



LAURENTIAN  
BANK

# 2024 Annual Meeting of Shareholders

Remarks delivered by  
**Michael T. Boychuk**  
Chair of the Board  
Laurentian Bank

April 9, 2024

**CHECK AGAINST DELIVERY**



Good morning and welcome to Laurentian Bank Annual General Meeting.

Before I pass the mic to our President and CEO, Eric Provost, I wanted to reiterate how proud I am to be standing here today as the Chair of the Board of Directors. As mentioned earlier, I have, in some manner, been involved with this Bank for over 30 years and have served as a member of its Board for the past 10 years. I would say that gives me a rich understanding of this fine, Quebec-based institution, and somewhat of a unique perspective on the past, present and future of Laurentian Bank.

As I reflect on 2023, my immediate reaction, as I am sure is yours, is one of disappointment. It began strong, and then due to a variety of circumstances that were both within and outside of our control, it ended in turbulence.

When we began the year, in many ways, the Bank was beginning to make strides in narrowing the gap with our competitors in technology, customer satisfaction, workplace culture and employee engagement.

In Personal Banking, we continued to make important technological and digital investments to enhance functionalities and improve the customer experience.

In Commercial Banking, we maintained a Net Promoter Score above 50, achieved “excellent” ratings in Real Estate and Equipment Financing, and a “world class” rating in Inventory Financing. Plans are now in motion under Eric’s leadership and guidance to extend the same customer service best practices throughout the entire organization.

On our Environmental, Social and Governance initiative, we made good progress by setting the Bank’s Scope 1 & 2 Greenhouse Gas targets as well as calculating and disclosing an estimate of our Corporate Real Estate Scope 3 financed emissions using the Partnership for Carbon Accounting Financials methodology.

As for employees, we were very pleased to see our employee engagement rate increase by 3 percentage points to 80%. In doing so, we achieved our target one full year ahead of schedule, a testament to the improvements made in evolving Laurentian Bank’s culture and workplace practices.

As the year progressed, the macroeconomic environment became increasingly challenging. High inflation coupled with rising interest rates created ripple effects across the global financial sector, which in turn, led to increasing uncertainty. Notwithstanding these pressures, Laurentian Bank remains well capitalized and continues to weather these challenges from a position of strength given our solid capital and liquidity positions.

These unprecedented conditions prompted the Board and Management to prudently embark on a thorough review of the Bank’s strategic options to determine the best path forward in order to maximize stakeholder value. Throughout the process, we considered a variety of options, including an acquisition of the whole Bank, divestments of certain businesses, as well as accelerating our existing strategic plan. In mid-September, the Board – with the support of Executive Management – concluded that the best path forward to drive shareholder value was to accelerate the Bank’s existing strategic plan with an increased focus on efficiency and simplification.

Unfortunately, in late September, an unsuccessful upgrade of the Bank’s mainframe caused a multi-day outage of our banking services, including our online banking

platform which caused significant inconveniences for our customers. It was also taxing on our employees who worked around the clock to resolve the situation and serve our customers to the best of their ability. On behalf of the Board, I apologize to our customers for the inconvenience caused by the outage, and we commit to doing better and rebuilding the trust of you, our valued customers.

In October 2023, we announced changes to the Bank's leadership and were proud to appoint Éric Provost as President and Chief Executive Officer. Éric – previously identified as a CEO successor – has hit the ground running, working hard to re-focus the organization on our core businesses, improve the customer experience, re-invigorate our people and simplify the Bank. He has deep roots in banking – both inside and outside of Quebec – and he is fully supported by a seasoned and experienced Executive Management Team. The Board and I are fully committed to supporting Éric and his team as they revamp the Bank's strategic plan to set Laurentian Bank up for future success.

As you know, our Board also underwent some changes of its own over the last year, activating succession plans including the Chair of the Board. These changes ensure that we retain necessary skill sets to position the Bank for continued good governance and Board succession planning, with a focus on a variety of skills and broad diversity. To that end, we thank Michael Mueller, my predecessor, for his committed and dedicated service to the Bank over the last five years. We also extend our thanks to Susan Wolburgh Jenah for more than 9 years of service and Michelle Savoy for her 12 years of service on the Bank's Board.

As I previously stated, 2023 can be characterized as a tumultuous year, but looking ahead, we will learn from our lessons and apply the knowledge gained to do better, much better. Our Board is committed to you – our stakeholders – and we are fully confident that Éric and his team will position the Bank for a brighter future.

I thank my fellow Board members for your partnership, sound advice and wise counsel over the past year. To Johanne Brunet, Jamey Hubbs and Paul Stinis, our newest nominees for election at the Board of directors, welcome et ***bienvenue à la Banque Laurentienne!*** I very much look forward to your wise counsel and to working closely with you and our other directors.

A special thank you to every employee of the Laurentian Bank family – for your commitment and dedication to placing the customer first and at the centre of everything you do.

Last, but certainly not least, thank you to our shareholders for your continued support, loyalty, and trust in Laurentian Bank. We look forward to sharing our new strategic vision in the near future.