SCOTIABANK

2023 Investor Day – Enterprise Strategy

December 13, 2023

FORWARD-LOOKING INFORMATION

CORPORATE PARTICIPANTS

Scott Thomson
The Bank of Nova Scotia – President & CEO

John McCartney
The Bank of Nova Scotia – SVP of Investor Relations

OPENING REMARKS

John McCartney - The Bank of Nova Scotia – SVP of Investor Relations

Good morning and a warm welcome to all of you joining us today in person and to those of you who are with us on our global webcast. I'd like to begin by recognizing that we are on Treaty 13, which is home to many nations and that across Canada, we acknowledge the traditional territories of the First Nations, Inuit, Métis, the people who call these lands home. Scotiabank has committed to reconciliation and further trust-based relationships with indigenous communities across our footprint.

It's great to see so many familiar faces. And for those of you who I have not met, my name is John McCartney. I'm Head of Investor Relations here at Scotiabank. On behalf of the entire management team, we're very excited to have you with us today as we share with you the details of our renewed bank strategy, our new way forward.

A few housekeeping items before we begin. The presentation materials will be available on our Investor Day page at the Scotiabank website after each presentation. We will be serving lunch in the foyer directly outside in the atrium. We'd like to also invite you to stay with us for a casual reception following our formal agenda. And lastly, please remember to turn off or put your phones on silent. We look forward to your questions throughout the day.

During our Q&A sessions, kindly raise your hand and Patricia or Clancy from our communications team will bring you a microphone. Please introduce yourself by name and by organization before asking your question.

So to begin the day, you'll hear from Scott Thomson, our President and CEO, who will provide insight into our strategy review process and go-forward strategic plan. Scott will be followed by our Chief Financial Officer, Raj Viswanathan, who will discuss the financial metrics and capital implications of our plan as well as detail our medium-term financial objectives. Scott and Raj will pleased to then take your questions.

Through the balance of the day, you will hear from each of our 4 business line group heads: Aris Bogdaneris, Jacqui Allard, Francisco Aristeguieta, and Jake Lawrence. Q&A sessions will follow the Canadian Banking and Wealth presentations this morning with Aris and Jacqui, and again this afternoon focused on our International and Global Banking and Markets business with Francisco and Jake.

Phil Thomas, our Chief Risk Officer, is also here to participate today. Phil is a 25-year Scotiabank veteran with deep experience in data analytics, digital and retail risk and will join the business line Q&A sessions. Also here, and pleased to join the conversation, our Group Vice Chairman, Glen Gowland, former Head of our Wealth Management business; and Michael Zerbs, our Group Head of Technology and Operations.

As today's presentation contains forward-looking statements on behalf of each presenter, I refer you to the disclaimer regarding forward-looking statements, which appears on the screen in front of us. And with that, we will kick off the day with a short video, after which President and CEO, Scott Thomson, will share with you Scotiabank's new way forward.

(Video Presentation)

PRESENTATION

Scott Thomson - The Bank of Nova Scotia – President & CEO

Good morning, and welcome to our 2023 Investor Day. It is great to have so many of you from the investment community here with us. I have valued the opportunity to engage with many of you since taking on this role and your feedback has been important as we develop the strategy we will share today.

I would also like to acknowledge our team of Scotiabankers for their leadership and commitment as we developed our new way forward. That includes those who have taken part in our strategy development as well as those who committed to deliver for our clients through this period of change. Their ongoing commitment and dedication to our bank, our clients and one another throughout this period of transition has been a true highlight of the past year for me.

Determining our new way forward has been a highly collaborative and inclusive process across our bank's broader leadership team and has been endorsed by our Board of Directors. The engagement and alignment demonstrated by leaders has given me confident that we will -- confidence that we will successfully execute on our ambition, execution that is already underway.

Today, we will provide a clear picture of how we will position and manage the bank to deliver profitable and sustainable growth and maximize total shareholder return. But before outlining where we are going, it's worth reflecting on where we've come from.

Scotiabank has many competitive advantages and a strong foundation on which to grow. We have powerful client franchises in the markets in which we operate. Many of these businesses have grown and scaled in recent years and enjoyed top-tier competitive positioning in their markets. We are a highly recognized and trusted brand from coast to coast in Canada, a top 10 foreign banking organization in the U.S., a preeminent bank in the Caribbean and a scale player in the Pacific Alliance countries.

Our franchises throughout our footprint are important institutions in their markets, both for the financial services they provide but also a significant and recognized employers of choice. We have a strong balance sheet. This year, we took deliberate and meaningful steps to strengthen the bank's liquidity, funding profile and capital position as we laid the necessary groundwork to support our strategy.

This prudent positioning will help to ensure that we have a solid foundation as we grow the bank while navigating through the current uncertain economic backdrop.

Our bank has demonstrated strong capability over time to manage enterprise risk effectively across products and geographies. We have a robust risk culture and an enterprise risk framework that has protected the bank in the face of increasing nonfinancial risks and periods of economic stress and volatility.

We've made significant progress on our digital journey, exceeding many of our 5-year targets. All bank digital sales increased from 28% of all transactions in fiscal 2019 to 51% today. And active mobile users are up 81% to 8 million clients in that same period.

And of course, Tangerine is Canada's leading digital bank with 97% of all sales completed digitally, an impressive stat even among global digital banks where the average is 16 points lower. Our unique footprint also allows us to apply learnings from our international markets where digital adoption is ahead of financial institutions in Canada.

For example, since 2019, we've increased retail digital sales volume to approximately 90% in Chile. By comparison, our retail sales volume in Canada is less than 30%, highlighting the significant opportunity to leverage best practices and digital delivery from our international businesses.

We are also driving leadership and sustainability. Just last week, Scotiabank was named to the North American Dow Jones Sustainability Index for the sixth year in a row. Our S&P Global ESG score for 2023 ranked Scotiabank in the top 4% of global financial institutions and the highest rated bank in North America.

Our commitment to diversity and inclusion is brought to life by the Scotiabank Women initiative, which has deployed $8 billion in capital in Canada to support women-owned and women-led businesses.

Fulfilling our purpose of creating value for every future is a source of pride for Scotiabankers and a key reason why we are a compelling employer for diverse talent, which ultimately makes us a stronger bank. Also important to where we are today are the actions the bank has taken over the past decade to sharpen our geographical footprint.

We have exited approximately 25 higher-risk geographies while expanding our domestic wealth business by investing more than $3 billion in acquisitions. These efforts serve to strengthen the bank, resulting in approximately 80% of our earnings now coming from North America, which includes Canada, the United States, Mexico and the Caribbean. However, we also invested approximately $7 billion through premium priced acquisitions to build scale in our Pacific Alliance markets, acquisitions that have not yet met our return expectations.

Although work has been done to reposition the bank, it is important to acknowledge that we have lagged our peers and financial metrics that are key drivers of shareholder value creation. The returns on our capital deployed have not measured up in the last 10 years. And as a result, Scotiabank's total shareholder return has underperformed its peers.

There are clear realities that have impacted our relative performance. First and foremost, we are behind and winning primary relationships with approximately 16% of our clients using Scotiabank for their day-to-day banking needs. We define primary clients in our retail businesses as individuals who are digitally engaged and have an active day-to-day transaction checking account as well as a payment or investment product with Scotiabank.

Our loan-to-deposit ratio is the highest amongst our peers, indicating a greater reliance on rate-sensitive wholesale funding and resulting in more volatile margins and earnings. We have lagged peer profitability in our Canadian Banking segment. We are underpenetrated across most products, except mortgages and autos. We have fewer clients per branch. Our deposits per branch are below peers and the return on equity has lagged peers.

Our current business mix in Canada is biased towards secured lending and retail and investment-grade corporate and commercial lending, a profile that generates lower returns. At the same time, we allocated significant capital in international banking. We have been overly focused on market share and volume metrics in our international banking retail franchise, targeting monoline clients with obvious implications to relationship depth, deposit profile and returns.

Credit experience and monoline consumer finance portfolios have resulted in retail risk-adjusted returns that have been subpar and in GBM LatAm, our focus on market share leadership has resulted in an asset heavy and a lower-yielding overall portfolio in markets where the ancillary fee pools are not as large as in more developed markets. We are confident in our ability to address these challenges and energized about what our bank will achieve in 2028 and beyond.

Through our updated strategy process, we've been guided by several core principles and beliefs. First, client profitability. We have historically overemphasized business volume as a key determinant of our success. We are now moving to more of an emphasis on value. In other words, deeper, more meaningful and intentional primary client relationships, a greater share of the client wallet, a pivot from monoline strategies towards a multiproduct emphasis and a value proposition enhancement within higher return target segments. This is a significant change in mindset, moving away from balance sheet-led strategies to a relationship focus that incentswins that drive long-term client profitability and primacy.

Second, a strong balance sheet. You've already witnessed the beginnings of a discipline and rigor between deposit and asset growth that will be fundamental going forward.

Third, balanced risk and return. We are in the business of taking risk, so long as we are generating sufficient risk-adjusted returns on our capital. A disciplined approach to risk-adjusted margins is key to evaluating the attractiveness of each of our business segment opportunities.

We know that primary client relationships with affluent clients in International Banking generate higher risk-adjusted margins and lower write-offs over time. And our data confirms that our domestic primary retail clients have delinquency rates more than 50% below non-primary clients.

Fourth, connectivity across our platform. We are differentiated from our peers as the only Canadian bank present throughout the North American corridor, and we are uniquely positioned to serve clients operating across Canada, the U.S., Mexico and the Caribbean.

Finally, a disciplined approach to operational excellence. Execution will be paramount, better, faster and at a lower cost. With a continuous focus on productivity, process simplification and a relentless effort to build a culture that will give us a competitive advantage. Key to this will be consistent transparency in providing updates on our progress to our stakeholders even when it is difficult.

2023 has been a year of transition. We have been focused on strengthening our foundation to improve our resiliency and prepare the bank to execute on our profitable growth aspirations. And we've made good progress. As I mentioned, we have materially strengthened the balance sheet with both capital and liquidity metrics that steadily strengthen through the year, and we are well ahead of regulatory requirements.

Our plan is built with a foundational assumption that we will maintain these strong balance sheet metrics. Our deposits outpaced our loan growth this year, delivering early success in our long-term commitment to achieve a lower cost, more stable funding profile.

We have also added to our allowances for credit losses this year to ensure we are well positioned to manage through what could be a more challenging period for the economy in the near term.

Earlier this year, we launched our strategic review process. We performed a comprehensive internal review, including establishing our enterprise-wide focus areas, conducting a detailed data-driven portfolio assessment, evaluating trade-offs and conducting risk return analysis, all of which you'll hear about today.

Our strategy represents our leadership team's collective vision for the bank. We have worked to improve our cost structure. In October, we made some necessary decisions regarding our workforce to help optimize operations as we take a longer-term enterprise-wide view to build a more resilient and efficient bank. Our productivity agenda is a key component of our new strategy as we work to become leaner and create the capacity to invest in our strategic growth initiatives.

Our focus will be on reducing inefficiencies and duplication as we build deeper connectivity and synergies across our growth markets and drive greater productivity through a standardized model across jurisdictions.

Finally, we put an emphasis on culture and have strengthened our leadership team to implement our new strategy across the bank. This year, we have welcomed seasoned executives to Scotiabank's senior leadership team who have deep global banking experience. I am thrilled to have each of Jacqui on Global Wealth, Aris on Canadian Banking and Francisco on International Banking speaking with you today.

Jacqui brings 30 years of financial services experience, both in Canada and abroad. She has successfully built and managed businesses at scale that deliver exceptional client experiences in wealth management. In addition, her deep Canadian retail expertise is a welcome addition to my leadership team.

Aris has a proven 25-year history of delivering growth at scale in retail banking in some of the most complex markets in the world. He comes to us with deep knowledge and experience in client service across all channels, bringing world-class digital expertise and a track record of organic execution success.

Francisco brings more than 30 years experience as a seasoned and transformational leader, leading multiple business segments in a wide range of international markets, including Latin America.

Collectively, they have operated globally with world-class banking organizations, successfully leading business segments for which they now have responsibility for here at Scotia Bank. Our new leaders complement the tremendous experience and deep organizational expertise we already have with our existing experienced and extremely capable senior executives. With this strengthened senior leadership team in place, I'm highly confident in the execution plan and future success we will have as a bank. We are a united team focused on driving results for you, the owners of our business.

To do this, our team has set a bold new vision, to be our client's most trusted financial partner with the outcome being sustainable, profitable growth and outsized shareholder returns. It is important to me that our entire bank has a clear vision of where we are going, our North Star.

Our new framework will clearly guide our decision-making and organizational goals while also aligning our key stakeholders on Scotiabank's overall strategic direction. Our vision is centered on what we aim to achieve as an organization and creates a picture of future success. It defines our collective ambition, which we developed together as a leadership team. We aim to be the most trusted bank wherever we operate. We earn trust by honoring our commitments to our clients, shareholders, communities and each other. Banking is a relationship business and trust is the basis of any relationship.

The new way forward rests on 4 strategic pillars. First, we will grow in scale in priority businesses, leveraging connectivity across clearly identified businesses and geographies where we are competitively advantaged.

Second, we're going to earn more primary clients across the bank's portfolio. I spoke about value over volume. What we are working to build are deeper, more meaningful client relationships measured on profitability rather than on transaction count.

Third, we want to make it easy to do business with us, improving client experiences and streamlining and digitizing processes. And finally, to win as one team, we are bringing the entire bank to our clients and building and strengthening the culture where all Scotiabankers can thrive.

At the core of our new strategy is a disciplined capital allocation approach, where there's a meaningful, albeit different role for all of our businesses. This is a fundamental shift in strategy, allocating incremental capital increasingly towards stable, high-return markets in North America, while moderating capital allocation to our lower risk adjusted return businesses. We will allocate approximately 90% of incremental capital to our priority businesses of Canada, the U.S., Mexico and the Caribbean.

Our immediate focus will be on allocating a greater share of capital to Canada as well as recycling capital from our GBM LatAm businesses to our U.S. corporate business where we see greater opportunity. In International Banking, we will prioritize capital consumption, favoring the higher return priority businesses in Mexico and the Caribbean and optimizing capital in other businesses.

In these businesses, we will enhance franchise value with a focus on growing client privacy and driving productivity improvements. We are committed to improving returns in International Banking. We will also put emphasis on accelerating our less capital-intensive businesses such as global wealth management. This is one of the initiatives through which we will aim to grow fee income at the bank by more than 35% over the medium term.

Our organizational focus and success growing our global wealth business continues to be a significant opportunity to drive our noninterest revenue higher. As an example, investment fund sales in our own retail branch network are a significant opportunity for us. We expect double-digit growth going forward domestically and continued growth internationally.

International wealth is a highly accretive return on equity business sustainably in the 30s. In GBM, we are much more disciplined with the balance sheet, ensuring we are biased to markets and client segments where the ancillary fee opportunity is significant. We've been building out the product capability to execute for our clients in our advisory and capital markets origination businesses with solid progress.

Finally, through our ongoing efficiency and productivity initiatives, we aim to bring our productivity ratio to approximately 50% over the medium term. The bank has a long history of strong cost discipline, and that is not changing. However, we can and we will do a better job of reducing costs in areas that aren't aligned strategically with our North Star and investing in areas we intend to grow. And it is also about deploying our human capital in alignment with our strategic priorities.

Overall, we are building capacity to make the necessary investments that will enable our go-forward strategy. Our objective is to get to positive operating leverage in 2024 despite materially increasing our investments in our North America business to drive profitable growth.

As part of our strategic process, we reviewed more than 100 business units to determine which were the highest performing. We established a target range for acceptable returns on risk-weighted assets and a hurdle rate to use as a benchmark to make more disciplined and informed capital deployment decisions.

As a reminder, return on risk-weighted assets is a measure of net income over risk-adjusted balance sheet assets. We also considered factors such as market attractiveness, capital management, financial impact, competitive positioning, client-level profitability and risk profile.

Our overall focus was on identifying areas where we could grow but at acceptable levels of returns given the increased cost of capital. This slide provides a sense of historic performance of our businesses. It highlights the need to ensure our Canadian banking business is sufficiently resourced to grow and the opportunity to accelerate the success of our global wealth business and Tangerine. It is also interesting to note the relative returns in GBM, which clearly highlights our opportunity to reallocate capital from LatAm to the U.S. in the coming years.

This capital reallocation and client prioritization is already underway in our GBM business.

As we look forward, each business will have a different role in growth target in the portfolio to deliver sustainable and profitable growth. In our priority businesses, we have a target to allocate approximately 90% of incremental capital over the medium term. Our go-forward approach of disciplined capital allocation to the businesses where we have the highest return means focusing on Canada, expanding our wealth operation and building capital to continue to pursue growth in North America.

Wealth, as a capital-light business supports our ambition to increase earnings quality, maximize profitable growth and drive higher fee income. Not surprisingly, our Commercial and Canadian Personal segments are well placed within our global footprint, with an attractive industry structure and a solid economy supported by immigration-driven growth.

Our go-forward approach will focus on increasing our competitiveness in our Canadian P&C businesses in regions such as Quebec and British Columbia and key target segments such as small business, credit cards and Tangerine.

We will also be focusing on select target commercial segments in which there is a clear opportunity to win across the footprint while continuing to improve the returns and share of wallet. And we will enhance our value proposition for the commercial business through a more targeted client management approach. We also see a larger connected commercial business and a significant multinational opportunity throughout North America, in many cases with clients with whom we already do business with.

Our managed growth businesses provide us an opportunity to grow and enhance franchise value for shareholders while optimizing the capital already deployed in these businesses. This will be achieved largely through a combination of business mix shifts and discipline in managing the cost structure. Our leaders in these businesses have a clear objective, recycle the significant capital in their businesses to focus on building primacy with clients in higher credit quality segments and implement a regional operating model that will allow us to grow revenue faster than expenses and close the return on equity gap of local competitors.

It is important to note that more than 60% of the earnings growth in the International Banking markets plan is from our efficiency initiatives. These are extremely important businesses to us, and the capital deployed will be more than sufficient to allow for value creation through operating gains and capital optimization efforts. Their objectives are clear and aligned with their incentives. And they know the commitment to growing primary clients will allow them to compete more effectively in market and ultimately enhance the value of their franchises.

Finally, our turnaround businesses represent examples where we need to improve results and will not allocate capital to do so. While this is a long-term strategy, and the best outcomes for these businesses would be to improve profitability and cost efficiency. If we are not able to achieve the appropriate risk-adjusted returns in these businesses, then we'll be prepared to redeploy capital to other businesses in relatively short order.

The senior leaders of these businesses have been key to determining their positions and are galvanized to deliver results.

Our strategy is centered around creating connectivity across North America. The trading and commercial opportunities within the North American corridor are enormous, particularly in light of the growing trend towards nearshoring. And our existing strong presence in Mexico allows us to serve clients from across our lines of business that are operating throughout one of the world's largest free-trade zones. We are the only Canadian bank with this level of pre-existing connectivity, and this is a key differentiator.

Our Mexican business is already a top 5 bank in that market. So we have scale with a strong team and technology platform. Mexico and Canada are both deeply integrated into the U.S. economy, where we have a significant presence as one of the largest foreign banks by assets. The U.S. represents the largest export market by far for both Mexico and Canada, accounting for about 1/4 of all U.S. trade with some $1.6 trillion in annual trade flows between Canada, the U.S. and Mexico. And we see the opportunity to grow over the next 5 years in a $2 trillion deposit market across U.S. corporates and all segments in Canada and Mexico.

Clients responsible for approximately 30% of our Canadian business banking revenues have operations in the U.S. or Mexico and more than 15% of our commercial clients in Mexico have operations north of the border.

In the U.S. market, we've been building upon the success of our long-established corporate banking franchise and have in recent years, created a much more comprehensive wholesale banking offering. We will continue to organically build out our wholesale product suite in the U.S. and deepen our focus on bringing more multinational clients to our platform. And we are working on enhancing our cash management capabilities in the U.S. and Mexico to assist our commercial and corporate clients who operate across North America.

In our global wealth business, we are well on our way to capitalizing on the unique opportunity to export our asset management expertise and total wealth solutions model outside of Canada. We have great momentum in the high-growth local mutual funds markets in both Mexico and Chile, and we are increasingly delivering offshore solutions to high net worth clients in LatAm.

Together, these are driving earnings growth in international wealth that is highly accretive to the overall wealth business.

You've heard us discuss our ambition to build organically or acquire more capability on the wealth side in the U.S. in order to offer more holistic solutions to the clients that are primary to us today in Canada and our international markets. That agenda has not changed. Creating a more robust U.S. platform over time will be essential to taking full advantage of the North American opportunity we envision for the bank.

You will hear more about the exciting work going on in our Canadian and international businesses from Aris and Francisco later today where you will see that earning deeper primary client relationships across our portfolio is critical to delivering on our strategy.

Our primary clients have deposit balances that are 2x the average, generate twice as much revenue and have increased engagement, loyalty and profitability. We will narrow the gap on client primacy across our footprint by delivering insightful, actionable and measurable client segmentation to effectively engage clients throughout their life cycle. This includes creating winning multiproduct value propositions tailored to each client segment to deepen relationships and drive more non-lending revenue.

Through existing programs like Scene+ in Canada, we are building strong brand loyalty with our retail clients and, in turn, driving client primacy and multiproduct relationships. Over the medium term, we are targeting greater than 2 million primary clients and an additional $200 billion in personal and commercial deposits by 2028.

Importantly, greater client primacy leads to significantly better credit outcomes. Simply put, we know that client better. Data and analytics allow us to onboard the right clients and then sense challenges and stress earlier than with monoline clients. We recognize the massive opportunity to simplify, digitize and streamline the way we do business, to create efficiency across our bank, improve employee productivity engagement and make it easier for our clients to do business with us. This includes building industry-leading experiences across physical and digital channels, enabling clients to seamlessly interact with the bank how and when they want.

We will continue to deliver better advice through best-in-class adviser tools and more specialist advisers across our platforms. And we are leveraging the power of cloud and artificial intelligence to deliver more for our clients. For example, through our Scotia Smart Investor and our contact center's virtual chatbot. We are committed to quickly getting to the cloud, and we firmly believe investments in AI will pay dividends by both reducing costs and enhancing revenue.

We are also streamlining and digitizing our processes. This includes building a leaner, more agile organization that invest in the right technology and innovation to compete more effectively for client primacy. Operational excellence and efficiency will underpin our businesses to improve delivery time, reduce complexity and free up capacity. Our medium-term objectives are to achieve top Net Promoter Scores in retail and to deliver a productivity ratio of approximately 50%.

Our fourth pillar is about building our talent and culture to win as one team. Fundamental to this is being able to work together to bring the whole bank to our clients. We are focused on breaking down silos to deliver the bank's holistic offer of products and services across our businesses. We will structure and align our incentives to promote a client-centric approach across our business lines. We are targeting $15 billion to $20 billion in referrals in Canada across retail, wealth and commercial annually over the medium term.

At the same time, our people are our most important differentiator, and we will become the employer of choice. We will continue to grow our focus on acquiring and retaining diverse high performers and investing in areas to enhance and improve the employee experience. I am committed to creating a psychologically safe environment where we all belong, leading with a shared purpose and enabling every Scotiabanker to bring their best selves to work every day. In my experience, this is fundamental to delivering results.

A key catalyst will be a common set of cultural and leadership behaviors that will be non-negotiables for senior leaders across the bank. How we execute will be an essential ingredient in allowing us to achieve our objective of profitable, sustainable growth. We are already making progress in executing against our strategy. We have identified areas essential to enabling our strategy, our must-win priorities, which you'll hear about repeatedly throughout the day.

We have rigorous tracking and monitoring in place against an established set of KPIs to provide us with the information we need to course correct early and often. And we've established a transformation and delivery office to drive the implementation of our strategic priorities. We are acutely aware that our credibility is dependent on strong execution against our objectives each and every quarter.

Our ambition is to create a North American bank with a differentiated value proposition driving outsized shareholder returns. Our plan allows us to make the investments to reposition our businesses while maintaining positive operating leverage and delivering near-term earnings growth.

Our plan contemplates the full potential impact of the more stringent regulatory capital requirements we will face and build capital flexibility to fund a more aggressive growth agenda over the medium to long term. A focus on client primacy and international banking and a reallocation of capital from developing to developed markets will ensure our earnings are not only higher over time, but also less volatile and more sustainable.

Our vision is ambitious, and our plan is achievable. I am confident we will exceed the medium-term objectives we are reviewing with you today.

Before I pass the floor to Raj, I want to reiterate a few key points. Overall, what I've outlined this morning and what you'll see throughout the day is a meaningful shift in how we plan to position and manage the bank going forward. We are accelerating growth in our Canadian franchise and allocating capital increasingly towards stable, high-return markets in North America. This will allow us to more fully develop and leverage the strong capabilities and client franchises that are already in place.

We offer clients a regional presence and a connectivity that is unique at a time when the North American corridor is in the early stages of what we believe will be a very long-term acceleration of capital flows and investment.

We will be relentless in our effort to be the most trusted financial partner to our existing clients and seek out new relationships where we see that same opportunity. We are taking a disciplined enterprise-wide approach to capital allocation with a clear objective to drive sustainable, profitable growth. Through our new ambition and with our vision and pillars as our guide, I am confident we will deliver a much better outcome for you, our shareholders, over the long term.

And as we do, I'm committed to being transparent with all stakeholders, starting with the investment community and including our clients, our regulators and our employees. To build trust, we need to consistently share our progress in an honest, open and respectful way.

Thank you for joining us today. I look forward to chatting with you over the course of the day and engaging fully with you in the future to share our progress on our new way forward. Thank you very much.