



North America's Strongest Bank

For what matters.

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First Principle

- A lower risk Bank

Strategic Imperative

- Deliver consistent sustainable earnings over the long term
- Achieve strategic growth, where there is opportunity and we have competitive capabilities

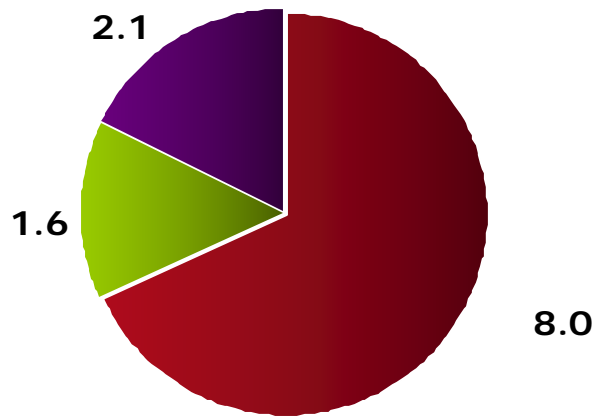
North America's Strongest Bank ¹

¹ Bloomberg Markets Magazine: "The World's Strongest Banks" (May 2012).

Lower risk bank with industry-leading fundamentals

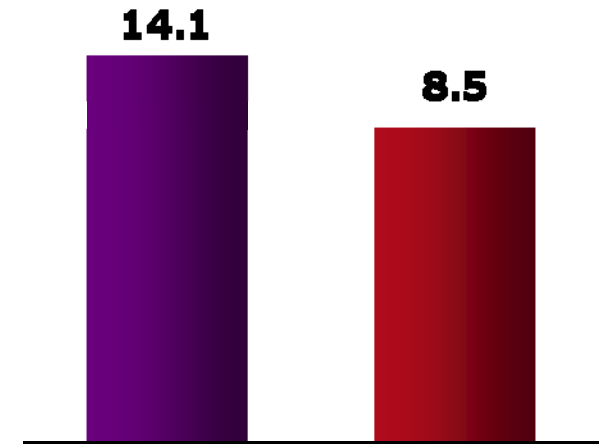


Revenue (\$B) ⁽¹⁾



- Retail & Business Banking
- Wealth Management
- Wholesale

Capital Strength (%) ⁽²⁾



Tier 1 Capital Ratio

Basel III Pro Forma

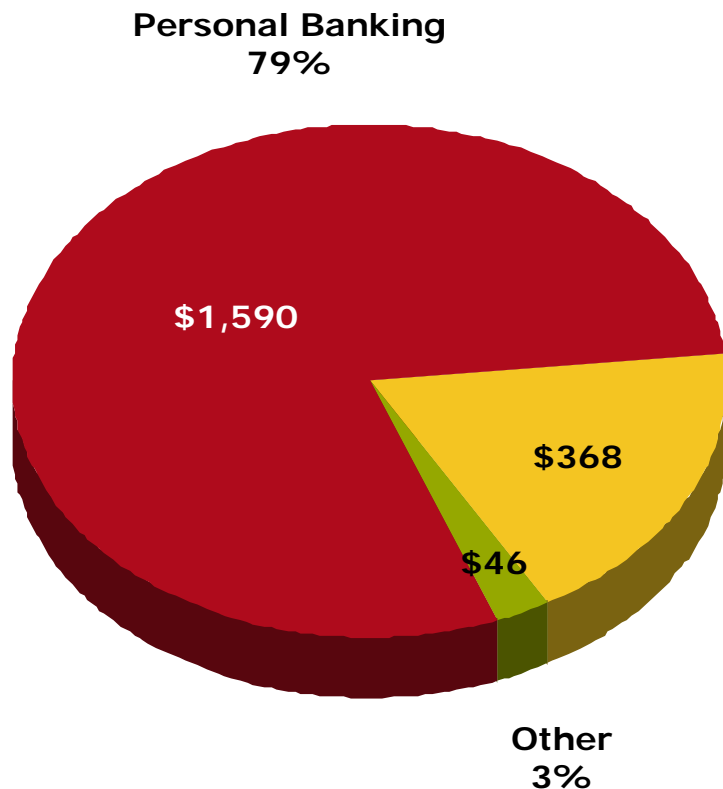
¹ Revenue for F2011. Excludes "Corporate and Other" revenue of \$885MM. Taxable Equivalent Basis – main methodology used by Canadian banks (grosses up dividend income and tax to interest income equivalents) - Non-GAAP financial measure.

² As at April 30, 2012. Basel II Tier 1 presented under IFRS. Basel III pro forma calculated based on 2019 rules and deductions

Personal & Business Q2/12 Revenue \$2B

Personal Banking

- 8.34 MM Clients
- 1,091 branches
- Call centres, ABM, Online
- Mobile Banking



Business Banking

- >365 K Clients
- Commercial Banking
- Small Business Banking

Business Banking
18%

65% of CIBC Total Revenue
69% of CIBC Total NIAT

Objective

Accelerate Profitable
Revenue Growth
+
Enhance Client Experience

Paradigm Shift

Shift from a Product to a
Client-Centric Focus

Priorities

Deepen Client Relationships

Sell

Improve Sales &
Service
Capabilities

Serve

Acquire &
Retain Clients

Grow

Our focus on the client will yield deeper client relationships which will result in....

Strategic Benefit

- An increase in our net client base
- More products with more of our clients
- Higher Net Interest Margins (NIMs)
- Both sides of the balance sheet
- Higher levels of client satisfaction

What Are Examples of the Shift from Product to Client?



Before

- Product Leads
- Product-based Incentives
- Product-based Organization Structure



Now

- Next Best Offer
- Relationship Consolidation Count (RCC)
- Retail Distribution & Channel Strategy (RD&CS) / Business Support & Strategic Initiatives (BSSI)

What Actions Have Been Taken to Deepen Client Relationships?



Actions Taken

- Total Banking Rebate
- Product Bundles
- Frontline Productivity
- Data Mining Capabilities
- Aligning Incentives

Sales

Actions Taken

- Break Away
- Talent Development
- Local Problem Resolution
- Report Rationalization and Metrics

What Actions Have Been Taken to Improve Sales and Service Capabilities?



Actions Taken

- End to End Lending
- Workforce Management
- Call Center Optimization
- Business Banking Optimization
- Continuous Improvement
- Customer Touch Points

Actions Taken

- Expanding Branch Footprint
- Expanding Operating Hours
- Expanding Mobile Sale Force
- Expanding Outbound Telephone Banking capacity
- Innovating in Mobile Banking / Mobile Payments

It doesn't align to our Strategy to deepen client relationships

Strategic Rationale

- Not our brand name
- Very limited cross-sell – no client relationship
- Thin margins
- Higher expenses with two mortgage systems
- Uses balance sheet resources

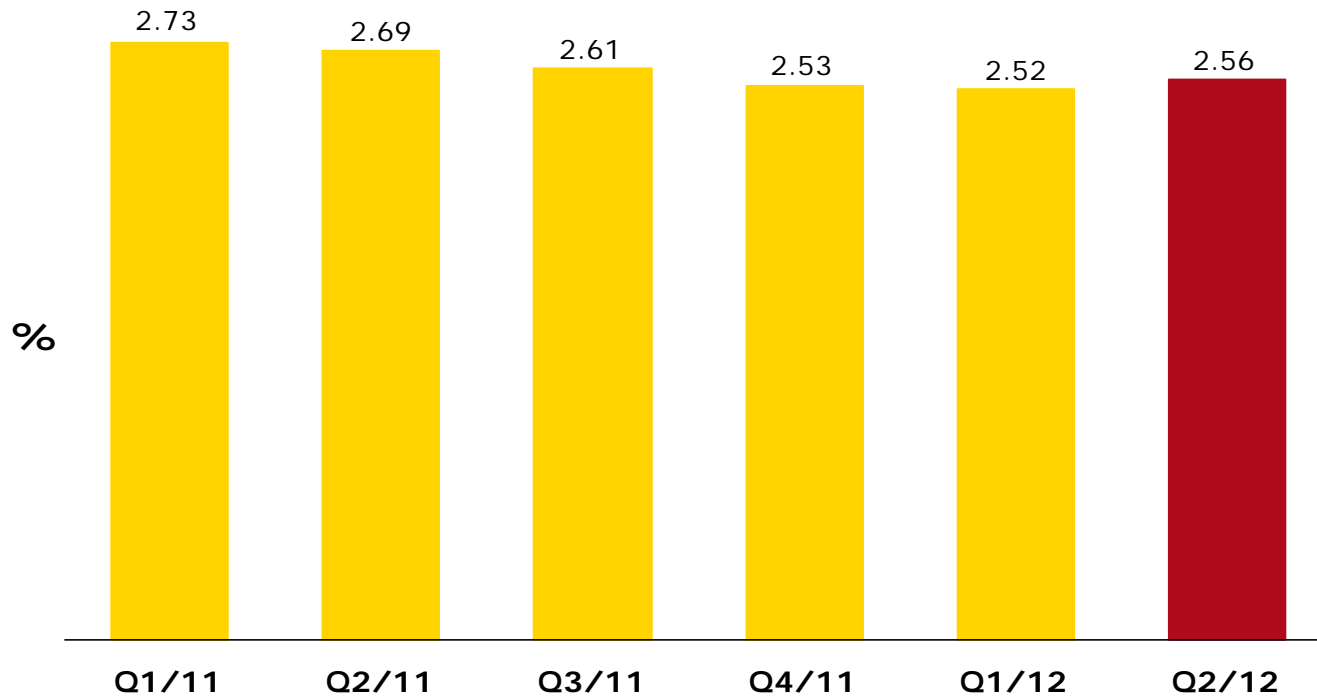
Plan

- Wind down Firstline balances / cease originations
- Renew into CIBC Brand (achieve thresholds)
- Increase relationship depth into CIBC Brand

Benefit

- CIBC branded mortgages to grow faster than market
- Net New Clients to CIBC
- Higher NIMs

Margins – stabilizing after recent period of decline



Market share - growth in CIBC brand mortgages



	Balances (\$B)	Market Share (%)		
		Q2/11	Q1/12	Q2/12
Business Deposits	37.4	14.7	14.8	15.1
Business Lending	34.5	16.4	16.6	16.7
Mutual Funds	55.1	6.9	7.2	7.3
Cards	15.4	18.7	18.4	18.4
Mortgages	145.3	13.7	13.4	13.3
CIBC Brand	88.0	7.9	8.0	8.1
Other	57.3	5.8	5.3	5.2
Personal Lending	31.7	8.2	8.1	8.2
Personal Deposits & GICs	109.1	16.3	15.9	15.8
CIBC Brand	83.0	10.9	10.9	10.9
Other	26.1	5.3	5.0	4.9

7 yrs ago

- Objective was set to lower risk and earnings volatility. Today, we are among the best capitalized banks in the world and have been recognized as the Strongest Bank in North America and 3rd Strongest in the world

6 yrs ago

- CIBC set a target of achieving an industry median efficiency ratio. Today, we are the median of the industry.

5 yrs ago

- Decision made to lower risk and volatility in Wholesale Banking's earnings. Now the business is aligned to our lower bank risk profile, with a strong client-centric focus.

4 yrs ago

- Objective was set to improve fund performance and stop the decline in assets. Now performance > than industry benchmark and asset balance is growing.

3 yrs ago

- Objective was set to improve Business Banking performance. Now, we are growing at, or above market levels, in both deposits and lending.

Now

- It's Retail Banking's time. We are shifting our focus from product to client. We have a plan. We have a clear focus. And, we will deliver.

Best in Mobile Banking Globally



One of Canada's 10 Most Admired Corporate Cultures



Ranked as one of the world's strongest banks



A Best Employer for New Canadians



A Top Employer for the Greater Toronto Area



Deal of the Year for our equity investment in American Century Investments



A Best Diversity Employer



Today

- North America's Strongest Bank with a strong record of execution
- Strong capital levels under both current and future regulatory standards
- Demonstrating consistent and sustainable earnings

Strategic Growth Priorities

- Deeper client relationships
- Acquire and retain clients
- Improve sales and service capabilities

Future State

- Create an enhanced client experience
- Accelerate Retail and Business Banking revenue growth to industry levels

Questions