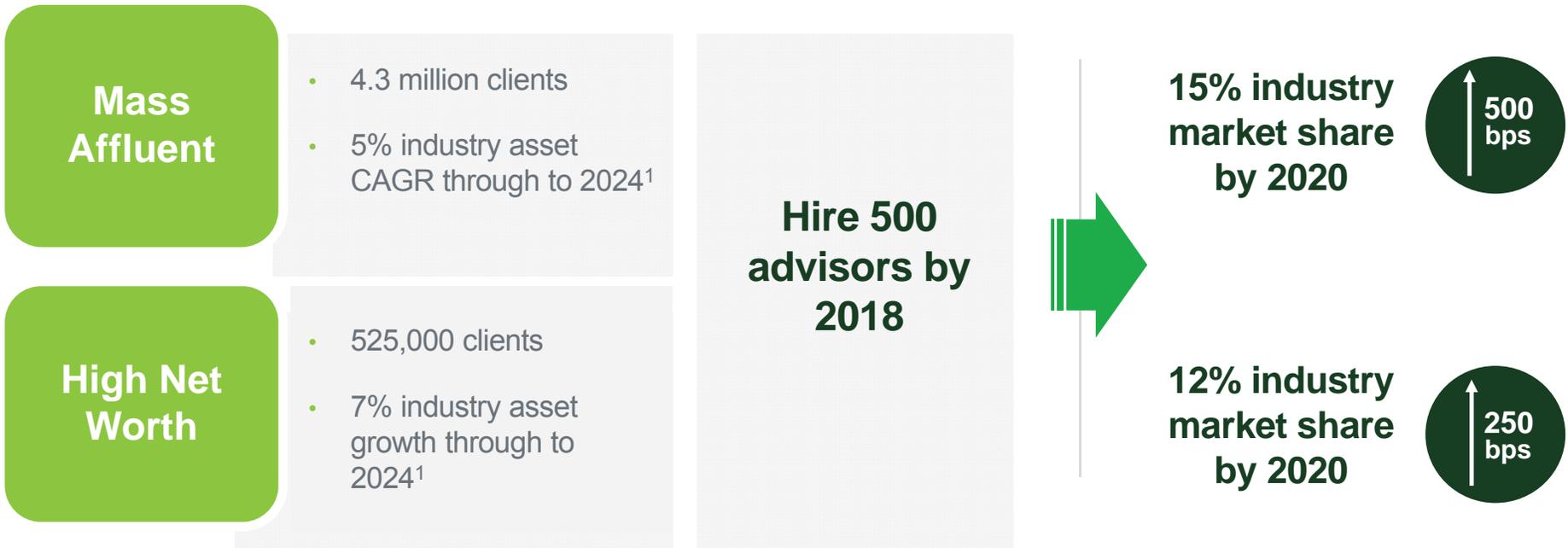
1. TD Direct Investing received the third highest numerical score for overall customer satisfaction in the proprietary J.D. Power Canadian Discount Brokerage Investor Satisfaction Study. Proprietary study results are based on responses from more than 2,700 investors who use investment services with discount brokerage firms in Canada. The study was fielded from May 4, 2015, through June 1, 2015. Your experiences may vary. Visit [jdpower.com](http://jdpower.com)

# Reaffirm Leadership in Direct Investing



TD Direct Investing.  
Better, Smarter, Investment Decisions

# Execute on Mass Affluent & HNW Advice Strategies



**TD Wealth Private Investment Advice #2**  
 Canadian Full Service Investor Satisfaction Study<sup>2</sup>  
 #1 of the Big 5

Driving to our targeted share

1. TD Direct Investing received the third highest numerical score for overall customer satisfaction in the proprietary J.D. Power Canadian Discount Brokerage Investor Satisfaction Study. Proprietary study results are based on responses from more than 2,700 investors who use investment services with discount brokerage firms in Canada. The study was fielded from May 4, 2015, through June 1, 2015. Your experiences may vary. Visit [jdpower.com](http://jdpower.com)

# Innovate for Leadership in Asset Management



## Retail

- \$130 billion AUM
- 64% of AUM is ranked 1<sup>st</sup> or 2<sup>nd</sup> quartile<sup>1</sup>
- 2nd largest Mutual Fund company<sup>2</sup>

- New solution-oriented products: Low Volatility, Risk-Reduction Pools and Retirement Funds
- Launch ETF and ETF-wrapped solutions
- Over 90% of YTD net sales of portfolio solutions sold through branches and Financial Planning

## Institutional

- \$119 billion AUM
- 130+ dedicated investment professionals
- Top pension manager

- Grow market share in both Canada and the U.S.
- Actively address product gaps with Private Debt, Global Fixed Income

**Targeting  
#1 in long  
term sales**



**Maintain #1  
position in  
institutional  
market**



Continued innovation will drive asset growth

1. Over the last four years, as of June 30, 2015.

2. Mutual Fund Ranking is versus Big 6.

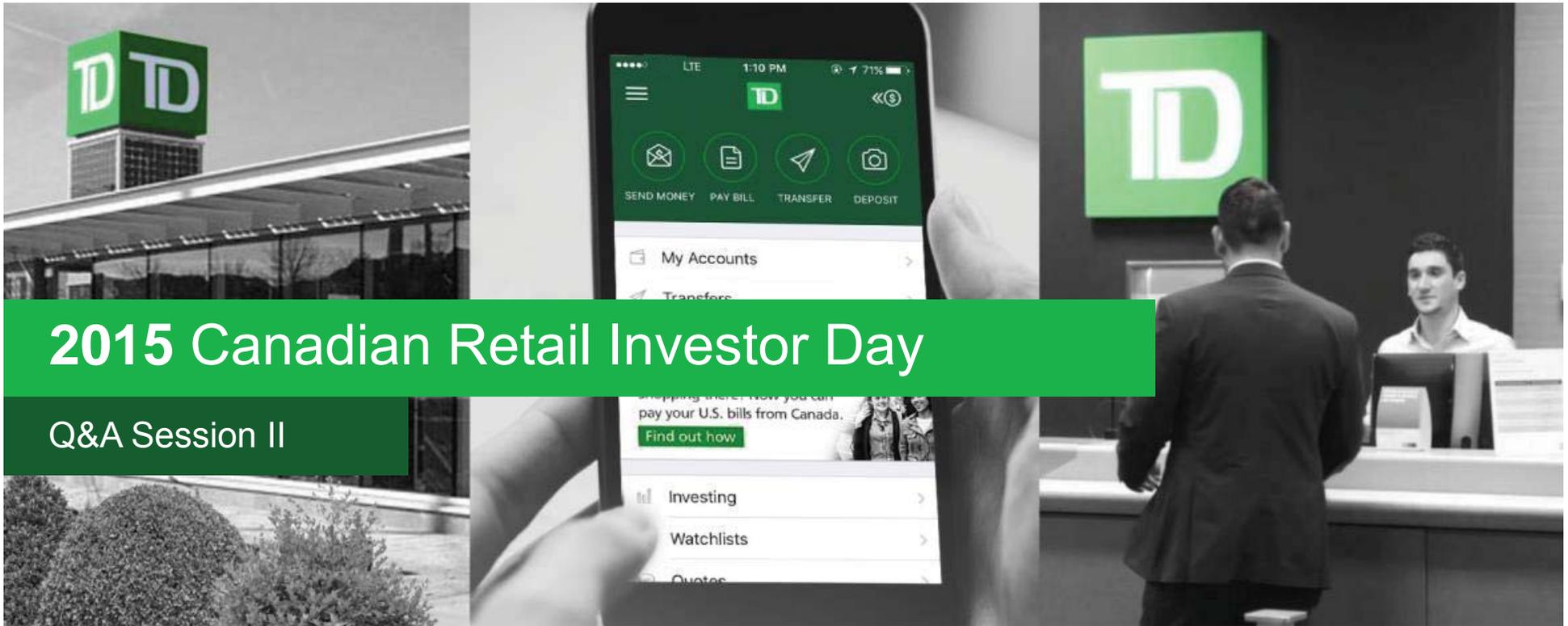
For the purpose of the slide presentation, the award images represent recognition to TD Mutual Funds from: The Top 40 Money Managers (Benefits Canada, May 2015), Fund Grade A+ and The Lipper Awards. Visit [benefitscanada.com](http://benefitscanada.com), [fundgradeawards.com](http://fundgradeawards.com), [excellence.thomsonreuters.com](http://excellence.thomsonreuters.com).



## Key Takeaways

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- Strong organic growth model
- Solid retail and commercial referral partnership
- Investment in advisor base
- Relentless commitment to operational excellence
- Well-positioned to deliver double digit earnings growth



# 2015 Canadian Retail Investor Day

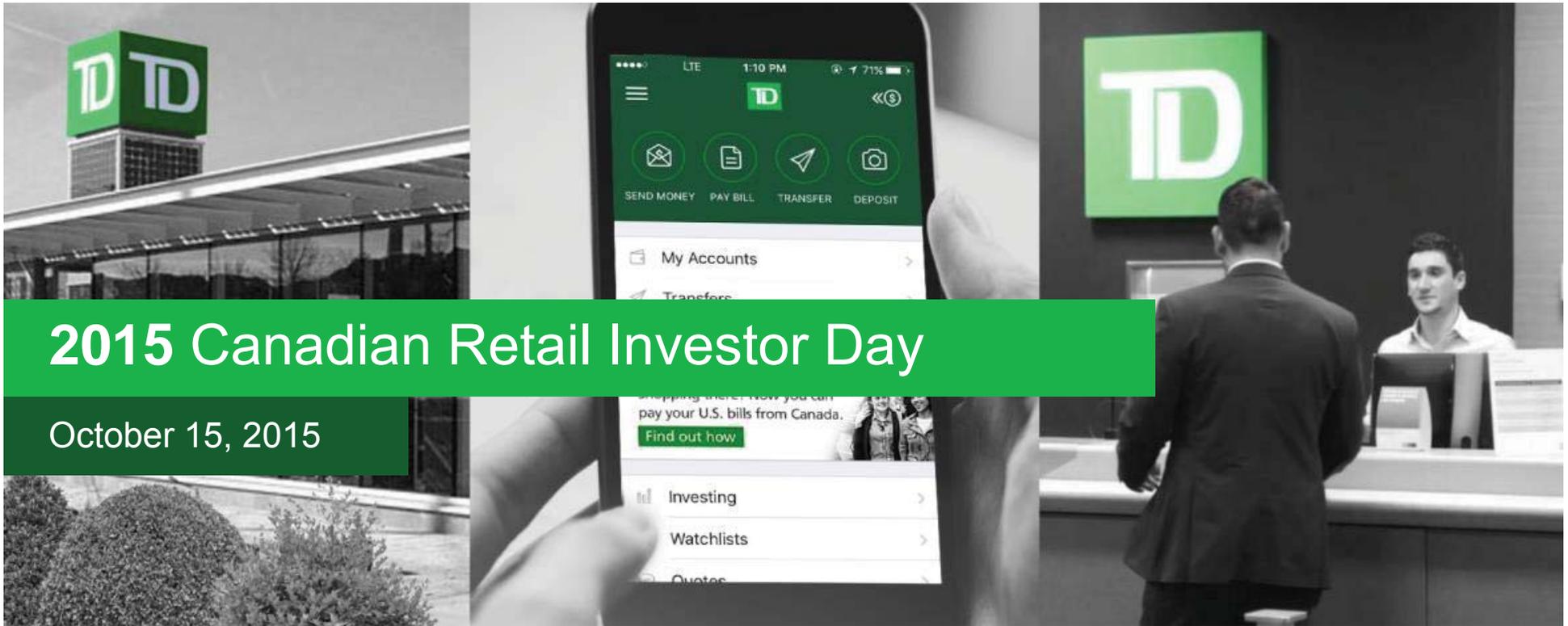
Q&A Session II



## Key Takeaways

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- Proven outperformance and leadership
- Strong growth engine
- Evolving our best-in-class retail platform
- Relentless commitment to operational excellence
- The power of One TD
- Winning team and culture



# 2015 Canadian Retail Investor Day

October 15, 2015