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President and Chief Executive Officer  
Annual General Meeting Speech  
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*Check against delivery*

Mesdames, Messieurs

Bonjour et bienvenue à tous à Québec pour la 139<sup>e</sup> Assemblée Générale de la CIBC.

Comme vous le savez sans doute, la CIBC est présente au Québec depuis très longtemps.

Nous avons ouvert notre première succursale à Montréal en 1870 et à Québec en 1906. Aujourd'hui, nous en avons plus de 120 au Québec où nous comptons environ 900 000 clients.

Cette année est aussi très importante pour nous parce que nous marquons le 100<sup>e</sup> anniversaire de notre première succursale à Québec.

Je suis donc particulièrement très heureux de pouvoir vous accueillir à cette Assemblée Générale ici aujourd'hui.

This morning, I am going to outline CIBC's priorities and the actions we are taking to move the bank forward.

There are three messages I want to leave you with:

- o First, we are enhancing our ability to serve our clients and laying the foundation for future growth.

- Second, our priorities will build strength and stability, striking the right balance between risk and returns.
- Third, delivering against our priorities will position CIBC for consistent, sustainable performance over the long-term.

Before I talk about these priorities, let me comment on the past year.

CIBC's financial performance for 2005 was disappointing.

It was a difficult period, as we put the issues related to Enron materially behind us.

While the past year tested the organization, our employees responded by staying focused on our clients – their continued efforts are the foundation of our vision to be the leader in client relationships.

In addition, our employees' values of Teamwork, Trust and Accountability support the progress we made in areas such as client satisfaction, our brand, as well as risk and corporate governance.

We continued to play a leadership role in our communities, supporting many causes including the CIBC Run for the Cure and the CIBC World Markets Children's Miracle.

We are proud of these accomplishments. They are evidence of our strong foundation and our potential.

Our focus now is on moving the bank forward.

Our priorities will strengthen our Canadian business and enhance our operations in the United States and internationally.

These priorities include:

- Maintaining and building on the strength of our businesses
- Improving productivity, and
- Strengthening our balance sheet.

Our priorities are realistic and achievable.

Each relies on businesses in which we are already a leader...in markets we know...led by proven and experienced teams.

Delivering against our priorities will create value for our clients, our employees, our communities and our shareholders.

Let me review our priorities, beginning with business strength, first in Retail and Wealth, then in World Markets.

### *BUSINESS STRENGTH*

Our retail franchise, whether it be credit cards, mortgages, deposits, personal loans, financial advice or retail brokerage, by and large, share common characteristics.

- They are mature
- They have proven track records... and
- They have solid market share – in many cases #1 or #2 in the marketplace.

We are taking steps to further strengthen and grow our Retail business.

We are continuing to invest in areas that matter to our clients, such as:

- Extending hours in our branches across Canada
- Hiring more ambassadors in our branches to help get our clients' needs addressed more easily...and
- Enhancing our online, telephone banking and ABM capabilities.

In addition, we have made changes to simplify our organization and increase our effectiveness. These changes are enhancing the value we provide our clients.

For example, we created Imperial Service to provide our clients with leading investment advice.

Imperial Service has a solid position in the marketplace, anchored by the differentiated accreditation and experience of our financial advisors.

By bringing Imperial Service into Retail Markets, we will better utilize the expertise of our financial advisors.

This means delivering our high value advice capabilities to more of our personal banking and small business clients.

Moving forward, we will extend Imperial Service to new clients, by expanding into growth markets across Canada. In 2006, we will enter 7 new markets, with an additional 10 planned by 2008.

A second example of how these changes will benefit our clients is the recent combination of our Deposit and GIC product groups.

By bringing these areas together we can better coordinate our suite of deposit and savings products for our clients.

A third example is the integration of our Credit Card business into Retail.

We built this business independently over the last several years. This allowed our Cards business to achieve high growth rates and market leadership.

Having our Cards business now part of Retail allows us to leverage our strength in this business, particularly our marketing and operational efforts.

These are just three examples of changes taking place at CIBC that are foundational.

They reflect the steps we are taking to make our organization more effective.

They are bringing increased focus and value to our clients.

And, they set the stage for continued growth and strength in our Retail business.

Let me now turn to World Markets.

In this business, we have:

- Maintained a strong focus on our clients

- Strengthened our distribution capabilities...and
- Invested in new market opportunities.

As a result, our Canadian franchise continues to be top-ranked.

In 2005, we again had strong performances in key industry areas such as Equity Underwriting, Mergers & Acquisitions, Retail Structured Products and Income Trusts.

These achievements reflect the depth of our team and the strength of our franchise.

In the United States, we are focused on the mid-market.

We are targeting niche areas where we have expertise and the strongest potential for profitability such as Real Estate Finance and Healthcare. ...and we are seeing progress in our results.

World Markets is better positioned for less volatility and more consistent earnings.

Moving forward, growth in our wholesale franchise will be both supported and focused.

This means continuing to invest in our client franchise, particularly in the areas of talent, credit, product innovation and financial resources.

And so, when we think about our prospects in Retail and Wholesale, we believe we are well positioned to deliver consistent, sustainable performance over the long term.

### PRODUCTIVITY

Our second priority is to improve productivity. This is about increasing our overall competitiveness.

We have targeted a median or better productivity position among the major Canadian banks.

To put more definition on that, we set an objective of \$250 million of annual cost reductions by the end of 2006.

As we reported in our first quarter results today, we continue to make progress in this area and remain confident that we will achieve our 2006 expense reduction target.

Let me tell you what this allows us to do.

First, the gains we make in productivity will further strengthen our bottom-line earnings capability.

The actions we are taking will make our organization more effective by reducing layers of management, increasing spans of control, and bringing decision-making closer to our clients.

These changes are giving our best people increased responsibilities and new opportunities. This talent renewal is creating a vibrancy in our organization.

I am pleased with the way these leaders are fulfilling their roles and the focus they are bringing to our business.

### BALANCE SHEET

Our third priority is our balance sheet and capital usage.

We have made steady progress in this area.

Our Tier 1 Capital Ratio has continued to improve, increasing from 7.5% at the third quarter of last year to 9.0% as announced in our first quarter results today.

Now that we have surpassed our Tier 1 objective of 8.5%, we will maintain a strong capital position, while balancing capital deployment opportunities to fund our future growth.

Pour conclure, je voudrais souligner ce que j'ai dit au début :

- Premièrement, nous rehaussons notre capacité de service à la clientèle et, par là, nous posons les fondements de notre croissance à l'avenir.
- Deuxièmement, nos priorités apporteront la stabilité et la force tout en nous permettant de remplir nos engagements quant aux objectifs-clés en matière de bénéfice, de dépenses et de capital.
- Troisièmement, les actions que nous accomplissons maintenant permettront à la CIBC de s'assurer une performance viable et solide à long terme.

In conclusion, let me emphasize what I said at the outset.

- First, we are enhancing our ability to serve our clients and laying the foundation for future growth.
- Second, our priorities will build strength and stability, and allow us to deliver against our key – Earnings, Expense and Capital targets.
- Third, the actions we are taking will position CIBC for consistent, sustainable performance over the long-term.

I would like to thank our employees for their efforts in 2005.

Our success is driven by the employees of CIBC and this coming year will be no different.

I am proud to be part of such a dedicated team that is so committed to our clients.

I also want to thank our shareholders for their investment in CIBC. We will continue to work diligently on your behalf to keep CIBC moving forward.

Thank you.

#### **A NOTE ABOUT FORWARD-LOOKING STATEMENTS**

From time to time, CIBC makes written or oral forward-looking statements within the meaning of certain securities laws, including in this presentation, in other filings with Canadian securities regulators or the U.S. Securities and Exchange Commission and in other communications. These statements include, but are not limited to, statements about the operations, business lines, financial condition, risk management, priorities, targets, ongoing objectives, strategies and outlook of CIBC for 2006 and subsequent periods. Forward-looking statements are typically identified by the words "believe," "expect," "anticipate," "intend," "estimate" and other similar expressions or future or conditional verbs such as "will," "should," "would" and "could." By their nature, these statements require us to make assumptions and are subject to inherent risks and uncertainties that may be general or specific. A variety of factors, many of which are beyond CIBC's control, affect the operations, performance and results of CIBC and its business lines, and could cause actual results to differ materially from the expectations expressed in any of CIBC's forward-looking statements. These factors are described in our 2005 Annual Accountability Report and should be considered carefully. Readers should not place undue reliance on CIBC's forward-looking statements. CIBC does not undertake to update any forward-looking statement that is contained in this presentation or other communications.