SUSTAINABLE GROWTH

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iA Financial Group

iA Financial Group in a nutshell

1892 Year founded

IAG Ticker on TSX, since 2000

$7.1B Market capitalization[1]

$187B Assets[2]

4M+ Clients

92% of income[3]

8% of income[3]

AREAS OF ACTIVITY

- **Individual insurance**
- **Individual wealth management**
- Employee plans
- Vehicle dealer services
- Special markets solutions
- Group savings and retirement
- Auto and home insurance

[1] As at November 12, 2019. [2] As at September 30, 2019. [3] 2018-2019 (9M) net income.

Today's discussion

Financial performance and organic growth

Capital position and organic generation

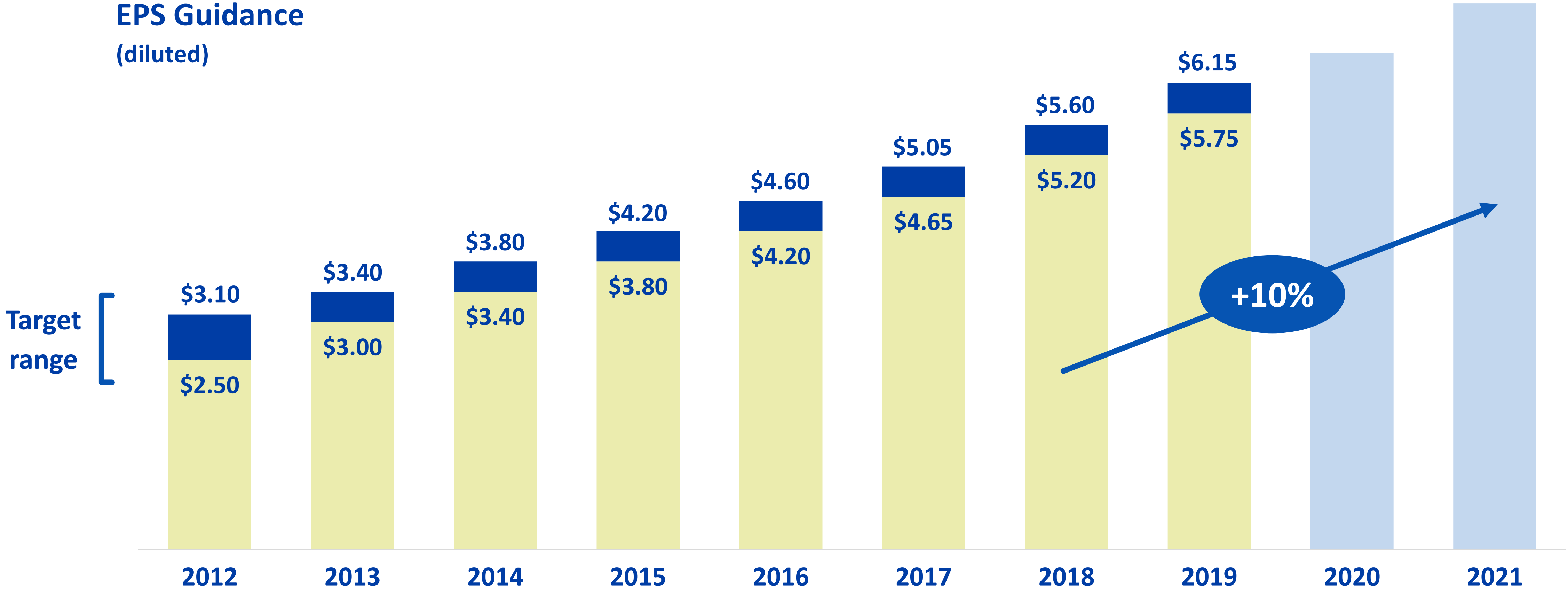
Capital deployment

Financial position and protections

Committed to minimum 10% annual EPS growth

Steadily delivering on growing targets

EPS Guidance
(diluted)



	2012	2013	2014	2015	2016	2017	2018
Reported EPS	$3.22	$3.57	$3.97	$3.57	$5.19	$4.81	$5.59
Core EPS	N/A	$3.30	$3.54	$4.04	$4.69	$4.86	$5.55

This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this document for further information.

Earnings visibility with a good organic growth basis

Various profit initiatives to reach or exceed our 10% EPS growth target

6% **organic growth**	+	**3%** **profit improvement** in all lines of business	+	**1%** **distribution** a core function	+	**2%** **acquisitions** (US and distribution) **and NCIB**	≥	**10%** **annual EPS growth**

Solid results in 2019 (after 9 months)

Profit

- **EPS above guidance**
- **ROE above guidance** (12.7%[1])
- **Many positive items**: Policyholder experience, income on capital, hedging program, strain on new business and iA Auto and Home

Growth

- **Canada**: Strong sales for most business units
- **US**: Strong momentum continues in both divisions

This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this document for further information. [1] Reported trailing-12-month ROE.

Solid capital position

And flexible balance sheet

Solvency ratio — **134%**

- **Target range of 110%-116%**
  Appropriate for iA's risk profile

Leverage ratio — **22.4%**

- **Low ratio brings flexibility**

This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this document for further information.   Data as at September 30, 2019.

Solvency ratio sensitivity

Very limited impact from macroeconomic variations

▶ Equity market variation[1]	(30%)	(20%)	(10%)	+10%	+20%	+30%
▶ **Impact on solvency ratio** (in percentage points)	(2%)	1%	—	(1%)	(1%)	(1%)

▶ Interest rate variation[2]	(50 bps)	(25 bps)	+25 bps	+50 bps
▶ **Impact on solvency ratio** (in percentage points)	(1%)	—	—	—

▶ Credit spread variation[3]	(50 bps)	(25 bps)	+25 bps	+50 bps
▶ **Impact on solvency ratio** (in percentage points)	(3%)	(2%)	+1%	+3%

[1] Equity market variation represents an immediate change in public and private equity investments (excluding infrastructure investments), at quarter-end.
[2] Interest rate variation represents an immediate parallel change in interest rates across the entire yield curve, at quarter-end.
[3] Credit spread variation represents an immediate parallel change in credit spreads across the entire yield curve, at quarter-end.
Data as at December 31, 2018.
Actual results can differ significantly from the estimates presented in this slide for a variety of reasons. See the Management's Discussion and Analysis document for more details.
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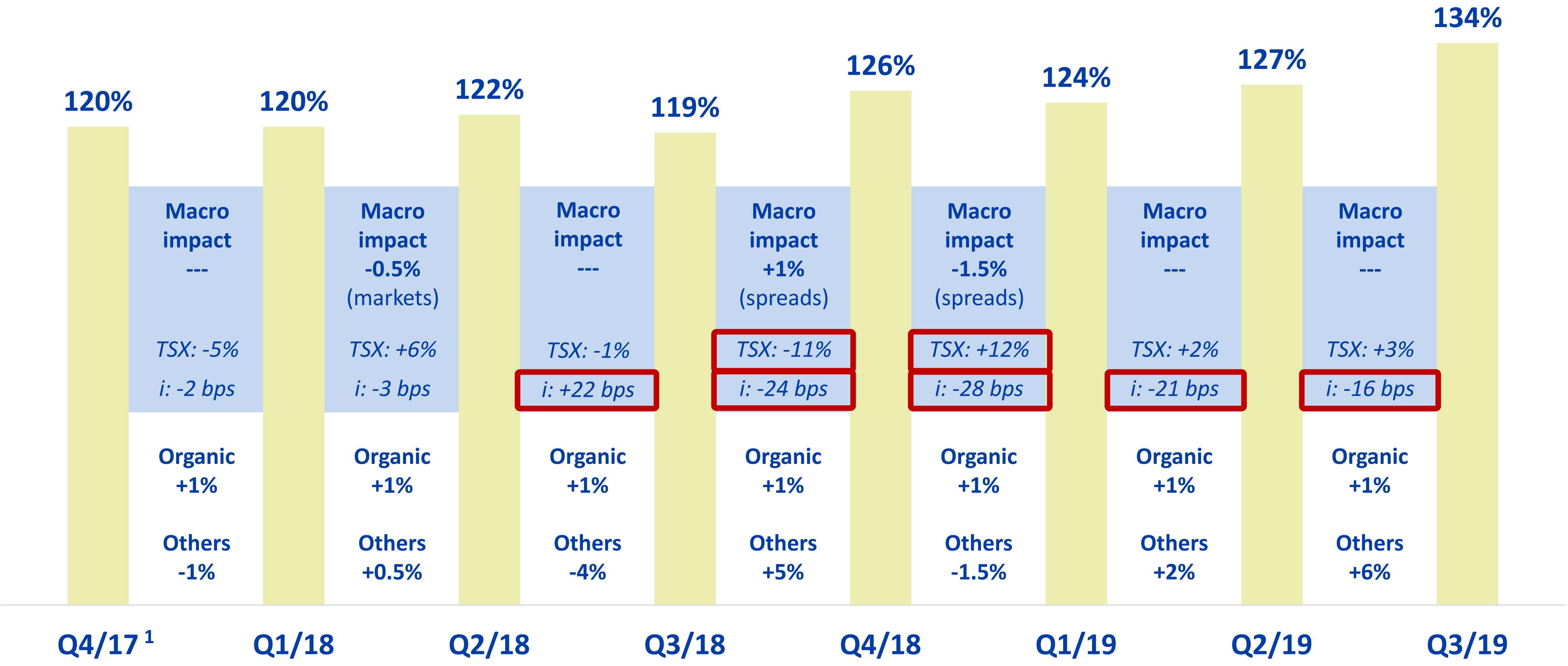
Solvency ratio variations since new capital regime inception

Impact from macro variations is minimal despite macro volatility



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[1] As at January 1, 2018.

Strong organic capital generation

Profit is the best source of capital

2018

TARGET	GENERATED
~$200M	~$250M

2019

TARGET	GENERATED (9M)
$250M-$300M	~$235M

+

Capital regime rewards good risk management — **~$360M** Capital relief from investment strategies to manage macroeconomic risks

Capital deployment

Preference for growing through acquisitions

Capital for deployment — **~$1.3B** ← Total potential by increasing leverage ratio and reducing solvency ratio, in accordance with regulatory constraints

Main targets

US businesses
- Individual insurance
- Dealer services

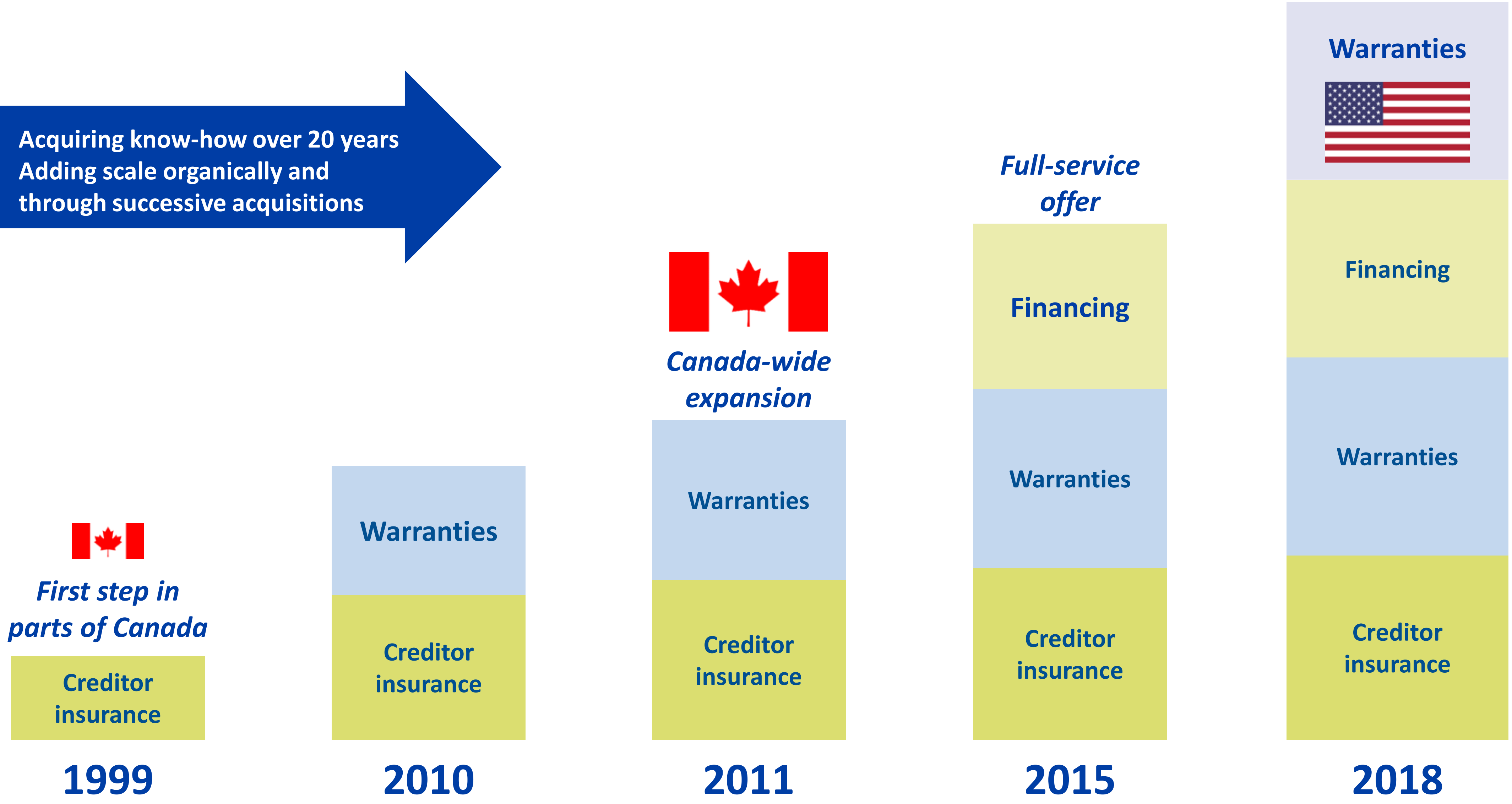
Distribution
- Becoming a meaningful business for iA in Canada
- Affiliated distribution makes it easier to deliver value to clients

Active NCIB until November 2020

Acquisitions – iA has a disciplined and step approach

Vehicle dealer services business is a good example

- ✓ Acquiring know-how over 20 years
- ✓ Adding scale organically and through successive acquisitions

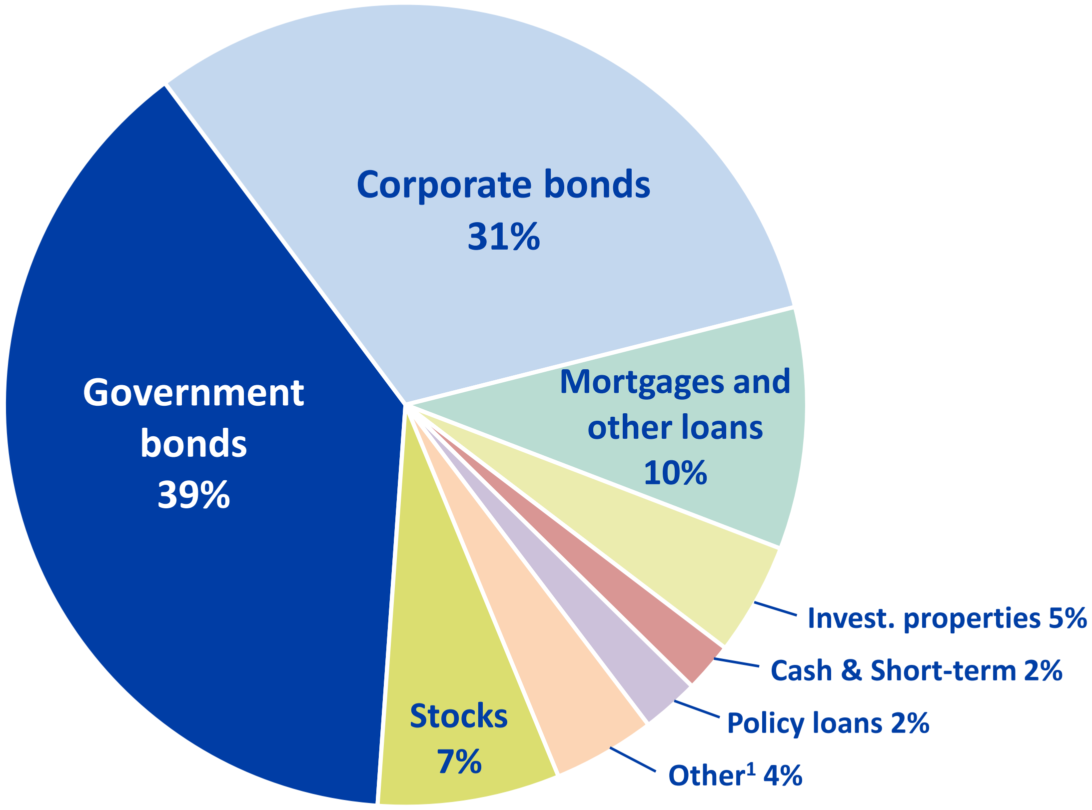


Investment portfolio well diversified and of high quality

$40B total – 70% invested in high-quality bonds

Data as at Sept. 30, 2019

Distribution of Investment Portfolio



IMPAIRED INVESTMENTS AND PROVISIONS	
Gross impaired investments	$24.0M
Provisions for impaired investments	$11.1M
Net impaired investments	$12.9M
Net impaired investments as a % of investment portfolio	0.03%
Provisions as a % of gross impaired investments	46.3%
BONDS – Proportion rated BB or lower	0.82%
MORTGAGES – Delinquency rate	0.08%
REAL ESTATE – Occupancy rate on investment properties	93.0%
CAR LOANS – Average credit loss rate (non-prime)[2]	5.3%

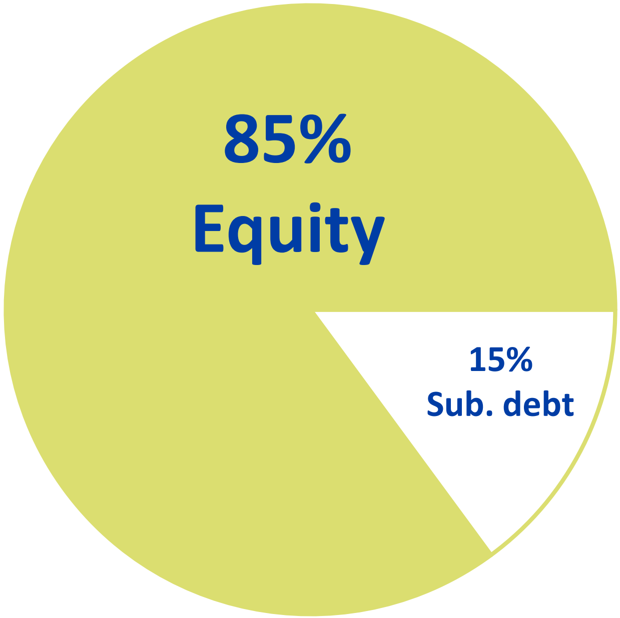
[1] Includes derivative financial instruments, investments in associates and joint ventures, notes receivable and cash in trust.

[2] Quarterly average credit loss on a trailing-12-month basis. Represents total credit losses divided by the average finance receivables over the same period.

This slide presents non-IFRS financial measures. See "Non-IFRS Financial Information" at the end of this document for further information. The figures do not always add up exactly due to rounding differences.

High-quality capital structure

Common equity	$5,419M
Participating policyholders' accounts	$46M
Perpetual preferred shares	$125M
Rate-reset preferred shares	$400M
Subordinated debt	$1,050M
Total	**$7,040M**



For iA Financial Coproration Inc. (which includes Industrial Alliance Insurance and Financial Services Inc.).
As at September 30, 2019; the figures do not always add up exactly due to rounding differences.

New company structure

Since 2019, new capital issued at the holding company level

iA Financial Corporation Inc.

Publicly traded holding company
(IAG on TSX)

Industrial Alliance Insurance and Financial Services Inc.

100% owned operating subsidiary

- **Structure aligned with other publicly traded P&C and life insurance companies**
- **Gives iA more flexibility to manage debt instruments and execute growth strategy**
- **Better serves the changing needs of our multi-faceted financial services organization**
- **More efficient capital and tax structure**

Credit ratings

S&P upgraded our ratings in 2019

iA Financial Corporation Inc.
(holding company)

Credit rating agency	Issuer rating
S&P	A
DBRS	A (low)

Industrial Alliance Insurance and Financial Services Inc.
(operating insurance company)

Credit rating agency	Financial strength
S&P	AA-
DBRS	A (high)
A.M. Best	A+ (Superior)

Rationale for S&P July 2019 upgrade:

- ✓ Business risk profile is strong and improving
- ✓ Operating performance in the top quartile in the past few years
- ✓ Current levels of capital can be maintained while further diversifying earnings profile and returns

Actuarial reserves

Key assumptions are well positioned

- ✓ Reserves are managed with a long-term view
- ✓ Good macroeconomic protections
- ✓ Recent policyholder experience
  - 2018: Favourable across all operations
  - 2019 (9M): Globally above expectations
- ✓ Year-end assumption review
  - 2018: No material issue
  - 2019: Expecting non-material impact

Decreasing interest rates

Expecting minimal impact on 2019 profitability

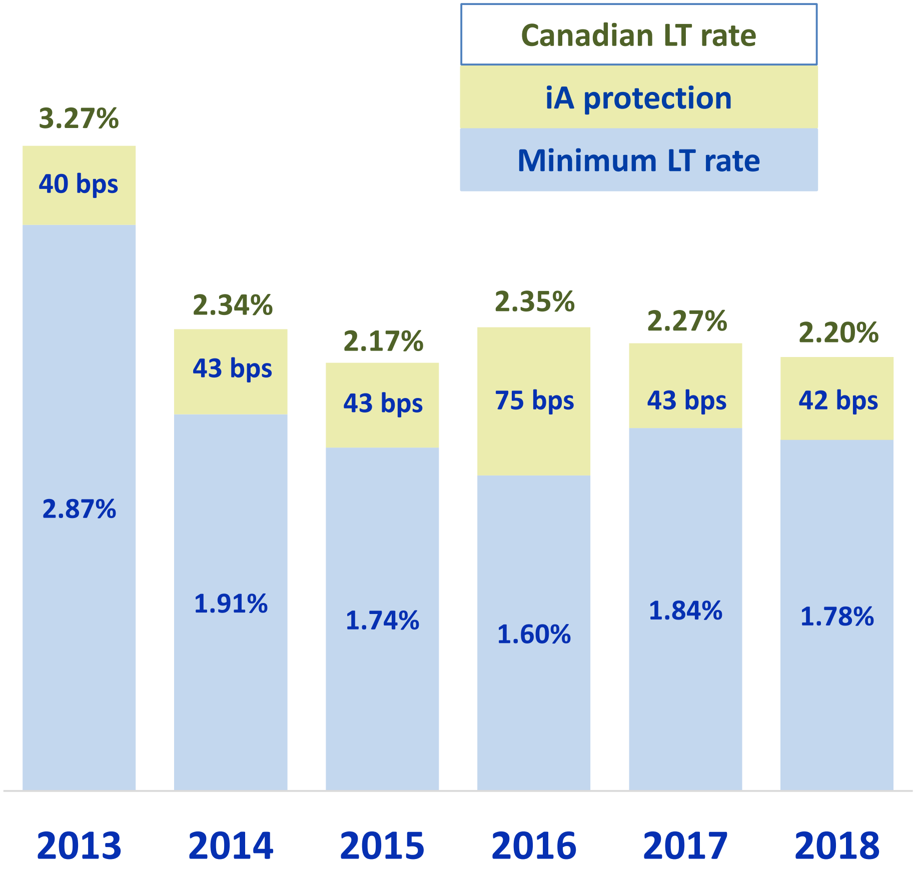
Impacts on	
Earnings	Impact at year-end on reserves; usually offset by management actions taken during the year
Products	iA diversified away from products with LT guarantees
Solvency ratio	No material impact due to low sensitivity
Financing	Positive impact from lower financing cost

Interest rate protection gives management time to act

Working to eliminate earnings sensitivity to IRR variations before IFRS-17

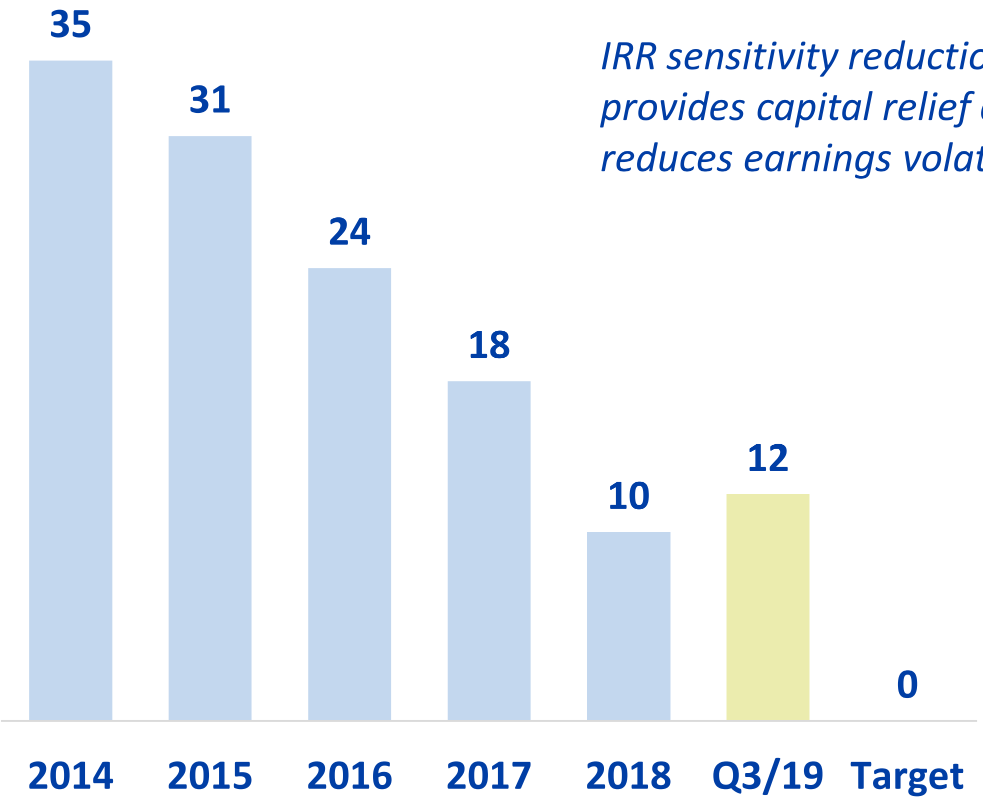
Protection against LT interest rate decrease

(at year-end)



Negative impact on net income of 10 bps decrease in initial reinvestment rate (IRR)

(at end of period, $M)



IRR sensitivity reduction provides capital relief and reduces earnings volatility

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Financial market protection

iA has additional protection over regulatory requirements

PROTECTIONS

Available capital
(solvency ratio)

Additional stock market protection
in actuarial reserves
("corridor approach")

DIFFERENTIATOR

Regulatory PfADs
(provisions for adverse deviations
in actuarial reserves)

Best estimate liabilities
(actuarial reserves)

Solid fundamentals

Financial performance and organic growth

- Known to deliver on growing targets
- Earnings visibility with organic growth

Capital position and organic generation

- Solvency ratio well above targets
- Low sensitivity and strong capital generation

Capital deployment

- ~$1.3B available for capital deployment
- iA has a disciplined and step approach

Financial position and protections

- Healthy and high-quality balance sheet
- Good macroeconomic protections

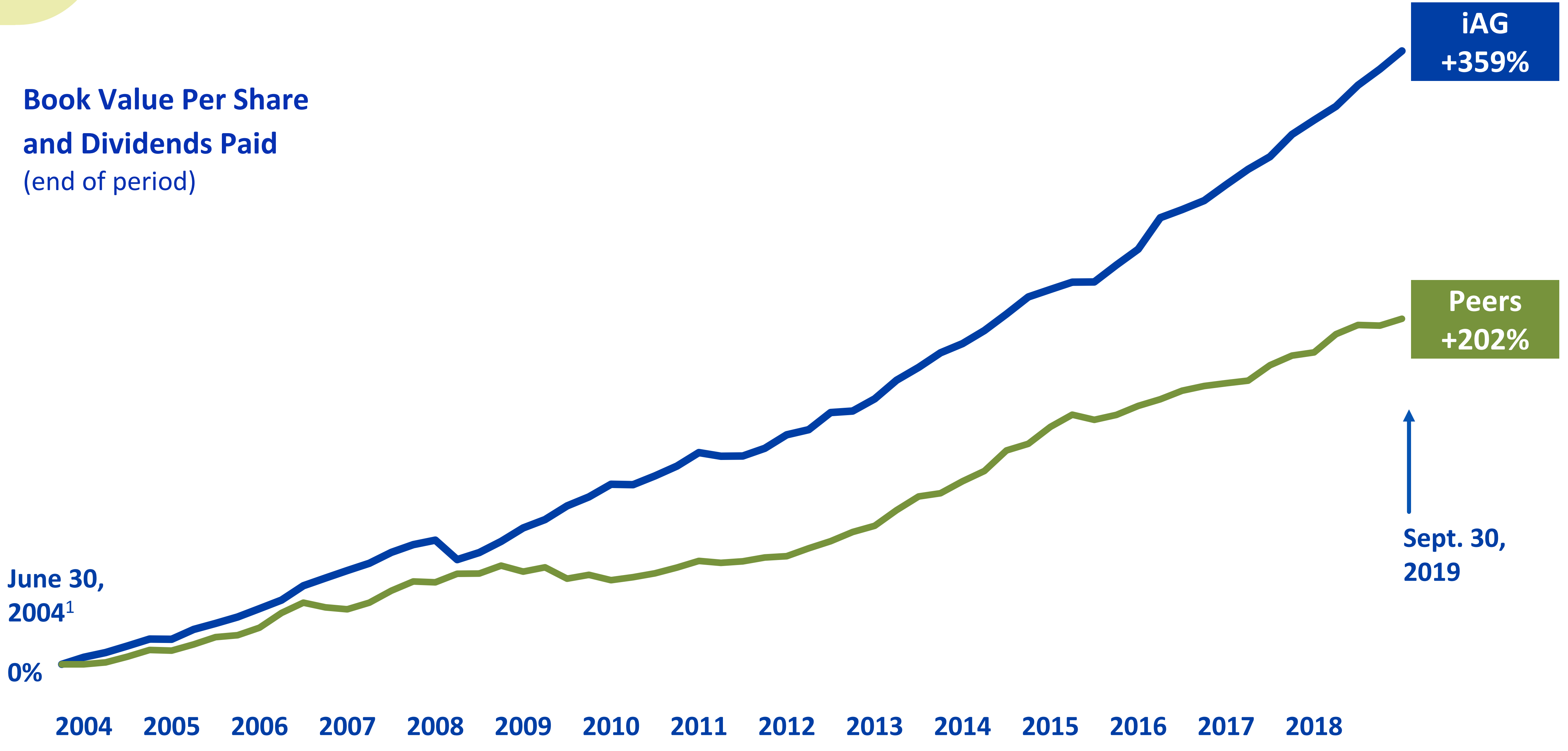
Questions?

Capital issuances outstanding

2019 activity	Type	Nominal value	Rate	Date
Redemption	Subordinated debentures	$250M	2.80%	May 2019
Issuance	Subordinated debentures	$400M	3.072%	Sept. 2019

Redeemable date	Type	Nominal value	Rate	Issued	Issuer
Since 2011	**Pref. shares, class A, series B** (Tier 1, fixed rate)	$125M	4.60%	Feb. 2006	Industrial Alliance Insurance and Financial Services Inc.
Feb. 2022	**Subordinated debentures** (Tier 2)	$250M	2.64%	Feb. 2015	
June 2022	**Pref. shares, class A, series G** (Tier 1, rate-reset)	$250M	3.78%	June 2012	
Sept. 2023	**Subordinated debentures** (Tier 2)	$400M	3.30%	Sept. 2016	
March 2023	**Pref. shares, class A, series I** (Tier 1, rate-reset)	$150M	4.80%	Feb. 2018	
Sept. 2026	**Subordinated debentures** (Tier 2)	$400M	3.072%	Sept. 2019	iA Financial Corporation Inc.

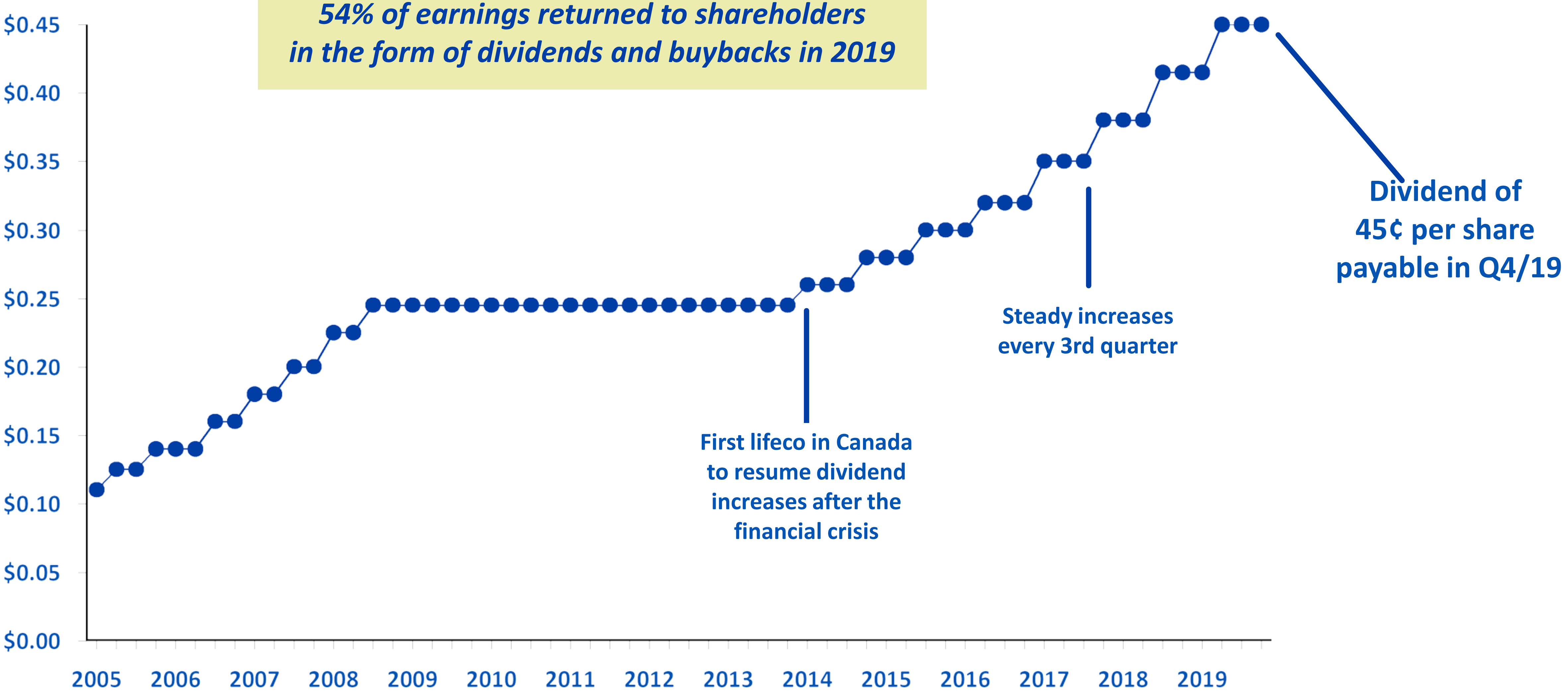
iA shareholder value creation vs. peers



[1] Chosen as the earliest comparable start date.

Dividend to common shareholders

54% of earnings returned to shareholders in the form of dividends and buybacks in 2019



2019 guidance

iA Financial Corporation

EPS[1]			
Q1	$1.25	to	$1.35
Q2	$1.45	to	$1.55
Q3	$1.55	to	$1.65
Q4	$1.50	to	$1.60
2019	**$5.75**	**to**	**$6.15**

ROE[1]	11.0% to 12.5%
Strain	6% annual target (quarterly range from 0% to 15%)
Solvency ratio	110% to 116%
Effective tax rate	20% to 22%
Payout ratio	25% to 35% (mid-range)

[1] Guidance for EPS and ROE excludes any potential impact of year-end assumption review.

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Sustainability: Building for the long term

Our guidelines

1. Ensure the financial wellbeing of our clients
2. Effectively manage risks
3. Follow high standards of governance
4. Actively contribute to our communities
5. Manage environmental impact
6. Create a rewarding work environment
7. Practice responsible sourcing

Committed to incorporate ESG factors into our investment decisions

Signatory of United Nations PRI

PRI Principles for Responsible Investment

The Global Compact — United Nations Global Compact

Scoring 95% for quality of governance

2018 *Globe and Mail* ranking (13th out of 237 Canadian companies)

Promoting socially responsible investing

Lineup of Inhance SRI funds and portfolios at iA Clarington

Sub-advised by Vancity, a leader in socially responsible investing

Keeping diversity top of mind

Aspiring to gender parity

58% of employees & **42%** of Board members[1] are women

Ranked best Canadian insurer employer

2019 *Forbes* Best Employers ranking (62nd in Canadian employers)

Encouraging responsible behaviour

Policies designed to incentivize responsible behaviour with client rewards

Investing in renewable energy

$1.7B invested in several projects (as at Dec. 31, 2018)

[1] Independent directors

Investor Relations

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Next Reporting Dates

Q4/2019 - February 13, 2020
Q1/2020 - May 7, 2020
Q2/2020 - July 30, 2020
Q3/2020 - November 4, 2020

For information on our earnings releases, conference calls and related disclosure documents, consult the Investor Relations section of our website at ia.ca.

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Non-IFRS financial information

iA Financial Corporation reports its financial results and statements in accordance with International Financial Reporting Standards (IFRS). It also publishes certain financial measures that are not based on IFRS (non-IFRS). A financial measure is considered a non-IFRS measure for Canadian securities law purposes if it is presented other than in accordance with the generally accepted accounting principles used for the Company's audited financial statements. These non-IFRS financial measures are often accompanied by and reconciled with IFRS financial measures. For certain non-IFRS financial measures, there are no directly comparable amounts under IFRS. The Company believes that these non-IFRS financial measures provide additional information to better understand the Company's financial results and assess its growth and earnings potential, and that they facilitate comparison of the quarterly and full-year results of the Company's ongoing operations. Since non-IFRS financial measures do not have standardized definitions and meaning, they may differ from the non-IFRS financial measures used by other institutions and should not be viewed as an alternative to measures of financial performance determined in accordance with IFRS. The Company strongly encourages investors to review its financial statements and other publicly-filed reports in their entirety and not to rely on any single financial measure.

Non-IFRS financial measures published by the Company include, but are not limited to: return on common shareholders' equity (ROE), core earnings per common share (core EPS), core return on common shareholders' equity (core ROE), sales, net sales, assets under management (AUM), assets under administration (AUA), premium equivalents, deposits, sources of earnings measures (expected profit on in-force, experience gains and losses, strain on sales, changes in assumptions, management actions and income on capital), capital, solvency ratio, interest rate and equity market sensitivities, loan originations, finance receivables and average credit loss rate on car loans.

The analysis of profitability according to the sources of earnings presents sources of income in compliance with the guideline issued by the Office of the Superintendent of Financial Institutions and developed in co-operation with the Canadian Institute of Actuaries. This analysis is intended to be a supplement to the disclosure required by IFRS and to facilitate the understanding of the Company's financial position by both existing and prospective stakeholders to better form a view as to the quality, potential volatility and sustainability of earnings. It provides an analysis of the difference between actual income and the income that would have been reported had all assumptions at the start of the reporting period materialized during the reporting period. It sets out the following measures: expected profit on in-force business (representing the portion of the consolidated net income on business in force at the start of the reporting period that was expected to be realized based on the achievement of best-estimate assumptions); experience gains and losses (representing gains and losses that are due to differences between the actual experience during the reporting period and the best-estimate assumptions at the start of the reporting period); new business strain (representing the point-of-sale impact on net income of writing new business during the period); changes in assumptions, management actions and income on capital (representing the net income earned on the Company's surplus funds).

Sales is a non-IFRS measure used to assess the Company's ability to generate new business. They are defined as fund entries on new business written during the period. Net premiums, which are part of the revenues presented in the financial statements, include both fund entries from new business written and in-force contracts. Assets under management and administration is a non-IFRS measure used to assess the Company's ability to generate fees, particularly for investment funds and funds under administration. An analysis of revenues by sector is presented in the Analysis According to the Financial Statements section of the Management's Discussion and Analysis.

Core earnings per common share is a non-IFRS measure used to better understand the capacity of the Company to generate sustainable earnings.

Management's estimate of core earnings per common share excludes: 1) specific items, including but not limited to year-end assumption changes and unusual income tax gains and losses; 2) market gains and losses related to universal life policies, investment funds (MERs) and the dynamic hedging program for segregated fund guarantees; 3) gains and losses in excess of $0.04 per share, on a quarterly basis, for strain on Individual Insurance sales, for policyholder experience by business segment (Individual Insurance, Individual Wealth Management, Group Insurance, Group Savings and Retirement, US Operations and iA Auto and Home Insurance), for usual income tax gains and losses and for investment income on capital.

Forward-looking statements

This presentation may contain statements relating to strategies used by iA Financial Group or statements that are predictive in nature, that depend upon or refer to future events or conditions, or that include words such as “may”, “will”, “could”, “should”, “would”, “suspect”, “expect”, “anticipate”, “intend”, “plan”, “believe”, “estimate”, and “continue” (or the negative thereof), as well as words such as “objective” or “goal” or other similar words or expressions. Such statements constitute forward-looking statements within the meaning of securities laws. Forward-looking statements include, but are not limited to, information concerning the Company’s possible or assumed future operating results. These statements are not historical facts; they represent only the Company’s expectations, estimates and projections regarding future events.

Although iA Financial Group believes that the expectations reflected in such forward-looking statements are reasonable, such statements involve risks and uncertainties, and undue reliance should not be placed on such statements. Certain material factors or assumptions are applied in making forward-looking statements, and actual results may differ materially from those expressed or implied in such statements. Factors that could cause actual results to differ materially from expectations include, but are not limited to: general business and economic conditions; level of competition and consolidation; changes in laws and regulations including tax laws; liquidity of iA Financial Group including the availability of financing to meet existing financial commitments on their expected maturity dates when required; accuracy of information received from counterparties and the ability of counterparties to meet their obligations; accuracy of accounting policies and actuarial methods used by iA Financial Group; insurance risks including mortality, morbidity, longevity and policyholder behaviour including the occurrence of natural or man-made disasters, pandemic diseases and acts of terrorism.

Additional information about the material factors that could cause actual results to differ materially from expectations and about material factors or assumptions applied in making forward-looking statements may be found in the “Risk Management” section of the *Management’s Discussion and Analysis* for 2018, the “Management of Risks Associated with Financial Instruments” note to the audited consolidated financial statements for the year ended December 31, 2018, and elsewhere in iA Financial Group's filings with Canadian securities regulators, which are available for review at sedar.com.

The forward-looking statements in this presentation reflect the Company's expectations as of the date of this presentation. iA Financial Group does not undertake to update or release any revisions to these forward-looking statements to reflect events or circumstances after the date of this presentation or to reflect the occurrence of unanticipated events, except as required by law.

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