



PRESENTATION BY MICHAEL MUELLER
CHAIR OF THE BOARD

ANNUAL MEETING OF SHAREHOLDERS
APRIL 6, 2021 – 9:30 am
VIRTUAL MEETING

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 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; technology, information systems and cybersecurity; technological disruption, competition and its 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 by securities regulations. Additional information 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 relating to the Bank can be located on the SEDAR website at www.sedar.com.

Good morning, Bonjour à tous,

Bienvenue, welcome to this Annual General Meeting of Laurentian Bank that we are holding virtually for the second year. We all look forward to meeting in person next year.

Laurentian Bank will celebrate its 175th anniversary in May 2021. Since its inception in 1846, our Bank has been through many ups and downs, but through it all we have always come out stronger.

I am particularly proud of the way our organization has responded over the past year to the challenges of these unprecedented times. From the outset of the pandemic, the Board and senior management put the health and safety of employees and customers first. The Bank established many relief programs to support our personal, business, and institutional clients. These included payment deferrals on credit products as well as a myriad of other steps to ease the stress on our clients. That philosophy of putting customer needs first will continue to guide our actions in the days, months and years ahead.

On behalf of the Board, I want to express profound thanks to our employees for their professionalism, dedication and tireless efforts to maintain our operations and support our customers through an extremely challenging period. We are keenly aware of the stresses and challenges faced both by our employees working from home, and those who continued working on our premises. I am proud of the commitment that the Bank has made to supporting all employees through this difficult time – not only ensuring their physical safety, but also supporting their mental health and wellness.

Of course, the COVID-19 pandemic has had a significant impact on the Bank's operating results. In 2020, Laurentian Bank took proactive steps to ensure its financial strength and stability during and after this pandemic. As a result, the improvements made in some of our businesses have been overshadowed by an increase in provisions for credit losses as was seen with other banks – which have decreased sequentially since the beginning of 2021.

While the Board does not believe that last year's results are representative of our organization's future performance, we made the prudent decision to reduce the quarterly dividend to 40 cents per common share in the third quarter. That is never an easy choice, but it was the right choice to make in order to improve our operational flexibility in this period of uncertainty.

The Bank's capital and liquidity have always been prudently managed. Strong credit quality, a solid balance sheet and a rigorous underwriting process help to position us well for the future.

2020 was also a year of change for our Bank's leadership. In accordance with the succession plan for senior management, the Board of Directors undertook a rigorous search process to identify and select a new President and Chief Executive Officer. This process concluded at the end of the fiscal year with the appointment of Rania Llewellyn.

The Board is confident that Rania will drive the Bank's future growth and success. She is an experienced executive who has a solid grasp of strategy and a proven record of successful execution. Rania has been a great addition to the team and her strong leadership skills are already evident after just a few months.

Over the past few years, major initiatives were launched to build a stronger foundation and modernize the Bank in order to improve financial performance, including the replacement of our core banking system, the launch of our digital offering as well as the conversion of our traditional branch network to a 100% Advice model. The pandemic has accelerated many of the changes that were already taking place in the industry, and Rania and the leadership team will be establishing a renewed strategic direction for Laurentian Bank that leverages our enhanced capabilities in a rapidly changing marketplace.

The Board has remained committed to maintaining the highest standards of governance to ensure optimal decision-making and creating value for the long-term benefit of all stakeholders. As we have in previous years, the Board members continued meeting with stakeholders to hear how they believe we can improve

our corporate governance practices. Our ESG policies, in particular issues around the environment, and diversity and inclusion featured prominently in our discussions.

In terms of our commitment to the environment, the Board continued to monitor the implementation of measures to improve the Bank's disclosure practices leading to the adoption of the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD). In 2020, the Bank started to develop a roadmap to set out the short, medium and long-term priorities that will be included in its strategic plan.

In terms our commitment to diversity and inclusion, the Board is constantly improving its practices in this area to ensure we have a system of governance that is representative of the markets and communities in which the Bank operates. The Board is particularly proud to have appointed the first woman to lead a major Canadian chartered bank. And we regularly review the Board's composition and director profiles to ensure we are well equipped to manage present and future challenges and opportunities.

It is my pleasure to officially welcome Nicholas Zelenczuk who joined the Board last May as director. Nicholas has more than 35 years of experience in banking, capital markets and investment management, and has held senior management positions with several large corporations in Canada. No doubt that he will make a significant contribution to the expertise and depth of our Board.

Also, today, we have the pleasure of presenting the nomination of Suzanne Gouin to the Board. She is an accomplished director who focuses on business transformation, digital implementation, governance, and human capital. Her knowledge and experience would complement an already diverse Board.

Our Board Governance Policy provides that the tenure of directors is generally between 10 and 15 years. As such, last year, Lise Bastarache indicated her intention not to seek another mandate at the 2021 Annual Meeting. Lise has been a tremendous asset to the Board since 2006 as a member of the Risk Management Committee and of the Audit Committee. Lise, thank you for your many contributions to the work of the Board.

Before we turn to the official segment of our meeting, I would like to thank my colleagues on the Board for their advice and wise counsel during these tumultuous times. I am proud of how they dealt with a number of very meaningful and difficult issues over the past year.

On behalf of the Board members, I also want to recognize the leadership of the Executive team which has demonstrated its ability to adapt to the unpredictable and unnerving events of recent months. And we are very pleased to welcome a number of new talented executives – three external hires and two internal promotions – who recently joined the senior leadership team.

I would like to take this opportunity to extend my personal thanks to François Laurin, who is retiring today after a 5-year mandate as CFO of the Bank. François, your steady hand, sound advice and guidance have been extremely valuable, especially during this period of change. On behalf of all of us, I wish you the best in the next chapter of your life.

One of François' many achievements was to ensure there was a strong internal candidate to succeed him. Today, we welcome Yvan Deschamps as Executive Vice President and Chief Financial Officer.

Finally, to our customers and shareholders, I would like to express our gratitude for your loyalty and trust. You have our commitment that you will always be at the heart of our business.

Let me conclude by saying that the Bank will continue to move cautiously in the coming months, but the Board is confident that our Bank will emerge even stronger and more successful.

Thank you very much and I hope that you and your loved ones continue to stay safe.