

Caution Regarding Forward-Looking Statements

From time to time, our public communications often 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, 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 2019 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,” “foresee,” “forecast,” “anticipate,” “intend,” “estimate,” “plan,” “goal,” “project,” and similar expressions of future or conditional verbs, such as “will,” “may,” “should,” “would” and “could.”

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; 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; changes to our credit ratings; 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; 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; disruptions in or attacks (including cyber-attacks) on the Bank’s information technology, internet, network access, or other voice or data

communications systems or services; 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; the occurrence of natural and unnatural catastrophic events and claims resulting from such events; 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 2019 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 2019 Annual Report under the headings “Outlook”, as updated by quarterly reports. The “Outlook” 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.sedar.com and on the EDGAR section of the SEC’s website at www.sec.gov.

International Banking Sharpened Focus and Growth

Nacho Deschamps

Group Head, International Banking & Digital Transformation



“

International Banking continues to be a growth engine driven by strong market fundamentals and disciplined execution of our strategy

Current Snapshot of International Banking

Retail Customers¹

16
million

Employees

60,000

Branches¹

1,900

Total NIAT²

\$3.2
billion

Average Loans

\$153
billion

Average Deposits

\$119
billion

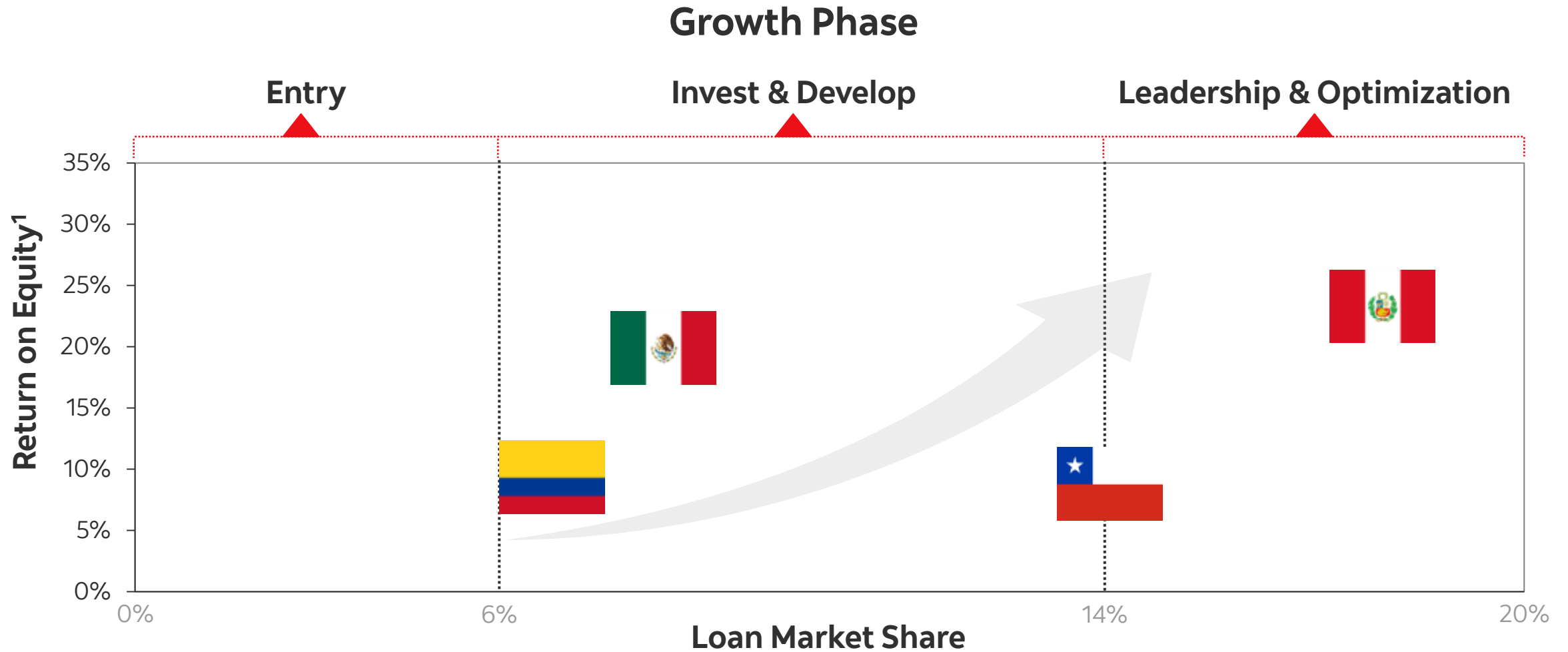
CAD\$

Constant Currency

1 Including consumer microfinance

2 Adjusted, After NCI; FY 2019

Gaining Scale, Driving Returns



Market share as of latest available data (Chile as of November; Colombia, Mexico and Peru as of October)

¹ FY 2019

Core Markets Have Sound Fundamentals

Strong Governance

- Democratic countries with open economies
- Independent central banks with inflation targets
- Free trade agreements and free-floating currencies

Strong Growth Potential

- Diversified economies with strong regional GDP growth
- Investment grade-rated
- Low Debt/GDP ratios with lower fiscal deficits compared to G7
- Increasing adoption of banking services

Favourable Demographics

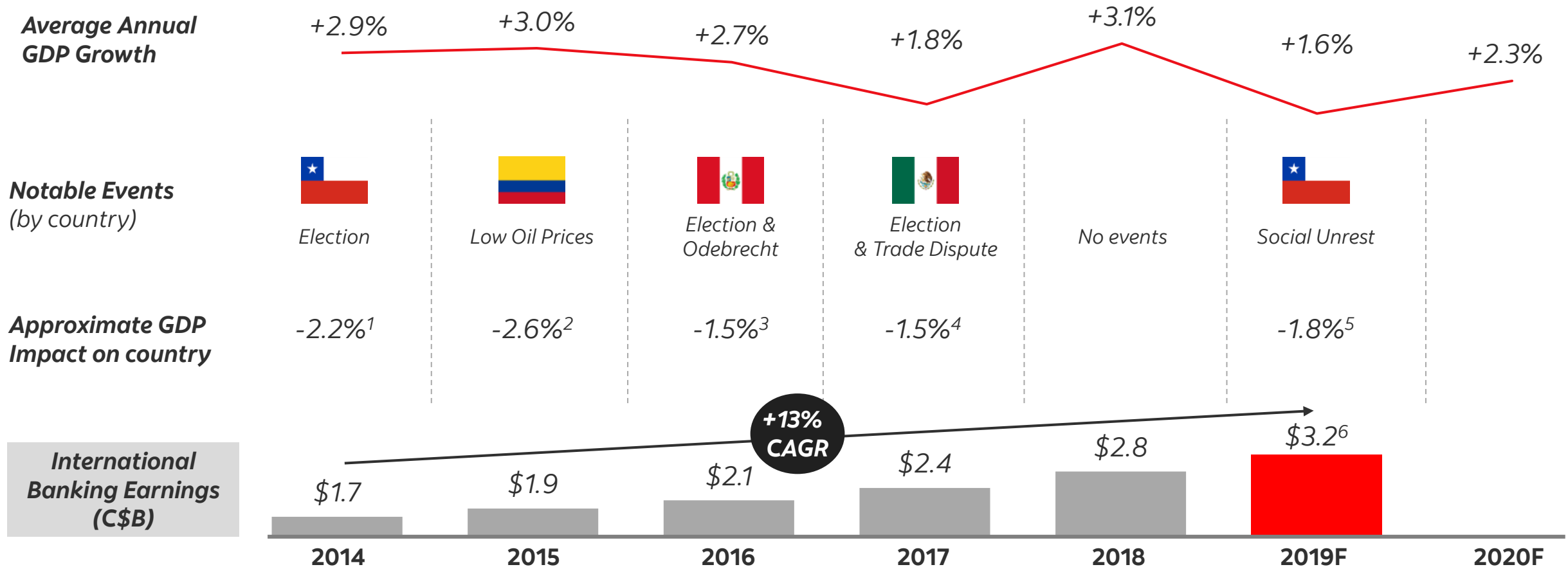
- 225 million people with average age of 30 years
- Strong domestic consumption
- Much lower banking penetration compared to Canada and the US
- Among the fastest-growing smartphone markets in the world
- Considerable growth in middle class

We are well positioned for future growth in our key markets

The Bank of the Pacific Alliance

- 1 Only universal bank with full presence in all Pacific Alliance countries
- 2 Well-established Banks with scale to compete in each market
- 3 Almost 30 years of experience operating in the Pacific Alliance region
- 4 13 million¹ Retail and 30,000 Corporate & Commercial customers
>100 multi-national corporate customers within the Pacific Alliance
- 5 Pacific Alliance to contribute ~80% of International Banking's earnings

Resilience of the Pacific Alliance







Pacific Alliance GDP growth calculated based on mean average of the four PAC countries

1 2013 GDP growth rate vs. 2014 – 2017 average; 2 2014 vs. 2015 – 2017 average; 3 2016 vs. 2017; 4 2016 vs. 2017 – 2019 average; 5 Estimated impact in 2020F due to social unrest; 6 Actual 2019 earnings

Source: Past GDP data from IMF; forecast from Scotiabank Economics

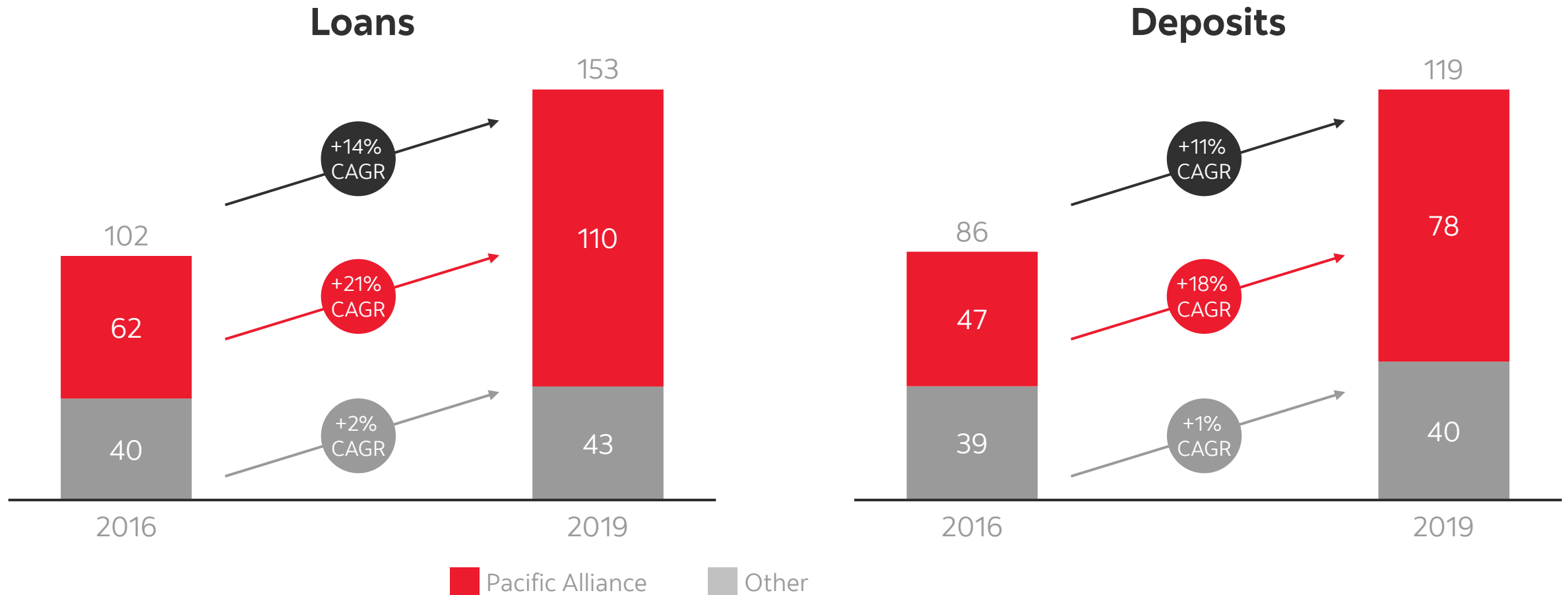
Gaining Share and Scale

Country	BNS Loan Market Share	3-Year Change	3-Year Market Position ¹
Peru	 18.1%	+80 bps	Maintained 3rd
Chile	 14.1%	+790 bps +150 bps excl. acq.	7 th > 3rd
Mexico	 7.6%	+180 bps	7 th > 6th
Colombia	 6.0%	+100 bps Flat excl. acq.	7 th > 5th

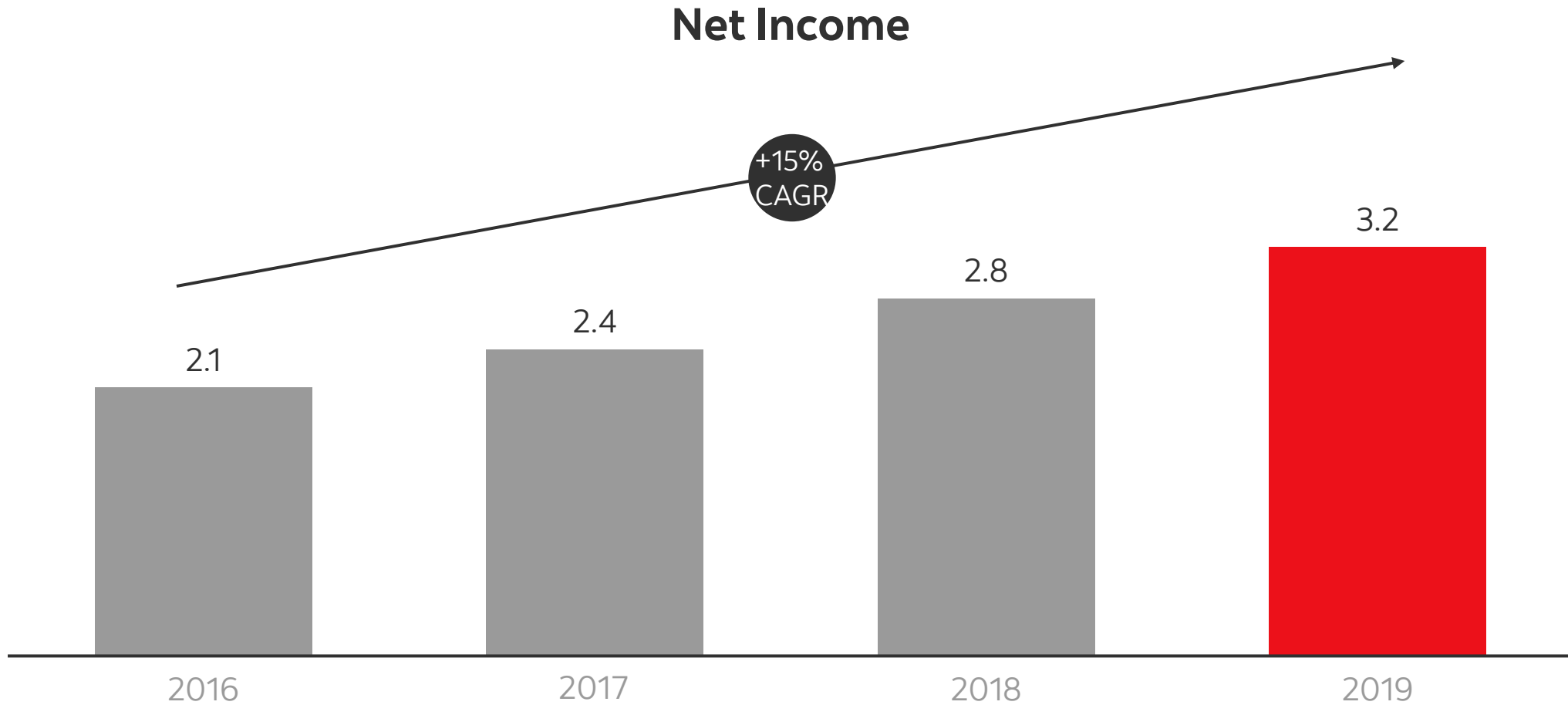
As of latest available data (Chile as of November; Colombia, Mexico and Peru as of October)

1 Private Banks only

Pacific Alliance Driving Growth

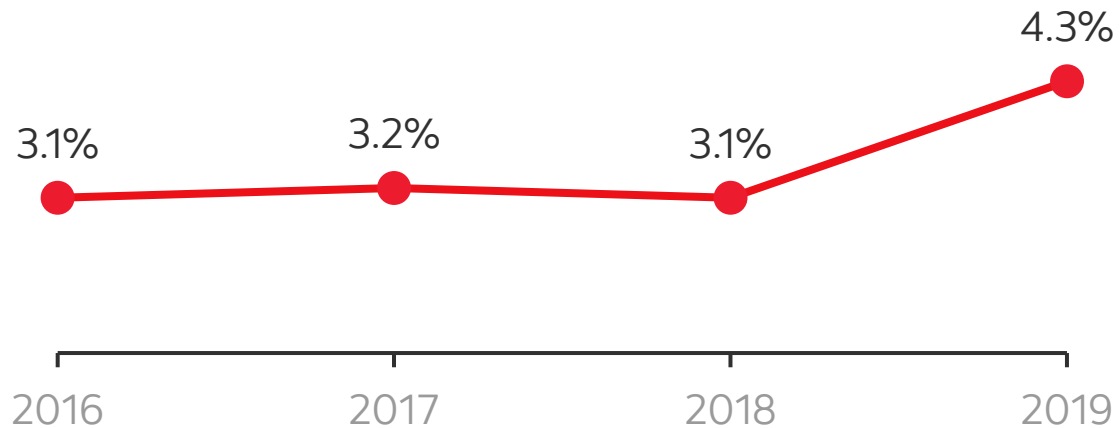


\$1B Growth in Net Income Since 2016



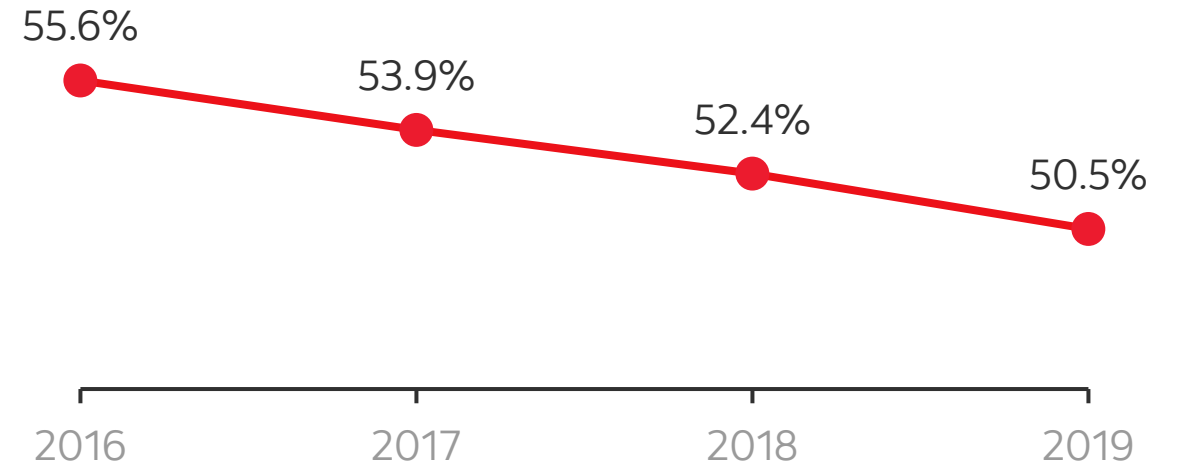
Operational Efficiency Improving with Scale

Operating Leverage



Consistently Positive




Productivity Ratio



Improvement of -510bps Since 2016

Exceeding Investor Guidance

Investor Day Guidance

Performance Indicators	2016	2018	3-Year Performance	
NIAT growth	8-10%	9%+	15%	
Productivity Ratio	54-55%	<51%	50.5%¹	
Operating Leverage	Positive	Positive	>3% Every year since 2016	

Focus Areas to Drive Future Growth



Optimize Footprint

- Increased focus in core markets and businesses
- Increased quality of our earnings
- Disciplined execution of integrations and divestitures



Lead in Customer Experience and Digital Banking

- Scale digital business impact
- Deepen customer-centric approach
- Leverage technology to optimize distribution



Accelerate Growth Drivers and Increase Diversification

- Leverage new partnership to accelerate Insurance growth
- Scale Capital Markets in PAC
- Build our Wealth business with focus in affluent

Continued focus on leadership development and cost management discipline

Reshaped Footprint in International Banking



Invested in profitable and higher growth operations in the Pacific Alliance and Dominican Republic; +\$220 million NIAT in 2020



Exiting profitable but low growth operations in the Caribbean & Central America; -\$150 million NIAT in foregone earnings



Exiting Thanachart Bank in Thailand, a profitable but off-strategy equity investment; -\$350 million NIAT in foregone earnings

International Banking Earnings (\$MM)

Acquisitions		Divestitures
2019	2020	2020
~\$140	~\$220	~(\$500)

All figures are approximate

Increased Focus on Core Markets

Impact on All-Bank



~85%

of earnings generated
from **6 countries**¹

Impact on International Banking



~80%

of earnings generated
from **Pacific Alliance countries**

Impact on Carriibbean & Central America



~65%

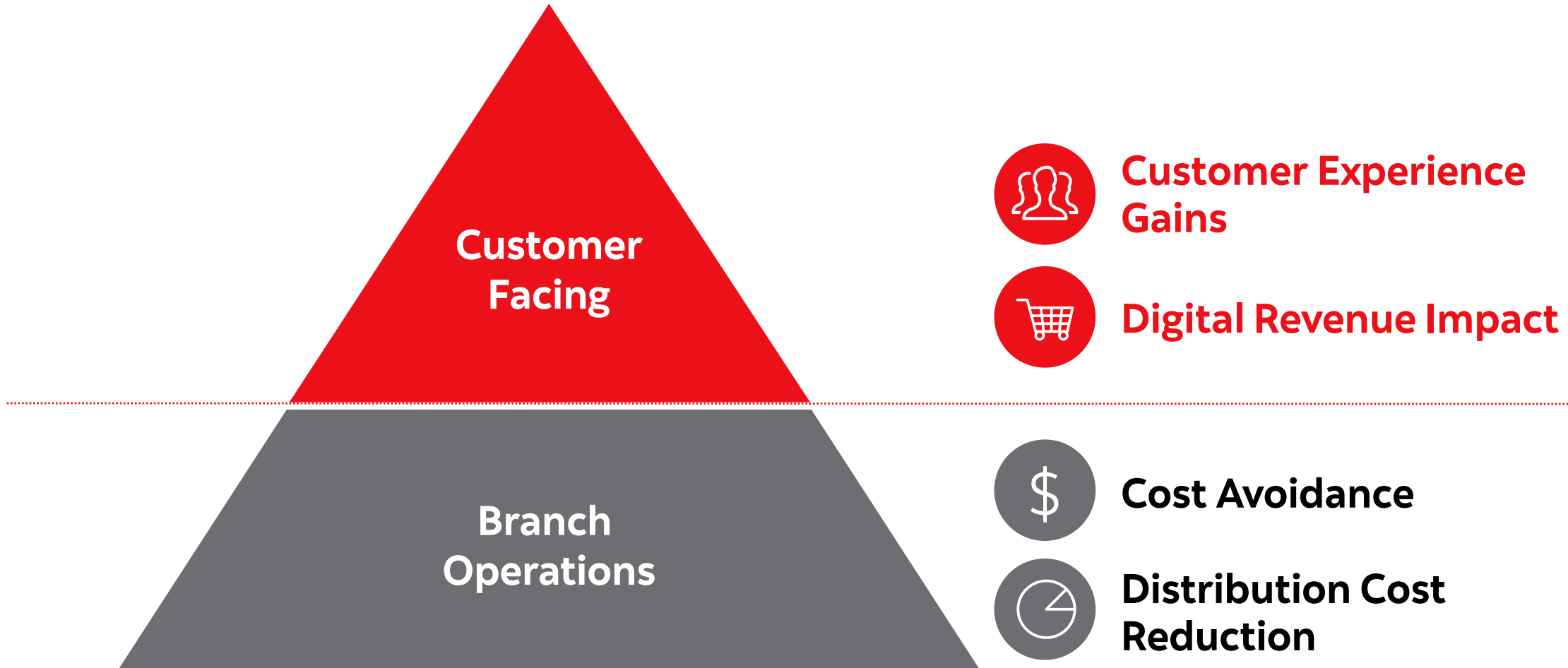
of earnings generated
from **5 countries**²

¹ Canada, U.S., Mexico, Peru, Chile, Colombia

² Dominican Republic, Jamaica, Trinidad & Tobago, Costa Rica, Panama



Digital Growth is Driving Productivity Gains





Digital Success is Having an Impact

Progress in our Core Metrics

	2016	2019
Digital Adoption	18%	35%
Digital Sales	10%	29%
Branch Transactions	32%	19%

Digital is Making an Impact

- Digital revenues will be 2 times the cost of the Digital Factories in 2020
- Absorbed 27% increase in transactions while closing 8% of branches
- \$100 million run-rate cost savings
 - ~110 branches already closed
 - Avoided opening ~100 new branches
- Improved customer satisfaction scores across all channels



Significant Growth Opportunity in Insurance

Existing Opportunity

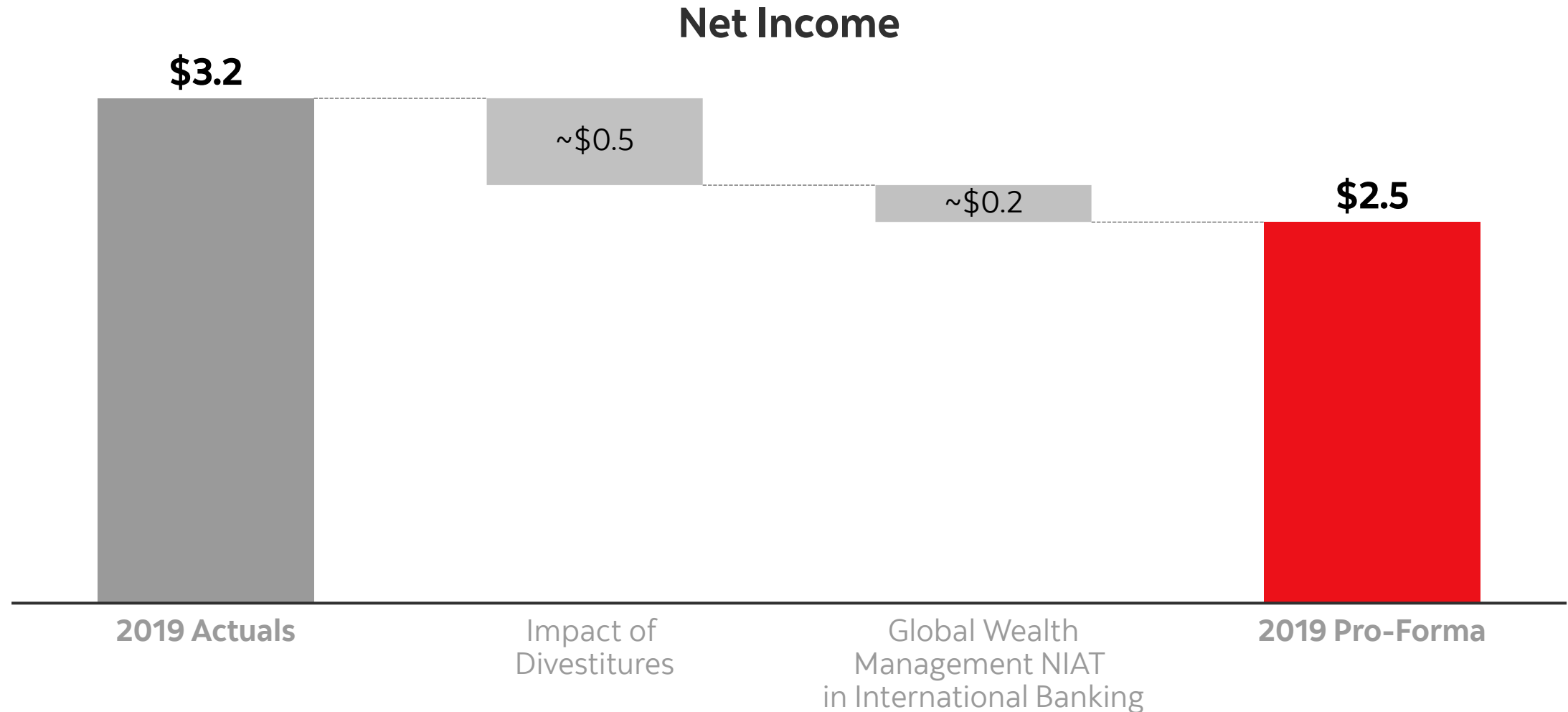
- >70% of population in Latin America do not have any protection
- Very low insurance premiums to GDP ratio of <3% in PAC vs. >7% in developed countries
- <20% of our customer base in the Pacific Alliance has a non-creditor insurance protection
- Opportunity to increase contribution of Insurance to International Banking overall results

How are we Capturing the Opportunity?

- Launching customer-centric solutions integrated to retail offering
- Leveraging our BNP Paribas Cardif partnership
- Building a scalable and reusable Digital & Analytics ecosystem
- Continuing to strengthen our Risk Framework & Sales Practices

Insurance earnings growth > International Banking earnings growth

Re-based Earnings from Repositioning



Medium-Term Objectives

Performance Indicators	2018 Investor Day Target	Medium-Term Objectives
NIAT Growth Excluding Divestitures Impact	9%+	9%+
Productivity Ratio	51%	<50%
Operating Leverage	Positive	Positive

Key Takeaways

1

We have substantially completed our footprint optimization which has added scale and improved quality of earnings

2

Digital banking has gained momentum and will drive revenue growth and efficiency gains

3

We are confident we will achieve our medium-term targets, supported by sound market fundamentals

International Banking Sharpened Focus and Growth

Nacho Deschamps

Group Head, International Banking & Digital Transformation



Chile: Establishing a Leading Bank

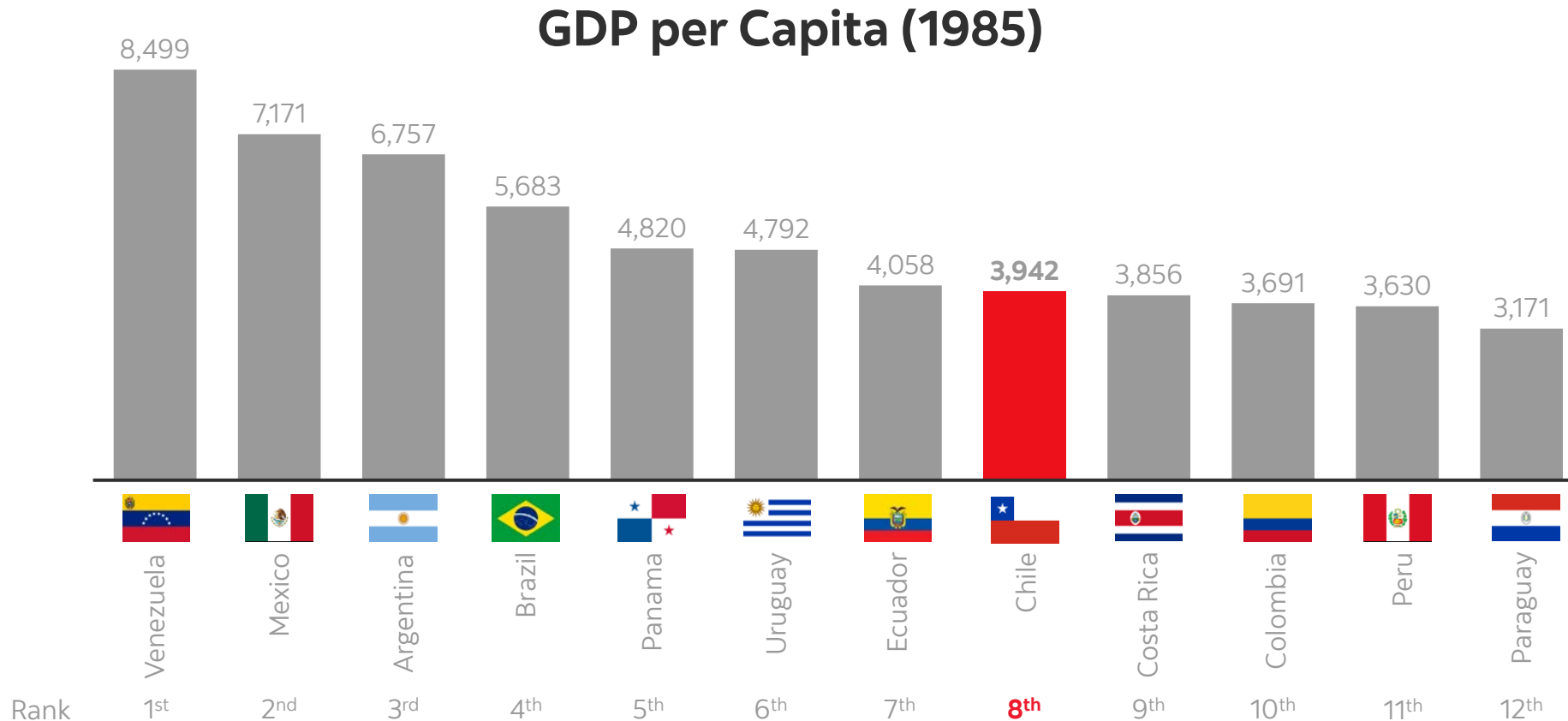
Francisco Sardón de Taboada

EVP and Country Head

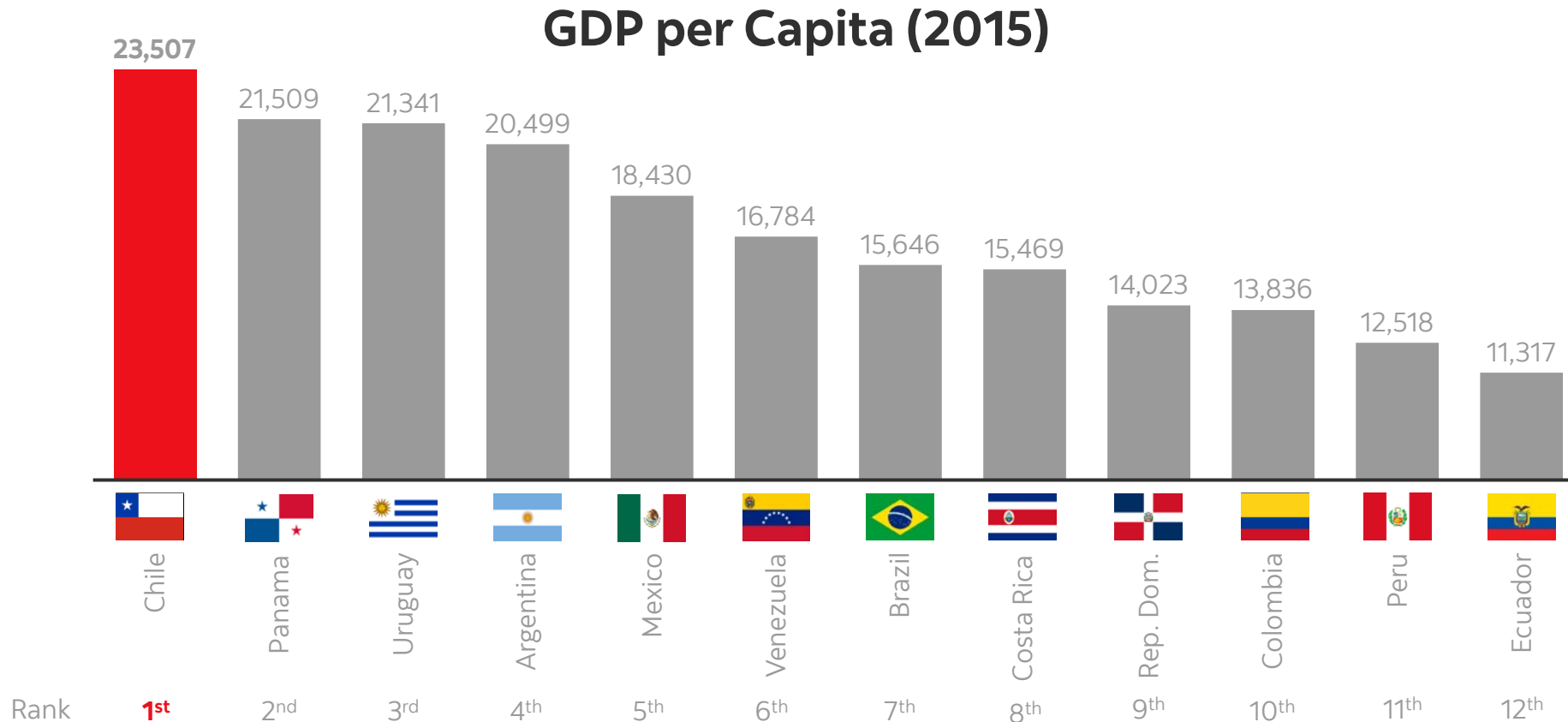
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**Scotiabank has succeeded in Chile,
the most competitive banking market
in the region.**

In 1985, Chile was Below Average for GDP Per Capita, Ranking 8th in Latin America



30 Years Later, Chile is #1



Explaining Recent Developments

1

Government policy has impacted investment and reduced GDP growth

2

Economic progress raises expectations

The Way Forward

Strong leadership in Chile has addressed historical challenges successfully

1

Plebiscite to review the Constitution

2

Better health and pension plans

3

Lower cost public transportation and tuition

Chile's strong economic fundamentals and strong institutions will ensure continued progress

Current Snapshot of our Business

Footprint

Customers

>3 Million

Employees

~9,000

Branches

162

Balance and Market Position

Loans Market Share¹

14.1%

Average Loans

\$47
billion

Average Deposits

\$24
billion

Financial Performance

Total NIAT²

\$718 / \$524
(Pre-NCI / Post-NCI)
million

ROE^{2,3}

8.7%

Productivity²

43.4%

All figures in CAD\$

Constant Currency

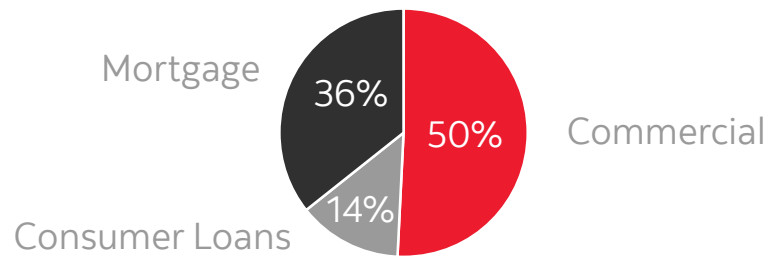
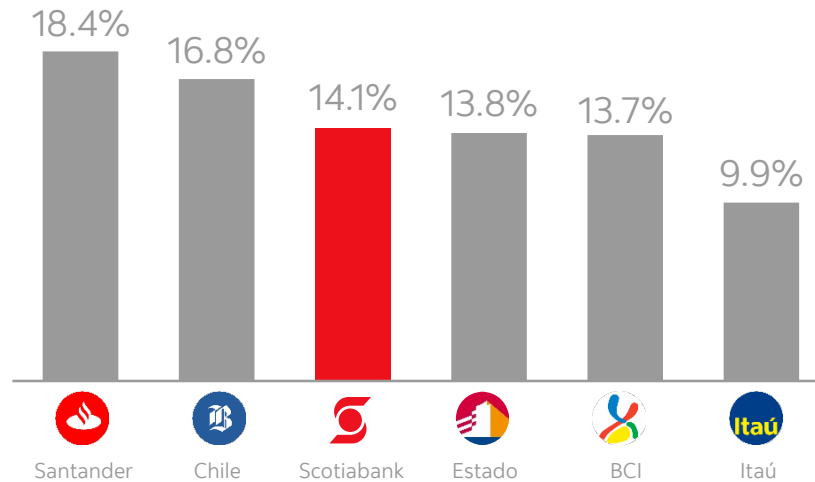
¹ Market share as of November 2019

² Adjusted; FY 2019

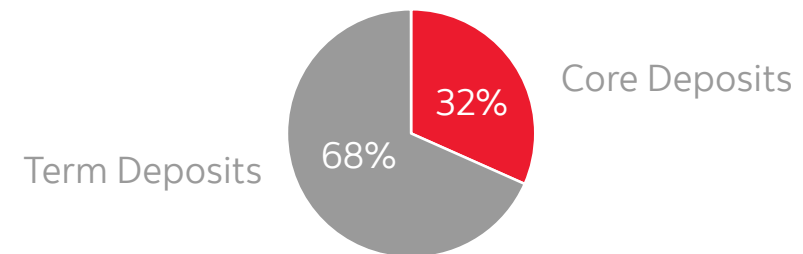
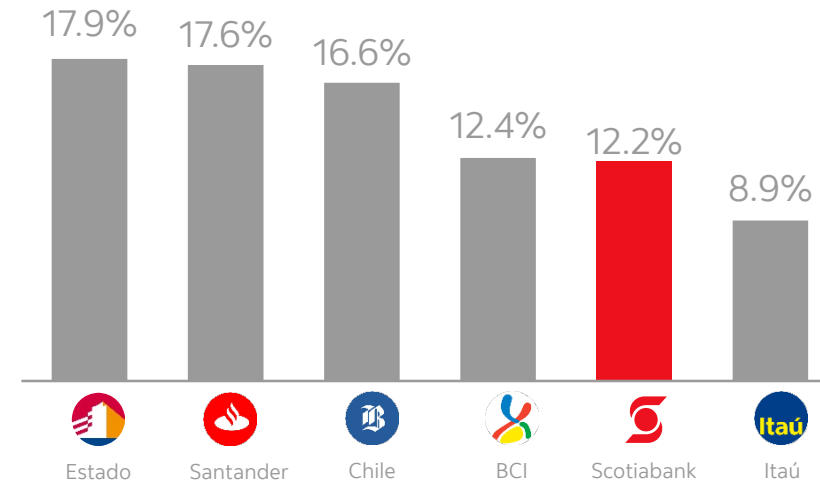
³ ROE includes goodwill. Local GAAP ROE 13.5%

3rd Largest Bank by Loans

Loans

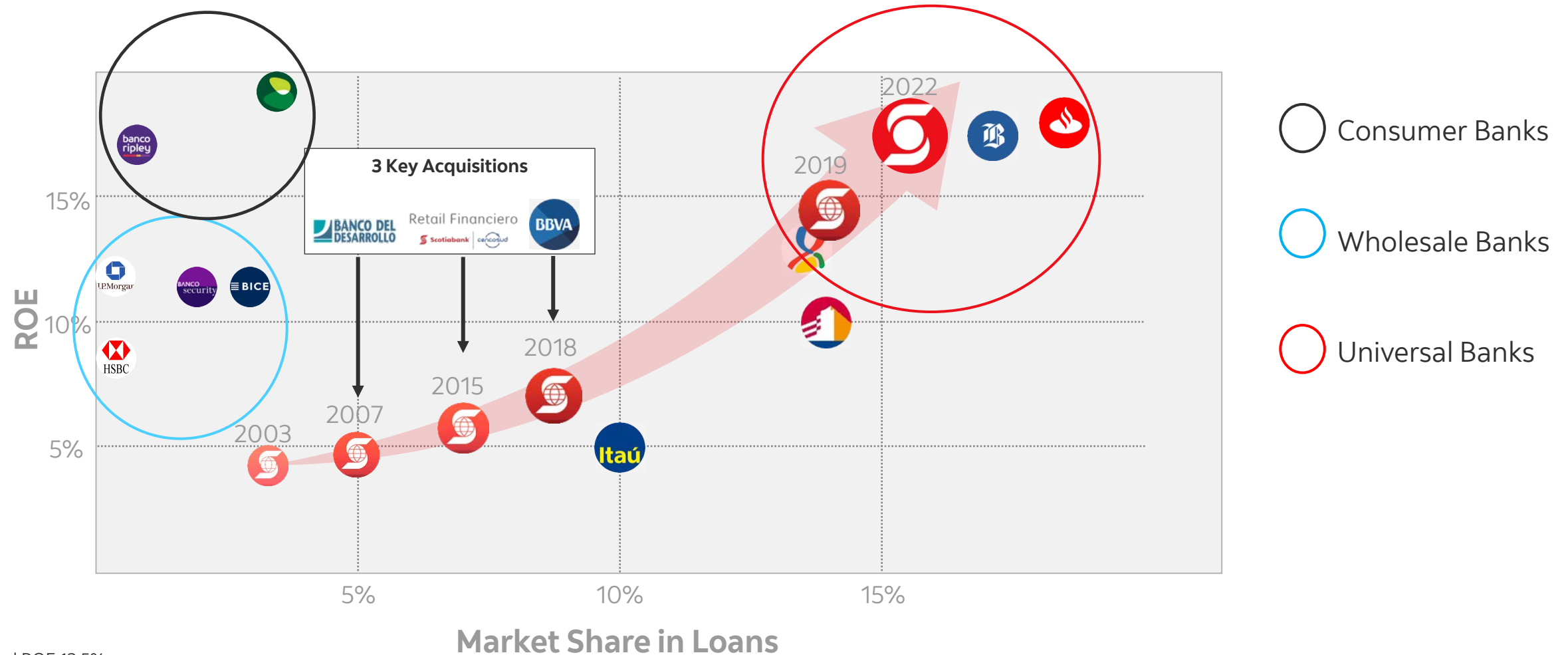


Deposits






Market share as of November 2019
Local view, excludes offshore loans
Source: CMF

A Leading Strategy



Local ROE 13.5%
Source: CMF

Delivering on our Medium-Term Objectives

	2016 Investor Day Medium-Term Objectives	3-Year Performance	
NIAT Growth	11% - 13%	+28%	
Productivity Ratio	<52%	43% ¹	
Operating Leverage	Positive	4.3% ¹	



How Did We Do It?

1

Leadership Alignment

2

Organic Growth

3

Improved Productivity & Digital

4

Strong Risk Culture

5

Strategic Acquisitions

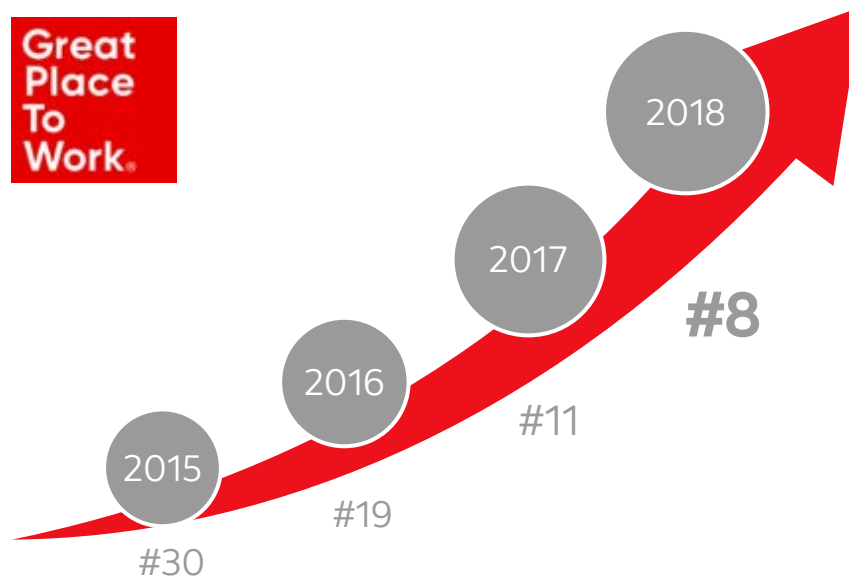


1st Strategic Focus:

Leadership Alignment

Great Place to Work in Chile

Yearly Ranking

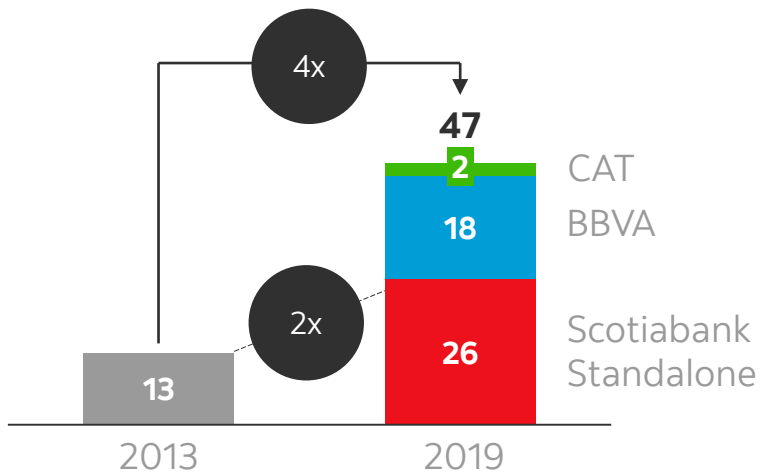


- Deep changes in leadership
- Fostering open communication
- Sales discipline supported by coaching
- Increasing sales productivity



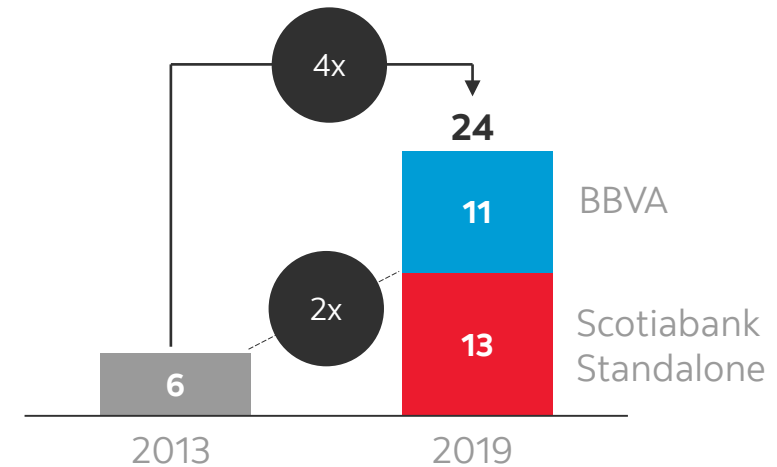
Organic Growth

Loan Volume



- 13% CAGR standalone
- 9% CAGR market
- ~150bps organic market share gain

Deposit Volume



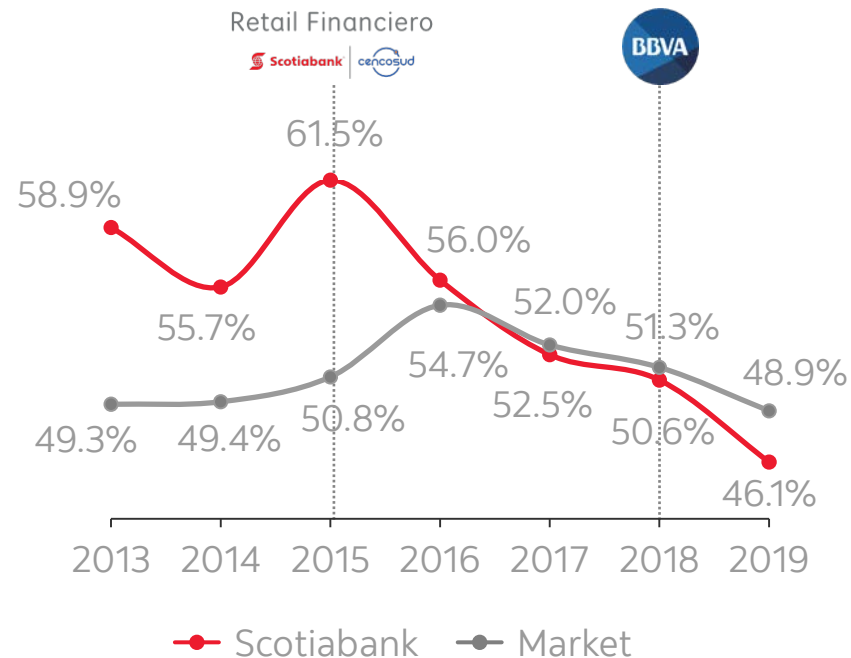
- 15% CAGR standalone
- 6% CAGR market
- ~250bps organic market share gain



Improved Productivity & Digital

Efficiency Ratio

Local View vs Market Average



- Digital development
- Optimized branch network
- Streamlined processes

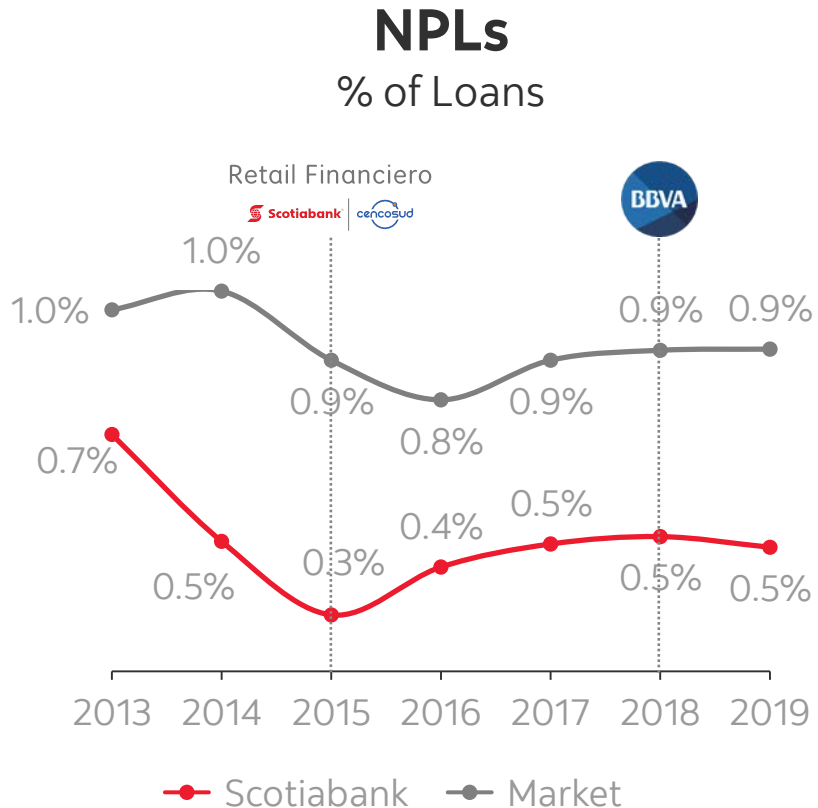
Average over period

Local view excluding integration expenses

Source: SBC | CMF



Strong Risk Culture



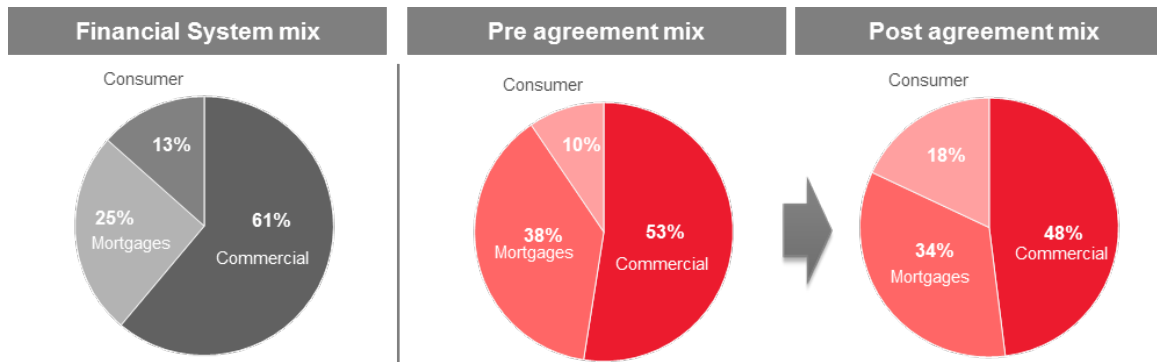
- Consistently at least 30 bps below market
- High credit quality of loan book
- Focus on underexposed clients



Acquisitions | Cencosud JV

Transaction Rationale

- May 2015: acquisition of 51% of Cencosud's credit card business
- High yield loans to balance our portfolio
- +50bps in loans market share
- Leading bank in Credit Cards



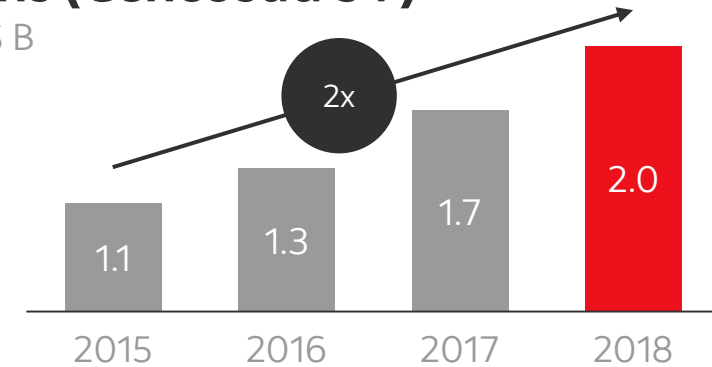
Constant Currency

1 Annualized. Actual NIAT from purchase date (May 2015) to year end: CAD\$19 MM

3-Year Progress

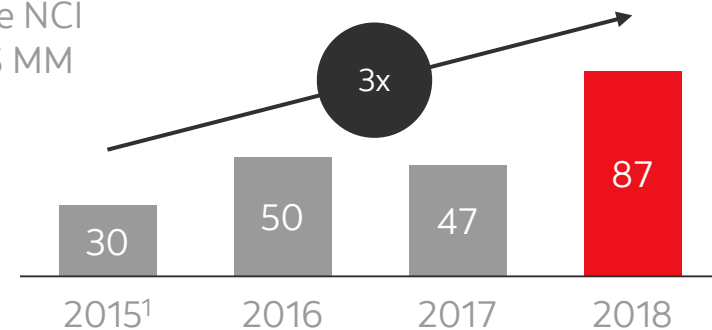
Loans (Cencosud JV)

CAD\$ B



NIAT (Cencosud JV)

Before NCI
CAD\$ MM

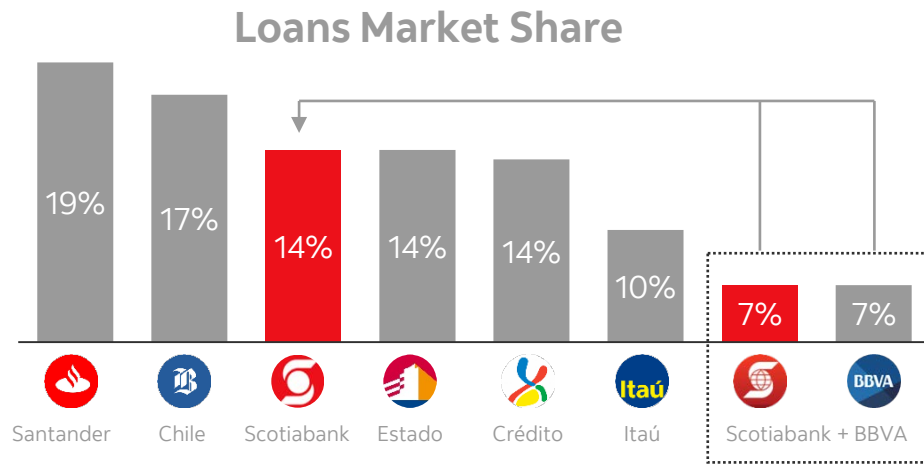




Acquisitions | BBVA

Transaction Rationale

- World class asset in the most developed country of the region
- Opportunity to become a leading bank in Chile

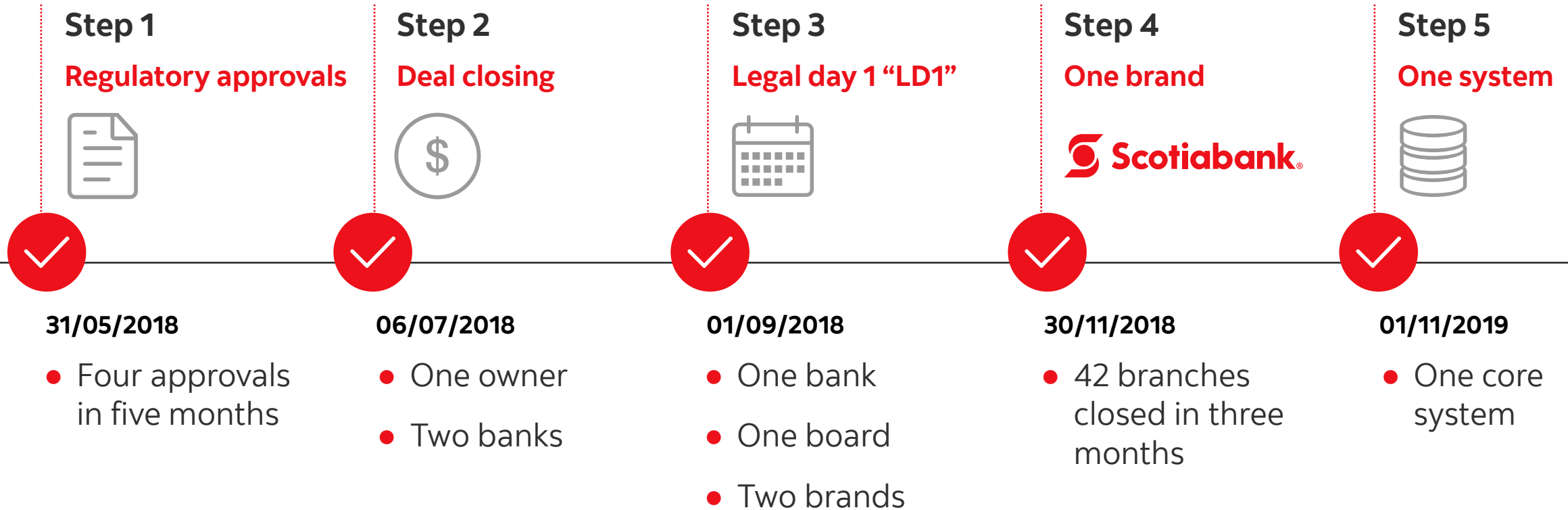


Loan market share used for due diligence process

Strategic Fit

- BBVA to strengthen our digital capabilities and data analytics
- Scotiabank brings strong individual sales productivity
- Combined strength in Global Capital Markets
- Diverse, inclusive and international culture
- Strong culture of integrity and regulatory compliance

Integration Plan Completed on Time



Key Integration Objectives

1

Zero Attrition

- Market share +36 bps in first 15 months¹

2

Capture Synergies

- Run-rate savings 80% executed in the first 15 months

3

100% Compliant

- With regulators

¹ Excluding the incorporation of new players after acquisition

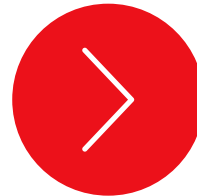
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**Having transformed a mid-tier player
into a leading bank in Chile.**

Updating Our Strategy

What we have achieved so far 2014-2019

1. Leadership alignment
2. Organic growth
3. Productivity & Digital
4. Strong risk culture
5. Strategic acquisitions



What we will accelerate 2020 and Beyond

1. Leadership alignment
2. Digital acceleration
3. Core deposits
4. Strong risk culture
5. Business mix



Process automation

From Digital Banking to a Digital Bank

Progress in our Core Metrics

	2016	2019
Digital Sales	26%	50%
Digital Adoption	41%	63%
Branch Transactions	11%	6%

And we are now Digitalizing our Core Process

- Digital sales origination
- Branch network as digital advisory centres
- Digital customer journeys E2E
- Automation of operational process



Core Deposits

Core Deposits to Improve Profitability

- Capture payroll market share
- Streamline onboarding process
- Cash management through digital capabilities



Rebalance Commercial, SME and Wealth

- Deploying cash management strengths in Commercial Banking
- Taking advantage of time to market in SMEs
- Foster opportunities between personal banking and wealth segment

Medium-Term Objectives

Medium-Term Objectives

NIAT Growth	+10%
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Productivity Ratio	<41%
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Operating Leverage	Positive
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Chile: Establishing a Leading Bank

Francisco Sardón de Taboada

EVP and Country Head

Peru: Attractive Growth Opportunity

Miguel Uccelli
EVP and Country Head

“

Peru represents an attractive growth opportunity. We have a strong management team in place, a robust and clear strategy, and a diverse portfolio to maintain our solid double-digit growth

Did You Know?

Peru's Attractive
Environment for Investment
Stands Out in Latam

Growing Economy

GDP has grown for 21 consecutive years and GDP per capita has doubled since 2007

Stable Monetary Policy

Low inflation rates within 1% - 3%
Least volatile FX in the region

Solid Fiscal Performance

Low Debt-to-GDP ratio of 26%

Open Trade

90% of exports are made through Free Trade Agreements

Low But Fast-Growing Banking Penetration

Total Banking Loans represent 38% of GDP (i.e. Consumer loans 8%, Mortgage 6%)

Young Population

Population of 32 million with a median age of 27

Strong and Stable Banking Environment

Fast-Growing Banking System Banking system growing between two and three times GDP

Strong Governance Solid international reputation of Central Bank and banking regulator

Concentrated Sector Four largest banks account for 81% of total banking sector assets

Good Asset Quality Low non-performing loans ratio

Solid Capital Position Bank's Capital Ratio at 15%

Current Snapshot of our Business

Footprint	Retail Customers ¹	Employees ¹	Branches ¹
	4.0 million	12,000	314
Balance and Market Position	Loan Market Share ²	Average Loans	Average Deposits
	18.1%	\$21 billion	\$19 billion
Financial Performance	Total NIAT ³	ROE ^{3, 4}	Productivity ³
	\$810 million	25.6%	35.2%

All figures in CAD\$

Constant Currency

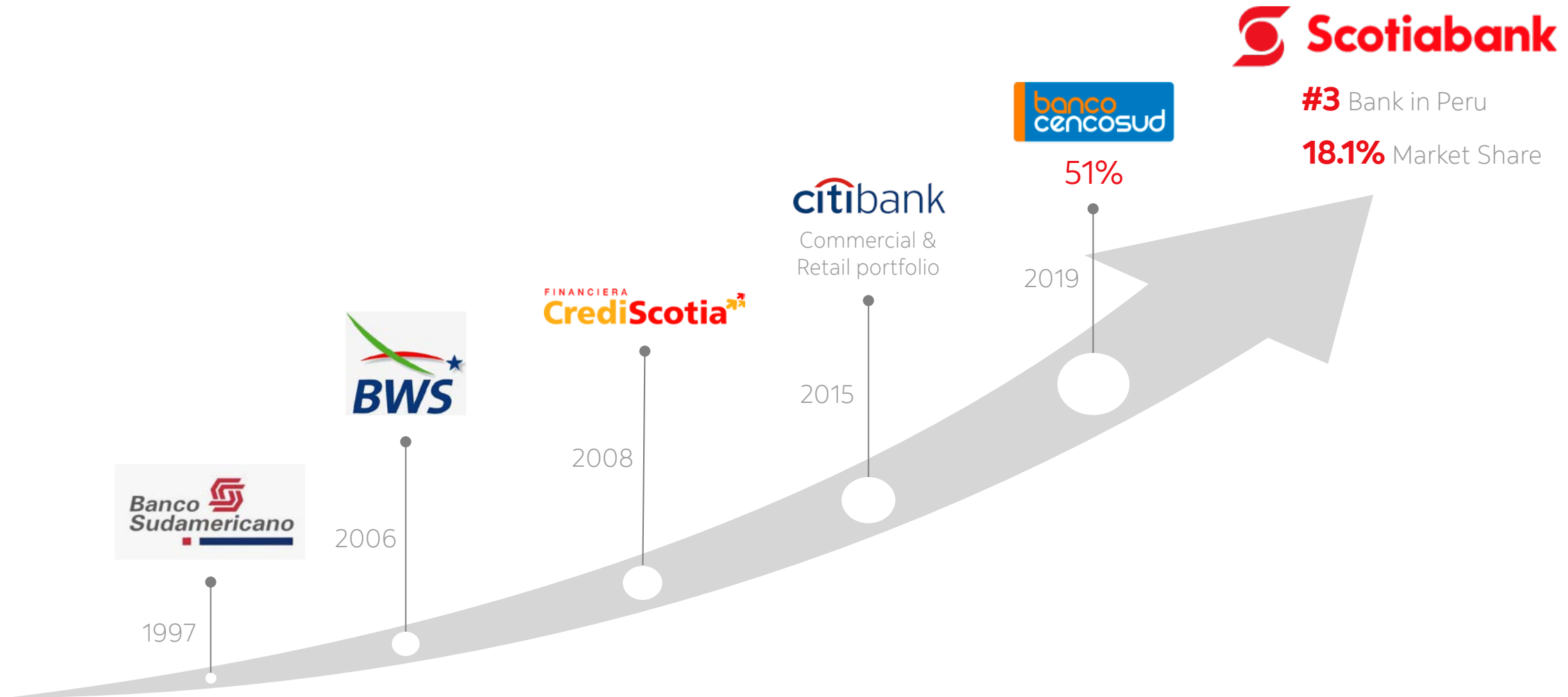
1 Including subsidiaries

2 Market share as of October 2019. Scotiabank includes SBP, CSF and Caja CAT

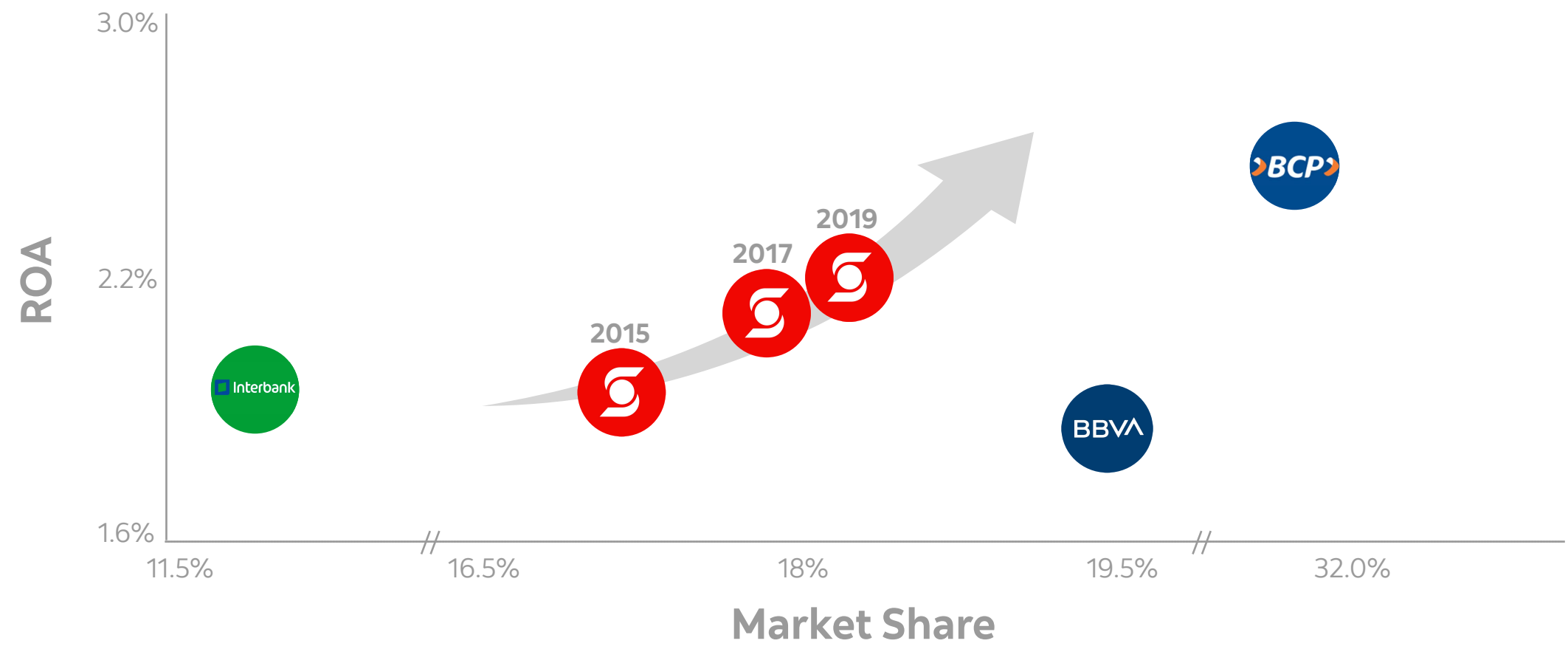
3 Adjusted; FY 2019

4 ROE includes goodwill

Third Largest Bank in Peru



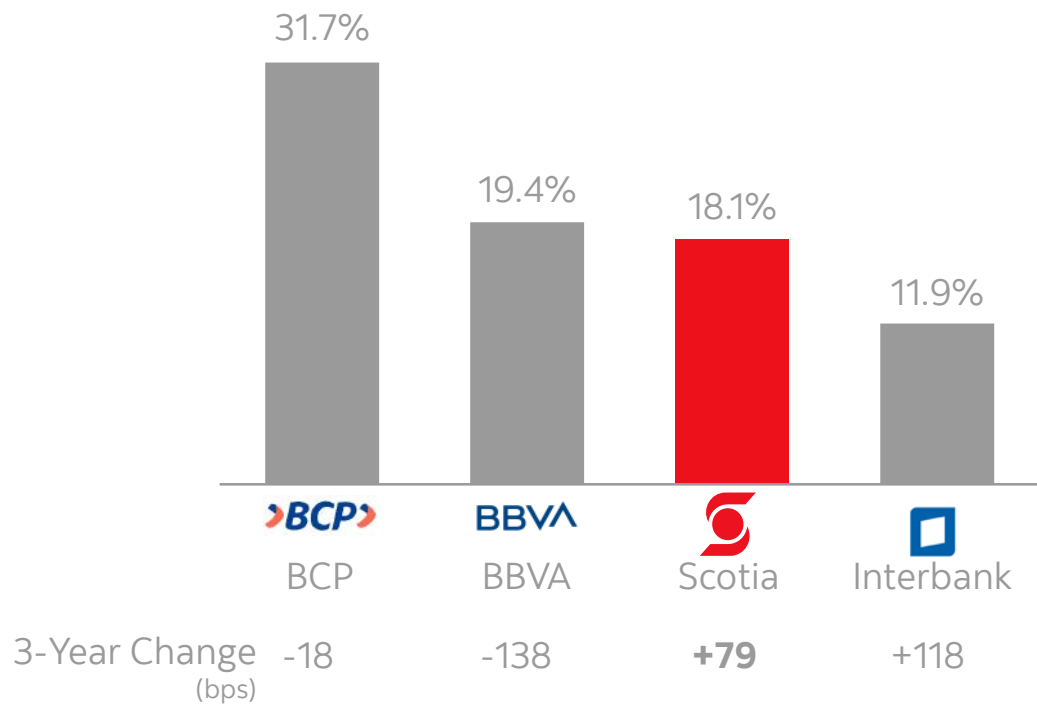
A Leading Strategy



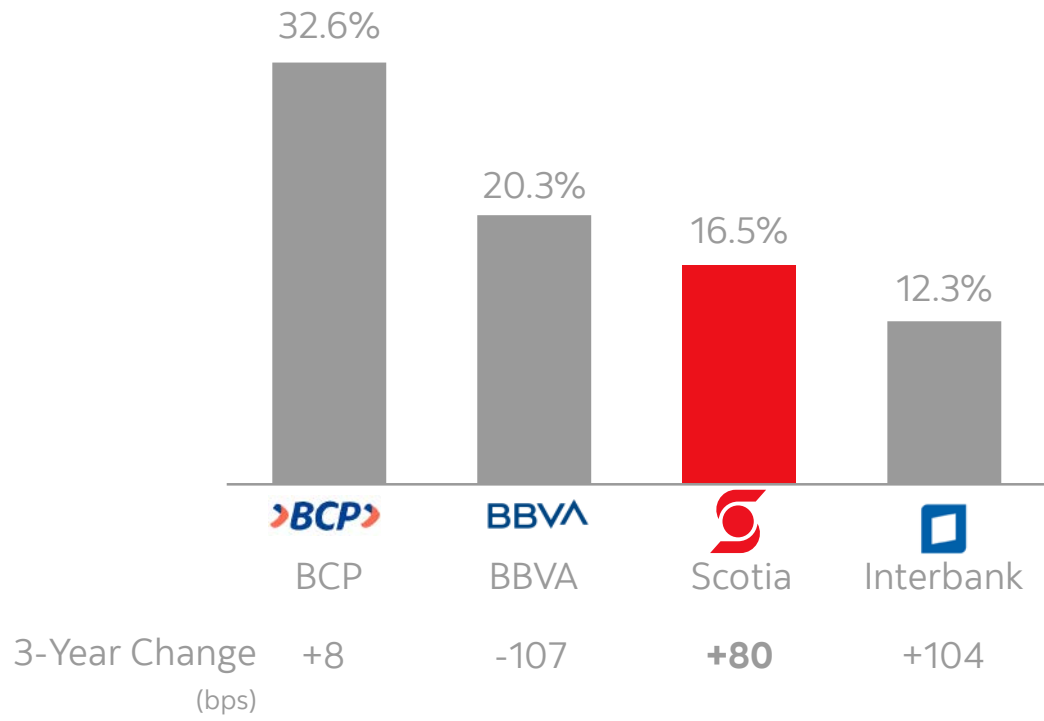
As of Oct 2019

Significant Market Share Growth

Loans



Deposits



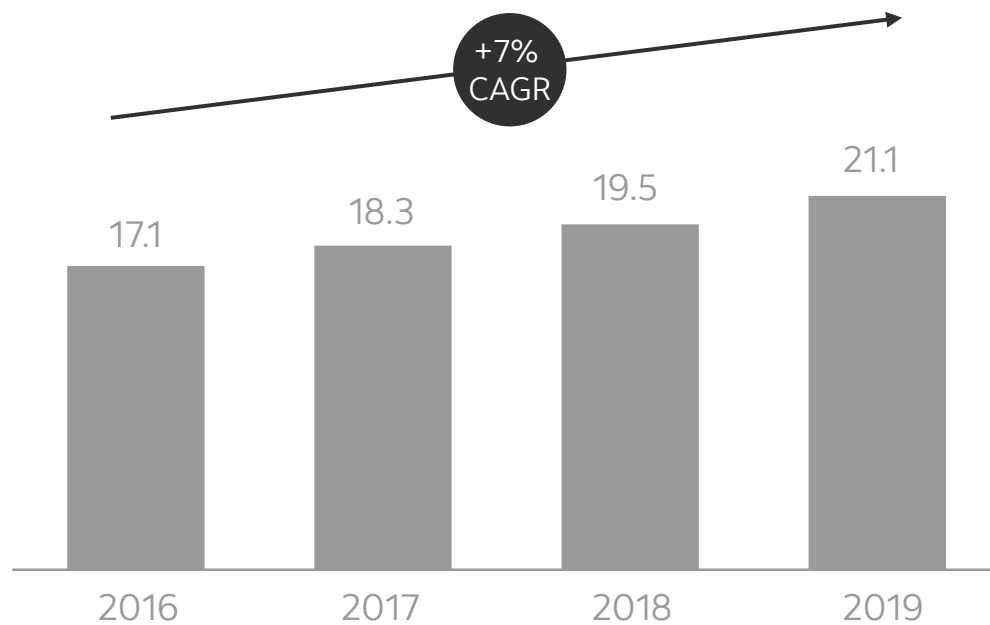
Market share as of October 2019
Scotiabank includes SBP, CSF and Caja CAT

Strong Market Share Growth in Products

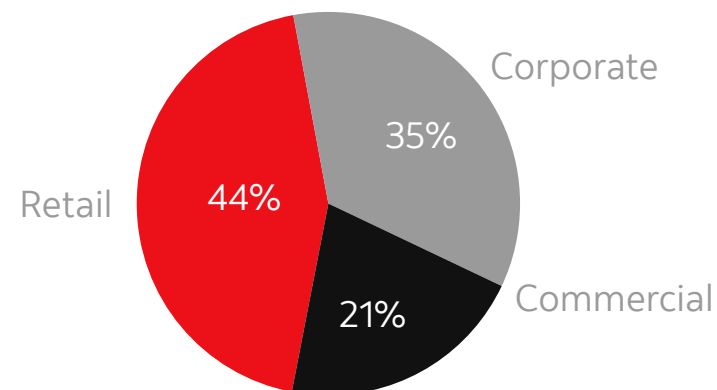
		Market Share (%)	Market Size CAD\$B	3-Year Change	Market Share Rank
Loans	Mortgages	14.9	\$20	-38 bps	3
	Personal Loans	22.9	\$15	+106 bps	1
	Credit Cards	21.8	\$10	+650 bps	3
	Small Business	15.1	\$10	+217 bps	2
	Total Retail	17.7	\$55	+81 bps	2
	Commercial/Corporate	18.5	\$64	+81 bps	3
	Total Loans	18.1	\$119	+79 bps	3
Deposits	Demand & Savings	16.7	\$62	+198 bps	3
	Term Deposits	16.1	\$45	-69 bps	3
	Total Deposits	16.5	\$107	+80 bps	3

Strong Growth in Loans

Loan Volume

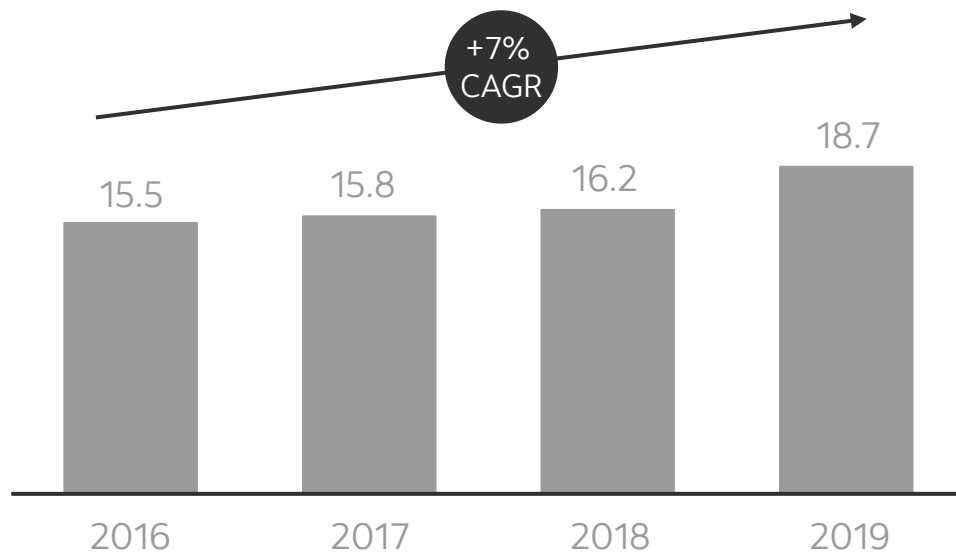


Loan Mix¹

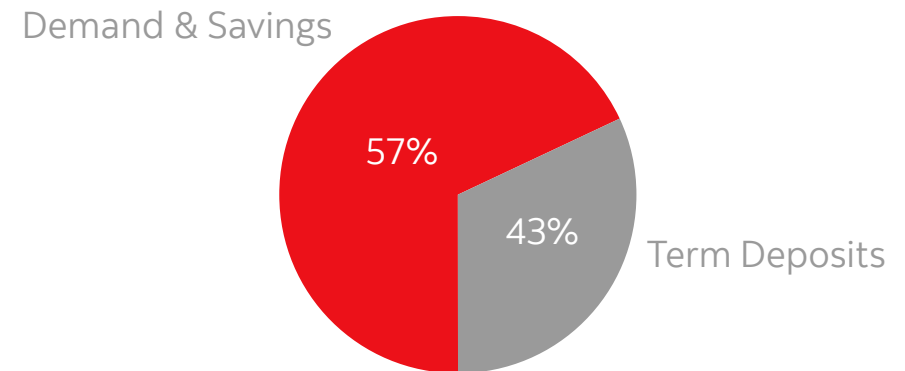


Strong Growth in Deposits

Total Deposits Volume

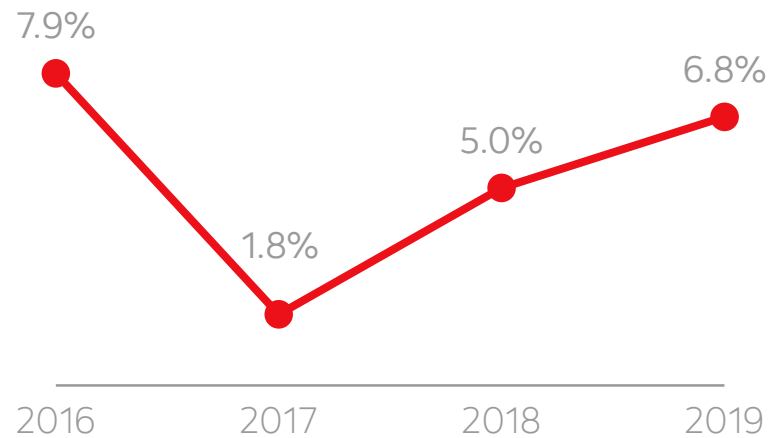


Deposit Mix¹

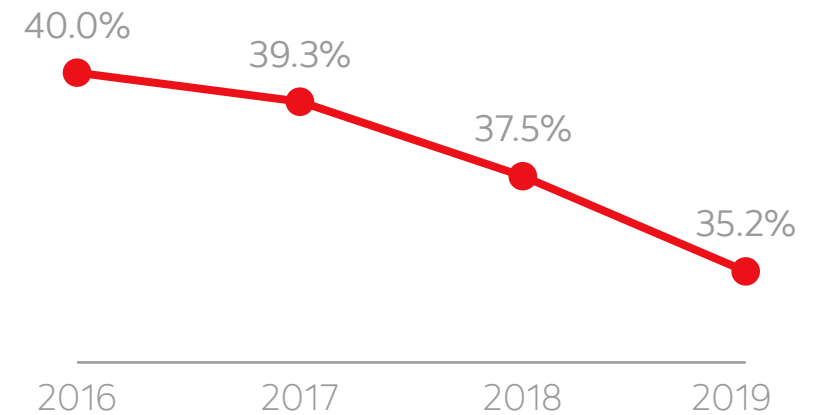


Consistent Productivity Improvement

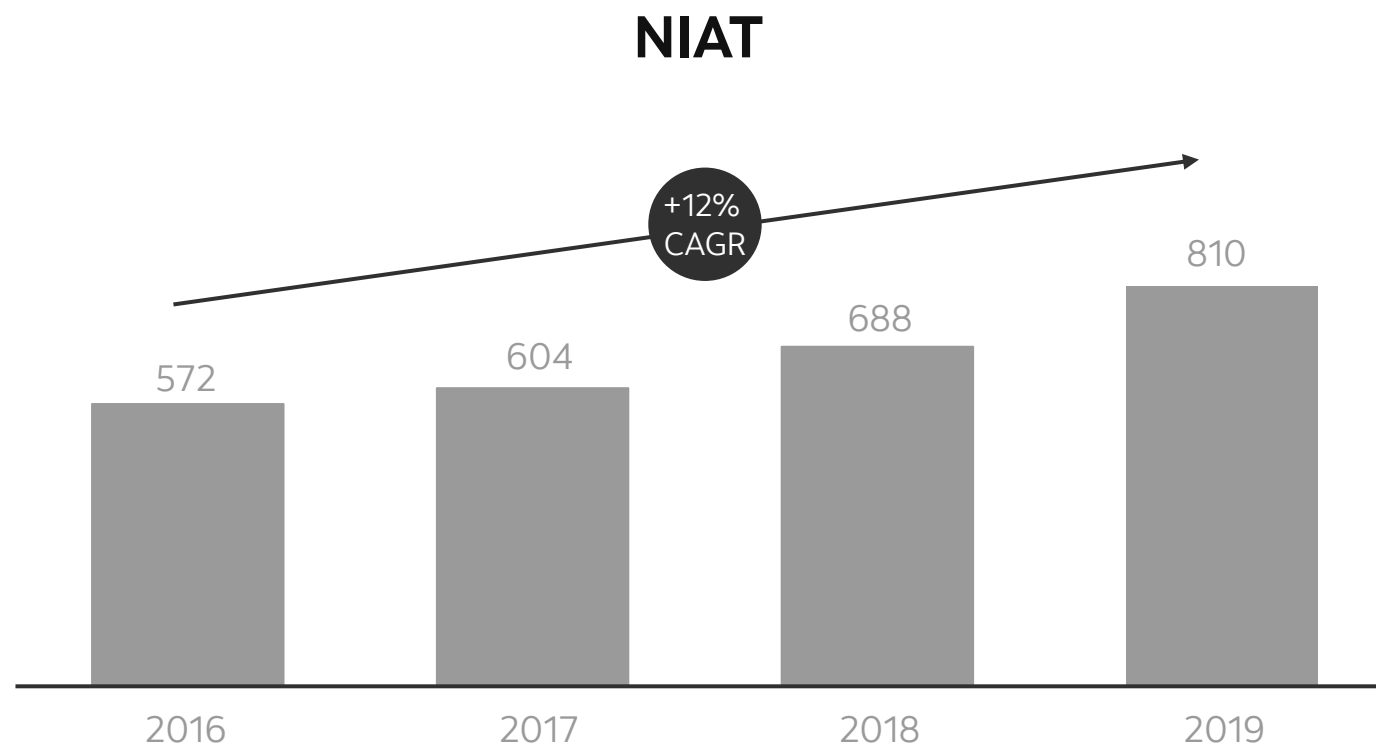
Operating Leverage



Productivity Ratio






Double-Digit NIAT Growth



CAD\$ MM
Constant currency
Adjusted; after NCI

Achieving Medium-Term Objectives

	2016 Investor Day Medium-Term Objectives	3-Year Performance	
NIAT Growth	10% - 12%	+12%	
Productivity Ratio	<43%	35.2%¹	
Operating Leverage	Positive	Positive	

Three Areas of Focus for Growth



Drive Growth in Small and Medium-Sized Businesses

- Low levels of penetration provide attractive growth potential



Strengthen Customer-Centric Culture

- Aspiration to provide world-class customer experience



Scale Digital

- Digital scaling already driving business impact

Continued focus on leadership development and efficiency

Drive Growth in Small and Medium-Sized Business:

↑↑↑ CAD\$100 Million Revenue Opportunity

			Market Size CAD\$B	Risk-Adjusted Margin
Corporate	25.3%		29	1.4%
Commercial ¹	16.0%		24	3.2%
Medium Business	11.8%		11	4.6%
Small Business	15.1%		10	6.7%
Credit Cards	21.8%		10	10.7%
Personal Loans	22.9%		15	8.6%

As of October 2019

¹ Commercial excluding Medium Business

Strengthen our Customer-Centric Culture:

Deliver World-Class Customer Experience

Customer Pulse Continuously Improving Throughout All Channels

<i>Customer NPS</i>	2017	2019
Branches	56%	71%
Contact Center	32%	54%
Digital	47%	61%

380k

Customer Pulse
Survey Answers

44k

Callbacks

Customer Centricity Already Driving Business Growth

- Continue our double-digit growth in core deposits
- Double Bank Assurance business
- Drive growth in other non interest revenue sources



Digital Progress Generating Business Impact

Progress in our Core Metrics

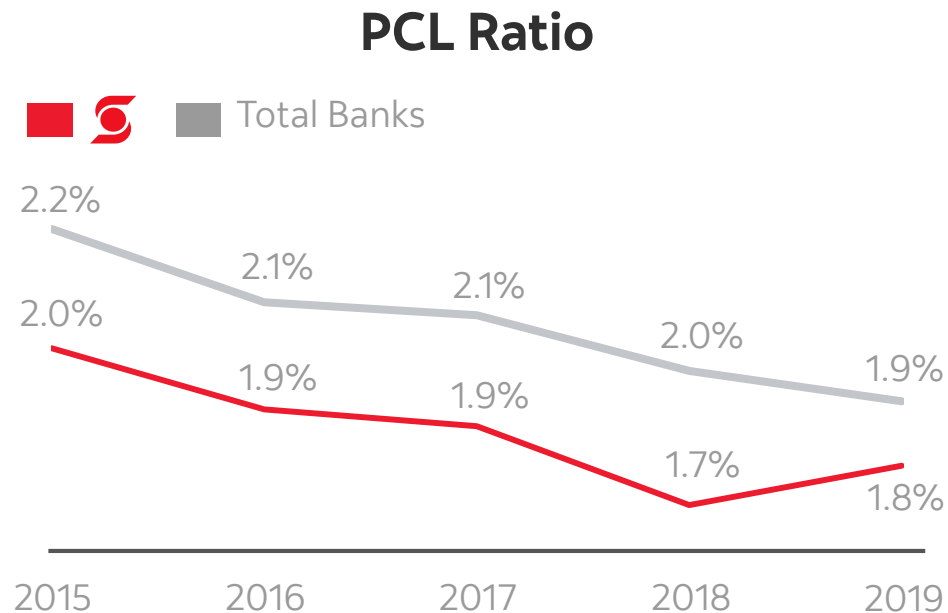
	2016	2019
Digital Sales	0.2%	18%
Digital Adoption	16%	32%
Branch Transactions	31%	18%

Digital is Generating Meaningful Impact

- Already the leader in Digital NPS
- Digital revenues to surpass break-even vs. cost of operating the Digital Factory this year
- Upcoming features: QR-code payments and money transfers via customers' cellphone contact lists
- New protocol to digitally assist our customer at our physical branches
- Able to absorb +800 bps of financial transactions in the last 3 years, while making the branch network more efficient

Enhanced Risk Management and Analytics

2015-2019 Risk Management Performance



Upgrades to Risk Management and Analytics

- Origination and Underwriting
– Analytical scores and models
- Portfolio Management
– Predictive models
- Collections
– Scores, models and new platform
- Analytical Tools for Risk and Business Intelligence
– SAS, SQL, Oracle Sales Cloud

\$14 MM

Third-Party Recognition



**Best Corporate
Governance**



**Top 10 - Most Admired
Companies in Peru**



4th place GPTW Peru



**Cannes Lion Award
“Price of Equality”**



**1 Golden Effie
2 Silver Effies**

Medium-Term Objectives

	2016 Investor Day Medium-Term Objectives	Medium-Term Objectives
NIAT Growth	10% - 12%	>10%
Productivity Ratio	<43%	<37%
Operating Leverage	Positive	Positive

Key Takeaways

1

Attractive macroeconomic environment and solid regulatory governance

2

Delivering double-digit growth in line with our medium-term objectives to investors

3

Strong growth outlook with focus in our core businesses and competitive advantages

Peru: Attractive Growth Opportunity

Miguel Uccelli
EVP and Country Head

Mexico: Resilience and Growth

Adrián Otero

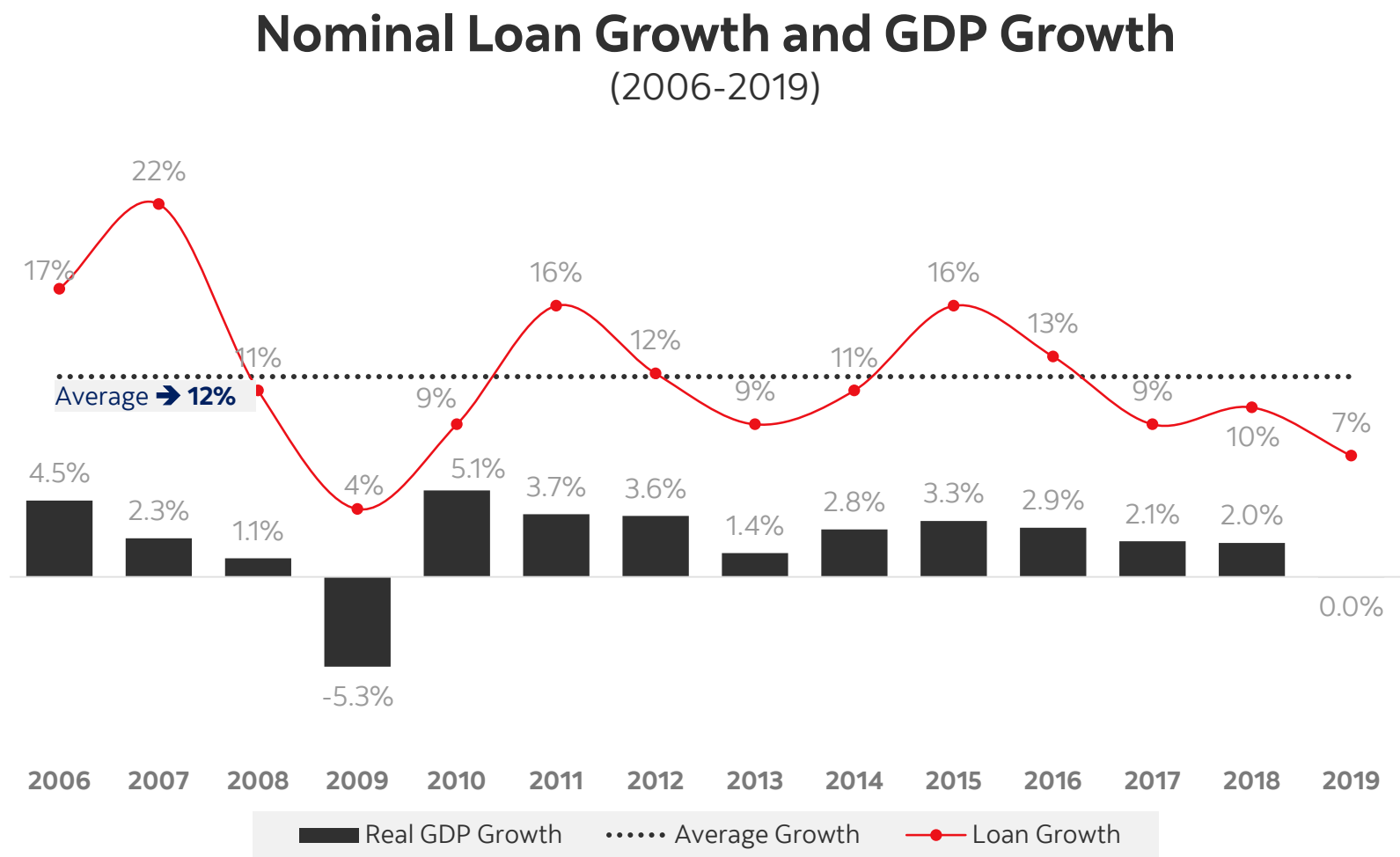
EVP & Country Head

“

**Mexico is resilient and we continue
to see long-term potential**

Did You Know?

History of Economic Resilience



Source: Performing Loan growth from CNBV & GDP from INEGI
2019 Figures represent YTD Y/Y growth for GDP and YTD average Y/Y growth for loans

Did You Know?

Catalysts for Future Growth
and Resilience

- Population of 125 million with an average age of 28
- Banking penetration of 35%¹, one of the lowest in Latam
- International reserves plus the IMF flexible credit line *exceed* value of foreign debt
- World's second most competitive manufacturing destination in 2018² with strength in electrical, optical and transport equipment
- Scale in manufacturing (accounting for 17% of GDP, versus 10% for Brazil)³

1 Domestic credit to private sector (% of GDP)

2 Boston Consulting Group

3 World Bank

Current Snapshot of our Business

Footprint	Customers	Employees	Branches ¹
	~3.5 million	~12.9 thousand	~592
Balance and market position	Loan market share ²	Average loans	Average deposits
	7.5%	\$30 billion	\$25 billion
Financial performance	Total NIAT ^{3, 4}	ROE ³	Productivity ³
	\$579 million	19.6%	55.4%

A Leader in Secured Lending

All figures in CAD \$
Constant Currency

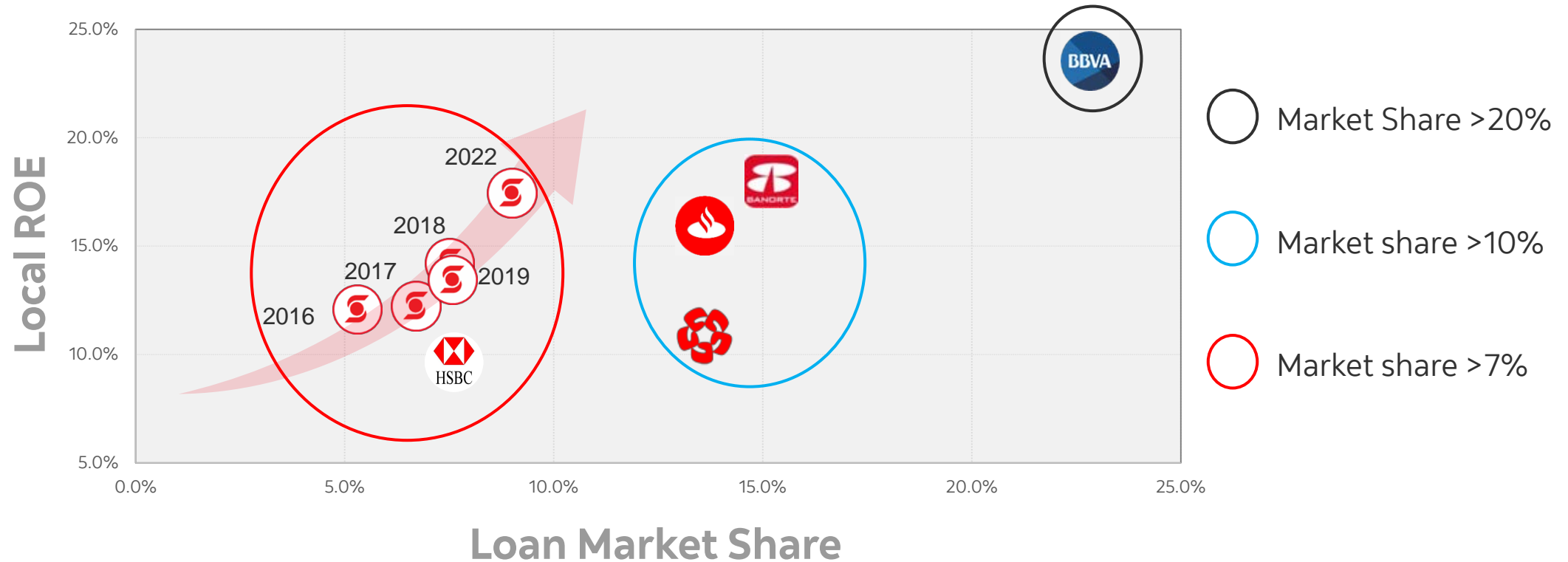
1 Includes bank and wealth branches; does not include 177 Credito Familiar branches

2 Market share as of November 2019

3 Adjusted; FY 2019

4 After NCI

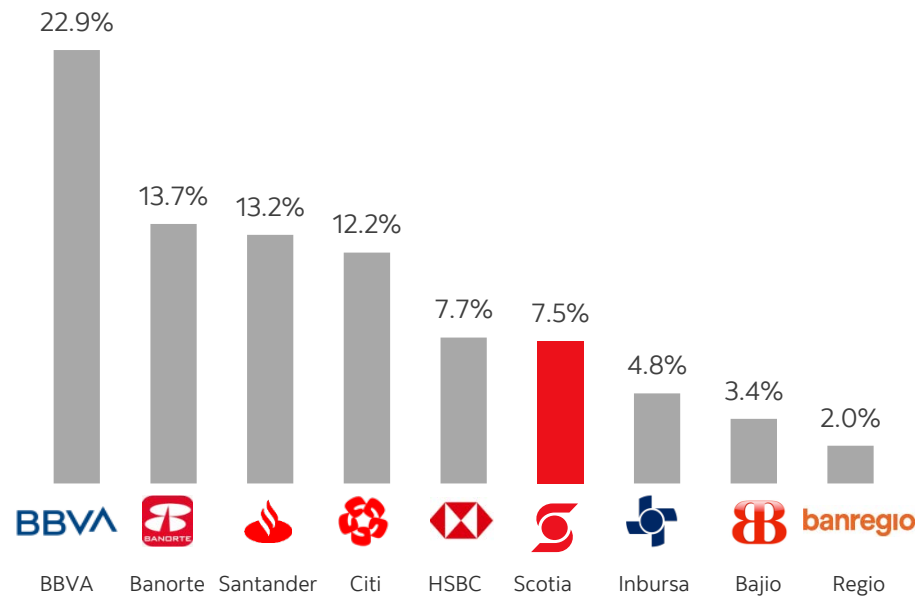
Evolution of our Business



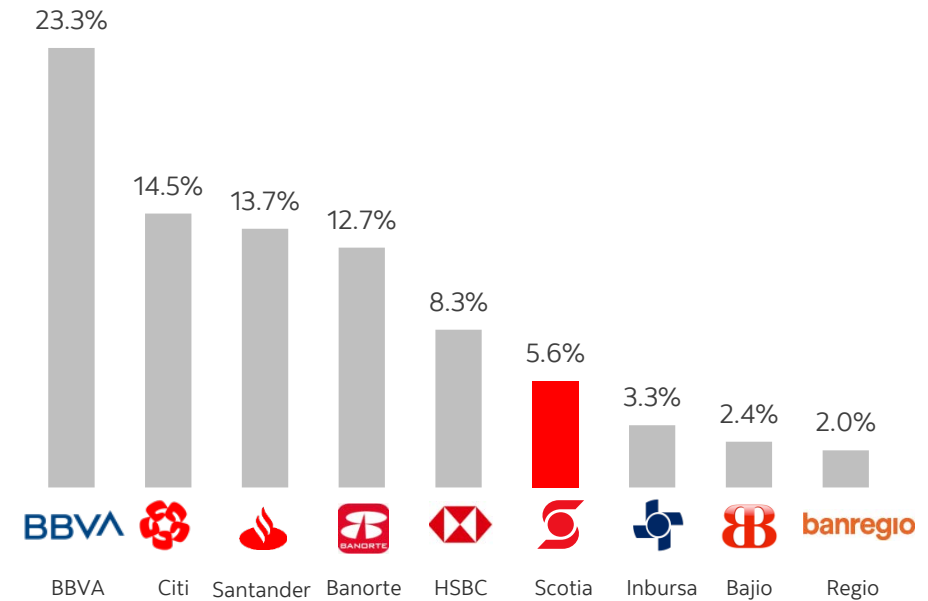
Sources: Press Releases for Consolidated Groups, Mexico GAAP; Competitor figures as of September 2019

Current Market Position

Loans














Deposits



Source: CNBV as of November 2019

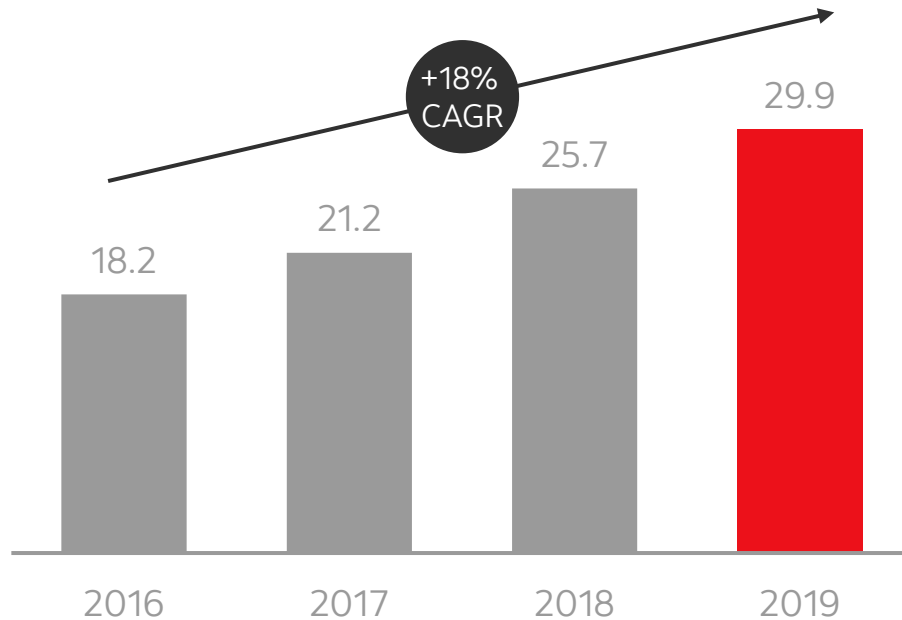
Strong Market Share Growth Across our Products

	Market Share	Market Size CAD\$ B	3-Year Change	Market Share Ranking
Loans	Credit Cards  2.8%	\$28	98 bps	7
	Mortgages  15.0%	\$60	172 bps	4
	Personal Loans  4.6%	\$16	164 bps	6
	Auto Loans  16.8%	\$10	50 bps	3
	Payroll Loans  0.4%	\$18	-13 bps	6
	Total Retail  9.3%	\$132	158 bps	5
	Commercial/Corporate  6.5%	\$227	191 bps	6
	Total Loans  7.5%	\$359	180 bps	6
Deposits	Demand & Savings  4.8%	\$237	5 bps	6
	Term Deposits  7.5%	\$98	61 bps	5
	Total Deposits  5.6%	\$335	27 bps	6

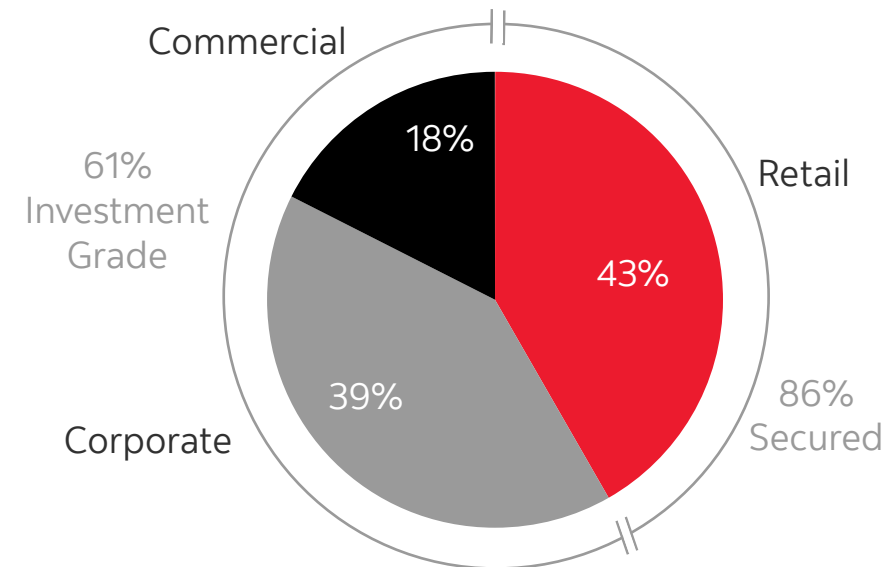
As of Q4 2019

High Quality, High Growth Loan Portfolio

Loan Volume

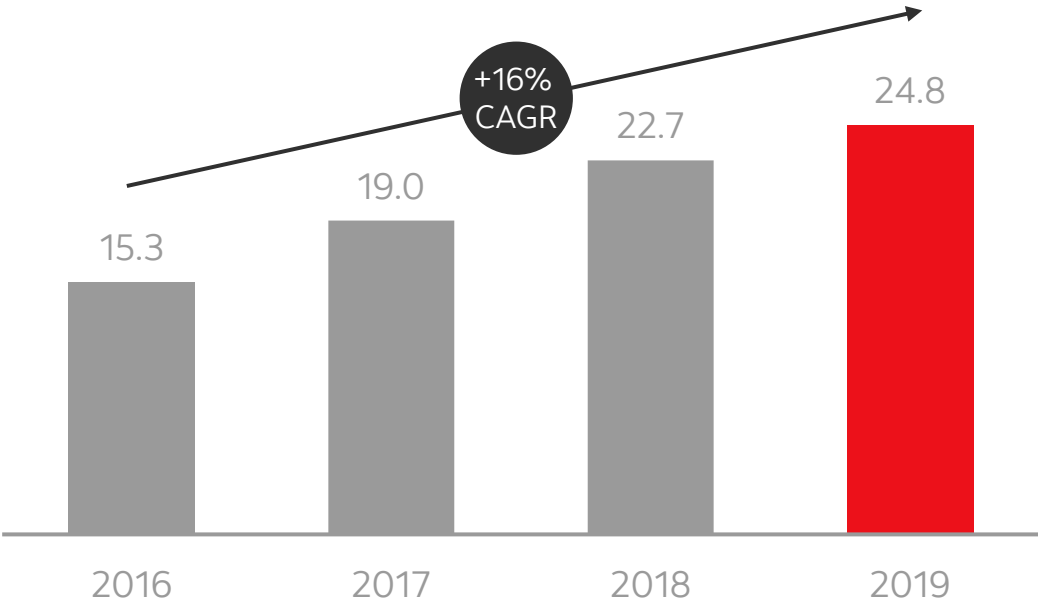


Loan Mix

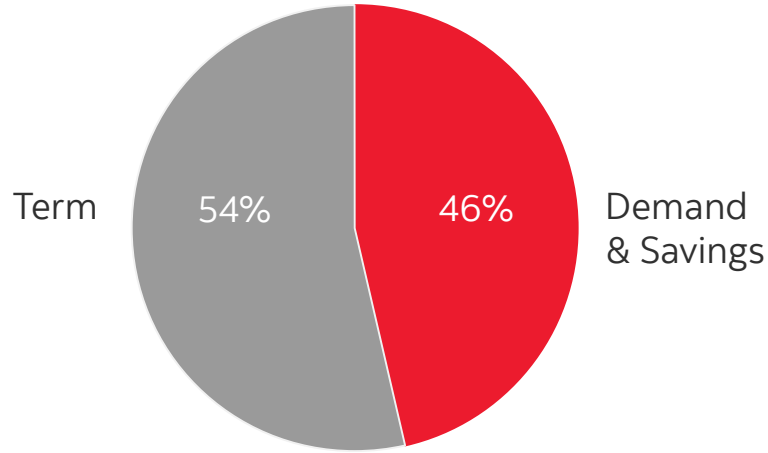


Strong, Balanced Growth in Deposits

Deposit Volume



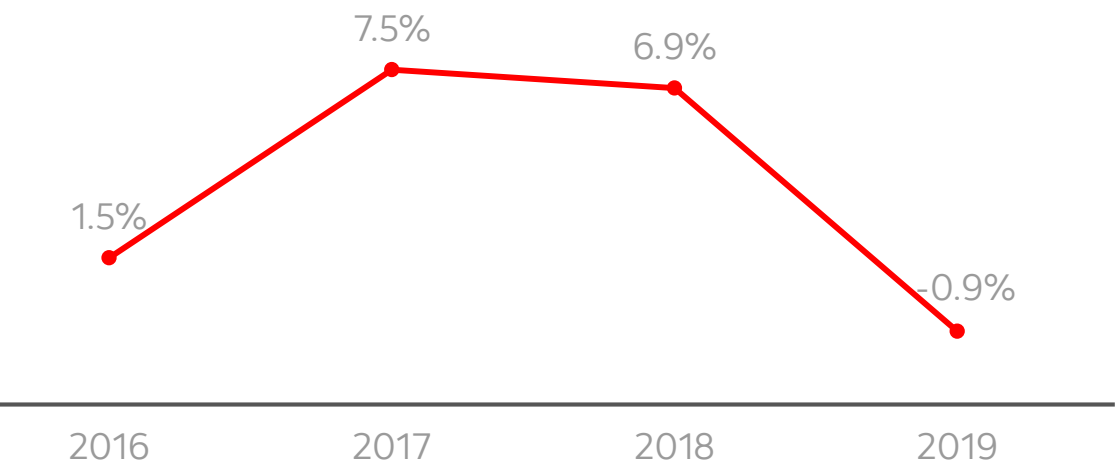
Deposit Mix



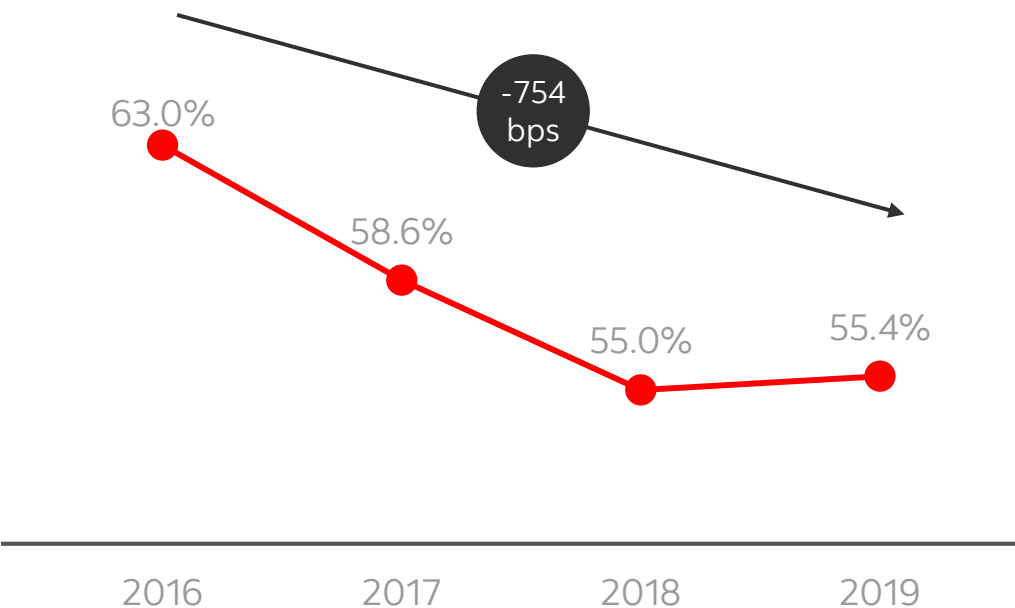
CAD\$ B
Constant Currency

Strong Productivity Gains

Operating Leverage



Productivity Ratio



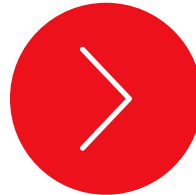
Constant Currency
Adjusted

Technology Investments Driving Growth

~\$200MM Investment in New Core Banking System

From

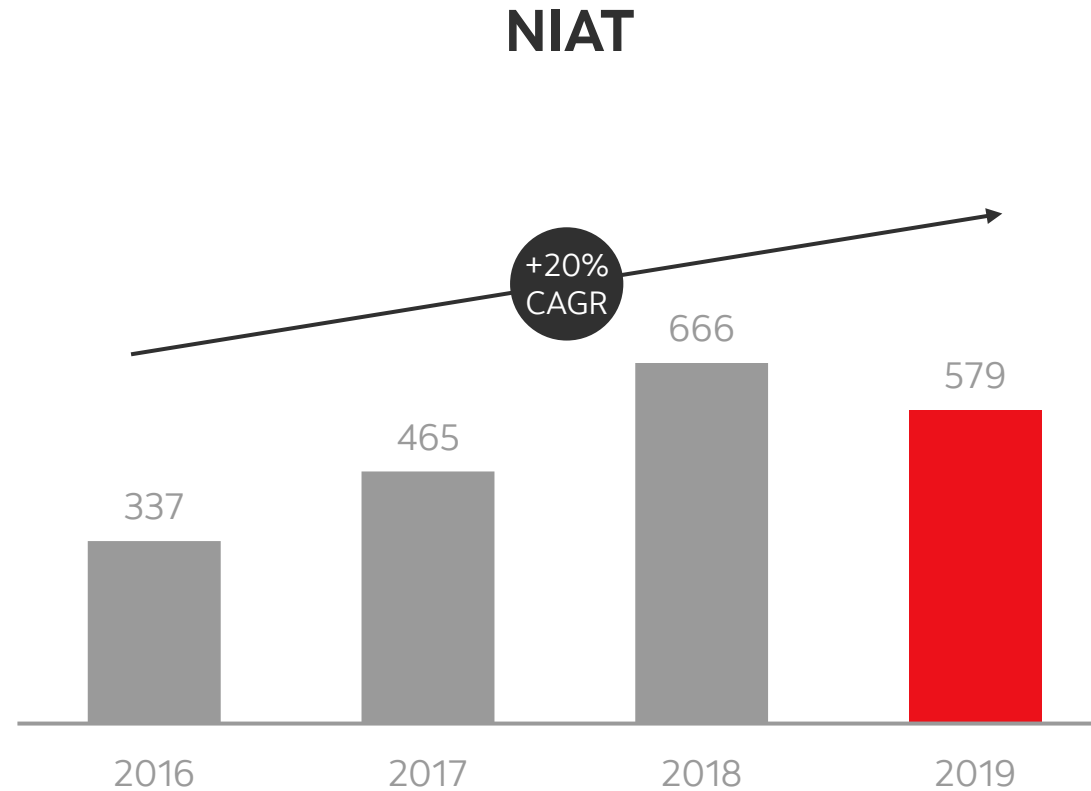
- 40+ year-old core system plus 70 legacy systems
- Slow product-by-product on-boarding
- Multiple data silos



To





- New core banking platform with integrated functionality
- 50% reduction in time through multi-product process
- Comprehensive EDL and single customer database

Industry-Leading NIAT Growth

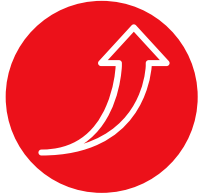


CAD\$ MM
Constant Currency
Adjusted; After NCI

Delivering on our Medium-Term Objectives

	2016 Investor Day Medium-Term Objectives	3-Year Performance	
NIAT Growth	7% - 9%	+20%	
NIBT Growth	12% - 14%	+19%	
Productivity Ratio	<58%	55.4% ¹	
Operating Leverage	Positive	Positive	

Three Focus Areas for Growth



Productivity and Customer Engagement

- Build analytics-driven customer segmentation
- Develop compelling value propositions and attract core deposits
- Enhance productivity through reduced distribution cost



Digital

- Scale digital business impact
- Optimize distribution digitizing branch network
- Enhance online and mobile platforms



Capital Markets

- PAC and international connectivity
- Embed specialized talent
- Streamline processes and modernize IT platforms

Focus on leadership development and expense management



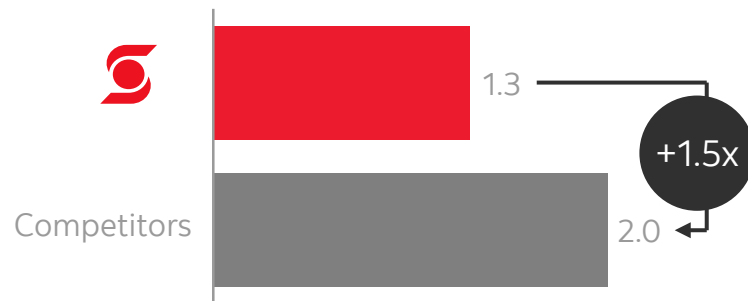
Growing Products per Customer in Retail

Untapped Opportunity

Productivity and Customer Engagement

Cross-Sell in Retail

Products/Customer [2018]



Action Plan

Embed Customer-Centric View

- Process optimization to improve user experience
- Analytics to enhance segmentation and define value propositions
- Reinforce productivity and attract core deposits
- Implement Business Development Units with 360 view of the customer

Significant upside to grow volumes while maintaining asset quality



Digital

Strong Digital Progress Making Business Impact

We made great progress in our core metrics

	2016	2019
Digital Sales	14%	33%
Digital Adoption	16%	28%
Branch Transactions	37%	26%

Digital already having an impact

- 39% of credit card sales now achieved through digital channels
- Q2/20 launch of fully digital deposit account through mobile to spur low-cost deposit growth and new online platform
- Unified Digital Customer Experience: customer centricity, mobile first and data driven decisions

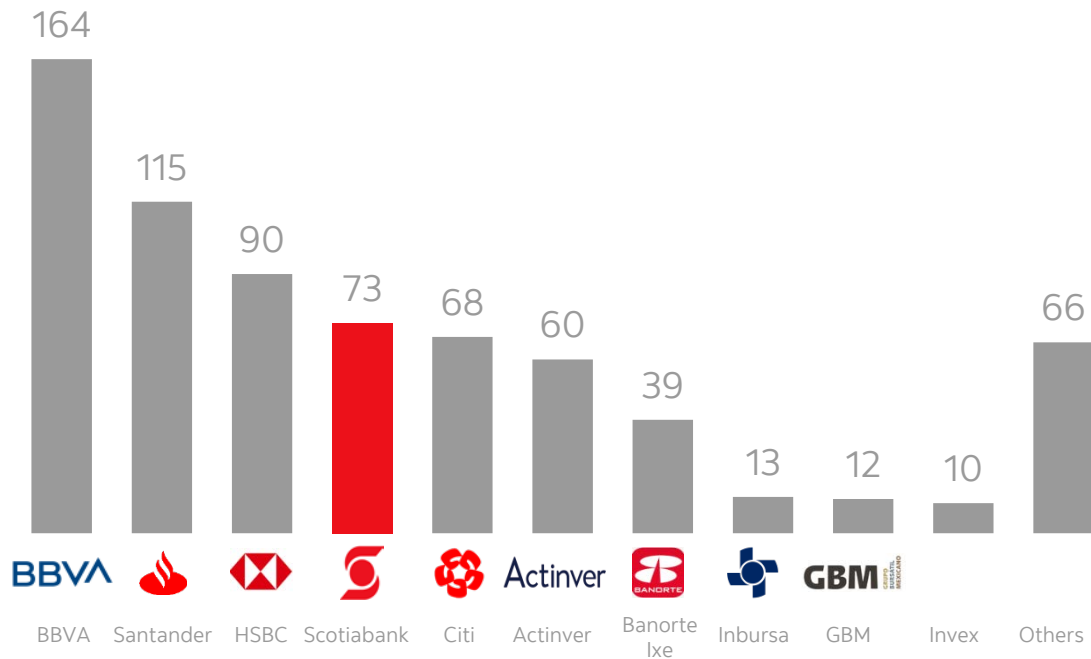


Opportunity with Existing Capital Markets Clients

Untapped Opportunity

Local DCM League Table 2017-2019

MXN\$B



Source: Bloomberg, BMV and Valmer 2017- 2019

Action Plan

Capital Markets Modernization Project

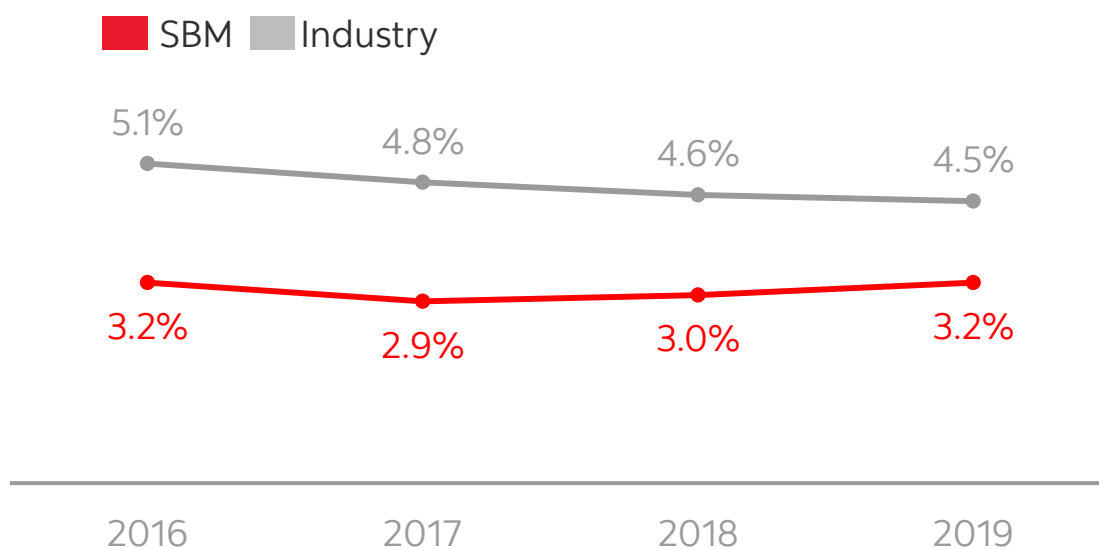
Key Project Components

- **Connectivity:** Integrated platforms to serve clients' cross-border trading and investment needs
- **People:** Inject new, specialized Capital Markets skillsets in key areas
- **Processes:** Lower operational risk, reduce manual work and enhance user experience
- **Technology:** Build-out/upgrade key systems; decommission outdated platforms

Enhanced Risk Management

2015-2019 Risk Management Performance

Adjusted Non-Performing Loan Ratio¹



Upgrades to Tools and Capabilities

Functions supported by upgrades:

- Origination (KYC/AML)
- Fraud prevention
- Cyber
- Collections

Source: CNBV as of September 2019

¹ Non-performing loan ratio adjusted for write-offs

Medium-Term Objectives

	2016 Investor Day Target	Medium-Term Objectives
NIAT Growth	7% - 9%	7% - 9%
Productivity Ratio	<58%	<50%
Operating Leverage	Positive	Positive

Key Takeaways

- 1 Mexico's resilient economy will continue to create long-term opportunities
- 2 We delivered strong results exceeding our medium-term objectives and outperformed our competitors
- 3 We remain confident we can meet our new medium-term objectives

Mexico: Resilience and Growth

Adrián Otero

EVP & Country Head

Colombia: High Potential Growth Market

Jaime Upegui

SVP and Country Head

“

**Colombia represents a very attractive
growth opportunity in a market
with high potential.**

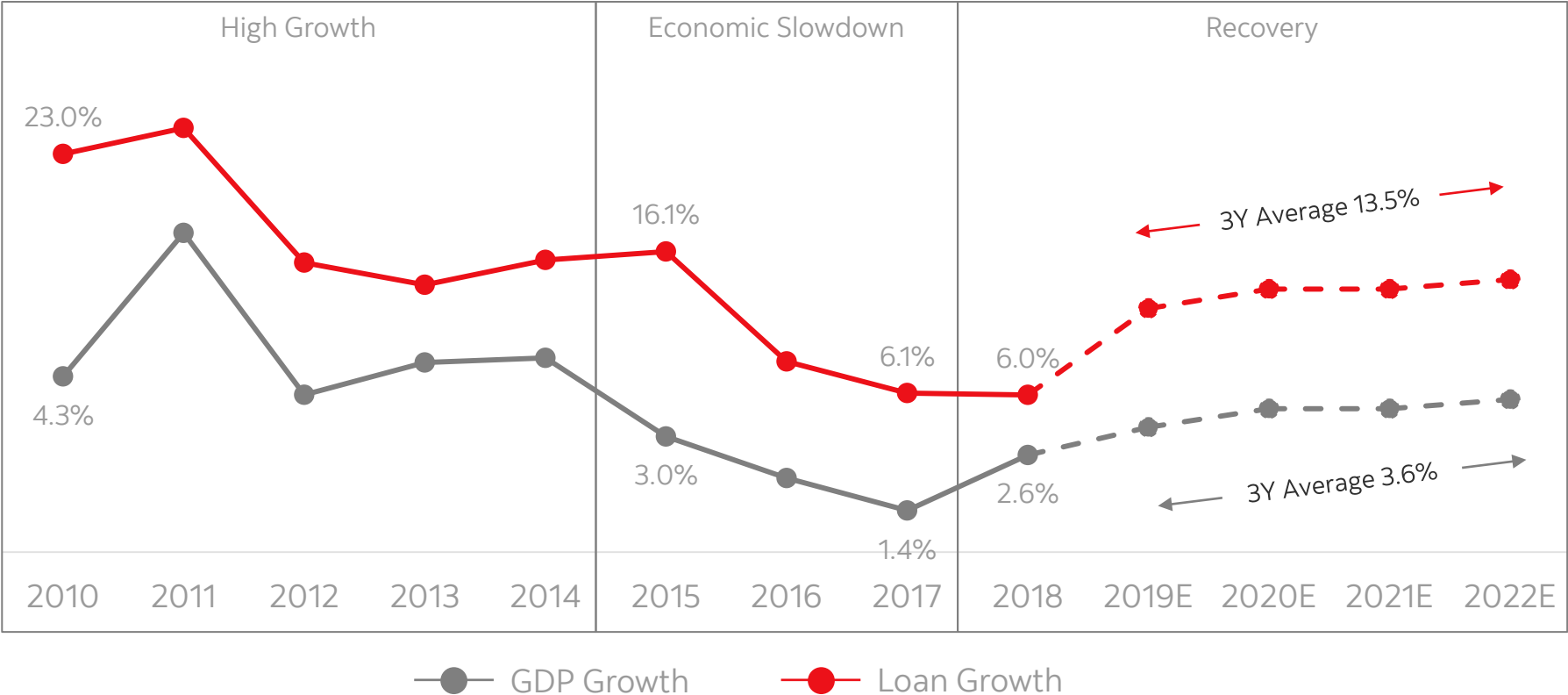
Did You Know?

- With 48 million people, Colombia is the 3rd most populated country in Latam and the 4th largest economy in the region
- Only nation in South America bordering the Pacific Ocean and the Caribbean Sea
- One of the most visited countries for eco tourism, with an increase of one million visitors between 2013 and 2018
- Banking adoption at 46%
- Middle class is growing at a rate more than double that of the total population¹

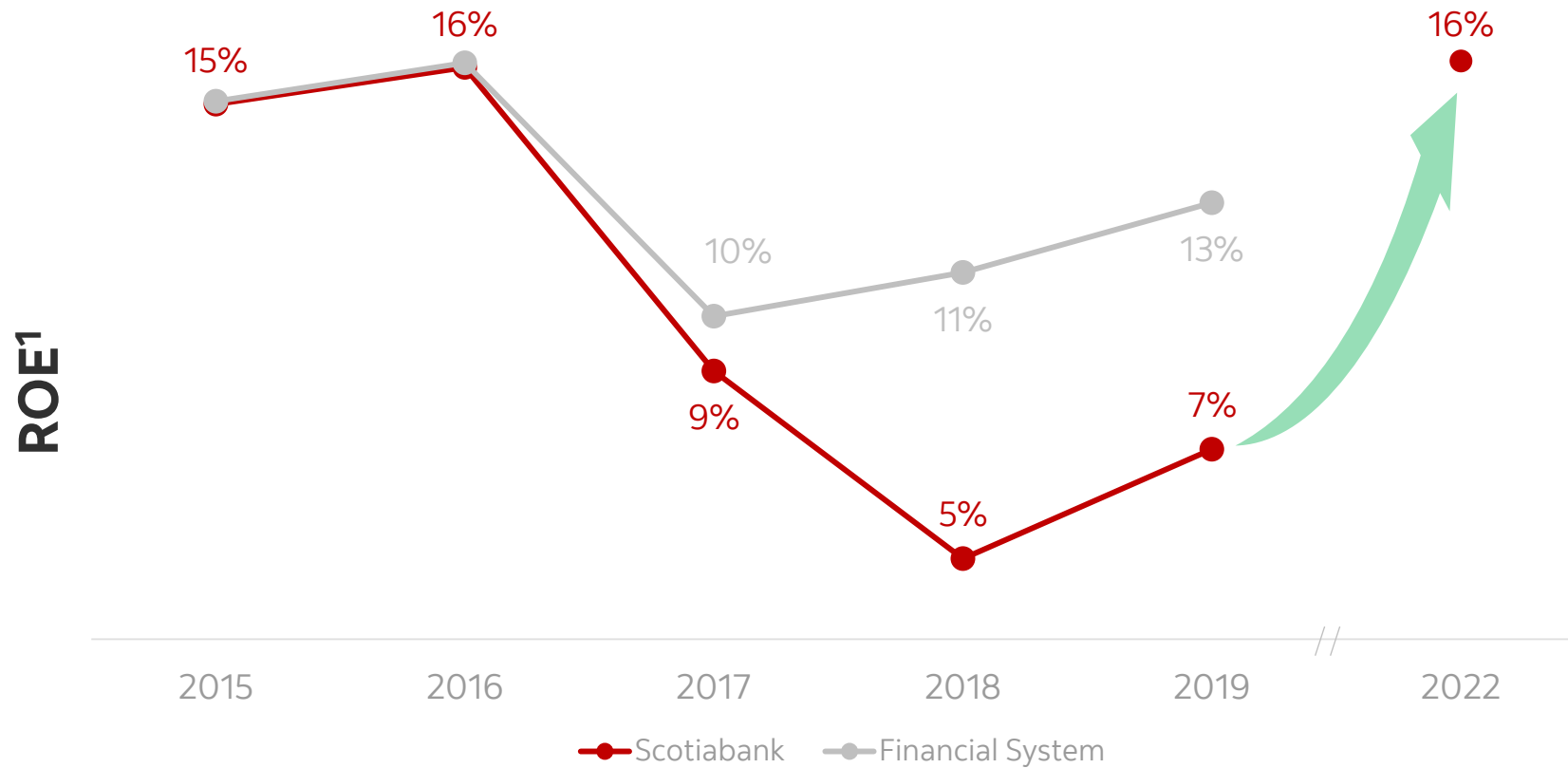
¹ DANE [National Department of Statistics] and Finance Superintendent

Colombia's Performance Since 2010

Colombia faced economic challenges between 2015 and 2017



Banking System Financial Performance



Source: Finance Superintendence, last 12 months as of September 2019
¹ ROE in local GAAP

Evolution of Our Colombia Business

2010 – 2014

BNS Entry into Colombia

- Favorable market conditions, economic growth and high spreads
- Acquisition of local operations of two banks :
 - **2010:** Royal Bank of Scotland (RBS) - Corporate and Capital Markets business
 - **2012:** Colpatria – Retail-oriented bank. A leader in credit cards

2015 – 2017

Navigating Through Economic Headwinds

- Invested to grow and manage loan portfolio
- Improved portfolio risk profile - aligned risk appetite to new market conditions
- Strengthened organizational structure to guarantee strong internal controls

2018 – 2022

Investing for Growth

- **2018:** Acquired Citibank's consumer and SME portfolio
- Moving from a product orientated bank to a customer centric business
- Digital Transformation, integration and modernization (investment of more than CAD \$300MM)
- Wholesale Banking consolidated and established itself as a key player in the local market in numerous segments

Current Snapshot of Our Business

Footprint	Customers	Employees	Branches ¹
	3.1 million	~9,000	188
Balance and Market Position	Loan Market Share ²	Average Loans	Average Deposits
	6.0%	\$12 billion	\$10 billion
Financial Performance	Total NIAT ³	ROE ^{3, 4}	Productivity ³
	\$256 / \$139 (Pre-NCI / Post-NCI) million	9.0%	55%

All figures in CAD\$

Constant currency

1 As of November 2019

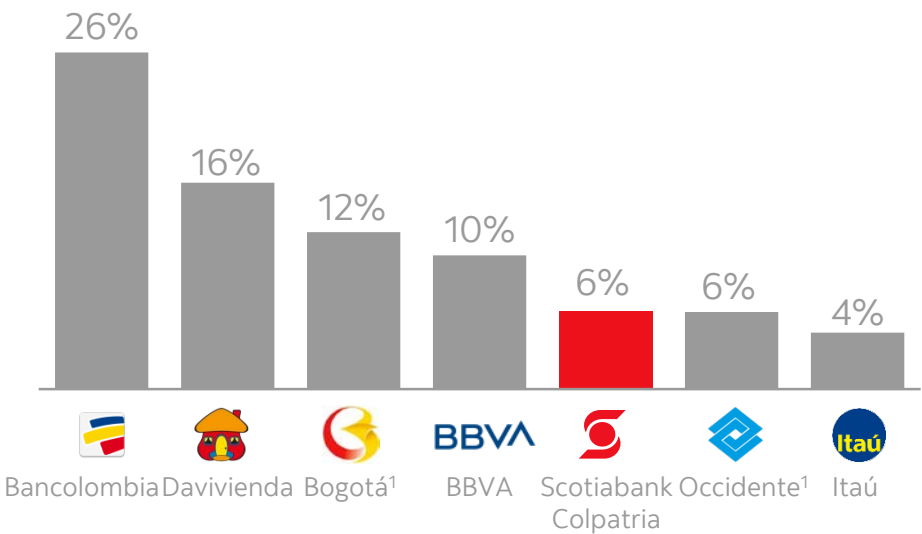
2 Market share as of October 2019

3 Adjusted; FY 2019

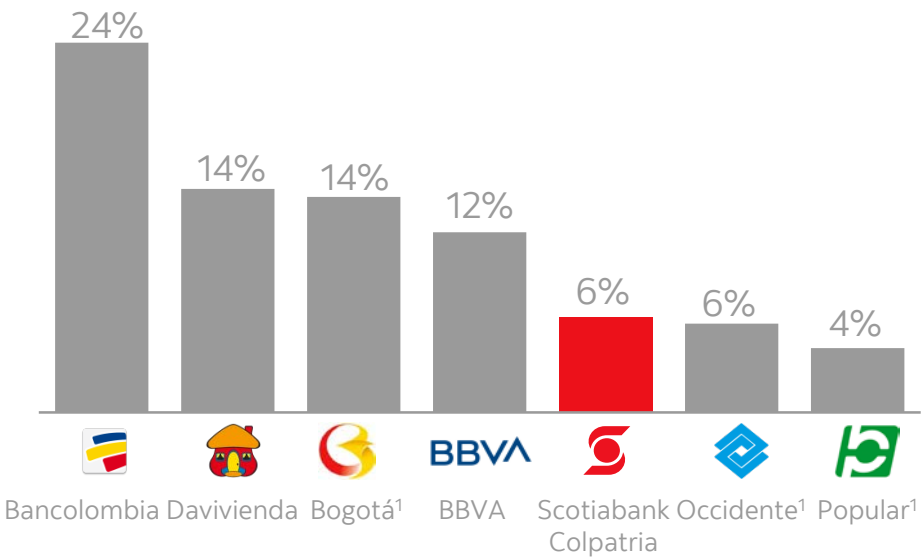
4 ROE includes goodwill

Current Market Position

Loans












Deposits



Market Share as of October 2019

1 Members of AVAL Group: Banco de Bogotá, Banco de Occidente, Banco Popular and Banco AV Villas. AVAL is 2nd in market share in terms of Loans (25%) and 1st in Deposits (27%)

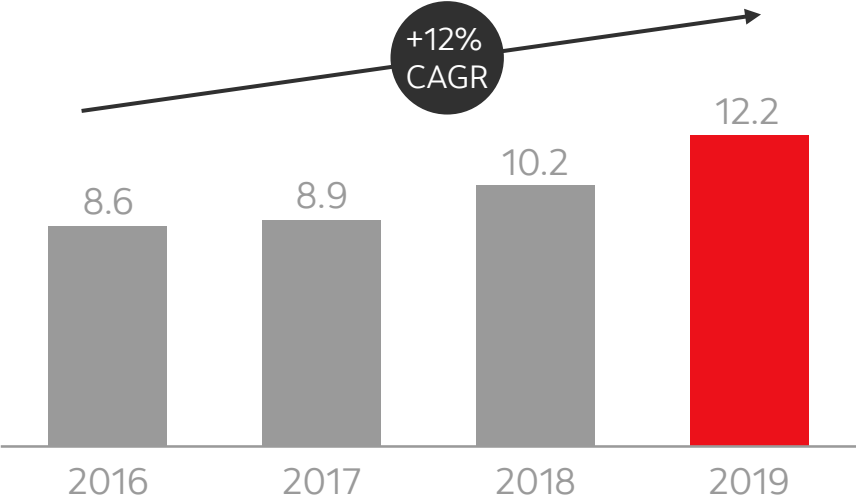
Strong Market Share Growth

	Market Share	Market Size CAD\$B	3-Year Change	Market Share Rank
Loans	Credit Cards  21%	\$11	+413 bps	2
	Mortgages  7%	\$27	+57 bps	5
	Personal Loans  5%	\$53	+132 bps	6
	Total Retail Loans  8%	\$91	+138 bps	4
	Corporate & Commercial  4%	\$103	+49 bps	7
	Total Loans  6%	\$194	+103 bps	5
Deposits	Savings and Demand  5%	\$102	+101 bps	6
	Term Deposits  8%	\$66	+176 bps	5
	Total Deposits  6%	\$168	+126 bps	5

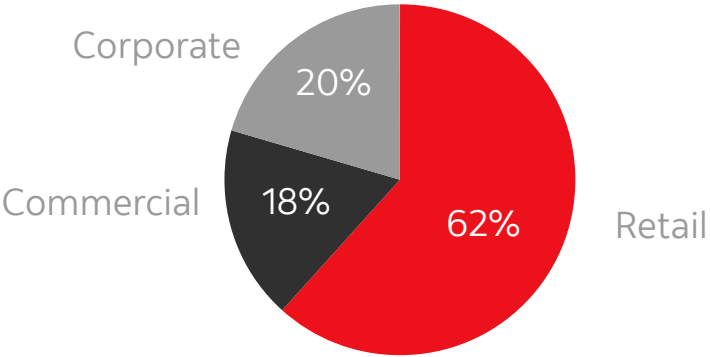
As of Q4 2019

Strong Growth in Loans and Deposits

Loan Volume

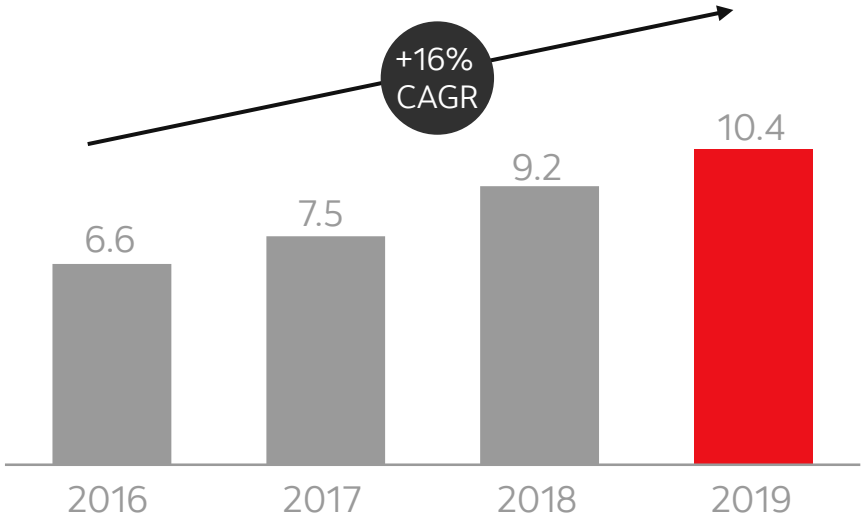


Loan Mix

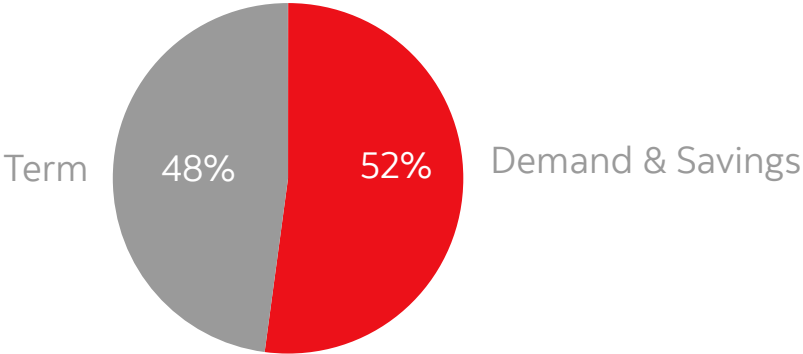


Strong Growth in Loans and Deposits

Deposit Volume

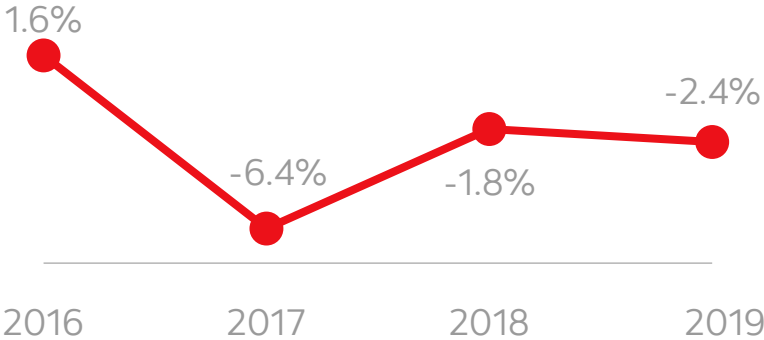


Deposit Mix

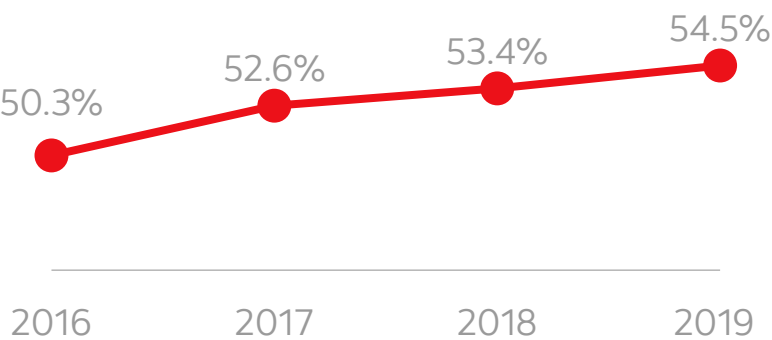


Operating Leverage and Productivity

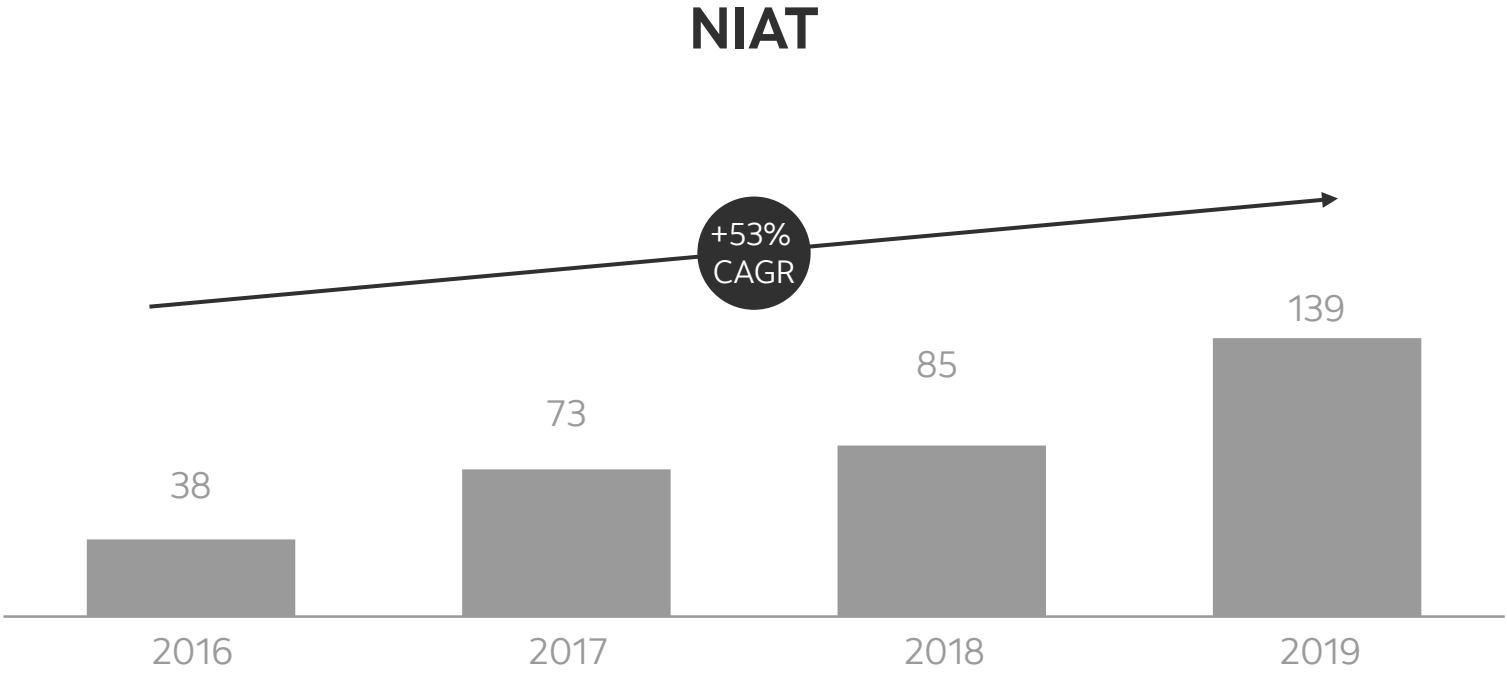
Operating Leverage



Productivity Ratio

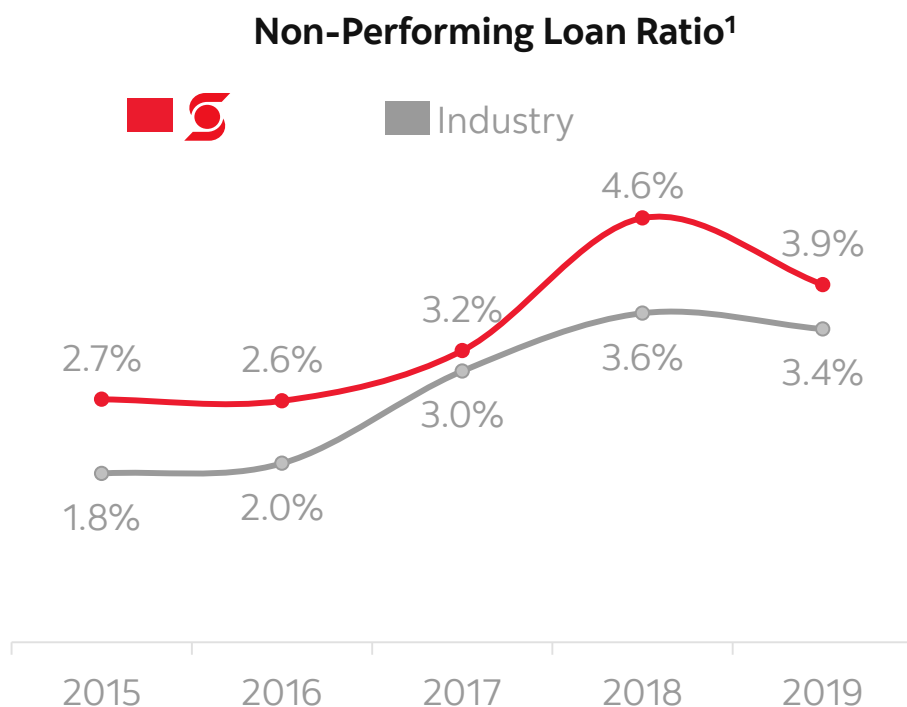


Solid Progress Over the Last Three Years



Enhanced Risk Management Capabilities

Risk Management Performance (2015-2019)



Upgraded Tools and Capabilities

Functions supported by upgrades:

- Early Warnings
- Origination (KYC/AML)
- Cyber
- Collections
- New statistical tools
- One Bank - Integration strategy²

Source: Superintendencia Financiera de Colombia, July 2019

¹ For Corporate and Commercial portfolio, NPL calculation is based on 90+ DPD

² Citibank acquired portfolio

Investing for Growth

	2016 Investor Day Medium-Term Objectives	3-Year Performance
NIAT Growth	11% - 13%	+53%
Productivity Ratio	<49%	54.5%¹
Operating Leverage	Positive	Negative

Three Focus Areas for Growth



Wholesale Banking

- Combine global expertise and reach with strong local knowledge
- Increase penetration with existing customers
- Full-suite approach, according to our customers' banking needs



Insurance

- Integrating **BNP Paribas Cardif** as a strategic partner
- Drive a customer-centered view and implement Insurance NPS
- Launch innovative customer-centered solutions complemented by Digital and Data & Analytics



Digital

- Digital as a driver of revenue generation
- Become a Digital leader in the financial system
- Promote transaction migration from traditional to digital channels

Continued focus on leadership development and cost management discipline



Become a Leading Player in Colombia

Leading Corporate and Commercial in Colombia

Deliver consistent solutions to our customers; outpace our competitors

- 12% asset growth vs market growth of 4.8% (>2x market)¹
- 16% deposit growth vs market growth of 7% (>2x market)¹

Capital Markets and Advisory

Build on our strength in origination to support our corporate clients

- #1 International Bond underwriter for Colombian corporate issuers, leading 93% of the new issue supply (YTD2019)
- #1 in the Colombian Syndicated Loans market (FY2018)
- #3 combined primary and secondary rank in local sovereign bonds

International Connectivity

Wholesale bank of the Pacific Alliance Countries within the Americas franchise

- Deliver local franchise to international investors
- International distribution for local corporates



Consistent and Profitable Growth

Customer Value Proposition

Develop customer-centered solutions, optimizing existing product portfolio

Strategic Partnerships

Implement cross-sell opportunities from a large retail portfolio and a long-term partnership with **BNP Paribas Cardif**

Digital & Analytics

Leverage scalable digital ecosystem and new propensity models

Risk Management

Strengthen sales practice tracking and governance



Digital is Generating Business Impact

Progress in our Core Metrics

	2016	2019
Digital Sales	0.6%	29%
Digital Adoption	20%	40%
Branch Transactions	38%	21%

Digital Impact Continues

- New app improving customer experience, increasing app NPS from +21 in February 2017 to +51 in September 2019
- Digital revenue has grown from \$2.8 million in 2018 to \$12.3 million in 2019
- Digital solutions deployed in branches are able to absorb 12% of financial transactions while making the branch network more efficient:
 - 80% reduction in saving account opening time and 99% reduction in term deposit processing time (from 90 minutes to 1 minute)

Medium-Term Objectives

	2016 Investor Day Medium-Term Objectives	Medium-Term Objectives
NIAT Growth	11% - 13%	15%+
Productivity Ratio	49%	49%
Operating Leverage	Positive	Positive

Constant Currency

Key Takeaways

- 1 Investing to succeed
- 2 Disciplined execution of our key initiatives
- 3 Positive growth outlook by leveraging both local and global opportunities

Colombia: High Potential Growth Market

Jaime Upegui
SVP and Country Head

Global Wealth Management: Uniquely Positioned for Future Growth

Glen Gowland

Group Head, Global Wealth Management

“

**A unique business model with
superior growth prospects,
in Canada and internationally**

Current Snapshot of our Business

Footprint	Customers	Employees	Countries
	2.5 million	8,000	14
Size and Scale	Assets Under Administration	Assets Under Management	
	\$497 billion	\$302 billion	
Financial Performance	NIAT ^{1,2,3} % of All Bank Earnings	Productivity Ratio	Operating Leverage
	13.2%	63.1%	Positive
Competitive Advantages	Asset Management: Proprietary and 3rd Party Fund Distribution Advisory: Fully-integrated advice model, including Private Banking		

1 Net income attributable to equity holders

2 Figures adjusted for Acquisition and divestiture-related amounts, including Day 1 PCL on acquired performing loans, integration and amortization costs related to current acquisitions, amortization of intangibles related to current and past acquisitions and losses/(gains) on divestitures and related costs

3 Excluding Other segment

Did You Know?

In Canada...

- In the last 10 years, assets have increased by 3x, driving earnings growth by 4x
- Industry-leading performance
- Successful investments in specialized services:
 - Fastest growing Private Banking business
 - Largest trust business
 - Largest Private Investment Counsel business

Internationally...














































- Mexico has an established Wealth Management platform
- Total wealth in PAC: US\$4.4 trillion¹
- HNW/UHNW individuals account for ~30% of total wealth in PAC²
- 86% of affluent, high-net-worth individuals in Latam value³:
 - Personalized investment management
 - Integrated financial planning services

¹ Credit Suisse Global Wealth Databook, 2019

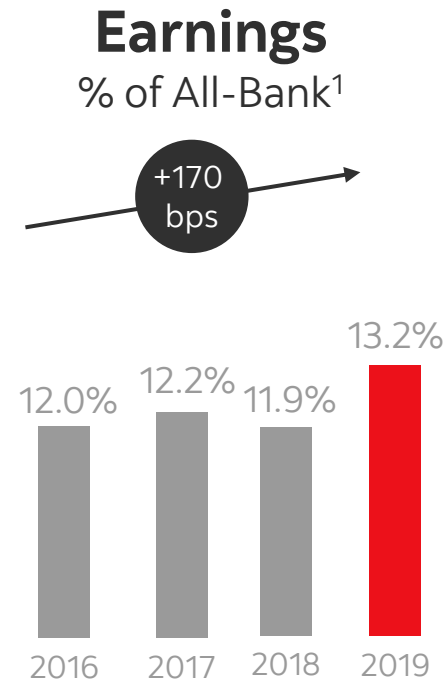
² King Frank Wealth Report, 2017

³ 2019 World Wealth Report, Capgemini Report, 2019, and 2018 Global Wealth, BCG

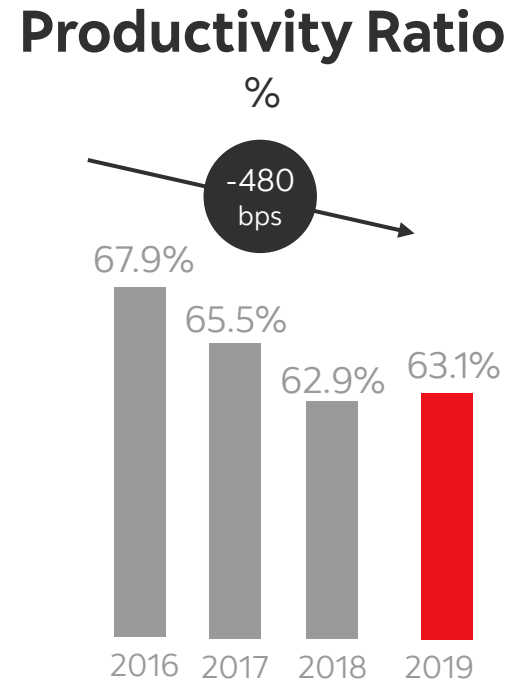
Profitable, High Growth Opportunities

		1st	2nd	3rd	4th	5th	6th
Canada	Advisory	Private Investment Counsel					
		Private Banking					
		Trust					
		Full Service Brokerage					
		Discount Brokerage					
International	Asset Management	Retail Mutual Funds					
		Institutional Funds					
		Mexico AUM		Blackrock			
		Chile AUM					
		Peru AUM	Credifondo	Continental		Interfondos	Fondos Sura

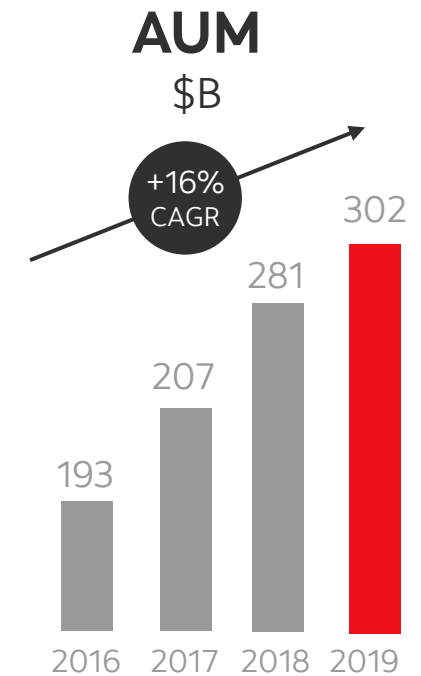
Strong Business Momentum



- Increased contribution to all-Bank earnings



- Scale and focus leading to industry leading productivity



- Strong organic growth complemented by targeted acquisitions

¹ Excluding Other segment

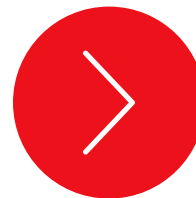
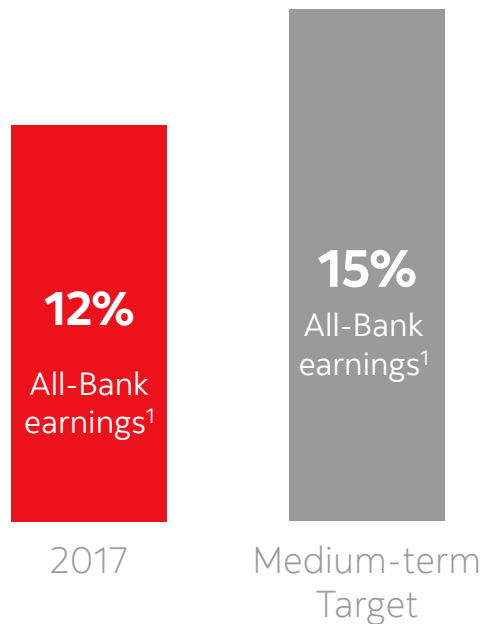
Uniquely Positioned for Future Growth

Leverage Combined Capabilities and Momentum to Accelerate Growth

Purpose-built,
innovative products



Deliver the entire Bank to
high value customers



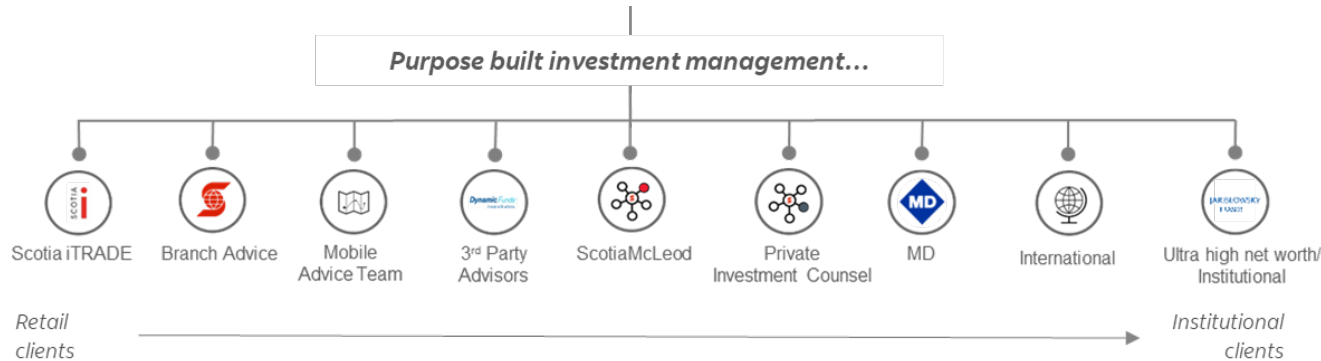
- Maximize growth:
Existing businesses
- New segments:
Leverage acquisitions
- Targeted markets:
Expand internationally

¹ Excluding Other segment

Maximizing Momentum in Existing Businesses

Award-Winning Investment Management

Scotia
Global Asset Management.



Integrated Advice for Complex Needs

Scotia
Wealth Management.



- Investments
- Private banking
- Financial planning
- Business succession
- Estate and trust services
- Insurance

Leveraging Acquisitions for Growth in New Segments

JARISLOWSKY FRASER

GLOBAL INVESTMENT MANAGEMENT



- Accelerate growth in Institutional business
- Deliver Total Wealth to ultra high net worth client segment
- Enhance MD wealth management offering with Retail and Private Banking services
- Deepen market share in physician segment through new client growth

International Expansion

Scotia
Global Asset Management™

Scotia
Wealth Management™

- Expand product to capture growing mass affluent segment
- Targeted build out of integrated wealth management offering
- Add US-based high net worth capabilities

Medium-Term Objectives

Medium-Term Objectives

Earnings Growth

8%+

Productivity Ratio

<65%

Operating Leverage

Positive

Key Takeaways

- 1 Continue “above-market” growth in asset management and advisory businesses
- 2 Acquisitions deliver additional growth across new customers and segments
- 3 Leverage Scotia footprint for international growth, and augment with a US-based high net worth offering

Global Wealth Management: Uniquely Positioned for Future Growth

Glen Gowland

Group Head, Global Wealth Management

Global Banking and Markets: Growing in the Americas

Jake Lawrence and James Neate
Co-Group Heads, GBM

Leveraging our Unique Footprint



Repositioned GBM business has a clear focus on executing its Americas strategy



Focus on business and geographic mix will drive improved growth and returns



Significant opportunity to leverage Americas footprint across entire franchise

Current Snapshot of Our Business

GBM Including GBM Latam¹ (GBM Latam¹)

Clients	Employees	Countries
>15,000	~3,200	21
(>5,000)	(~500)	(9)
Revenue	Average Loans	Average Deposits
\$5.9	\$134	\$116
(>1) billion	(>\$40) billion	(~\$17) billion
Total NIAT ²	ROE	Productivity
\$2.1	12.7%	50.5%
(\$0.6) billion	(11.3%)	(36.3%)

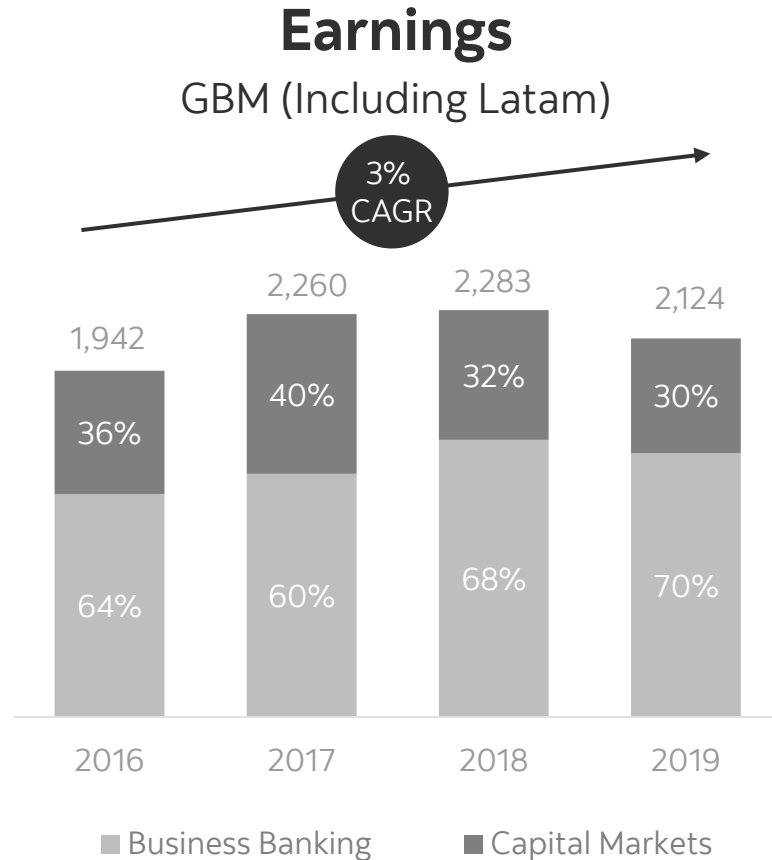
All figures in CAD\$

Figures in red represent GBM including GBM Latam while grey represents GBM Latam

¹ Latam is reported in International Banking

² After NCI; FY 2019

Poised for Growth

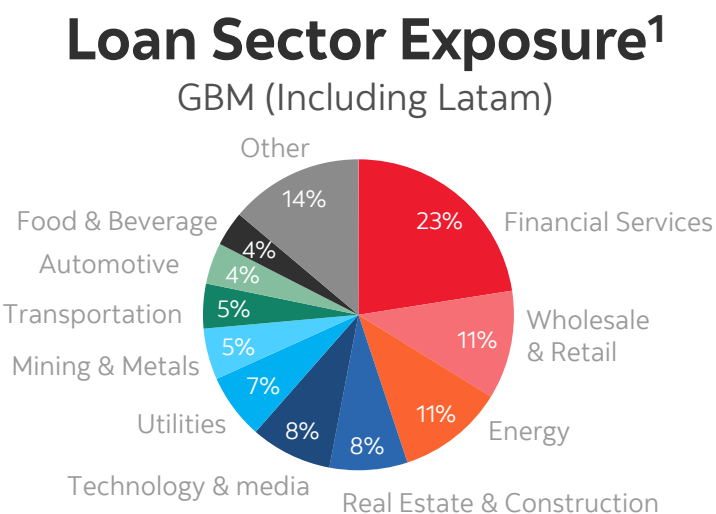
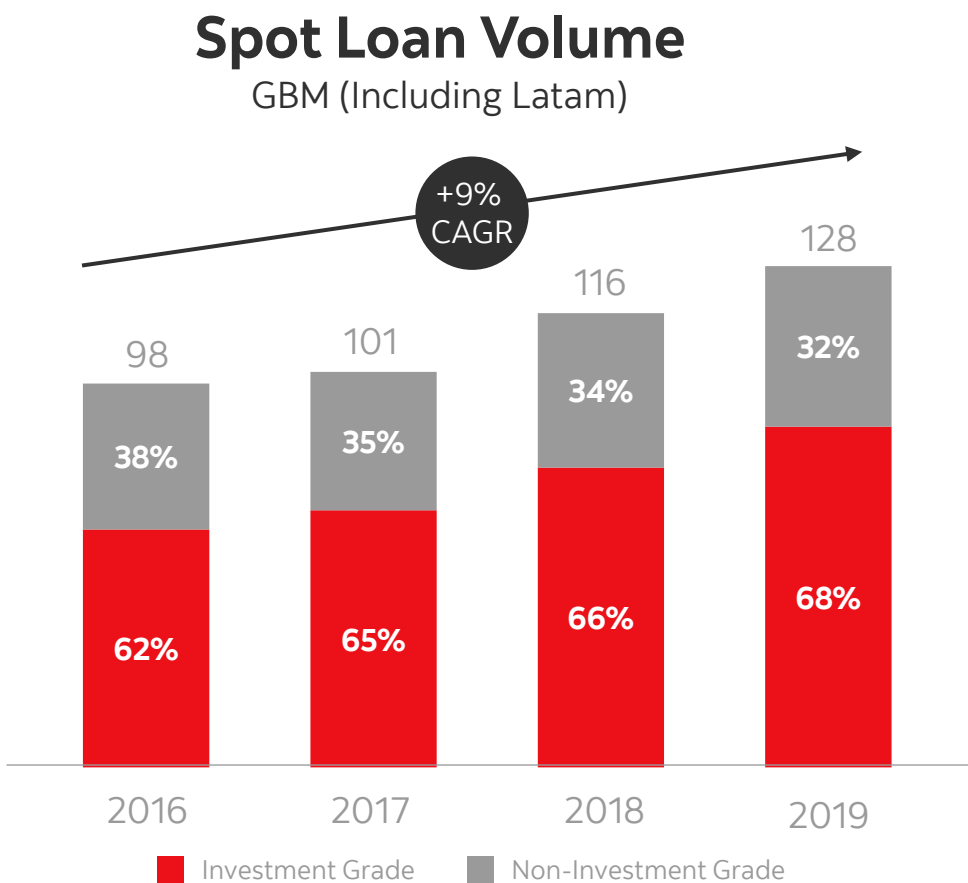


Strategic Actions

- De-risked non-core metals and trade finance businesses
- Sharper geographic focus on Pacific Alliance expansion plan and targeted, phased US growth
- Refocus Europe and Asia business on Americas strategy
- Increase focus on corporate payments and deposits to reduce wholesale funding

All figures in CAD\$ MM

Strong Loan Growth



All figures in CAD\$ B
1 Spot loan balance as of Q4 2019

GBM Competitive Strengths



Footprint

- Focus markets of Canada, Pacific Alliance, and US
- Supported by Europe and Asia capabilities
- Unique footprint among wholesale banks



Balance Sheet

- \$128B Loan Portfolio
- 2nd largest among Canadian banks



Expertise

- Power and Utilities, Energy, Real Estate, and Infrastructure
- Capital Markets Financing
- Equity Derivatives

Growth Strategy



Client

Increase our Relevance to Corporate Clients

- Corporate & Investment Banking / Capital Markets operating model
- Capture more of client non-lending wallet



Product

Strengthen our Capital Market Offerings

- Monetize institutional financing relationships
- Fill in distribution and product capability gaps



Geography

Build on our Presence in the Americas

- Enhance our franchise in Canada
- Targeted, phased growth in the US
- Create a top-tier (local and cross-border) Pacific Alliance business
- Leverage Europe and Asia for distribution of our Americas product, and support our global corporate clients

Top 15 Foreign Bank in US

GBM US

Clients

>4,000

Employees

~700

Offices

5

Revenue

\$1,896
million

Average Loans

\$43
billion

Average Deposits

\$57
billion

Total NIAT¹

\$777
million

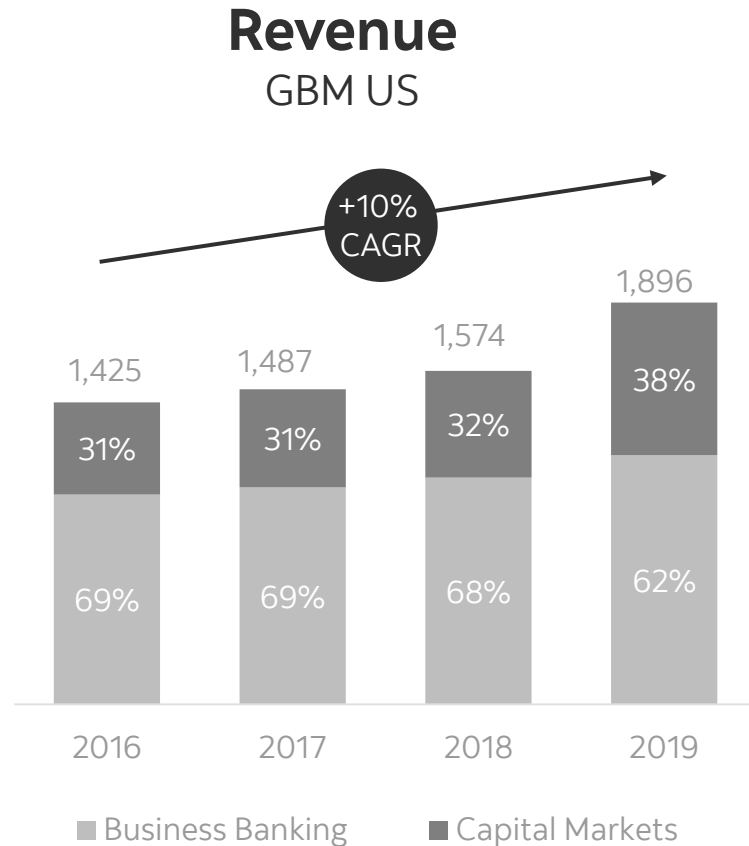
ROE¹

18.7%

Productivity¹

46.2%

Sharper Focus Accelerating US Growth



Strategic Actions

- Transitioned GBM US from a satellite office to a US-centric organization connected to GBM
- Progress on building complementary capabilities in support of the Americas strategy
- Enhanced distribution to greater leverage balance sheet commitments

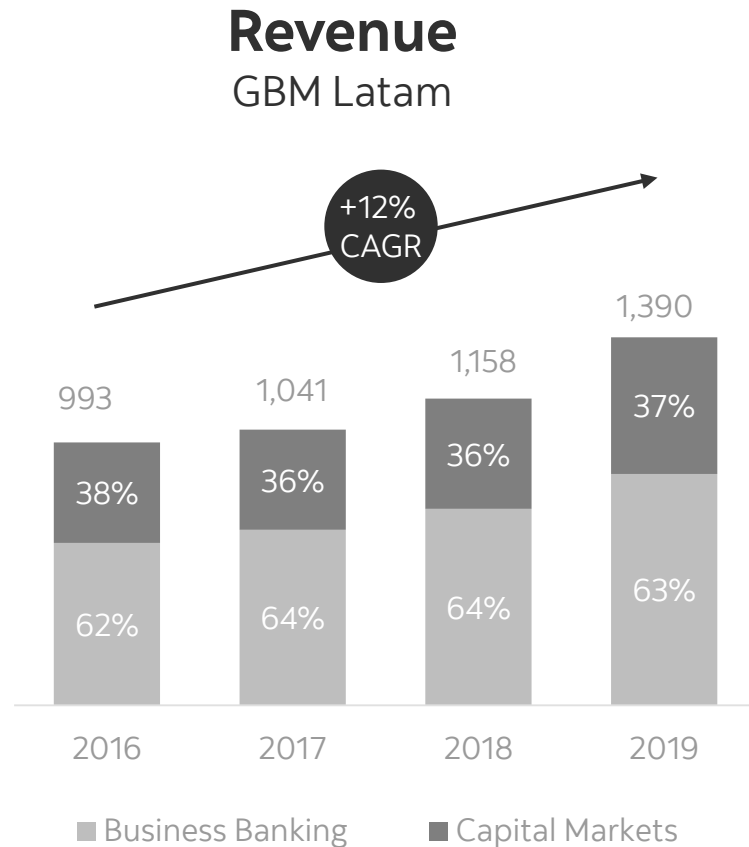
All figures in CAD\$ MM

Wholesale Bank in the Pacific Alliance

GBM Latam

Clients	Employees	Countries
>5,000	~500	9
Revenue	Average Loans	Average Deposits
>\$1,000 million	>\$40 billion	~\$17 billion
Total NIAT ^{1,2}	ROE ¹	Productivity ¹
\$590 million	11.3%	36.3%

Solid Foundation to Drive Future Growth

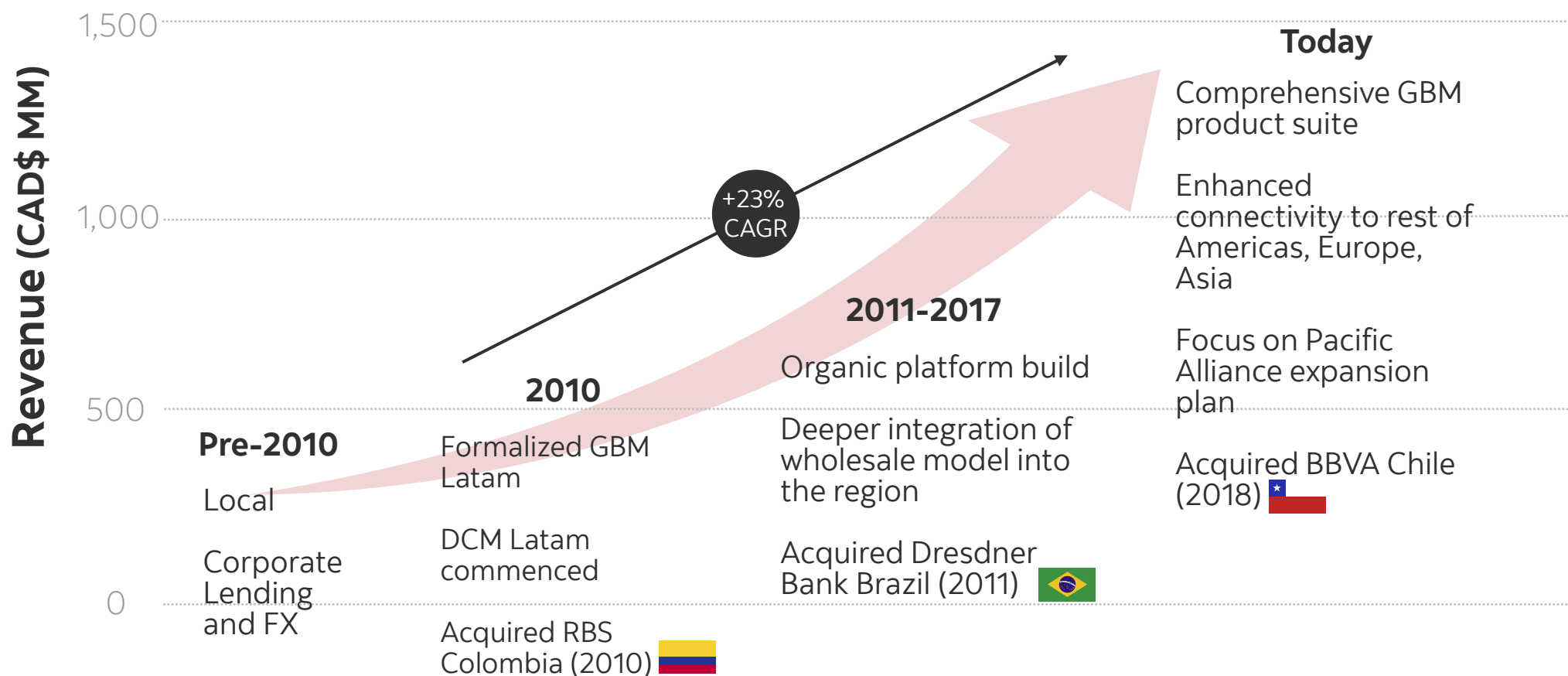


Strategic Actions

- Invested in leadership and client-facing talent
- Strengthened our coordinated Corporate and Investment Banking / Capital Markets operating model
- Integrated BBVA Chile's wholesale business

All figures in CAD\$ MM

Rapid Evolution of GBM Latam Business



Top-Tier Clients in Latam

Clients Advised in Latam



Local Corporates Distributed Internationally











International Investors in Latam Securities



Milestone Transactions: Americas

Canada & U.S.	CANADA 		U.S. 		
	  CAD \$5,200,000,000 Financial Advisor Pending	 CAD \$1,500,000,000 Joint Lead & Bookrunner September 2019	  USD \$720,000,000 Financial Advisor September 2019	  USD \$1,375,000,000 Financial Advisor June 2019	 USD \$11,000,000,000 Joint Bookrunner March 2019
LatAm	MEXICO 	CHILE 	PERU 	COLOMBIA 	BRAZIL 
	 USD \$550,000,000 Joint Bookrunner September 2019	 USD \$1,000,000,000 Global Coordinator and Joint Bookrunner April 2019	 Coney Park Happy City Yukids undisclosed value Sole Financial Advisor September 2019	 USD \$1,000,000,000 Joint Bookrunner and Dealer Manager July 2019	 USD \$1,853,874,000 Joint Dealer Manager July 2019

Winning in the Pacific Alliance

Pacific Alliance	Peer Ranking (Calendar 2019)						Δ From 2010
	1st	2nd	3rd	4th	5th	6th	
DCM							17 th to 2nd
Syndicated Loans ¹							16 th to 2nd
M&A							25 th to 10th

Chile

#2 market share in local Chile rates derivatives

Mexico

#2 market share in Equities within the International Quotation of System of the Mexico Stock Exchange

Peru

#2 ranked market maker in local sovereign bonds

Colombia

#3 combined primary and secondary rank in local sovereign bonds

Latam

#5 in Latam local currency bonds in MarketAxess e-Trading platform

Source: Bloomberg except M&A, for which Dealogic is considered to have greater accuracy. M&A ranking excludes C\$9.8 Casino Guichard Perrachon share restructuring in Q3 2019
M&A deals ≥ \$75MM USD in value
1 Latam ranking

Latam Strategy Aligned with Overall Strategy



Continue to Strengthen Corporate Relationships

- Corporate & Investment Banking/Capital Markets operating model
- Increase relevance to corporate clients
- Capture more of the non-lending wallet



Enhanced Capital Markets Capabilities

- Focus on origination and primary flow
- Fill in product gaps in select capabilities and capital markets teams



Delivering Local Franchises to International Investors

- Enhance connectivity
- Value to Pacific Alliance corporates
- International distribution

Strong Growth of Corporate Relationships

Corporate and Commercial Relationships Covered by GBM Latam and International Banking

Mexico

Y/Y Loan Growth	+17%
Ranking	6
2020F GDP	+1.0%

Chile

Y/Y Loan Growth	+13%
Ranking	3
2020F GDP	+1.4%

Peru

Y/Y Loan Growth	+4%
Ranking	3
2020F GDP	+3.0%

Colombia

Y/Y Loan Growth	+11%
Ranking	6
2020F GDP	+3.6%

Brazil

Y/Y Loan Growth	+22%
Ranking	n.a.
2020F GDP	+2.1%

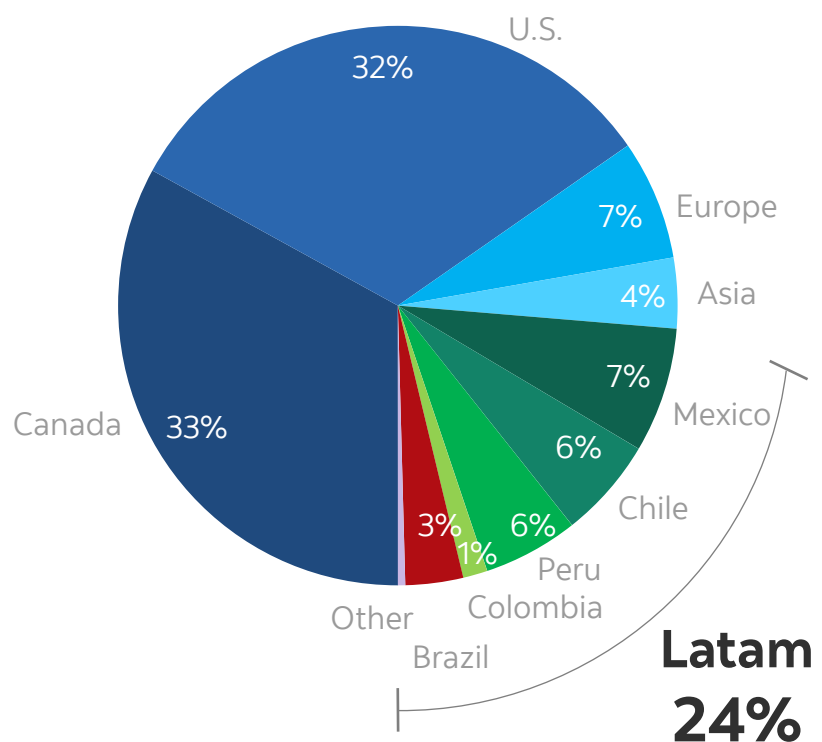
Strategic Execution Priorities

- Continued strong growth of lending portfolio in higher growth markets
- Capture greater loan volume and increase wallet share in Mexico
- Strategic lending to clients with greatest non-lending fee potential across multiple wholesale products
- Leverage unique footprint to service local and regional corporate clients and multi-national corporations in the Americas and internationally

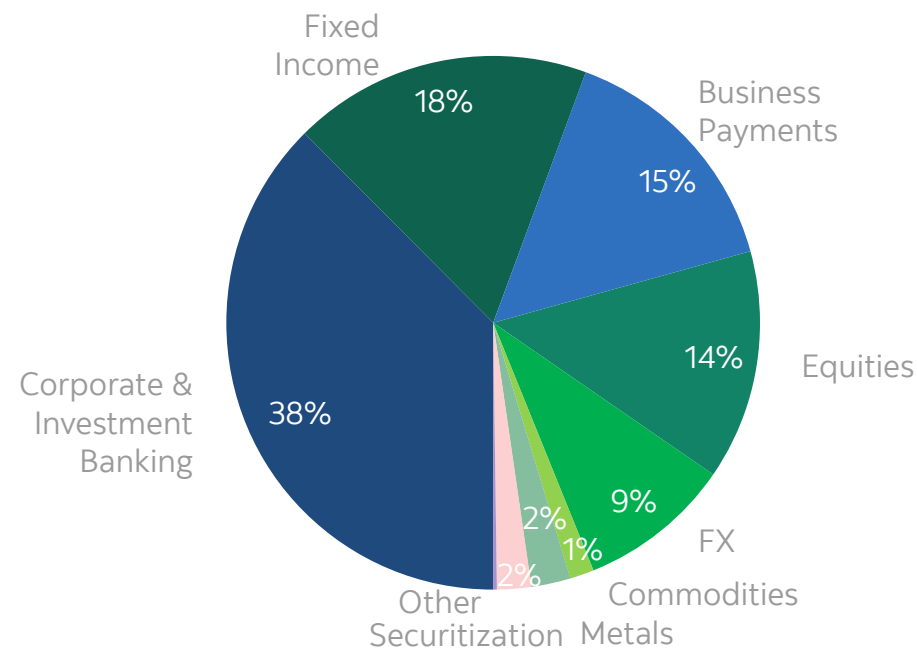
Well-Diversified Business

GBM Revenue >\$5B¹

Revenue by Geographic Mix



Revenue by Product Mix

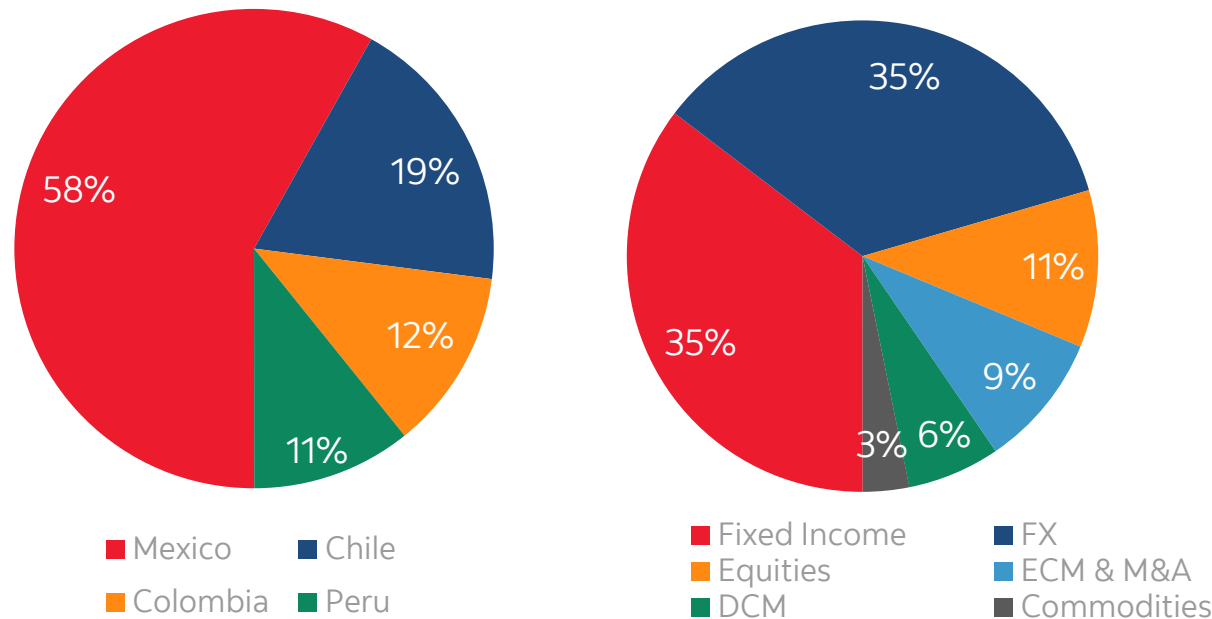


All figures in CAD\$ MM
1 Including Latam. FY 2019

Enhanced Capabilities Support Growth

Pacific Alliance Capital Markets and Advisory Revenue Pools ~C\$6B

Mexico and Chile Account for >2/3 of Revenue Pools
Fixed Income and FX Account for ~70% of Revenue Pools



Sources: Oliver Wyman analysis; Scotiabank estimates for 2018

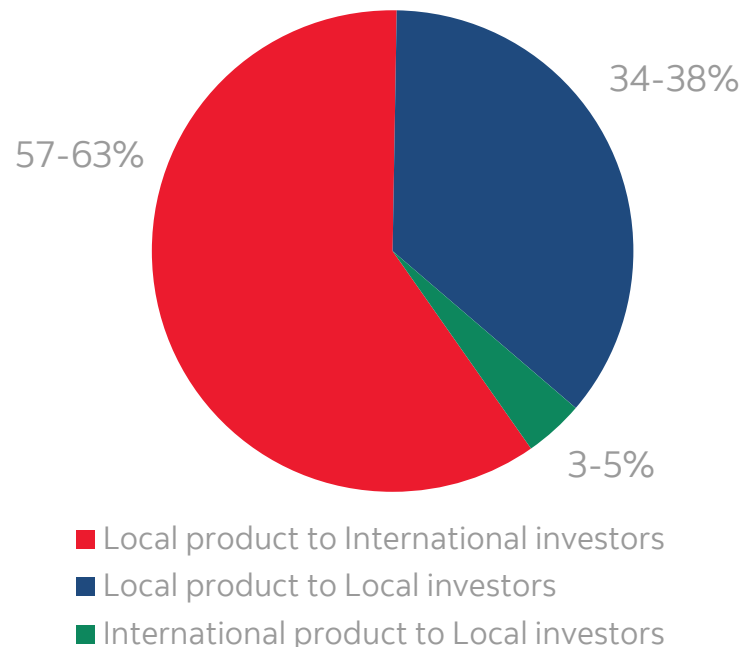
Strategic Execution Priorities

- **Mexico** – Build out business to capitalize on greatest opportunity set in Fixed Income and Debt Capital Markets, followed by FX and Investment Banking/Equity Capital Markets
- **Colombia** – Support the corporate client franchise by building out Fixed Income and FX derivatives structuring, Debt Capital Markets and M&A capabilities
- **Brazil** – Focused build, capitalizing on opportunities in local Debt Capital Markets, Equities execution and financing, and M&A

Local Products → International Investors

Pacific Alliance Capital Markets Revenue Pools ~C\$5B

Pacific Alliance Products Sold to International Investors
Account for ~60% of Revenue Pools



Sources: Oliver Wyman analysis; Scotiabank estimates for 2018

Strategic Execution Priorities

- **Latam Product to International Investors** – Enhance connectivity to capture greatest opportunity set within cross-border flows between NY, London, Toronto, Asia and local Latam sales and trading teams
- **Mexico** – Deepen local Fixed Income and FX trading and sales capabilities to capture greatest opportunities in Mexico locally, and to round out top tier Pacific Alliance offer with international investors
- **Origination** – Identify new Pacific Alliance corporate clients for which we can add value across our unique Debt and Equity Capital Markets and international distribution platform

Medium-Term Objectives

Medium-Term Objectives

NIAT Growth

~5%

Productivity Ratio

~50%

Operating Leverage

Positive

Key Takeaways

1

Repositioned GBM business has a clear focus on executing Americas strategy

2

Focus on business and geographic mix will drive improved growth and returns

3

Significant opportunity to leverage Americas footprint across entire franchise

Global Banking and Markets: Growing in the Americas

Jake Lawrence and James Neate
Co-Group Heads, GBM

Global Risk Management

Daniel Moore

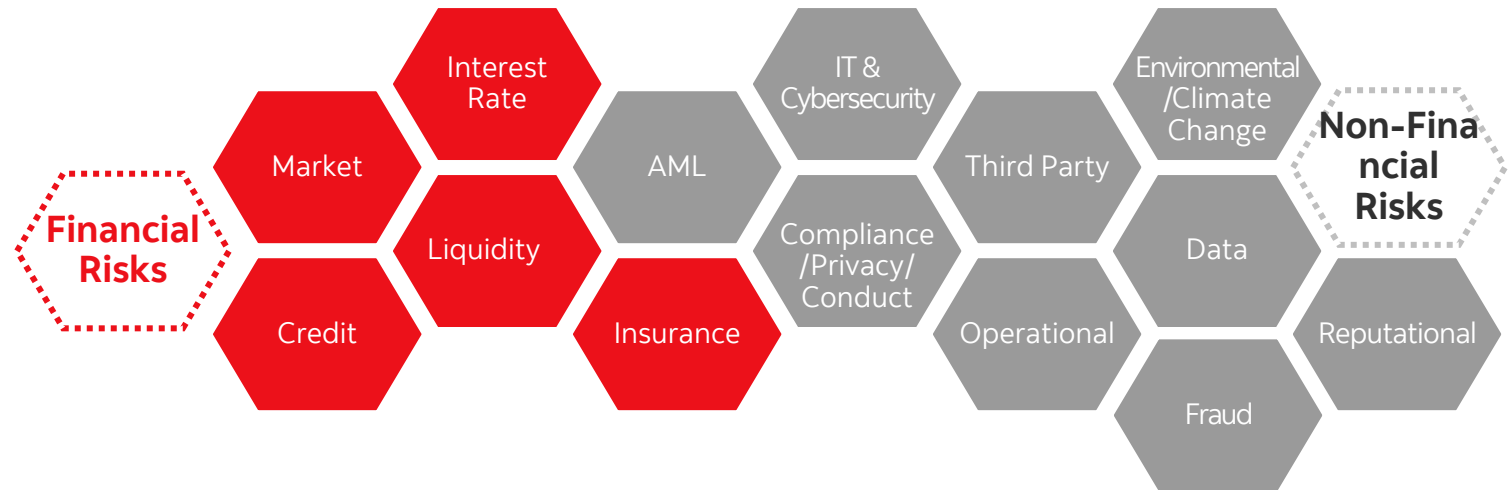
Group Head and Chief Risk Officer

“

**Data-driven insight
and expert judgement foster
strong partnerships to drive meaningful impact**

Overview: Global Risk Management

About More Than Just Financial Risks



Snapshot of GRM

GRM personnel outside Canada	Countries	Assets	Customers
53%	33	\$1 trillion	>23 million
Failed cyber intrusions	Petabytes of data	Transactions per month	Annual AML reviews
41 million	>42	>40 million	>100 million

Risk Management and AML Principles



-
- Strong local risk management and AML practices



-
- Canadian governance and oversight



-
- A well-diversified portfolio yields better quality returns

Strong Local Practices

Local Talent, Governance and Technology Underpin Global Risk Management and AML

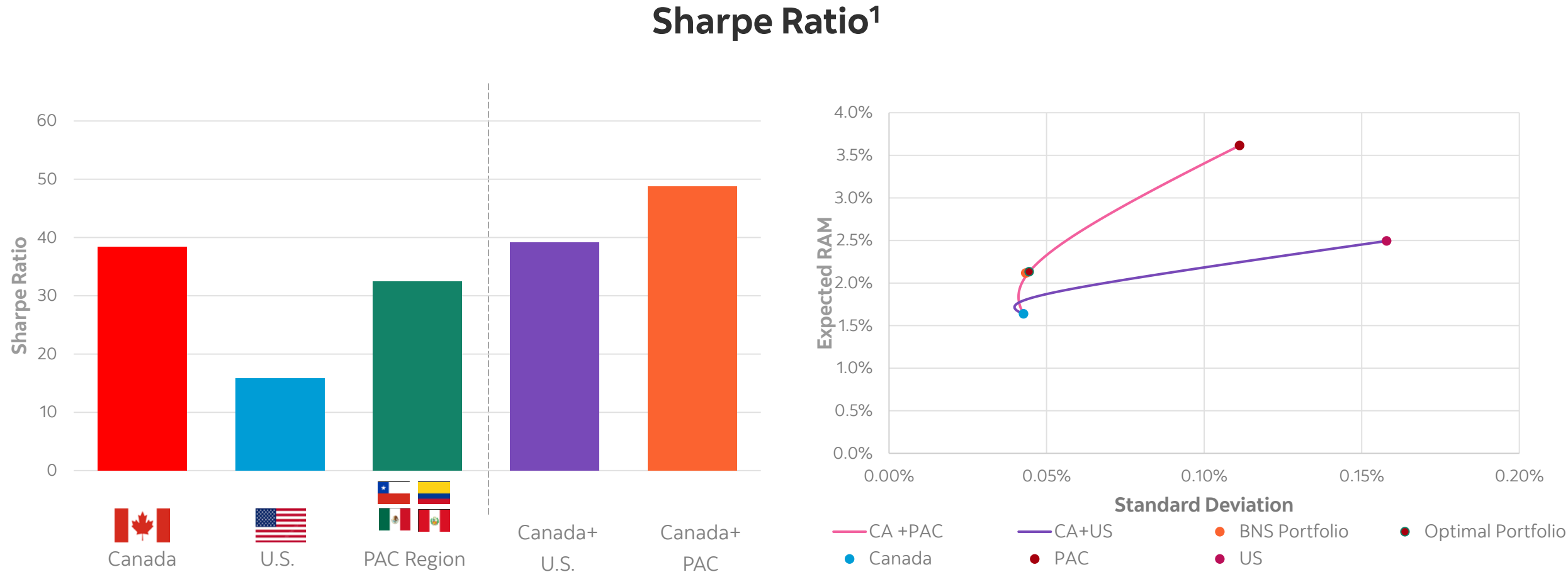


Canadian Governance and Oversight

Global Processes and Policies Provide the Framework for Managing Risk



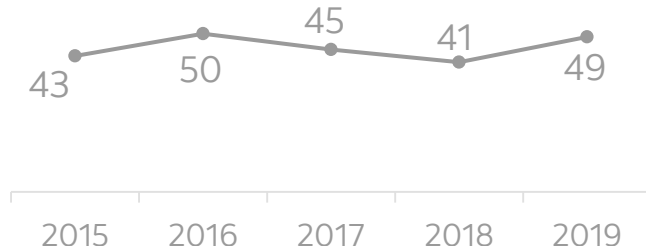
Diversification Drives Better Returns



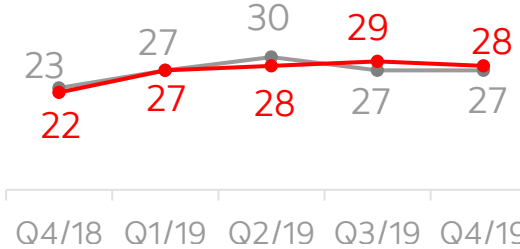
¹ Sharpe ratio measures the risk-adjusted return of an investment. A higher Sharpe ratio indicates that the investment generates a better return per unit of risk

Proactive Risk Management = Stable PCLs

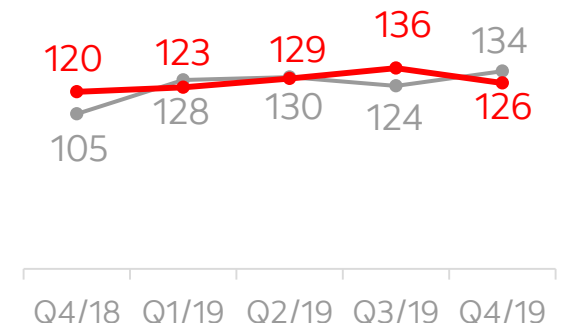
All Bank PCL Ratio



Canadian Banking



International Banking



Canadian Banking

International Banking

Global Banking and Markets

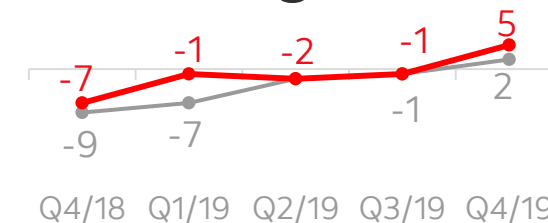
Outstanding \$B

\$361

\$151

\$103

Global Banking and Markets



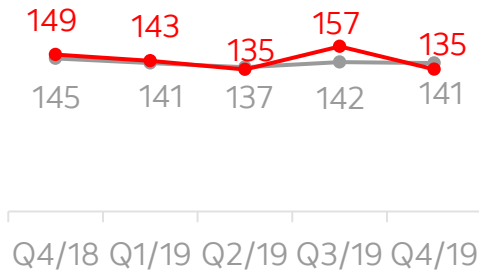
● Total PCL as a % of avg. net loans (bps)

● PCLs on Impaired Loans as a % of avg. net loans (bps)

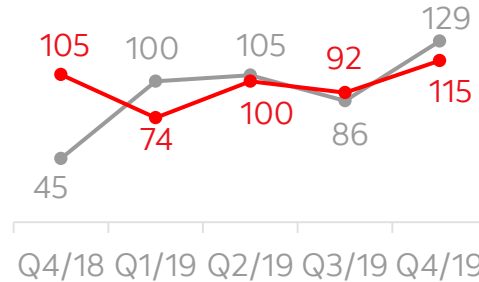
Quarter results are adjusted for acquisition-related costs, including Day 1 PCL impact on acquired performing loans, as appropriate.

IB: Credit Fundamentals Remain Strong

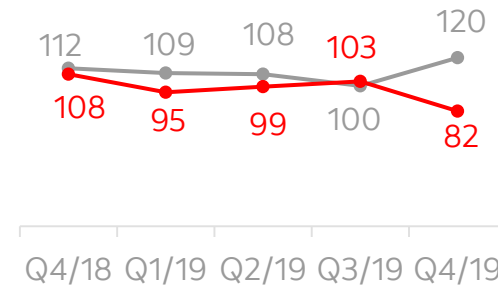
Pacific Alliance



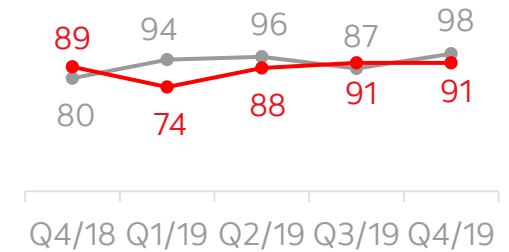
Caribbean & Central America



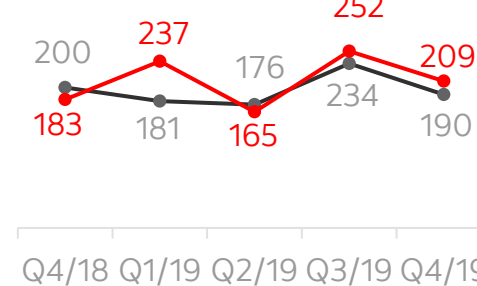
Mexico



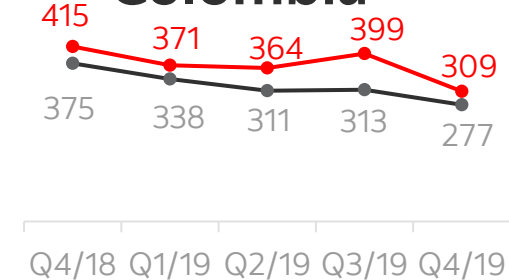
Chile



Peru



Colombia



	C&CA	Pacific Alliance	Mexico	Chile	Peru	Colombia
Outstanding \$B	\$30	\$111	\$32	\$46	\$22	\$11

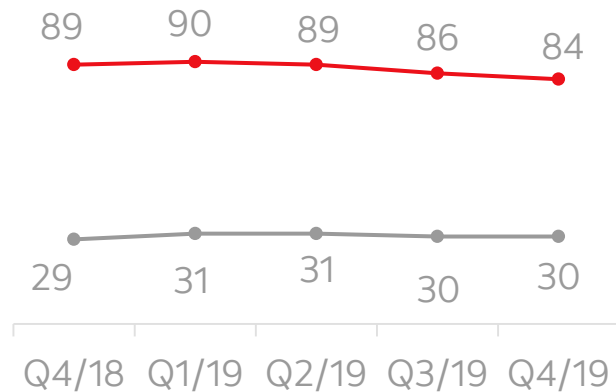
● Total PCL as a % of avg. net loans (bps)
 ● PCLs on Impaired Loans as a % of avg. net loans (bps)

Quarter results are adjusted for acquisition-related costs, including Day 1 PCL impact on acquired performing loans, as appropriate

CB: Leading Indicators are Stable

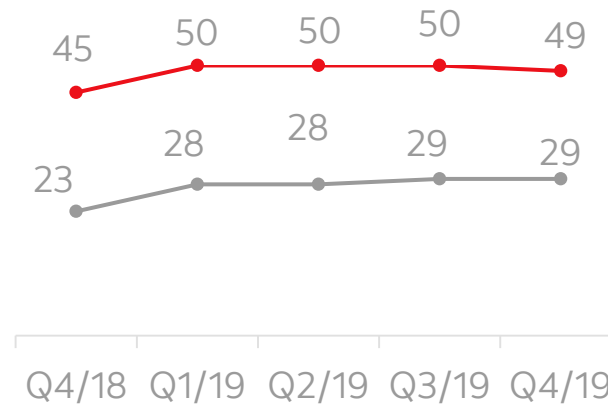
Gross Impaired Loans

As a % of Period End Loans and Acceptances



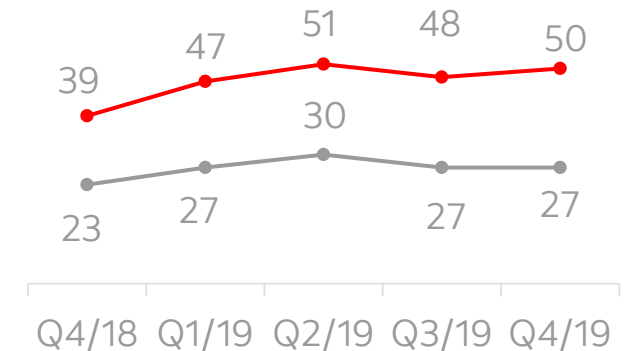
Net Write-offs

As a % of Average Net Loans and Acceptances



PCL

As a % of Average Net Loans and Acceptances



— Canadian Banking (bps) — All Bank (bps)

Quarter results are adjusted for acquisition-related costs, including Day 1 PCL impact on acquired performing loans, as appropriate

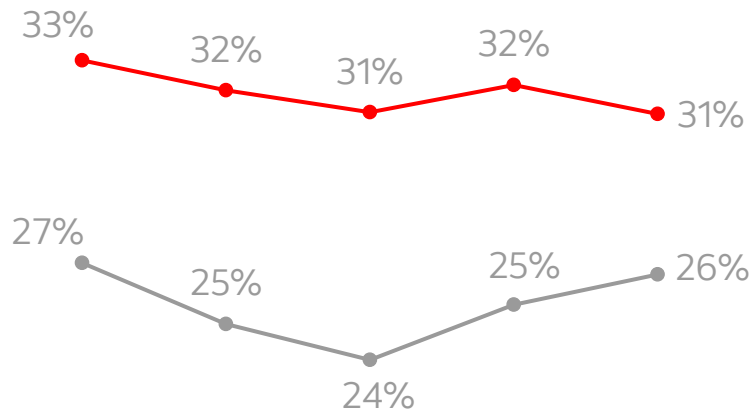
More Conservative ACL Ratios

Total ACL Ratio

bps

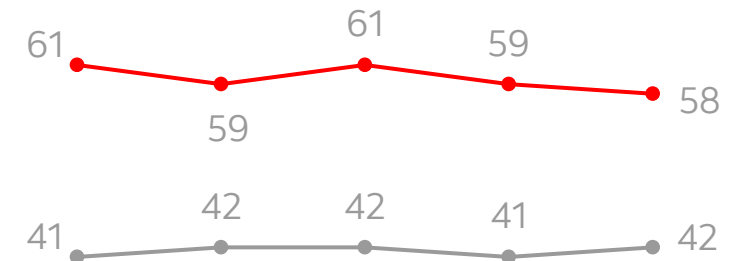


Impaired Loans ACL Ratio



Performing Loans ACL Ratio

bps



● BNS ● Peer Average

Strategic Priorities



- Profitable Growth
Within our Risk
Appetite



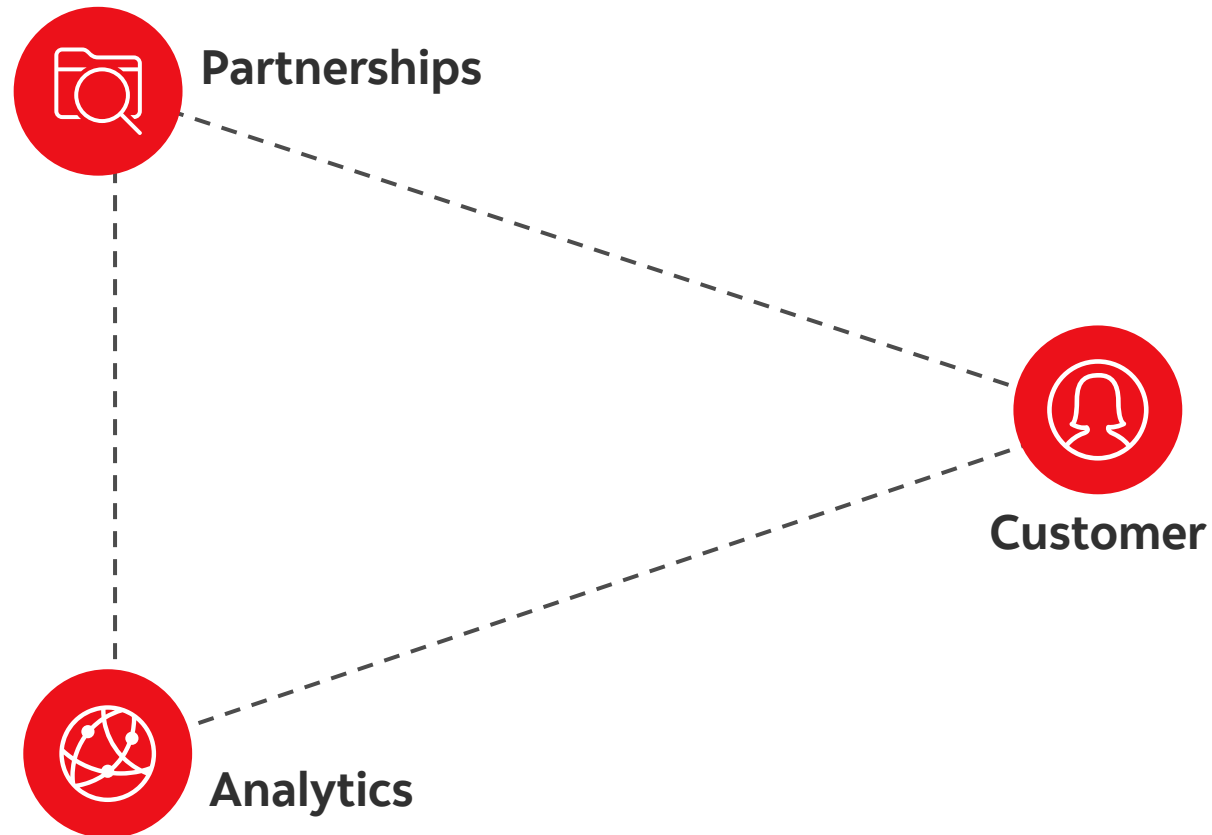
- Enhanced
Customer
Experience



- Keeping the
Bank Safe

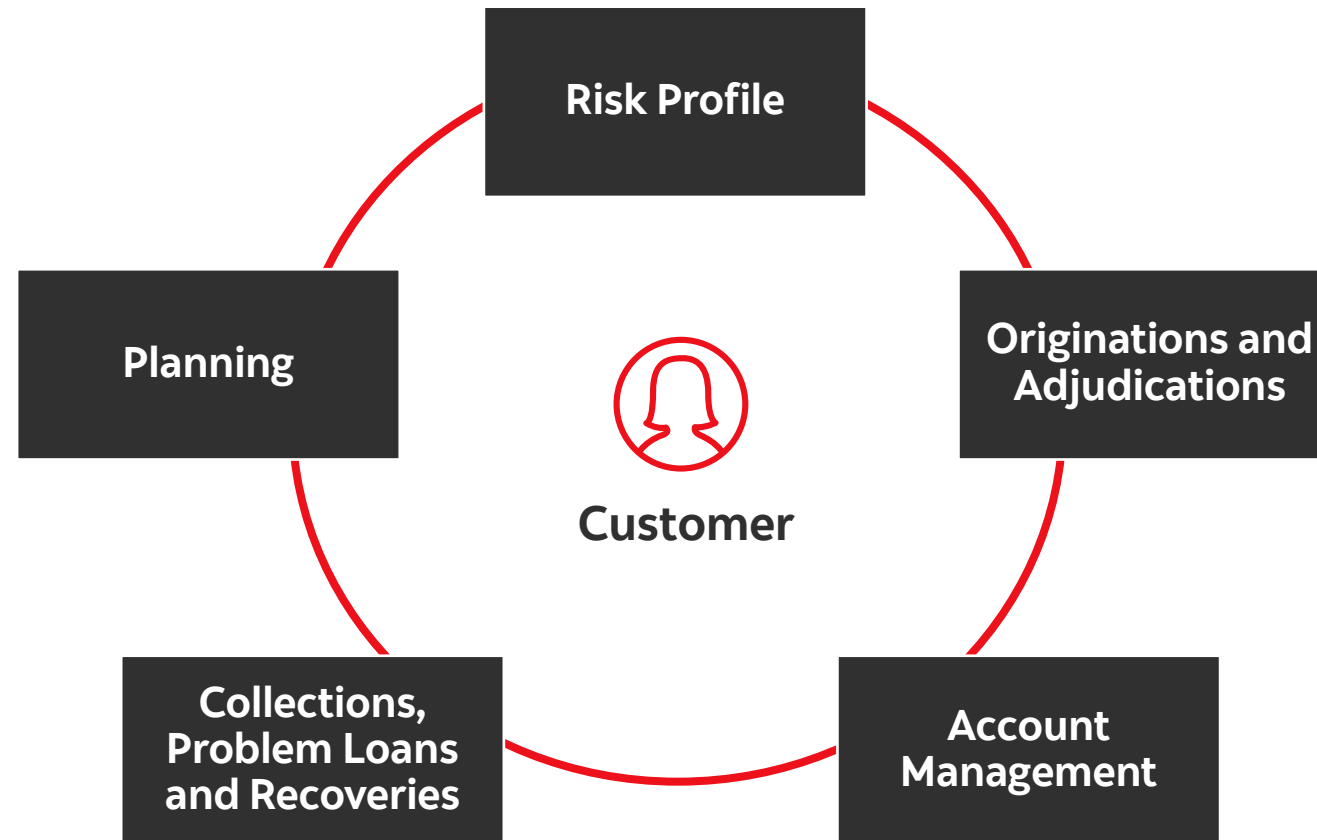
Profitable Growth within Risk Appetite

Analytics and Partnerships Driving Growth



Enhanced Customer Experience

Focus on Improving Customer Experience at All Stages of the Lifecycle



Keeping the Bank Safe



-
- Tackling Cyber Risk



-
- Reducing AML and Operational Risk



-
- Improving Credit Quality & Downturn-Readiness

Outlook

- Portfolio quality is strong, diversified, and downturn-ready
- PCL outlook remains stable or slightly higher
- Investment in talent and data analytics will contribute to better customer experiences
- Continued focus on AML and non-financial risks

Key Takeaways

- 1 Strong local practices
- 2 Canadian governance and oversight
- 3 Diversification drives better quality returns

Global Risk Management

Daniel Moore

Group Head and Chief Risk Officer

Digital & Technology

Shawn Rose

EVP and Chief Digital Officer

Michael Zerbs

Group Head and Chief Technology Officer

Digital: From Foundation to Impact

Shawn Rose

EVP and Chief Digital Officer

Single Digital Strategy Across the Bank

Alignment Across Functions and Countries



Digital



Business



Technology



Analytics

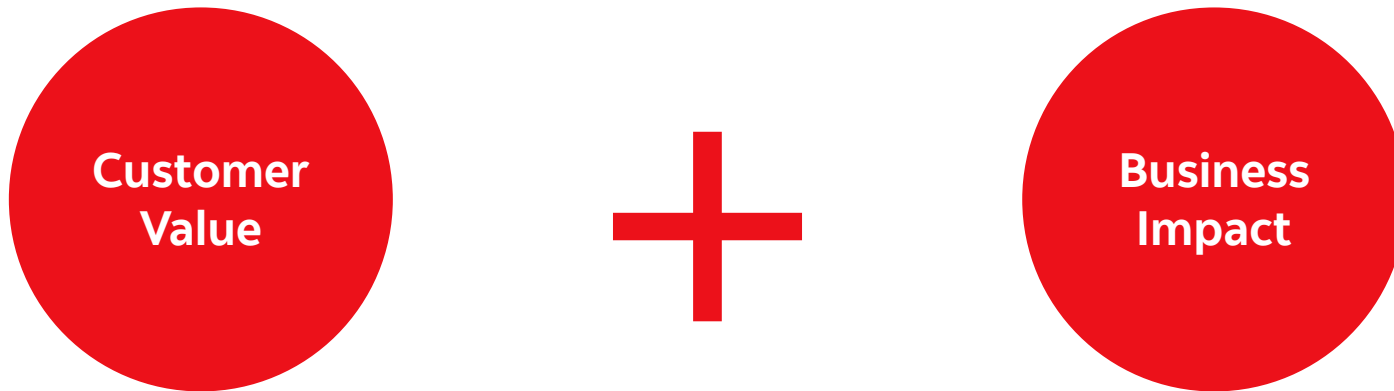
Driving Growth

Digital Transformation is Having Business Impact



Digital Transformation at its Core

Digital is Changing How We Do Business



Customer Value

Digital Generates Greater Customer Value

+70%

Higher Retention

+500 bps

NPS Improvement

-75%

Complaints

4x

More Likely to be
Primary Customers

Business Impact

Digital Customers Have More Business Impact

	Digital vs Non-Digital	
Deeper Relationship	3x	2x
	Canada	PAC
Higher Engagement	2x	4x
	Canada	PAC

Our Digital Culture

Top Digital Talent Driving Innovation

Top 5

Technology employer in Toronto,
according to *Hired Inc.*

1,000+

Digital professionals working
across countries

Best Practice-Sharing

Software Reuse and Best Practice-Sharing

Search and Help

- Tool for keyword search recommendation
- Already in production across all countries and multiple channels

Mobile Banking Platform

- Mobile banking app for Canada
- >90% code reused in new App for Central America & Caribbean region

Global Design Framework

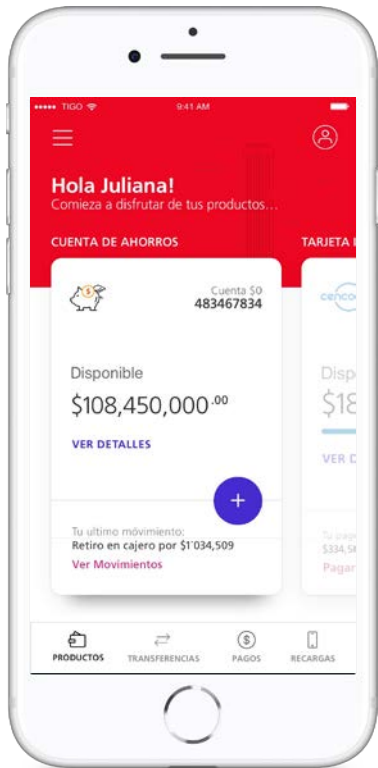
- Five mobile banking apps built using consistent design framework
- Over 100 teams bank-wide have adopted the global system

Development Operations Practices

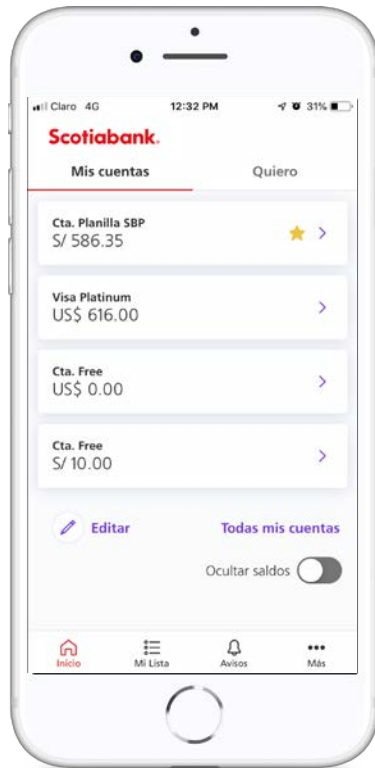
- Global shared practices and tools across all five Digital Factories
- Consistent use of application security test suites

Consistent Software Design

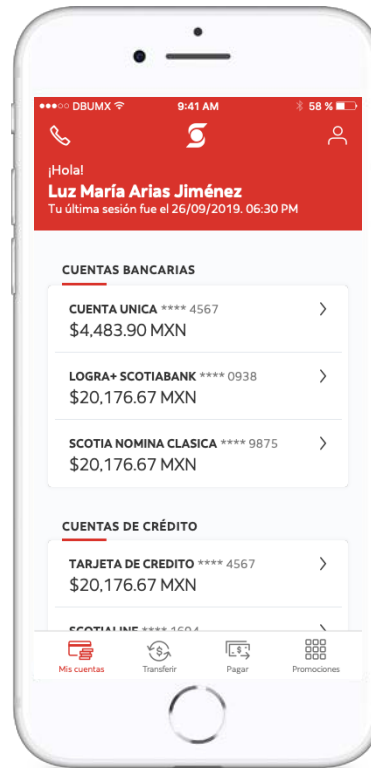
New Mobile Apps Launched



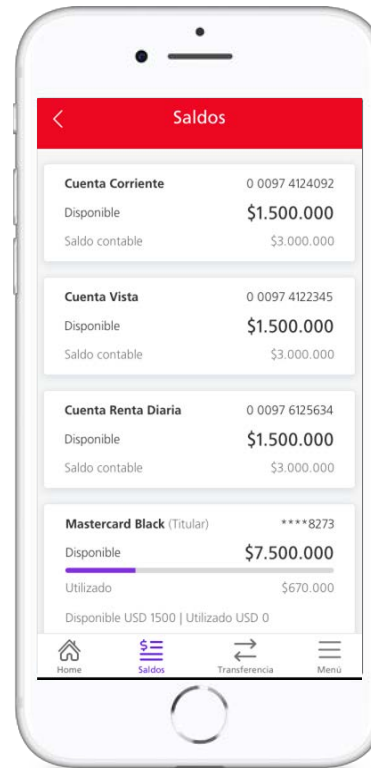
Colombia



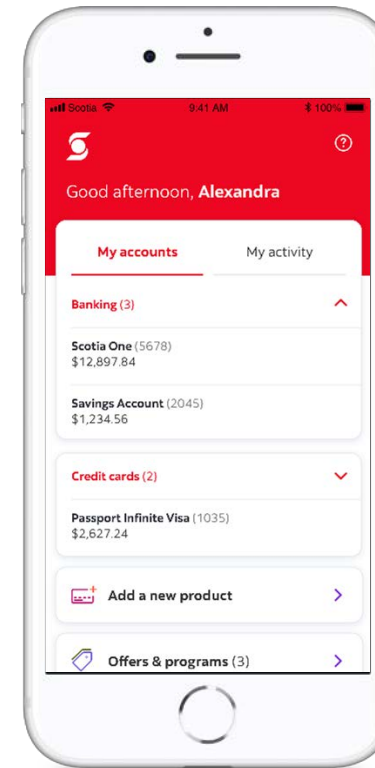
Peru



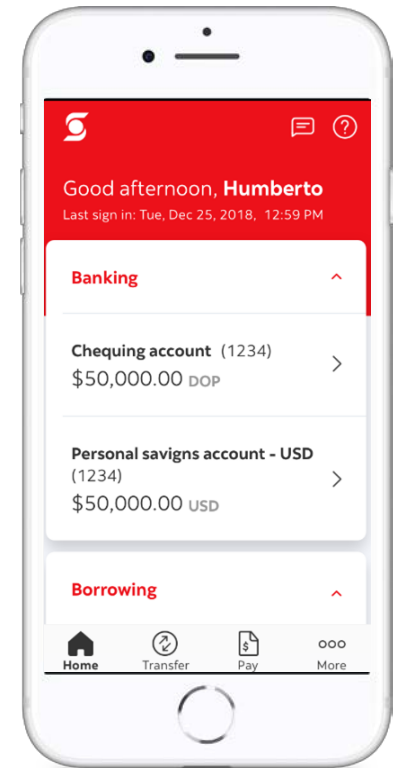
Mexico



Chile



Canada



Caribbean

Customer Experience-Driven

Country-Specific Features Tailored to Customers

Hide your balance

- Address local security concerns

“My List”

- Up to 10 simultaneous payments and fund transfers

Exchange rate offering

- Easily exchange money with personalized pricing

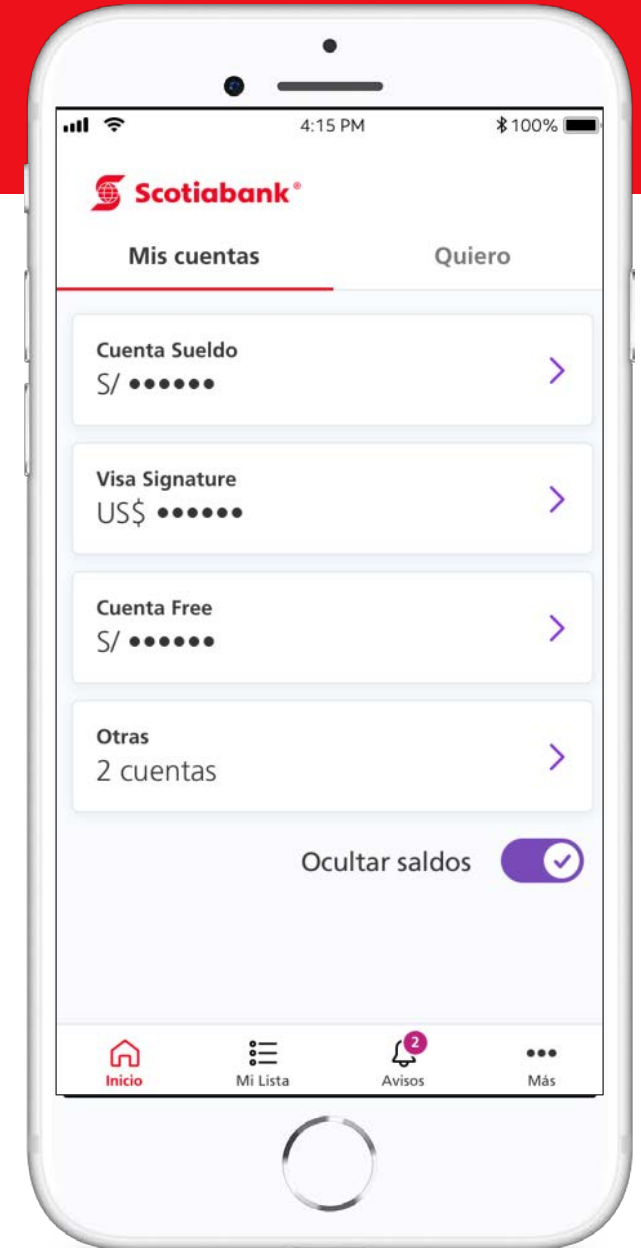
Cardless cash withdrawal

- Send money to an ATM to withdraw without a card

Credit card services

- Lock and unlock credit card and travel settings

Digital NPS has Increased Over 30% Since Launching the New App



Medium-Term Objectives

Leader in Customer Experience Across Core Markets

Digital Sales	>50%
---------------	------

Digital Adoption	>70%
------------------	------

In-Branch Transactions	<10%
---------------------------	------

Areas of Focus

Four Areas of Focus - Making Significant Progress

Boost Online Origination

Build new digital solutions and optimize sales funnel

> Digital Sales

Build New Digital Platforms

Build technology assets and capabilities

> Digital Adoption

Develop Self-service Capabilities

Promote digital servicing by building new features

< In-Branch Transactions

Transform Customer Experience

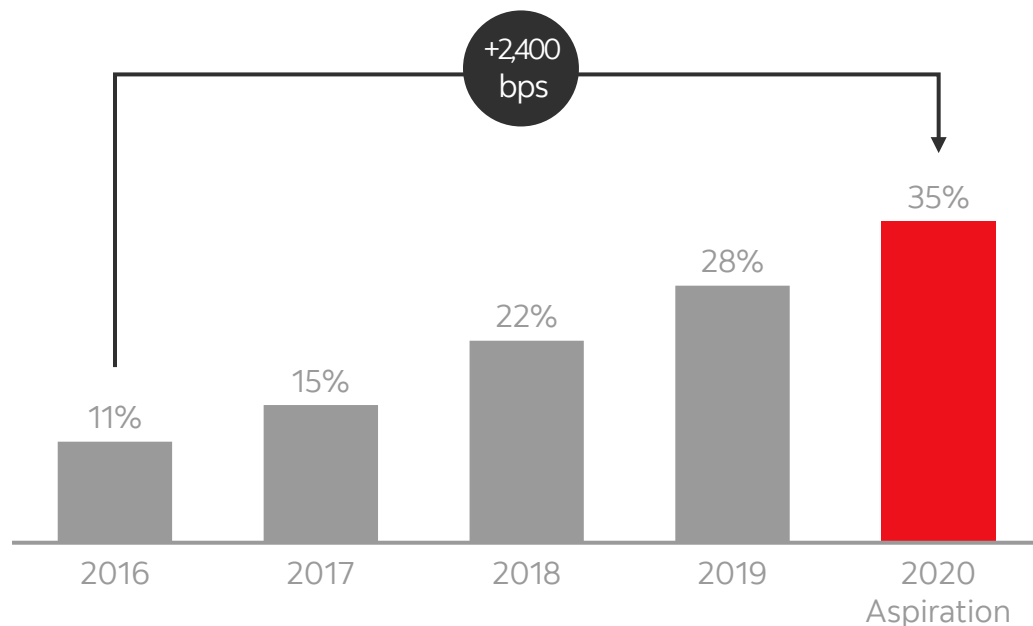
Create digital customer experiences aligned to what customers want

> NPS

Progress in Digital Sales is Accelerating

Accelerated Progress in Digital Sales

% of Digital Unit Sales



Drivers Contributing to Increase Online Origination



Deployment of digital solutions in branches



Digitizing current product portfolio



Optimizing sales funnel via data-driven digital marketing capabilities



Contextual offers when customers are most likely to act

Reimagining the Role of the Branch

Digital Solutions in Branches

- Employees and customers are using the same tools for sales and advice
- Medium-term objective of leveraging digital solutions in all channels



In Colombia...

90%

of all in-branch
openings of saving
accounts
via digital

75%

Reduction in
opening time

2x

Branch NPS
improvement

**In Colombia,
Account
Opening Time
has Reduced
from 40 Minutes
to 8**

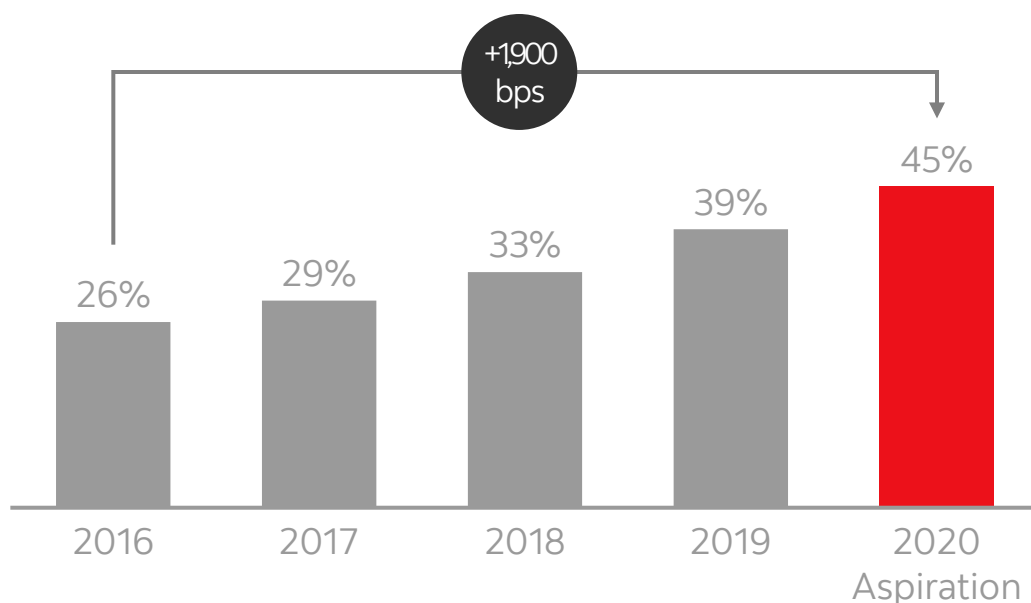
**Fully KYC
Compliant**



Technology Accelerating Digital Adoption

Accelerated Progress in Digital Adoption

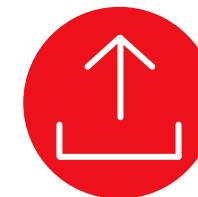
% of Active Digital Customers



Drivers Contributing to Increased Digital Adoption



Launching of five new apps across key markets



Developing in-branch digital tools for customers and employees to share



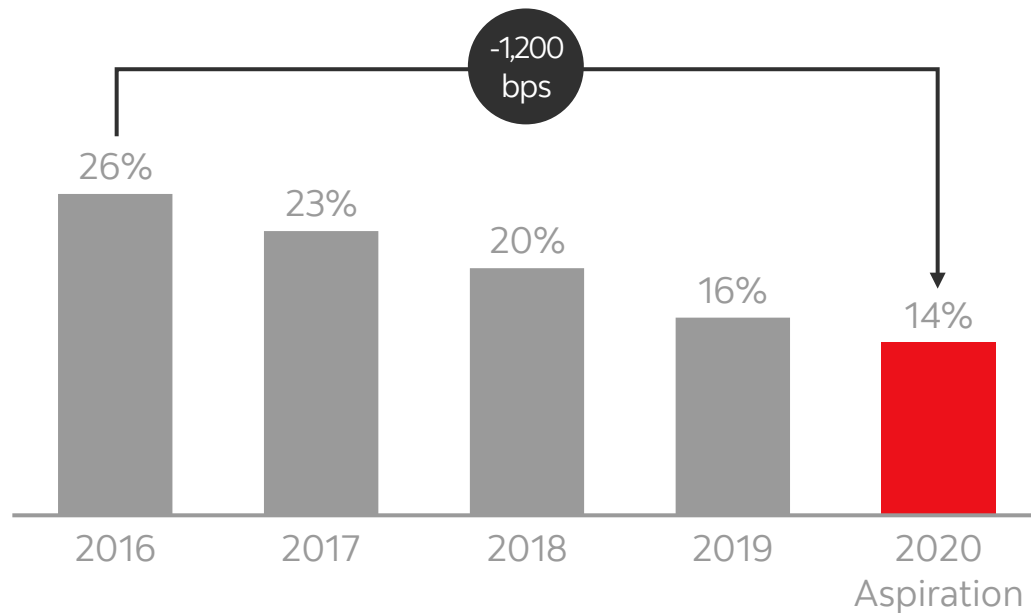
Re-engineering onboarding processes to drive digital behaviors early



Repositioning branches as digital education centers for customers

New Self-Service Capabilities

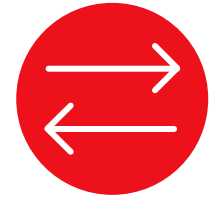
Transaction Migration % of Transactions in Branch



Examples of New Self-Service Capabilities



New in-app Help & Search functionality



Implementing a digital dispute resolution channel



Launching an all-bank paperless initiative



Streamlining in-app credit card bill payments

New Mobile Platform in Canada

New Mobile Platform in Canada Driving Customer Self-Service

Reimagined Customer Journey

New self-served functionalities focused on maximizing engagement

+20%

More daily logins per user versus previous app

Customer Rating

Customer rating increased from 2.5 to 4.6 stars on the App Store

4.6/5.0

Stars on the Apple Store

Improved Platform Performance

Continuous improvement of platform stability with shorter incident resolution times

99%

Crash-free rate

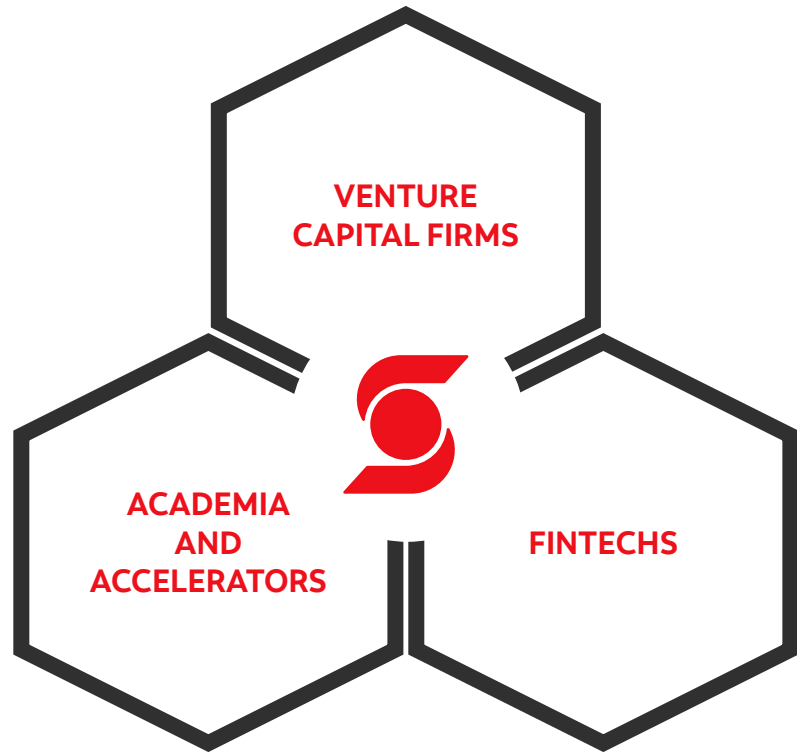
Best-in-Class Speed

Outperforms competition in speed for key customer tasks

2x

Faster transferring funds than industry peers

Partnership Model to Drive Innovation



- ~70 POCs completed with FinTechs and 15 “in flight”
- Established strategic VC relationships in key markets
- Established over 60 academic partnerships

“

**Transforming the Bank through Digital
is our End Goal**

Key Takeaways

1

We are successfully executing a single Digital strategy across the Bank

2

Digital is driving customer experience and having business impact

3

We have made solid progress towards our medium-term digital targets

Technology Modernization: From Foundation to Scale

Michael Zerbs

Group Head and Chief Technology Officer

Enabling Digital and Business Strategy

Alignment Across Functions and Countries



Digital



Business



Technology



Analytics

Pillars of our Technology Strategy



- Built a strong and scalable platform foundation to drive consistency and reuse



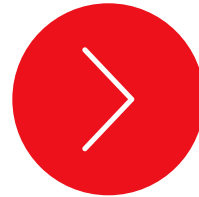
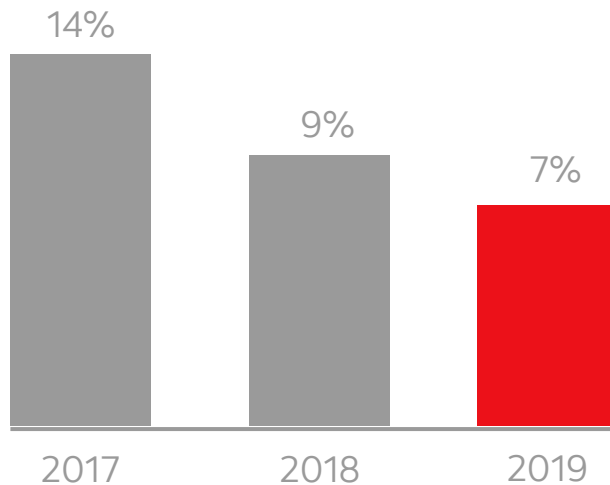
- Executing a cloud-first technology strategy to enable automation and velocity



- Rebalanced core technology spend towards modernization

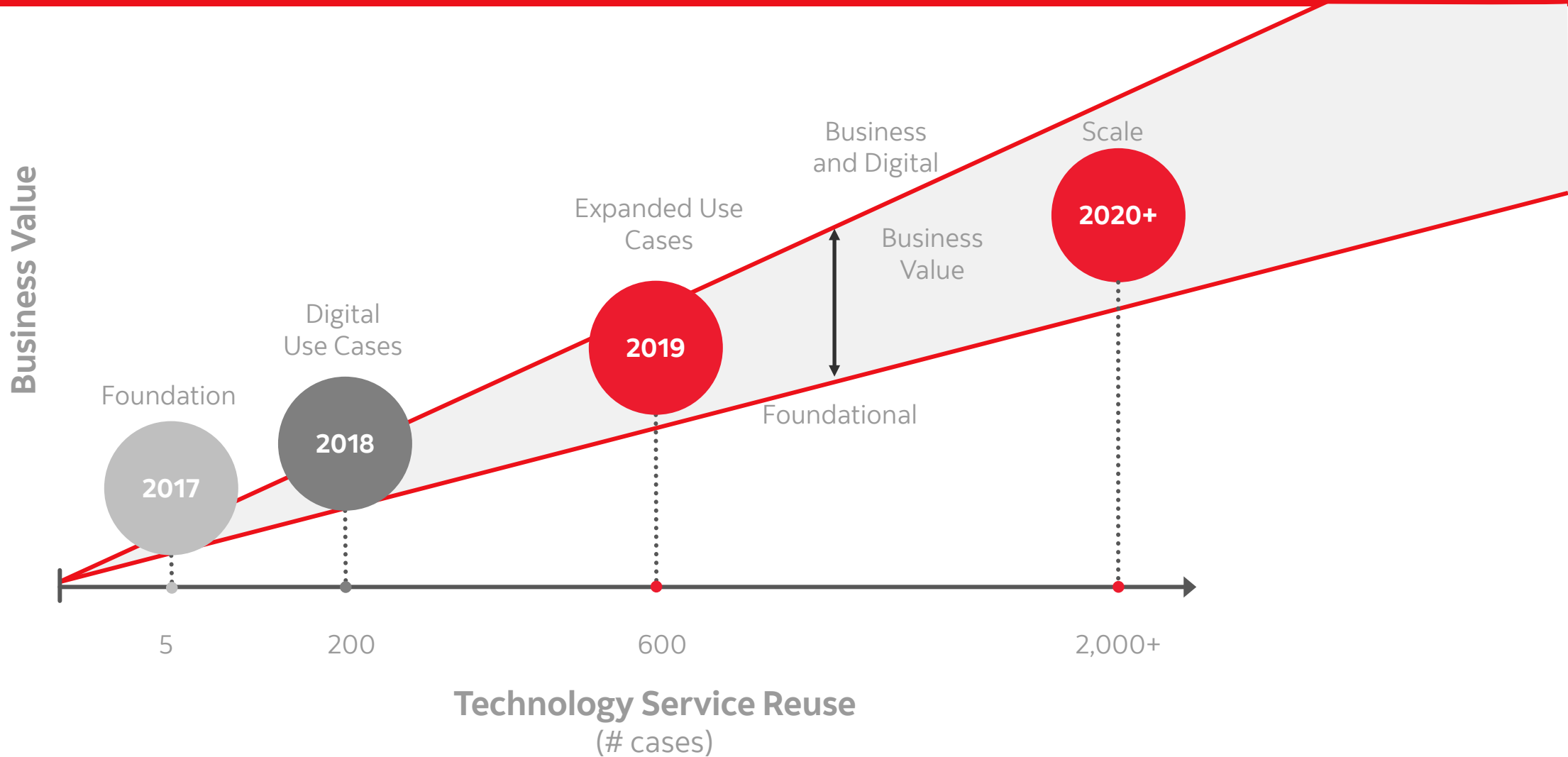
Consistent Technology Investment

Technology Investment Growth Rate (YoY)



Building on our progress to-date, we are now targeting moderation to Steady State Growth Rate

Growth in Service Reuse

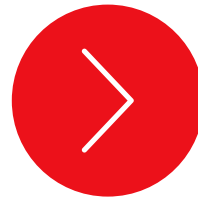
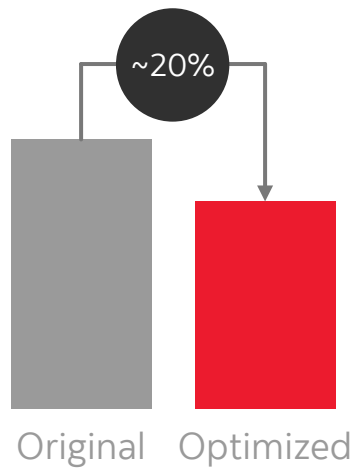


Transforming our Infrastructure

From Optimization

**From 15 to
3 Data Centres**

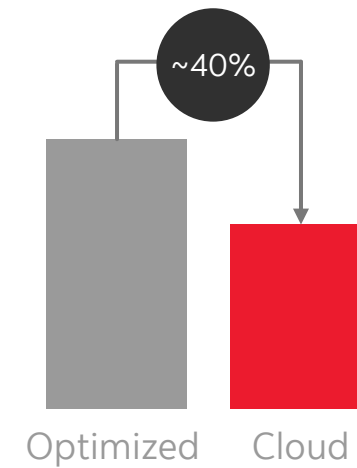
Data Centre Operating Cost



To Transformation

**~8,500 servers deployed on
cloud to-date**

Server Operating Cost



Common Platform is Core

Capabilities of our Common Platform



Automation to increase efficiency and reliability



Shared Micro-Services to drive savings through reuse



Data on the Cloud to provide data security and standardization

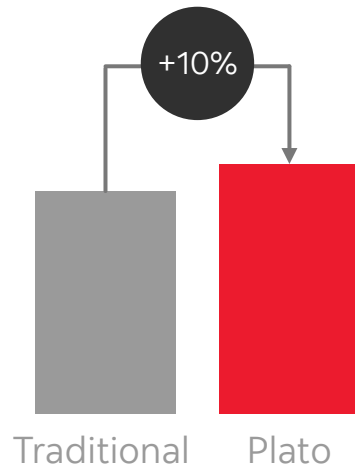


Public Cloud Infrastructure to enhance scalability

Lowering the Unit Cost of Technology

Application Development

**Increase in Development
Productivity**

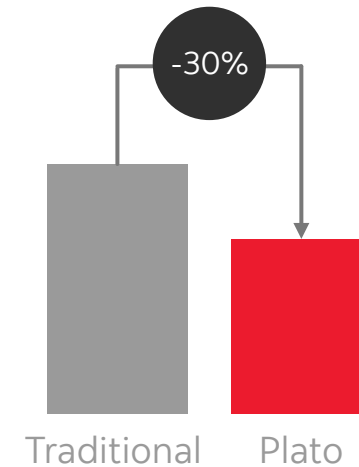


Reinvest

Customer
Value,
Development
Speed and
Scale

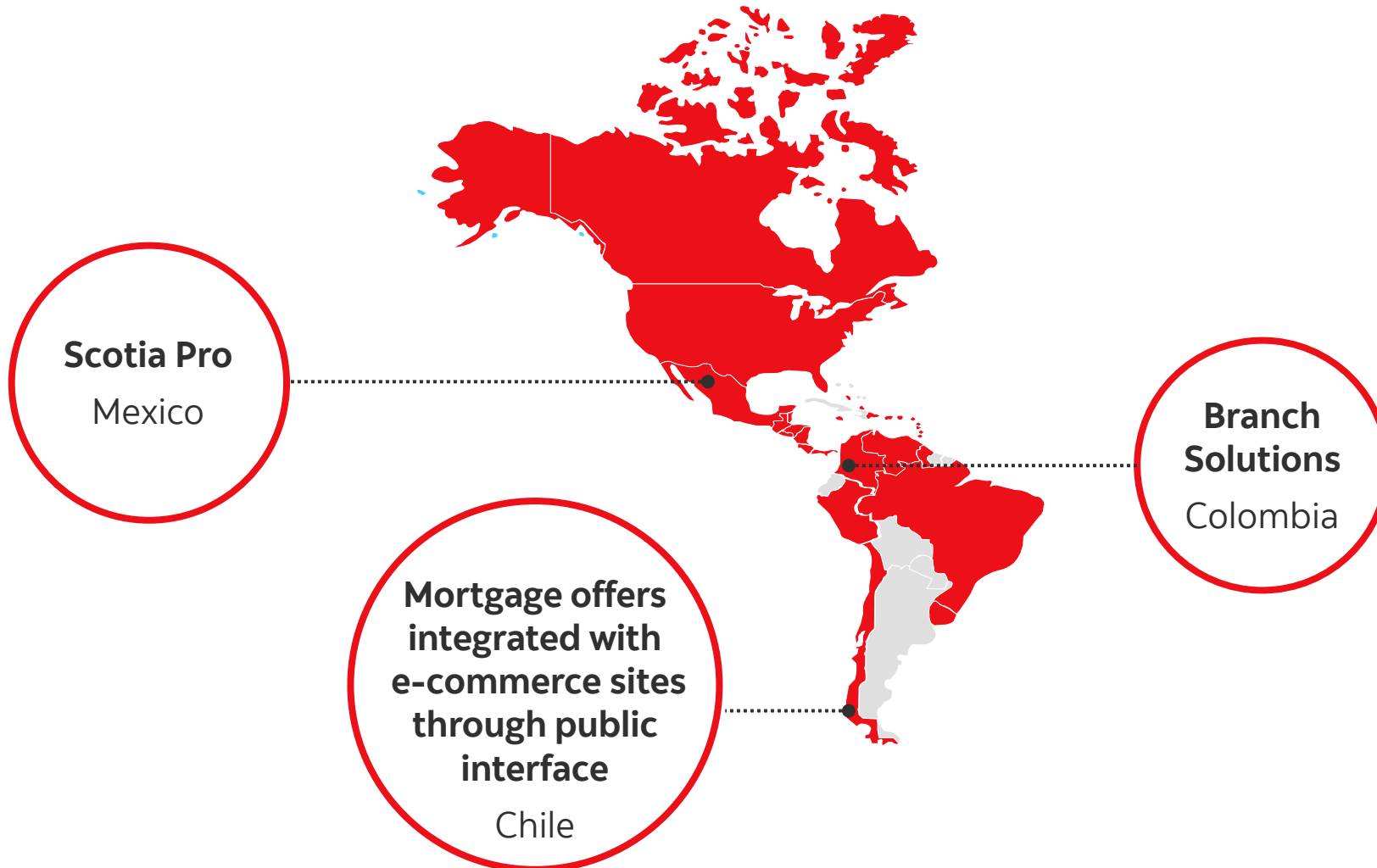
Application Operations

**Reduction in
Operating Labor Costs**



Reinvest

Enabling Local Innovation



Americas

Mobile Apps

Valuation & Risk Models

Protecting Customer Data

- Security and efficiency through automation, consistency and reuse
- Built-in security for shared micro-services
- Encryption and tokenization for sensitive data
- Role and location based data access with granular monitoring



Doubled Investment in Cybersecurity
over the last four years

30% Improvement
in control efficacy
in the last two years

Continued Technology Modernization

Common Platform	Infrastructure	Applications
Data	Cybersecurity	Talent

Our Medium-Term Targets

- All customer-focused micro-services are leveraged across core markets
- Majority of eligible applications on Cloud
- Prioritized application roadmaps for all businesses to drive consistency and reuse
- Analytics performed on real-time data
- All built on strong cyber-security foundation

“

**Safely supporting business growth and
improved productivity.**

Digital & Technology

Shawn Rose

EVP and Chief Digital Officer

Michael Zerbs

Group Head and Chief Technology Officer