



The New Way Forward

Scott Thomson

President & Chief Executive Officer

Forward-looking statements

From time to time, our public communications include oral or written forward-looking statements. Statements of this type are included in this document, and may be included in other filings with Canadian securities regulators or the U.S. Securities and Exchange Commission (SEC), or in other communications. In addition, representatives of the Bank may include forward-looking statements orally to analysts, investors, the media and others. All such statements are made pursuant to the “safe harbor” provisions of the U.S. Private Securities Litigation Reform Act of 1995 and any applicable Canadian securities legislation. Forward-looking statements may include, but are not limited to, statements made in this document, the Management’s Discussion and Analysis in the Bank’s 2023 Annual Report under the headings “Outlook” and in other statements regarding the Bank’s objectives, strategies to achieve those objectives, the regulatory environment in which the Bank operates, anticipated financial results, and the outlook for the Bank’s businesses and for the Canadian, U.S. and global economies. Such statements are typically identified by words or phrases such as “believe,” “expect,” “aim,” “achieve,” “foresee,” “forecast,” “anticipate,” “intend,” “estimate,” “plan,” “goal,” “strive,” “target,” “project,” “commit,” “objective,” and similar expressions of future or conditional verbs, such as “will,” “may,” “should,” “would,” “might,” “can” and “could” and positive and negative variations thereof.

By their very nature, forward-looking statements require us to make assumptions and are subject to inherent risks and uncertainties, which give rise to the possibility that our predictions, forecasts, projections, expectations or conclusions will not prove to be accurate, that our assumptions may not be correct and that our financial performance objectives, vision and strategic goals will not be achieved.

We caution readers not to place undue reliance on these statements as a number of risk factors, many of which are beyond our control and effects of which can be difficult to predict, could cause our actual results to differ materially from the expectations, targets, estimates or intentions expressed in such forward-looking statements.

The future outcomes that relate to forward-looking statements may be influenced by many factors, including but not limited to: general economic and market conditions in the countries in which we operate and globally; changes in currency and interest rates; increased funding costs and market volatility due to market illiquidity and competition for funding; the failure of third parties to comply with their obligations to the Bank and its affiliates; changes in monetary, fiscal, or economic policy and tax legislation and interpretation; changes in laws and regulations or in supervisory expectations or requirements, including capital, interest rate and liquidity requirements and guidance, and the effect of such changes on funding costs; geopolitical risk; changes to our credit ratings; the possible effects on our business of war or terrorist actions and unforeseen consequences arising from such actions; technological changes and technology resiliency; operational and infrastructure risks; reputational risks; the accuracy and completeness of information the Bank receives on customers and counterparties; the timely development and introduction of new products and services, and the extent to which products or services previously sold by the Bank require the Bank to incur liabilities or absorb losses not contemplated at their origination; our ability to execute our strategic plans, including the successful completion of acquisitions and dispositions, including obtaining regulatory approvals; critical accounting estimates and the effect of changes to accounting standards, rules and interpretations on these estimates; global capital markets

activity, the Bank’s ability to attract, develop and retain key executives; the evolution of various types of fraud or other criminal behaviour to which the Bank is exposed; anti-money laundering; disruptions or attacks (including cyber-attacks) on the Bank’s information technology, internet connectivity, network accessibility, or other voice or data communications systems or services; which may result in data breaches, unauthorized access to sensitive information, and potential incidents of identity theft; increased competition in the geographic and in business areas in which we operate, including through internet and mobile banking and non-traditional competitors; exposure related to significant litigation and regulatory matters; climate change and other environmental and social risks, including sustainability that may arise, including from the Bank’s business activities; the occurrence of natural and unnatural catastrophic events and claims resulting from such events; inflationary pressures; Canadian housing and household indebtedness; the emergence or continuation of widespread health emergencies or pandemics, including their impact on the global economy, financial market conditions and the Bank’s business, results of operations, financial condition and prospects; and the Bank’s anticipation of and success in managing the risks implied by the foregoing. A substantial amount of the Bank’s business involves making loans or otherwise committing resources to specific companies, industries or countries. Unforeseen events affecting such borrowers, industries or countries could have a material adverse effect on the Bank’s financial results, businesses, financial condition or liquidity. These and other factors may cause the Bank’s actual performance to differ materially from that contemplated by forward-looking statements. The Bank cautions that the preceding list is not exhaustive of all possible risk factors and other factors could also adversely affect the Bank’s results, for more information, please see the “Risk Management” section of the Bank’s 2023 Annual Report, as may be updated by quarterly reports.

Material economic assumptions underlying the forward-looking statements contained in this document are set out in the 2023 Annual Report under the headings “Outlook”, as updated by quarterly reports. The “Outlook” and “2024 Priorities” sections are based on the Bank’s views and the actual outcome is uncertain. Readers should consider the above-noted factors when reviewing these sections. When relying on forward-looking statements to make decisions with respect to the Bank and its securities, investors and others should carefully consider the preceding factors, other uncertainties and potential events.

Any forward-looking statements contained in this document represent the views of management only as of the date hereof and are presented for the purpose of assisting the Bank’s shareholders and analysts in understanding the Bank’s financial position, objectives and priorities, and anticipated financial performance as at and for the periods ended on the dates presented, and may not be appropriate for other purposes. Except as required by law, the Bank does not undertake to update any forward-looking statements, whether written or oral, that may be made from time to time by or on its behalf.

Additional information relating to the Bank, including the Bank’s Annual Information Form, can be located on the SEDAR+ website at www.sedarplus.ca and on the EDGAR section of the SEC’s website at www.sec.gov.

The Bank has a strong foundation on which to grow



Established client franchises

Developed scale in franchises across markets with strong brand recognition



Strong balance sheet and risk culture

Strengthened the Bank's liquidity, funding and capital position to support the go-forward strategy



Digital banking progress

Delivered significant improvements to digital client facing interactions



Leadership in sustainability

Consistently recognized as top Canadian bank for progress and transparency across sustainability initiatives

AWARDS



Bank of the Year¹



#1 Midsize Bank J.D. Power 2023 in Retail Banking Satisfaction (Tangerine)²



One of the Best Places to Work^{TM3}



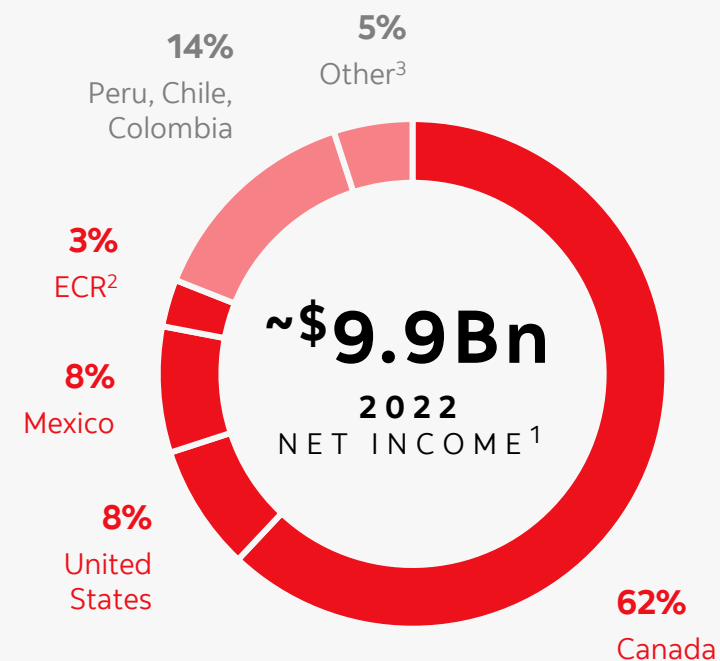
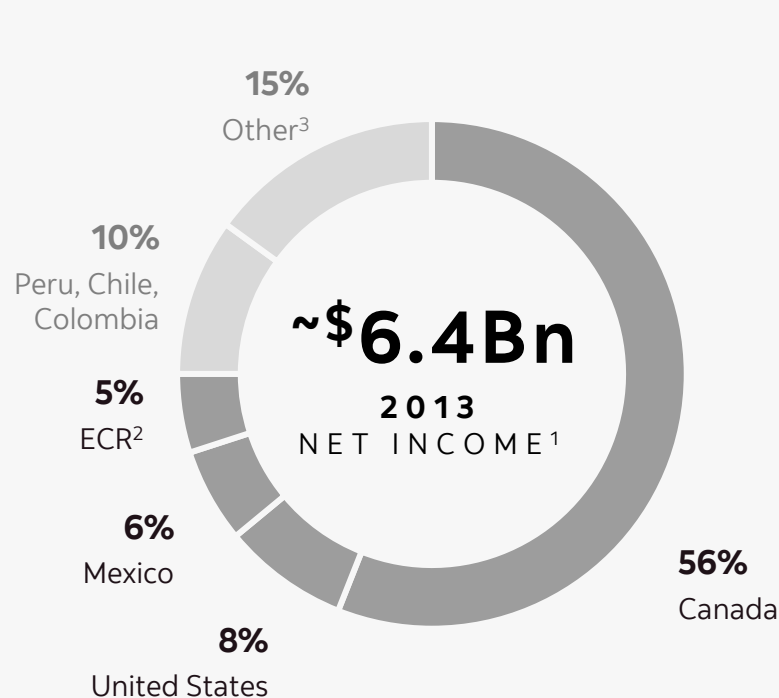
Outstanding Leadership in Sustainability Transparency⁴

The Bank has shifted its focus to lower risk, less volatile geographies in North America

EARNINGS MIX BY GEOGRAPHY

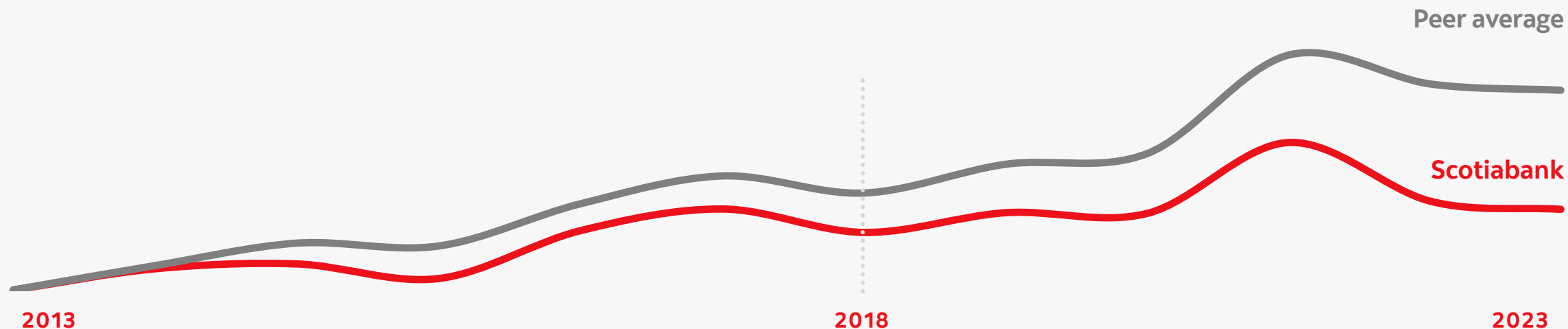
HIGHLIGHTS

- **~80% of earnings from North America** in F22 (from ~75% in F13)
- **Over 50% reduction** in earnings from Other geographies
- **Repositioned the footprint** by exiting ~25 higher-risk geographies (less than 10% of all-Bank earnings)
- Deployed capital to build our **Canadian Wealth franchise**



We underperformed on key metrics that drive total shareholder return – with the gap to peers widening over the last five years

TOTAL SHAREHOLDER RETURN



5 YEAR AVERAGE	EARNINGS PER SHARE GROWTH	NON-INTEREST REVENUE GROWTH	RETURN ON EQUITY ²	RETURN ON RISK-WEIGHTED ASSETS ³	RISK-ADJUSTED MARGIN
Scotiabank	-3.3% CAGR	2.3%	12.7%	2.0%	~1.85%⁴
Peer average¹	4.7% CAGR	4.8%	14.8%	2.5%	~1.55%

Note: For footnoted information refer to slides 21 and 22

Factors driving below average total shareholder return

KEY OBSERVATIONS

KEY F22 STATISTICS



Lagging peers in winning primary client relationships

~16% of retail clients are primary clients¹



Higher cost of funds and reliance on wholesale funding

~50% Personal and commercial deposits as % of total bank funding below peer average of 62%



Capital invested in businesses generating lower returns

~40% of capital attributed to businesses with less than targeted returns



Underpenetrated in higher return segments in Canada

~25% return on equity² from Canadian Banking versus ~30% peer average



Redeployed capital from developed to developing markets, generating lower shareholder returns

~30% of all-Bank capital attributed to International Banking

Core beliefs and principles guiding our assessment and go-forward strategy



Client profitability



Strong balance sheet



Balanced risk and return



Connectivity across our platform



Operational excellence

..... Operate with **transparency** with all stakeholders

We took key strategic actions in F23 to support our go-forward strategy



Strengthened balance sheet

- Strengthened capital position
- Enhanced liquidity
- Improved all-Bank loan-to-deposit ratio
- Built allowance for credit losses



Enterprise-wide Strategic assessment

- Performed comprehensive enterprise strategic assessment
- Developed a clear vision, ambition, and execution plan
- Engaged stakeholders across the Bank in collaborative, cross-discipline approach



Improved cost structure

- Focused on driving ongoing productivity improvements
- Created capacity for select investments to drive growth



Leadership and culture changes

- Strengthened leadership team with global talent
- Promoted inclusivity and transparency across the Bank
- Fostered enterprise-wide thinking and new ways of working

The New Way Forward

We have set a bold vision and ambition for the new way forward

WE ARE HERE FOR EVERY FUTURE

Be our clients' **most trusted** financial partner ...

1



**Grow and scale
in priority businesses**

2



**Earn primary
client relationships**

3



**Make it easy to do
business with us**

4



**Win as
one team**

... to drive **sustainable, profitable growth** and maximize total shareholder return

1

Grow and scale in priority businesses over the medium-term



**Prioritize growth
in Canada, United States,
Mexico**

~90%
incremental capital
to priority businesses

~70% capital allocated
to priority businesses in F23



**Grow capital light
businesses such as
Global Wealth Management**

35%+
growth in
fee income

\$14.0B all-Bank fee income in F23



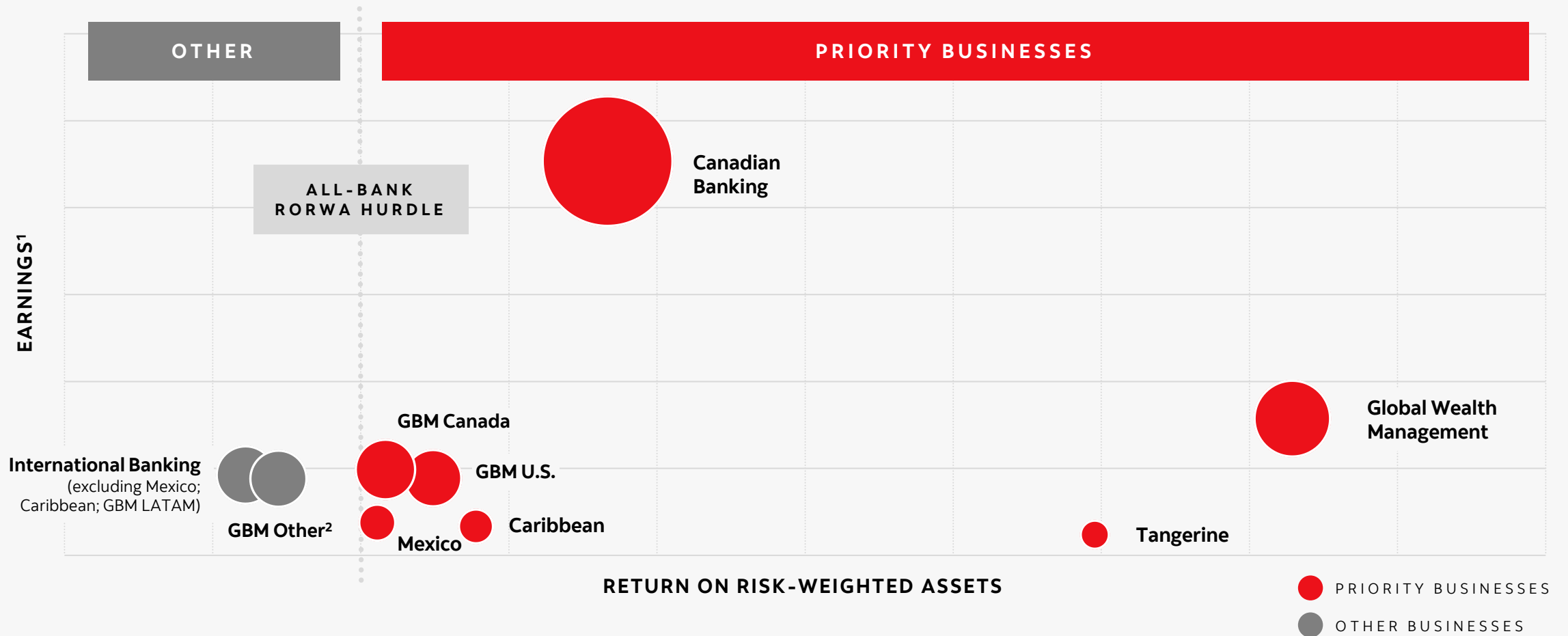
**Enhance ongoing
efficiency through
productivity initiatives**

~50%
productivity ratio ambition
over the medium-term

57.2% adjusted productivity
ratio¹ in F23 (59.2% reported)

1

We evaluated all businesses against a detailed set of criteria to determine priority in our go-forward strategy

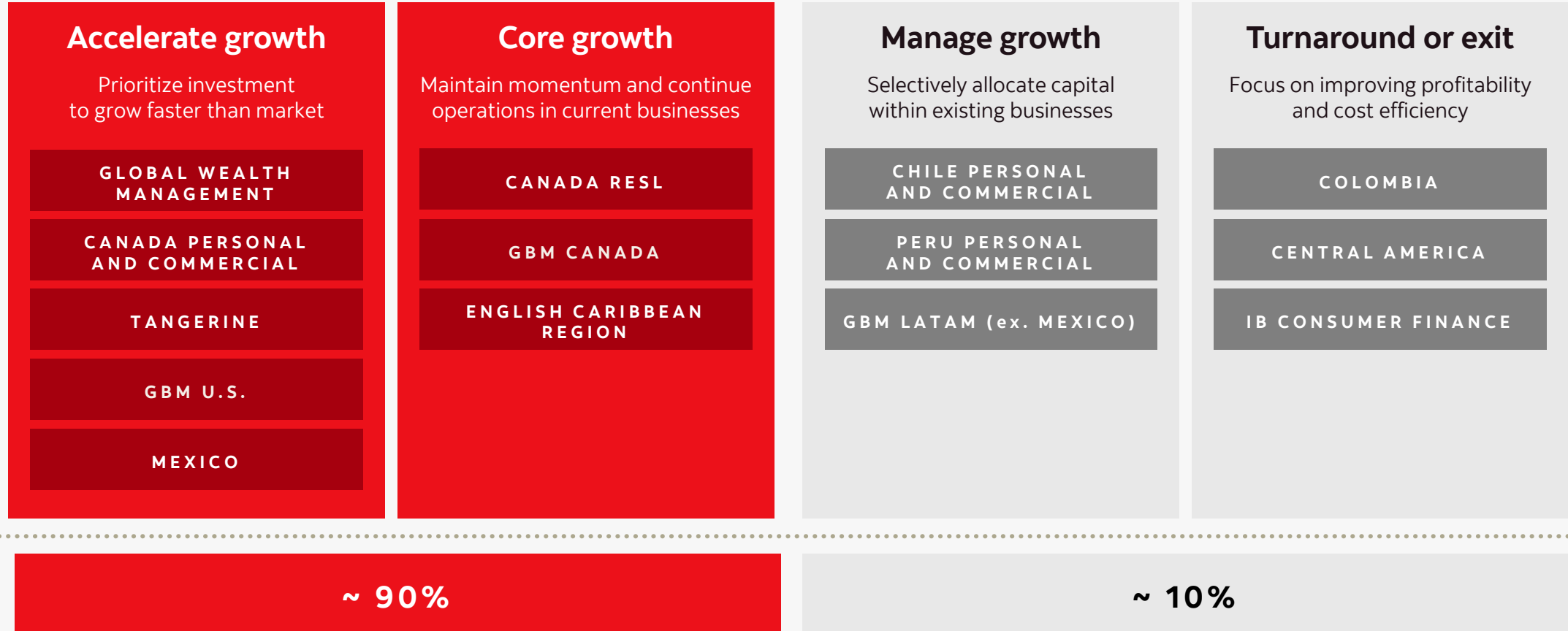


Note: For footnoted information refer to slides 21 and 22

1 Each business has a different role and growth target in the portfolio to deliver sustainable and profitable growth

PRIORITY BUSINESSES

SELECT BUSINESSES



Note: For footnoted information refer to slides 21 and 22

1

Leverage unique platform to unlock potential across North American economic corridor through connectivity



Growing economic cross-border activity in North America

7% growth in trade flows¹
\$1.6T of trade flows



Client connectivity across differentiated footprint

42,000 Canadian and Mexican clients with U.S. operations²
>40% of HNW financial wealth in the largest LatAm economies is held offshore³



Stable, high-quality deposit growth potential

\$2T deposit market opportunity⁴ over next five years across U.S. corporates and all segments in Canada / Mexico

Earning deeper primary client relationships across our portfolio

EARNING PRIMARY CLIENT RELATIONSHIPS

Leading with **advice**,
following with **solutions**

Creating **consistently high-quality experiences**
across all channels

VALUE OF RETAIL PRIMARY CLIENT RELATIONSHIPS

>2x average deposit balances

>2x last 12-months revenue
than average client

>2x more products than non-
primary

Increased **engagement, loyalty,**
and client profitability



STRATEGIC METRICS

>2 MM

primary clients
growth¹

8%+ CAGR

+\$200 Bn

personal and
commercial
deposits over the
next 5 years

from ~50% of all-Bank
deposits² in F23
to ~55% in F28

Making it easy to do business with us by building seamless experiences

Creating deeper, more profitable relationships
and generating efficiencies from scale and digitization



Modernized platforms

- Cloud migration
- Data and insights
- Investments in security

Migrating **applications** and core enterprise **data to the cloud**



Seamless experiences

- End-to-end digital sales
- Client-centric salesforce
- AI-supported service

Deployment of AI to improve client experience, reduce costs



Streamlined processes

- Productivity
- Process digitization

Delivering annual value creation through **lean, smart automation**



STRATEGIC METRICS

~50%

adjusted productivity ratio

59.2% F23 reported productivity ratio

57.2% F23¹ adjusted productivity ratio

Top NPS

achieve top retail competitive net promoter score in priority businesses

..... Technology and artificial intelligence as **key enablers**

4 **Building our talent and culture to win as one team**



Working together to **bring the entire Bank to our clients** – with focus on value over volume



Structuring and aligning incentives to promote client-centric approach across business lines



Investing in our people and their skills – actively planning for the future and putting programs in place



Creating an environment where we all belong through shared purpose and values



STRATEGIC METRICS

Match or Exceed

Financial Services sector average for employee engagement

Execution driven by consistent, standardized, enterprise-wide approach with focused delivery speed

FOCUS AREAS



Execution

Identified five key global **must win priorities** and assigned senior level leadership ownership to each priority



Governance

Established **critical KPIs** as well as regular cadence for ongoing **tracking and monitoring** to facilitate early course corrections



Accountability

Realigned **incentive and compensation plans** – from senior management to front-line employees – to motivate performance and execution



Delivery

Instituted an all-Bank **Transformation and Delivery Office** to monitor execution and enable delivery of strategic priorities

GLOBAL MUST-WIN PRIORITIES



Unlock Retail **deposits, investments** and **client primacy**



Heighten focus on **Mexico Commercial**



Expand **Cloud** capabilities



Enhance **payments and cash management solutions**



Pursue thoughtful **productivity and efficiency** initiatives

Our ambition is to create connectivity across priority businesses and maximize shareholder return

MEDIUM-TERM FINANCIAL OBJECTIVES¹

EPS growth

>7%

Return on equity

>14%

Operating leverage

positive

Capital levels

12%+

MEDIUM-TERM STRATEGIC METRICS

% Incremental capital deployed to priority businesses

~90%

Risk-adjusted margin

2%+

Personal and commercial deposits as a % of all-bank¹

~55%

Primary client growth

>2 MM

Retail competitive NPS

Top NPS

Financial Services Sector Average Employee Engagement

Match or Exceed

KEY TAKEAWAYS

- ① The **new way forward**, accelerating growth in our core Canadian franchise business and creating connectivity across Canada, U.S., and Mexico
- ② Commitment to being our **clients' most trusted financial partner**
- ③ Disciplined, enterprise-wide approach to capital allocation with clear objective to drive **sustainable, profitable growth** and maximize shareholder return

End Notes

The Bank prepares its consolidated financial statements in accordance with International Financial Reporting Standards (IFRS) as issued by the International Accounting Standards Board (IASB), which form the Generally Accepted Accounting Principles (GAAP). In addition, the Bank uses a number of financial measures and ratios to assess its performance, as well as the performance of its operating segments. Some of these financial measures and ratios are presented on a Non-GAAP basis, meaning they are not calculated in accordance with GAAP, not defined by GAAP, do not have standardized meanings and therefore might not be comparable to similar financial measures and ratios disclosed by other issuers. The Bank believes that Non-GAAP measures and ratios are useful as they provide readers with a better understanding of how management assesses performance

Slide 3

1. 2023 Bank of the Year for Canada by The Banker
2. J.D. Power 2023 Canada Retail Banking Satisfaction Study (Tangerine)
3. Best Workplaces™ in Canada by Great Place to Work®, 2023
4. 2023 Sustainable Finance Awards by Global Finance

Slide 4

1. Net income attributable to equity holders of the bank
2. English Caribbean Region
3. Includes Thanachart Bank (Thailand); Bank of Xi'an Co. Ltd. (China); Banco del Caribe (Venezuela); Maduro & Curiels Bank NV (Curacao) and others

Slide 5

1. Based on peers' F18-F23 adjusted results per annual reports, investor presentations, and Scotiabank analysis. Peers defined as RBC, BMO, TD and CIBC
2. Please refer to page 136-138 of Management's Discussion & Analysis in the Bank's 2023 Annual Report, available on <http://www.sedarplus.ca>, for an explanation of the composition of the measure
3. Return on Risk Weighted Assets calculated as (Net Income After Tax / Average Risk Weighted Assets). 2023 regulatory capital ratios are based on Revised Basel III requirements as determined in accordance with OSFI Guideline – Capital Adequacy Requirements (February 2023). Prior period regulatory capital ratios were prepared in accordance with OSFI Guideline – Capital Adequacy Requirements (November 2018)
4. Scotiabank Risk Adjusted Margin calculated as (Core Net interest income less Provisions for Credit Losses / Core Earnings Assets), see non-GAAP reconciliations beginning on slide 23. The Bank believes that this measure is useful for readers as it measures the return from the loan portfolio net of the provision for credit losses

Slide 6

1. Retail primary clients are defined as individuals who are digitally engaged and have an active day-to-day transaction chequing account, plus a payment or investment product with Scotiabank
2. Please refer to Non-GAAP Measures on pages 20-26 of Management's Discussion & Analysis in the Bank's 2023 Annual Report, available on www.sedarplus.ca, for an explanation of the composition of the measure and a quantitative reconciliation. Such explanation and reconciliation are incorporated by reference hereto

End Notes

Slide 11

1. Please refer to Non-GAAP Measures on pages 20-26 of Management's Discussion & Analysis in the Bank's 2023 Annual Report, available on www.sedarplus.ca, for an explanation of the composition of the measure and a quantitative reconciliation. Such explanation and reconciliation are incorporated by reference hereto.

Slide 12

1. Net income attributable to equity holders of the bank
2. GBM Other includes GBM LATAM and GBM Rest of World

Slide 13

1. Attributed capital and earnings excluding the Other segment

Slide 14

1. IMF Database; Scotiabank Analysis
2. Dun and Bradstreet data overlaid with BNS client relationship by BNS Customer Insights and Data Analytics team;
3. Global Wealth Managers 2019, Oliver Wyman
4. BCG Banking Pools Data Forecasts

Slide 15

1. Retail primary clients are defined as individuals who are digitally engaged and have an active day-to-day transaction chequing account, as well as a payment or investment product with Scotiabank
2. Personal and Commercial as a percentage of whole-year average total deposits

Slide 16

1. Please refer to Non-GAAP Measures on pages 20-26 of Management's Discussion & Analysis in the Bank's 2023 Annual Report, available on www.sedarplus.ca, for an explanation of the composition of the measure and a quantitative reconciliation

Slide 19

1. Refer to the Risk Management section in the MD&A in the Bank's 2023 Annual Report for further discussion on the Bank's risk management framework

Reconciliation for Non-GAAP Financial Measures

\$MM (unless indicated otherwise)	F19	F20	F21	F22	F23
Reported Average Total Assets	1,056,063	1,160,584	1,157,213	1,281,708	1,395,843
Less: Non-Earning Assets	86,976	107,490	94,908	107,536	114,126
Average Total Earning Assets	969,087	1,053,094	1,062,305	1,174,172	1,281,717
Less: Non-Core Earning Assets	265,284	296,107	310,612	341,478	383,442
Average Core Earning Assets	703,803	756,987	751,693	832,694	898,275
Reported Net Interest Income	17,177	17,320	16,961	18,115	18,287
Less: Non-core net interest income	28	122	190	(185)	(798)
Core Net interest income	17,149	17,198	16,771	18,300	19,085
Less: Provision for credit losses	3,027	6084	1808	1382	3422
Risk adjusted net interest income on core earning assets	14,122	11,114	14,963	16,918	15,663
Risk Adjusted Margin	2.01%	1.47%	1.99%	2.03%	1.74%