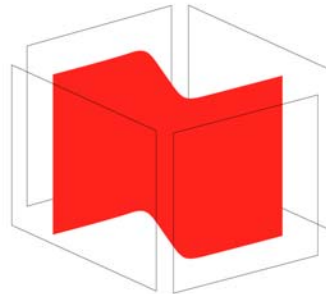


National Bank Financial Canadian Financial Services Conference

Réal Raymond
President and CEO

Montreal, April 7, 2004



1

Strong momentum to meet our 2004 objectives



	2004 Objectives	Q1 04
Growth in earnings per share	5% to 10%	17.0%
Return on common shareholders' equity	15% to 17%	19.0%
Tier 1 capital ratio	8.75% to 9.50%	10.1%
Dividend payout ratio (1)	35% to 45%	33.0%

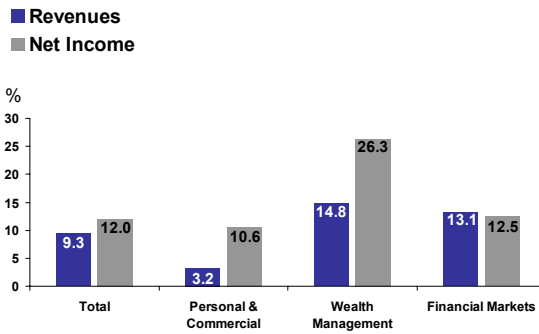
(1) Trailing 4 quarters

The Bank's Strategy

Growth in revenues and net income



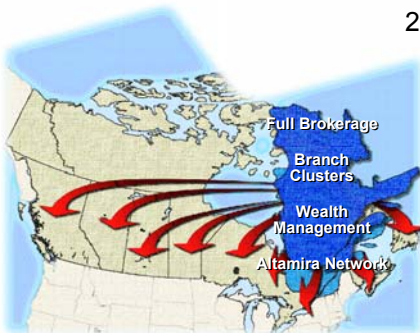
Q1 2004



 NATIONAL BANK OF CANADA

3

Two pronged Super Regional Business model



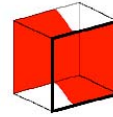
1. Quebec domination
2. Develop opportune and strategic niches across the country

- Critical aspects of capital markets operations
- Value creating activities outside Quebec

 NATIONAL BANK OF CANADA

4

Strength of Quebec base



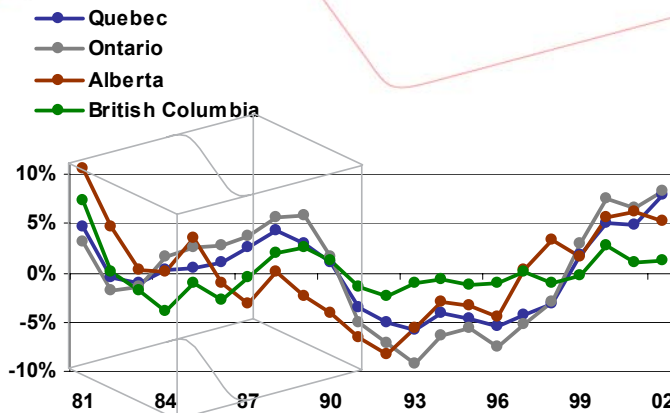
Quebec market gives us strong leverage and excellent platform to pursue further growth

A diversified economy:

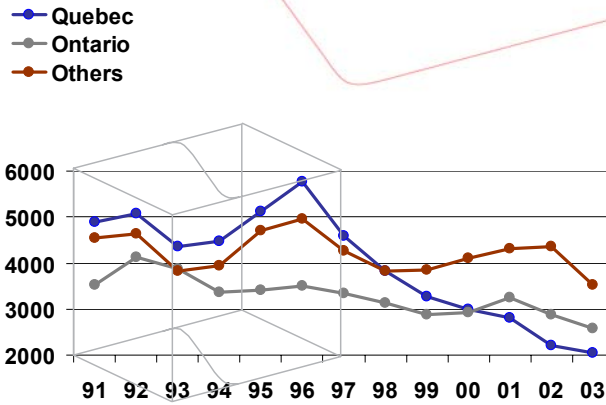
- Modern manufacturing facilities
- Key knowledge-based industries
- Dynamic service sector
- Substantial hydroelectric capacity
- Stable primary base



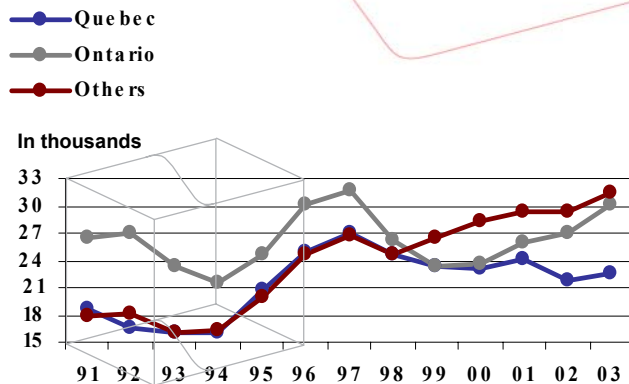
Real GPP Spread From Trend Line



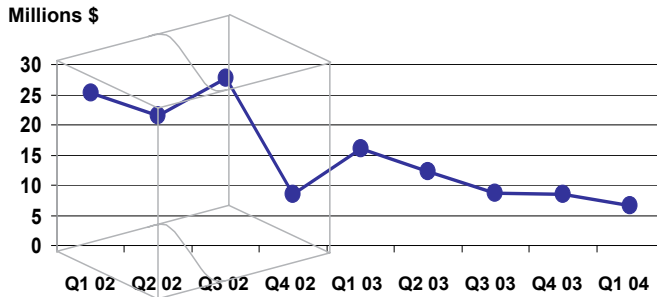
Commercial Bankruptcies Volume



Personal Bankruptcies Volume



Loan Losses Commercial Canada



Capital Market operations as a geographical diversification tool



Revenues



Net income



Excluding Other segment

A value creating merger creates National Bank Financial



Areas of strength

- Fixed income
- Market making for derivatives
- Investment Banking
- M&A
- Sector, geography and deal-size diversification



11

«National Bank Tops Canadian Mergers on IAMGOLD Takeover»⁽¹⁾



- National Bank Financial led all Canadian banks for merger and acquisition activities announced in the first quarter of 2004

Q1 2004 M&A⁽¹⁾

ADVISER	MARKET SHARE (%)	VOLUME (\$US BN)
National Bank Financial	20.3	3.33
RBC Capital	16.3	2.68
Scotia Capital	14.6	2.39
GMP Securities	13.8	2.27
CIBC	13.6	2.23
Endeavor	12.8	2.10
Lazard	11.2	1.84
Societe Generale	10.4	1.70
JP Morgan	10.4	1.70
Goldman Sachs	9.9	1.63

⁽¹⁾ Bloomberg

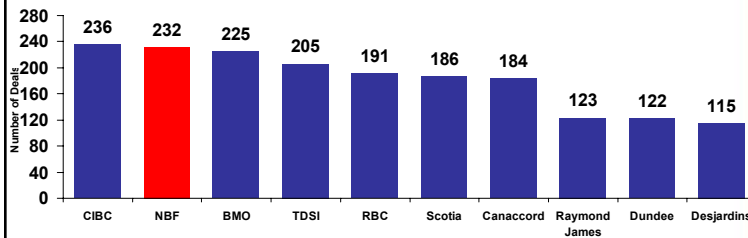


12

Investment Banking Group New Issuance of Equities



Corporate Equity Participation: April 1, 2003 – March 31, 2004



Source: Financial Post New Issues and National Bank Financial databases

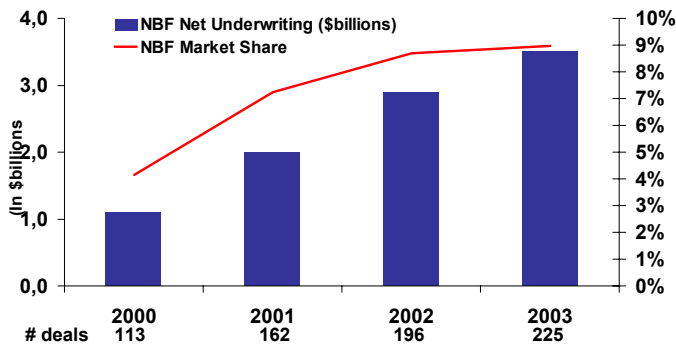
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Competitive Positioning Equity Issues



Calendar Market Share – Equity Issues

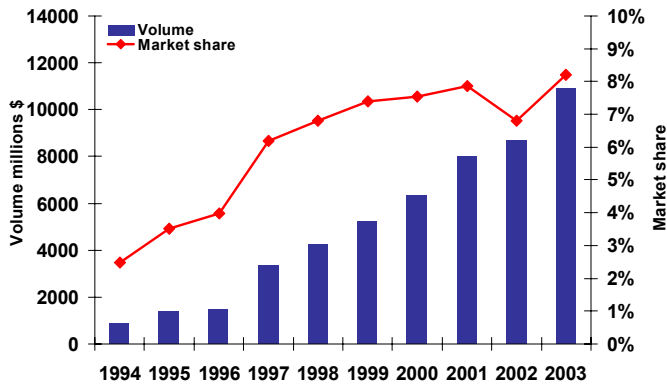


Source: National Bank Financial Database

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Institutional Fixed Income Corporate Debt Financial Participation



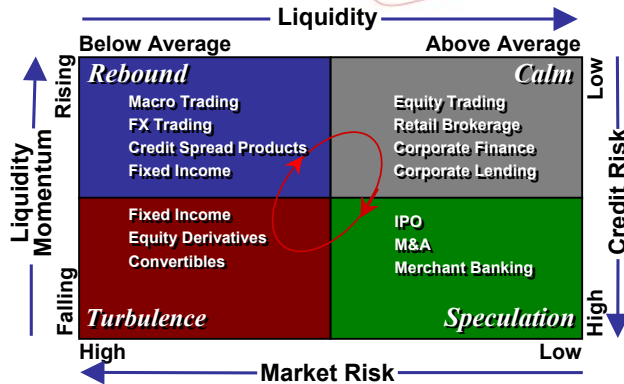
Unique Distribution Power



Unique distribution power

- Combination of traditional network of Full-fledged brokers and Correspondent Network

All Phases of Financial and Economic Cycle



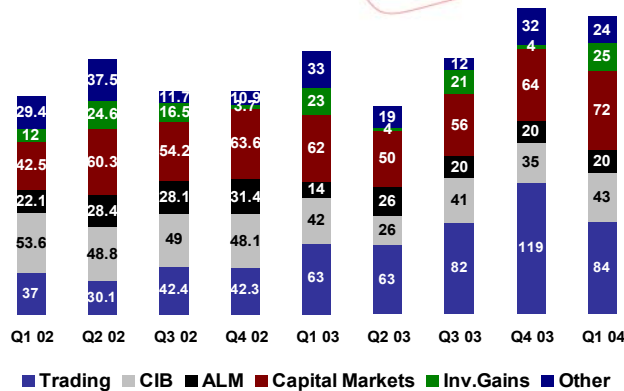
Sources: CrossBorder Capital; National Bank



Composition of Financial Markets Revenues

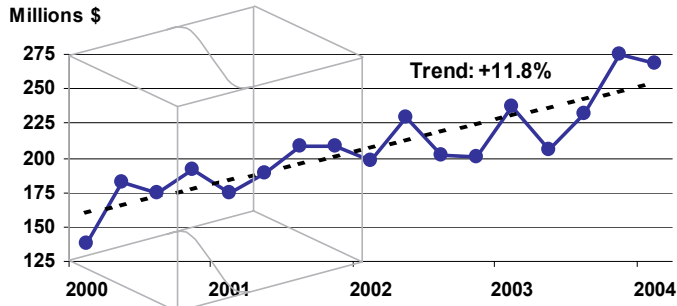


In millions of dollars



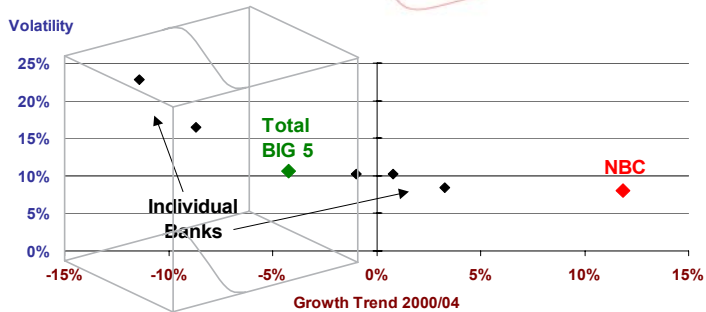
Quarterly Revenues

Financial Markets



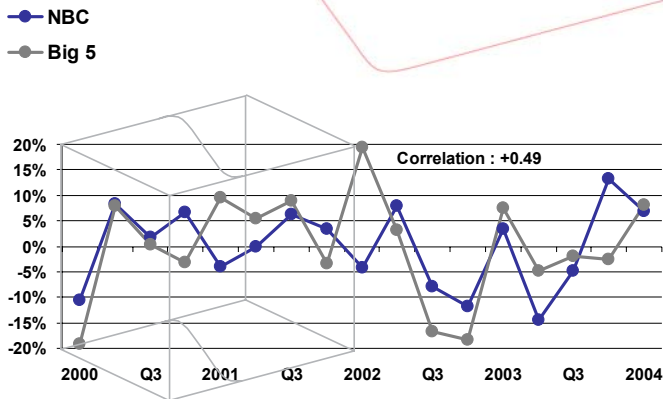
Growth and Volatility

Financial Markets Revenue



Financial Markets Revenues

Deviations from Trend Line



Other Sources of Geographical Diversification



Goals:

- Accelerate business growth by tapping new and faster growing markets
- Create opportunities for economies of scale by using manufacturing capability
- Diversify revenue sources across geographic and sector lines

Canadian Bank

Merger opportunities



- Opportunity to acquire P&C networks
- Need to properly address competition issues
 - Sale of large cluster of branches and commercial lending offices would constitute strong viable franchise
- Changes proposed to Competition Bureau would resolve competitive situation in P&C market

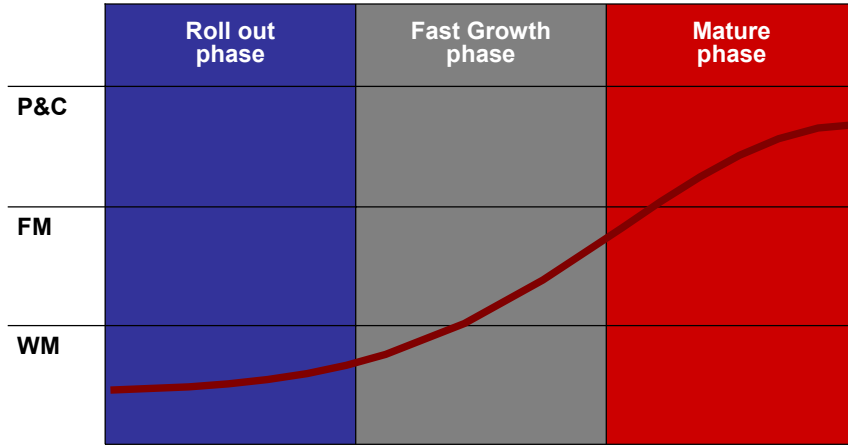
Common ground

in our activities outside Quebec

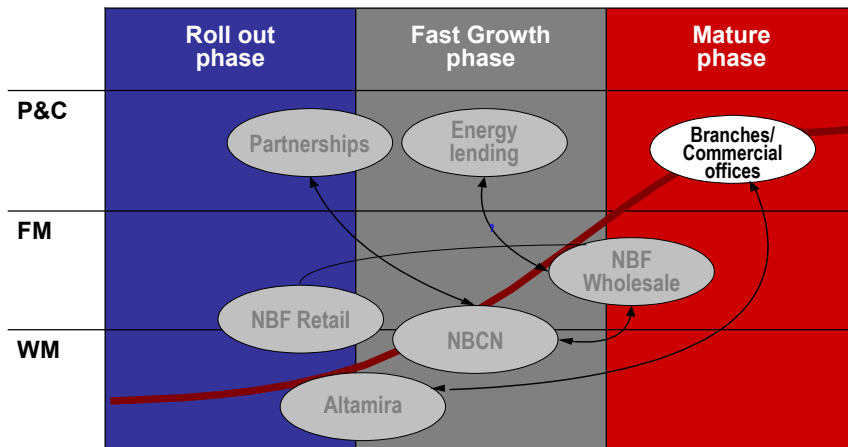


- We are a niche player
- Run a diversified book of business; we do not bet the house on a single investment
- Respect different cultures while developing cooperation between family members
- All of them create shareholder value

Moving in new markets : diversification & synergies



Moving in new markets : diversification & synergies



Mature slow-growth operations P&C outside Quebec



- 108 branches outside Quebec
 - Of which 71 are in Ontario, 28 are in francophone area of NB
- 28 commercial offices
- Generate 1/6 of income from branches and commercial lending offices

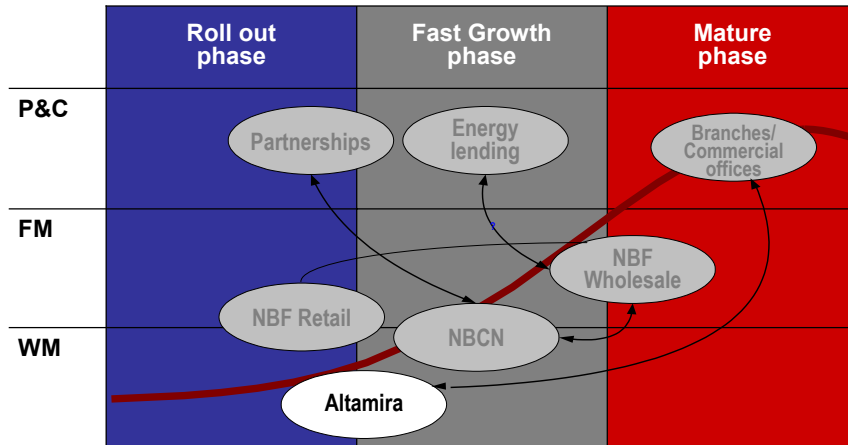
Mature slow-growth operations P&C outside Quebec



Strategy

- Refocusing network to expand revenue base
- More emphasis on savings and investment products
- Intense leveraging of the Altamira connection
- Promotion of local flavour in clusters where we have a significant presence

Moving in new markets : diversification & synergies



Repositioning



- Acquisition strategic reasoning remains unchanged
- Unique opportunity to participate in consolidation of fund management and wealth management industry
- Brought well known brand and increased visibility
- Huge advantage to be gained by providing as many distribution channels as possible for all wealth management products

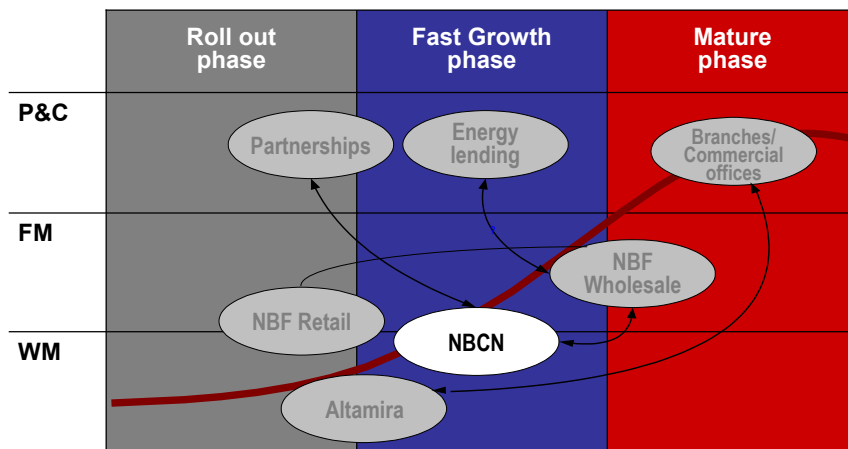
Repositioning



- Maximize Altamira brand by deployment in branch network outside Quebec
- Financial targets met
- Brand built through superior service quality, intensive marketing and generating good returns for investors
- Profit from synergies that will come from being part of large financial group



Moving in new markets : diversification & synergies



Well-established high-growth operations: NBF's Correspondent Network



Founded in 1990, NBCN now encompasses:

- More than 91 associated organizations
- 5100 Investment Advisors
- over 420,000 active accounts

Significantly increase National Bank's
distribution power:

- Better position in new debt and equity issues

Launch point to conclude partnerships

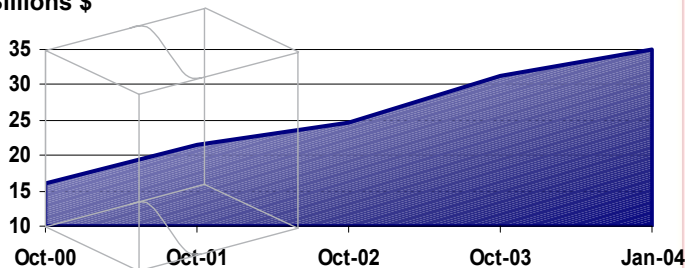


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Assets Under Administration Correspondent Network (NBCN)

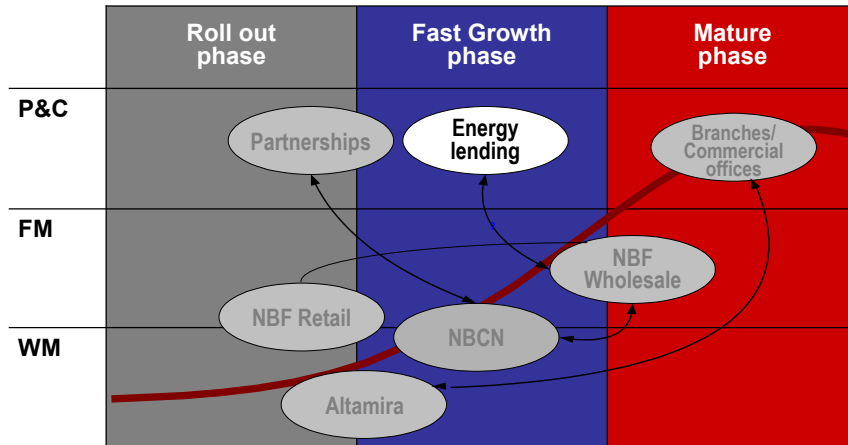


Billions \$



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Moving in new markets : diversification & synergies



Well-established high-growth operations: Energy Lending



20 year track record

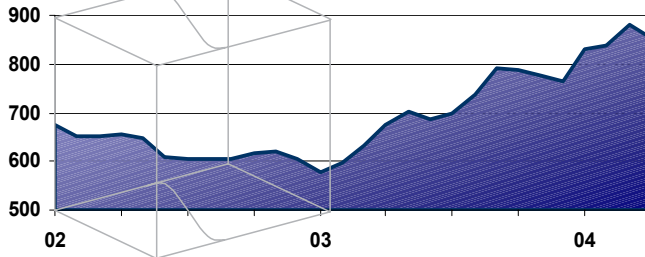
- Excellent profits year after year, minimal loan losses
- Focus on junior producers and service companies
- Estimated 30% market share
- Successfully linked with NBF's investment banking expertise to give access to public market

Energy Lending Assets



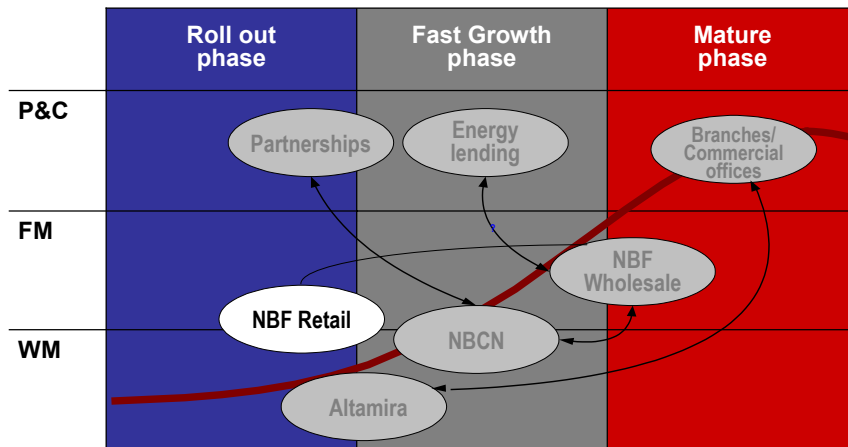
From Nov. 02 to Feb. 04

Millions \$



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Moving in new markets : diversification & synergies



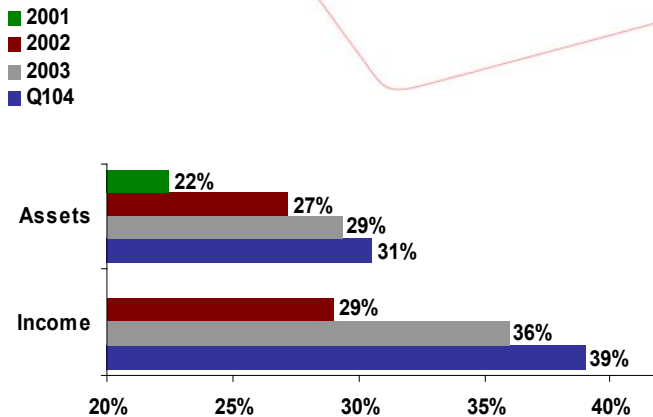
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Emerging high-growth operations: Retail brokerage

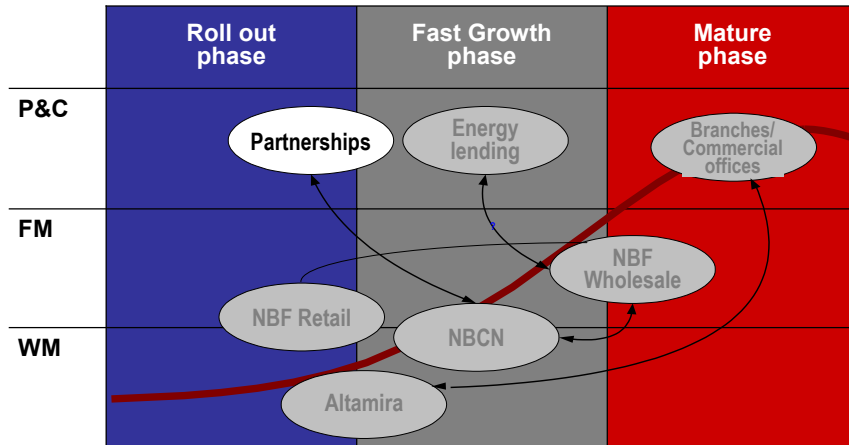


- Expansion of retail brokerage activities in rest of Canada
- Decision to maintain brokerage operations separate from bank-related wealth management activities:
 - Preserves entrepreneurial spirit
 - Natural synergies between retail and wholesale

Share of Retail Brokerage Outside Quebec



Moving in new markets : diversification & synergies



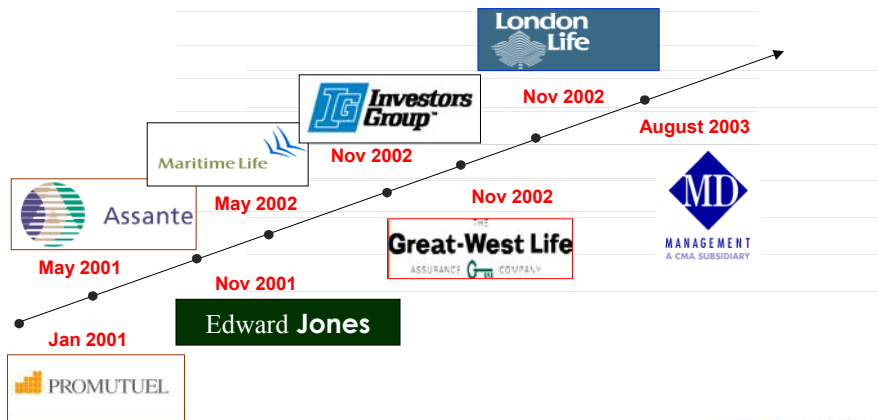
Partnerships Unique Positioning



- ❑ IA's outside Quebec don't consider us direct competitors
- ❑ Little cannibalization from our branch network
- ❑ Capacity to serve clients and advisors through alternate channels comparable to industry
- ❑ Committed to these distribution agreements as benefits of more importance to us

Partnerships

Unique positioning



Enhancing Shareholder Value

Through select geographic expansion

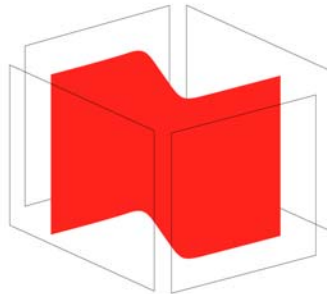


- Tackle new markets outside Quebec
 - Drawing on our competitive advantage
- Several niches are result of acquisitions
 - We've created synergistic interrelations between operations
- Consistent material contribution from these operations

Q&A

Réal Raymond
President and CEO

Montreal, April 7, 2004



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investorrelations@nbc.ca



CAUTION REGARDING FORWARD-LOOKING STATEMENTS

From time to time, National Bank of Canada makes written and oral forward-looking statements, included in this presentation, in other filings with Canadian regulators or the U.S. Securities and Exchange Commission, in reports to shareholders, in press releases and in other communications. All such statements are made pursuant to the "safe harbor" provisions of the United States Private Securities Litigation Reform Act of 1995. These forward-looking statements include, among others, statements with respect to the economy, market changes, the achievement of strategic objectives, certain risks as well as statements with respect to our beliefs, plans, expectations, anticipations, estimates and intentions. These forward-looking statements are typically identified by the words "may," "could," "should," "would," "suspect," "outlook," "believe," "anticipate," "estimate," "expect," "intend," "plan," and words and expressions of similar import.

By their very nature, such forward-looking statements require us to make assumptions and involve inherent risks and uncertainties, both general and specific. There is significant risk that express or implied projections contained in such statements will not materialize or will not be accurate.

A number of factors could cause actual future results, conditions, actions or events to differ materially from the targets, expectations, estimates or intentions expressed in the forward-looking statements. Such differences may be caused by factors, many of which are beyond Bank's control, which include, but are not limited to, changes in Canadian and/or global economic and financial conditions (particularly fluctuations in interest rates, currencies and other financial instruments), liquidity, market trends, regulatory developments and competition in geographic areas where the Bank operates, technological changes, consolidation in the Canadian financial services sector, the possible impact on our businesses of international conflicts and other developments including those relating to the war on terrorism and the Bank's anticipation of and success in managing the risks implied by the foregoing.

The Bank cautions that the foregoing list of important factors is not exhaustive. Investors and others who base themselves on the Bank's forward-looking statements should carefully consider the above factors as well as the uncertainties they represent and the risk they entail.

The Bank therefore cautions readers not to place undue reliance on these forward-looking statements. 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 behalf of the Bank.

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