

## **Forward Looking Statements**

From time to time, we make written or oral forward-looking statements within the meaning of certain securities laws, including in this presentation, in other filings with Canadian securities regulators or the U.S. Securities and Exchange Commission and in other communications. 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. These statements include, but are not limited to, statements made about our operations, business lines, financial condition, risk management, priorities, targets, ongoing objectives, strategies and outlook for calendar year 2015 and subsequent periods. Forward-looking statements are typically identified by the words "believe", "expect", "anticipate", "intend", "estimate", "forecast", "target", "objective" and other similar expressions or future or conditional verbs such as "will", "should", "would" and "could". By their nature, these statements require us to make assumptions and are subject to inherent risks and uncertainties that may be general or specific. A variety of factors, many of which are beyond our control, affect our operations, performance and results, and could cause actual results to differ materially from the expectations expressed in any of our forward-looking statements. These factors include: credit, market, liquidity, strategic, insurance, operational, reputation and legal, regulatory and environmental risk; the effectiveness and adequacy of our risk management and valuation models and processes; legislative or regulatory developments in the jurisdictions where we operate, including the Dodd-Frank Wall Street Reform and Consumer Protection Act and the regulations issued and to be issued thereunder, the U.S. Foreign Account Tax Compliance Act and regulatory reforms in the United Kingdom and Europe, the Basel Committee on Banking Supervision's global standards for capital and liquidity reform and those relating to the payments system in Canada; amendments to, and interpretations of, risk-based capital guidelines and reporting instructions, and interest rate and liquidity regulatory guidance; the resolution of legal and regulatory proceedings and related matters; the effect of changes to accounting standards, rules and interpretations; changes in our estimates of reserves and allowances; changes in tax laws; changes to our credit ratings; political conditions and developments; the possible effect on our business of international conflicts and the war on terror; natural disasters, public health emergencies, disruptions to public infrastructure and other catastrophic events; reliance on third parties to provide components of our business infrastructure; potential disruptions to our information technology systems and services, increasing cyber security risks which may include theft of assets, unauthorized access to sensitive information, or operational disruption; social media risk; losses incurred as a result of internal or external fraud; anti-money laundering; the accuracy and completeness of information provided to us concerning clients and counterparties; the failure of third parties to comply with their obligations to us and our affiliates or associates; intensifying competition from established competitors and new entrants in the financial services industry including through internet and mobile banking; technological change; global capital market activity; changes in monetary and economic policy; currency value and interest rate fluctuations, including as a result of oil price volatility; general business and economic conditions worldwide, as well as in Canada, the U.S. and other countries where we have operations, including increasing Canadian household debt levels and Europe's sovereign debt crisis: our success in developing and introducing new products and services, expanding existing distribution channels, developing new distribution channels and realizing increased revenue from these channels; changes in client spending and saving habits; our ability to attract and retain key employees and executives; our ability to successfully execute our strategies and complete and integrate acquisitions and joint ventures; and our ability to anticipate and manage the risks associated with these factors. This list is not exhaustive of the factors that may affect any of our forward-looking statements. These and other factors should be considered carefully and readers should not place undue reliance on our forward-looking statements. We do not undertake to update any forward-looking statement that is contained in this presentation or in other communications except as required by law.

#### Investor Relations contacts:

Geoff Weiss, Senior Vice-President416 980-5093Investor Relations Fax Number416 980-5028Visit the Investor Relations section at www.cibc.com



#### **CIBC Investor Day - Agenda**

ounsel













# **Financial Performance**

#### **Kevin Glass**

Senior Executive Vice-President and Chief Financial Officer

October 7, 2015





#### Performance highlights

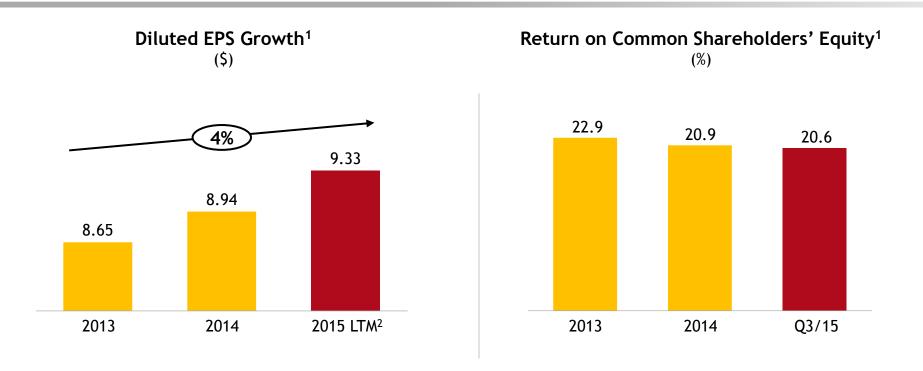
#### Future outlook







## Solid Performance Record – EPS Growth and ROE

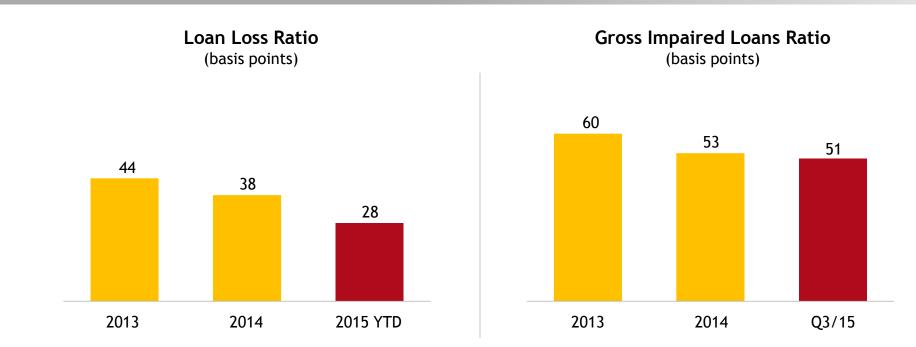




Banking that fits your life.

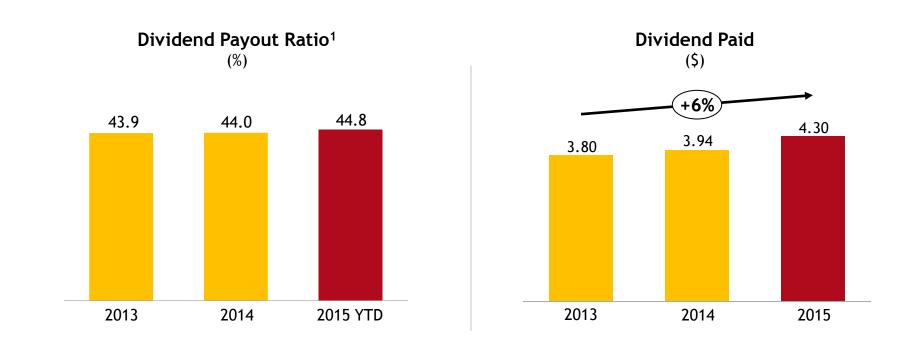
<sup>1</sup> Non-GAAP measures which exclude items of note as referenced in our quarterly Report to Shareholders. <sup>2</sup> Last Twelve Months.

## **Improving Credit Performance**





#### **Consistent Dividend Increases**

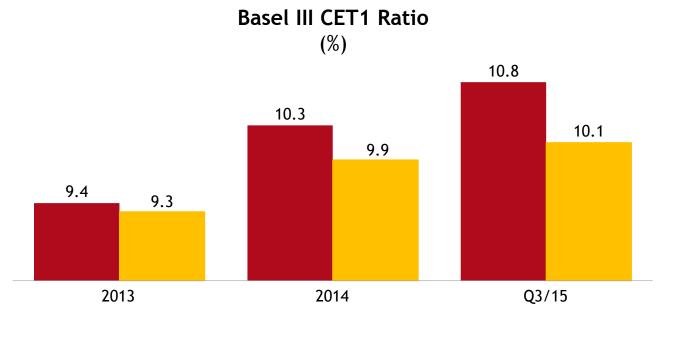




Banking that fits your life.

<sup>1</sup> Non-GAAP measures which exclude items of note as referenced in our quarterly Report to Shareholders.

#### **Strong Capital Position**



CIBC Peer Average<sup>1</sup>





#### Performance highlights

Future outlook







## **Balanced Capital Deployment**

Dividends	Organic Investments	Acquisitions	Share Buybacks
<ul> <li>Move to upper end of 40%-50% target range         <ul> <li>Increased dividend in five out of last six quarters</li> </ul> </li> </ul>	<ul> <li>Across business lines for long-term growth         <ul> <li>Investing in customer- focused capabilities</li> <li>Investing in innovation to modernize our bank</li> </ul> </li> </ul>	<ul> <li>Disciplined approach         <ul> <li>Aligned to strategic objectives</li> <li>U.S Banking platform to complement Wealth Management</li> </ul> </li> </ul>	<ul> <li>NCIB renewed in Sep/15         <ul> <li>To repurchase up to ~2% of outstanding shares</li> </ul> </li> </ul>
LLARS OF COMPANY			

Client-centric investments will drive strong top line performance



# Our Strategy Will Drive Continued Profitable Growth

BUILDING

#### A Strong Innovative, Relationship-Oriented Bank



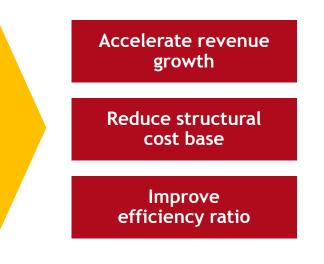




#### A CLOSER LOOK AT SIMPLIFICATION: Simplifying our Bank

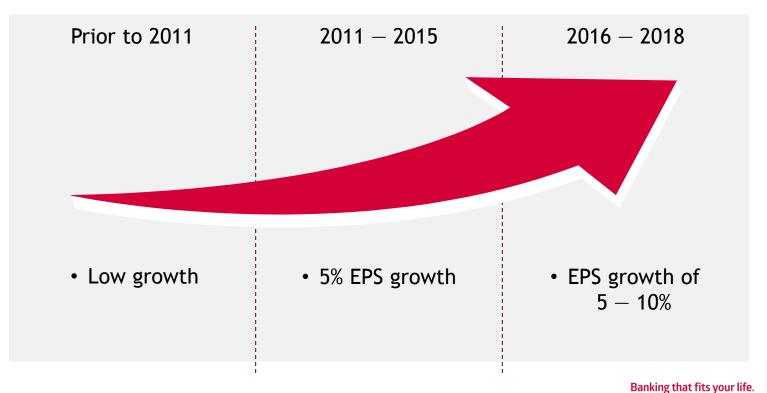
Making it easier to bank and get work done at CIBC will free up resources to reinvest in our business

	Run Rate Savings	Incremental Project Investment
2016	~\$100MM	~\$150MM
2017	~\$300MM	~\$150MM
2018	~\$500MM	~\$100MM
2019	~\$600MM	





#### **Earnings Expectations**





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# Solid Performance, Clear Vision

- Solid performance record
- Significant expense and efficiency opportunities
- Achievable medium term financial goals







- Victor Dodig, President & CEO
- David Williamson, SEVP & Group Head, Retail & Business Banking
- Michael Capatides, SEVP, CAO & General Counsel
- Stephen Forbes, EVP & Chief Commercial Officer





## **Focusing on Our Clients**

Not a new area of focus:

- Closed the gap significantly
- Outpaced Cdn competitors last 3 yrs

Increasing Urgency and Intensity



#### Our Goal:

## #1

# in client satisfaction





## **Program Clarity: Simplifying Our Bank**

1 Digitization Improving client experience and efficiency	Process Simplification2Making it easier to get things done	3 Workforce Evolving how and where we work
4 Data	Demand 5 Management	6 Suppliers
Harnessing data as an	Providing the right support for	Generating more value from





#### **Bank Wide Innovation - 3 Horizons**







## **Measuring Our Progress**

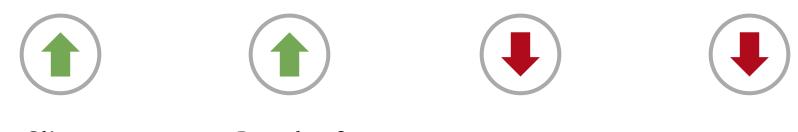
- Declaring #1 in Client experience a bank-wide priority
- Establishing a common measure for all - NPS
- Aligning exec compensation to performance for 2016

## 3 billion

opportunities each year to make CIBC the #1 bank for our clients



## Doing it Right Will be Measured by Leading Indicators



Client Acquisition Depth of Relationship / PUC

# of Client
Complaints

Client Attrition



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# **Retail and Business Banking**

**David Williamson** 

Senior Executive Vice-President and Group Head Retail and Business Banking

October 7, 2015



Progress to date

#### Strategic growth initiatives







## **Retail and Business Banking At-a-Glance**

# Contribution to CIBC's Earnings\* **65%** RBB

Branches	1,128
ATMs	3,897
Funds Managed	\$426 B
Earnings	\$2.5 B

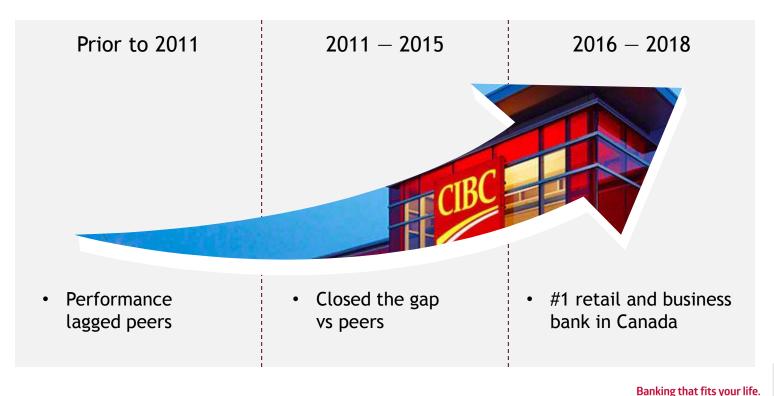






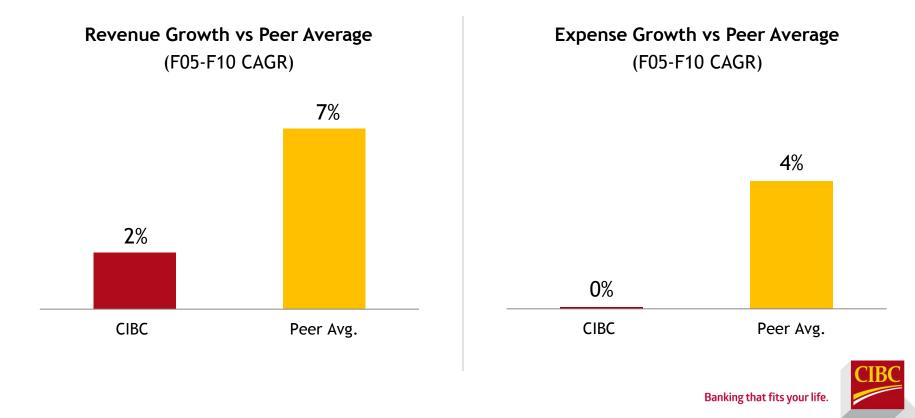


## The Repositioning of Retail and Business Banking

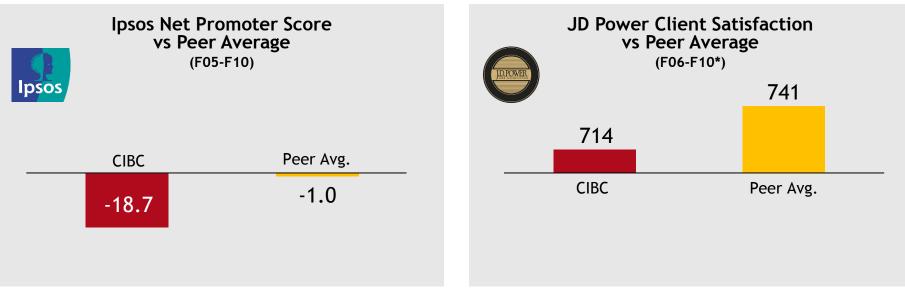




#### 2005-2010: Results Delivered through Expense Management



#### 2005-2010: Lack of Investment Impacted Client Experience



\* JD Power study launched in 2006

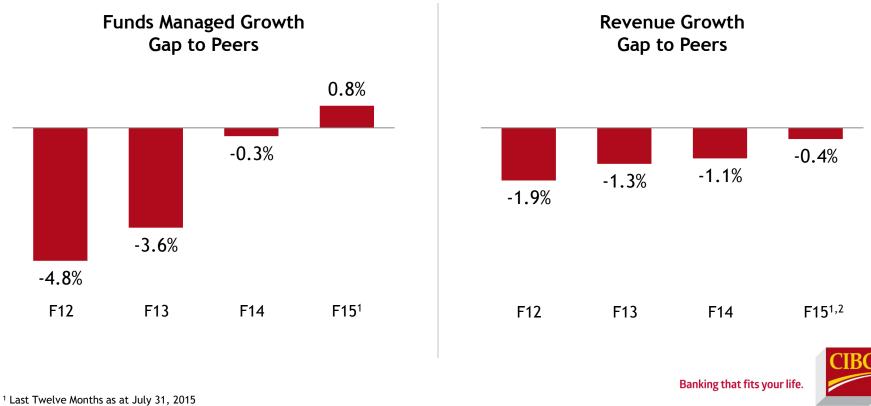


#### In 2011 We Focused on Two Key Objectives



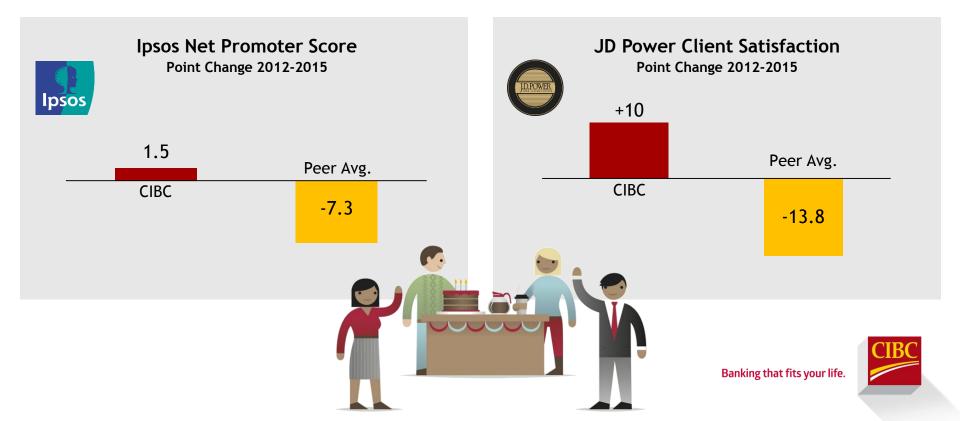


#### We Have Closed the Gap vs. Our Competitors

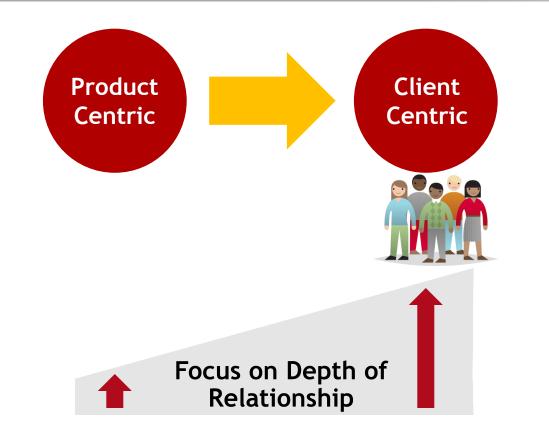


<sup>2</sup> Adjusted for acquisitions and divestitures

#### CIBC is the Only Big 5 Canadian Bank with Positive Momentum in Client Experience



### We Made a Strategic Shift



#### **Benefits**

- Improved client satisfaction

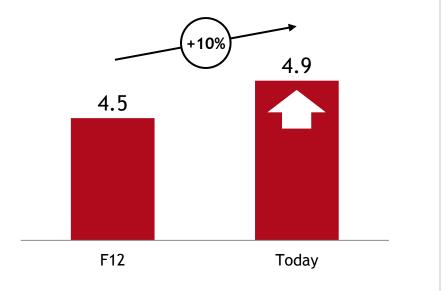
   NPS, JD Power increasing
- Lower attrition

   From 8.3% to 6.8%
- Higher margins
- More deposits
  - From 5<sup>th</sup> in growth to 1<sup>st</sup>



## **Deeper Client Relationships are Key to Our Progress**

#### Product Use Count



**Progress Driven By:** 

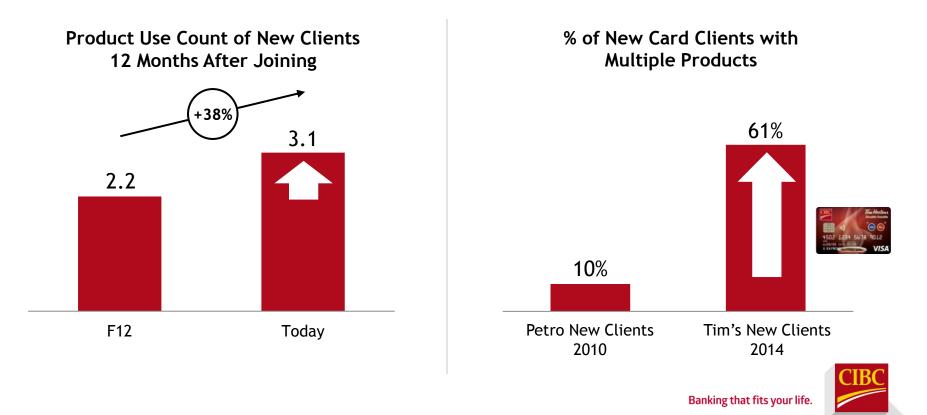
- Organizational change
- Sales force productivity enhancements
- Aligned incentives
- New onboarding technology
- Use of analytics for targeted offers and pricing





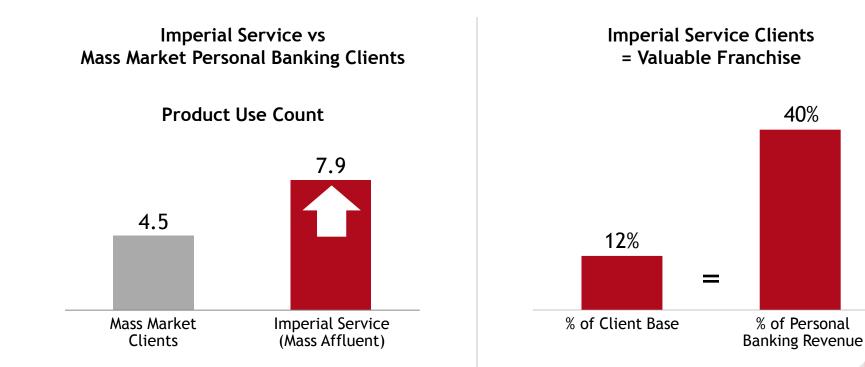


# New Clients Demonstrate Clearly How We are Deepening Relationships



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### Opportunity to Deepen Relationships with Mass Affluent Clients through Imperial Service Offer







Progress to date

#### Strategic growth initiatives







# With Momentum Established, Focus is Shifting from *Gaining* to *Leading*





# **Our Strategic Initiatives Support CIBC's Strategy**



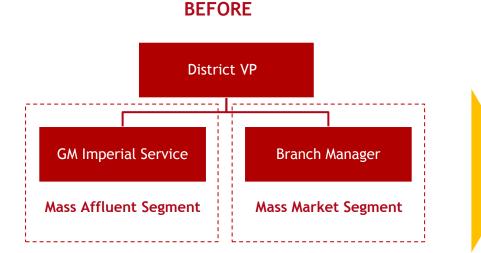
#### **Key Strategic Initiatives**

- 1. Simplify banking centre structure
- 2. Transform our network
- 3. Leverage digital channels
- 4. Build partnerships and drive innovation

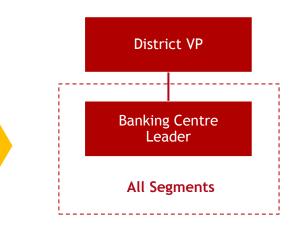
#### Earnings of \$3 B in 2018



#### STRATEGIC INITIATIVE #1: Simplifying Banking Centre Structure, Emphasis on Advice



- Complex structure
- Leadership divided by segment

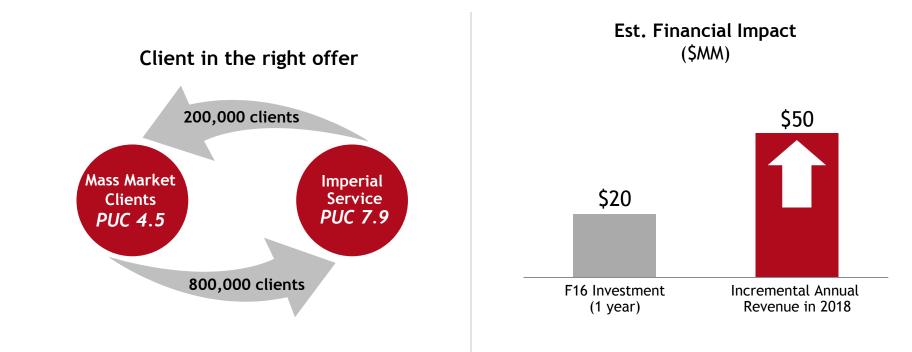


AFTER

- Smaller, smarter and well led
- Clients in right offer



#### STRATEGIC INITIATIVE #1: Simplifying Banking Centre Structure, Emphasis on Advice

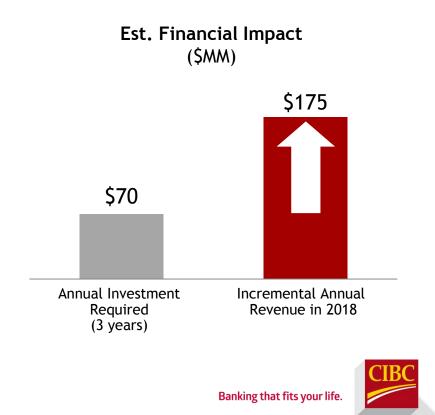




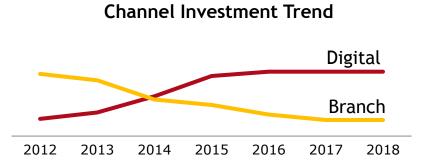
#### STRATEGIC INITIATIVE #2: Transform Network Using Power of Digital Banking

- Shift transactions to digital channels
  - Leverage digital leadership to meet day-to-day banking needs at lower cost
  - Invest in business online platform to drive self-service and straight-through processing
- Enhance banking centres to focus on advice
  - Sales/advice for personal and business clients
  - Digital zones to handle routine transactions
- Reallocate savings to invest in sales roles
  - Imperial Service
  - Imperial Service Direct
  - Mobile Advisors
  - Business Banking





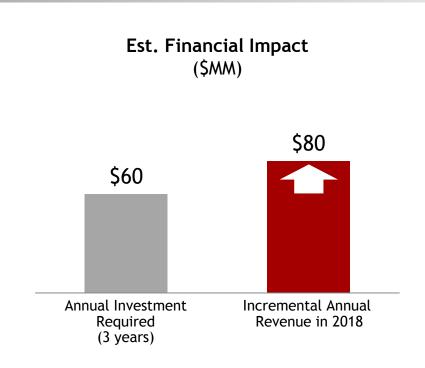
# **Leverage Digital Channels to Drive Revenue**



- Take a "mobile first" approach to all new projects
- Accelerate investment in digital sales capability
- More products available through digital channels, with no in-person interaction required









# **2018 Digital Banking Leadership Metrics**



15% of sales from digital channels - vs 4% today



70% of clients engaged with digital channels - vs 48% today



25% of assisted channel leads sourced from digital





# **Build Partnerships and Drive Innovation**



CIBC

# Proven Record, Revitalized Growth Engine, Clear Plan





- David Williamson, SEVP & Group Head, Retail & Business Banking
- Jon Hountalas, EVP, Business & Corporate Banking
- Christina Kramer, EVP, Retail Distribution & Channel Strategy



# Break



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# **Capital Markets**

Harry Culham

Senior Executive Vice-President and Group Head, CIBC Capital Markets

October 7, 2015





Progress to date

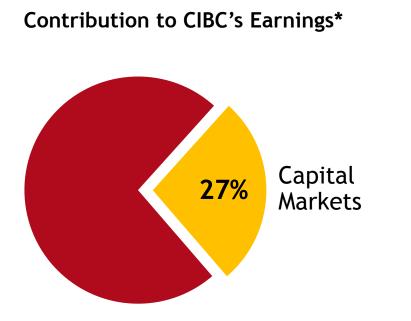
#### Strategic growth initiatives







# **Capital Markets At-a-Glance**



- 1,300 employees globally
- Strong Canadian presence with international reach in the U.S., U.K., Asia, Australia and Latin America
- Full-service platform supporting all major Canadian industries
- Global expertise in energy, mining and infrastructure

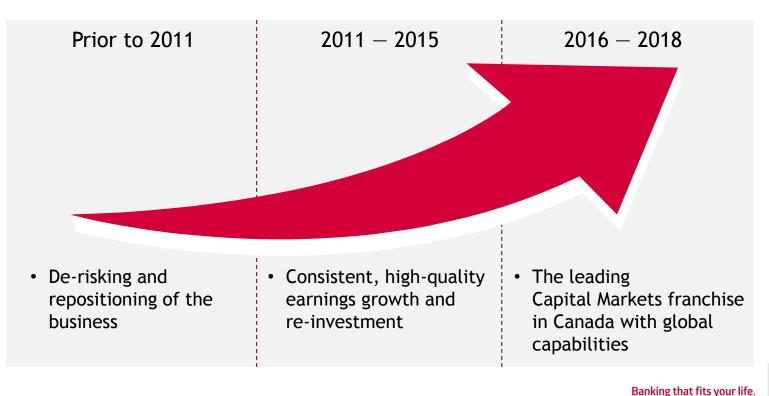






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# The Evolution of CIBC Capital Markets



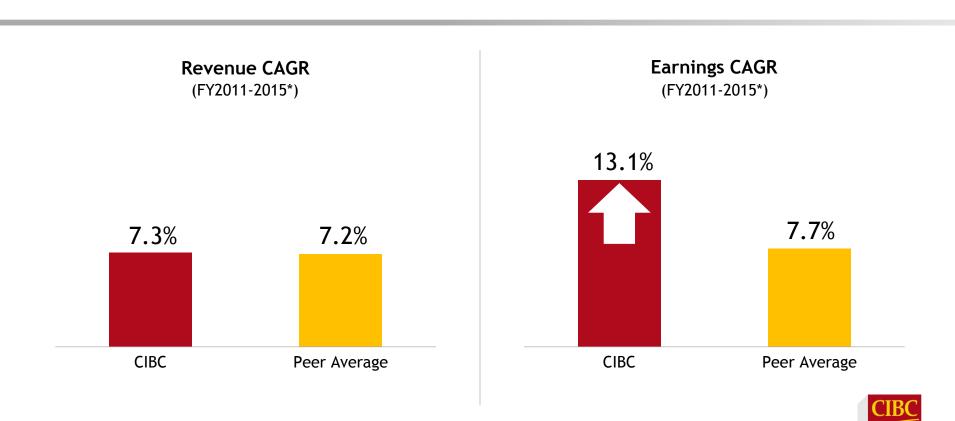


### **Recent Objectives and Areas of Focus**

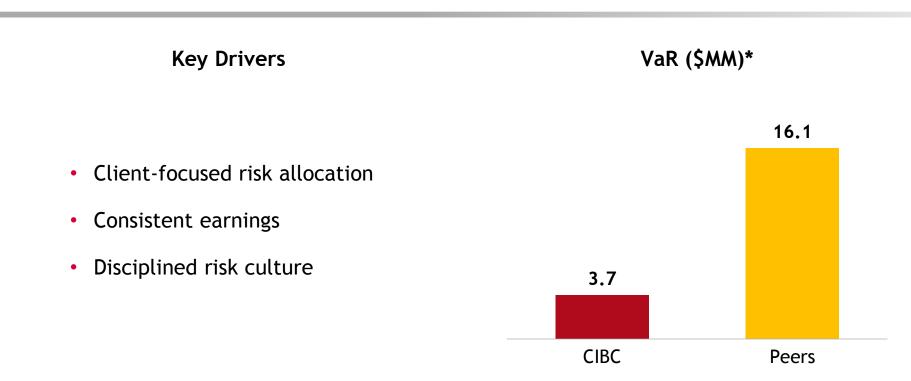




### **Strong Performance vs. Peers**



### A Lower VaR Business vs. Peers





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\* Value at Risk: Fiscal 2015 Q3 Daily Average

# A Canadian Capital Markets Leader

Syndicated loans <sup>1</sup>	#1
Corporate debt <sup>1,2</sup>	#2
Equity new issues and government debt <sup>1</sup>	#3
M&A advisory	
Derivatives House of the Year	Industry Leadership
Foreign Exchange, Commodities and Equity Trading	



1 Rankings on a fiscal YTD Q3/2015 basis for Government and Corporate Debt, and Equity New Issues. Corporate lending loan syndication ranking on a calendar YTD Q2/15 basis. 2 Full Credit excluding self-led.

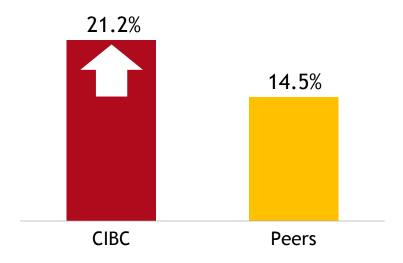


### **Delivering Outsized Returns vs. Peers**

**Key Drivers** 

- Stable, high-quality earnings
- Disciplined expense management and resource allocation
- Strong risk management culture and infrastructure
- Best-in-class e-commerce platform

Consistent, Sustainable Results & Outsized Returns - RORC\* (%)



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\*Return on Regulatory Capital (RORC) Last Twelve Months ended July 31, 2015



Progress to date

Strategic growth initiatives







# **Client Trends Shaping Our Business**

#### 80%

Of our top clients have operations in the U.S., or have transacted there in the last three years

#### **53%**

More than half of the \$5.3 trillion-aday FX market is now traded electronically

### \$3 Trillion

Estimated investment required in the U.S. by 2020 to maintain aging infrastructure

#### \$63.7 Billion

Growth in investment outside Canada in 2014 by the two largest pension funds in Canada

#### \$30 Billion

Annual foreign remittances from Canada, the highest per capita country globally

### ~\$40-\$60 / bbl

Forecast price of oil (WTI) this year with weakness expected to continue next year



### **Our Strategic Initiatives Support CIBC's Strategy**

BUILDING A Strong Innovative, Relationship-Oriented Bank



#### Key Strategic Initiatives

- Strengthen & expand leadership positions in Canada
- 2. Build a North American platform & expand coverage in key sectors globally

Banking that fits your life.

3. Deliver innovation to clients across CIBC

#### Earnings of \$1.2 B by 2018

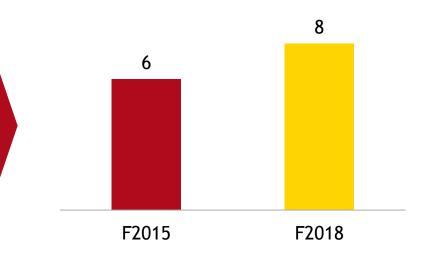


# STRATEGIC INITIATIVE #1: 67 Strengthen & Expand Leadership Positions in Canada

#### Key Initiatives

- Client coverage model focused on idea generation, higher-touch service and advice
- Expand product offerings to meet evolving client needs
- Increase focus on mid-market clients

**Product Use Count\*** 









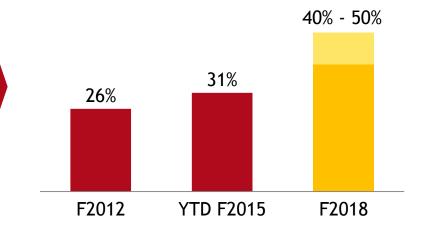


### Build a North American Platform and Expand Capabilities in Key Sectors Globally

#### **Key Initiatives**

- Extend Canadian expertise to the U.S. and globally in select, scalable sectors we know well
- Focus resources on clients where there is potential to deepen relationships
- Enhance support for clients with connectivity to Canada

#### Percentage of Revenue from Outside Canada





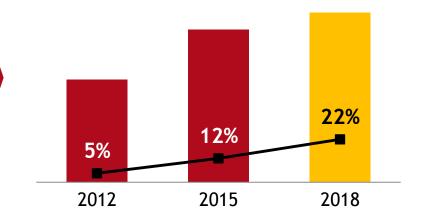


# **Deliver Innovation to Clients Across CIBC**

#### **Key Initiatives**

- Continued expansion of our e-Capital Markets platform
  - FX, Equities, Commodities, Derivatives and Rates
- Leverage e-platforms to deliver:
  - value-add solutions to Capital Markets clients
  - innovative and flexible solutions to Retail and Wealth clients

#### Percentage of FX Revenues from Alternate Clients Solutions









# Momentum Building, Raising the Bar for 2018



Delivering high quality earnings and strong returns, with efficient capital deployment



- Client-focused business with a scalable platform
- Underpinned by strong talent, technology & enhanced client coverage model



Executing strategy to achieve meaningful, risk-controlled revenue and earnings growth





- Harry Culham, SEVP and Group Head, Capital Markets
- Roman Dubczak, Managing Director & Head, Global Investment Banking
- Christian Exshaw, Managing Director & Head, Global Markets
- Jon Hountalas, EVP, Business & Corporate Banking





# Wealth Management

#### **Steve Geist**

Senior Executive Vice-President and Group Head, Wealth Management

October 7, 2015





Progress to date

### Strategic growth initiatives

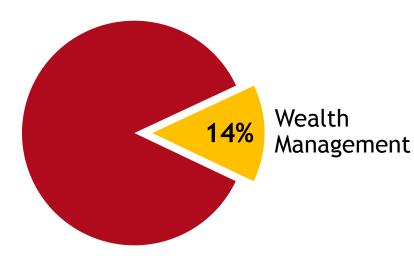






## Wealth Management At-a-Glance

#### Contribution to CIBC's Earnings<sup>1</sup> of 14% is up from 9% in 2010



AUA / AUM (Spot; as at July 31, 2015)	\$318 B
Revenue <sup>1</sup>	\$2,455MM
Earnings <sup>1</sup>	\$534MM
Client-Facing Professionals	1,550

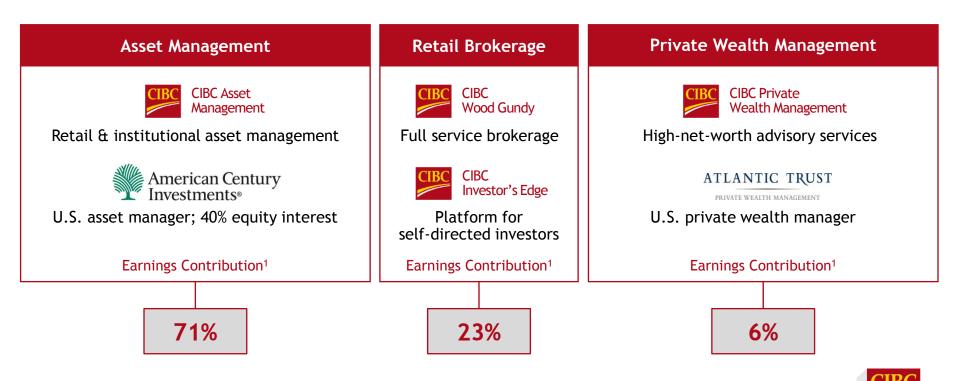








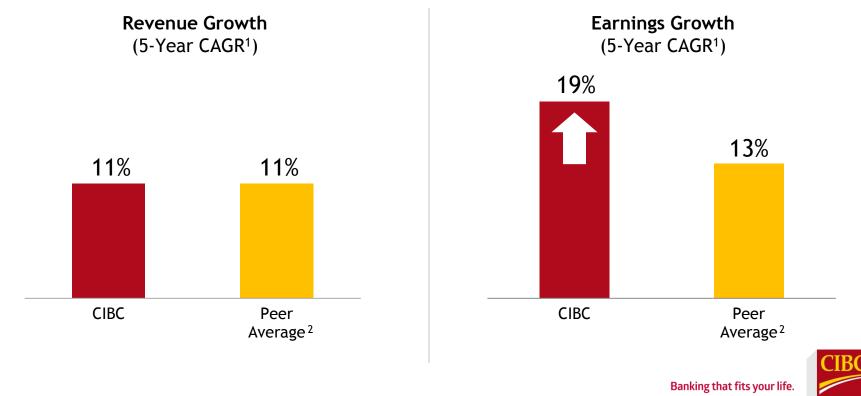
## Wealth Management is a Diversified and Well Established Business



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1. Last Twelve Months ended July 31, 2015

## Strong Performance with Income Growth Outpacing Peers



1. FY10 to FY15 Last Twelve Months ended July 31, 2015

2. Peer Average includes the Big 6 Banks, excluding CIBC and Scotiabank

## **Progress in Deepening Client Relationships...**

Top quartile Private Banking Net Promoter Score (NPS)

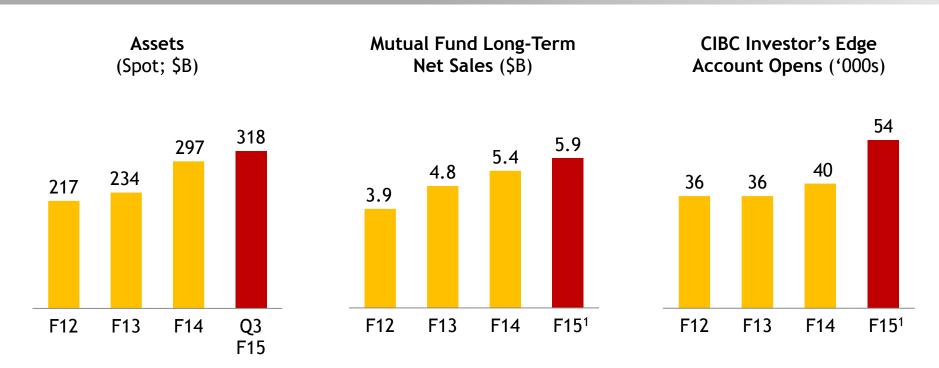


✓ Solid progress in 2015 Canadian JD Power Investor Satisfaction Studies





## ... is Driving Strong Business Results





Best Wealth Management Provider - Canada
 World Finance Wealth Management Awards, 2014

- ✓ #1 advisor ranking in Bank & Credit Union Report Card Investment Executive Bank & CU Report Card, 2015
- #1 in Fees and Commissions CIBC Investor's Edge MoneySense Best Discount Brokerages Review, 2015
- Best Multi-Family Office (National) Atlantic Trust

Family Wealth Report Awards, 2015













Progress to date

### Strategic growth initiatives



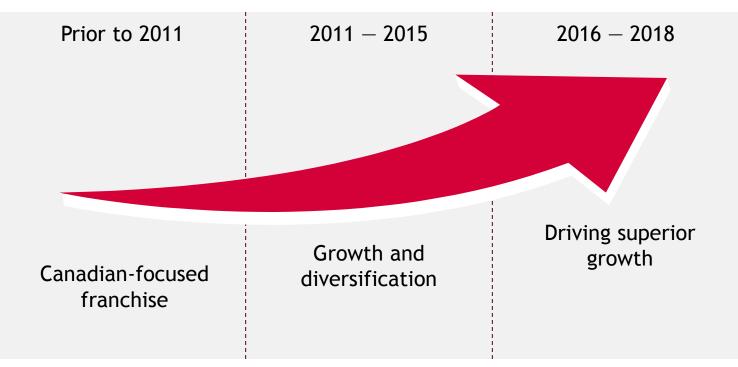


Banking that fits your life.



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## Building Momentum in Wealth Management





# **Environmental Factors Shaping Our Industry**

### Aging Demographic

creating demand for outcome-oriented investment solutions

## \$800B

will be set in motion by 2024 through intergenerational wealth transfers

### **Digital Advances**

client expectations for real-time, on-demand access across channels

#### **50%**

of private Canadian businesses will be transitioned within the next 15 years

### Evolving Regulation

need to deliver clear value of advice and relationships

1/3<sup>rd</sup>

of new HNW households in Canada are newcomers



Sources: Investor Economics, Boston Consulting Group, PWC, Hurun Research Institute and Visas Consulting Group

# **Our Strategic Initiatives Support CIBC's Strategy**



#### Strategic Initiatives

- 1. Enhance client experience
- 2. Drive asset growth
- 3. Simplify and optimize business platform

#### Earnings of \$700MM+ by 2018



# Enhance Client Experience

#### **Key Initiatives**

- Enhance referrals and partnership across CIBC
- Elevate our integrated offer
- Provide financial planning
- Continue to deliver strong product offer and performance
- Elevate brand proposition



#### Maintain Current Strong Performance Metrics

Client retention	95%+
Net Promoter Score	40+





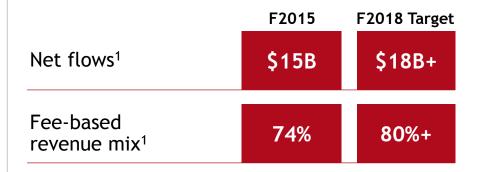
#### STRATEGIC INITIATIVE #2: Drive Asset Growth

**Key Initiatives** 

- Attract new clients and deepen existing relationships
- Continue fee-based conversion
- Create core banking and brokerage offer
- Refine compensation to emphasize growth
- Add U.S. private banking capabilities



Performance Measures







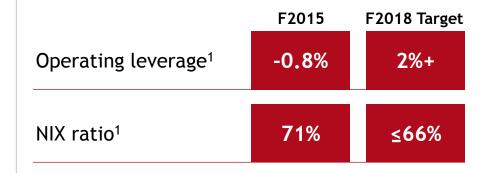
#### STRATEGIC INITIATIVE #3: Simplify and Optimize Business Platform

**Key Initiatives** 

- Integrate fee-based platforms
- Streamline business processes
- Digitize key client interactions
- Leverage existing capabilities across platform
- Increase scale in private wealth



**Performance Measures** 







# Strong Performance, Building Momentum



 Our performance has outpaced peers

Favourable industry dynamics

Positioned to deliver

superior growth

## Earnings of \$700MM+ by 2018



- Steve Geist, SEVP & Group Head, Wealth Management
- Monique Gravel, Head of CIBC Wood Gundy
- Jack Markwalter, CEO, Atlantic Trust
- David Scandiffio, President & CEO, CIBC Asset Management









