
April 7, 2020

Annual Meeting of Shareholders

Concentra[®]



Daniel Johnson, Board Chair

Welcome & Introductions



Agenda Item 1
Daniel Johnson, Board Chair

Call to Order

1. Call to Order
2. Report of the Corporate Secretary
3. Remarks from the Board Chair
4. Report from the President & CEO
5. Financial Results, Report from the CFO, Presentation of Auditor's Report
6. Acceptance of Reports
7. Appointment of Auditor
8. Election of Directors/Voting Results
9. Empowering Your Community: 2020 Winners
10. Other Business
11. Q&A
12. Closing Remarks & Adjournment

Agenda Item 2

Tanya Postlewaite, Corporate Secretary

Report of the Corporate Secretary

Agenda Item 3

Daniel Johnson, Board Chair

Remarks from the Board Chair

Agenda Item 4

Don Coulter, President & CEO

Report from the President & Chief Executive Officer

COVID-19 response

- We have three objectives during this pandemic:
 1. Safe and happy people
 2. Complete and transparent communication
 3. Keep Concentra strong and working
- We issued travel restrictions on March 9 and since March 20 all employees have been working from home
- We are communicating daily with employees via several channels
- We are fielding inquiries from our customers via our call centres and social media
- We plan to emerge from this pandemic as an intact, functioning, and viable business through regular monitoring and assessment of changes in our risk levels and implementing policies that safeguard shareholder value.

Concentra's purpose is

**Creating the future of banking,
to enable your success.**

- Our purpose drives us to understand what motivates our customers, connect with them, and find innovative ways to support them.
- We're responding to a call for innovation, personalization and a superior customer experience to build a great new bank for Canadians.

Our vision

- Our vision to become Canada's leading mid-market commercial bank while continuing to serve Canadian credit unions is different and exciting, and is bringing much change to our organization.
- We're carving out a unique identity in the Canadian financial services market and growing the company to make it better and more profitable. This will enable us to make important investments in all areas.

Concentra delivers solid value

- Since 2005, Concentra has returned more than \$84 million in dividend payments to our shareholders.
- Earlier this year, Concentra announced the closing of an offering of \$200 million floating rate deposit notes in the debt capital markets to a broad group of investors.

Concentra Leadership



Don Coulter
President & CEO



Neal Oswald
Chief Operating Officer



Philippe Sarfati
Chief Risk Officer



Paul Masterson
Chief Financial Officer



Ryan Graham
Chief Banking Officer



Martha Moen
Head of Trust



Brian Guillemain
Chief Digital Officer



Jayleen Groff
Chief People Officer



Tanya Postlewaite
Corporate Secretary

Our leaders have great breadth of experience



Our employees

- In 2019 we hired a new Chief People Officer
- Our people strategy is aligned with our corporate strategy
- Our employee engagement scores are high
- About one-quarter of employees are regularly engaged in key transformation initiative
- Our workforce is spread across four Canadian offices and we have many employees who regularly work remotely

Awards

- In 2019 we were once again named to Saskatchewan's Top 100 companies.
- We were recently named one of Canada's Best Managed Companies for the 17th year in a row.

2019 Highlights

- Established a foundation for our digital transformation
- Launched online direct GICs and direct mobile mortgages
- Launched First Nations Specific Claims financing initiative
- Grew consumer lending business line to total AUM of \$536 million
- Established digital processes for commercial leasing team to increase volume
- Developed new corporate brand for expected launch in 2020
- Drove Concentra Trust revenue growth of 12 per cent

Partnering with credit unions

- Concentra's growth will strengthen the credit union system
- We're committed to delivering consistent communication and a better understanding of Concentra's new strategy
- We see opportunities to create new products that will enhance the profitability of Concentra and our credit union partners

2019 Summary

- Concentra made progress on all fronts toward realizing our 10-year vision:
 - Executing on our strategy
 - Strengthening our foundation
 - Diversifying our revenue
 - Launching new products
 - Forming new partnerships
 - Investing in our employees
 - Improving operational excellence
 - Building a future-focused brand

Agenda Item 5

Paul Masterson, Chief Financial Officer

Financial Results, Report from Chief Financial Officer, Presentation of Auditor's Report

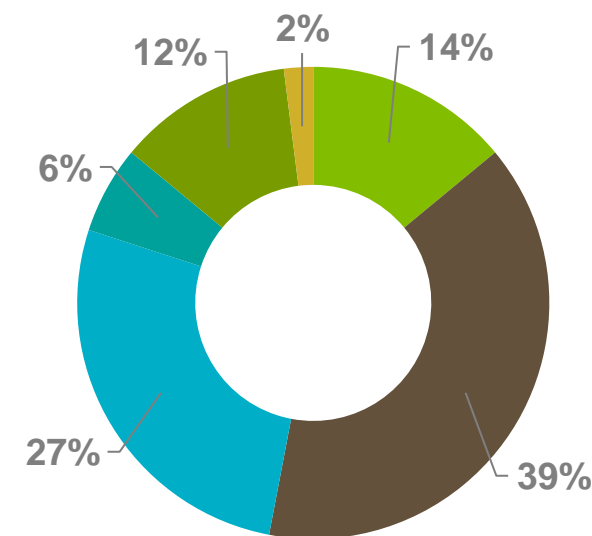
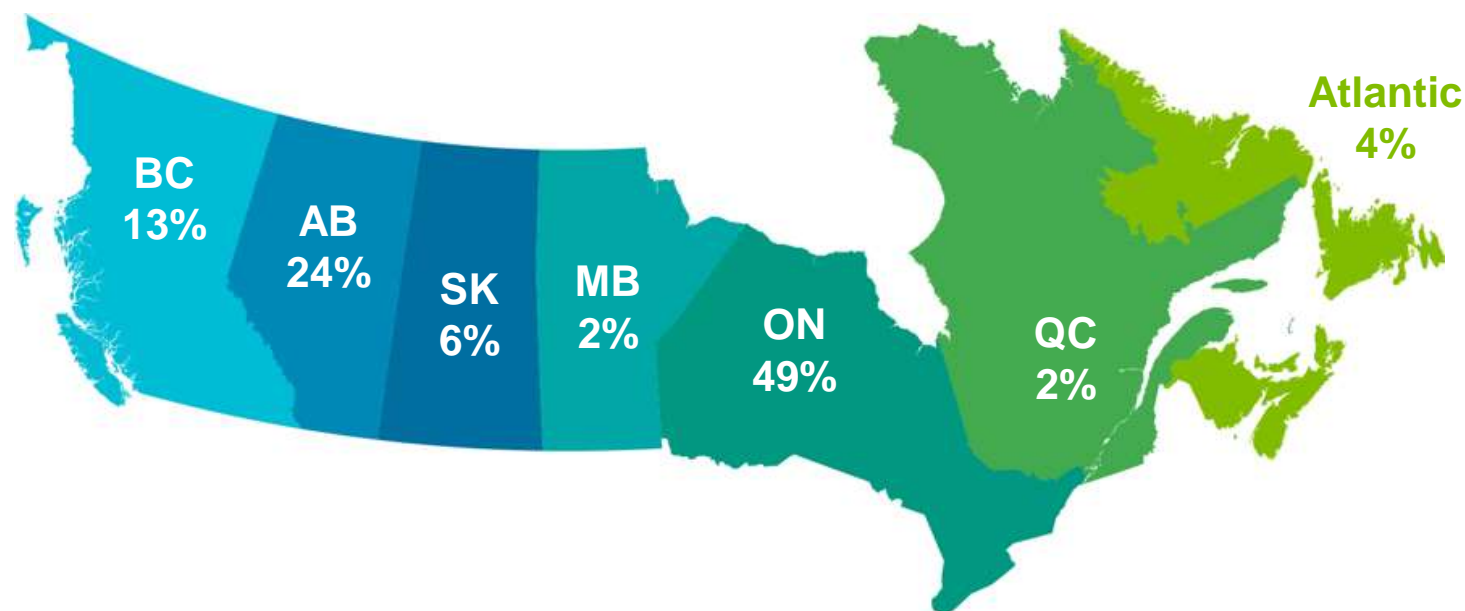
Our Successes

- Solid Net Income & ROE
- Strengthening revenue momentum
- Started execution on our new strategy
 - Investments made to mature as a bank and on our new strategy
- Strengthened capital position

\$ MILLIONS	2019	2018
NET INTEREST INCOME	96.4	90.4
PCL	6.9	(7.6)
NON-INTEREST INCOME	24.6	24.5
EXPENSES (incl. Income Taxes)	84.0	81.9
NET INCOME	30.1	40.6
ROE	6.6%	10.0%
EFFICIENCY RATIO	59.0%	57.8%
CET1 RATIO	13.3%	11.8%

\$8.9 B Asset Base (Well-Diversified)

Credit portfolio composition (Dec 31, 2019)

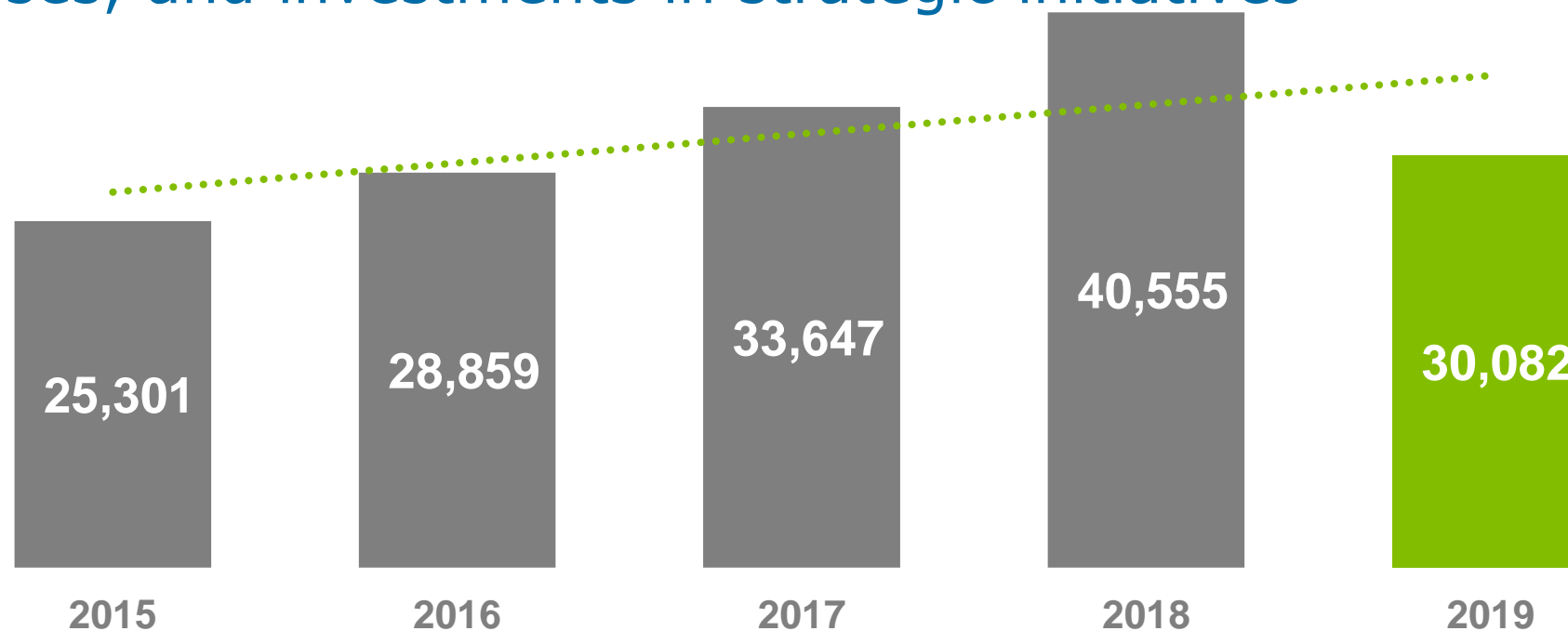


- Cash & Securities
- Residential Mortgages - Securitized
- Residential Mortgages - Non-Securitized
- Consumer Loans
- Commercial Mortgages & Loans
- Other Assets

Low-risk loan portfolio; high percentage of assets are insured

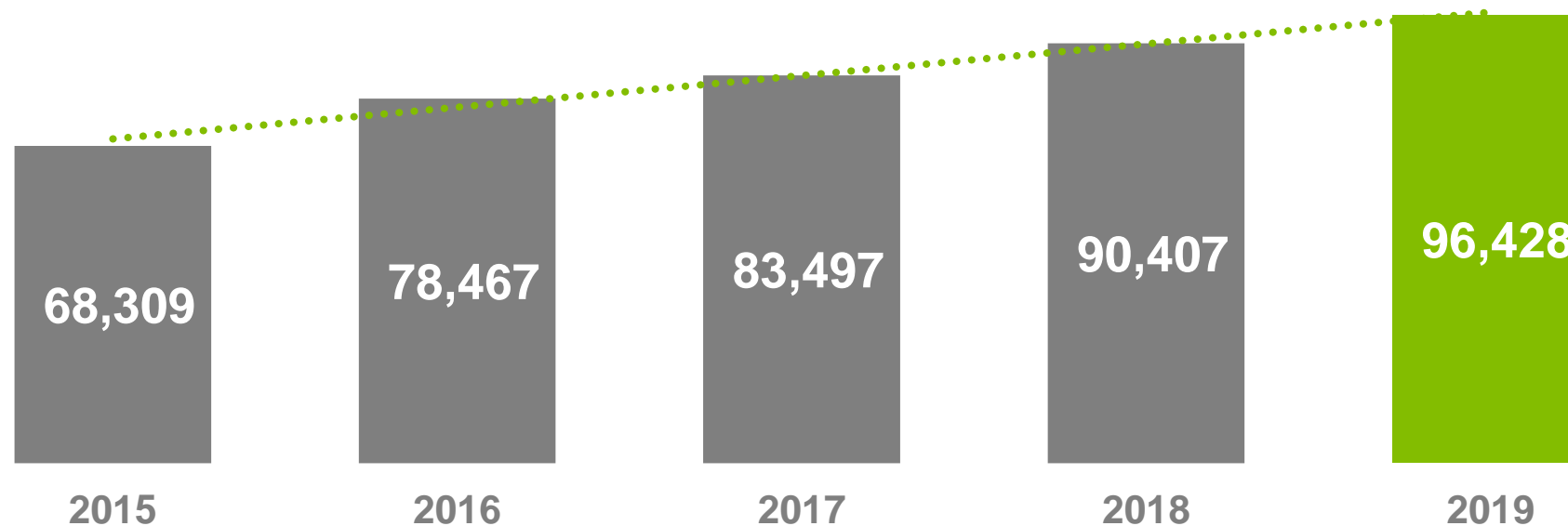
Net Income Trend

Downshift in net income trend with return-to-normal provisions for credit losses, and investments in strategic initiatives



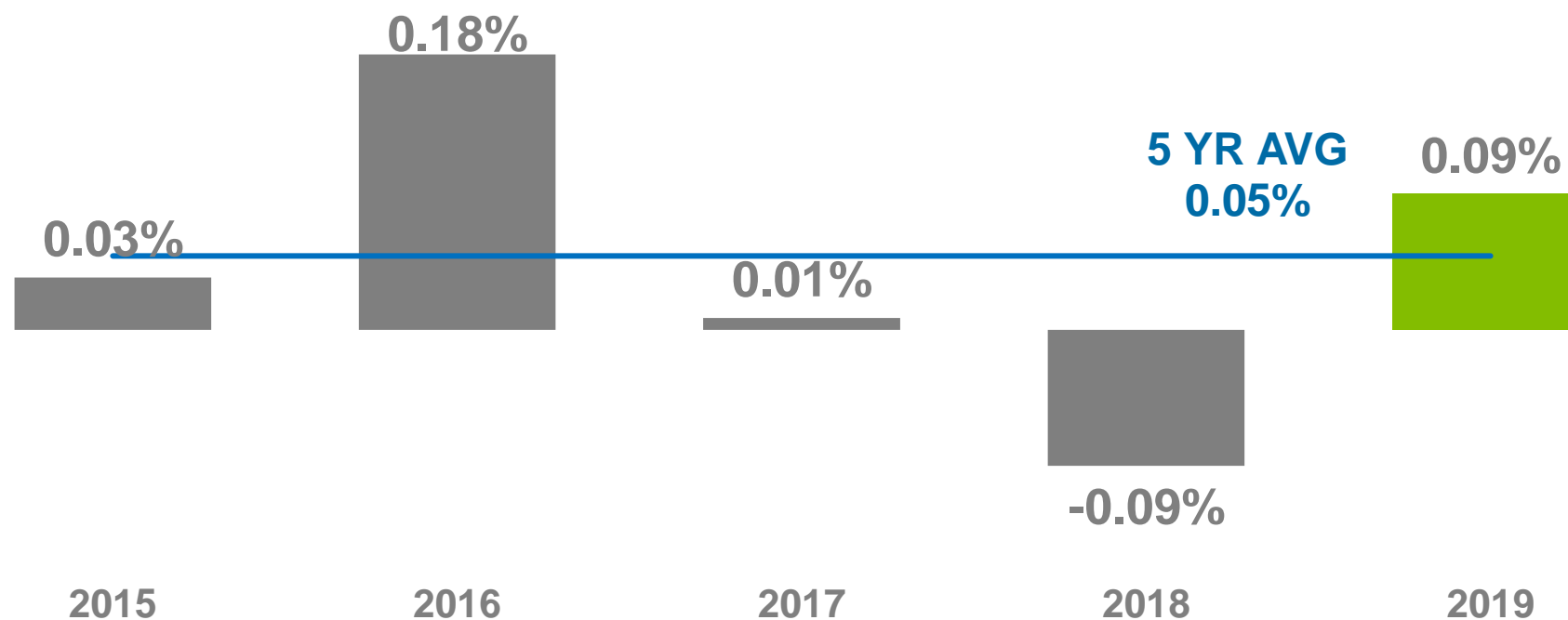
Net Interest Income Trend

Record result in 2019 (breaking last year's record result)



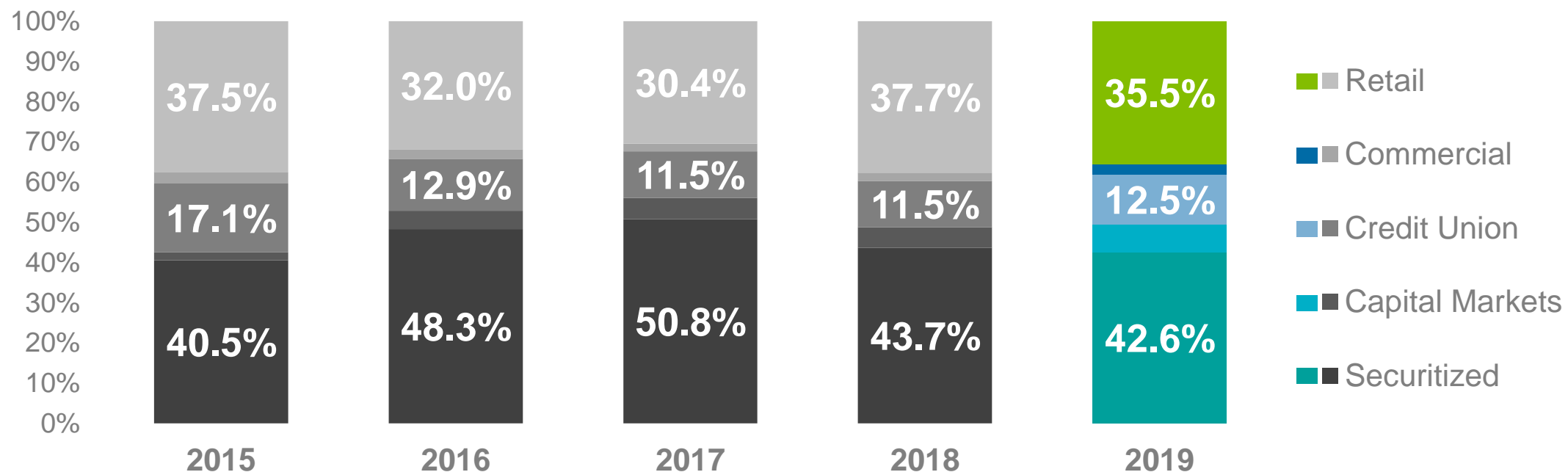
Provision for Credit Losses as a % of Gross Loans

Driving consistent PCL conditions in 2019



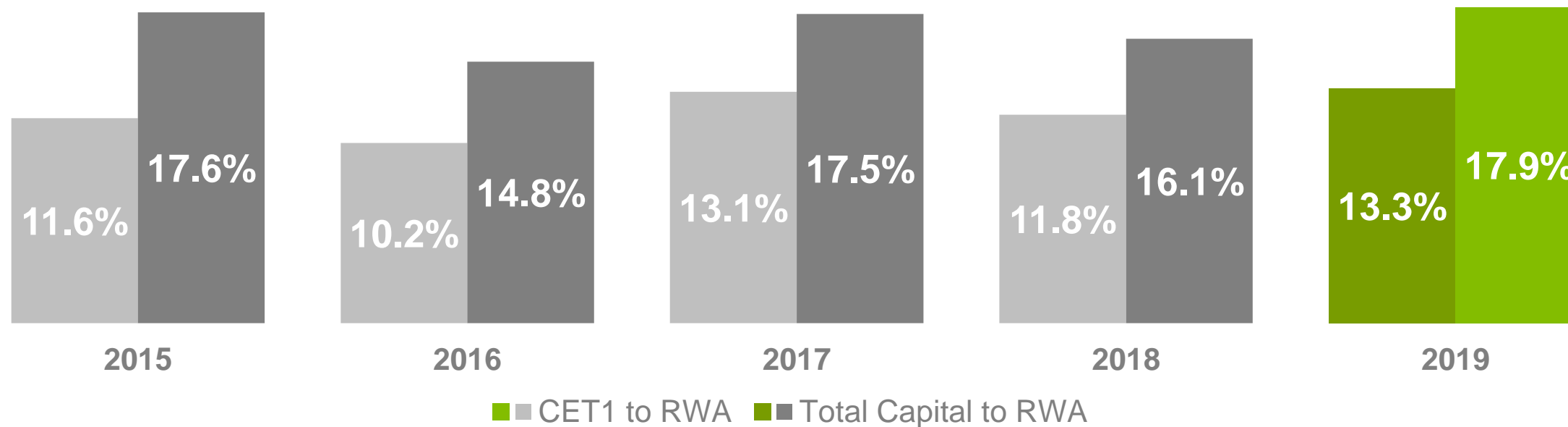
Funding by Source

Well-diversified funding sources



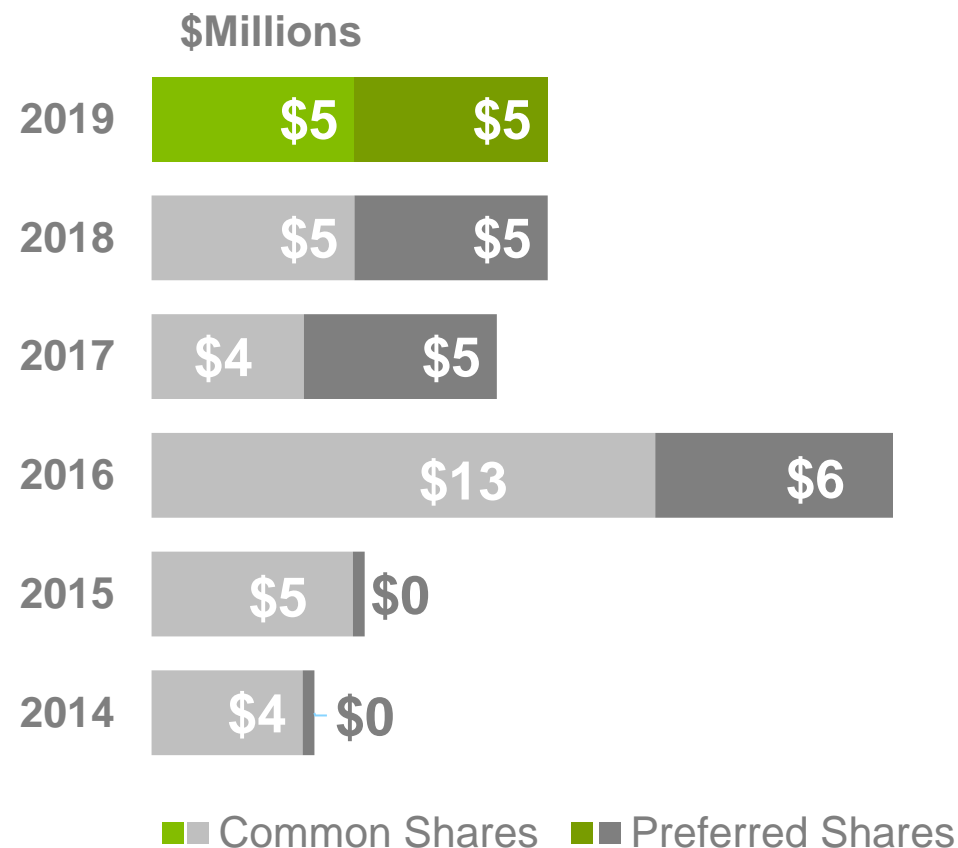
Regulatory Capital

Strengthening capital position in 2019



Historical Dividends

- Concentra has paid more than \$84M in dividends to common shareholders
- Consistent track record of delivering dividends for our shareholders
- Concentra moved to a quarterly common equity dividend in 2017





Agenda Item 6

Daniel Johnson, Board Chair

Acceptance of Reports

Agenda Item 7
Glen Dyrda, ACRC Chair

Appointment of Auditor

Agenda Item 8

Eric Dillon, Governance Committee Chair

Election of Directors

Director Nominees



Don Coulter



Lise de Moissac



Eric Dillon



Glen Dyrda



Cheryl Fraser



Anne Gillespie



Daniel Johnson



Michael Leonard



David Losier



Carol Poulsen



Tim Smart



Shelley Williams

Agenda Item 9

Emma De Waal, Selection Committee Member

Empowering Your Community: 2020 Winners

Empowering Your Community

A Decade of Giving

130

Projects
supported

\$1.8MM

Given since
2010

+120

Communities
across Canada

\$10,000 Winners

1. Newfoundland and Labrador Credit Union
A Fresh Start with Accounts that Count

2. Beaubear Credit Union Ltd.
North & South Esk Elementary Playground

3. Cape Breton Credit Union
Cape Breton Hospice Residence

4. First West Credit Union
Alouette Addictions Services

5. G&F Financial Group
Renovations at The Centre for Child Development of the Lower Mainland

6. Prospera Credit Union
Mental Health Support

7. Stride Credit Union
ROK in our Community

8. Cambrian Credit Union
New Journey Housing

9. Sunrise Credit Union
Cypress River Senior Centre

10. Libro Credit Union
Libro ScaleUP Tech Accelerator

11. Healthcare and Municipal Employees' Credit Union

St. Joseph's Healthcare Hamilton Foundation - Psychiatric Emergency Service Revamp

12. Education Credit Union
New food delivery truck for Nutrition for Learning

13. Radius Credit Union
Radville Daycare

14. Cornerstone Credit Union
Archerwill Centennial Centre

15. Raymore Credit Union
Raymore Community Daycare

\$25,000 Winners

1. Fusion Credit Union

Hamiota Elementary School Growing Minds Reading Room

2. Valley Credit Union

Atlantic Village Effect

Agenda Item 10

Tanya Postlewaite, Corporate Secretary

Election of Directors/ Voting Results

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Agenda Item 11

Daniel Johnson, Board Chair

Other Business



Agenda Item 12
Daniel Johnson, Board Chair

Q&A

Agenda Item 13

Daniel Johnson, Board Chair

Closing Remarks & Adjournment

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Platinum
member

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