

Corporate Presentation

Q3 2021



LAURENTIAN
BANK
FINANCIAL GROUP

Caution Regarding Forward-Looking Statements

The Bank may, from time to time, make written or oral forward-looking statements within the meaning of applicable securities legislation, including in this document and the documents incorporated by reference herein, and in other documents filed with Canadian regulatory authorities or in other written or oral communications. Forward-looking statements include, but are not limited to, statements regarding business plans and strategies, priorities and financial objectives, the regulatory environment in which the Bank operates, the anticipated impact of the coronavirus (“COVID-19”) pandemic on the Bank’s operations, earnings results and financial performance and statements under the headings “Outlook”, “COVID-19 Pandemic” and “Risk Appetite and Risk Management Framework” contained in the Bank’s 2020 Annual Report, including the Management’s Discussion and Analysis for the fiscal year ended October 31, 2020 and other statements that are not historical facts. Forward-looking statements typically are identified with words or phrases such as “believe”, “assume”, “estimate”, “forecast”, “outlook”, “project”, “vision”, “expect”, “foresee”, “anticipate”, “plan”, “goal”, “aim”, “target”, “may”, “should”, “could”, “would”, “will”, “intend” or the negative of these terms, variations thereof or similar terminology.

By their very nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties, both general and specific in nature. Material economic assumptions underlying the forward-looking statements contained in this document are set out in the 2020 Annual Report under the heading “Outlook”. There is significant risk that the predictions, forecasts, projections or conclusions will prove to be inaccurate, that the Bank’s assumptions may not be correct, and that actual results may differ materially from such predictions, forecasts, projections or conclusions.

The Bank cautions readers against placing undue reliance on forward-looking statements, as a number of factors, many of which are beyond its control and the effects of which can be difficult to predict, could influence, individually or collectively, the accuracy of the forward-looking statements and cause actual future results to differ significantly from the targets, expectations, estimates or intentions expressed in the forward-looking statements. These factors include, but are not limited to, risks relating to: the impacts of the COVID-19 pandemic on the Bank, its business, financial condition and prospects (including market, credit, funding and liquidity); technology, information systems and cybersecurity; technological disruption, competition and the Bank’s ability to execute on its strategic objectives; the economic climate in the U.S. and Canada; accounting policies, estimates and developments; legal and regulatory compliance; fraud and criminal activity; human capital; insurance; business continuity; business infrastructure; environmental and social risk and climate change; and its ability to manage operational, regulatory, legal, strategic, reputational and model risks, all of which are described in more detail in the section titled “Risk Appetite and Risk Management Framework” beginning on page 43 of the 2020 Annual Report, including the Management’s Discussion and Analysis for the fiscal year ended October 31, 2020.

The Bank further cautions that the foregoing list of factors is not exhaustive. Additional risks and uncertainties not currently known to us or that the Bank currently deems to be immaterial may also have a material adverse effect on its financial position, financial performance, cash flows, business or reputation. Any forward-looking statements contained in this document represent the views of Management only as at the date hereof, are presented for the purposes of assisting investors and others in understanding certain key elements of the Bank’s current objectives, strategic priorities, expectations and plans, and in obtaining a better understanding of the Bank’s business and anticipated operating environment, and may not be appropriate for other purposes. The Bank does not undertake to update any forward-looking statements, whether oral or written, made by the Bank or on its behalf whether as a result of new information, future events or otherwise, except to the extent required under applicable securities regulation. Additional information relating to the Bank can be located on the SEDAR website at www.sedar.com.



Laurentian Bank at a Glance – Q3 2021 Highlights

- 7th largest Canadian bank²
- 175 years strong
- More than 2,900 employees
- Serving Personal, Commercial, and Capital Markets customers
- Operations in Canada and the United States

\$254.9

Revenue
(\$ millions)

\$59.0

Adjusted Net Income¹
(\$ millions)

\$1.25

Adjusted Diluted
Earnings per Share¹

\$44.9

Total Assets
(\$ billions)

\$62.1

Net Income
(\$ millions)

\$1.32

Diluted Earnings per
Share

\$33.0

Loans and Acceptances
(\$ billions)

8.9%

Adjusted Return on
Common Shareholders'
Equity¹

68.4%

Adjusted Efficiency
Ratio¹

\$23.2

Deposits
(\$ billions)

9.4%

Return on Common
Shareholders' Equity

66.8%

Efficiency Ratio

¹ Refer to the Non-GAAP and Key Performance Measures section in Q3 2021 Report to Shareholders

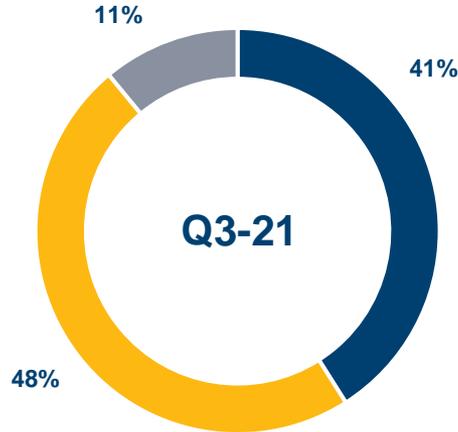
² Based on total assets among publicly listed banks on the TSX



Well Diversified Operations

Loan Portfolio Mix

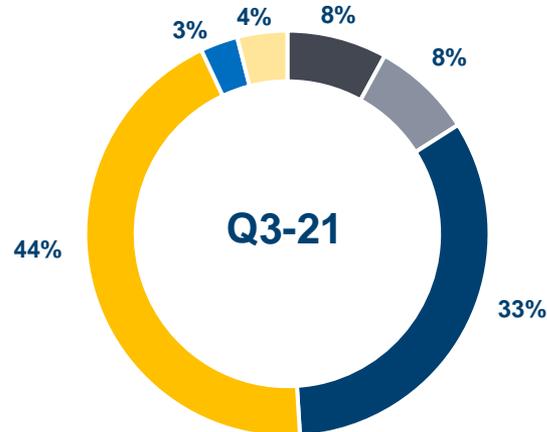
A good proportion of higher margin commercial loans in the Bank mix



- Commercial loans
- Residential mortgage loans
- Personal loans

Geographic Footprint

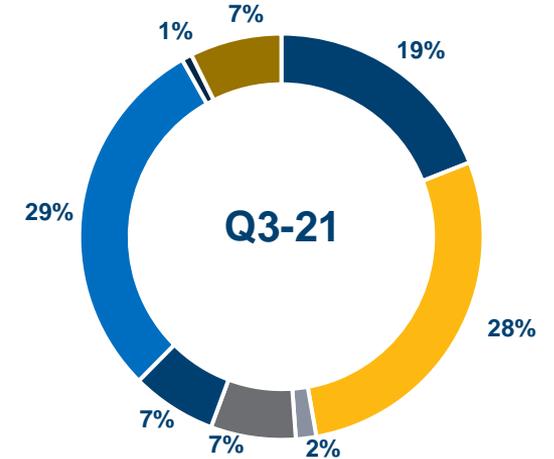
Loans across Canada and the United States



- British Columbia
- Alberta & Prairies
- Ontario
- Quebec
- Atlantic Provinces
- United States

Multiple Funding Sources

Well-diversified funding sources to support our growth

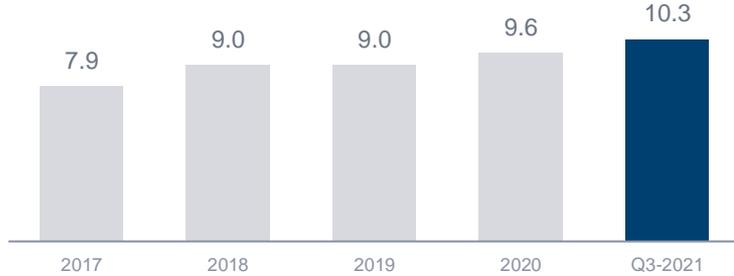


- Personal - Branch deposits
- Personal - Advisors & Brokers deposits
- Personal - Digital deposits
- Business deposits
- Wholesale deposits
- Debt related to securitization activities
- Subordinated debt
- Shareholders' equity

Solid Financial Foundation

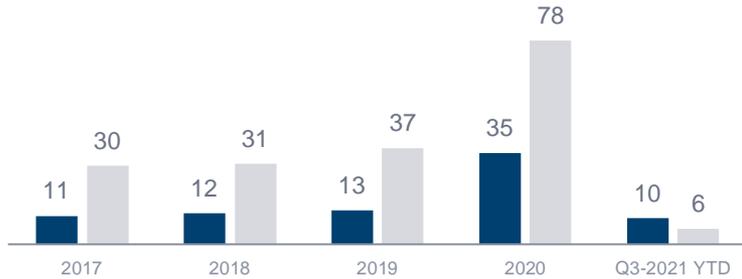
A healthy capital position

Common Equity Tier 1 capital ratio (in %)



Good track record of strong credit quality

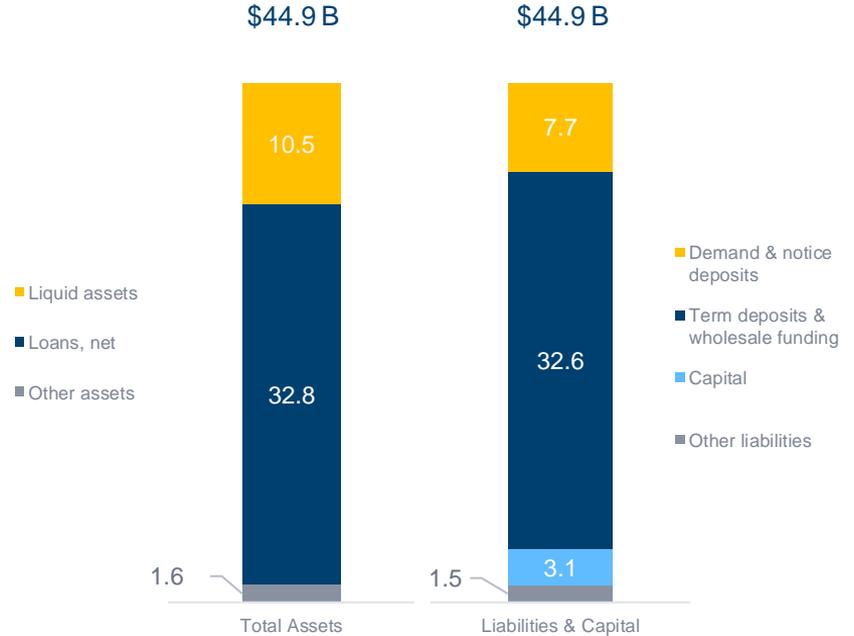
Provision for credit losses¹ (in bps)



■ LBCFG ■ Major Canadian Banks

Strong balance sheet

(\$ billions)



(1) As a % of average loans and acceptances

Laurentian Bank's Businesses

Commercial

Setting us apart:

- In-depth industry knowledge and expertise
- Deep and long-term client relationships
- Focus on specialization to achieve sustainable growth

Areas of specialization:

- Real estate financing
- Equipment financing
- Inventory financing

Personal

Setting us apart - a three-channel approach to personal banking:

- **100% Advice** – a focused offering through our Quebec branch network
- **B2B Bank** – a leading provider of banking products and services to financial advisors and mortgage brokers across Canada
- **Digital** – a digital offer across Canada, including High Interest Savings Accounts, GIC's and chequing accounts

Capital Markets

Setting us apart:

- Focused effort originating, selling and trading Canadian Fixed Income securities to Canadian clients
- Debt Capital Markets capability targeting government relationships across federal, provincial, municipal and related issuers
- Focused on core verticals and cross-sell opportunities with Commercial Banking to leverage deep customer relationships, as well as Resource and Diversified Quebec Industries



Charting a New Path Forward: Laurentian Bank's Executive Team



RANIA LLEWELLYN
President and Chief
Executive Officer

Rania Llewellyn was appointed President and Chief Executive Officer and member of the Board of Directors on October 30th, 2020. She has more than 25 years of experience in the banking industry.



**KARINE
ABGRALL-
TESLYK**
EVP, Personal
Banking

Karine Abgrall-Teslyk joined Laurentian Bank on April 12, 2021 as EVP, Head of Personal Banking. She has 25 years of financial services experience.



**SÉBASTIEN
BÉLAIR**
EVP, Chief Human
Resources Officer

Sébastien Béclair joined Laurentian Bank on February 2, 2021 as EVP and Chief Human Resources Officer. He has more than 30 years of experience in the banking industry.



**YVES
DENOMMÉ**
EVP, Operations

Yves Denommé joined Laurentian Bank on February 22, 2021 as EVP, Operations. His 20 years of experience spans financial services, operations, procurement, real estate, project management and technology.



**YVAN
DESCHAMPS**
EVP, Chief
Financial Officer

Yvan Deschamps joined Laurentian Bank in 2016. On April 6, 2021, he assumed the role of EVP and CFO. He has 25 years of experience in finance and corporate development.



**KELSEY
GUNDERSON**
EVP, Capital
Markets

Kelsey Gunderson joined Laurentian Bank in 2019 as EVP, Capital Markets and President and CEO of Laurentian Bank Securities. He has 25 years of experience in the financial services industry.



**WILLIAM
(LIAM) MASON**
EVP, Chief
Risk Officer

William Mason joined Laurentian Bank in 2018 as EVP and Chief Risk Officer. He has more than 30 years of experience in the financial services industry.



**ÉRIC
PROVOST**
EVP,
Commercial
Banking

Éric Provost joined Laurentian Bank in 2012. He served as SVP, Commercial Banking prior to being appointed EVP and Head of Commercial Banking. He has more than 20 years of experience in the banking industry.



**BEEL
YAQUB**
EVP, Chief
Information
Technology
Officer

Beel Yaqub joined Laurentian Bank on July 12, 2021 as EVP and CITO. He has over 20 years of experience leading transformational change across multiple technology and business disciplines, mainly in the banking industry.

Three Strategic Pillars



Cultivating a
“**Customer
First**” Culture



Driving an “**Agile
and Innovative**”
Mindset



Engaging and
empowering our
employees
to work as
“**One Team**”



2021 Priorities



Renew the **senior leadership team** and **organizational structure**



Increase our efforts on **cost discipline** while pivoting to structural cost containment opportunities



Conduct a thorough review of all of Laurentian Bank's operations and **develop a new strategic plan**



Key Developments to Date



Renew the **senior leadership team** and **organizational structure**

Split **Commercial and Personal Banking** business lines

Four external hires and **two internal promotions** on the leadership team

Designated the **CEO as executive ESG sponsor** and champion

Launched Courageous Conversation Series as well as new **Employee Resource Groups**; rolled out **mandatory Unconscious Bias training program** for all employees

Union certification revoked



Increase our efforts on **cost discipline** while pivoting to structural cost containment opportunities

Purchased **group annuity contracts** to **de-risk pension plans**

Issued \$125 million in **Limited Recourse Capital Notes**, with a positive impact on the cost of capital.

Simplified **Visa product offering** from **eight to four** to enhance the customer experience

Launched **inaugural covered bond program**, issuing \$250 million at the beginning of Q3 to diversify and optimize sources of funding

Consolidating vendor agreements to bring more value for the Bank



Conduct a thorough review of all of Laurentian Bank's operations and **develop a new strategic plan**

Created **Residential Real Estate Secured Lending** business unit

Implemented "**DocuSign**", a digital tool for ease, convenience and collection of customer signatures

Integrated an **Automated Valuation Management system**, saving processing time in valuing properties for mortgages from days to seconds

DBRS and S&P **upgraded ratings outlook** on the Bank from negative to stable



Key Takeaways



Strong Momentum

We **built momentum** in the first half of 2021, which has continued into Q3, with strong and diversified performance



A Renewed Team

We have the **Right Team** to achieve our objectives, with a renewed executive team



Empowered Employees

Our employees are **feeling the momentum**, are **energized** and **ready to go**



Rebuilding for Growth

We are establishing a **three-year plan** to **rebuild the Bank and its businesses**



The Right Investments

While it will not happen overnight, with a **focus on key projects**, sustained by the **appropriate investments**, we will continue turning Laurentian Bank around



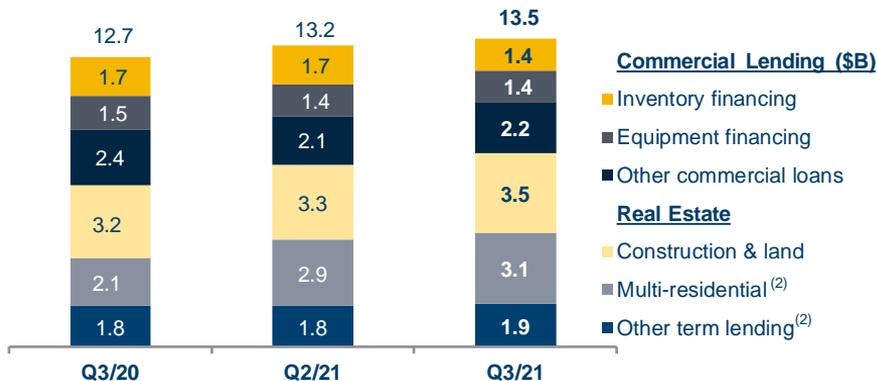
Loan Portfolios



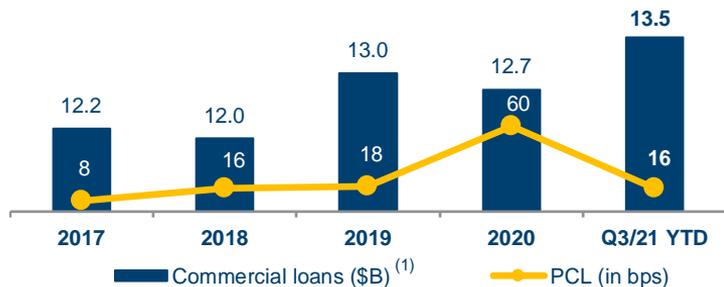
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Strong and Diversified Commercial Loan Portfolio

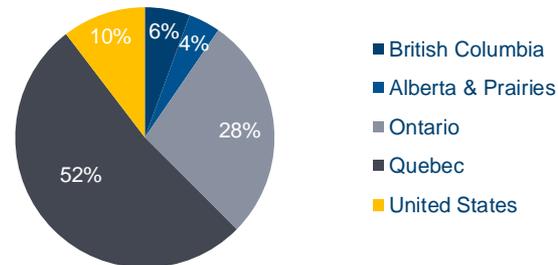
Commercial Loan Portfolio⁽¹⁾



Credit Quality



A pan-Canadian Portfolio and a U.S. Presence⁽³⁾



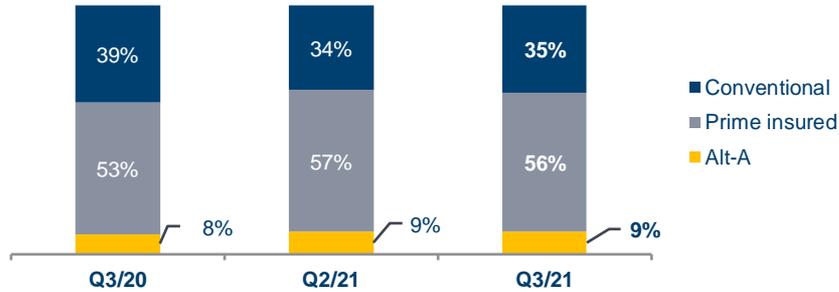
Loan to Value (LTV) on Term Lending and Multi-residential Mortgage Portfolios

- LTV on term loan portfolio: 57%
- LTV on uninsured multi-residential mortgage portfolio: 55%

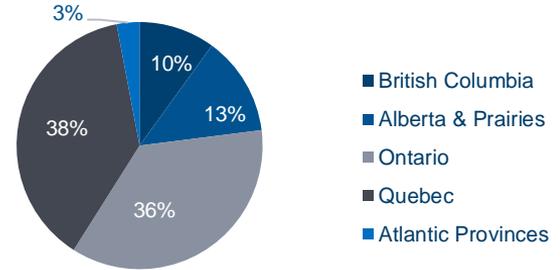
(1) Including customers' liabilities under acceptances.
 (2) Comparative figures have been reclassified to conform to the current quarter presentation.
 (3) As at July 31, 2021

High Quality Residential Mortgage Loan Portfolio

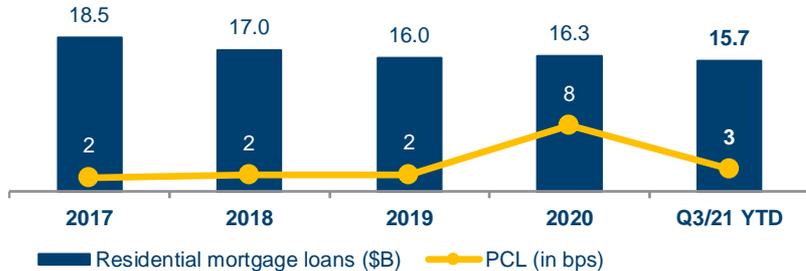
Insured vs Uninsured



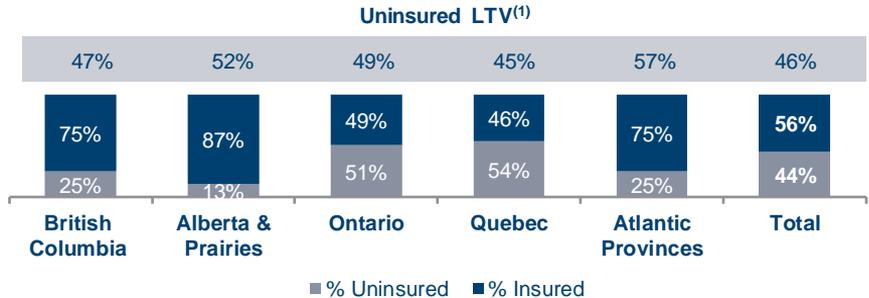
A Pan-Canadian Portfolio⁽²⁾



Credit Quality



Insured, Uninsured & Loan to Value (LTV) by Province⁽²⁾



(1) Reflects current estimated value of collateral, including HELOCs (2) As at July 31, 2021

Appendices



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Financial Performance

Q3 2021



**LAURENTIAN
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Q3/21 Financial Performance

Reported (\$MM)

	Q3/21	Y/Y	Q/Q
Total revenue	\$ 254.9	+3%	+2%
Provision for credit losses (PCL)	\$ 5.4	-76%	+125%
Non-interest expenses	\$ 170.3	-7%	-5%
PTPP income ⁽¹⁾	\$ 84.6	+31%	+21%
Net income	\$ 62.1	+71%	+17%
Diluted EPS	\$ 1.32	+71%	+15%
ROE	9.4%	+360 bps	+80 bps
Efficiency ratio	66.8%	-710 bps	-510 bps
CET1 capital ratio	10.3%	+90 bps	+20 bps

Adjusted (\$MM)

	Q3/21	Y/Y	Q/Q
Non-interest expenses ⁽²⁾	\$ 174.4	+3%	-%
PTPP income ⁽¹⁾⁽²⁾	\$ 80.5	+1%	+7%
Net income ⁽²⁾	\$ 59.0	+25%	+4%
Diluted EPS ⁽²⁾	\$ 1.25	+23%	+2%
ROE ⁽²⁾	8.9%	+120 bps	-30 bps
Efficiency ratio ⁽²⁾	68.4%	+30 bps	-150 bps

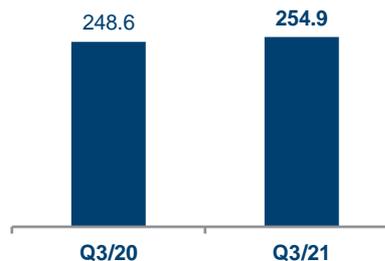
Y/Y Highlights

- Revenue growth mainly due to increased lending fees and financial market related revenues
- Materially lower PCLs as Q3/20 was impacted by the pandemic
- Continuing focus on cost discipline with higher adjusted non-interest expenses driven by higher performance-based compensation

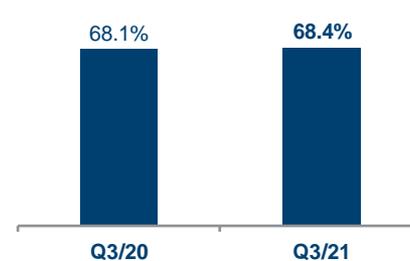
Q/Q Highlights

- Higher revenues driven by higher lending fees
- Higher PCLs due to lower releases of allowances on performing loans partly offset by lower provisions on impaired loans

Total Revenue (\$MM)



Adjusted Efficiency Ratio⁽²⁾



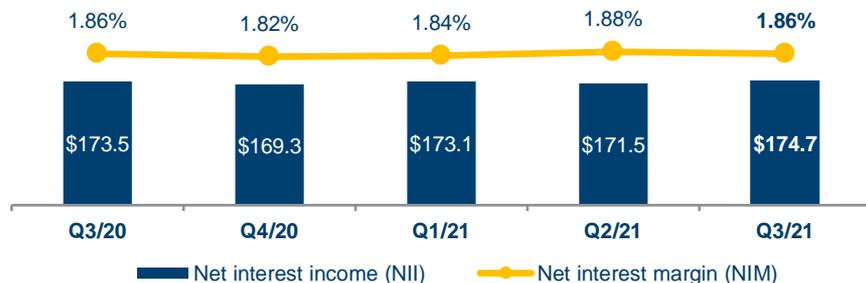
(1) Pre-tax pre provision (PTPP) income is total revenue net of non-interest expenses and a Non-GAAP measure. Refer to the Note to Users appendix for further details.

(2) Adjusted measures presented throughout this document are Non-GAAP measures and exclude amounts designated as adjusting items. Refer to the Adjusting Items and Note to User appendix for further details.

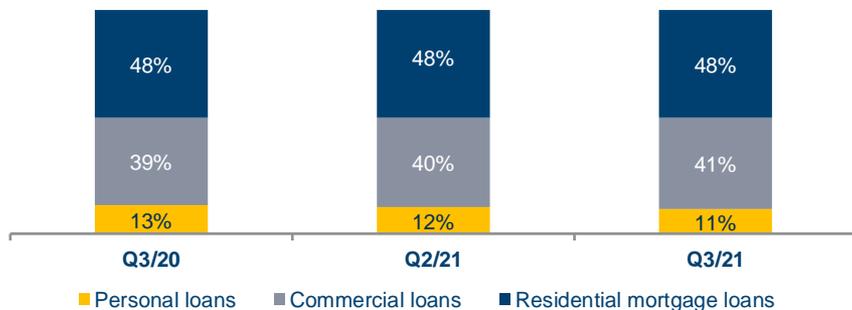


Net Interest Income

Net Interest Income and Margin (\$MM, %)



Loan Portfolio Mix



Key Assets (\$B)

	Q3/21	Y/Y	Q/Q
Liquid assets	\$ 10.5	+7%	+6%
Personal loans	\$ 3.8	-11%	-3%
Residential mortgage loans	\$ 15.7	-1%	-1%
Commercial loans ⁽¹⁾	\$ 13.5	+6%	+2%

Key Liabilities (\$B)

	Q3/21	Y/Y	Q/Q
Deposits - Personal & Business	\$ 20.7	-6%	-1%
Deposits - Wholesale	\$ 2.5	-3%	+17%
Debt related to securitization	\$ 10.8	+15%	-1%

Y/Y Highlights

- NII increased due to improved funding costs, driven by greater utilization of secured funding, and partly offset by lower average loan volumes
- NIM remained stable

Q/Q Highlights

- NII increased mainly due to the number of days
- NIM decreased mainly as a result of the business mix



(1) Including customers' liabilities under acceptances

Other Income

(\$MM)	Q3/21	Y/Y	Q/Q
Lending fees	\$ 18.7	+20%	+10%
Fees and securities brokerage commissions	16.1	+28%	-6%
Commissions from sales of mutual funds	12.5	+17%	+6%
Service charges	7.9	-1%	-1%
Income from financial instruments	8.4	-35%	+29%
Card service revenues	6.5	-%	-2%
Fees on investment accounts	3.9	+17%	-15%
Insurance income, net	2.6	-19%	-13%
Other	3.6	+54%	-2%
	\$ 80.2	+7%	+2%

Y/Y Highlights

Other income increased by \$5.1MM, mainly from:

- An increase of \$3.1MM in lending fees driven by an improvement in economic activity
- An increase of \$1.9MM in commissions from sales of mutual funds

Q/Q Highlights

Other income increased by \$1.9MM, mainly from:

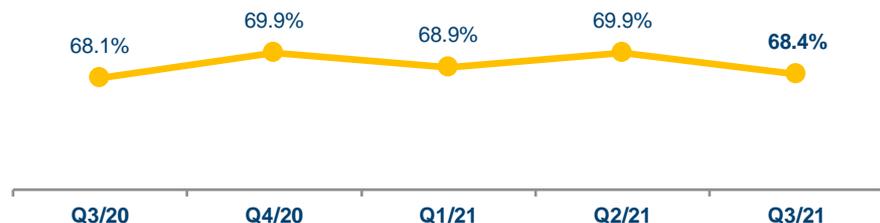
- An increase of \$1.7MM in lending fees stemming from the strong performance in real estate lending



Adjusted Non-Interest Expenses (NIE)

Adjusted NIE (\$MM) ⁽¹⁾	Q3/21	Y/Y	Q/Q
Salaries and employee benefits	\$ 96.9	+5%	-1%
Premises and technology	49.2	-2%	-1%
Other	28.2	+6%	+3%
	\$ 174.4	+3%	-%

Adjusted Efficiency Ratio



Y/Y Highlights

Adjusted non-interest expenses increased by \$5.2MM, mainly from:

- Salaries and employee benefits increased by \$4.5MM on an adjusted basis as a result of higher performance-based compensation
- Adjusted efficiency ratio increased by 30 bps

Q/Q Highlights

- Adjusted non-interest expenses remained in line with last quarter
- Adjusted efficiency ratio improved by 150 bps.

Net gain on the settlement of pension plans

- Net gain of \$7.1MM (\$5.2 MM after tax) related to the purchases of annuities, included in the reported results (adjusting items)



(1) Adjusted measures presented throughout this document are Non-GAAP measures and exclude amounts designated as adjusting items. Refer to the Adjusting Items and Note to User appendix for further details.

Adjusting Items

	Q3/21			Q2/21			Q3/20		
	Pre-Tax Effect (\$MM)	Net Income After-Tax Effect (\$MM)	EPS Effect (\$/Share)	Pre-Tax Effect (\$MM)	Net Income After-Tax Effect (\$MM)	EPS Effect (\$/Share)	Pre-Tax Effect (\$MM)	Net Income After-Tax Effect (\$MM)	EPS Effect (\$/Share)
Net gain on the settlement of pension plans resulting from annuity purchases ⁽¹⁾	\$ -7.1	\$ -5.2	\$ -0.12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Restructuring charges ⁽²⁾	-	-	-	1.9	1.4	0.03	11.1	8.1	0.19
Items related to business combinations	2.9	2.2	0.05	3.0	2.3	0.05	3.6	2.7	0.06
Impact of adjusting items ⁽³⁾	\$ -4.2	\$ -3.0	\$ -0.07	\$ 4.9	\$ 3.6	\$ 0.08	\$ 14.7	\$ 10.9	\$ 0.25

(1) The net gain on the settlement of pension plans resulting from annuity purchases is related to the purchase of group annuity contracts de-risking the Bank's pension plans (or buy-out) and is included in the Non-interest expenses line item. Refer to the Business Highlights section of the MD&A for further details about this transaction.

(2) In the second quarter of 2021, restructuring charges mainly consisted of charges associated with the resolution of the union grievances and unfair labour practice complaints, including complaints relating to the revocation of the union certification, as well as charges associated with the continued optimization of the Quebec branch network. In the first quarter of 2021, restructuring charges were attributed to the optimization of the Quebec branch network and the related streamlining of certain back-office and corporate functions. In 2020, restructuring charges related mainly to the reorganization of retail brokerage activities and other measures aimed at improving efficiency. Restructuring charges are included in Non-interest expenses and include severance charges, salaries, legal fees, communication expenses, professional fees and charges related to lease contracts.

(3) The impact of adjusting items may not add due to rounding.



Credit

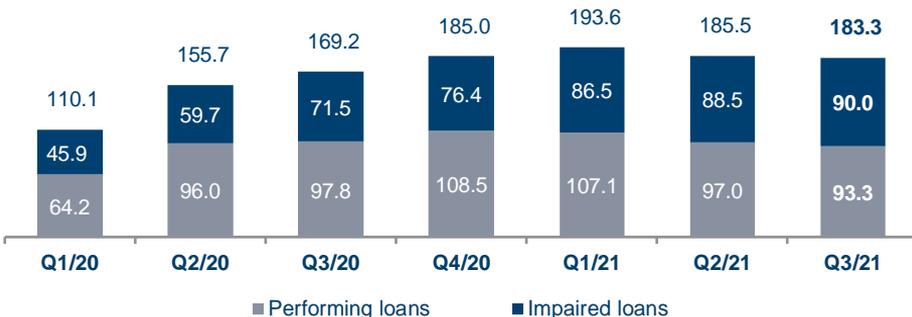


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Allowances for Credit Losses

Allowances for Credit Losses (ACL) (\$MM)



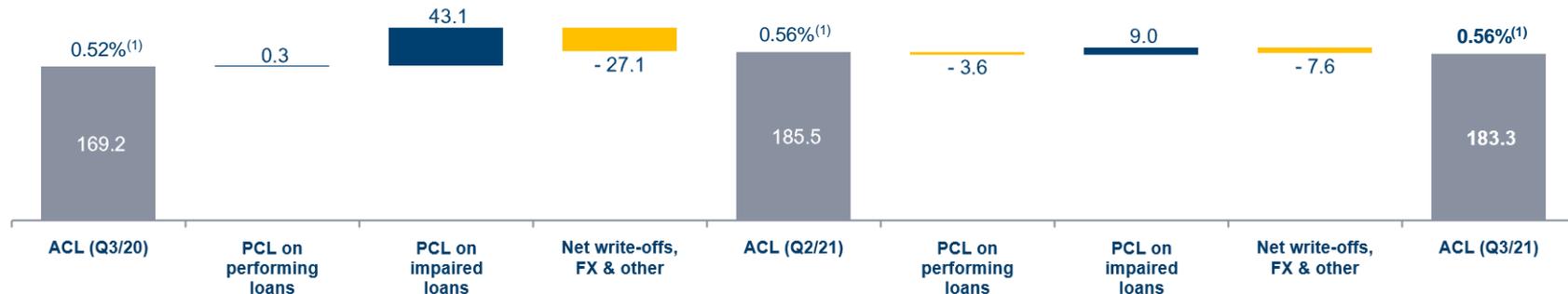
Y/Y Highlights

- ACL increased by \$14.1MM mainly related to an increase in the impaired commercial loan portfolio

Q/Q Highlights

- ACL decreased by \$2.2MM mostly due to releases of allowances on performing loans as a result of an improving economic outlook

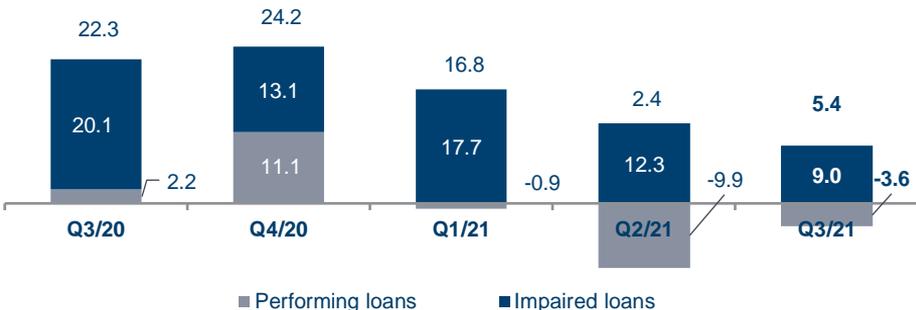
Movement in ACL (\$MM)



(1) ACL to loans and acceptances

Provision for Credit Losses

Provision for Credit Losses (PCL) (\$MM)



PCL (\$MM)



Maintaining a Prudent Approach to Provisioning

Y/Y Highlights

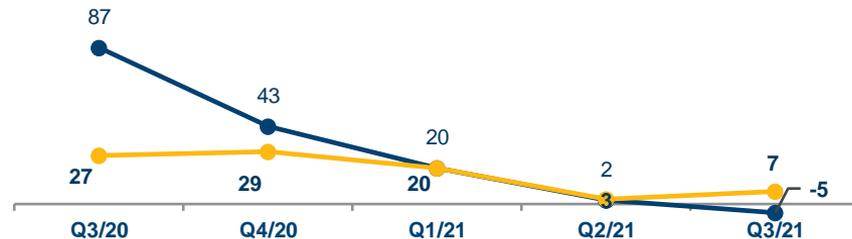
- PCL decreased by \$16.9MM as a result of the lower provisions on impaired loans due to the prior year impact of the pandemic and releases of allowances on performing loans of \$3.6MM

Q/Q Highlights

- PCL increased by \$3.0MM due to lower releases of allowances on performing loans partly offset by lower provisions on impaired loans

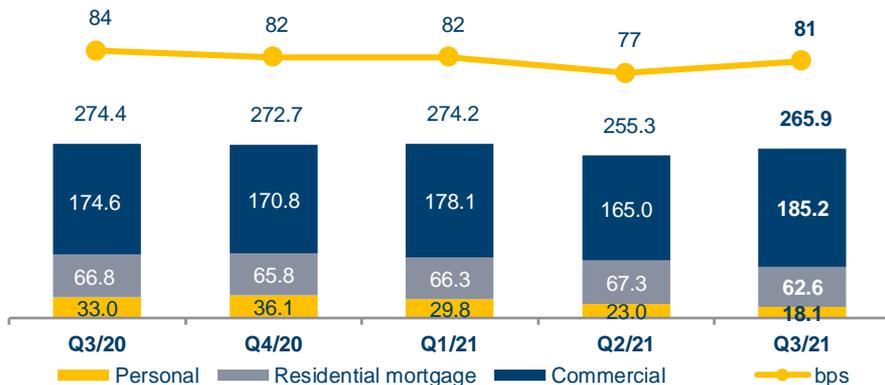
PCL

(As a % of average loans and acceptances, in basis points)

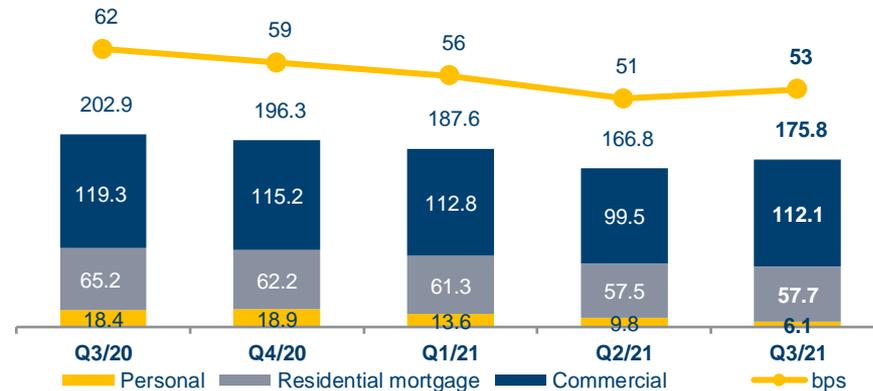


Impaired Loans

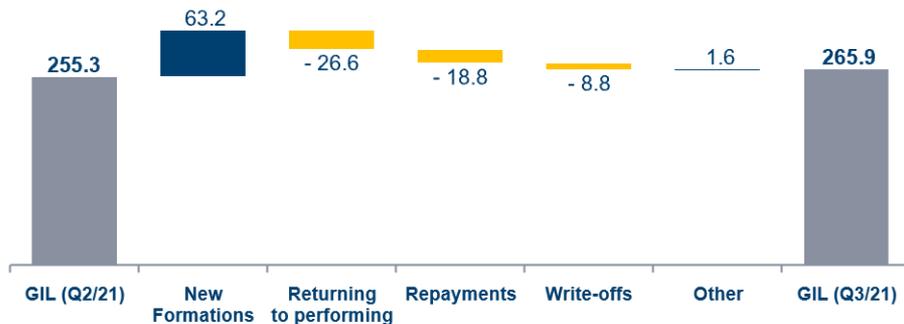
Gross Impaired Loans (\$MM, bps)



Net Impaired Loans (\$MM, bps)



GIL Net Formation (\$MM)



Y/Y Highlights

- Gross impaired loans decreased by \$8.5MM, mainly due to a decrease in personal impaired loans
- Net impaired loans decreased by \$27.1MM

Q/Q Highlights

- Gross impaired loans increased by \$10.6MM, mainly due to an increase in commercial impaired loans
- Net impaired loans increased by \$9.0MM



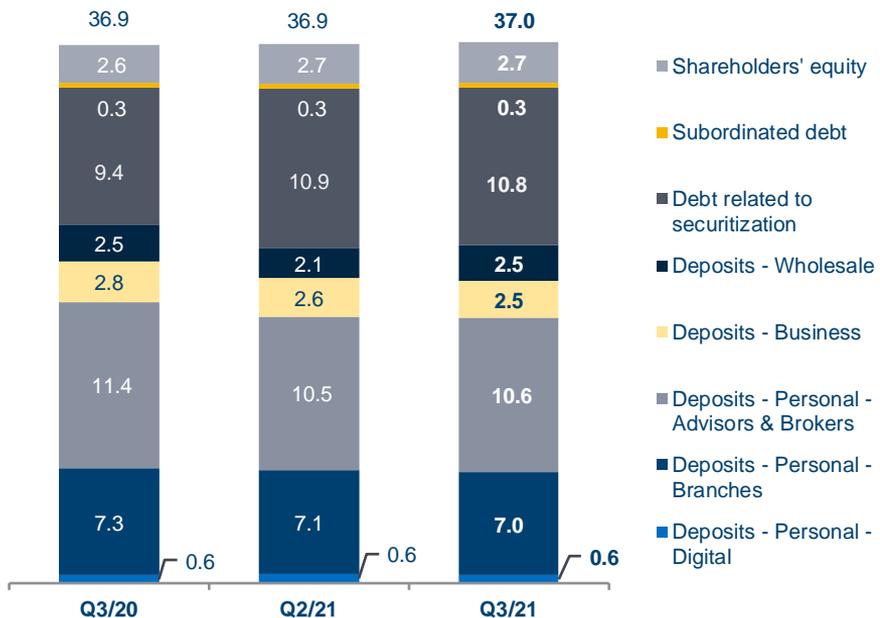
Liquidity, Funding and Capital



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Well Diversified and Stable Sources of Funding

Funding (\$B)



Y/Y Highlights

- An increase in debt related to securitization of \$1.4B was offset by a decrease in term deposits sourced from Advisors & Brokers to optimize funding sources and align deposits with loan volumes
- Personal branch notice and demand deposits increased by \$0.2B or 7%
- Personal deposits represent 79% of total deposits as of July 31, 2021, and contributed to the Bank's good liquidity position

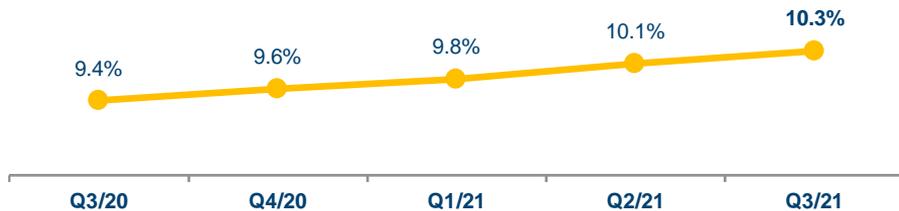
Q/Q Highlights

- Continued strengthening, diversifying and optimizing funding sources:
 - Issued \$250MM of Covered Bonds as part of a \$2B program
 - Redeemed \$125MM Preferred Shares Series 15, funded by the issuance of \$125MM of more cost-efficient Limited Recourse Capital Notes

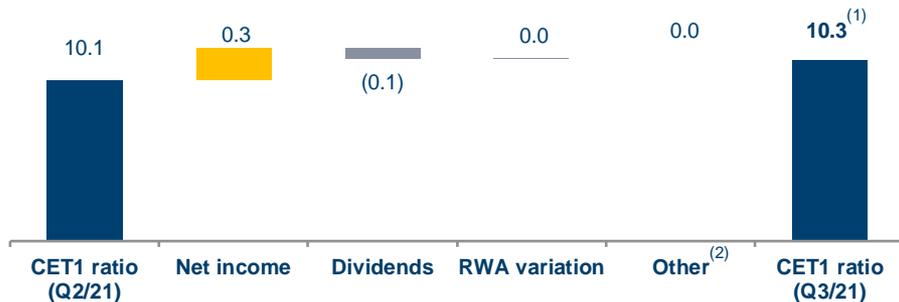


Strong Capital Position

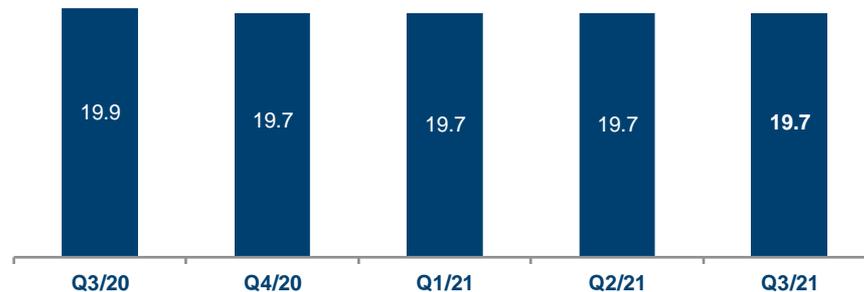
Common Equity Tier 1 Capital Ratio (CET1)⁽¹⁾



Evolution of the CET1 Ratio (%)



Risk-Weighted Assets (RWA) (\$B)



Y/Y Highlights

- CET1 ratio increased by 90 bps Y/Y
- The increase reflected internal capital generation and slightly lower risk-weighted assets

Q/Q Highlights

- CET1 ratio increased by 20 bps Q/Q
- The increase reflected internal capital generation



(1) Includes a non meaningful impact resulting from the application of OSFI's transitional arrangements for the provisioning of expected credit losses

(2) Comprised of other variations in other comprehensive income, as well as deductions for software and other intangible assets, pension plan assets and other

ESG



**LAURENTIAN
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Progress on ESG

Environment



Decarbonizing Operations

- ✓ **Bullfrog Power:** Displaced more than 1,493 tonnes of CO₂ - equivalent of taking 330 cars off the road for one year or diverting more than 521 tonnes of waste from a landfill.*
- ✓ **LEED Certified Buildings:** Selected LEED certified buildings to house Laurentian Bank's corporate offices



Lending and Investing

- ✓ **Task Force on Climate-related Financial Disclosures (TCFD):** Developed roadmap with short, medium and long-term priorities for our adoption of the TCFD recommendations
 - Established internal TCFD task force with CFO as Chair
 - Initiated RFP to conduct Climate Risk Assessment for entire Bank
- ✓ **Carbon Footprint Disclosure:** Calculated Greenhouse Gas emissions – scope 1 & 2 – based on The GHG Protocol to identify reduction opportunities and establish targets



Green Financial Products

- ✓ **Green Bonds:** Active participant in green bond issuances, including participating in the issuance of \$4 billion of green bonds in 2020 to finance eco-friendly projects
- ✓ **Responsible Investment Solutions:** Expanded mutual fund offer to include Mackenzie Global Environment Equity Fund & Mackenzie Global Women's Leadership Fund

* As of October 31, 2020



Progress on ESG

Social



Equity, Diversity & Inclusion within our Workforce

- ✓ **Diverse Representation:** 55% are women; 46% in management positions; 28% are members of visible minorities
- ✓ **Measurable Targets:** Set measurable ED&I targets in leaders' scorecards to drive results and accountability
- ✓ **Diversity Commitments:** Signed BlackNorth Initiative Pledge, committing to hiring a minimum of 5% of student workforce from Black community
- ✓ **Training:** Mandatory unconscious bias e-training for all employees



Supporting Diverse Customers

- ✓ **Banking Code for Seniors:** Adopted the 7 principles of the Seniors Code, including appointing a Seniors Champion and publishing a dedicated webpage for seniors
- ✓ **Remote Services:** Digital and tele-banking services expanded to serve customers remotely



Engaging and Empowering Employees

- ✓ **Employee-Centric Approach:** Surveyed all employees on work preferences. Offered hybrid and work from home approach for Future of Work strategy
- ✓ **Mental Health and Wellness Services:** Access to 24/7 medical professionals on Lumino virtual health platform
- ✓ **Raising Awareness:** Initiatives for Bell Let's Talk, Black History Month, International Women's Day, Earth Day, 175th anniversary celebrations, Pride month
- ✓ **Launched Courageous Conversations:** A safe space for diverse team members to share stories and learn from each other
- ✓ **New Employee Resource Groups:** For Black and LGBTQS2+ communities and allies

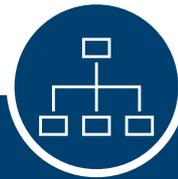


Progress on ESG Governance



Diversity in Leadership

- ✓ **Industry-Leading Board Diversity:** Leader in Board Diversity exceeding the 30% threshold, with equal gender representation on our Board for the past three years
 - First bank in Canada to have appointed a woman to Chair of the Board in 1997 and again in 2013
- ✓ **Diverse Leadership:** First major Canadian Bank to be led by a woman
 - Special CEO Search Committee: Key board mandate in 2020: CEO search
- ✓ **Board Renewal:** 60% of the independent directors have been appointed over the last 5 years



ESG Program Governance

- ✓ **Executive Leadership on ESG:** CEO appointed herself as the Bank's ESG Champion
- ✓ **Compensation Tied to Performance:** ESG targets in all leaders' scorecards linking ESG strategy and initiatives directly to their performance
- ✓ **Established ESG Governance Structure:** Established Executive ESG Steering Committee and ESG Working Group with senior representatives from all business lines and corporate sectors



Strengthening Governance Framework

- ✓ **Governance Policy Reviews:** Recently reviewed the Board Governance Policy, Conflict of Interest Policies and implemented an independent Whistle-blower framework, including a third-party hotline for whistle-blowers
- ✓ **Codes of Conduct:** Developed Employee and Supplier Codes of Conduct
- ✓ **AML:** Implemented Enterprise Anti-Money Laundering and Anti-Terrorist Financing policies



Note to Users

Management uses both generally accepted accounting principles (GAAP) and non-GAAP measures to assess the Bank's performance. Results prepared in accordance with GAAP are referred to as "reported" results, except for Pre-tax pre-provision income which is a non-GAAP measure. Non-GAAP measures presented throughout this document are referred to as "adjusted" measures and exclude amounts designated as adjusting items. Adjusting items relate to the settlement of pension plans, restructuring charges and business combinations and have been designated as such as management does not believe they are indicative of underlying business performance. Non-GAAP measures are considered useful to readers in obtaining a better understanding of how management analyzes the Bank's results and in assessing underlying business performance and related trends. Non-GAAP measures do not have any standardized meaning prescribed by GAAP and are unlikely to be comparable to any similar measures presented by other issuers.

Additional information about Non-GAAP measures can be found under the Non-GAAP measures section on page 5 of our Q3/21 Report to Shareholders.

All amounts are in Canadian dollars.



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